

TERMS OF REFERENCE

REQUESTING FOR CONSULTANT TO DEVELOP A SUCCESSION PLAN AND TERMS OF REFERENCE OF THE SENIOR MANAGEMENT TEAM WITH A GENDER TRANSFORMATIVE APPROACH.

Project Title: Strengthening Women's Organization Capacity for Championing Women's Rights (SWOCCWR)

Background:

Badabon Sangho is a women's rights and women-led organization working with diverse communities, including women, girls Dalit's, and religious minorities. Established in 2016 in the southern region of Bangladesh, particularly in Rampal and Mongla, Badabon Sangho operates at the grassroots level to empower marginalized populations and drive social change.

Started with feminist approach by engaging women who face the worst forms of violence and discrimination land ownership, race, natural disaster and are even expelled from their own lands but is forced to remain silent to raise their voice or ask for their rights. It has group-based structure and governance. Group members are from rural women, lower caste, Dalit, widowed, separated, divorcee, religious minorities, fisher-folks, migrant workers, crab farmers and indigenous minorities. Members living under poverty line, face hate speech and stigma and depends on natural resources and lands for their livelihoods. For more information, please visit our [website](#)

Context analysis:

Badabon Sangho and Save the Children has signed the Organizational Capacity Development (OCD) partnership titled, 'Strengthening Women's Organization Capacity for Championing Women's Rights (SWOCCWR) funded by the the Kingdom of the Netherlands. The purpose of the project is to facilitate systematic capacity assessment of Badabon Sangho in light of gender and assist them to develop their policies and practices so that capacitated Badabon Sangho would be able to advocate on wider gender and women empowerment issues.

OCD programme would be a way to identify organisational strengths and weaknesses in terms of organisational policies, and exercise demanding a wide participation of team members from across functions. It includes scoring of capacity - in relation to the organisation's vision, mission, strategy or aspirations for the future. As part of the organizational capacity assessment, Badabon Sangho scored 58% in Gender-sensitive Governance, demonstrating a moderate alignment of its governance structure, operation, programme and practices with gender-responsive practices. Assessment's focus areas include the composition and performance of the governing body, the establishment of governance systems, structures, policies, and processes, as well as the organization's vision, mission, and values. Assessment score indicates that while there is a foundation for gender-responsive governance and operation further strengthening is needed to ensure comprehensive gender inclusion at the governance level.

Based on the organisational capacity assessment (OCA) it has developed a two years long capacity development plan. It has been found that Badabon Sangho's has an informal system in place for succession planning for key positions; though, there is no formal, documented succession plan. This lack of documentation limits the effectiveness and consistency of succession planning, potentially creating gaps in leadership continuity and preparedness. Secondly, senior management team -SMT is playing important roles in the decision making process lacks an approved Terms of Reference (ToR), As a result its poses challenges for the team in effectively supporting the organization's growth as a second-tier leadership group. To enhance clarity and effectiveness, the organization should establish a formal ToR for the SMT, outlining specific roles and responsibilities in line with gender-transformative leadership principles.

Formalizing this process with a documented succession plan and terms of reference are essential to ensure clarity, accountability, and the integration of gender-responsive and transformative leadership continuity. Without a clear plan, sudden leadership changes could lead so many challenges in decision making. Additionally, clarifying SMT roles will enhance accountability, improve co-ordination among team members which will be very helpful in future leadership culture.

About the assignment:

Given the above, Badabon Sangho seeking consultancy support from the competent and experienced consultant to develop a succession plan and clarify roles of SMT member. Consultant will work with SMT and executive board in order to understand current governance and clarifying roles and responsibilities for Senior Management Team (SMT) ensuring alignment with gender transformative leadership principles.

Guideline objectives:

The specific objective of succession plan and terms of reference are as follows:

- a) Develop Badabon Sangho's SMT's succession plan and terms of references.

Methodology of the Study:

This methodology of the consultancy will employ a mixed-approach to collect and analyze current information from the team members. Consultant will conduct series of meetings, consultations and interviews with team members, document responses, opinions and comments, collate these in the draft report. Then s/he will share the draft report with key team members in order to validate it and to include further comments. Finally, a guideline would be developed and orient it to the team how to practice it at all level.

- a) Review of existing practice, HR policy and other documents related to it.
- b) Consult with team members and discuss various challenges facing their current practices.
- c) Discussion with team members and find out benefits and opportunity to improve practices and understanding of individual roles.
- d) Develop a practical and comprehensive guideline/plan.

Expected deliverables and timeframe:

The required outputs of this consultancy will be as follows:

- a) An Inception Report: the inception report must include detailed work plan with timeline, partial literature review, data analysis plan for qualitative and quantitative data, enumerator contract, enumerator training agenda, table of contents for the final report as well as list of annexures. This Inception Report shall be submitted for review and approval by five (5) days after signing of the contract and before commencement of the work.
- b) Presentation of draft guideline/plan.
- c) The final guideline with all agreed upon annexures.

Payment terms:

The budget for the consultancy will be determined based on the proposal submitted by the consultant/team, including detailed costs for professional fees, travel, and other expenses. Payments will be made in three instalments:

- 20% upon signing the contract
- 40% upon submission of the draft guideline
- 40% upon approval of the final guideline

Required Competencies:

The successful consultant/agency must be able to demonstrate the following skills and experiences:

- ✓ Minimum 10 years' experience in Human Resources, administration of not-for-profit organization.
- ✓ Experienced of working with international NGOs, UN agencies, and donors and have firsthand practices of time-sheet preparation
- ✓ Familiar with operations and dynamics of national NGOs in various projects management
- ✓ Experience in developing policies and manuals in NGOs
- ✓ Strong skills in Bengali writing
- ✓ Demonstrable ability to undertake rigorous quantitative and qualitative analysis
- ✓ Ability to produce high quality analytical report with triangulated findings

- ✓ Excellent English written and verbal communications skills and writing

Duration:

30 days after signing the contract.

Value of Contract

The value of the contract would be determined in non-profit experiences and analyzing the submitted proposals. The proposals must include amounts of Vat/Tax as per the country's law.

Process of Submission:

For Individual Consultant

- Maximum 2-page CV of Candidate with highlighting related assignments completed with client name, contract person and mobile number (this person must have fulltime engagement during assignment time). Two references must also be provided based on similar work within the last two (2) years.
- TIN Certificate (PDF soft version)
- Documents in favor of the relevant previous studies.

Interested candidates may submit updated CV by mentioning subject line: **Developing Time-Sharing Guideline for Badabon Sangho** and expected monthly salary by email to hr.badabonsangho@gmail.com or in hard copies to 9/12, Block-D, Lalmatia, Dhaka within 25th February 2025.