



TERMS OF REFERENCE FOR RESOURCE PERSON TO DELIVER ORGANIZATIONAL DEVELOPMENT COACHING/MENTORING FOR DEC-SSPF SUB-GRANTEES

Background	The Development Exchange Centre (DEC) in partnership with Bread for the World (BftW) on a 42-month project (June 2026 – November 2029), is supporting 50 CBOs in implementing their self-designed projects and build capacity toward institutional growth for enhanced and sustainable development. The programme recognises that while many emerging CBOs possess strong commitment to addressing community needs, they often lack the organisational systems, governance structures and technical capacities required to effectively manage projects, mobilise resources, engage public institutions and sustain long-term organisational growth. To address these gaps, DEC intends to engage experienced Organisational Development Mentors/Coaches to provide structured technical accompaniment to selected CBOs over a period not exceeding six (6) months. The assignment is expected to help participating organisations establish the minimum institutional systems required for effective and accountable operations. While the intervention is not intended to transform participating organisations into fully mature institutions within six months, it is expected to position them on a sustainable growth trajectory with functional governance, administrative and management systems.
Purpose	To provide hands-on mentoring, coaching and technical support that enables selected Community-Based Organisations to establish functional organisational systems and improve their capacity to plan, manage, implement and sustain community development initiatives.
Objectives	The Organisational Development Mentor/Coach shall support assigned CBOs to: • Strengthen governance and leadership structures. • Develop or improve essential organisational policies. • Improve financial management and record-keeping practices. • Strengthen project planning, implementation, monitoring and evaluation systems. • Improve resource mobilisation and fundraising capacity. • Enhance public service engagement, networking and advocacy skills.



	• Promote organisational accountability, transparency and learning. • Prepare organisations for future partnerships with governments, donors and development agencies.
Scope of work	Each Mentor/Coach shall provide continuous technical support to assigned organisations through a combination of on-site visits, virtual engagements and practical coaching sessions. Support shall include, but not necessarily be limited to, the following thematic areas: A. Governance and Leadership Support organisations to: • Clarify organisational vision, mission and values. • Define governance structures and roles. • Strengthen Board/Management Committee functions. • Improve leadership and decision-making processes. • Establish organisational accountability mechanisms. • Facilitate strategic thinking and planning. Expected outputs may include: • Organisational profile • Governance structure • Organogram • Board Charter (where applicable) • Strategic priorities • Strategic priorities B. Institutional Policies and Systems Guide organisations in developing and operationalising key institutional policies such as: • Constitution or governing document • Human Resource Policy • Financial Management Policy • Procurement Policy • Safeguarding Policy



	• Child Protection Policy (where applicable) • Gender and Social Inclusion Policy • Conflict of Interest Policy • Anti-Fraud Policy • Code of Conduct • Volunteer Management Guidelines • Asset Management Procedures • Document Management System The expectation is not merely to produce policies but to ensure organisations understand and begin implementing them. C. Financial Management Provide technical support on: • Basic bookkeeping • Cash management • Financial reporting • Budget preparation • Financial controls • Record keeping • Bank reconciliation • Supporting documentation • Procurement documentation • Internal control systems Expected outputs include: • Cashbook • Asset register • Payment voucher system • Receipt system • Financial filing structure • Budget templates D. Project Design and Monitoring & Evaluation Support organisations to:
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	• Conduct problem analysis. • Develop logical intervention frameworks. • Prepare project proposals. • Develop workplans. • Prepare monitoring plans. • Develop indicators. • Design simple data collection tools. • Prepare activity and narrative reports. • Document lessons learnt. E. Resource Mobilisation Guide organisations on: • Resource mobilisation planning • Donor mapping • Proposal writing • Diversifying funding sources • Community resource mobilisation • Corporate partnerships • Membership contributions • Local fundraising initiatives Expected outputs may include: • Resource Mobilisation Strategy • Donor database • Standard organisational profile • Capability statement F. Public Service Engagement and Advocacy Support organisations to: • Identify relevant government institutions. • Develop engagement strategies. • Conduct evidence-based advocacy. • Build constructive partnerships.
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	• Participate in policy dialogue. • Prepare advocacy briefs. • Strengthen communication with stakeholders. G. Organisational Coaching Provide continuous coaching to organisational leadership on: • Change management • Organisational growth • Team management • Volunteer engagement • Organisational culture • Sustainability planning • Risk management • Problem-solving
Methodology	The assignment is expected to combine: • Diagnostic organisational capacity assessment. • Development of organisation-specific improvement plans. • On-site mentoring visits. • Virtual coaching sessions. • Practical demonstrations. • Joint development of policies and tools. • Review of organisational documents. • Follow-up support between visits. • Progress monitoring. • End-of-assignment organisational assessment. The methodology should emphasise participatory learning and practical application rather than classroom teaching alone.
Deliverables	The successful Mentor/Coach shall produce the following: 1. Inception Report including workplan and mentoring schedule. 2. Organisational Capacity Assessment Report for each assigned organisation.



