**Project/Consultancy Title**: CREATE PARTNERS’ CAPACITY BUILDING

**Project Location(s)**: Kenya, Tanzania, Uganda & Ethiopia

**Finance Department Code**: 23150; 91402

1. **Background:**

Mercy Corps is a leading global organization powered by the belief that a better world is possible. In disaster, in hardship, in more than 40 countries around the world, we partner to put bold solutions into action — helping people triumph over adversity and build stronger communities from within.

1. **Purpose / Project Description:**

Collective Resilience Against Extremism (CREATE) is a conflict prevention and stability programme funded by the UK Foreign and Commonwealth Development Office through the Conflict, Stability and Security Fund (CSSF). The Programme engages local and national governments and local civil society organizations and communities to mitigate conflict and instability in East Africa. This has been achieved through support to policy and legislative initiatives, community engagement, and support to civil society organisations. Active since August 2019, the Programme has been implemented by a consortium led by Mercy Corps Kenya across five countries, i.e., Kenya, Tanzania, Uganda, Ethiopia, and Mozambique. Strategies were adapted to the context and opportunities in each country to advance research, policy formulation, legislation, and field implementation of programme activities.

1. **Consultant Objectives:**

Since CREATE inception, the program has contracted 60 partners over 4 cycles with different numbers of partners engaged in each of the cycles. Some of the partners have been engaged in all the 4 cycles while few have been engaged for 1-2 cycles only. In the last cycle 4, the programme has engaged fifteen (15) partners. Prior to contracting the partners, pre-award assessments have been conducted to establish gaps and strengths in capacities of recipient partners. Also, spot checks have been conducted and the following are some of the key gaps that have been noted:

* Weak Governance & Organizational Capacity
* Weak General Internal Controls
* Poor documentation
* Weak Banking & Cash Management systems
* Poor Personnel/Payroll systems
* Poor Procurement systems
* Poor Asset Management systems
* Lack of Anti-corruption & ethics policies
* Limited understanding of donor requirements.
* Low staffing levels, and limited staff capacity; and
* Weak financial management guidelines and systems.

In responding to the above gaps, CREATE has conducted post-award trainings, engaged consultants to develop partner financial management policies and procedures, HR systems, procurement, security management systems, procured, installed, and trained partner staff on QuickBooks, and mentoring exercises as capacity development interventions targeting partners. However, some of the capacity gaps persist due to entry of new partners with weak capacities and some finance team members leaving the partner organizations, other partners have recruited finance staff with little or no capacity thus necessitating sustained interventions by CREATE until the requisite capacity levels are established and maintained.

It is in this regard that CREATE proposes to engage a consultant for four (4) months to conduct a range of capacity building interventions for partners with a view to addressing the key gaps that have been noted

1. **Consultant SOW:**

Activities to be addressed under the four-month contract for existing partners will include the following:

1. Conduct an audit of pre-award assessments, special award conditions and audit reports submitted to date for purposes of identifying areas of weaknesses and required capacity building. In identifying the weaknesses and capacity building requirements, it’s expected that the consultant will also conduct assessment and interviews with key downstream partners
2. Develop a mutually agreed plan for capacity building to address the assessment needs of the partner. The result should be an agreed workplan for capacity building and mentorship. Areas of support to be considered include:
   * Supporting the partner with financial management, documentation, tracking and reporting.

* Support the partners to understand the minimum required standards in accounting and financial documentation.
* Review partners financial, procurement and HR policies to identify gaps and recommend corrective action points with clear timelines
* Assisting the partners with strengthening internal controls or establishing them where they are non-existent.
* Provide financial management and procurement trainings for partner staff as needed.
* Work with partner to develop or strengthen data management and reporting systems. This

may include assistance with setting up charts of accounts or installing and using accounting software; and

* Monitor financial management capacity of partners during the life of the contract and offer

supplemental advice and support as needed.

