



Model ToRs for sub-contractors

Introduction

There will be occasions when it is appropriate to sub-contract some of the work for your advocacy initiative. This is highly likely for the research but may be desirable for other elements as well. Here is a draft terms of reference that can be copied and pasted, amended as required and used to brief and contract with consultants.

Terms of reference

[TITLE OF PROJECT]

Background

Background on your organisation and the specific project to which assignment relates

Objectives

Set out the objective(s) clearly and succinctly. There may need to be more than one objective for the work you are contracting, but try not to have too many.

Inputs & scope of work

This describes what you expect the consultant to do in order to fulfil the objectives you have listed above. Will be working closely with you etc....

Outputs and deliverables

In this section you should describe exactly what you expect the consultant to produce. In many cases there will be a need for interim reports as well as a final report. If you require the consultants to receive feedback, say from your Board, say so, and allow time for it. You may require the consultants to make a presentation; if you do, say so.

Competence and expertise requirements

It can be hard to define the necessary competence, but this is an important section which will help you select the right consultant(s) for the work. Be realistic, but focused. For example:

The consultant(s) must have the following expertise/experience:

- *proven expertise in training and development for both public and private sector (including classroom training, on the job experience etc), and in developing effective training and development programmes*
- *expertise in institutional development*
- *proven ability to forge tangible linkages with variety of stakeholders including Embassies, private partners overseas, Government bodies etc*
- *Ability to prepare strategic plans with actionable work plans*
- *Understanding of specific areas of Government on which the Association might want to focus initially*
- *Excellent verbal and and written communications skills*

- *Range of international contacts?*

Etc.....

Code of Conduct

Some Associations require that consultants acting for them adhere to their code of conduct, take care that they do not do anything to hurt the Association's reputation and are committed to specified quality assurance standards such as ISO9000

Contracting and reporting

In this section you indicate to whom the consultant reports, the organisation as well as the person or people.

Background documents

Its important in this section to achieve a balance between making sure you provide all useful information and not drowning the consultant in too many documents which take all their time to read!

Timing

Be realistic re how long it will take to fulfil the ToRs.... sometimes breaking down the activities, eg background reading, research, report writing etc into categories with days allotted. Indicate a deadline for the final report if you have one and allow time for you and your Board to comment on a report and for a final version to be re submitted

Budget

You can leave this out if you want, though it is helpful to give some indication of the anticipated budget. You should always note that it is subject to negotiation. You can pay on a daily rate or on the basis of the output.

Application process

If you decide to ask more than one consultant to bid for the work you need to explain what you want them to provide to you so that you can assess their proposals. For example,

Interested consultants should send a brief proposal to..... The proposal should include an explanation of the approach to be taken, time schedule and detailed budget. CVs for the consultant(s) to be involved should be attached, detailing their relevant experience.

Proposals should reach..... either electronically or a hard copy, by noon, on A review committee consisting of will review the proposals and appoint a consultant(s) in..... 2007.