Terms of Reference
Assessment of Organizational Capacity Needs

1. BACKGROUND

ACBF has launched a new initiative to strengthen the organizational capacity of high-potential African organizations to enhance their effectiveness and sustainability. Under this initiative, ACBF will work with the organization to identify opportunities where additional investments in capacity building will drive organizational change to produce sustainable results.

A Capacity Needs Assessment (CNA) will be required to identify and understand the organization’s capacity assets and needs. This will involve identifying capacity that is already in place to determine opportunities and constraints to the achievement of clearly identified results. A Capacity Building Plans (CBP) will be developed on the basis of findings from the assessment. The CBP should provide a clear pathway to achieve the expected results. An important principle of ACBF in conducting the capacity needs assessments is that they should be ‘owned’ and driven by the organization to sustain results.

ACBF is seeking the services of individual consultants who will work in close collaboration with the selected organizations to undertake their CNA and develop a CBP. Consultants are needed in the following specified areas:
- Organizational development
- Change management
- Advocacy and outreach
- Policy research and evidence-based decision making
- Professional development and public sector training
- Learning and knowledge management
- Monitoring and evaluation

2. OBJECTIVE AND SCOPE

The overall objective of the consultancy is to conduct a CNA to identify areas for organizational improvement to achieve sustainable results. The expected results should be well defined because it determines the purpose and direction of the capacity building effort.

The CNA will provide the basis for defining a CBP to achieve the expected results. The CBP should clearly define the change process that will lead to improvement in capacity to achieve results. The CBP should include activities to be undertaken, budget, and indicators to measure progress towards results. The CBP should also be realistically formulated to cover a 1-2 timeframe and tailored to available funding sources.
3. METHODOLOGY OF THE CAPACITY NEEDS ASSESSMENT

The CNA should be participatory and consultative. The consultant should conduct the needs assessment using a methodology developed in partnership with the organization and ACBF. It is expected that the assessment will be built around self-assessment processes as well as broad consultation to help validate, expand and improve the range of information collected.

The capacity assessment framework should recognize the multiple dimensions of capacity in relation to each other as well as to the expected results. This approach ensures that capacity building should go beyond individual capacity (relevant skills and abilities) to include organizational capacity (governance, structures, processes, etc.) as well as the broader context and environment within which the organization functions.

4. ROLES AND RESPONSIBILITIES

4.1 Consultant
The consultant will be responsible for designing and delivering the capacity needs assessment report and capacity building plan.

4.2 ACBF
The Consultant will be contracted by ACBF. ACBF will have responsibility for the overall management of the Consultant and this will include; developing and finalizing the terms of reference, reviewing and finalizing the methodology and monitoring the delivery of milestones.

5. KEY DELIVERABLES

1. An inception report including a work plan, detailed methodology, report format and timeline, to be submitted within 7 days from the commencement of the assignment.
2. Facilitation of a validation workshop, to be conducted within 12 days after presentation of the inception report; and
3. A consolidated report which includes findings of the capacity needs assessment and agreed capacity building plan, to be submitted within 3 days after the validation workshop.

6. DURATION AND TIMEFRAME

The duration and timeframe for the assignment will depend on the organization, but will generally align to the key milestones in the table below:
<table>
<thead>
<tr>
<th>#</th>
<th>Key Tasks</th>
<th># days</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Desk review</td>
<td>5</td>
<td>Remotely</td>
</tr>
<tr>
<td>2.</td>
<td>Presentation of inception report</td>
<td>2</td>
<td>Country of Assignment</td>
</tr>
<tr>
<td>3.</td>
<td>Data collection and analysis</td>
<td>5</td>
<td>Country of Assignment</td>
</tr>
<tr>
<td>4.</td>
<td>Preparation of draft consolidated report</td>
<td>5</td>
<td>Remotely</td>
</tr>
<tr>
<td>6.</td>
<td>Preparation/Facilitation of validation workshop</td>
<td>2</td>
<td>Country of Assignment</td>
</tr>
<tr>
<td>8.</td>
<td>Preparation of final consolidated report</td>
<td>3</td>
<td>Remotely</td>
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<td></td>
<td><strong>Total</strong></td>
<td><strong>22</strong></td>
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7. **SKILLS AND EXPERIENCE REQUIRED OF CONSULTANT**

The consultant is expected to have the following skills and expertise:

- Advanced degrees in economics, development studies, social sciences or related discipline;
- A minimum of ten (10) years’ experience in conducting organizational capacity needs assessments, experience with self-assessment processes will be an advantage;
- At least 5 years of experience working in organizational development, capacity building in the specified area;
- Excellent writing and communication skills in English;
- Strong interpersonal skills and the ability to communicate and work well with diverse people.