



INVITATION TO BID

**TERMS OF REFERENCE FOR ORGANISATIONAL CAPACITY
ASSESSMENT**

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PROJECT SUMMARY

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| Project Title | Strengthen Networking, Influence Policy on Food Sovereignty, Community Resilience & Regeneration of Bio-Cultural Diversity in Africa |
| Development partner | Bread for the World (BftW), Germany |
| Project location | Ghana, Ethiopia, Zimbabwe, and Benin. |
| Project number | Project A-AFK-2021-1001: |
| Project period | 1st August 2021 - 31st July 2025 |
| Target Beneficiaries | <ul style="list-style-type: none"> ● Communities, including marginalized youth ● Staff from implementing and strategic partners ● 237 intermediaries/Decision makers (media, staff of host to sub-regional nodes, academic institutions, governments, farmers movements and funding partners) |

1.0 INTRODUCTION AND BACKGROUND

The African Biodiversity Network (ABN), is a continental network that aims to ignite and nurture a growing network of individuals and organizations increasingly rooted in their own biological, cultural and spiritual diversity; governing their own lives and livelihoods; with ability to resist harmful developments and influence laws and practices that respect the rights of People and Nature across Africa. It envisages vibrant and resilient African communities living in harmony with Nature.

ABN offers an African approach to sustainability, community resilience and closely linked to the traditional practices. The ABN philosophy is anchored on preservation of the bio-cultural and ecological diversity that are intricately bound. It further stems from restoration of people's deep sense of connectedness to Nature, build their resilience to known and unknown pressures to be seed and food sovereign, sustain their land and other natural resources. A key part of this restoration is to give a voice to elders to pass on the indigenous knowledge to the youth through the intergenerational learning, one of the ABN's approaches.

Through the funding support from Bread for the World (BftW) in Germany, the ABN Secretariat is implementing a 4-year project that began on 1st August 2021 and ending on 31st July 2025. ABN is implementing this project in collaboration with four (4) lead implementing partner organizations and their communities in Ghana, Ethiopia, Zimbabwe and Benin.

The ABN and the implementing partners will also work with other partners and allies in the three (3) sub regions: Western, Eastern and Southern Africa. ABN's Secretariat is the Coordinating Partner and ensure harmonious implementation of project activities across these countries.

ABN seeks services of (a) consultant (s) to carry out a comprehensive Organizational Capacity Assessment (OCA), of the four (4) project implementing partners besides the ABN Secretariat. The OCA report informs the interventions and support required to ensure project deliverables are realized. **The consultant(s) should clearly indicate when they are readily available to take up and complete the assignment. Our preference is to have the assignment executed and completed by 15th June 2024.**

2.0 THE PROJECT SUMMARY

2.1 Overall Goal

The above Project will contribute to vibrant networking, good governance and regeneration of bio- cultural diversity for improved life on land, zero hunger and a resilient integrated Africa.

2.2 Project Objectives and Indicators

| Objective | Indicator(s) |
|--|--|
| ABN partners apply participatory experience-based and cultural approaches on community seed systems & Youth empowerment for regeneration and increase of biodiversity. | At least 10 ABN partners are applying at least two (2) new methods in their work with the communities learnt from learning centers by June 2025. |
| | In at least 10 communities served by ABN partners (ABN youth Guideline), youth engagement in community action in the field of biodiversity/livelihoods/ community development is increased by 30%. |
| Three Sub-Regional Nodes (in Western, Eastern and Southern Africa) intensify advocacy, coalition and alliance building among partners. | At least five joint programmes on regional, Sub-Regional, or national level (e.g., campaigns) are/have been carried out by ABN partners by June 2025. |
| | At least 9 new organizations are actively contributing to working processes in Sub- Regional Nodes by June 2025 through participation in meetings, signing lobby letters, joining advocacy work and/ or contributing to publications, policy recommendations or studies. |
| ABN secretariat mobilizes common lobby and advocacy processes among members to influence policies on agro ecology in Africa. | 5 joint position papers are published by members of the ABN network on policy issues related to agrobiodiversity, seeds, or agroecology by June 2025. |
| | At least two new communication channels such as e-newsletter, digital media platforms or online interactions are put in place among the networks. |
| | At least one policy related to agrobiodiversity, seeds or agroecology changed in line with the ABN recommendations. |

2.3 Project Implementation Structure and Target groups

The 4-year project is implemented in collaboration with four lead partner organizations and their communities in four countries: Ghana, Ethiopia, Zimbabwe, and Benin. The ABN has the overall responsibility and coordination towards the BftW for the project delivery and reporting.

