

## Terms of Reference

### Participatory Organizational Capacity Assessment for Diakonia Partners

#### Background and context

Diakonia is a Swedish faith-based development organization that works to change unfair structures that generate poverty, inequality, oppression and violence. The organization was founded in 1966 and is today rooted in two Christian denominations: the Swedish Alliance Mission and the Uniting Church in Sweden. Our vision and mission are based on theological reflection and the universality of human rights. Diakonia works with around 400 partner organizations (2021) and employs approximately 300 staff in 25 country offices and four regional offices in Africa, Asia, Latin America, the MENA (Middle East and Northern Africa) region and Sweden.

The Diakonia Lebanon office was established in 2010 and currently oversee programs implemented directly and with 10 local partners.

Diakonia Lebanon Office is looking for a consultant to conduct a participatory organizational assessment for two its partners to support in developing institutional development plans for the next 4 years.

#### Purpose and Objectives of the Participatory Capacity Assessment

The purpose of the participatory organizational capacity assessments is to measure the overall capacity of Diakonia's partner:

- To help the partner organization reflect on its processes and functions.
- To identify what key capacities already exist and what additional capacities are needed to reach the organization's objectives.
- To identify and determine what type of capacities need to be addressed and how.
- To help the partner set priorities for actions to strengthen its capacity over the next 4 years.

The assignment should be approached to facilitate ownership, should be participatory and consultative.

## Approach and Methods to be used in the participatory organizational capacity assessment

The consultant is required to follow Diakonia's Organizational Capacity Assessment tool and adapt it as needed. This OCA tool assesses technical capacity in nine domains, and each domain has several sub-areas:

1. Governance
2. Management Resources
3. Human Resources Management and Development
4. Financial resources and management
5. Projects and Programs
6. Advocacy Capacity
7. External Resources
8. Sustainability
9. Facilities

The OCA is an interactive self-assessment process that should bring together staff from all departments at implementing organizations, both at headquarters and in the field, for 1-2 days assessment. The participatory focus group discussions should include representative from the board (1-2), executive team/programmes (1), officers/coordinator (2-3), operations (admin, HR, finance and logistics) (1 per department), media/comms (1), volunteers (2).

One partner organization employs around 300 staff members, while the other employs 30 staff members.

## Deliverables

The consultant is expected to deliver (1) a final report that summarizes the overall scoring with key findings and recommendations and (2) a jointly developed institutional development plan.

## Time schedule

It is expected that a time and work plan is presented in the proposal. The final reports should be submitted by March 2022.

The final documents shall be written in English and professionally proofread.

## Required Competencies and Experiences

- 5+ years of experience in organizational capacity assessment
- Organizational development
- Leadership management
- Monitoring and Evaluation

- Familiarity with tools for participatory capacity assessment
- Ability to deliver on time
- A CV shall be included for the lead consultant and contain a full description of the consultant's qualifications and professional work experience.

## Roles and responsibilities

The consultant will report to the Diakonia Competence Development Officer, while the head office will have an advisory role in the process. The contact person should be consulted if any problems arise during the analysis process.

The service provider will arrange the logistics, booking interviews, preparing visits including any necessary security arrangements. Some assistance will be offered by the Diakonia country offices upon request.

## Terms and conditions

The service provider is responsible for income tax and cost proposals should clearly indicate amounts pre and post taxes. Costs should include all in country travel.

The service provider is required to sign and follow Diakonia's code of conduct

## Mode of application

The proposal shall be sent by e-mail to Samar Faysal ([samar.faysal@diakonia.se](mailto:samar.faysal@diakonia.se)) with a copy to Cederic Choukeir ([cederic.choukeir@diakonia.se](mailto:cederic.choukeir@diakonia.se)) by 1 October 2021. This should include:

- A detailed draft work plan.
- Cost Proposal with breakdown of cost. Prices should include all applicable taxes.
- CV of consultant.
- Testimonials and/or sample reports of similar assignments completed.
- Contact details of three references.
- Signed eligibility confirmation

## Terms of Payment

Payment will be made and received in USD by bank transfer.

National & International consultants are welcome to apply.

Successful applicant(s) will be duly notified in 2 weeks' time from closing date.