



**Transform Aid**  
INTERNATIONAL

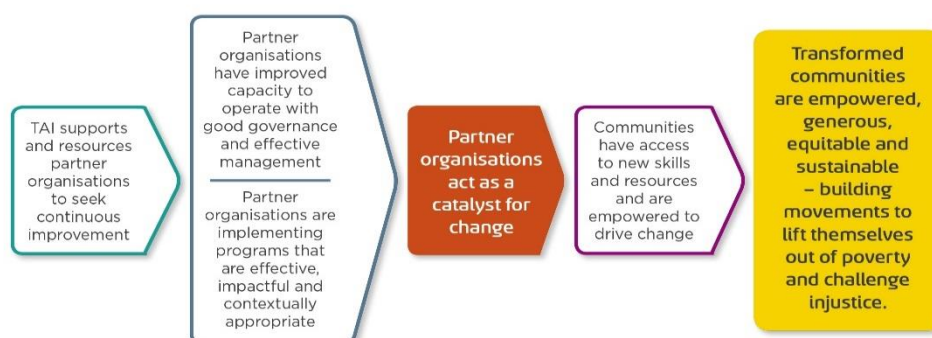
## Terms of Reference for Partnership Review Consultancy

### Background

Transform Aid International (TAI) delivers its programming through a partnership model, which is based on long-term, sustainable partnerships with local faith-based implementing partners and churches. TAI recognises that partnering with local organisations working and living in poor communities will be the most effective way of empowering communities to lift themselves out of poverty, challenge injustice and build resilience. We see our implementing partner organisations as catalysts for change in communities and therefore draw on their intimate knowledge of local context, language and culture.

A theory of change to focus our programming efforts, strengthening both the clarity and effectiveness of our work has also been developed as follows:

### Partnership Theory of Change



In the International Programs strategy for 2018 – 2023 one of the strategic imperatives identified is to “Deepen localised partnerships”. Some of the objectives of this strategic imperative include:

- Enter into and maintain strong healthy partnerships that are based on values alignment, mutual respect and reciprocal learning.
- Review our current principles to partnership and ensure they line up with our future strategic intent.
- Test our assumptions and overall theory of change as part of our commitment to learning, to improve our approach.
- Review how our partnership approach may take advantage of the opportunities offered through the adoption of the Grand Bargain.
- Identify what criteria make up a quality partnership, as well as designing a mechanism for measuring the quality of partnerships.
- Increase our investment into organisational development to ensure our partners are growing and realising their full potential and unique vision and mission. This includes supporting organisational strengthening initiatives that are identified by, prioritised and valued by the partner.

For a world  
without poverty

Locked Bag 122  
Frenchs Forest NSW 2086  
Australia

**Phone:** +61 2 9921 3344  
**Fax:** +61 2 9452 4720

[hello@transformaid.org](mailto:hello@transformaid.org)  
[www.transformaid.org](http://www.transformaid.org)

Transform Aid International Ltd ACN 092 125 203 ABN 63 430 709 718  
Transform Aid International – continuing in new ways the vision of Australian Baptist World Aid to end extreme poverty since 1959.

## Consultancy objectives

The purpose of this consultancy is to support TAI in strengthening its approach to partnership and will cover the following two components:

1. An evaluation of:
  - TAI's current approaches to partnership leading to recommendations for future practice that will ensure effective partnership formation and management,
  - Specifically evaluate:
    - o TAI's current practices in conducting organisational assessments for new and existing partners, including a review of approach, tools, outputs and timings and make recommendations for the future
    - o TAI's support and investment into partner capacity building and organisational development to date and make recommendations for the future to enhance the effectiveness of this investment.
2. Consult to TAI on:
  - Testing the assumptions and overall theory of change that has been developed by TAI and providing recommendations that strengthen TAI's approach.
  - Identifying partnership quality and effectiveness criteria and assessment methods and tools to ensure effective partnership formation and management

## The consultant should have experience and skills in:

- organisational development
- partnership management
- partnership quality and effectiveness assessment
- working with organisations in a cross-cultural setting
- understanding of international development
- understanding of churches and faith-based organisations

## Methodology

A detailed methodology plan should be outlined and inform this consultancy. Transform Aid expects that the consultancy will be appreciative and participatory in style. The evaluation component should also consider the OECD DAC Criteria. To address both components, the following processes are to be used:

- Reviewing TAI policy, frameworks, tools and relevant documentation on TAI's partnership approach
- Engaging internal stakeholders within TAI on their lived experience of managing partnerships
- Engaging TAI partners on their lived experience of partnership with TAI. Identify pain points, expectations and definitions of effectiveness in their view.
- Developing case studies of long-term partnership and the effectiveness of the interventions
- Reviewing external tools (e.g. relational analytics) and their appropriateness for TAI use
- Facilitating a workshop to share potential improved approaches to partnership effectiveness measurement and capacity assessment

## Deliverables

A workshop and written report to Transform Aid that includes:

1. Assessment of existing Transform Aid partnerships management with a focus on partnership guiding principles, theory of change, management cycle and partnership formation process.
2. Assessment of current tools used to assess partner organisational assessment including approach, tools and timing
3. Assessment of the effectiveness of capacity building and organisational development investments
4. Recommendations on amendments to TAI partnership guiding principles, theory of change, partnership cycle and formation process
5. Recommendations on the improvements to TAI capacity assessment tools and approach including our OD investments approach
6. Recommendations on the potential use of 'relational analytics' or other partnership effectiveness tools by TAI

## Time frame

The consultancy ideally will take place in December 2018 and January 2019 though there is scope for negotiation on this.

A draft report that highlights important observations, recommendations and conclusions is to be submitted within 2 weeks of the conclusion of the consultancy.

The final written report is to be submitted 30 days following the consultancy.

## Resources required

TAI to provide:

- Logistical support in scheduling meetings and interviews with Transform Aid and partner staff
- Meeting space, where necessary, as well as any other practical materials required by the consultant
- Relevant documentation

## Budget

Transform Aid will fund all aspects of the consultancy according to the budget agreed. Consultant's fees and total budget should be agreed on in writing in advance of commencement of the consultancy and documented within a Terms of Engagement.

If it is anticipated that the consultancy will extend beyond the agreed time frame, Transform Aid must be notified immediately, and extension of consultancy approved

The consultant is requested to submit an invoice for professional services at conclusion of the evaluation or a plan for staged payments to Transform Aid about the preferred method of payment and banking details

## Submission of interest

Interested consultants are requested to submit an expression of interest which outlines how the consultancy will be conducted, proposed budget and curriculum vitae with references to Lana Hanley (TAI Program Coordinator) [lanah.hanley@transformaid.org](mailto:lanah.hanley@transformaid.org) by 20 November 2018.