The project will also employ sub-regional node approach to enhance networking and policy influence. A Sub-regional node is defined as clusters of partners in which they can share experiences such as exchange ideas and knowledge on farming, seeds and associated cultural practices, tools as well as create alliances. As such, the four lead partners will also involve and work closely with other partners within the respective sub-regional nodes for shared learning, strengthen networking for synergy and catalysing wide action.

The ABN three sub-regional nodes and countries are:

1. Western Node - Togo, Ghana, Benin, Burkina Faso, Senegal, and Nigeria
2. Eastern – Kenya, Uganda, Ethiopia Tanzania, and Rwanda
3. Southern Africa - Botswana, South Africa, Zimbabwe, and Zambia

3.0 OBJECTIVES AND SCOPE ORGANIZATIONAL CAPACITY ASSESSMENT IMPLEMENTING PARTNERS

The purpose of this OCA is to identify areas of improvement to enable the successful achievement of the project's goal.

3.1 Specific Objectives of the Organizational Capacity Assessments are to;

1. Conduct Organisational Capacity Assessments (OCA), for all the four (4) ABN partners in Ethiopia, Zimbabwe, Benin and Ghana besides the ABN Secretariat in Kenya to establish respective capacity strengths and weaknesses.
2. Develop a synthesized consolidated report with appropriate recommendations
3. Recommend solutions to capacity needs identified across the partners in the four (4) countries and the ABN Secretariat to enable scheduling of joint capacity development programmes where applicable.
4. Develop a specific OCA report for each organisation with specific recommendations.
5. Formulate capacity development plans for each partner and category.
5. Establish a baseline for measuring progress of capacity strengthening initiatives under each partner and category in the programme.

3.2 Areas of Organizational Capacity Assessments Review;

The OCA review will involve an in-depth review of ABN Secretariat and the four (4) partner organization (in the mentioned countries) capacities, including organisations' background (legal registration, mandate, etc); Organizational identity (mission, vision, values); Leadership, governance and strategy; sensing and adaptive capacity; organizational management (systems, structures, processes, culture, decision making, coordination etc.); program management (program integration, M&E, linking, staff capacity, etc.) financial management (accounting systems, compliance, qualification of accounts' staff, internal controls, sustainability, financial monitoring, etc.); audit and assurance; administration (procurement, human resources, ICT, security, logistics, etc.); strategic communications (internal and external structures and approaches); partnerships and networking; anti-corruption protocols; the various policies and manuals (e.g., HR, Finance, Operations, safeguarding , gender etc.) will be reviewed and their actual implementation verified. The Consultant/s will also be required to review the philosophies and approaches of the organizations on cross cutting issues like gender inclusion and the learning posture of the organizations.

The consultant should feel free to indicate if the assessment may be conducted virtually using the appropriate platform per country or use their local country consultants in the different countries as long as there will be no compromise on quality of the final outputs.

3.3 Expected Deliverables for Organizational Capacity Assessment

1. Inception Report with data collection tools for ABN review
2. Draft OCA Report with detailed analysis of capacity strengths and gaps of each of the partner for partners feedback for each organisation
3. Final OCA Report with agreed action/ capacity development plans for improvement by each partner
4. Synthesized OCA report highlighting areas where joint capacity building plans can be conducted

The detailed format and content of the OCA report(s) will be finalized in consultation with the ABN Secretariat. However, based on this ToR, the following table of content is proposed for the report(s):

1. *Executive Summary*: overview of the OCA, major findings, conclusions, and recommendations.
2. *Background and Introduction*: Brief organisational background and context, OCA purpose, objectives, process, approach, methodology and the limitations (if any) if this assessment.
3. *Detailed findings and analysis*: Detailed findings in response to all OCA questions – each sub-section will specify the findings, implications and specific conclusions.

