

Terms of Reference (ToR) for Hiring a Consultant to Design and Establish Organizational Documents

1. Background

Good Neighbors International (GNI) is an international humanitarian and development organization in General Consultative Status with UN ECOSOC. GNI has been implementing Community Development Program on Child protection, Health, Education, WASH, Income Generation and Emergency responses activities in 22 districts.

As part of its ongoing organizational development efforts, GNI seeks to establish comprehensive and coherent policies and procedures that will enhance its operational efficiency, ensure regulatory compliance, and align with international best practices.

The key documents to be developed/revised include:

1. Standard Operation Procedure (SOP) for Sponsorship Department, Operation Department, Income Generation Department
2. Human Resources Management Policies
3. Procedures Manual for Finance and administration
4. Procurement Policy
5. Monitoring and Evaluation Policies
6. Constitution for Steering Committee

These documents are fundamental to GNI's vision, mission, providing a structured framework to support effective management and operational excellence.

2. Consultancy objectives and expected outcomes

2.1. Objectives

The primary objective of this consultancy is to engage a qualified consultant company to design and establish the aforementioned documents. The consultant will:

- Conduct a thorough analysis of GNI's current operations, organizational structure, and stakeholder needs.
- Develop draft versions of each document above mentioned in line with non-profit organization standards and best practices.
- Facilitate consultations and workshops with GNI's management and staff to gather feedback and ensure the documents meet the organization's requirements.

- Finalize the documents, incorporating feedback and ensuring they are clear, practical, and aligned with GNI's mission and values.
- Provide recommendations for implementation and integration of the documents into GNI's operations.

2.2. Outputs

- Develop/revise GNI documents related to Standard Operation Procedure(SOP) for Sponsorship Department, Operation Department, Income Generation Department, Human Resources Management Policies, Procedures Manual for Finance and administration, Procurement Policy, Monitoring and Evaluation Policies, Constitution for Steering Committee
- Conduct training for management team for better understanding the documents developed

3. Scope of Work

The consultant's responsibilities include, but are not limited to:

3.1. Review and Analysis

- Conduct an initial assessment of GNI's existing policies, procedures, and organizational structure.
- Review relevant regulatory frameworks, donor requirements, and international best practices.

3.2. Development of Draft Documents

- Develop/Update draft Human Resources Management Policies covering recruitment, performance management, employee relations, compensation, benefits, and workplace conduct.
- Create draft Monitoring and Evaluation Policies detailing the framework for tracking and assessing program performance, including data collection, analysis, reporting, and feedback mechanisms.
- Design a detailed SOP, manual, guideline encompassing general procedures, project management including financial and administration, IT and data management, compliance, and documentation.
- Draft a comprehensive Procurement Policy outlining procurement planning, supplier selection, contract management, ethical standards, and asset disposal procedures.

3.3. Stakeholder Consultations

- Organize and facilitate workshops or meetings with GNI's management team and relevant staff to discuss draft documents, gather input, and ensure alignment with organizational needs and goals.
- Incorporate feedback from stakeholders into revised drafts.

3.4. Finalization of Documents

- Produce final versions of each document, ensuring clarity, coherence, and practicality.
- Provide a presentation to GNI's management team on the finalized documents, including implementation recommendations.

4. Deliverables

The consultant will deliver the following:

4.1. Draft Documents

- Draft Standard Operation Procedure(SOP) for Sponsorship Department, Operation Department, Income Generation Department
- Draft Human Resources Management Policies
- Draft Monitoring and Evaluation Policies
- Draft Procedures Manual for Finance and administration
- Draft Procurement Policy
- Draft Monitoring and Evaluation Policies
- Draft Constitution for Steering Committee

4.2. Final Documents

- Final Standard Operation Procedure(SOP) for Sponsorship Department, Operation Department, Income Generation Department
- Final Human Resources Management Policies
- Final Monitoring and Evaluation Policies
- Final Procedures Manual for Finance and administration
- Final Procurement Policy
- Final Monitoring and Evaluation Policies
- Final Constitution for Steering Committee

4.3. Additional Deliverables

- Presentation on the finalized documents and implementation strategies

- Comprehensive report detailing the development process, stakeholder consultations, and key considerations

5. Timeline

The consultancy is expected to commence on the signing of the contract and conclude within 2 months. The timeline for key deliverables is as follows:

Deliverable	Due Date
Inception Report	1 st week of the contract signing
Draft Documents	2-3 weeks after the contract signing
Stakeholder Workshops/Consultations	4-5 week
Finalized Documents	6-7 week

6. Qualifications and Requirements

The consultant should possess the following qualifications:

- Proven experience in developing organizational policies and procedures for NGOs or similar organizations
- Team composition and tasks management
- Relevant consultation undertaken in the past five (5) years
- Registration and other relevant statutory documents
- Strong analytical, writing, and facilitation skills
- Ability to work independently and collaboratively with diverse stakeholders
- Excellent communication skills in English (and other relevant languages, if applicable).

7. Proposal Submission

Interested consultants (individual or company) should submit a detailed proposal including:

- Approach and methodology for developing the required documents.
- Proposed timeline and work plan.
- Relevant experience and qualifications of the consultant and/or team members.
- Financial proposal outlining consultancy fees and expenses in Rwandan Francs with VAT included.

8. Selection Criteria

The selection of the consultant will be based on:

- Quality and relevance of the proposed approach and methodology
- Demonstrated experience and qualifications
- Clarity and feasibility of the proposed timeline and work plan
- Value for money as reflected in the financial proposal
- Physical proof of previous works
- Collect and review from previous customers (minimum 3 customers)

9. Evaluation and Contract Award

Proposals will be evaluated by the selection committee appointed by GNI. The evaluation process will include:

- Initial screening of proposals for completeness and adherence to submission requirements
- Reviewing and evaluating previous works including customers' evaluation
- Detailed evaluation based on the selection criteria
- Presentation and Interviews (mandatory)
- Clarifications (if necessary)
- Final decision and contract award to the selected consultant

10. Confidentiality and Intellectual Property

The consultant (individual or company) will be required to maintain strict confidentiality regarding all information obtained during the consultancy. All documents, drafts, and final versions developed as part of this consultancy will be the intellectual property of GNI. The consultant shall not disclose or use any confidential information for any purpose other than the performance of the consultancy services.

11. Payment Terms

Payment terms will be negotiated and agreed upon based on the consultant's financial proposal and GNI's budget. Payments will be linked to the successful completion of key deliverables as outlined in the timeline. Typical payment structure might include:

- Initial payment upon signing the contract.
- Interim payments upon submission of draft documents.
- Final payment upon approval and acceptance of final documents.

12. Disclaimer

GNI reserves the right to determine the structure of the process, number of short-listed interested consultants (individual or company), the right to withdraw from the proposal process, the right to change this timetable at any time without notice and reserves the rights to withdraw this tender at any time, without prior notice and without liability to compensate and/or reimburse any party.

13. How to apply

Interested and qualified firm or individuals should submit their offer (technical and financial proposals) in sealed envelope, clearly marked “**ToR for Hiring a Consultant to Design and Establish Organizational Documents**” by hand (Reception of Good Neighbors International Rwanda – Kigali Head office) not later than 10:00 of 25th July 2024.

Done at Kigali on 10th July 2024

Minjung KIM

**Country Director
Good Neighbors International**

