

Terms of Reference
Organizational Assessment
The Coalition for Accountability and Integrity -AMAN

1. Background

The Coalition for Accountability and Integrity (AMAN) was established in 2000 upon an initiative by a number of Palestinian civil society organizations working in the fields of democracy, human rights, and good governance as a movement, which aims to combat corruption and enhance the values of integrity and principles of transparency and systems of accountability in the Palestinian society. Transparency International (TI) endorsed AMAN Coalition in 2006. AMAN operates two offices one in Ramallah and one in Gaza

2. Purpose of the Assessment

An external assessment is intrinsic to further developing AMAN's institutional capacity, by assessing the organization's current performance and assisting in further defining and implementing future directions.

The purpose of this assessment is to assess the organizational capacity of AMAN to identify to what extent AMAN's management and organizational structures and systems are appropriate for the implementation of its mandate and four-year strategic plan 2022-2025. The assessment will specifically answer this question: Do AMAN's governance, organizational, financial and personnel management systems enable effective implementation of AMAN strategy? If not, what changes and improvements will have to be made? Aspects to be carried out:

- Governance/Policies/working of the Board.
- Effectiveness of Current organizational structure in achieving the strategic goals. Proposals for changes and re-structuring should be provided.
- Review and develop current job descriptions for AMAN staff (29staff members) in Gaza and West Bank and develop new staff performance KPI, Job satisfaction, and appraisals forms.
- Effectiveness of AMAN's management and organizational structures; departments and units' structures.
- Develop processes and frameworks for the work of the top management team and the analysis team in AMAN.
- Effectiveness of communication strategy, workflows and consistency of outcomes across all AMAN areas of specialist expertise and\or departmental activity. propose changes

\mechanisms for a new communication\information flow between all departments, units and between the staff in Ramallah and the staff in Gaza.

- Staff capacities and human resources management, including effectiveness of capacity building and staff training programmes.
- Current salary scale, incentives and appraisals systems. Proposals for changes and improvements should be provided.
- Operations.
- Result Based Management, Mel, Internal audit committee.
- What recommendations can be made as to AMAN's longer-term financial sustainability? The pros and cons of different funding models should be assessed.

3. Methodology and Time Framework

The assessment will be done through a combination of processes including a desk review, selected interviews - involving all stakeholders (but not restricted to): BoD, Management Team, and senior staff at AMAN, etc.

The following key elements should guide the development of the proposed methodology, methods and tools:

- Consultations with AMAN.
- Desk review of strategic plan, internal by-laws, policies and regulations...etc.
- Discussions with the BoD and Executive staff

The assessment will be undertaken between May 20 - July 20, 2023. The assessment team shall present its initial findings in summary form, to AMAN management, and senior staff by June 20, 2023. The draft report will be submitted following AMAN's comments on the initial findings. The draft report should be submitted in Arabic, not later than 5 working days after presentation of the initial findings. The final report should be submitted electronically not later than one week after receiving comments from AMAN.

The time framework of the evaluation should not exceed two months, starting on May 20, and ends by July 20, 2023.

The **draft report** will be submitted and presented to AMAN no later than July, 5th,2023. Based on the feedback received from AMAN a **final report** will be prepared by 20th of July 2023. The report will be submitted both electronically and in hard copies and in Arabic language.

4. Required Qualifications and Competencies

AMAN is looking for experienced consultant with at least the following qualifications:

- 7 years of proven experience in carrying out evaluation and organizational assessment for NGOs
- Good knowledge and experience in capacity development, human resources management, and results-based management and monitoring
- Good knowledge and experience of organisational and financial management and accounting
- Good knowledge of the political and social situation in Palestine, including human rights and corruption.

5. Selection Criteria

The potential experts are requested to elaborate their understanding of the task requirements. A clearly stipulated methodology for undertaking the proposed assignment should be included. The relative weight of the award criteria is 60/100 for technical offer, and 40/100 for financial offer. Offers with the highest total of relative technical and financial offers' score will be awarded the contract.

Technical Offer: 60% as detailed below.

- Specialized experience and technical competence in the type of work required 40% divided as follows:
 - Experience of carrying out similar assessments 10%
 - Experience of the consultant 20%
 - Experience in carrying out assessments related to good governance and anti-corruption 10%
- Proposed Methodology of the assignment 20% (including the workplan and time frame).

Financial offer: 40% in US dollar **including vat.**

6. Submission of tenders

Complete offers must be delivered in sealed envelopes, no later than May 10, 2023, by 3:00 PM to AMAN Coalition Headquarter at the following premises:

Ramallah –Al-Irsal Street

Al-Rimawi Building 1st floor.

Tel: 02-2974949

Ps: working hours 08:00 – 16:00, working days: all days except Friday and Sunday

7. Offer Structure

Offers must be written in Arabic or English and structured as shown below, divided into the chapters shown and, in the sequence, stated:

1. Tender letter
2. Confirmation of tender validity period
3. Proposed methodology
4. Consultant and teams CVs
5. Financial offer in US dollar **including vat.**

8. Offers Opening and Evaluation

The offers are expected to be opened immediately after the expiry of the deadline.

AMAN will evaluate the received tenders against the selection criteria (item # 5 above).

9. Award of contract

AMAN will be contacting high experienced consultants, and the award of the bid will be determined in accordance with AMAN procurement policy. The consultants who submitted offers will be notified in writing by formal letter of the result of the evaluation and the winning consultant will be invited to sign the contract. The contract is binding once it is signed by both parties.

10. Terms of Payments:

A lump sum payment will be made after the completion of all deliverables upon the approval by AMAN.