



FONDATION PIERRE FABRE

**Terms of Reference
Organisational Diagnosis (OD)
of a structure as part of a partnership
with the Pierre Fabre Foundation**

Type of call for tenders : national

Requester: Fondation Pierre Fabre

Subject: Organisational Diagnosis (OD) of a non-profit association under Lebanese law

Deadline for submission of tenders: 18 April 2024

Location of the OD: Beirut, Lebanon

Period for carrying out the OD: from 13 to 28 May 2024

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1. Presentation of Fondation Pierre Fabre

The Pierre Fabre Foundation (FPF) is a French foundation recognised as being in the public interest by decree of the Council of State dated 6 April 1999. Its mission is to enable the populations of the world's least developed countries and emerging economies, as well as populations exceptionally plunged into serious crises of political, economic and/or natural origin, to have access, in terms of both quality and volume, to healthcare and more specifically to commonly used medicines defined by the WHO as essential to human health.

Its head office is located at 15, rue Théron Périé, 81 100 Castres, France.

Its administrative headquarters are at Domaine d'En Doyse, 170 chemin d'En Doyse, 81 500 Lavaur, France.

2. Context, objectives and expected results of the Organisational Diagnostic

Context of the Organisational Diagnosis :

As part of the implementation of a new project in the health sector, the Pierre Fabre Foundation, lead partner of the Project, wishes to carry out an organisational diagnosis of one of its local implementation partners, a non-profit association under Lebanese law, hereafter referred to as the "Organisation".

This is the first collaboration between the Pierre Fabre Foundation and the Organisation, and this partnership includes a capacity building component for the local partners.

The Pierre Fabre Foundation would like to entrust an external service provider with the task of carrying out an organisational diagnosis of the Organisation.

Objective of the Organisational Diagnosis

In line with its partnership approach and in its role of supporting national partners, the Pierre Fabre Foundation adapts its support to the nature of its partners.

Within the framework of a joint project financed by institutional funds (hereafter the "Project"), it is planned to carry out a detailed inventory of the organisational system of one of the partners. The Pierre Fabre Foundation, leader of the consortium set up for this Project, wishes to entrust this mission to an independent external firm.

The objective of this organisational diagnosis, as defined in article 3 below, is to specify the operating methods of the Organisation in administrative, financial and legal terms with the aim of adjusting the support methods to be put in place for the success of the Project. This work will feed into an action plan to be defined jointly with the Organisation.

2. Scope of diagnosis

The organisational diagnosis will cover the Organisation as a whole (less than 10 people), excluding activities not financed by the Project. The Project being the main project implemented by the Organisation. More specifically, the organisational diagnosis must enable the following themes to be assessed within the Organisation being evaluated (hereinafter the "Organisational Diagnosis"):

- Communication: communication plan, means of communication used
- Human resources management: profile and composition of the team (Board of Directors and employees), types of contract, salary scales and benefits, social security charges, recruitment process, training plan, time sheets, etc.
- Administrative and financial management: financial procedures and tools, bank account management, internal control, budget management, funding, etc.
- Project management and monitoring and evaluation: project planning and monitoring, project data collection and analysis, national data reporting tools, indicators monitored, etc.
- Logistics, IT and security management: internal purchasing procedures, procurement, IT system security, storage of sensitive data, security plan, vehicle management, etc.

At the end of the organisational diagnosis, an action plan will be proposed by the service provider to implement its main recommendations.

3. Expected deliverables

- A detailed provisional report of the Organisational Diagnosis in French, including in particular:
 - A description of the methodology used;
 - The results of the analysis, highlighting the organisation's strengths, risks and areas for improvement;
 - Recommendations and associated action plan;
 - Feedback on the progress of the Organisational Diagnostic (any difficulties encountered).
 - A final report (in French)
- -An oral presentation of the conclusions and recommendations to the Pierre Fabre Foundation and the Organisation, highlighting the implications for the Partnership Project between the Pierre Fabre Foundation and the Organisation.
- Visual aids and concrete examples to illustrate good practice and areas for improvement.

4. Timetable and practical details

- Start and end dates: 13 to 28 May 2024

- Location(s) where interviews or observations will take place: Some interviews may be conducted remotely. Presence in Beirut at the premises of the organisation being evaluated is essential for 2 or 3 days.

