

Organisational Development (OD) Consultant to conduct an Organisational Assessment

Terms of Reference (ToRs) for Organisational Development (OD) Consultant to conduct an Organisational Assessment

1. Introduction

The Galilee Foundation is a UK registered charity established in 2007. After 12 years of existence and several implemented projects and programmes, we believe it is time to take some steps to assess and evaluate the organisation with the aim of developing our internal structure and processes to build a more solid and sustainable one. We would like the Consultant to:

- a. perform an assessment of our current processes;
- b. provide recommendations on how to improve on these processes;
- c. devise a coherent guiding action plan and
- d. assist the organisation with implementing this action plan.

The Galilee Foundation is a grant making foundation, although it does work closely with its partners who implement our projects. The Foundation has provided more than 1,100 high-achieving Palestinian citizens of Israel from disadvantaged families with partial and full scholarships in Israel. We also partner with other organisations in Israel and Palestine such as Baladna, the Yaffa Youth Movement and Mada Al Carmel to implement capacity-building training, research and workshops for Palestinian youth. We have also recently partnered with Al Quds University to provide 10 high-achieving but disadvantaged Palestinians with scholarships. Some of our projects have been running for several consecutive years.

The Galilee Foundation is currently composed of two part-time staff members, 7 trustees (one of which is the Executive Director) and one volunteer, who together help to run the charity in London.

2. Background to the proposed organisational assessment

We believe that our most important need is an assessment by an organisational development consultant to look at our organisation's overall robustness (which include strengths and weaknesses), processes and procedures, write down solid recommendations, turn them into an action plan and be ready to accompany us for the implementation with the aim of being a fully functional and dynamic charity.

The OD consultant should look into and assess the current systems, procedures and policies that we have in place, and which include:

- an assessment of the fundraising priorities and sustainability strategies;
- a review of our programme development and management;
- our communication and PR strategies;
- and an assessment of internal financial processes
- governance, internal management and reporting processes;
- an assessment of the monitoring, evaluation and learning process;
- an assessment of staffing and trustee roles



The consultant should produce a report with clear recommendations, and work with the team to develop a guiding action plan in order to implement these recommendations. The consultant will also be asked to support the team in the implementation.

3. Organisational Consultancy

By way of these Terms of Reference, the Galilee Foundation will engage an Organisational Development expert, with the requisite skills, that include a strong understanding of the work of NGOs, and experience of similar processes with NGO and grant-making operations. It is expected that the consultancy begins with gaining an understanding of who we are and what we do so as to determine what organisational structure will best fit with what we do. Therefore, the OD expert is expected to thoroughly review and understand the organisation by looking at the following:

- i. Galilee Foundation's Organisational and Fundraising Strategy;
- ii. Current Organisational Structure, HR Policies, Processes and Job Descriptions and
- iii. Recent Narrative Reports from partners to donors; as well as other evaluation reports and documents. Consultations with relevant stakeholders and staff will be conducted to ensure the process to be participatory as well.

The consultancy will include the following 5 key processes:

- i. **Assessment Phase:** Desk research, meetings and visits to the organisation. We are open to opinions on how the prospective consultant would like to follow this process.
- ii. **Produce the overall assessment report of the Foundation's robustness, concerning:** governance, internal management and reporting processes; an analysis of the financial systems and budgets; an assessment of the monitoring, evaluation & learning process; an assessment of the communication and fundraising strategies, sustainability; and an assessment of staffing and trustee roles.
- iii. **Recommendations Phase:** Produce relevant recommendations on all of the above to improve the Foundation's structure in order to help it grow.
- iv. **Action Plan:** Produce a guiding action plan to incorporate the recommendations and validate it with the Foundation's team and trustees.
- v. **Implementation Phase:** Support the Galilee Foundation with implementing the action plan to ensure proper procedures are in place for all of the above.

4. Scope of engagement

The consultant will work closely with the Fundraising and Communications Officer, the Project Officer, the Executive Director, who is also a Trustee, and the external accountant. The Galilee Foundation will provide the Consultant with all relevant documentation, contacts for stakeholders and relevant information to provide insight into the current organisational operations.

The Consultant will be accountable for the following deliverables:

- **An Inception Report:** The inception report should be prepared by the Consultant before embarking on a fully-fledged review exercise. The inception report will detail the Consultant's understanding of what is being reviewed and why, as well as proposed methods, tools, sources of data and procedures intended to answer each review question. The inception report should also include a proposed schedule of tasks, activities, timeline, milestones,

deliverables and key issues. The inception report shall not exceed 5 pages.

- **A Draft Report:** The Consultant will deliver a draft report within the indicative assignment timeframe. The Galilee Foundation will provide inputs to the report, through both consultative meetings and physical reviews. The report must shed light on the:
 - an assessment of the fundraising priorities and sustainability strategies;
 - a review of our programme development and management;
 - our communication and PR strategies;
 - and an assessment of internal financial processes
 - governance, internal management and reporting processes;
 - an assessment of the monitoring, evaluation and learning process;
 - an assessment of staffing and trustee roles
- **A Final Report:** The Consultant will deliver a final report to the Galilee Foundation, within the stipulated timelines.
- **A Transition Action Plan** from the current structure to the new structure must be submitted together with the final report.
- **Follow-up** with the Galilee Foundation for the implementation period of the proposed plan: 2-3 meetings will be scheduled according to the implementation where the expert is expected to express his opinion on this implementation phase.

Timeframes

This assignment will be executed against the following time schedule:

- Advertisement of TORs between 26th March and 10th April 2019
- End date for applications will be 10th April 2019
- Screening and selection of Consultant, against set criteria, by 18th April 2019
- Interview of selected candidates and final selection of Consultant, by 29th April – 2 May 2019
- Consultant pitch of Inception Report to the Galilee Foundation, by 20th May 2019
- First draft report submission by 20th June 2019
- Final assignment report submission 20th July 2019
- Revision and validation of transition plan submitted by Galilee Foundation by end of July 2019
- Follow-up until end of November 2019 to follow-up on the implementation of the plan.

5. Consultant qualifications

The Consultant should have at minimum a Degree in Management Studies, Organisational Development or a related field, with:

- At least 7 years demonstrated knowledge and experience in conducting and facilitating organizational development including feasibility studies and sustainability modelling, for NGOs
- Ability to conduct strategy reviews, assessment, governance, Project Management, HR and MEAL
- Knowledge and experience in using participatory approaches and innovative techniques, with organizational leadership.
- Knowledge in successful fundraising
- Well-versed with Higher Education, preferably in Israel/Palestine
- Excellent analytical and report writing skills
- Fluent in English



How to apply

Interested applicants are encouraged to submit a response to the terms of reference articulating their proposed understanding, methodology, capacity statement, timelines and CVs of the proposed experts and the budget, by close of business on 10th April 2019. Please add a track record of your previous work and three references that the Foundation can contact.

Responses should be e-mailed to info@galileefoundation.org.uk with a clear subject heading **Organisational Development - Response to Galilee Foundation ToR**.