



TERMS OF REFERENCE FOR SWIOTUNA ORGANIZATION DEVELOPMENT AUDIT CONSULTANCY

1.0 The Context

[SWIOTUNA](#) is a regional marine-related network registered in Kenya as an international public benefit organization with its membership consisting of Civil Society Organizations (CSOs), community fisheries collective action units such as Beach Management Units (BMUs) and Private Sector from the coastal nations and island states of Madagascar, Seychelles, Mauritius, Comoros, Mozambique, Tanzania and Kenya. In Kenya we work with Tuna Fisheries Alliance of Kenya (TuFAK), in Tanzania we work with Tuna Alliance of Tanzania (TUNA), in Mozambique we work with Forum for CSOs for Marine and Coastal Areas (FOSCAMC), in Madagascar we work with Coalition Nationale de Plaidoyer Environmental (CNPE)

The forum provides a capacity-building opportunity to the CSOs working on marine and fisheries-related issues to advocate for sustainable use, development, and management of marine fisheries in the South West Indian Ocean (SWIO) range states with a view to ensuring that the respective countries and local communities derive more socio- economic benefits from their fisheries resources.

WWF over the years has been investing significant resources to empower the Civil Society Organizations (CSOs) to engage in sustainable natural resources management, in particular influencing policy reforms and practices in sustainable fisheries including access arrangements. As part of this CSO empowerment programme, WWF has continued to provide both financial and technical support to various CSOs and non-state actors including South West Indian Ocean Tuna Forum (SWIOTUNA). Empowering civil society organizations (CSOs) is central to the WWF strategy in the South West Indian Ocean (SWIO). If we are to enable just, inclusive and sustainable development across the SWIO Indian Ocean, then addressing civil societies' needs and challenges is vital. To cope with the previous and ongoing effort in building CSO capacity, there is a need to build a strategic, programmatic, organizational and operational capacity of the SWIOTUNA so that it can continue to fully play its vital role.

For this reason, SWIOTUNA would like to conduct an organizational development audit. The primary requirement is an evaluation by an organization development expert to examine the organization's effectiveness including its strengths and weaknesses, processes and procedures. The consultant will then provide concrete recommendations and turn them into an action plan.

This will help the organization build its capacity to change and achieve greater effectiveness by developing, improving and reinforcing strategies, structures and processes.

2.0 Objectives of the assignment

The main objective of this assignment is to perform an Organizational Development Audit for SWIOTUNA. The OD plan will help SWIOTUNA assess the gaps that need to be filled for the organization to achieve its objectives.

2.1 Specific objectives

The specific objectives for this assignment include developing an organization development plan and exit strategy for SWIOTUNA.

3.0 The scope of the consultancy

By way of these Terms of Reference, SWIOTUNA will engage an Organizational Development expert with the requisite skills that include a strong understanding of the work of NGOs and experience of similar processes with NGO and grant-making operations.

Therefore, the OD expert is expected to look into and assess the current systems, procedures and policies that we have in place including;

The scope of this assignment will include but not be limited to a literature review on various key and relevant documents; the list can include the SWIOTUNA strategic plan, previous years' annual reports, the current programmatic plan, and the MTC/IUU advocacy strategic plan. It is, therefore, expected that the consultancy begins with understanding who we are and what we do to determine what organizational structure will best fit with what we do. Furthermore, this assignment will require the consultant to conduct review meetings with SWIOTUNA members and member networks.

The scope of the assignment also involves interviewing selected members, to be confirmed during the inception meeting. Developing an inception report detailing approaches, a concise work plan, and a budget. The consultant will produce all deliverables as indicated under the deliverable section.

The scope of the assignment will involve the following:

- i. Assess the current systems, procedures and policies that we have in place.
- ii. An assessment of the fundraising priorities and sustainability strategies
- iii. Review of programme development and management
- iv. Communication and engagement strategies
- v. An assessment of internal financial processes, governance, internal management and reporting processes
- vi. An assessment of monitoring, evaluation and learning processes
- vii. Organizational and Fundraising Strategy;
- viii. Current Organizational Structure, HR Policies, Processes and Job Descriptions

- ix. Recent Narrative Reports from partners to donors; as well as other evaluation reports and documents.