* Submit a final partner monitoring report at the end of the contract

1. **Consultant Deliverables:**

The Consultant will:

* Pre-capacity building assessment reports for each partner clearly identifying the gaps, recommended action points, timelines, and responsibility matrix
* Develop and share a capacity assessment template with Mercy Corps covering HR, legal, assets, financial management and procurement
* a capacity building progress report addressed to both the partner and Mercy Corps
* Consolidated monthly progress report to Mercy Corps, consolidating the milestones achieved by each partner and activities conducted by the consultant during the reporting period
* Post capacity building assessment reports for all partners

1. **Timeframe / Schedule:**

The consultancy will be conducted between January and April 2023

* Advert December 22, 2022
* Submission of proposals January 9, 2023
* Evaluation and Negotiation January 11, 2023
* Contract award January 16, 2023
* Planning and mobilization – January 19, 2023
* Organizational review and assessment/Pre-capacity building assessment reports for each partner – February 10, 2023
* Capacity building and mentorship activities/a capacity building progress report addressed to both the partner and Mercy Corps-Monthly by the 5th of the following month
* Monitoring and evaluation/ Post capacity building assessment reports for all partners by April 30, 2023

1. **The Consultant will report to:** CREATE Finance & Subgrants Manager
2. **The Consultant will work closely with:** Partner management and Finance staff
3. **Required Experience & Skills:**

The capacity building consultant should meet the following criteria:

* Experience in capacity building of partners of donor funded programmes.
* At least five years of experience in conducting capacity building activities for local partners
* Have conducted capacity building of 10-20 partners in the past three years.
* A degree in a relevant field
* Excellent written and verbal English and Kiswahili communication skills.
* Ability to collaborate with multiple individuals and groups.
* Preference will be given to those who have conducted similar capacity building activities in either Kenya, Tanzania, Uganda, or Ethiopia

1. **To apply**

Provide a brief proposal of no more than 10 pages containing the following:

* 1-Executive summary-1 pg
* 2. Previous/similar experience-1 pg
* 3. Understanding of the bidders SoW -2pgs
* 4.Proposed approach, methodology and workplan-5pgs
* 5.Proposed key staffing structure for the assignment-1 pg
  + .
* Experience and quality of key personnel including CV(s) of staff who will be engaged for this assignment reflecting at least the academic qualification, previous relevant experience, contact number, current location etc. Each CV **should not exceed four (4) pages in MS Word format – font size Arial 11 – A4 size page – margin one inch all sides – alignment justified. Presented as annexes**
* Independent verified references
* Presented separately, detailed cost budget highlighting all associated costs of the engagement ***(signed and stamped) and an excel version of the same***
* Registration documents including ownership details, clearly mentioning the date of establishment.
* Income tax compliance & KRA PIN certificates
* Proposals must be sent digitally by 5:00 pm, Monday, January 9, 2023, to [**ke-bids@mercycorps.org**](mailto:ke-bids@mercycorps.org)
* Proposals will be evaluated based on the criteria captured in the annex section below. Shortlisted companies will be invited for a presentation. For any questions and queries, the applicant can send an email to [condere@mercycorps.org](mailto:condere@mercycorps.org) by 16:00 Hrs January 3,2023. Mercy Corps will respond to the queries within two (02) working days.

1. **Ownership and control of work/publication**

Ownership and control of all intellectual work products related to this scope of work, partner engagement shall belong to respective partner, and learning outputs shall belong to Mercy Corps. Any use of intellectual material, learnings or publications derived from the work product will require prior written approval from respective partners and Mercy Corps.

The advertisement of these ToRs and submission of application/proposals against the advertisement does not constitute any commitment from Mercy Corps. Mercy Corps reserves the right to cancel or amend the process at any time without assigning any reason.

1. **Diversity, Equity & Inclusion**

Achieving our mission begins with how we build our team and work together. Through our commitment to enriching our organization with people of different origins, beliefs, backgrounds, and ways of thinking, we are better able to leverage the collective power of our teams and solve the world’s most complex challenges. We strive for a culture of trust and respect, where everyone contributes their perspectives and authentic selves, reaches their potential as individuals and teams, and collaborates to do the best work of their lives.

