

TERMS OF REFERENCE – ORGANISATIONAL DEVELOPMENT REVIEW, EVALUATION AND PROPOSAL FOR ACTIONAID HAITI NEW STRUCTURE

I. Background

Since 1997 ActionAid Haiti (AAH) has been led and staffed by Haitians, working with the people living in poverty and facing successive natural disasters and political turmoil. AA Haiti (AAH) works closely and coordinates with local authorities to respond to emergencies while strengthening their governance and support community-based organizations by building their resilience and capacity. AAH is set up as a Country Program within the internal structure of AA Federation. It implies that the country is line managed by the Global Secretariat and does not have their own governance structures.

AA Haiti developed its Country Strategy Plan (CSP) 2021-2023 taking into consideration the internal and external context. Externally the political situation in Haiti is highly unstable and the communities keep suffering conditions that worsen. Violence, inflation, food insecurity and social-political chaos has become the normal situation in Haiti.

Internally, AAH has also suffered from a challenging fundraising context which created high dependance on the Child Sponsorship (CS) funding which globally is declining. To overcome the external pressures and changes, ActionAid initiated a Country Models Review (CMR) aiming to “contribute to enhanced overall capabilities of the Federation and greater contribution by countries to deepen and scale up the impact” broadly. This process has resulted in the phasing out of the CS, a major source of funding for the AA Haiti. The Country Program needs now to ensure its financial sustainability through a subsequent revision of the organizational set up, which will include the integration of Alianza por Solidaridad (APS)¹.

Alianza por la Solidaridad is the Spanish member of the Federation ActionAid Internacional. Alianza joined the Federation in 2018 and since then, a membership development process has been in place. Alianza brought some branches in the global south to the Federation. In countries where both Alianza and ActionAid had a country presence, there is the need to merge both structures and integrate the programs of both entities.

AAH should absorb the former programs and structure of Alianza branch in Haiti in the new structure to be created. The review of the organizational set up of both AAH and APS should instate a combined organizational structure to guarantee the achievement of the ambitions outlined in the Country Strategy Paper.

II. Purpose of the Review

The main purpose of the Review is to develop a functional organizational structure with relevant job positions and roles to ensure the delivery of the existing program for both AAH and APS and to carry out the mission and strategy of ActionAid effectively and efficiently as one program in Haiti.

¹ Alianza por Solidaridad is the Spain member of the ActionAid after joining the Federation in 2018. A merging process is happening in all countries where AA and Alianza are present.

III. Specific Objectives of the Review

1. Assess ActionAid Haiti and Alianza operations and ways of working.
2. Develop a hierarchical and functional structure based on the needs and goals of AA that defines the levels of authority and responsibility under the structure with streamlined divisions and competent staff.
3. Review existing job descriptions & grading of positions
4. Establish a new classification of positions including job descriptions, grading and salary grid salary taking into consideration the level of responsibilities.
5. Review ActionAid Haiti current salary scale and recommend changes if required
6. Recommend new ways of working to better achieve the Value for Money
7. Set guidelines to ensure the transparency of the process; address any disagreements amongst existing staff and provide a rationale of the positions to be affected.

IV. Scope of Work

1. Assess the relevance of the current Organizational Structure and staff positions in view of AA Haiti CSP and Alianza integration process both on programs and operations side.
2. Develop an appropriate organizational structure which is congruent to ActionAid Haiti financial capacity for the next four years that will ensure the viability of the implementation and management of existing ActionAid Haiti and Alianza programs.
3. Submit recommendations with Implementation and Monitoring Strategies of the revised Organizational and Staffing Structure and transition plan
4. Review the roles of members of the Country Management Team (CMT) in relation to organizational structures and lines of authority and management with respect to strategic and operational planning and decision-making.
5. Propose a development capacity plan for retained positions based on new structure needs.
6. Review and update the HR Manual to reflect the proposed structure and changes.

V. Methodology

The selected service provider should use a participatory and consultative approach in ways that engage all members of Alianza and ActionAid Haiti departments and units. The selected service provider will convene team meetings remotely and in person, as possible.

The selected service provider will be required to perform a literature review of AA (CSP, Report, Fundraising Strategy) and will use a participatory and consultative approach in ways that engage all members of Alianza and ActionAid Haiti departments and units, including some of the key partners. The consultant should review financial and budgetary information and other relevant documents. It is also expected that this will include on-going discussion with the Steering Committee and convene team meetings on the progress of the process remotely and in person, as possible.

