

Terms of Reference for Organisational Assessment

CWIN2025

Introduction

Child Workers In Nepal (CWIN) is the Partner Organisation of Liliane Fonds (LF), serving as grant manager, starting in 2026. In their role as GRANT MANAGER, CWIN is responsible for developing a national programme with a network of active Partner Organisations (POs), and for managing and ensuring the quality of implementation by these POs. The role and responsibility of Liliane Fonds in this strategic partnership is to offer multi-disciplinary and financial support to facilitate quality programs. Moreover, LF offers structural organisational development support to enable POs to become more sustainable and self-reliant in the long term.

As agreed between LF and CWIN, CWIN takes on the role of Grant Manager starting from 2026. In view of this new partnership agreement as well as to determine what is needed to strengthen CWIN's role as Grant Manager, an organisational assessment (OA) is necessary in this first year before extending the partnership.

This document sets out the Terms of Reference (ToR) for this OA.

Objectives

1. To gain in-depth **insights** in the organisational capacity of CWIN, with a focus on the capacities needed for the role of Grant Manager, but also beyond (e.g. capacities needed for sound strategic directions, programme effectiveness, responsiveness to the needs of children and persons with disabilities etc.).
2. To determine the **organisational gaps (areas of attention)** that need to be addressed in order to match previous and anticipated growth in programmes. These include both strategic and governance needs, as well as technical needs, with regard to monitoring & evaluation (M&E) or child safeguarding, for example. Specific attention is also paid to the needs in financial management. The necessary capacity enhancement does not only include adaptations needed for the shift in role from GRANT MANAGER to Grant Manager, but also concerns organisational capacities of CWIN as a whole, beyond the Multi-Annual Programme (MAP).
3. Co-develop (with CWIN and LF) **concrete and practical recommendations** to be included in a capacity development plan which aims at enhancing CWIN's organisational capacity, in particular for the implementation of the Grant Management role.

Scope & Implementation

Part 1: Organisational Assessment

The organisational assessment (OA) will cover the following topics in relation to the capacities of CWIN:

- 1) Leadership
- 2) Strategy
- 3) Organisational Structure
- 4) Financial Management & fundraising
- 5) Processes, procedures & systems
- 6) Grant Administration
- 7) Outputs & Services
- 8) Monitoring, Evaluation & Learning
- 9) Human Resource Management
- 10) Partnerships & External Factors
- 11) Engagement with policy makers
- 12) Child & Youth Safeguarding

- Who: External consultant and CWIN
- When: to be determined

Following the organisational assessment, the consultant, LF and CWIN will jointly select and prioritise 6-8 recommendations, based on the findings. This will ensure that the most critical and complex areas for improvement are addressed first. Based on these recommendations, CWIN in collaboration with the consultant will develop a Capacity Development Plan to be implemented during the implementation of the MAP (2026 – 2028). This approach will help CWIN enhance its overall capacity and achieve its strategic objectives.

Annex 3 has a list of questions aiming to ensure that discussions and interviews explore the situation and experiences as profound as possible. The list is not exhaustive, nor obligatory. The Grant Manager's Board, Management and the staff are invited to add their questions, or adjust questions, to ensure that their concerns are covered during the assessment.

Part 2: Financial Assessment

Along a similar timeline, a financial assessment will be conducted by the consultant, guided by Financial Advisor of LF. The financial assessment follows a set of checks and is regularly conducted by LF for all GMs. It aims to uncover immediate financial concerns and improve financial management practices.

A more detailed technical proposal with an outline for this assessment will be shared by LF's Financial Advisor at a later stage but it will include questions such as:

- Planning and budgeting - How well does CWIN plan and budget their finances?
- Financial reporting - How are the financial data reported and shared?
- Internal control - Are there good process for internal control to prevent errors or fraud?
- Monitoring of partner organisations - How does CWIN oversee the financial activities of their partners?
- Software - What kind of software or manual processes are in place?

- Accounting procedures and records – Is the accounting system reliable and efficient? Are CWIN’s records up-to-date and do they accurately reflect transactions? How does CWIN track grants, ensuring funds are being used for their intended purposes?

Following the financial assessment, the LF Financial Advisor and CWIN will jointly select and prioritise 6-8 recommendations, based on the findings. This will ensure that the most critical and complex areas for improvement are addressed first. These recommendations will be integrated into the Capacity Development Plan and implemented during the implementation of the MAP (2026 – 2028).

Given the close link between financial assessments and the outcomes of the OA, particularly regarding governance and organisational structures, it is anticipated that LF’s Financial Advisor will also be involved in Part 1 of the CDT.

- Who: External consultant and CWIN
- When: To be determined

Roles and responsibilities

Final responsibility for this OA lies with LF as the contracting agency. CWIN will be directly responsible for logistics arrangements.

