

10 November 2025

### Request for Proposal (RFP)

Mobile Creches invites experienced Organization Development (OD) practitioners and consulting organizations to partner in shaping a strong, coherent, and future-ready institution capable of driving systemic change for India's youngest children.

#### Mobile Creches – Preparing for the Next Decade (2027–2037)

##### Background

For over **57 years**, **Mobile Creches (MC)** has worked to ensure that children of most marginalized families in India have access to safe, nurturing, and stimulating environments. Through its childcare centers, partnerships, and policy advocacy, MC has reached **over one million children** and demonstrated scalable models for **Early Childhood Development (ECD)** across India.

As MC enters a new chapter, it is developing a **10-year strategy (2027–2037)** that articulates the *systemic shifts* needed in childcare and ECD, and the *roles MC must play* to achieve these. A key pillar of this process is supported under **Co-Impact's Module 5: Organizational Strengthening**, is to ensure that MC's internal capacities, culture, and systems are fit for purpose to drive systems change.

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##### Purpose of the Engagement

MC invites proposals from experienced **OD agencies or consulting partners** to lead a structured organizational assessment process and provide actionable recommendations for strengthening.

##### The engagement aims to:

- **Diagnose** MC's current organizational strengths and gaps.
- **Identify** 2 to 3 most critical organizational capabilities that require strengthening.
- **Recommend** focused areas for organizational development to prepare for the upcoming 10-year strategy.
- **Provide** clear, evidence-based insights for future planning and capacity-building investments.

*"The goal is to help MC gain an evidence-based understanding of where it stands today and what needs to be strengthened for tomorrow."*

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## Scope of Work

### 1. Organizational Diagnosis

- Assess MC's organizational characteristics across the following domains:
  - System change organisation
  - Organizational structure and capabilities
  - Leadership, diversity, and inclusion
  - Partnerships and funder relationships
  - Values and culture
- Engage with staff, leadership, Board, funders, and partners through interviews, focus groups, and surveys.
- Review organizational documents and data to identify trends and patterns.
- Benchmark MC's practices against peer organizations and sectoral standards.

### 2. Needs Assessment and Analysis

- Identify MC's key strengths, opportunities, and gaps in relation to its system-change ambitions.
- Prioritize 2 to 3 critical organizational capabilities that require development over the next 2 to 3 years.
- Highlight enabling factors and constraints that influence MC's effectiveness and adaptability.

### 3. Recommendations and Roadmap

- Provide practical, actionable **recommendations** for strengthening identified areas.
- Suggest potential **capacity-building interventions**, processes, or frameworks MC could explore further.
- Outline a **high-level roadmap** to guide next steps in organizational strengthening and readiness.

*"This phase will focus on insight generation and prioritization, laying the foundation for future organizational development efforts."*

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### Deliverables

1. **Inception Report** – methodology, tools, and engagement plan.
2. **Diagnostic Report** – organizational strengths, gaps, and baseline analysis.
3. **Needs Assessment Summary** – key findings and 2 to 3 critical focus areas.
4. **Recommendations and Roadmap Report** – practical next steps and guidance for organizational strengthening.

(Timeline to complete the above deliverables is - **31 January 2026**)

### Desired Expertise of Partner Agency

- Proven experience in **organizational diagnosis, assessment, and capacity analysis**.
- Prior work with **mid-sized NGOs or practitioner organizations** in India.
- Strong **facilitation and participatory assessment** skills.
- Familiarity with **system-change organizations** and cross-sector collaborations.
- Demonstrated understanding of **equity, diversity, and inclusion** principles.

*“We’re looking for an OD partner who can combine analytical rigor with an understanding of how NGOs work on the ground.”*

### Proposal Submission Requirements

Interested agencies/consulting teams are invited to submit:

1. **Technical Proposal** – approach, methodology, and workplan.
2. **Team Profiles/CVs** and examples of relevant past assignments.
3. **Budget Estimate** (including taxes).
4. At least **one sample** of similar assessment or OD assignments.

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**Proposal Submission Date:** on / before 18<sup>th</sup> November 2025

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