Counterpart International (hereinafter Counterpart) is soliciting Offers for consultancy services as described in this Request for Independent Consultant (RFIC). These services are required under the Civil Society in Action (CSA) Activity under Cooperative Agreement No. 7201112300001 (hereinafter “the Award”) funded by the United States Agency for International Development (hereinafter USAID).

Counterpart hereby invites Independent Consultants (hereinafter “Offerors”) to submit offers (hereinafter “Offers”) for the services described in the attached scope of work. Offerors should put forward their qualifications and price quote to support COUNTERPART for a consulting service. As a result of this RFIC, COUNTERPART anticipates issuing an independent consulting agreement (ICA).

**INSTRUCTIONS TO OFFERORS**

**Offers Validity Period**
Offers shall remain valid until 30 May 2023 which is 60 days after the offer deadline. An offer valid for a shorter period shall be rejected as non-responsive.

**Counterpart’s Rights and Notification of Award**
1. Only shortlisted Offerors will be contacted.
2. Counterpart reserves the right to conduct additional selection process steps as needed, such as interviews, presentations, site visits, request copies of previous contracts, paystubs...etc.
3. Counterpart reserves the right to accept or reject:
   i. Any Offer
   ii. Late Offers
4. Counterpart may cancel this RFQ at any time.

**Contents of Offer/Submission Requirements**
The following Documents must be included in the Offer
1. Offeror’s resume (CV)
2. Offeror’s Rate Sheet (Attached) DO NOT submit USAID 1420 “Personal History Form”
3. Two recommendation letters from previous employers/consultancy within the past two years or contact information for references
4. Methodology or Technical Approach for SOW (If required)
5. Signed cover letter with the following statement:
   “I hereby certify that, to the best of my knowledge and belief:
   • I have no close, familial, or financial relationships with any Counterpart or Civil Society in Action project staff members.
   • I have no close, familial, or financial relationships with any other offerors submitting proposals in response to the above-referenced RFIC; and
   • The prices in my offer have been arrived at independently, without any consultation, communication, or agreement with any other offeror or competitor for the purpose of restricting competition.
   • All information in my offer and all supporting documentation is authentic and accurate.
   • I understand and agree to Counterpart’ prohibitions against fraud, bribery, and kickbacks.

I hereby certify that the enclosed representations, certifications, and other statements are accurate, current, and complete.”

All Offers must be submitted to ztumia@counterpart.org.

**Qualifications**
1. At least 10 years of experience, designing, implementing and supporting organizations with organizational development and transformational change.
2. At least post graduate degree in either MBA, organizational development, social sciences, strategic management, Development studies.
3. In-depth knowledge and understanding of organizational change management
4. Extensive experience training and supporting civil society partners on organizational development
5. Good advisory and mentoring skills
6. Demonstrated experience of having undertaken similar assignments
7. Good analytical and documentation/report writing skills
8. Good communication and facilitation skills

**Evaluation Criteria**
Counterpart anticipates awarding an Independent Consultant Agreement (ICA) to the responsible applicant(s) whose Offer is deemed acceptable based on the evaluation criteria below:

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Description</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Qualifications and Experience</td>
<td>Academic, years of experience</td>
<td>40</td>
</tr>
<tr>
<td>Past Performance and relevant experience</td>
<td>Experience, recommendations letters, reference check results, technical capabilities</td>
<td>40</td>
</tr>
<tr>
<td>Daily/ Hourly Rate</td>
<td>Daily or hourly rate is reasonable and consistent with similar qualifications and expertise in the market.</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td><strong>100</strong></td>
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</tbody>
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**Scope of Work**
These services will be implemented over a six-month period from 10 April through 30 September 2023.

**A. Objective of the Assignment**
Counterpart requires the services of the Organizational Development (OD) Consultant to review and adapt organizational development, reporting and planning tools by making comparative analysis of available tools on institutional capacity building and adjusting it to the needs of the CSA program. The adapted assessment tool should cover community-based organizations’ (CBO) and Civil Society Organizations’ (CSO) technical, organizational and performance competencies. The assessment tools will be used on an annual basis to record progress against action points identified as a result of assessment findings. The OD Consultant will train CSA Technical staff and selected Intermediary Service Organization (ISO) staff which in its turn will assist CSA to perform assessment and planning sessions with CBOs and CSOs by putting in place a Cascade Model.

**B. Scope of Work**
The bidder is anticipated to provide the following core services/tasks:

**Task 1.** Work with the CSA local team in reviewing, updating and adapting the following tools:
- The OD assessment tool that will be used to evaluate technical capacity (in areas such as service delivery, advocacy, policy reforms), organizational capacity (in areas such as financial viability and management, communications and other organizational functional areas to be identified based on CSA’s objectives), and general organizational performance and learning. The OD assessment tools should consider elements and relevant questions of existing Counterpart organizational development assessments, USAID’s CLA assessment, Organizational Performance Index, and Capacity Enhancement Tool, as well as elements of Youth Programming and GESI. The OD tool should also consider the following qualitative features of the selected organizations:
  - effectiveness: do they use evidence to inform their work, is their work high in quality?
  - impacts: are they representing constituent needs, does their advocacy lead to change?
  - adaptability: are they resilient during shocks; do they make changes based on learning?
  - sustainability: do they have internal structures and policies that promote good management, learning, and adaptation, and do they continuously mobilize new funds?
- The Financial Sustainability Diagnostic (FSD) tool as a complement to the organizational assessment.
- Reporting and Action Planning formats to be used after the assessment.
The OD consultant will also coordinate with HQ specialists to update OD and capacity strengthening frameworks and tools.

Deliverables:
1. Organizational Development tool (full and simplified versions) that includes relevant organizational and technical sections and sub-sections, and questions to capture performance, learning and qualitative information.
2. FSD tool
3. Reporting and action planning formats

**Task 2.** Design and conduct an on-site training for CSA technical team and representatives of the ISO in application of the adapted tools. During this training, the OD consultant will guide a discussion to design the OD methodology to be implemented by CSA team and the ISO who will be in charge of cascading capacity building to selected CBOs and CSOs.

Deliverables:
4. Training agenda and materials
5. Trip report

**Task 3.** Carry out follow-up consultations to CSA technical staff during the application of the tools and OD methodology. Follow up could include: reviewing OD assessments, reports and action plans to provide feedback; general guidance for process implementation; and other actions identified by CSA team during the OD and cascading process.

Deliverables:
6. To be determined with CSA team depending on follow-up needs.

**C. Place of Performance, and Other Conditions.**
Remote and Armenia

**D. Monitoring and Reporting.**
The OD Consultant reports and works under the overall direction of the CSA Activity Chief of Party or his/her designee.

**E. Expected Results, Deliverables.**
The assignment should be implemented according to the following timeline:

<table>
<thead>
<tr>
<th>Tasks</th>
<th>LOE and timeline</th>
<th>Deliverables</th>
</tr>
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</table>
| 1. Remote work  
- Adapt the OD tools and formats for CSA activity needs  
- Design training (agenda and materials) (Off site) | 36 days  
(March 20 to April 28, 2023) | - OD and FSD tools and formats adapted to CSA needs.  
- Training agenda and materials |
| 2. On-site work  
- Train CSA Technical and selected ISO staff | 8 days, including 2 travel days  
(May 2023, specific dates TBD) | - Trip report |
| 3. Remote work  
- Follow up off-site consultation of the CSA Technical staff | 7 days  
(May to 30 September 2023) | - TBD with CSA team depending on follow-up needs |
| | Total LOE: 51 days | |