



Consultancy Capacity Assessment of Pestalozzi Children Foundation's Operational Partner Organizations

1 Background Information

The Pestalozzi Children's Foundation (PCF) is a Swiss non-profit organisation which works worldwide. We seek to provide children and youth with access to quality education and to strengthen their intercultural competencies.

PCF's vision is for all children and youth to have access to quality education and thereby contribute to a more just and peaceful world. Linked with PCF's overall mission and strategic goals, the International Programme's main outcome is to improve access to quality education for children.

PCF works in twelve countries in four regions - South East Europe (Serbia, Macedonia, and Moldova), East Africa (Ethiopia, Tanzania, and Mozambique), Central America (El Salvador, Honduras, and Guatemala) and South East Asia (Thailand, Myanmar and Laos).

PCF engages in partnership with a range of Non-Governmental Organisations (NGOs) and other type of organisations to achieve its country programme outcomes. PCF's call for partnership is based on identified educational gaps, in the area of quality education and children's rights, in each country.

Based on a stakeholder analysis, and on an analysis of the educational sector, PCF distinguishes between operational and local partners, and other forms of partnership, depending on the level of cooperation and role of the partner.

Capacity development and organisational development support is integral part of any project. By implementing projects in partnership with operational partner organisations the main aim of providing capacity development is to strengthen skills of staff to enhance the attainment of project and development outcomes.

Since 2006 PCF strengthens its operational partner organisations' capacities through the provision of training courses and support as follows:

- emPower Training course (2006 – 2008, 2009, 2011 – 2016), an 8-9 months intercultural training programme for junior staff members from PCF's operational partner organisations. As of July 2017, nine courses have been realised in Trogen for a total of 136 participants.
- Senior Professional Training (since: 2015), 1- 2 weeks training for Senior Management staff from PCF's operational partner organisations. As of July 2017 six trainings in Trogen and one in El Salvador for a total of 112 participants have been conducted.
- Tailored organizational development support through local short term consultancies

The trainings courses and short term consultancies are organised and administrated by PCF and implemented by external service providers.

In 2016, PCF undertook an external evaluation of both training courses. A typology of existing operational partner organisations has already been carried out. As a result it has been decided to realise an external Capacity Assessment in order to formulate a future capacity development response by the Foundation.

2 Scope of the assignment

2.1 Assessment of PCF's operational partner organisations capacity development needs

PCF wishes to engage a consultant to carry out an organisational and capacity assessment of the operational partner organisations involved in the implementation of projects. The purpose of the assignment is to assess the operational partner organisational capacity and to identify gaps in the ability of staff to carry out projects as PCF partner organisation.

The main focus of the assessment is on the operational partner organisational management capacity to manage programme and projects as well as on content related skills. This in order to identify what key capacities already exist and what additional support may be needed to reach project outcomes and their sustainability as well as the sustainability of the organisation. Moreover, the consultancy shall formulate recommendations to formulate a capacity development response (training plan) to address those gaps by the Foundation.

2.2 Key Focus Areas

The consultancy shall examine:

- a) The individual (project staff, leadership) and organisational capabilities whether the organisation has the skills and competences to manage and implement project activities from planning to monitoring and evaluation and
- b) Provide recommendations for training courses and formats to improve content and organizational capabilities for organisational improvement and strengthening

Special emphasis is to be placed on the following:

1. Content related skills:

These skills relate to knowledge on PCF promoted educational content and pedagogical approach such as Intercultural Education, Environmental Education, Child Rights Education, Child Centred Approach, and Participatory Pedagogical Approach

2. Programme, project and organisational management related skills:

These skills relate to the operational partners organisation knowledge of staff and its leadership on different topics related to the management of an organisation and of a programme and projects (e.g. Leadership and Governance, Fundraising, Finance and Human Resource Management, Results Based Management, Project Cycle Management, Networking and Coordination, Advocacy and Communication)

3. Development of PCF Capacity Development Training Plan

Within PCF's partnership and capacity development strategy framework, a training plan and structure for medium-term (3 years) should be developed taking into account the location (in Switzerland or in the different countries) as well as the training course (content, duration and frequency) and format (seminars, workshop, conference or e-learning, learning events) of the trainings to be provided. The consultancy shall revise the applied selection criteria for participants to be invited to the capacity development training courses.

