

# Terms of Reference

## Organization Development Consultancy

### Background

Is initiating a comprehensive organizational development initiative aimed at raising its operational efficiency, effectiveness, and overall performance. To organize and guide this transformative journey, the organization is actively searching for an experienced organizational development consultant or firm. This Terms of Reference (ToR) document serves as a guide, delineating the specific scope of work, objectives, anticipated deliverables, and other pertinent details crucial for the successful engagement of the selected consultancy. The ToR provides a roadmap for the consultancy, ensuring alignment with the organization's strategic goals and facilitating a collaborative and effective partnership.

### Objectives

The primary objectives of this organization development consultancy are as follows:

- Conduct a comprehensive assessment of our current organizational structure, culture, processes, and systems.
- Identify areas of improvement, gaps and formulate recommendations for enhancing organizational efficiency, communication, collaboration, and employee engagement.
- Facilitate the design and implementation of a tailored organization development plan or strategies aimed at aligning our structure, processes, vision, mission and practices with our strategic goals.
- Provide guidance and support to ensure successful change management and sustainable implementation of the proposed initiatives.
- Evaluating the outcomes and impacts of the interventions and ensuring continuous improvement and feedback loops.
- Building the capacity and capability of the organization and staff to adapt and increase in a changing and complex environment.

### Scope of Work

The consultant or consulting firm will be responsible for the following tasks:

**Comprehensive Organizational Assessment:** Conduct a thorough evaluation of the current organizational structure, culture, processes, and systems to gain insights into strengths, weaknesses, and areas for improvement.

**Gap Identification and Recommendations:** Identify gaps and areas for improvement, formulating clear and actionable recommendations to enhance organizational efficiency, communication, collaboration, and employee engagement.

**Design and Implementation of Development Plan:** Facilitate the design and implementation of a customized organizational development plan or strategies. This plan should align the organizational structure, processes, vision, mission, and practices with the strategic goals of the organization.

**Change Management Guidance:** Provide guidance and support for effective change management, ensuring the successful and sustainable implementation of proposed initiatives. This involves addressing potential challenges and fostering a positive transition.

**Outcome Evaluation and Continuous Improvement:** Evaluate the outcomes and impacts of the

interventions, establishing mechanisms for continuous improvement and feedback loops to refine strategies based on evolving needs and circumstances.

**Capacity Building:** Focus on building the capacity and capability of the organization and staff to adapt and thrive in a changing and complex environment. This involves imparting skills and knowledge to enhance organizational resilience and agility. Partner has assessment data and feedback/comments from donor, if need consultancy will provide and support implement of the donor feedback/comments.

## Location and Official Travel Involved

- All communication and meeting through online platform with PARTNER. Work from home situation and using with own IT equipment.
- However, there might need to require travel to partners' location recommended by PARTNER's safety and security and approved by PARTNER's key staff for awareness training and FGD.
- All information must be confidential relating with PARTNER.

## Consultancy Timeline

This is approximately semi long-term or 3 months contract with the consultancy group.

Estimated Timeline: mid of January 2025 – April 2025

## Payment Conditions

- Any revenue occurring in Thailand is subject to withholding tax. If you are a Thai citizen, and or having a Thai work permit and or residing for over 180 days, then a 3% withholding tax will be applied.
- If not, a 15% withholding tax will be applied for a non-Thai citizen, residing in Thailand less than 180 days.
- If you are using an international bank account (apart from Thai and Myanmar), no withholding tax deduction will be applied, and you will be responsible for any applicable tax in your own country.
- Any transfer from USD to THB and or MMK will use the exchange rate from our system on the transfer date.

THB exchange rate from Jan-Sep 2024	MMK exchange rate from Jan-Sep 2024
Min = 34.02	Min = 3,371.64
Max = 37.02	Max = 4,275
Average = 35.93	Average = 3,713.11

## Application Process:

- Email should be addressed to **Supply Chain Team** at [THA\\_Procurement\\_BKK@savethechildren.org](mailto:THA_Procurement_BKK@savethechildren.org) not later than **18 September 2024 at 5:00 pm**. Late submissions will not be considered. Therefore, do not send tender related questions to this email address as they will not be answered.
- Note – this is a sealed tender box which will not be opened until the tender has closed. Therefore, do not send tender related questions to this email address as they will not be answered.
- The subject of the email should be **“Organization Development Consultancy”**.

