**Terms of Reference for the Organizational Capacity Assessment Consultant/Firm**

1. **Background**

USAID Advancing Nutrition is the Agency’s flagship multi-sectoral nutrition project, led by JSI Research & Training Institute, Inc. (JSI), and a diverse group of experienced partners. Launched in September 2018, USAID Advancing Nutrition implements nutrition interventions across sectors and disciplines for USAID and its partners. The project’s multi-sectoral approach draws together global nutrition experience to design, implement and evaluate programs that address the root causes of malnutrition. Committed to using a systems approach, USAID Advancing Nutrition strives to sustain positive outcomes by building local capacity, supporting behavior change and strengthening the enabling environment to save lives, improve health, build resilience, increase economic productivity and advance development.

The overall goal of USAID Advancing Nutrition is to reduce malnutrition in women of reproductive age (ages 15-49) and children under 5, with a focus on the 1,000-day Window of Opportunity.

USAID Advancing Nutrition is working closely with a local implementing partner to promote the uptake of 11 evidence-based practices, advocate for improved policies and resource allocation for nutrition services. To achieve these goals, USAID Advancing Nutrition is supporting the implementing partner in organizational capacity strengthening. To determine the appropriate areas for support and growth, USAID Advancing Nutrition is seeking a subcontractor to organize and administer an organizational capacity assessment (OCA) with the partner, ensuring that their needs and priorities are identified. The partner will then develop a capacity strengthening plan to drive our support over the next phase of our work.

Activities will primarily take place with USAID Advancing Nutrition and the local partner staff in Bishkek City. The subcontractor will work with USAID Advancing Nutrition to: adapt the OCA tool, conduct baseline interviews, design a workshop to administer and finalize the OCA, and, together with the partner, agree on a capacity strengthening plan.

1. **Objectives of the Organizational Capacity Assessment**

Activities are designed to achieve two objectives:

1. Assess the organizational capacity of the local partner organization, identifying strengths and priority areas for USAID Advancing Nutrition to support.
2. Design a capacity strengthening plan that is fully understood and agreed by the local partner and includes priority areas for support, capacity strengthening activities, individuals’ roles and responsibilities, and a timeline.
3. **Specific OCA Activities**

**Objective 1: Assess the organizational capacity of the local partner organization, identifying strengths and priority areas for USAID Advancing Nutrition to support.**

* Review background documents and hold initial discussions with USAID Advancing Nutrition staff. Background information includes:
  + Overview of USAID Advancing Nutrition’s work with the implementing partner, including work plan and overall approach
* Conduct initial interviews with key staff members. USAID Advancing Nutrition and the local partner will provide the names and contact information of the staff to interview. The purpose is to understand organizational needs, identify specific staff to be part of the OCA, and identify the focus of the OCA. The contractor will develop an interview guide for USAID Advancing Nutrition review before proceeding with the interviews. The contractor will also develop a short report (2-4 pages) documenting key summary of info gathered, names of participants, and recommendations to support OCA tool development.
* Adapt the OCA tool and design the evaluation rubric. The contractor will share the adapted OCA tool and evaluation rubric with USAID Advancing Nutrition for review and approval before implementing the tool.
* Conduct an assessment workshop through a participatory facilitated approach that supports local buy-in and a shared understanding of the organizational capacities reflected in the assessment.
* Review the baseline OCA with the local partner through a facilitated discussion and facilitate a participatory approach to brainstorm potential future actions to support the partners’ organizational capacity strengthening needs.

Upon completion of the assessment and results sharing session, write a short report that documents the workshop methodology, OCA baseline results and analysis, as well as attendees, and questions/concerns that arose from the meeting, including any concerns or challenges with the process. USAID Advancing Nutrition will review and approve the report.

**Objective 2: Design a capacity strengthening plan that is fully understood and agreed by the local partner and includes priority areas for support, specific capacity strengthening activities, individuals’ responsibilities, and a timeline for delivery of these activities.**

Based on the assessment findings, develop the capacity strengthening plan. This includes the following:

* Facilitate a goal-setting workshop and lead the development of the capacity strengthening plan that will include the capacity strengthening activities, measurement indicators, responsible staff members, and timeframe. The discussions will be conducted jointly with USAID Advancing Nutrition.
* Share the first draft plan within 2 weeks of the goal-setting workshop with the local partner and USAID Advancing Nutrition for review, and revise accordingly.
* Undertake subsequent rounds of review, as needed, until: a) the local partner states clear agreement by signing off on the plan and b) USAID Advancing Nutrition approves the plan. The contractor should plan for at least two rounds of review.

**Considerations for COVID-19 Impact on Activities**

USAID Advancing Nutrition is closely monitoring the COVID-19 pandemic in Kyrgyzstan. We are committed to ensuring that all program activities follow government guidance regarding gathering or movement restrictions, social distancing, and hygiene measures. We may make adaptations to the project activities to ensure safety of staff and communities, such as shifting meetings to remote approaches or other strategies as needed, based on the status of COVID-19 and government and USAID Mission guidance in Kyrgyzstan. The Offeror must have capacity to work remotely, including adequate access to equipment (laptops, access to and familiarity with video conferencing services, sufficient communication airtime for staff to conduct remote work, etc.).

1. **Timeframe**

Timeframe - 45 working days during May-June, 2021

1. **Qualifications and competencies**

* Experience in implementing and producing high quality qualitative research/ assessment and consulting
* Working experience and in depth knowledge of organizational/institutional capacity building and development of public associations
* Experience in developing and facilitating participatory trainings and/or workshops
* Excellent presentation skills
* Experience in strategic planning
* Strong critical thinking and analytical skills
* Substantive and technical knowledge to meet responsibilities and post requirements with excellence
* Ability to deliver in time
* Fluency in Kyrgyz, Russian and good knowledge of English
* Experience in producing English reports
* Prior experience with consulting with international organizations will be an asset

1. **Each applicant (individual or company) should provide the following information:**

* CVs
* Expertise of Individual/Firm, with a focus on qualitative research and organizational capacity assessment
* Proposed technical proposal (methodology, deadlines and approaches for implementation of the assignment)
* Financial proposal (including all expenses) for implementation of each task, listed in the table of deliverables

1. **Deliverables**

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| Activity | Deliverable | Number of days for completion |
| Objective 1: Assess the organizational capacity of the local partner organization | | |
| Adapted OCA Tool | Adapted OCA tool with evaluation rubric. | 10 working days |
| OCA Report | Two- to four-page report in English detailing the assessment background description (workshop methodology and proceedings, attendees, and questions/concerns that arose from the meeting, including any concerns or challenges with the process), analysis and baseline results. | 15 working days |
| Objective 2: Design capacity strengthening plan | | |
| Final capacity strengthening plan | Final capacity strengthening plan approved by USAID Advancing Nutrition. | 20 working days |