In the future PCF intends to involve other Stakeholders and duty bearers to the trainings that could support or inhibit the implementation of project activities and the achievement of country outcomes. The intent is to improve their capacities as relevant to their obligations as duty bearers. It is also anticipated that the assessment will provide a solid foundation for the creation of a results framework.

3 Methodology

A specific and detailed assessment design should be presented to PCF on the following mixed methods of information gathering (the list below is for reference only):

- a. Interviews with key informants from PCF head office, PCF country offices and leadership of operational partner organisations
- b. Desk review of project/programme documentation
- c. Survey with project staff from operational partner organisations
- d. Field Visit to at least 2 countries where PCF operates

4 Schedule and Deliverables:

Septs	What	No later then
1.	Submission of proposal (technical and financial)	27 August 2017
2.	Selection of the candidates	08 September 2017
3.	Signing the contract and finalising the ToR	15 September 2017
4.	Inception report (incl. desk review and data collection tools development)	06 October 2017
5.	Data collection (including field visit)	30 October 2017
6.	Draft evaluation report	15 November 2017
7.	Final evaluation report	01 December 2017
8.	Presentation of the final evaluation report to PCF head office	15 December 2017

The Consultancy team is expected to deliver the following:

- An inception report submitted no later than 3 weeks following engagement.
- A Needs Assessment report of max. 15 pages plus annexes, in English, that includes:
 - o Executive Summary
 - o Methodology Description
 - o Findings on training needs and selection criteria
 - o Recommendations on training formats and training plan
 - o Annexes

5 Roles and responsibilities

PCF will provide contact information of operational partner organisations to be consulted during the need assessment and will provide all necessary documentation. The consultancy team is responsible for travel arrangements and logistics for fieldwork, telecommunications and printing of documentation. PCF's Country Representatives will provide guidance and support during country and project sites visits.

6 Qualifications

The Capacity Assessment may be conducted by preferably one consultant or a team. The consultancy team is expected to have the following experiences and competencies:

- At least five years of professional work experience in need assessment and programme evaluation in international development and capacity development.
- Academic qualification in education, development, social science or related field.
- Strong analytical skills and ability to formulate recommendations and strategies.
- Outstanding intercultural and interpersonal competencies and ability to appreciate diversity
- Solid experience with the most recent trends in capacity development
- Experience in programme and project management is an asset.
- Excellent English skills (written and oral), fluency in Spanish is an asset.
- Willingness to travel to the two programme countries and Switzerland (Troger).
- Availability from September to December 2017.

7 Budget

A detailed budget should be included in the financial proposal and specify how many person-days are given for studying the documentation, data collection (field visits), reporting etc. Other expenses to be calculated include (if relevant): translation, transportation etc.

8 Guiding principles and values

The consultancy team should adhere to the United Nations evaluation norms and standards and ethical guidelines for evaluation¹.

The individual consultants/team or institution that will work on this project must demonstrate personal and professional integrity during the whole process of the evaluation. He/she/the team must respect the right of institutions and individuals to provide information in confidence and ensure that sensitive data cannot be traced to its source. Furthermore, the team and its members must take care that those involved in the evaluation have an opportunity to examine the statements attributed to them. The evaluation process and consultants must be sensitive to beliefs, manners, and customs of the social and cultural environment in which they will work. Especially, the consultants must be sensitive to and address issues of protection, discrimination and gender inequality. Furthermore, the consultants are not expected to assess the personal performance of individuals, and must balance an assessment of management functions with due consideration of this principle. Finally, if the consultants or team uncover evidence of wrong doing, such cases must be reported discreetly to the appropriate investigative body.

¹ <http://www.unevaluation.org/document/detail/1914>, consulted on 23.10.2016