**Terms of References**

**Hiring of a Consultant to Develop the Standard Operating Procedures (SOPs) and Performance Standards for Women Development Department – Government of Sindh**

**Project Introduction**

Oxfam in Pakistan (OiP) in partnership with MDF are implementing a project ‘**Women Leadership in Public Life**” improving their access to justice in Districts Sanghar & Sukkur, Sindh recognizing the fact that accessto justice is a fundamental right of citizens funded by European Commission. Specific Objective of this project to offers a comprehensive approach to promote and protect women rights in Sindh including their participation and access to decision-making, non-discrimination, equal access, accountability and access to justice/rule of law and transparency. It is clearly aimed at creating an enabling environment where women can enjoy their rights, have access to basic protection, legal aid and referral services for seeking redress against violation of rights. Additionally, the project is promoting a Rights Based Approach of working of building the capacity of duty bearers (Women Development Department and Sindh Commission on the Status of Women) while at the same time working with Community-Based Organizations that represent women and raise voices to defend their rights – which is a core strength for Oxfam in Pakistan.

**Purpose of the Assignment**

The main purpose of this assignment is to conduct an in-depth analysis of Standard Operating Procedures (SOPs) & Performance Standards for the Women Development Department, Government of Sindh and draft them based on different data collection tools and focussed observations. The consultant will develop SOPs and Performance Standards, through a consultative process by engaging WDD, if WDD has not already developed them. Through this assignment gaps will be identified, and necessary measures will be proposed, strength-areas will be identified and a plan to improve on strengths will also be chalked out. The SOPs will help WDD to advocate for capacity building of their human resources and develop strategic plans. The consultant will:

* Develop SOPs and performance standards for WDD staff
* Develop a plan for capacity development of WDD staff on regularly monitoring their own performances and setting yardsticks for further improvements.
* Develop a proposal with reference to areas of improvement, key strength areas and how to improve on those strengths and main loopholes along with the way forward.

This assignment will be carried out in close coordination with WDD/MDF and Oxfam.

**Scope of the work**

Following are the points which explains the scope of work of the assignment to develop the SOPs & performance standards be carried out. Specifically, the selected firm/individual will be responsible for:

1. Opening meetings and consultation with WDD Directorate Office to review the SOPs and performance standards (if there are any).
2. Submission of proposed methodology and field plan – detailing how the consultations will be carried on.
3. Facilitation of 2-consultative meetings to draft the SOPs and performance standards at district and provincial level.
4. Design work plan / field plan (key meetings with key personnel of WDD and other stakeholders).
5. Delivering the drafts and finalizing them after addressing the comments of Oxfam/MDF officials.
6. Orient himself / herself about the women development department and current developments taken place there.
7. Collect data from Women Development Department (WDD) for the development of SOPs;
8. Delivering draft SOPs and finalizing them after addressing the comments of Oxfam/MDF and WDD officials.
9. Conduct meeting(s) with Secretary and officials of Directorate of WDD to share the final documents.

**Work Plan**

Following work plan needs to be consulted while developing the detailed workplan – as per situation small changes can be made. Before assignment the consultant will submit the proposed methodology and revised work plan for discussion and approval.

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| **Deliverables / Outputs** | **Timeline (45 days)**  | **Comments** |
| **Initial Report:** (this will be submitted before starting the assignment and after meetings with the MDF/Oxfam/WDD officials. These meetings can be virtual or in person. This may cover* Consultant’s Profile
* Kick Start Strategy of the assignment
* From where (Karachi or as suggested by MDF/Oxfam/WDD officials) the start will be taken.
* What are expected challenges and the mitigation strategies?
* What can help significantly / suggestions?
 | September 05, 2022  | Comments of MDF / Oxfam will be addressed  |
| **Mid-Term Assessment Report:** (this will be shared when the 50-60% of the work is done). This may cover * Key findings
* Key Insights
* Key challenges
* Key strengths
* Key hurdles
* SWOT analysis of WDD with tools to share with MDF/Oxfam/WDD in advance
* Key proposals / suggestions / recommendations
* Presentation to Oxfam, MDF & WDD
 | September 25, 2022 | Comments of the MDF / Oxfam will be addressed. SWOT analysis will be done through key interviews, line department meetings and understanding the WDD department holistically.  |
| **Final Assessment Report:** (this will be shared when the work is completed). This may cover * Key findings (what can be helpful for the department to improve its performances and what is affecting it the most)
* Key challenges (what is available and what is not, and how it is affecting)
* Key Strategies
* Key strengths
* Key hurdles (legal, political, social and environmental aspects be considered)
* PEST analysis of WDD
* Statistical Charts
* Database – analysis of the data
* Key proposals / suggestions
* WDD Staff capacity development plan.
* Effective monitoring of WDD Staff performance
* All related Annexures
 | October 10, 2022 | Comments of MDF / Oxfam will be addressed.How WDD’s work is associated with other departments (government and non-government) and how it can enhance its coordination as well as make realistic plans). PEST analysis will be done through meetings with political figures, environment and economy experts, social activists, and technology geeks. Final report should comprise the narrative part, data analysis, charts and tables.  |
| Final Presentation to be given to the MDF/OXFAM and WDD officials  | October 14, 2022 | Comments of MDF / Oxfam will be addressedPPT presentation with images of field work  |

