



## **Terms of Reference** **ASPBAE Organisational Development (OD) Process**

### **I. Brief Background and Rationale of the OD**

Founded in 1964, the Asia South Pacific Association for Basic and Adult Education (ASPBAE) is a regional network of more than 200 civil society organisations and individuals operating in around 30 countries of the Asia-Pacific, promoting the right to quality education and transformative and liberating lifelong adult education and learning for all.

The highest policy making body of the organisation is the General Assembly which convenes once every four years to elect the Executive Council, assess the work of the organization and define its strategic directions. The ASPBAE Executive Council (EC) is the highest decision-making body of ASPBAE in between sessions of the General Assembly. The Secretary-General (SG), appointed by the EC, is the Chief Executive Officer (CEO) of the organization and administers the affairs of ASPBAE including appointment of staff, management of finances, and supervision of the implementation of programmes and activities of the organisation.

ASPBAE's EC serving the term 2017-2020 mandated that an Organisational Development (OD) process be undertaken to prepare ASPBAE organisationally given the significant leadership changes within the organization in 2021 - notably the election of a new Executive Council (2021-2024) and the transition to ASPBAE's new Secretary-General on 1 January 2021 after 25 years.

Between April 2021 to date, various staff and EC discussions related to the pursuit of the OD process has also highlighted that apart from the leadership change in ASPBAE, the OD process now needs to take into consideration the much-changed external context since this decision was made.

In particular, there is a need to be cognizant of the lasting impact of the COVID-19 pandemic on ways of working and relating, and the current external contextual pressures including the threats to civil society as a whole through the narrowing of democratic spaces and the decline in development assistance and resources for CSO work, which will necessitate adaptive pursuit of what ASPBAE has set out to do in its strategic plan 2021-2024. This ensures ASPBAE's continued strategic relevance as a regional organization and its ability to deliver within its resources in the coming period.

The OD is envisaged to be able to constructively guide ASPBAE in adapting to effective ways of relating and working internally (within ASPBAE Secretariat; EC; members) and externally (partners and other actors) at the levels in which ASPBAE engages in (national, regional and global).

In the spirit of adaptive inquiry, the OD process is expected to assist ASPBAE's leadership and staff to analyse what worked, what did not work, the challenges encountered by the organisation, the ways it was able to manage and overcome these challenges, how ASPBAE can harness its comparative advantages and previous gains. These reflections will be set within the shared understanding of how the external environment has changed profoundly in the recent period and will continue to evolve, sometimes dramatically.

## **II. Key Components and Processes of the OD**

An External Facilitator will be hired to design and facilitate an OD process for ASPBAE which will consist of:

- 1) **A Reflective Exercise with ASPBAE EC and Staff on the Context of Organisational Development in ASPBAE** – this is envisaged to offer opportunities for joint analysis and read of the current context and anticipated threats and risks to ASPBAE's work that should inform its organizational development. In particular, it could involve a collective appraisal on:
  - a) Opportunities and threats to ASPBAE and its work and what these imply in terms of its current organizational processes and structures;
  - b) ASPBAE's comparative advantages and gains as an organization; what have been its challenges and how these were overcome; what has worked and not worked in terms of its organizational structure and processes; what are strengths to build on;
  - c) ASPBAE's current offerings to its members/partners; what new skills/experiences/expertise are required to be more responsive to members/partners expectations and the new contexts of work and likely resources? What are innovations that may be important to consider to ensure relevance and sustainability?
- 2) **A Reflective Exercise on ways of working within ASPBAE Staff** – This will be undertaken solely with ASPBAE staff to reflect on current staff coordination and engagement practices within and across programmes – interrogating what worked or did not work; What can be improved? What are good practices we can learn from?

## **III. Expectations and Key Responsibilities**

The External Facilitator is expected to design and facilitate the OD process along the parameters described above, synthesise the outcomes and offer recommendations arising from the process.

The methodology should in the minimum consist of a variety of online interactions/interviews involving ASPBAE Executive Council members, staff and other key informants, including desk reviews of relevant ASPBAE material to better orient and situate the Facilitator as required by the OD process.

A face-to-face activity that has already been earmarked for this process is scheduled for March 5-7, 2023 in Bali, Indonesia. **It is required that this be incorporated in the OD design.**

More specifically, the External Facilitator is expected to:

- a) Design the OD process within the parameters described in this TOR
- b) Submit the OD process design for approval by ASPBAE
- c) Facilitate the agreed processes, including the face-to-face OD event in March 5-7, 2023 in Bali, Indonesia
- d) Debrief with the ASPBAE Task Force OD prior to the preparation of a Draft Report on the outcomes of the OD process in order to discuss and agree the key elements of the Report and the proposed processes for sharing, discussing the outcomes
- e) Prepare the Report and share the outcomes with ASPBAE.

The Report should offer a summary of the OD process and a synthesis of the outcomes focusing on key lessons learnt and recommendations. It should be in English and not more than 25 pages in length.

The External Facilitator will be supported and guided in this process by an 'ASPBAE OD Task Force' through the ASPBAE Secretary General and the ASPBAE President who will be the main contact persons of the External Facilitator for this process.

#### **IV. Timelines of Activities Between January-May 2023**

- Date of announcement of call on 24 January 2023
- Submissions of qualified offers latest by 14 February 2023
- Selection of consultant by 17 February 2023
- Signing of contract by 20 February 2023
- Submission of OD design 24 Feb 2023
- Approval of OD design 27 Feb 2023
- Face to Face meeting with EC and Staff on March 5-7, 2023 in Bali, Indonesia
- Virtual Meetings/Interactions/Interviews: Mid-March to April 2023
- Debriefing with Task Force OD by 28 April 2023

- Delivery of final report and sharing with ASPBAE by 31 May 2023

#### **V. Key Qualifications of the External Facilitator for the OD**

The Facilitator is expected to have the following qualifications and previous experiences:

- Expert knowledge and relevant experience in designing and running organizational development and participatory capacity building processes
- Expert facilitation skills and capacities in face to face and virtual modalities
- Fluency in English as a medium of communication
- Strong analytical skills
- Experience in the development sector, especially with CSOs in the Asia Pacific region
- Adept in organizing and running online meetings, calls in various platforms (e.g. Zoom, Skype)
- Relevant University level qualifications and appropriate degree

#### **VI. Budget**

The budget available for this is \$8,900. This is exclusive of the travel costs related to the planned face to face OD event in Bali, Indonesia on March 2023 which will be covered by ASPBAE separately.

#### **VII. Content of Application for External Facilitator**

Interested applicants can submit the following documents on or before **14 February 2023**:

- Cover Letter that describes how the Facilitator intends to approach this OD exercise and confirms all the required competencies and relevant experiences
- Latest CV
- List of clients of earlier OD process conducted/facilitated

The cover letter with the respective attachments should be addressed to the ASPBAE Secretary-General, with this Subject: ASPBAE Organisational Development (OD), and sent by e-mail to [application.aspbaejobs@gmail.com](mailto:application.aspbaejobs@gmail.com).