**TERMS OF REFERENCE**

**Ref: BAD 95-2024**

*Consultant/Expert for Mouvement Social- NGO*

***“Functional review and Capacity Strengthening”***

# Background

Mouvement Social is a national, human-based non-governmental NGO. MS has been working since 1961 toward sustainable development over all Lebanese territory while adopting a secular approach. It aims to build a fairer humane society, to improve the citizenship engagement and autonomy of the marginalized individuals and communities through socio-economic development projects. MS works to satisfy individuals’ basic needs, to empower community members and to build supportive social networks. MS is intervening through its twelve community centers spread all over Lebanon toward achieving societal change and community development. It does not only intervene on behalf of its beneficiaries to improve their access to their rights; MS also works to increase awareness on social issues and lobbies decision makers to promote policies that take into consideration the basic rights and needs of those targeted. Through its programs, MS focuses on several areas and intervenes in various sectors i.e., education, child protection, volunteering and community mobilization, social rehabilitation and reintegration of juveniles/ women in conflict with the law, sustainable socioeconomic development, and economic empowerment of vulnerable and under-served groups youths and women in particular. Over the years, MS had the privilege to intervene in the country’s most marginalized localities and to serve the most disadvantaged populations, which enabled it, through a social learning approach, to acquire the necessary expertise and align its activities to the exact needs of the local community.

# Purpose of the consultancy

The main objectives of the functional review and capacity strengthening of MS are to:

* Assess the current functioning of the HR, Procurement, Logistics, Finance, Administration, IT, Communications, and Operations departments at the headquarters level.
* Clarify roles and responsibilities within these departments, emphasizing coordination under the oversight of the Executive Director.
* Review and/or validate job descriptions across departments to ensure alignment with smooth and complementary functioning and the overall organizational goals.
* Evaluate communication lines and linkages between departments to enhance collaboration.
* Develop actionable recommendations to improve efficiency and effectiveness.

# Tasks and Responsibilities

The scope includes comprehensive review of the following departments to assess current functioning, clarify roles and responsibilities, evaluate communication linkages, develop actionable recommendations, and support restructuring efforts:

1. Human Resources (HR):

Evaluate recruitment, retention, performance management, and staff development processes.

Clarify roles and responsibilities in collaboration with the Executive Director.

1. Procurement:

Examine procurement processes, policies, and transparency measures. Coordinate with the Executive Director to enhance procurement management in alignment with the different donor requirements and conditions.

1. Logistics:

Review inventory control, transportation, and supply chain management, integrating operational oversight by the Executive Director.

1. Finance and Accounting:

Assess budgeting, accounting, financial reporting, and internal controls, ensuring alignment with the Executive Director’s oversight.

1. Administration:

Evaluate admin and facilities management and processes, collaborating with the Executive Director’s to streamline administrative support.

1. Information Technology (IT):

Assess technology infrastructure and IT support services, integrating oversight by the Executive Director’s for enhanced technology integration.

1. Programs and Operations:

Assess the effectiveness of operations management and program coordination. Ensure alignment of operational strategies with MS’ strategic plan, organizational goals, and departmental functions.

1. Interdepartmental Communication:

Enhance communication lines and information flow between departments, facilitated by the Executive Director’s central coordination. Develop strategies to improve decision-making processes and collaboration across departments.

# Outputs and Deliverables

Consultant to:

* Present a clear action plan including a timeline to deliver the needed outputs noting that all the work need to be completed by November 30, 2024;
* Develop a comprehensive review for each of the 7 departments including assessment of current status/functioning based on international standards/benchmarking;
* Develop clear, specific, and sequential recommendations for each department to optimize the inter and intra-departmental functioning;
* Develop specific tools to optimize the work of the departments (average of 2 tools per department) as per the outcome of the review process and associated recommendations.
* Develop a power-point presentation summarizing the outputs of the review and recommendations for each department (in English and Arabic)
* Ensure regular check-in and pre-action approval by the Executive Director prior to implementation.

# Required qualifications

* A university degree in relevant and extensive experience in the domain; working with teams in the NGO sector is a plus;
* Minimum of 10 years of experience in relevant and similar consultancies (evident on CV or company portfolio);
* Excellent proficiency in Arabic and English.

# Payment

* In fresh dollars.
* Payment conditions: Bank check in USD cashed fresh money from Fransabank or BLOM – Banking commission (6$/1000) payable by the supplier.

# How to apply

Bids should be sent by e-mail to Mr. Pierre Hattouny, procurement officer: p.hattouny@mouvementsocial.org mentioning the TOR reference (BAD 95-2024).

The candidates (individual, company or teams) are expected to include in the application:

* **Cover letter**
* **Technical Offer**covering all aspects and tasks required in the TOR. The technical offer must include:
* **Approach, methods and design** including tentative work plan and division of responsibility (if team of consultants is applying) suggested by the applicant (3 pages max)
* **Professional profile of the evaluator(s)**(CVs of all individuals included in the consultancy team) indicating contacts on reference persons from at least three former employees/contractors.
* **Sample report** or other analytical outputs produced by the applicant
* **Financial Offer including cost breakdown**

# Selection & deadline

The applications will be assessed as follows:

* Financial offer 20%
* Technical offer 60%
* Profile of the consultant 20%

Deadline for submission: 26 Aug 24

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