CWIN Responsibilities:

- Appraises consultants (technical) proposal/workplan
- Provides consultant with all necessary documents
- Arranges all logistics for consultant
- Is the first point of contact for the consultant in the country
- Assesses the draft report and final report together with LF
- Determines priority recommendations, together with LF & the consultant
- Proactively implements recommendations

LF Responsibilities:

- Appraises consultants (technical) proposal/workplan
- Contracts consultant
- Assesses the draft report and final report together with CWIN
- Monitors progress of this OA and implementation of recommendations
- Assesses the draft report and final report together with CWIN
- Determines financial priority recommendations, together with CWIN & consultant
- Provides monitoring and technical support during the implementation phase

External consultant

- Develops a (technical) proposal/workplan for the OA & financial assessment, including information on the proposed (participatory) methodologies and approach, tools, budget and timeframe.
- Finalizes the proposal with contact persons of CWIN and LF
- Carries out the OA and financial assessment
- Analyses the data and information collected
- Facilitates reflection on findings – including a validation or consensus building with CWIN and LF
- Writes the draft and final report, incorporating feedback / comments from CWIN and LF, and presents it to CWIN and LF

- Determines OA & financial priority recommendations and supports the development of a Capacity Development Plan, together with CWIN and LF

Planning

What?	When?	Who is in lead?
Organisational Assessment including financial assessment	Max 25 days	Consultants
1. Inception and Planning	1 st week	
2. Data Collection	2 nd week – 3 rd week	
3. Organizational Gaps and Financial Management Assessment with Recommendations and Report Preparation	4 th – 6 th week	
4. Presentation and Confirmation of Results	7 th week	
5. Capacity Development Planning	8 th week	
Implementation of recommendations through Capacity Development Plan	2026-2028	CWIN

Expression of Interest

Please send your (technical) proposal / workplan for the OA & financial assessment, including information on the proposed (participatory) methodologies and approach, tools, budget and timeframe to the following contact persons below by **February 15, 2025**.

CWIN

Contact person: Sarin Vaidya
 Email: sarin.cwin@gmail.com

Liliane Fonds

Contact person 1: Alodia Santos, Programme Manager
 Email: asantos@liliane fonds.nl