Consultations with relevant stakeholders and staff will be conducted to ensure the process is participatory as well. The consultancy will include the following 5 key processes:

- i. Assessment Phase: Desk research, meetings, and visits to the organization. We are open to opinions on how the prospective consultant would like to follow this process.
- ii. Execution phase: this process will involve the collection of data, collation, analysis and production of the overall assessment report of the SWIOTUNA robustness, concerning governance, internal management, and reporting processes; an analysis of the financial systems and budgets; an assessment of the monitoring, evaluation & learning process; an assessment of the communication and fundraising strategies, sustainability; and an assessment of staffing and member roles.
- iii. Validation phase: the consultant will present the draft report to selected interviewees and SWIOTUNA members to ensure clarity of the draft report.
- iv. Compilation of feedback and production of final report phase: the consultant, after the validation meeting, will compile comments and produce the final draft for approval.
- v. Recommendations Phase: The consultant should produce a report with clear recommendations and work with the network to develop a clear action plan in the form of an organization development plan and exit strategy.

4.0 Key deliverables of SWIOTUNA

SWIOTUNA secretariat will provide the Consultant with all relevant documentation, contacts for stakeholders and relevant information to provide insight into the current organizational operations. The Consultant will be accountable for the following deliverables:

- a. An Inception Report: The inception report should be prepared by the Consultant before embarking on a fully-fledged review exercise. The inception report will detail the Consultant's understanding of what is being reviewed and why, as well as proposed methods, tools, sources of data and procedures intended to answer each review question. The inception report should also include a proposed schedule of tasks, activities, timeline, proposed budget to undertake the assignment, milestones, deliverables, and key issues. The inception report shall not exceed 10 pages.
- b. A Draft Report: The Consultant will deliver a draft report within the indicative assignment timeframe. SWIOTUNA will provide inputs to the report, through both consultative meetings and physical reviews. The report must shed light on the:
 - i. an assessment of the fundraising priorities and sustainability strategies;
 - ii. a review of our programme development and management;
 - iii. our communication and PR strategies; • and an assessment of internal financial processes
 - iv. governance, internal management and reporting processes;
 - v. an assessment of the monitoring, evaluation and learning process;

- vi. an assessment of staffing and network member roles
- c. Validation meeting and present the findings of the OD audit
- d. A Final Report: The Consultant will deliver a final report to SWIOTUNA, within the stipulated timelines.
- e. Clear action plan in the form of an OD plan and exit strategy for SWIOTUNA.

5.0 Timing and duration

The duration for the assignment will be 1 month as indicated below

- i. Advertisement of TORs between 12th- 29th February
- ii. End date for applications will be 29th February
- iii. Screening and selection of consultant, against set criteria, by 4th March.
- iv. Consultant pitch of Inception Report by 8th March
- v. Final assignment report submission 15th March
- vi. Exit strategy and OD plan 21st March

7.0 Implementation Arrangements

The selected consultant will have overall responsibility in the implementation of the project. The SWIOTUNA Coordinator will facilitate the day-to-day administration and management of this assignment for effective guidance and leadership to ensure deliver of the results as outlined in this TOR.

8.0 Eligibility/Qualification of the Consultant

By way of these Terms of Reference, SWIOTUNA will engage an Organizational Development expert with the requisite skills that include a strong understanding of the work of NGOs and experience of similar processes with NGO and grant-making operations.

The Consultant should have at minimum a Degree in Management Studies, Organizational Development or a related field, with:

- At least 7 years of demonstrated knowledge and experience in conducting and facilitating organizational development including feasibility studies and sustainability modelling, for
- Ability to conduct strategy reviews, assessment, governance, Project Management, HR and MEAL
- Knowledge and experience in using participatory approaches and innovative techniques, with organizational leadership.
- Proven ability to undertake and complete similar assignments with a high degree of technical quality.
- Ability to deliver high-quality products promptly in a dynamic environment with minimum supervision.
- Knowledge in successful fundraising and developing programme/project exit strategies

- Excellent analytical and report-writing skills
- Fluent in English with French and/or Portuguese being an added advantage

9.0 How to apply

Interested applicants are encouraged to submit a response to the terms of reference articulating their proposed understanding, methodology, capacity statement, timelines and CVs of the proposed experts and the budget, by close of business on 29th February 2024. Please add a track record of your previous work and three references that we can contact. Responses should be e-mailed to info@swiotuuna.org with a clear subject heading SWIOTUNA Organizational Development.