**Terms of References**

**Hiring of a Consultant for the ‘Training of Women Development Department (WDD) staff on Complaint Handling and Referrals’**

**Project Introduction**

Recognizing the fact that access to justice is fundamental right of the citizens, Oxfam in Pakistan (OiP) in partnership with Management and Development Foundation (MDF) is implementing a project ‘**Women Leadership in Public Life**” to improve women’s access to justice. This project is implemented in Sukkur and Sanghar districts of Sindh, along with coordination and advocacy activities at provincial level.

The project is funded by European Commission. This project offers a comprehensive approach to promote and protect women rights in Sindh including their participation and access to decision-making, non-discrimination, equal access, accountability, and access to justice/rule of law and transparency. Under this project it is clearly aimed to create an enabling environment; where women can enjoy their rights; have access to basic protection, legal aid, and referral services; for seeking redress against violation of rights.

Additionally, the project is promoting a Rights Based Approach, focused on building the capacity of duty bearers (Women Development Department and Sindh Commission on the Status of Women), while at the same time working with Community-Based Organizations that represent women and help them raise their voices to defend their rights – which is a core strength of Oxfam in Pakistan (OiP).

Intervention logic or Impact statement for this project is: *Women living in Sindh enjoy equal rights and greater participation and leadership in public life.* The project is based on three outcomes which are as under:

* Outcome 1: Sindh Commission on the Status of Women (SCSW) effectively monitoring women rights violations and holding institutions accountable for redress.
* Outcome 2: Women Development Department (WDD) Sindh leading mainstreaming of women empowerment in public sector service delivery in Sukkur and Sanghar districts
* Outcome 3: Women demonstrate leadership in holding duty bearers accountable and leveraging support for institutional reforms and system change.

# Purpose of the Assignment

The purpose of the assignment is providing hands-on training on complaint handling and referral mechanism to the WDD staff. The consultant will undertake an in-depth analysis of complaint handling system of the WDD and how they are referring the complaints to other departments. The consultant will:

* develop manuals for the training, which includes major mediums of complaints lodging, assessing & assigning, investigating, In-depth examination of complicated cases, systematic assessment of current complaints process, communicating, follow-up, resolution and analysis demonstrating where improvements is made etc.
* prepare a training plan, showing staff the way to implement improved processes. Support in using complaints to drive improvements.
* train the WDD staff on active listening, recording, reporting and noting down the follow up processes. Including that every complaint needs to be reported to the relevant authorities
* train the WDD staff to monitor the social media trends and see if there is any relevant complaint / suggestion.

The task will be carried out in close coordination with WDD, MDF and Oxfam.

**Scope of the work**

This training ‘’complaint handling and referrals’’ will help the frontline staff of WDD to deal with complaints promptly, avoiding unnecessary delay and in line with published service standards where appropriate. Resolving problems and complaints as soon as possible is best for both complainants and WDD. Providing fair and balanced solutions is an integral part of good complaint handling. The consultant is expected to carry out several activities (like writing case studies on points raised during discussions and mentioned in Institutional Assessment Report) to suit all learning styles and to ensure that the lessons learned stick long after the training is over. The consultant is expected to cover at least following points in her/his training manual:

1. A clear definition of complaint.
2. Listen with an open mind. Hear what the person has to say without prejudging the situation (involving the caller – revealing pain, needs and wants) (how to be assertive and no aggressive).
3. Repeat the problem back (what the issue really is).
4. Empathize and assure that something will be done (focus on facts not behavior, summarizing needs, looking for win-win solutions).
5. Follow up promptly
6. Submit proposed methodology and field plan.
7. Discuss and propose (if necessary) more questionnaires as per requirement.
8. Orient himself / herself about the WDD and current developments taken place there.