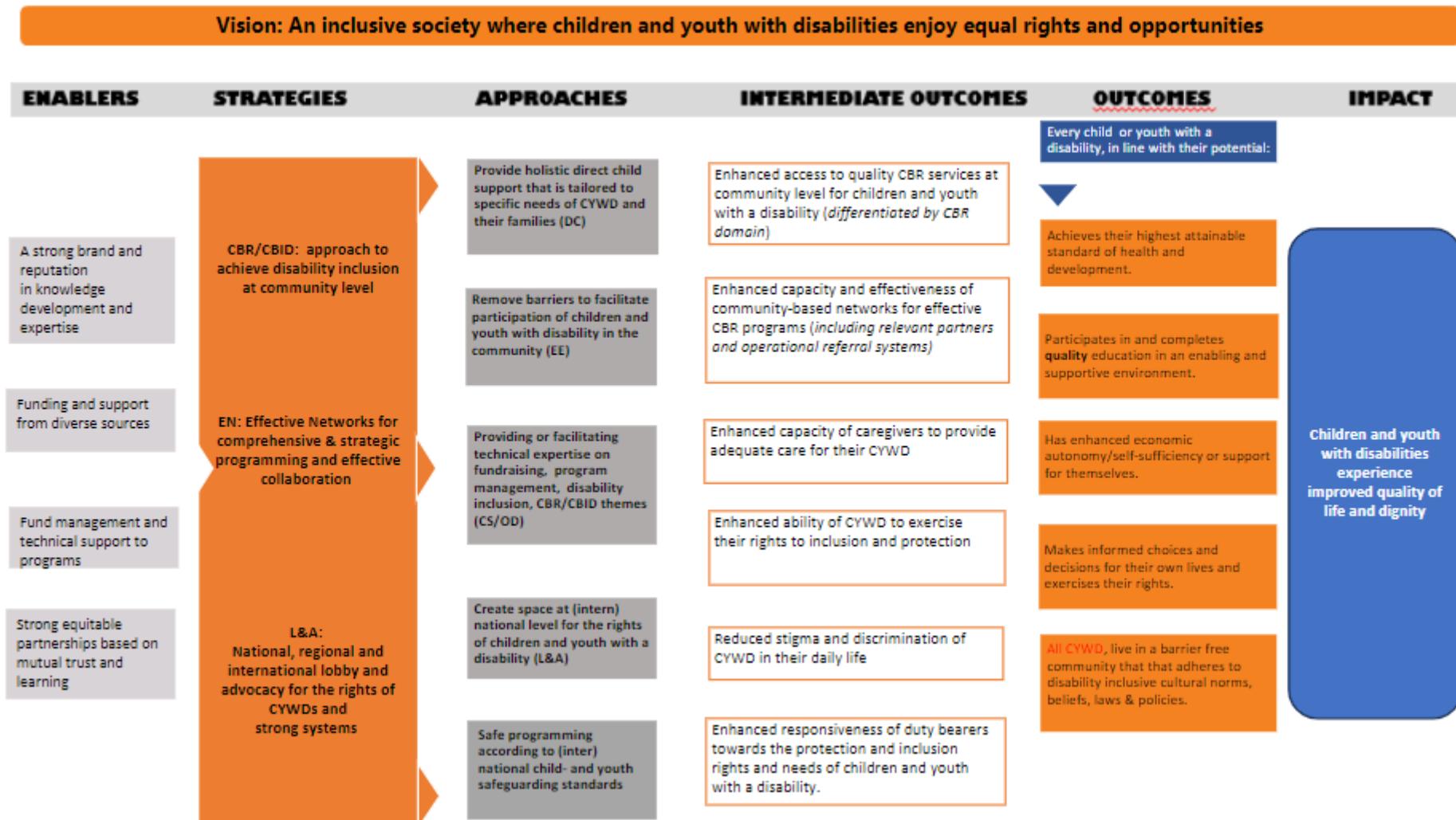
Annexes to the Terms of Reference

Annex 1: Theory of Change – LF

Annex 2: Potential relevant questions for the Organisational Assessment

Annex 3: **(Draft)** Criteria for Grant Manager

Annex 1



Annex 2: Potential relevant questions for the Organisational Assessment

Possible overarching questions

1. What were the recommendations of the previous organisational assessment(s) – perhaps from other development partner organisations? To what extent have they been implemented and what were the results, what were the challenges?
2. To what extent does CWIN have an effective human resource management system?
3. What mechanisms are in place for CWIN to regularly monitor employees satisfaction, work experience and learning needs?
4. To what extent is CWIN a learning organisation that continuously learns and adapts to change by encouraging training, development and initiative among its employees?
5. In this first years of cooperation, what are the main expectations of Board and Management Team concerning the partnership with Liliane Fonds and what are their expectations regarding the contribution of the strategic direction and programmes towards the mission and vision of CWIN?
6. To what extent are organisational capacities existing within the broader organisation, used to enhance the development of the grant manager role and the programmes? And which additional capacities should be developed or strengthened for these purposes?
7. One of the responsibilities of a grant manager is to build the capacities of local partner organisations (PO's) to become financially and strategically reliable organisations, CBR minded and with good knowledge on disability. To what extent has CWIN been able to build the capacities of the PO's over the past years? To what extent are OPDs involved and strengthened?
8. The BEN network introduces expectations from the Grant Manager in terms of shared ownership, collective planning, and facilitative leadership. To what extent is CWIN able to meet these expectations? What is needed to grow into this new role?
9. To what extent is CWIN making strategic use of its M&E data for its own planning and development as well as for Lobby and Advocacy purposes? Which capacities and/or organisational changes need to be developed for this?
10. To what extent and how can the programmes increase their cooperation with other actors and become more complementary on the ground to achieve better results? Could any organisational adjustment facilitate closer cooperation and enhance complementarity and synergies with other (local) actors?
11. Does CWIN have plans to make the entire organisation, or particular services, more sustainable? How can CWIN ensure that this plan includes the human and institutional capacity building requirements as well as the widening of the financial resource base to guarantee sustainability?
12. Which specific capacity development support does CWIN in general and the programme team in particular, require from Liliane Fonds in the coming years?

Possible specific questions

Organisational Capacity

1. How has the organisational capacity of CWIN evolved?
2. Do the Board and the MT foresee any hindrances or obstacles, which could hamper the development of the Partnership, and how could these be addressed (avoided or reduced)?

3. What are the views of Board and the MT regarding the (potential new) grant manager roles and responsibilities of CWIN in the BEN multiannual program?
4. Where will the grant manager role and the MT fit in the organisational structure of CWIN, and how will it relate to other key departments? Are adaptations to the organisational structure foreseen to make optimal use of human and financial resources? If so which changes are planned and what are the reasons for the choices made?
5. To what extent is the grant manager role and the programmes rooted within CWIN? Which organisational functions and capacities should be strengthened to safeguard or enhance this position and ensure that the grant manager role / programmes are optimally developed and managed?
6. What is the current composition of the CWIN staff team, in terms of number of staff and their competencies? How do these relate to what is needed to ensure CWIN is able to manage and further develop the programmes optimally?
7. Which other departments of CWIN are contributing to the realisation of the grant manager role and responsibilities with regards to its programmes? To which extent can the contributions be enhanced to increase the CWIN staff team's effectiveness? What would be needed to enhance these contributions?
8. To what extent do the other departments of CWIN benefit from -, and / or are hampered by -, the implementation of the grant manager role and the capacity development support of LF? How can the benefits be enhanced and / or the hindrances be avoided or reduced?