**Deliverables:**

* Inception Report
* Initial Draft of SOPs and performance standards
* Mid-assessment Report with presentation
* Final Draft of SOPs performance standards with Final report
* WDD Staff Capacity Development Plan
* Letter of acknowledgment from WDD
* Presentation to OiP, WDD and MDF

**Specific Inputs to be Provided by the Funding Authority**

Each deliverable is to be submitted to the funding authority for quality control and validation. Based on the comments and recommendations received, deliverables may need to be updated and finalized prior to formal approval by the funding authority and WDD.

**Required Skills and Competencies**

* More than 5 years of experience in development sector and having advanced knowledge of women rights, gender issues and pro-women laws.
* Masters’ in social sciences, preferably in research studies, (advanced knowledge of Computer Science is additional value) from HEC recognized university or equivalent
* Excellent knowledge of qualitative research methods, including the collection and analysis of primary data through interviews and focus groups. Academic qualifications attesting to this experience are desired.
* Ability to work independently under a well-defined consultancy framework.
* Advanced knowledge of MS Office package and grip on usage of relevant tools.
* Knowledge of data collection and data entry, data analysis, analytical reports, prior experience of drafting government departments’ documents is desirable.

The firm will report to the Project Manager MDF and work in close collaboration with other relevant stakeholders.

Contractual arrangements will be detailed in the appointment letter. Payments will be made based on the successful completion of the deliverables listed above, subject to quality control and validation by the Project Manager MDF and WDD.

**Proposal Submission Instructions**

The assignment will require the consultant to submit the following:

1. Technical Proposal along with financial proposal (not more than five (5) pages) which reflect value for money. The proposal should provide a deliverable-based workplan as per workdays of the consultant to have clear idea of value of time and cost to each deliverable. The proposal should also elaborate how Safeguarding will be ensured during execution of the designed process. The consultant or team of consultants should establish their capability reference in relation to the desired scope of work as per ToRs, besides merely providing the Resume of the proposed team of consultants or individual consultant.

2. Financial Proposal with costs broken down by the following categories:

1. Training plan /meetings/review work/events
2. Consultancy charges
3. Miscellaneous expenses

**Timeline**

The timeline for this assignment is 45 working days which includes all deliverables.

**Reporting**

The consultant will report to the Project Manager in MDF Pakistan throughout the assignment.

The tentative plan for payment to the consultant would be as follows:

1. 20 % upon signing of the agreement.
2. 30 % upon submission of mid-assessment report.
3. 50 % upon submission of the all deliverables.

**Selection Process and Evaluation Criteria**

All the proposals will be evaluated through a competitive selection process based on the following criteria:

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| **Sr.no** | **Description of Items** | **Evaluation Points** |
|  | Profile and Technical Proposal  | 30 |
|  | Proposed Methodology and work plan | 30 |
|  | Team CVs for the assignment (if necessary) | 20 |
|  | Proposed Budget | 20 |

**Deadline and Procedure for Submission of Proposals**

The deadline for submission of proposals is by or before **August 22, 2022**. Interested consultants should submit the following to **Management and Development Foundation-MDF**

1. Detailed technical proposal in line with the TORs comprising of creative methodology, innovative approach, resume/profile of the applicant, sample work.
2. Itemized financial proposal of the above-mentioned proposal. Please make sure that total budget in the financial quotation is inclusive of all the applicable taxes.
3. Only shortlisted consultants will be contacted.

The technical (including CVs) and financial proposal should be submitted and addressed to, with clearly written assignment name written on top of this document:

**Manager Finance & Administration**

**Management and Development Foundation (MDF)**

**House # B-30, Government, Employees, Cooperating, Housing (G.E.C.H) Society,**

**Near Soneri Bank Qasimabad, Hyderabad, Sindh Pakistan.**

**Landline #: +92-22-265-2290**