

# **Terms of Reference (ToR)**

## **Organizational Development Consultant**

### **1. Background**

Two indigenous people's organizations in Agusan del Sur each actively engaged in leadership, governance, and peacebuilding initiatives, are currently undertaking process aimed at consolidating and enhancing their institutional capacities, including their governance systems. While one organization has recently attained formal institutional status and the other brings several years of programmatic experience and sustained community engagements, both recognize the importance of further strengthening their internal structures, governance mechanisms, and strategic orientation. Such efforts are essential not only for responding effectively to emerging community needs but also for ensuring their long-term institutional resilience and sustainability.

In this context, the organizations have expressed their intention to embark on a comprehensive Organizational Development (OD) and capacity enhancement process. This will involve, among other elements, a reflective review of their governance arrangements, internal policies, communication systems and strategic priorities. forumZFD is accompanying these civil society partners by engaging a consultant to facilitate this process through a structured, participatory, and context-sensitive approach, with the objective of supporting their continued institutional growth and effectiveness.

### **2. Objective of the Assignment**

The overarching objective of this assignment is to accompany and support the partner organizations in strengthening their internal governance, institutional coherence, and operational effectiveness through a participatory and reflective organizational development process. The intention is not merely procedural improvement but the consolidation of institutional resilience that will enable these organizations to respond effectively to evolving community needs while sustaining their long-term mission.

More specifically, the consultant will be expected to:

- Conduct a comprehensive organizational assessment and needs analysis grounded in participatory methodologies.
- Facilitate the review, refinement, and where necessary development of key governance documents, including organizational structure, governance policies, constitution and by-laws, and strategic frameworks.
- Provide evidence-based recommendations and a practical action plan informed by assessment findings.
- Design and facilitate capacity development sessions addressing priority themes such as organizational sustainability, finance, proposal writing, resource mobilization, leadership strengthening, and internal communication systems.
- Support the establishment or strengthening of essential organizational systems, including human resource management, internal communication processes, and monitoring mechanisms.

### **3. Scope of Work: The consultant is expected to perform the following tasks:**

#### **a. Initiation and assessment phase**

- Engage in initial consultations with key representatives or leaders of the organizations, staff, and relevant stakeholders to clarify expectations and scope.
- Review available institutional documents such as strategic plans, historical records, activity reports, internal policies, and assessment findings.
- Conduct interviews, focus group discussions, and workshops, or other appropriate participatory processes as needed.
- Identify strengths, existing gaps, opportunities for growth, needs/expectations and identify the priority areas for institutional strengthening through joint reflection.

#### **c. Organizational Support**

- Facilitate participatory review of existing policies, by-laws, operational guidelines and institutional tools to enhance governance, effectiveness and accountability. This may include areas such as human resource management, financial governance, communications systems, and monitoring and reporting frameworks.
- Support the development or revision of policies, guidelines, and operational tools based on agreed priorities.
- Facilitate structured reflection process towards to the formulation or refinement of a medium-term strategic plan potentially covering five-year period.
- Ensure that all the activities contribute to organizational learning and ownership among leaders, staff, and associated members.
- Provide coaching and mentoring where needed.

#### **d. Capacity Development**

- Design and deliver orientation sessions to ensure organizational leaders and staff fully understand and are able to implement newly developed policies, guidelines and operational tools.
- Facilitate tailored fit capacity-building activities responding to identified needs, including leadership strengthening, organizational sustainability and proposal writing, advocacy agenda setting

#### **e. Final Report**

- Prepare and submit a comprehensive final report summarizing processes undertaken, outputs achieved, key learning points, and strategic recommendations for continued institutional strengthening.

### **4. Expected Deliverables**

1. Inception report, including preliminary gap analysis, need analysis and a detailed action plan.
2. Organizational Assessment Report
3. Updated or newly developed organizational documents, including policies related to human resources, financial management, safeguarding, monitoring and evaluation,

strategic planning, communication, operational guidelines/tools, to be formally handed over to the organizations.

4. Capacity development session plans and associated learning materials.
5. Final consultancy report summarizing process, achievements, lessons learned and recommendations.

## **5. Duration and Timeline**

March – October 2026: Consultancy Period / Active Work

- March: Orientation, inception discussions, document review.
- April–June: Organizational assessment, governance and policy reviews
- July–September: Capacity strengthening activities, systems development, coaching support
- October: Finalization of outputs and submission of final report

## **6. Qualifications of the Consultant**

- Minimum of a Bachelor’s degree, preferably in development studies, organizational management, nonprofit management, governance, or related fields.
- At least 5 years of experience in organizational development, civic space, CSO mobilization, human resource management, governance review, institutional strengthening, project development and management, or related fields.
- Prior experience working with indigenous peoples’ organizations, civil society groups, or community-based organizations is strongly preferred.
- Familiarity with the Mindanao context will be considered an advantage.
- Strong facilitation skills, including the ability to engage constructively with sensitive institutional issues.
- Demonstrated experience in policy development, strategic planning, and institutional systems strengthening.
- Excellent communication and report writing skills.
- Willingness and ability to work and stay on-site in communities when necessary.

## **7. Application Requirements**

Interested applicants are requested to submit:

1. Updated CV
2. Technical proposal outlining proposed methodology, processes and approaches.
3. Financial proposal detailing professional fees and estimated costs for workshops, consultations, and capacity development activities
4. Evidence of similar outputs or previous engagements.
5. At least two (2) references

## **8. Submission Details**

Applications must be submitted to: [tagalo@forumzfd.de](mailto:tagalo@forumzfd.de)

Deadline for submission: 25 February 2026. Only shortlisted applicants will be contacted.