	3. Organisation-Specific Capacity Improvement Plan. 4. Monthly Progress Reports. 5. Copies of institutional policies and systems developed or improved. 6. Coaching records and mentoring logs. 7. End-of-Assignment Capacity Assessment. 8. Final Assignment Report highlighting: • activities undertaken; • achievements; • challenges; • recommendations; • sustainability considerations; and • next steps for each organisation.
Expected results	By the completion of the assignment, participating organisations should have: - Functional governance structures. - Clearly defined leadership responsibilities. - Basic organisational policies in place. - Improved financial management systems. - Functional project management processes. - Improved monitoring and reporting practices. - Increased understanding of resource mobilisation. - Better engagement with public institutions. - Improved organisational confidence and professionalism. - A clear roadmap for continued institutional growth.
Duration	The assignment shall be undertaken over a period not exceeding six (6) months .
Duty station	The assignment will be undertaken within project locations in Northern Nigeria (Bauchi, Gombe and Plateau states). The Mentor/Coach should be willing to travel to assigned communities and maintain regular engagement with supported organisations throughout the assignment.



Required skill	Interested applicants should possess: Education • A minimum of a Bachelor's Degree in Development Studies, Public Administration, Business Administration, Management, Social Sciences, Economics, Accounting, Law or related disciplines. • A Master's degree will be an added advantage. Professional Experience Applicants should demonstrate: • At least seven (7) years of relevant professional experience. • Proven experience in organisational development. • Demonstrated experience mentoring or strengthening NGOs/CBOs. • Experience facilitating institutional capacity development. • Experience developing organisational policies and systems. • Strong understanding of governance and leadership development. • Experience in financial management systems for non-profit organisations. • Knowledge of project cycle management. • Experience in donor compliance requirements. • Excellent report-writing and facilitation skills. Experience working in Northern Nigeria will be an added advantage.
Competence	Applicants should demonstrate: • Excellent coaching and mentoring skills. • Strong interpersonal communication. • Analytical and problem-solving ability. • Ability to work with emerging organisations. • Patience and respect for adult learning principles. • Cultural sensitivity. • High ethical standards. • Excellent planning and organisational skills.



Performance Assessment	Performance will be assessed based on: • Quality of mentoring provided. • Timeliness of deliverables. • Practical functionality of systems established. • Evidence of organisational improvement. • Quality of reports submitted. • Feedback from participating organisations. • Professional conduct throughout the assignment.
Application Requirement	Interested consultants should submit: • Technical Proposal outlining their understanding of the assignment, proposed methodology and work plan. Application can be for either/all of the 3 states. • Financial Proposal indicating professional fees and reimbursable costs. • Detailed Curriculum Vitae. • Copies of academic and professional qualifications. • Evidence of previous similar assignments.
Ethical Considerations	The successful Mentor/Coach shall: • Maintain confidentiality of organisational information. • Demonstrate impartiality and professionalism. • Avoid conflicts of interest. • Respect safeguarding principles. • Promote inclusion and non-discrimination. Adhere to DEC's policies and ethical standards throughout the assignment.
Remuneration	The Resource shall be paid an agreed fee comprising the following: - Professional fee, less (5%) WHT - DSA - Transportation The level of effort shall be agreed with DEC based on the number and peculiarity of organisations assigned. The level of effort shall be agreed with DEC based on the number and peculiarity of organisations assigned to the Resource person.
Proposed start date	1 st November 2026.
Reporting &	The facilitator will report directly to the DEC-SSPF Project



coordination	Manager to ensure successful planning and execution.
Submission requirements	A cover letter expressing interest in the assignment; A technical proposal (maximum ten pages); A financial proposal; A detailed Curriculum Vitae; Copies of relevant academic and professional qualifications; Evidence of at least three similar assignments undertaken within the last five years; Contact details of three professional referees.
Evaluation process	Understanding of the assignment (15); Quality of proposed methodology and mentoring approach (25); Relevant organisational development experience (25); Qualifications and technical competence (15); Experience working with NGOs/CBOs and donor-funded programmes (10); Financial proposal (10). Total: 100. Only shortlisted applicants will be contacted.
Submission procedure	Submission can be made in either hardcopy or soft copy. The application should include both the Technical Proposal and Financial Proposal. a. Hardcopy: applications to be sealed in A4-sized envelope addressed to the Executive Director DEC. “Organizational Development” is to be inscribed on the other side of the envelop. This will be placed in a collection box at the DEC Head Office at Bauchi. b. Softcopy: applications to be submitted to procurement@dexcentre.org with “Organisational Development” as the subject of the mail. All submissions are to be made before 4pm (Nigeria) on Wednesday 21st October 2026.
Ethical standards	Observe the highest standards of professional and ethical conduct; Maintain confidentiality of all information obtained during the assignment; Disclose any actual or potential conflict of interest; Comply with DEC's safeguarding, antifraud and anti-corruption policies; Promote inclusion, equity and respect in all engagements.
Equal opportunity	DEC is committed to providing equal opportunities to all qualified applicants irrespective of gender, disability, ethnicity, religion or other status. Qualified women and persons with relevant lived and professional experience are strongly encouraged to apply.
Disclaimer	Issuance of this Call for Expressions of Interest does not constitute a commitment by DEC to award any consultancy contract. DEC reserves the right to accept or reject any application, cancel the procurement process at any stage, or engage one or multiple consultants, without incurring any liability to applicants.