Call for Applications to Conduct Organizational Capacity Assessment and Organizational Performance Index of Sub-grantee in Alive & Thrive (A&T) Focal states of Borno, Sokoto and Yobe.

**Issued On:** February 23rd, 2024  
**Applications Deadline:** February 29th, 2024  
**Estimated Period of Performance:** April 24th – 4th May 2024

**Introduction**
Alive & Thrive (A&T) is a global initiative focused on saving lives, preventing illness, and improving the health and wellbeing of mothers, children, and adolescents by using evidence-based approaches in collaboration with governments and other partners at the global, regional, national, and community levels. The initiative is managed by FHI360 and funded by the Bill & Melinda Gates Foundation and other donors.

Building on a proof-of-concept phase (2009 - 2014), A&T demonstrated that rapid improvements in infant and young child feeding are possible in diverse settings through strategically planned high-impact interventions. In Nigeria from 2016 to 2021, A&T strengthened the policy environment for infant and young child feeding (IYCF) at the national and state levels, built the capacity of frontline workers to support IYCF throughout the first 1,000 days period, and sensitized and engaged communities on IYCF practices. In 2021, the second phase of activities began in Nigeria, and is built on the successes and learning realized from the project’s first five years. Consequently, from 2021-2026, A&T is scaling up maternal, infant, and young child nutrition (MIYCN) coverage in seven focus states – Kaduna, Kano, Sokoto, Borno, Bauchi, Yobe and Lagos – by working with governments and strengthening local capacities to conduct advocacy, effectively plan and implement MIYCN interventions, and effectively create demand and mobilize communities to access MIYCN packages of care to improve the MIYCN services uptake and practices.

**1. Background**

In Nigeria, continued poor nutritional status (especially undernutrition), among women of childbearing age and young children increases their vulnerability to ill-health, disability, and death. Achieving the 2025 World Health Assembly targets for nutrition and the United Nations 2030 Sustainable Development Goals (SDGs) targets demand improvements to be made in the delivery and expansion of the coverage of interventions that contribute to reducing maternal, new-born and child mortality and morbidity, including MIYCN. Within the context of supporting the Government of Nigeria at the national and sub-national levels to achieve these targets, A&T aims to strengthen the capacities of local non-governmental organizations (NGOs) and community-based organizations (CBOs), as well as the private sector.

A&T is providing training and support to selected subgrantees in the project states to conduct activities aimed at facilitating state-wide coverage of MIYCN services as well as create demand for MIYCN services. At the outset, A&T conducted an organizational capacity assessment with sub
grantees to gather baseline information on organizational, management and technical capacity. Throughout the period of performance, A&T is providing strategic and technical guidance to empower the subgrantees to lead and monitor activities in the focus states. The key success element of the any organizational capacity building project is the transformation of identified organizations to become matured enough to play a leading role in an identified and measured competency areas. To guarantee an orderly and systematic measurement of the project’s results and confirm a comparison across and within identified organizations, the Organizational Performance Index (OPI) is clearly identified as the key measurement tool. Hence, A&T seeks the services of organizational development consultants to conduct the midterm review of the CBOs through the provision of the following services:

2. Objectives of the Consultancy Assignment

Purpose:

The purpose is to enable the A&T project to conduct a follow-on OCA/OPI assessment to identify gaps and update the capacity building action and performance tracking plans and to verify progress towards maturity of the organizations. The objectives of the midterm review of the consultancy assignment are to:

- Conduct organizational capacity assessments of A&T sub-grantees in the seven (7) States mentioned above using the Organizational Capacity Assessment (OCAT)
- Measure the performance of the sub-grantees in organizational performance using Organizational Performance Index (OPI) tool.

The Consultant will highlight areas where the organizations assessed have scored the lowest as areas of high priorities for capacity development interventions, areas with moderate score for plans for improvement efforts, and areas with high scores as areas to be continuously improved upon for modelling among A&T States.