- All questions relating to the tender should be sent via email to: Arunrat Wattanapalin at [arunrat.wattanapalin@savethechildren.org](mailto:arunrat.wattanapalin@savethechildren.org)
- Please be advised local working hours are **08:30 am - 05:30 pm**. Please allow up to **3 working days** for a response.

## Detail Deliverable and Schedule

Deliverable Title	Description	Responsible	Format and Style	Timeline
<b>Initial meeting with PARTNER and consultancy group.</b>	<ul style="list-style-type: none"> <li>Initial meeting will be conduct between PARTNER and consultancy group for identify of clear outcome, share context situation, and current policy, procedure &amp; process.</li> </ul>	PARTNER & Consultancy group	Meeting agenda, meeting note, action plan and agreement	Negotiable
<b>Desk review/ study and analysis</b>	<ul style="list-style-type: none"> <li>Desk review/study and analysis on PARTNER's Job Description, HR policy, Tools, templates, SOP and staffing structure assessment report. The purpose of this work tasks to know and aware of current assessment report, JD and their workloads, current policy, tools/SOP, work nature and context in order to identify of details further workplan and work tasks.</li> </ul>	Consultancy group	Workplan, finding, recommendation	Negotiable
<b>Comprehensive Organizational Assessment</b>  <b>And</b>  <b>Gap Identification &amp; Recommendations</b>	<ul style="list-style-type: none"> <li>Conduct interviews and focus group discussions with key stakeholders to understand their perspectives on the current organizational structure, culture, and processes.</li> <li>Analyze existing documentation, policies, and procedures to assess alignment with organizational goals.</li> <li>Administer surveys or assessments to gather quantitative data on employee satisfaction, communication effectiveness, and collaboration.</li> <li>Compile findings from the assessment to identify gaps and areas for improvement.</li> <li>Analyze data to formulate detailed recommendations for enhancing organizational efficiency, communication, collaboration, and employee engagement.</li> </ul>	PARTNER's each department staff and Consultancy group	<p><b><u>Organizational Assessment Report</u></b></p> <p>A detailed document summarizing the findings of the comprehensive assessment, including stakeholder interviews, focus group discussions, data analysis, and survey results.</p> <p>Clear identification of current strengths, weaknesses, opportunities, and threats (SWOT analysis) within the organization.</p>	Negotiable

			<p><b><u>Gap Identification Recommendations</u></b></p> <p>A document outlining specific recommendations based on the assessment findings, providing clear and actionable steps for improvement in areas such as organizational efficiency, communication, collaboration, and employee engagement.</p> <p>Prioritization of recommendations based on their impact and feasibility.</p>	
<b>Design and Implementation of Development Plan</b>	<ul style="list-style-type: none"> <li>Facilitate strategic planning sessions with key organizational leaders to align structure, processes, vision, mission, and practices with strategic goals.</li> <li>Develop a tailored organizational development plan with clear milestones, timelines, and responsibilities.</li> <li>Work collaboratively with stakeholders to implement the identified strategies, providing necessary resources and support.</li> </ul>	PARTNER's SLT & Consultancy Group	<p>A well-defined plan that integrates the recommendations into a structured approach for organizational development. Detailed strategies, action plans, milestones, and timelines for implementing the proposed changes.</p> <p>Roles and responsibilities assigned to key stakeholders for the successful execution of the plan.</p>	Negotiable
<b>Change Management Guidance</b>	<ul style="list-style-type: none"> <li>Develop a change management strategy that addresses potential resistance and promotes a positive organizational culture</li> </ul>	Consultancy group	A comprehensive change management strategy that	Negotiable

	<ul style="list-style-type: none"> <li>shift.</li> <li>Offer ongoing guidance and support throughout the implementation of change initiatives.</li> </ul>		<p>addresses potential challenges, resistance, and cultural shifts within the organization.</p> <p>Communication plans to keep all stakeholders informed and engaged throughout the change process.</p>	
<b>Outcome Evaluation and Continuous Improvement</b>	<ul style="list-style-type: none"> <li>Establish key performance indicators (KPIs) to measure the success of implemented initiatives.</li> <li>Conduct regular evaluations to assess outcomes and impacts, soliciting feedback from stakeholders.</li> <li>Use evaluation results to refine strategies and continuously improve organizational development efforts.</li> </ul>	Consultancy group	<p>Key performance indicators (KPIs) established to measure the success and impact of implemented initiatives.</p> <p>Regular evaluation schedules and feedback loops to assess ongoing progress.</p> <p>Mechanisms for continuous improvement based on evaluation results.</p>	Negotiable
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Identify specific skills and knowledge gaps within the organization.</li> <li>Develop and deliver training programs to build the capacity of staff and leadership with the skills needed to navigate and embrace change.</li> <li>Implement a knowledge-sharing mechanism to foster continuous learning and adaptation.</li> </ul>	PARTNER and Consultancy group	Detailed plans for building the capacity and capability of the organization and staff. Training programs, workshops, or learning resources designed to address identified skill and knowledge gaps.	Negotiable

