



## TERMS OF REFERENCE

### FACILITATOR FOR ORGANISATIONAL CAPACITY ASSESSMENT

#### **Duration of Assignment:**

Approximately 10 working days over the period of 1 month (preferred start October 2017)

#### **1. BACKGROUND**

First Children's Embassy in the World Megjashi (Megjashi, FCEWM, Children's embassy Megjashi), is a strategic partner of Save the Children International office in Kosovo, which is implementing a project of Swedish International Development Cooperation Agency (SIDA). Sida has a strong commitment to support the capacity strengthening of local civil society organizations. Part of Save the Children's key requirements is to indicate a clear plan on how a certain percentage of the grant will be used for capacity strengthening. The Organizational Capacity Development (OCD) approach to capacity strengthening will be used, monitored and reported back to the donor.

Children's Embassy Megjashi is a non-governmental organization with the purpose to protect children and their rights and to strengthen the NGO movement for the children's rights. Founded on the 29th of April 1992, Megjashi strives for respecting the child's personality through protection of their rights, advocating for their best interests, connecting children from different backgrounds and enriches their lives with events that make the childhood secure and fruitful. The Children's Embassy Megjashi contributes to the development and strengthening of citizen awareness through the implementation of its activities. It brought down the wall of silence concerning children rights, especially related to physical, sexual and economic abuse of children, thereby exposing to the public numerous cases of abuse and directly supporting the establishment of more effective mechanisms for children protection.

The consultancy assignment will be centered on assessing the capacity strengthening needs of the organization. This will contribute to and enable the process of strengthening local civil society.

The process of Organizational Capacity Development starts with a holistic assessment by using an Organizational Capacity Assessment (OCA). The OCA is based on the idea that it is possible to obtain an overall picture of an organization's capacity and development profile by making systematic reviews and assessments of three basic aspects that are analyzed with the aid of eight variables.

The eight variables, here called 'Areas of Capacity' are;

**To Be:**

1. Governance and Structure
2. Culture and Inclusion
3. Management, HR and Staff

**To Do:**

5. Implementation and Quality
6. Participation

**To Relate:**

7. Networking and Communication
8. Influence and Legitimacy

## **2. OBJECTIVE AND SCOPE**

An Organisational Capacity Assessment (OCA) is a process that seeks to assess the capacity of any organisation across a broad range of topics. The overall objective of the consultancy is to;

- a) Conduct an Organizational Capacity Assessment by facilitating a participatory workshop methodology outlined in the SCS tool for OCA. The workshop aims to identify areas for organizational improvement in order to achieve sustainable results.
- b) Ensure thorough documentation throughout the workshop and produce a report summarizing the outcomes.
- c) Assist Children's embassy Megjashi with developing a four-year OCD plan to address the identified areas of improvements identified in the workshop.

It should be emphasized in the introduction of participatory workshops that different opinions are encouraged and the facilitator's role is to lead the discussion and ensure that the outcome reflects the reality in the best way. Discussion and scoring on each of the criteria allows the organization to determine gaps and make recommendations for building the required capacity.

## **3. METHODOLOGY OF THE ORGANISATIONAL CAPACITY ASSESSMENT**

The OCA and its workshop should be used as a first step in the process of organisational development and should involve many diverse representatives of the organisation through a participatory workshop consisting of a questionnaire and data entry sheet. The workshop aims to look at the overall situation at the time of assessment through the opinion of various groups within the organization and identify current situation within various aspects and identify areas of improvements. The workshop consist of an introduction, division of four pre-decided groups that answers a large set of questions within the group and a plenary that brings all groups and their answers together and where the facilitator leads a

discussion with all groups to find a consensus on the current state of each question and area. Current situation and areas of improvements are identified and documented during the plenum.

#### **4. ROLES AND RESPONSIBILITIES**

##### **4.1 Facilitator:**

The facilitator will be responsible for:

- Become familiar with the OCA Tool.
- Lead the participatory workshop with Megjashi staff and partners. The workshop will last three days and will be facilitated in Macedonian language.
- Complete in detail the OCA Tool (except for the finance/grants part)
- Providing the Capacity Needs assessment report.
- In coordination with Megjashi identify the priority areas for organizational development for the next 4 years and complete the OCD Framework
- Deliver documents and other deliverables on a timely manner
- Workshop material (OCA Tool and Manual), will be provided by the Children's embassy Megjashi.

##### **4.2 The First Children's Embassy in the World Megjashi:**

The First Children's Embassy in the World Megjashi will have the responsibility for the overall management of the facilitator and this will include the following:

- Provide the Save the Children OCA Tool and manual to the facilitator for the workshop purposes
- Reviewing and approving the proposed methodology
- Organize the workshop
- Ensuring that Megjashi staff will take place in the workshop
- Supporting facilitator to invite the staff and/or members
- Monitoring the delivery of milestones
- Reviewing and approving the OCD Framework template and final Capacity Needs Assessment Report.
- The finance/grants part of the OCA tool will be prepared by Save the Children
- Ensure completion of the OCD Framework detailing the OCD work for the next coming years.

#### **5. KEY DELIVERABLES**

- Maintain neutral and professional approach during the review process and during the overall workshop of the assessment.
- Facilitation and thorough documentation of participatory workshop.
- Draft comprehensive validated report which includes findings of the OCA and recommendations for the continued development of organisational capacity submitted within 6 days of the workshop.
- OCA Tool to be completed in English

- Final report submitted
- One day preparation of OCD Framework (in English) together with Megjashi to be held within submitted within 8 days after the workshop.

## **6. DURATION AND TIMEFRAME**

The contract of the assignment should be for 10 working days within the timeframe of 1 month, preferable throughout the period starting from the 1st of October

Familiarization with OCA tool and initial meetings- 1 day

Facilitation of OCA participatory workshop: 3 days

Report writing: 1-2 days

Feedback meeting and OCD Framework development with Children's embassy Megjashi: 1 day

## **7. QUALIFICATIONS AND COMPETENCIES OF CONSULTANT**

- Advanced degree in economics, development studies, social sciences or related discipline
- A minimum of ten (10) years' experience in conducting organizational capacity needs assessments, experience with self-assessment processes will be an advantage;
- At least 5 years of experience working in organizational development within civil society
- Excellent analytical, oral and written communication skills in English.
- Experience in monitoring, evaluation and reporting.
- Strong facilitation skills and ability to lead a plenary and document simultaneous
- Strong interpersonal skills and the ability to communicate and work well with diverse people.

## **8. APPLICATION PROCEDURE**

Applications must be sent in English and entail the following:

- Expression of Interest and availability;
- CV should be presented;
- Two references from similar assignments; and copies of the reports they prepared (if applicable)
- Expected remuneration, in the form of gross fee per day

Expression of Interest clearly marked "Expression of Interest for Needs Assessment' Organizational Capacity Development" can be submitted as hard copies at the address below on or before 22<sup>nd</sup> of September, 16.00 hours local time on Str. Kosta Novakovic 22a, 1000 Skopje.

The application should be sent to: [freelegalservice@childrensembassy.org.mk](mailto:freelegalservice@childrensembassy.org.mk) Only short-listed candidates will be contacted.