3. Methodology

3.1. In general, the Consultant will:

- Engage a mixed-method approach to the capacity assessments, including desk reviews of the available documents, interviews and discussion with sub-grantees staff, and interviews and facilitated self-assessment (by consultant) of sub-grantees using both OCAT and OPI tools.
- Identify the current status of each of the sub-grantees, particularly noting weak areas.
- Measure the performance level of each sub-grantees across four domains using OPI: effectiveness, efficiency, relevance, and sustainability.
- Compare through analyses the baseline and the current of each of the CBOs both against the capacity strengthening plan and the performance index.

3.2. This midterm capacity assessment of each of the sub-grantees will be measured across the following key areas of organizational capacity elements:

- Leadership and governance,
- Program/project management,
- Financial management,
• Procurement,
• Monitoring and evaluation and
• External relations

The details of the organizational capacity sub-domains to be assessed are as contained in the OCAT tools to be used.

Similarly, the conduct of the midterm assessment will measure the performance index of each of the sub-grantees across the following key areas of organizational performance index of:
• Effectiveness,
• Efficiency,
• Relevance, and
• Sustainability.

The details of the organizational performance index sub-domains to be assessed are as contained in the OPI tools to be used.

4. **Specific tasks to be performed.**

Under the direct supervision of the Senior Technical Advisor, Training and Capacity Building, and in close collaboration with the State/Zonal coordinator, the Consultant will undertake the following tasks:

4.1. **Lead the preparation of organizational capacity building roadmap.**

The scope of work of the consultant during this assignment included:
• Attend the initial inception meeting with top leadership and technical team on this assignment.
• Conduct desk review which includes all relevant documentation and material critical for both the OCA and the OPI assessments.

4.2. **Capacity Assessment**

• Conduct in-depth interviews with the leaders of each of the sub-grantees.
• Facilitate self-assessment of each sub-grantee and analyse the findings.
• Establish the current level of organizational capacity development.
• Conduct an OPI assessment to establish the current performance index on each of the subdomains assessed.
• Analyse and consolidate the data obtained during the OCA and OPI assessment exercise.
• Compile input from a joint validation meeting
• Produce both OCA and OPI reports that summarise results from all assessments following the analyses and consolidation the data obtained.
• Technically support CBO’s staff in the development of the organizational development roadmap document aligned with CBO’s capacity building plan.

This will culminate into a report of current level of organizational capacity and performance of the specific organization.
4.3. Updating of specific sub-grantees capacity building and performance tracking plans  
(Action plan to fill gaps, and performance tracking plan)
- Facilitate the development of action plan (capacity building plan [CBP]) from the findings from the OCA and OPI to fill the identified capacity gap. This CBPs will form part of a larger annual work plan for the specific sub-grantee.
- Develop performance tracking plan for monitoring progress as stipulated in the action plan.

5. Outputs and Timeframe (Within three weeks)

The timeframe and outputs of the consultancy assignment are as follows:

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<tr>
<th>Outputs</th>
<th>Timelines</th>
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<tr>
<td>1. Assessment of current level of organizational development of each of the sub-grantees completed (Desk review, interviews with the leaders of these sub-grantees, application of the OCAT and OPI tools, analysis of findings of the self-assessment, with performance index scoring).</td>
<td>2 days per sub-grantee x 2 sub-grantees = 4 days.</td>
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<tr>
<td>2. Development of action, performance tracking plans; and sustainability plans</td>
<td>1 days per sub-grantee x 2 sub-grantees = 2 days.</td>
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<td>3. Final OCA/OPI report writing. Final report to be submitted with all plans incorporated as annexes</td>
<td>1 day</td>
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6. Expected deliverables (Within three weeks of start of assignment)

- Updated organizational capacity building plan focusing on the findings of the current organizational capacity assessment of the specific CBO.
- Organizational Performance Index (OPI) assessment Report
- Organizational development roadmap document

7. Profile of the desired consultants

7.1. Educational qualifications
- At least 5 years of experience in undertaking similar assignments in conducting organizational capacity assessment and organizational performance index for organizations.
- Had developed in the past an organizational performance index for an African-based development organization.
- Demonstrated a good understanding of African development issues, and an experience in managing capacity building interventions in Africa.
- Excellent written and communication skill skills in English and proven proficiency in French is an advantage.