- **Echéancier :**

Within two weeks of signing the service contract for the Organisational Diagnostic, a scoping meeting will be held with the stakeholders. The meeting may be held remotely. The purpose of this meeting is to present the Organisation in more detail to the service provider, to specify the challenges of this partnership and the related points of attention, to enable a good understanding of the methodology proposed by the service provider, the scope of the Organisational Diagnostic and its challenges, as well as the expected results.

Fifteen (15) days after the end of the Organisational Diagnostic, the service provider will send the Pierre Fabre Foundation the detailed provisional report. In the week following this dispatch and respecting a reasonable period of time for the Pierre Fabre Foundation to review the draft report, the service provider will organise a meeting with the Pierre Fabre Foundation in order to discuss the draft report and review the latter's comments. Following this meeting, the service provider must, within one month of the date of completion of the Organisational Diagnostic :

- Draw up the final Organisational Diagnostic report and submit it to the Pierre Fabre Foundation and the Organisation.
- Organise an oral presentation of the conclusions and recommendations to the Pierre Fabre Foundation and the Organisation, highlighting the implications for the Project.

All data collected as part of the Organisational Diagnostic will be subject to a confidentiality undertaking by the service provider as set out in the service provision contract.

4. Technical and financial proposal

The maximum budget for the Organisational Diagnosis is 5,000 Euros including all taxes - including all costs (including travel expenses to the Organisation) and profits of the service provider, as well as any tax obligations for 4. Technical and financial proposal which it may be liable.

The service provider invited to tender must provide the Pierre Fabre Foundation with the following information by 18 April 2024:

A technical proposal which must indicate :

- The proposed methodology for carrying out the Organisational Diagnosis
- The service provider's references and experience (maximum 2 pages);
- The CV of the team member(s) and a breakdown of responsibilities; also showing that the team is able to work in French, Arabic and English

- A provisional timetable for the project, including the deadline for submission of the final report, and an estimate of the workload in man-days;

A financial proposal which must indicate :

- The detailed budget for the Organisational Diagnosis in Euros, excluding VAT and including VAT;
- Terms of payment (payment schedule);

5. Profile of the service provider:

The service provider, and any associated personnel, must have experience in carrying out organisational diagnostics in the voluntary and humanitarian sector.

The service provider will provide client references in similar sectors.

Particular attention will be paid to the service provider's skills in change management, participative facilitation and the formulation of recommendations.

6. Provider selection criteria

The evaluation of the technical and financial proposals will follow the following evaluation grid:

Criteria

TECHNICAL PROPOSAL 60%

Understanding of the ToR / Presentation of the methodology used (20%)

Experience of organisational diagnostics of structures in the associative sector (NGOs, associations, foundations, etc.) 30%.

CV of the consultant(s)/sharing of responsibilities 5%.

Provisional timetable for intervention/estimate of workload in man-days/5%.

FINANCIAL OFFER 40%

TOTAL 100%

Once the tenders have been received and analysed, the applicant reserves the right to negotiate the proposals with the shortlisted candidates.

The client also reserves the right not to select any candidate if no offer is deemed satisfactory.

Any information concerning the Organisational Diagnostic and the Organisation being assessed that may be included in the documents in these terms of reference or provided separately must be treated as strictly confidential by the service provider.

The Applicant agrees not to disclose or publish any information relating to this tender.

Similarly, any documents provided by the contractor will be treated as confidential.

7. Modalités de réponse

Tenders must be sent by e-mail, in French, with the following reference in the subject line:
Diagnostic Organisation :

- Deadline for receipt of bids: 18 April 2024
- Contact address for sending proposals: florence.copigneaux@fondationpierrefabre.org
- Only the selected candidate will be contacted.

8. Sureté :

By responding to this Call for Tenders, the service provider accepts to carry out the services related to the Organisational Diagnosis with knowledge of the security and political context in Lebanon. It undertakes to comply with the measures of its own security protocol (a copy of which it undertakes to provide to the Fondation Pierre Fabre).

Appendix 1 - Advisory Services Contract

To be completed by the Legal Department