The service provider should be keen to conduct a practical exercise in pointing out tangible solutions aligned to ActionAid Haiti CSP and the Haitian context.

VI. Participants in the Organizational Review, Roles and Responsibilities

The Organizational Review is led by the Head of Country Engagement and Transformation - Country Support Europe and America with the collaboration of AAH Country Director and Head of Programmes of APS, the Steering Committee of the Review.

The participants in this process will be:

- AA Haiti and Alianza Haiti staff.
- Alianza Headquarters
- ActionAid Americas Region
- Local partners in Haiti

A Steering Committee will be established for the Organizational Review with selected members from ActionAid Haiti Country Management Team (CMT), representative from ActionAid Global Secretariat and representative from Alianza Headquarters. The Steering Committee will be the main interlocutor for this consultancy and responsible to approve the deliverables.

The roles and responsibilities of the various participants will be:

- The consultant shall be responsible for conducting the review in accordance with the TORs
- The staff and the CMT will make themselves available for interviews during the review period
- The organization will provide the relevant documentation to the consultant subject to confidentiality,
- The CMT will facilitate the process and ensure that the consultant will deliver according to the TOR.

VII. Deliverables

The service provider will be accountable for the following deliverables:

- **A Planning:** The planning proposal should be prepared by the service provider before embarking on a fully-fledged review exercise of ActionAid Haiti organizational structure. It will detail the service provider's understanding of what is being reviewed, evaluate and why, as well as proposed methods, tools, sources of data and procedures intended to answer each aspect of the review. The planning proposal should include a proposed schedule of tasks, activities, timeline, deliverables, and key issues. The planning proposal shall not exceed 5 pages.
- **A Draft Report:** The service provider will deliver a draft report in English within the indicative assignment timeframe. The draft report should not exceed 15 pages. Steering Committee will provide inputs to the report, through both consultative meetings and physical reviews. The report must include: the proposed organizational structure with relevant positions and job descriptions and the accompanying elements: transition plan, salary grid, revised HR manual with development plan, proposed budget and the process guidelines.
- **A Final Report:** The service provider will deliver a final report to the Steering Committee, within the agreed timeline. A capacity development plan, a transition plan and budget from the current organizational structure to the proposed organizational structure as well as the relocation program must be submitted together with the final report.

VIII. Qualifications for Engagement of Consultants

The consultant should have at least a master's degree in management studies, Organizational Development, or advanced degree in a related field, with:

- At least 5 years of demonstrated knowledge and experience in conducting and facilitating organizational restructuring, including feasibility studies and sustainability modelling for INGOs
- Ability to conduct strategic reviews, develop job descriptions and organizational structures to align to the strategy of organizations (national and international)
- Knowledge and experience in using participatory approaches and innovative techniques in a challenging context (remote meetings, participant with different backgrounds, etc.)
- Ability to solve problems with attention to details.
- Excellent writing and presentation skills in French although all required reports shall be written in English.
- Excellent analytical and reporting skills
- Excellent safeguarding reputation.
- Demonstrated knowledge and familiarity with national context and Haiti's labor laws

IX. Implementation timeframe

The completion of this work is expected to take a maximum of 25 working days following the signing of the contract.

X. Application process

Consultants that meet the requirements should submit expression of interest, which should include the following:

- 1) Cover letter including the consultant's suitability for the assignment and current contact information.
- 2) Curriculum Vitae with relevant consultancy experience as stated in the QUALIFICATION section above (**Point # VIII**)
- 3) Technical offer including planning: respond to the call for consultancy TOR, showing the consultant/s understanding of the assignment and how this can be taken forward.
- 4) Financial offer: detailed budget breakdown based on expected daily rates in USD and initial work plan.
- 5) Prices must include all expenses related to this consultancy e.g. travel, accommodation,...etc.

All offers must be submitted by email no later than **20 October 2022** to lourdesgela.desmoulin@actionaid.org by copying angeline.annesteus@actionaid.org and javier.garcia@actionaid.org. Please indicated this in the mail subject [Organizational Development Review].

ActionAid Haiti is keen to provide equal opportunities for all. The consultants/firms will be selected according to the above qualifications, and only awarded applicant will be contacted.

ActionAid offers equal opportunities for all. ActionAid Haiti is committed to SHEA (Sexual Harassment, Exploitation and Abuse) and safeguarding overarching principles.

ActionAid is committed to Anti-Slavery and Human Trafficking Policy