Capacity to manage the PO Network

1. Which are the strengths and weaknesses of the PO network according to CWIN? And which changes would CWIN wish to make to improve the effectiveness and/or the reach of a CBR programme?
2. What are the perceptions and recommendations of external partners (POs and other stakeholders) regarding the way CWIN has been implementing its role as strategic partner?
3. What changes would the external partners like to see at CWIN in its role as grant manager?
4. How does CWIN fulfil its role as Grant Manager towards the PO's? The responsibilities, listed down in section 1, can be summarised in the following functions:
 - a) Developing and propagating a context specific policy and plan which is in line with the policy of LF;
 - b) Being able to assess existing & potential POs with regard to quality and continuity of services;
 - c) Coaching POs & systematically building their technical and strategic capacity, including CBR vision, and knowing when and how to deploy external parties to ensure quality of the training / coaching;
 - d) Building an effective network that is more than the sum of its parts and that collectively contributes to strategic goals;
 - e) Communicating effectively with the POs and with LF;
 - f) Applying the project cycle for the implementation of the annual plans and grant provision to PO's;
 - g) Monitoring and evaluating the implementation and quality of the program and policy by PO's and assuring required adjustments to ensure that results are achieved.

5. Has CWIN been able to take up all these functions? If not which of them still need to be developed and implemented? And/or has CWIN added any other responsibilities, towards the PO's, in response to the demands of the context or needs of the PO network?
6. Which capacities has the CWIN staff team been able to develop for the above functions, in particular regarding PO assessment and the development of strategic lines for the management of the PO network (building capacity, making choices with which partners to work, etc.)?
7. Has CWIN in general and / or the programme team undertaken any innovations to the above mentioned functions? If so, which innovations and what are their effects towards the programme or the capacity of the PO's?
8. To which extent is the programme team equipped and able to ensure that the PO's become an effective and sustainable Network which continuously aims at increasing the inclusion of children and youth with a disability in the country of operation? (Means at their disposal are common CBR approach, joint fundraising activities, joint Advocacy and Lobby actions.) In other words, a Network that operates as one and therefore can achieve more than the individual PO's would be able to do. Are there examples of what the Network of PO's has been able to undertake and or achieve? If so, which are these?
9. Which other departments within CWIN assist the programme team in forging a strong PO Network and/or which departments could assist in this role and how can their assistance be increased?

Financial Management Capacity

1. How does CWIN plan, monitor, and control its program budgets?
2. What accounting or financial management systems are in place (manual or digital)?
3. How does CWIN ensure financial accountability of POs receiving grants?
4. What internal control mechanisms and audit processes exist to prevent errors or misuse?
5. How is financial information used for decision-making and reporting to stakeholders?
6. Software - What kind of software or manual processes are in place?
7. What plans exist to diversify funding and sustain financial health?

Annex 3: Draft Criteria/description of Grant Manager

1. Lead Project Manager (Grant Manager):

General Roles:

- Responsible for national-level planning, implementation, and reporting of the project.
- Manages and distributes grant funds to local implementing partners.
- Coordinates activities across regions/provinces and ensures synergy among stakeholders.
- Ensures compliance with donor policies, including financial and technical reporting.
- Serves as the main liaison between the Liliane Foundation, implementing partners, and other stakeholders.

Specific Roles:

1. Program Management & Coordination
 - Lead and coordinate the planning, implementation, monitoring, and evaluation of all program activities across selected provinces and districts.

- Ensure alignment of implementation with the Theory of Change, CBR framework, and strategic pathways.
- Develop and manage detailed workplans and budgets, ensuring milestones are met on time and within scope.
- Foster strong coordination among implementing partners, OPDs, CSOs, government agencies, and other stakeholders at national and subnational levels.

2. Grant and Financial Management

- Oversee the administration of program grants, ensuring compliance with donor (Liliane Foundation) guidelines and national regulations.
- Manage sub-grants to local partners, including disbursement schedules, reporting requirements, and financial accountability.
- Ensure effective financial tracking, risk mitigation, and budget utilization across the program.
- Ensures compliance with donor financial procedures and accounting standards.
- Supports internal and external audit processes.

3. Monitoring, Evaluation, and Learning (MEL):

- Designs and implements the monitoring and evaluation system.
- Collects, manages, and analyses performance and outcome data from local partners.
- Prepares impact assessments and learning reports.

4. Safeguarding, Gender, and Inclusion

- Ensure child safeguarding, gender equality, and disability inclusion are mainstreamed across all program components.
- Monitor adherence to ethical standards, do-no-harm principles, and beneficiary protection protocols.