4. *Lessons, conclusions and recommendations*: Key lessons learnt, major conclusions and actionable recommendations.
5. *Capacity Building Action Plans*: Overview of specific actionable, prioritized recommendations and the suggested / future actions;
6. *Annexes*: containing list of documents reviewed/references, people consulted, methods used, final agreed TOR, profile of the evaluation team, evaluation schedule, data collection tools, et cetera.

4.0 PROPOSED TIMELINES

The evaluation is expected to take a total of 18 days, allocated as follows:

| | Activity | Days |
|---|--|----------------|
| 1 | Key Informant Interviews with all key managers (2 days per partner) for 5 organizations | 10 |
| 2 | FGD with managers to review findings & prepare an Action Plan (one day per organisation) | 5 |
| 3 | Report Writing & Consolidation | 3 |
| 4 | Validation Meetings | 1 |
| | Total Consultancy Days | 18 days |

The Final report must be submitted on or before 15th June 2024 at the latest. The successful Consultant must provide evidence of capacity to carry out this task within the deadline envisaged.

5.0 KEY QUALIFICATIONS AND COMPETENCES

The consultant/s undertaking this assignment should have the following minimum qualifications:

1. Relevant academic Qualification in strategic management, Organisational Development(OD), HR, Finance, other relevant training
2. Demonstrable knowledge, experience knowledge and understanding of OD processes
3. Conversance with participatory methodologies and approaches to project review and evaluation, including familiarity with inclusion, gender and cultural sensitivity analysis.
4. Able to articulate issues objectively and present the OCA report with utmost clarity within the agreed timeframe.
5. A proven track record of professional execution of similar consultancies/assignments; working with NGO work or Network organization /umbrella body.
6. At least three (3) years of experience on similar assignments
7. Proven in-depth understanding and consulting experiences on institutional set-up of Not-for Profit Organisations
8. Attach at least 2 work samples you have done before relevant to this assignment

6.0 PROPOSAL EVALUATION CRITERIA

| Criteria | Max Points |
|--|------------|
| 1. Organisation/ Consultant Capacity <ol style="list-style-type: none"> a) Demonstrated understanding, objective, and completeness of the assignment b) Profile/capability statement, relevant documents, experience in similar assignments c) Experience working with BftW related projects d) Any safeguards in case of travel restrictions due to COVID-19/extent of collaboration with local consultants in the project country areas | 30 |

| | |
|---|------------|
| 2. Understanding of TOR, approach methodology and Implementation plan: a) Details and adequacy of methodology proposed for the assignment b) Detailed implementation plan indicating timeframe | 30 |
| 3. Qualification and Experience of Proposed Team to the assignment Detailed description of the proposed team, key qualifications previous relevant experience, key summary experience, position with the firm attach CVs (not more than three pages for each and other support team | 20 |
| 4. Financial proposal a) A breakdown of costs detailing proposed days, daily rates and other direct costs related to the assignment in US Dollars. b) The ABN will meet the travel costs in the field during data collection in case this is required | 20 |
| Total Points | 100 |

7.0 THE APPLICATION PROCESS

Applicants are invited from suitably qualified consultants. Interested firms/individuals should submit:

1. **A cover Letter** expressing interest and availability for the assignment.
 2. A precise and clear technical proposal clearly outlining the proposed methods & approaches for the assessments, proposed schedule/work plan (including a Gantt chart), a table clearly stating the level of effort of each proposed team member,
 3. Financial proposal with a detailed breakdown of costs (in US Dollar) for planning and carrying out the study. Also include the consultants' daily rate and all applicable taxes, and a payment schedule based on clear deliverables.
 4. Curriculum Vitae(s) of proposed staff outlining relevant education expertise and experience.
 5. Contact details of at least three (3) organizations that the firm/ consultants have been contracted to carry out a similar assignment preferably in the last three (3) years.
 6. A sample report from previous similar OCA carried out in the past
 7. An updated Consulting Firm Profile (including all details of the firm , compliance certificates and directors)
- 8. Indications of availability and dates to undertake the task**

Interested and qualified consultants/firms should send their application by email addressed to The General Coordinator through the abnsecretariat@africanbiodiversity.org cc accounts@africanbiodiversity.org to be received by **26th April 2024.**