The individual consultant will work closely with the Women Development Department (WDD) and undertake following tasks:

* **REVIEW MATERIALS AND DOCUMENTS** including rules of business, regulations, policies, orders, procedures, model of complaint mechanism as well as previous assessments and findings to gain insights into the WDD complaint mechanism and referrals system.
* **REVIEW THE INSTITUTIONAL ASSESSMENT REPORT**, while coordinating with MDF and relevant consultant, have meetings with the MDF team and consultant and develop a short review report of Institutional Assessment.
* **Work closely with the directors and assistant directors of Women Development Department (WDD)** to develop a set of procedures and determine types of misconduct that invite major or minor penalties.
* **Conduct special sessions** on ‘using empathy, understanding, self-control and active listening skills’ recording, reporting, noting down the follow up processes and maintaining the complaint log. So that the staff become well equipped to positively resolve complaints.
* **Have meetings** (not more than 3) with Oxfam and partner organization and Women Development Department (WDD officials / Chairpersons to discuss the assignment/consultancy and institutional assessment report.
* **Submit proposed methodology** and field plan.
* Submit a Detailed completion Report encompassing the sections of strategies, proceedings, case studies, areas of excellence, areas of improvement, findings, step by step complaints mechanism and management etc.

**Deliverables:**

* Initial Report/ inception report
* Proposed methodology and training plan
* Training manual
* Training manual related ppt presentation
* Questionnaire (it is required, not only this but all tools used in the assignment)
* Desk review of the complaint mechanism of the WDD
* Reports of key meetings
* Pre & Post training evaluations with comparison report
* A performance improvement plan – learning from complaints
* Final training report with all annexures

**Required Skills and Competencies**

* More than 7 years of training experience especially training the government employees.
* Proven experience in creating content and develop training manuals – experience in developing manuals for government departments is desirable
* Sound knowledge of government departments’ procedures, particularly, WDD modus operandi and organogram.
* Sound knowledge active listening and impactful speaking.
* Advanced knowledge of research methodology and report writing.
* Advanced Knowledge of social media and trend setting.
* More than 4 years of experience and knowledge of dealing any complaint handling system and feedback mechanism in any legally registered organization.

**Proposal Submission Instructions**

The assignment will require the consultant to submit the following:

1. Technical Proposal along with financial proposal (not more than five (5) pages) which reflect value for money. The proposal should provide a deliverable-based workplan as per workdays of the consultant to have clear idea of value of time and cost to each deliverable. The proposal should also elaborate how Safeguarding will be ensured during execution of the designed process. The consultant or team of consultants should establish their capability reference in relation to the desired scope of work as per ToRs, besides merely providing the Resume of the proposed team of consultants or individual consultant.

2. Financial Proposal with costs broken down by the following categories:

1. Training plan /meetings/review work/events
2. Consultancy charges
3. Miscellaneous expenses

**Timeline**

The timeline for this assignment is 45 working days which includes all deliverables.

**Reporting**

The consultant will report to the Focal Person in Oxfam/MDF throughout the assignment.

The tentative plan for payment to the consultant would be as follows:

1. 20 % upon submission of initial report which should cover at least three meetings (with MDF/Oxfam and WDD) and submission of tentative training plan and work plan. The content will be vetted by Oxfam, MDF and WDD.
2. 30 % upon completing the training with the approved training manual (approved by Oxfam/MDF/WDD)
3. 50 % upon submission of all deliverables (final training report, presentation, pictures, performance improvement plan – learning from complaints, pre and post training evaluation reports and comparison report).

**Selection Process and Evaluation Criteria**

All the proposals will be evaluated through a competitive selection process based on the following criteria:

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| **Sr.no** | **Description of Items** | **Evaluation Points** |
|  | Profile and Technical Proposal | 35 |
|  | Proposed Methodology and work plan | 30 |
|  | Team CVs for the assignment (if necessary) | 10 |
|  | Proposed Budget | 25 |

**Deadline and Procedure for Submission of Proposals**

The deadline for submission of proposals is by or before **22nd of August 2022**. Interested consultants should submit the following to **Management and Development Foundation-MDF**

1. Detailed technical proposal in line with the TORs comprising of methodology, innovative approach, resume/profile of the applicant, sample work.
2. Itemized financial proposal of the above-mentioned proposal. Please make sure that total budget in the financial quotation is inclusive of all the applicable taxes.
3. Only shortlisted consultants will be contacted.

The technical (including CVs) and financial proposal should be submitted and addressed to, with clearly written assignment name:

**Manager Finance & Administration**

**Management and Development Foundation (MDF)**

**House # B-30, Government, Employees, Cooperating, Housing (G.E.C.H) Society,**

**Near Soneri Bank Qasimabad, Hyderabad, Sindh Pakistan.**

**Landline #: +92-22-265-2290**