

Terms of Reference

Consultancy for the Organizational Policy Review and Revised

Background

As a multi-donor funded programme, the consortium partners with selected ethnic and monastic education providers to strengthen their capacity to deliver and sustain good quality learning opportunities for children considered to be hard-to-reach in Myanmar. Applying a 'systems-strengthening' approach, the programme provides funding, coordination, technical assistance, and research across different complementary education systems to promote continuous improvement of education services.

In Phase 3 Year 3, we will undertake consultancy services to review and revise the policies and procedures of partner organizations. This initiative aims to enhance system strengthening efforts and improve the consistency of policies and procedures across partner institutions. Specifically, the focus will be on reviewing and revising HR policy of partner organizations. Through this process, we seek to streamline operations, ensure compliance with regulatory requirements, and promote best practices in organizational management.

Objectives

- Review and assess the current HR policy of our partner organizations to identify areas of strength and areas requiring improvement.
- Develop clear and comprehensive recommendations for revising the identified policies and procedures, ensuring alignment with organisation best practices and regulatory standards.
- Facilitate the implementation of the revised policies and procedures by providing guidance, training, and support to partner organizations, with a focus on enhancing organizational efficiency and effectiveness.

Scope of work

The consultant or consultancy group will be responsible for the following tasks:

- Conduct consultation meetings with partners to understand their existing policies and procedures. Discuss the objectives and expectations of the policy review process. Establish rapport and gather relevant information to guide the review process.
- Thoroughly review the HR policy of partner organizations. Analyze the policies to identify strengths, weaknesses, gaps, and areas for improvement. Provide detailed comments, feedback, and recommendations on each policy, highlighting areas that require attention or revision. Offer guidance and expertise to ensure that the policies align with localization standards, legal requirements, and best practices.
- Arrange follow-up consultation meetings with partners to discuss the findings of the policy review. Present the comments, recommendations, and suggested revisions to the partners. Engage in collaborative discussions to address any concerns, clarify queries, and finalize the approach for policy revision. Work closely with partners to ensure that the proposed changes align with their organizational objectives and operational requirements.

- Tailor the policy recommendations and revisions to align with the localization approach of each partner organization. Consider cultural, legal, and contextual factors to ensure that the policies are relevant and practical for implementation in the local context. Provide support and assistance to partners in customizing the policies to meet their specific needs and preferences.
- Prepare the final versions of the revised HR Policy, based on the agreed-upon revisions. Ensure that the policies are comprehensive, clear, and well-documented. Obtain endorsement and approval from the partners for the finalized policies. Deliver the endorsed policies to the partners in the preferred format and provide any necessary guidance on implementation and dissemination.

Location and official travel involved

- The consultancy group is expected to work part time and 8 hours of working time during weekdays when delivering services.
- All communication and meeting through online platform with partner. Work from home situation and using with own IT equipment.
- No require travelling.
- All information much be confidential relating with partner.

Consultancy Timeline

This is approximately 1 month contract with the consultancy group/consultant.

Estimated Commencement Date: 20th May 2024

Estimated End Date: 21th June 2024

Detail Deliverable and Schedule

Deliverable Title	Description	Responsible	Timeline
Initial Consultation Meetings	<ul style="list-style-type: none"> • Conduct consultation meetings with partners to understand their existing policies and procedures. • Discuss the objectives and expectations of the policy review process. • Establish rapport and gather relevant information to guide the review process. 	Consultancy group and partner	1 working day
Policy Review and Guidance	<ul style="list-style-type: none"> • Thoroughly review the HR policy of partner organizations. • Analyze the policies to identify strengths, weaknesses, gaps, and areas for improvement. • Provide detailed comments, feedback, and recommendations on each 	Consultancy group	2 weeks