## **Experience and Skill Set Required**

The assignment shall be carried out by the consultancy group which meet the following qualification:

- The consultant/consultancy group should have proven professional track record (and has a team) for several years of experience and acceptable performance in similar assignment and belonging to professional background, an advanced university degree (Master's or higher) Human Resources, Business Administration, Organizational Development, or similar disciplines.
- A minimum of 5 years' experience and knowledge of organizational design, skill mapping and workforce planning.
- A minimum of 3 years' experience working with local development or humanitarian organizations in Myanmar.
- Experience in conducting research and developing high quality analysis report.
- Excellent communication skills – both written and verbal, including active listening skills.
- Language: fluency in English or Burmese or Karen (Myanmar Ethnic Language) is required.
- Change Management experience is considered an asset.

## **Proposal Submission**

- Profile of the individual or consultancy group
- Relevant experience in conducting similar organizational development related engagements, especially with local development or humanitarian organizations.
- Any comments on the Terms of Reference or restrictions on the ability of the firm to meet those requirements.
- An explanation of the final analysis report and the opinion the consultant/consultancy group will be able to provide
- An outline of the methodology
- Suggested staffing, including profiles of the team.
- Proposed timeline
- Cost proposal, detailing rates to allow the comparison of costs and relevant financial arrangements.

## **Out of Scope**

- Language barrier might be out of scope. (Partner available only: Karen, English, Burmese)
- Travel limitation
- Others

## **Status Updates/Reporting**

The consultancy group/consultant shall provide the below status updates for the duration of the services:

- Monthly progress update with PARTNER Management in email.

## **Acceptance**

- Approved Final Report – to be accepted by PARTNER Management within 7 days of delivery date.

## Payment Information

Payment will be settled in xxx tranche according to the estimated effort of each deliverable –

Deliverable title	% of the total cost payable	Remark
Comprehensive Organizational Assessment And Gap Identification & Recommendations	XX % of the total cost payable	7 days of satisfactory completion
Design and Implementation of Development Plan	XX % of the total cost payable	45 days of satisfactory completion
Change Management Guidance	XX % of the total cost payable	45 days of satisfactory completion
Outcome Evaluation and Continuous Improvement	XX % of the total cost payable	45 days of satisfactory completion
Capacity Building	XX % of the total cost payable	45 days of satisfactory completion

- After receiving the supplier's invoice, costs are payable within 45 days of satisfactory completion of the deliverables

**\*\*\* More prefer with package (as lumpsum) based on deliverable task and supplier need to arrange for require travel arrangement and equipment, so need to calculate in financial proposal included for other expend and consultancy fees. (we don't provide other additional cost.)**

- **All suppliers and vendors are responsible to comply in line with Government's existing Tax Law, Regulation and Policy which means Save the Children will take the contracted value as NET and will not be responsible for any Tax related payments (i.e. Commercial Tax, Withholding Tax VAT, etc.)**

## How to contact for further information

Yu Mon Kham : [yumonkham@myanmareducationconsortium.org](mailto:yumonkham@myanmareducationconsortium.org)

Win Naing Zaw : [winnaingzaw@myanmareducationconsortium.org](mailto:winnaingzaw@myanmareducationconsortium.org)

## How to apply for the services

Interested and qualified individuals and consultancy groups are requested the following documents, including information described under "Experience and skill set required" session, send to

- Cover letter outlining the proposed audit team, prior relevant experience
- Financial Proposal (lump sum including all out-of-pocket expenses and taxes,
- CVs of all team members
- Brief information of the organisation and proposal.

Proposals must be submitted no later than **14<sup>th</sup> October 2024**



Don't miss this opportunity to be part of our impactful education programme!  
To apply, please send your proposals, CV and relevant documentations to Email:

[THA\\_Procurement\\_BKK@savethechildren.org](mailto:THA_Procurement_BKK@savethechildren.org)

**Confidentiality**

All information provided by the training provider will be treated as confidential and will not be disclosed to third parties without prior consent.