

Consultant: Organisational capacity building for a Liberian NGO

Terms of reference for a short-term consultancy to support organisational capacity building for an NGO in Liberia

1 Position information

Duty station: Remote (no location specified) with two (2) trips to Monrovia (COVID-19 permitting)

Type and duration of contract: Consultancy contract of no more than 4 months

Preferred starting date: 10th September 2021.

Closing date for applications: 27th August 2021. Please note applications will be reviewed as soon as they are received

2 Subject of the consultancy

Building the organisational capacity of a Liberia NGO, specifically related to governance structures and Human Resource (HR) policies.

3 Context

The organisation in question is a registered non-profit, non-governmental organisation founded in 2004. It is a small NGO, with a mission to promote community-based initiatives for sustainable community driven development and natural resources management in Liberia.

Over the last few years, the NGO has expanded its portfolio and profile in Liberia, and more than doubled its annual operating budget. While it has increased its impact and influence externally, and individual staff have seen significant growth and development, the NGO has struggled to keep pace with its institutional development in terms of formal policies, procedures and practices.

The two key areas that need to be further developed are (1) policy formulation and implementation and (2) re-structuring and implementing governance structures.

A detailed organisational audit report indicated four areas that required improvement within these two broad areas: (1) strengthening the role of the board; (2) improving salary, travel and procurement policies; (3) ensuring a system for effective implementation of all policies; (4) development of an anti-corruption policy.

4 Key duties and tasks

A. Governance Structures

One objective is to strengthen the governance structures and functions to ensure the NGO is an effectively managed organisation that attracts high quality staff and effectively uses the resources at its disposal to achieve its mission.

Analysis of current situation:

The NGO has a clear organizational and governance structure; however, over the years, it has not functioned as it is written. The majority of the Board is made up of the Founders of the organisation.

Fern and ClientEarth want the consultant to work closely with the NGO's Board and senior management team to identify key areas of improvement for the organizational and governance structure and explore how to achieve greater adherence to this structure.

Specific objectives include:

- 1) Board and senior staff have a clear understanding of the tasks, roles and responsibilities of the board and its board members.
- 2) Roles and responsibilities of the different staff members (Director of Programs and Program Manager; Compliance Officer; Logistics Officer; Finance Officer/Manager) are well described and understood by all staff.
- 3) The structure of internal decision making is clear to all and there is clarity among staff and board who is responsible for the implementation of which policies and who is accountable for policies being implemented.

Likely activities could be:

- 1) A series of workshops with staff and the board and both on understanding legal responsibilities of the board, in order to come up with an agreed list of realistic tasks for board members to fulfil and practical arrangements on how to fulfil them. This could include a training for board members.
- 2) Workshops with all staff or senior staff to discuss and agree decision making structures, based on RACI (Responsible, Accountable, Consulted, Informed) principles.

B. Development and implementation of policies and procedures

Analysis of current situation:

There are several policies which could be improved; or policies that are strong on paper but need to be more routinely implemented.

In order to address these shortfalls, Fern and ClientEarth want the consultant to clarify and strengthen the NGO's human resource policies and procedures, logistics policies and procedures, and develop an anti-corruption policy. Working closely with the senior management team and in consultation with the Board of Directors, the consultant will discuss the specific needs of the NGO and review their policies and procedural manuals for human resource management, logistics and procurement (linking the latter with financial management).

Specific objectives are likely to include:

- 1) a salary policy that is understood by all staff and properly implemented.
- 2) a travel policy that is understood by all staff and properly implemented.
- 3) an anti-corruption policy and a policy dealing with sexual and other harassment that is understood by all and properly implemented.
- 4) as part of its financial management, a clearly described procurement policy that is properly implemented by the financial manager.

Specific activities are likely to include:

- 1) Scoping – consultants will work with the NGO to identify existing weaknesses in governance structures
- 2) Jointly developing relevant policies
- 3) Training of staff in policies
- 4) Ensuring new staff is properly inducted in policies

5 Method

The consultant will work in close collaboration and coordinate with ClientEarth and Fern (based in the UK). The consultant will travel to Liberia at least twice to complete the above mentioned activities (when/if possible, given COVID-19 restrictions to travel). Where travel is not possible, there will be the option for the consultant to work with in-country staff seconded to the organization in question.

The consultant is expected to provide for her/his own office space, IT equipment and working materials. International travel will be paid/reimbursed by ClientEarth and Fern, as agreed in advance.

6 Reporting

The consultant will submit a short report to the consultancy managers following each mission to Liberia, outlining activities carried out during the trip and results achieved. At the end of the consultancy, the consultant will submit a final report detailing the improvements achieved.

7 Timelines and remuneration

This assignment will take up to a maximum of 50 days over a period of four months from September 2021 until December 2021. These 50 days will include at least 10 days in Monrovia.

The indicative fee is up to a maximum of USD \$25,000, excluding travel costs. The fee will be paid on deliverables, as agreed between ClientEarth, Fern and the successful applicant.

8 Consultant profile

The consultant should meet the following selection criteria:

Experience

- Demonstrated experience in organisational development, including at the level of engagement with the Board
- Demonstrated methodology of inclusive and partner-driven change processes
- Ability to use a blended in-person and remote approach to organisational development
- Experience of working with civil society organisations in sub-Saharan Africa on similar organisational development issues

Skills and competencies

- Strong collaborative approach to organisational development
- Strong communication and interpersonal skills
- Ability to work independently and be proactive
- Fluent in English (necessary)

Logistical

- Be willing to undertake at least two trips to Liberia related to the assignment (Covid-19 permitting)

9 Submission of proposal and contact persons

To submit your proposal, please send a detailed CV and a short overview letter outlining your relevant experience and knowledge and your proposed approach to:

- Caroline Haywood chaywood@clientearth.org