We recognize that diversity and inclusion is a journey, and we are committed to learning, listening, and evolving to become more diverse, equitable and inclusive than we are today.

1. **Equal Employment Opportunity**

We are committed to providing an environment of respect and psychological safety where equal employment opportunities are available to all. We do not engage in or tolerate discrimination on the basis of race, colour, gender identity, gender expression, religion, age, sexual orientation, national or ethnic origin, disability (including HIV/AIDS status), marital status, military veteran status or any other protected group in the locations where we work.

1. **Safeguarding & Ethics**

Mercy Corps team members are expected to support all efforts toward accountability, specifically to our stakeholders and to international standards guiding international relief and development work, while actively engaging communities as equal partners in the design, monitoring and evaluation of our field projects. Team members are expected to conduct themselves in a professional manner and respect local laws, customs and MC's policies, procedures, and values at all times and in all in-country venues.

**Selection Criteria**

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| --- | --- | --- | --- | --- |
| Criteria | Scale and Rationale | | | Weight |
| Technical approach   1. **Understanding of the requirements**: Bidders must submit a response that demonstrates an understanding, in sufficient detail, of what is required to successfully achieve the Scope of Work | 0-3 marks:  Institutional operational experience of consultancy services of less than 5 years.  Little to no proven work experience in capacity building for CBOs, Local NGO’s, INGOs relevant to this assignment.  Weak methodology/approach to completing the assignment | 4-7 marks:  Institutional operational experience of consultancy services of at least 5 years.  Modest proven work experience developing operational manuals for CBOs, Local NGO’s, INGOs relevant to this assignment  Modestly strong methodology/approach to completing the assignment | 8-10 marks:  Institutional operational experience of consultancy services of at least 7 years.  Previous proven work experience developing operational manuals for CBOs, Local NGO’s, INGOs relevant to this assignment.  Robust methodology/approach to completing the assignment | 40% |
| 1. Proposed approach methodology and workplan |
| Experience and quality of proposed personnel | **0-3 marks:** Proposed personnel has less than 4 years of experience in partner capacity building ( CBOs, Local NGO’s, INGOs).  No academic background in any the relevant fields (Finance, HR, Procurement etc.). | **4-7 marks**: Proposed personnel has 4 to 7 years of experience in partner capacity building ( CBOs, Local NGO’s, INGOs).  The team has a modestly strong academic background in Finance& accounting, HR, Procurement, Security. Some team members hold relevant postgraduate degrees and are professional certified. | **8-10 marks**: Proposed personnel has 7+ years of experience in partner capacity building ( CBOs, Local NGO’s, INGOs).  The team has a strong academic background in Finance & accounting, HR, Procurement, Security. Most team members possess relevant postgraduate qualifications and are certified professionals. | **20%** |
| Quality and relevancy of previous work – as reflected in sample redacted copies of previous capacity building reports submitted or previous contract/reference letter submitted | **0-3 marks:** No work samples and verifiable referees provided. One work sample/reference provided and/or the sample cannot validate the quality of work.  \**Work samples must be capacity building reports and financial management and operational systems development reports* | **4-7 marks**: 2 work samples and verified referees provided. Referees’ account provides a modest validation to the quality of work.  \**Work samples must be capacity building reports and financial management and operational systems development reports* | **8-10 marks**: 3 or more work samples and verifiable referees provided. Referees provide a strong validation to the quality of work.  \**Work samples must be capacity building reports and financial management and operational systems development reports* | **20%** |
| Technical proposal weighing |  | | | **80/100** |
| Cost and value for money | **0-10 marks**: Lowest technically acceptable to get full marks 10; others to be ranked relative to it using reverse scoring. Formula: [(Lowest Cost of All Bids / Cost of Bid for This Firm) \* 10] | | | **20%** |
| Cost proposal weighing |  | | | **20/100** |