Scope of Work and Deliverables

USAID Advancing Nutrition Technical Team

**Date of Request: *6/28/2021***

**Purpose: *The capacity strengthening consultant will collaborate with two local organizations in Kakamega County, Kenya, to conduct an organizational capacity assessment (OCA) and lead the development of capacity strengthening plan for each***

**Place of Performance:** ***Kakamega, Kenya***

**Period of Performance: *July 12, 2021 – September 30, 2021***

***SERVICES/SCOPE OF WORK[[1]](#footnote-1): The Contractor shall use all reasonable efforts to perform the following services in accordance with the terms and conditions set forth in this agreement:***

1. **Background**

In 2020, the Global Health Bureau within the United States Agency for International Development (USAID) awarded funding to the USAID Advancing Nutrition project to initiate a program under the New Partnerships Initiative (NPI) to support local organizations to address critical nutrition gaps at the sub-national levels in Kenya. As part of this program, the project awarded two grantees in Kakamega County to carry out projects to improve health and nutrition among women and children, with a focus on the 1,000-day window from pregnancy to a child’s second birthday. As a second part of the NPI grants program, USAID Advancing Nutrition plans to work with the grantees to strengthen their technical and organizational capacity to become more effective partners to USAID.

**B. Objectives**

As an initial step of the capacity strengthening component of the USAID Advancing Nutrition NPI grants program, the project seeks to achieve two key objectives:

1. To **assess and document the technical and organizational capacity** of the two Kenyan grantee organizations through a collaborative, facilitated process; and
2. To **develop actionable capacity strengthening plans** with each grantee, drawing from the priorities identified during the assessment stage that are fully understood and agreed upon by the grantee. These plans will identify priority areas for support, capacity strengthening activities, individuals’ roles and responsibilities, and a timeline.

**C. Activities**

Consultant activities will primarily take place with staff from the two grant recipient organizations in Kakamega County and via distance communication with USAID Advancing Nutrition staff based in the U.S. The consultant will be expected to engage with grantees in-person, as permitted by local COVID-19 guidelines, and virtually if needed.

A summary of the consultant activities is as follows:

**Objective 1: To assess and document the technical and organizational capacity of the two Kenyan grantees through a collaborative, facilitated process**

1. Participate in introductory and planning calls with USAID Advancing Nutrition
2. Review relevant background materials related to USAID Advancing Nutrition, the NPI program, and any relevant capacity strengthening tools and templates. This will include a draft OCA tool.
3. With the input and guidance from USAID Advancing Nutrition, develop a structured approach to administering the OCA and developing the capacity strengthening plans with the grantees.
4. Hold meetings with the two Kenya grantees to adapt and finalize the OCA tool in advance of the capacity assessment process. USAID Advancing Nutrition will virtually introduce the consultant to the grantee staff. The consultant will develop a brief discussion guide for USAID Advancing Nutrition to review before proceeding with the discussions.
5. Adapt the OCA tool based on grantee discussions and input from USAID Advancing Nutrition. The consultant will share this version of the OCA tool with USAID Advancing Nutrition for review and approval before implementing the tool. The adapted tool should be accompanied by a brief summary (2-3 pages) documenting the discussions and rationale behind the adaptations **(Deliverable 1)**.
6. Design the OCA workshop, which will employ a participatory, facilitated approach that supports local buy-in and a shared understanding of the organizational capacities reflected in the assessment. The consultant will prepare an agenda to share and discuss with USAID Advancing Nutrition before leading the workshop.
7. Facilitate the OCA workshop and develop a 3-5 page summary that includes enhanced notes about each section of the OCA.
8. Submit the completed OCA tools for each grantee, along with the 3-5 page summary **(Deliverable 2).**

**Objective 2: To develop actionable capacity strengthening plans with each grantee, drawing from the priorities identified during the assessment stage that are fully understood and agreed upon by each grantee.**

1. Review the results of the completed OCA with the grantee organizations through a facilitated and participatory discussion to determine the specific capacity strengthening activities that will support the grantee’s organizational capacity strengthening needs. Follow up discussions and meetings with the grantees and USAID Advancing Nutrition may be needed in order to translate these priority capacity strengthening actions into final capacity strengthening plans. Final capacity strengthening plans should outline responsibilities for USAID AN and the local partner, along with timeframes for delivering each capacity strengthening activity. Summarize the discussions about how priorities were identified and actions developed) in a 4-10 page report.
2. Finalize and submit the final, agreed upon capacity strengthening plans to USAID Advancing Nutrition, along with the 4-10 page report **(Deliverable 3).**

**D. Deliverables and Schedule**

***The Contractor is responsible for the timely submission of the following deliverables, as part of the SOW:***

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| --- | --- | --- | --- | --- |
| ***Del. No.*** | ***Deliverable Name*** | ***Deliverable Description*** | ***Due Date*** | ***Total Deliverable Value\**** |
| 1 | Finalized organizational capacity assessment tool and brief summary | Final OCA tool, adapted based on discussions with USAID Advancing Nutrition and the grantees about areas in which they would like to assess themselves. The tool should be packaged with a 2-3 page summary from the discussions with each grantee. | July 30, 2021 | 8 days |
| 2 | Completed OCA tool for each grantee and brief summary | Following the OCA workshop, a completed OCA tool for each grantee along with a 3-5 page summary that documents the discussions about each of the OCA sections. | August 16, 2021 | 8 days |
| 3 | Completed capacity strengthening plans for each grantee and accompanying report | Capacity strengthening plans that reflect the results from the OCA tool and the discussions with each grantee and USAID Advancing Nutrition about the capacity strengthening priorities and activities to focus on over the next two years. This should be accompanied by a 4-10 page report about the prioritization and plan development process. | September 7, 2021 | 8 days |

\**To be completed by the Contracts Manager.*

***[For consultants only:]***The total LOE is approximately equivalent to **24 days**.

All required deliverables and reports shall be submitted to the JSI Activity Manager listed on Page 1.

**E. Consultant Qualifications**

* Bachelor’s degree and 7+ years of professional experience in organizational development, capacity strengthening, or related field
* Experience designing and implementing organizational capacity assessments (OCAs) with local organizations, ideally through a USAID-funded program.
* Experience engaging/partnering with small-to-medium sized non-governmental organizations and/or civil society organizations, especially to support staff capacity strengthening priorities.
* Experience facilitating meetings and/or workshops that promote dialogue, decision-making, and consensus-building
* Ability to build and maintain partnerships that promote confidence and trust
* Ability to develop and submit timely, high-quality deliverables
* Ability to conduct work in a collaborative and culturally sensitive manner
* Strong communication skills and attention to detail
* Professional proficiency in verbal and written English

1. USAID approval is required prior to any travel and payments associated with travel, travel-related tasks/responsibilities/deliverables or payments are contingent upon receiving USAID approval. The consultant will also need to provide documentation of medical clearance. [↑](#footnote-ref-1)