7.2. Core Competencies:
- Demonstrated knowledge and experience in conducting and facilitating organizational development for NGOs, including use of the OCAT and OPI
- Knowledge and experience in using participatory approaches and innovative techniques for organizational leadership.
- Proven experience in designing organizational development strategies, capacity assessment, and development of capacity development/improvement plans.
- Focuses on results for the sub-grantee and responds positively to feedback.
- Demonstrates excellent planning and organizational skills and ability to produce and deliver high-quality products on tight deadlines.
- Ability to work on location without any other supervision except for orientation for all consultants.
- Demonstrates excellent writing and verbal communication skills, and ability to present information logically, clearly, and concisely.
- Demonstrates ability to think creatively, to develop innovative solutions in a local and challenging environment.
- Exhibits commitment to FHI360’ vision, mission, and values.
- Demonstrates cultural, gender, religion, race, nationality, and age sensitivity.
- Demonstrates high level of professionalism and ethics.

8. Submission Requirements:

To be considered for the consultancy to Conduct organizational capacity assessments of A&T partners or if you are available / interested in this opportunity, kindly submit the following and stating which among the 3 States of Borno, Sokoto and Yobe they will prefer work.

a. Current CV/Resume
b. Application /Suitability statement stating expected daily Rates.
c. 2 Reference/past experience doing similar work.

9. CRITERIA FOR EVALUATION

Applications will be evaluated and ranked by a committee on a best value basis according to the criteria below. applicants able to provide all of requirements listed above may be considered.

Selection shall be based on the following weighted categories:
1. Approach, Examples of Relevant Past Work and Experience: 80%
2. Cost Proposal: 10%
3. References: 10%
10. Instructions and Deadline

Responses to this RFP should be submitted by email to A&T Nigeria procurement AandT_Procurement@fhi360.org no later than **February 29, 2024**.

Any explanation desired by a prospective offeror regarding the meaning or interpretation of this solicitation must be requested in writing submitted to AandT_Procurement@fhi360.org by **February 26, 2023**.

Please follow the instructions carefully. Proposals which do not follow these instructions may not be reviewed. Offers received after this date and time may not be accepted for consideration. FHI360 will acknowledge receipt of your submissions by email. Applications must be submitted in electronic format using Microsoft Office compatible software.

**Contract Mechanism and payment terms**

FHI360 will select one or more consultants for Organizational Capacity Assessment described herein. The daily rates provided by the consultant will be for the number of days within the consultancy period.

Contingent on agreement on a final Scope of Work, Budget, and availability, Alive & Thrive intends to issue a consultancy agreement to one or more of the selected consultants.

Payment will be based on approval of stated deliverables in the contract and invoices for deliverables submitted. Alive & Thrive does not anticipate issuing any formal umbrella contract to the selected consultant and may select more than one preferred consultant for these services.

**Withdrawal of Applications**

Applications may be withdrawn by written notice, email or facsimile received at any time before award.

**False Statements in Offer**

Applicants must provide full, accurate and complete information as required by this solicitation and its attachments.

Proposals become property of FHI360.

**DISCLAIMERS AND FHI360 PROTECTION CLAUSES.**

FHI360 may cancel the solicitation and not make an award

FHI360 may reject any or all responses received

Issuance of a solicitation does not constitute an award commitment by FHI360

FHI360 reserves the right to disqualify any offer based on offeror failure to follow solicitation instructions

FHI360 will not compensate offers for response to solicitation

FHI360 reserves the right to issue an award based on initial evaluation of offers without further discussion

FHI360 may choose to award only part of the activities in the solicitation, or
issue multiple awards based on the solicitation activities

FHI360 may request from short-listed offerors a second or third round of either oral presentation or written response to a more specific and detailed scope of work that is based on a general scope of work in the original RFA.

FHI360 has the right to rescind an RFA or rescind an award prior to the signing of a subcontract due to any unforeseen changes in the direction of FHI360’s client, be it funding or programmatic.

FHI360 reserves the right to waive minor proposal deficiencies that can be corrected prior to award determination to promote competition.

FHI360 will be contacting offerors to confirm contact person, address and that bid was submitted for this solicitation.