

## Terms of reference

### **Facilitator for Organisational Capacity Assessment (OCA) Workshop**

Duration of Assignment: 8 working days total, over the period of November 2021

#### **I. BACKGROUND**

The First Children's Embassy in the World Megjashi is a strategic partner of Save the Children International office in Kosovo, which is implementing a project of the 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 is used, monitored and reported back to the donor.

The First Children's Embassy in the World (FCEW) Megjashi is a non-governmental, non-partisan and non-profit organization with the purpose to protect children and their rights.

The mandate of FCEW Megjashi is defending the child rights striving towards achievement of its' vision of "More just world for every child". This mandate is embodied in each and every activity, program or project that Megjashi implements, in each child rights advocacy initiative and in every service that the organization provides.

As of 1997 Megjashi is regularly reporting alternative reports to the UN Committee on the Rights of a Child, both children's and NGO reports. Last two reports – [Alternative Report of non-governmental organizations on the state of the children's rights in Macedonia](#) and [Alternative Report on the state of the children's rights in Macedonia – from children's perspective](#) were submitted on 30 October 2020 and both were presented by the authors at the 88<sup>th</sup> Pre-Session at the beginning of 2021. More about the Megjashi's activities can be found in the [2020 Annual Report](#).

The process of Organizational Capacity Development started in 2017 with a holistic assessment through an Organizational Capacity Assessment (OCA) Workshop. 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 analysed with the aid of eight variables. The workshop aims to look at the overall situation at the time of assessment through the opinion of various groups within the organisation. The workshop was conducted at the beginning of the process and now at the end of the funding process and aims to involve the entire organisation in a reflective exercise on organisational

development. All sections of the organisation are to be involved in the development of the organisation and to understand its current situation and identify areas of improvements. In 2017 the base line assessment was done. In November 2021, the end-line assessment will be conducted. The consultancy assignment will be centred on assessing the capacity areas that have been improved. This will contribute to and enable the process of strengthening local civil society. 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

\*(The Capacity Area 4 of Finance and Grants is not subject to the OCA workshop as it is a specific area covered by other assessment)

## **II. 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 the FCEW 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.

## **III. METHODOLOGY OF THE ORGANISATIONAL CAPACITY ASSESSMENT WORKSHOP**

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 consists 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.

#### **IV. ROLES AND RESPONSIBILITIES**

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

The facilitator will be responsible for:

- Become familiar with the OCA Tool.
- Introducing the workshop and its purpose and methodology
- Creating an open environment where all opinions and perspectives are equally important and relevant and participants feel safe and secure both during and after the workshop
- Lead the participatory workshop with SbS staff, expert network and partners. The workshop will last three days and will be facilitated in Macedonian language.
- Guiding participants during group work to explain questions and methodology
- Leading the plenary and enforcing a culture of openness
- Leading the plenary discussion through follow up questions, examples and advice to inspire participants and organisational development
- Active support and guidance through each step of the workshop Thorough note taking in the tool throughout plenary discussion
- Complete in detail the OCA Tool (Entering data into the tool as answers become available
- Providing the Capacity Needs assessment report. In coordination with SbS identify the priority areas for organizational development 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 FCEW Megjashi

##### **4.2 FCEW Megjashi:**

FCEW 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
- Review and approve the proposed methodology
- Organize the workshop
- Ensure that SbS staff and other planned participants take part in the workshop
- Monitor the delivery of milestones

- Review and approve the OCD Framework template and final Capacity Needs Assessment Report
- Ensure completion of the OCD Framework detailing the OCD work for the next coming years.

## **V. KEY DELIVERABLES**

- Maintenance of a neutral and professional approach during the review process and during the overall workshop of the assessment.
- Facilitation and thorough documentation of the participatory workshop.
- OCA Tool completed in English
- Final report submitted which includes findings of the OCA and recommendations for the continued development of organizational capacity submitted within 8 days after the workshop.

## **VI. DURATION AND TIMEFRAME**

The contract of the assignment should be for 4 working days for the Facilitator and 4 days for Co-facilitator during November, including:

- Familiarization with OCA tool and initial meetings- half day
- Facilitation of OCA participatory workshop: 3 days
- Report writing: half day

## **VII. 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.

## **VIII. APPLICATION PROCEDURE**

Applications must be sent in English and entail the following:

- Expression of Interest and Availability;
- Updated CV;



- 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” in the Subject line can be electronically submitted to: [freelegalservice@childrensembassy.org.mk](mailto:freelegalservice@childrensembassy.org.mk) before 12:00 hours local time on 9 November 2021. Only short-listed candidates will be contacted