	<p>policy, highlighting areas that require attention or revision.</p> <ul style="list-style-type: none"> • Offer guidance and expertise to ensure that the policies align with industry standards, legal requirements, and best practices. 		
<p>Consultation Meetings Based on Findings</p>	<ul style="list-style-type: none"> • Arrange follow-up consultation meetings with partners to discuss the findings of the policy review. • Present the comments, recommendations, and suggested revisions to the partners. • Engage in collaborative discussions to address any concerns, clarify queries, and finalize the approach for policy revision. • Work closely with partners to ensure that the proposed changes align with their organizational objectives and operational requirements. 	<p>Consultancy group and partner</p>	<p>1 working day</p>
<p>Alignment with Localization Approach</p>	<ul style="list-style-type: none"> • Tailor the policy recommendations and revisions to align with the localization approach of each partner organization. • Consider cultural, legal, and contextual factors to ensure that the policies are relevant and practical for implementation in the local context. • Provide support and assistance to partners in customizing the policies to meet their specific needs and preferences. 	<p>Consultancy group</p>	<p>1 weeks</p>
<p>Final Endorsement of Policies</p>	<ul style="list-style-type: none"> • Prepare the final versions of the revised HR policy based on the agreed-upon revisions. • Ensure that the policies are comprehensive, clear, and well-documented. 	<p>Consultancy group and partner</p>	<p>3 working days</p>

	<ul style="list-style-type: none"> • Obtain endorsement and approval from the partners for the finalized policies. • Deliver the endorsed policies to the partners in the preferred format and provide any necessary guidance on implementation and dissemination. 		
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Experience and Skill Set Required

The assignment shall be carried out by the consultancy group which meet the following qualification:

- The consultant/consultancy group should have proven professional track record (and has a team) for several years of experiences and acceptable performance in similar assignment and belonging to professional background, an advanced university degree (Master's or higher) Organizational Development, or similar disciplines.
- A minimum of 5 years' experience and knowledge of organization policies and procedures development, particularly in HR, finance, and supply chain management.
- Proven track record of successful policy reviews and strategic guidance.
- In-depth knowledge of industry standards, legal requirements, and best practices.
- Strong analytical skills to assess policies and propose actionable recommendations.
- Effective communication and facilitation skills for consultation meetings and presentations.
- Adaptability and cultural sensitivity when working with diverse partners.
- Project management abilities to oversee the review process and manage timelines.
- Collaboration and teamwork to foster productive relationships with partners.
- Fluency in English and Myanmar is required.

Proposal Submission

- Profile of the individual or consultancy group
- Relevant experience in conducting similar organizational development related engagements, especially with local development or humanitarian organizations.
- Any comments on the Terms of Reference or restrictions on the ability of the firm to meet those requirements.
- An explanation of the final analysis report and the opinion the consultant/consultancy group will be able to provide
- An outline of the methodology
- Suggested staffing, including profiles of the team.
- Proposed timeline
- Cost proposal, detailing rates to allow the comparison of costs and relevant financial arrangements.

Out of Scope

- Time limitation
- Legal advice or compliance review
- Organizational restructuring decisions.

Status Updates/Reporting

The consultancy group/consultant shall provide the below status updates for the duration of the services:

- Every stage of the progress completion will be submitted to all parties in accordance with email.

Payment Information

Deliverable title	% of the total cost payable	Remark
First draft of Policy Review and Guidance	50 % of the total cost payable	45 days of satisfactory completion
Final Endorsement of Policies	50 % of the total cost payable	45 days of satisfactory completion

How to apply for the services

Interested and qualified individuals and consultancy groups are requested the following documents, including information described under “Experience and skill set required” session, send to educationmyanmar.recruitment@gmail.com using “Consultancy for the Organizational Policy Review and Revised” the subject line.

- Cover letter outlining the proposed audit team, prior relevant experience.
- Financial Proposal (lump sum including all out-of-pocket expenses and taxes,
- CVs of all team members
- Brief information of the organisation and proposal.

Not later than: **13rd May 2024**

We look forward to receiving your proposals and partnering with a skilled organization development consultant to drive positive change and growth within our organization.