

## INTER-AMERICAN TROPICAL TUNA COMMISSION

### 87<sup>TH</sup> MEETING

Lima (Peru)  
14-18 July 2014

## PROPOSAL IATTC-87 F-1A

### SUBMITTED BY THE EUROPEAN UNION

## TERMS OF REFERENCE FOR THE ORGANIZATIONAL ASSESSMENT OF THE IATTC AND AIDCP SECRETARIAT

### EXPLANATORY MEMORANDUM

At its 85th Annual Meeting held in Veracruz, Mexico, the IATTC Commission agreed to undertake an organizational assessment of the Organization's Secretariat. To this end the draft Terms of Reference (ToR) were circulated during the meeting receiving no comments from the CPCs.

The EU further distributed intersessionally on 22 October 2013 (following by a Corrigendum on 28 October 2013) some updated ToR which included new sections in Part 3 and 4 referring to the methodology and timing of the assessment.

The goals of those revised provisions were the following:

- To increase ownership by IATTC by referring to a Steering Committee composed of a sufficient number of IATTC Members to engage in the exercise while at the same time allowing for any willing CPC to participate.
- To determine more precisely the timing for the deliverables and the role of the Secretariat.

On 27 November a letter was circulated by one Member requesting those changes to be discussed in the Plenary, therefore the EU is submitting the ToR for discussion noting that agreement was found at the 2013 Annual Meeting to undertake an Organizational Assessment of the IATTC and AIDCP's Secretariat.

## Organizational assessment of the IATTC and AIDCP Secretariat

### 1. General objectives

An organizational assessment is a process to reflect and look at the various areas of the organization in regards to what is working, what could be improved and what should be maintained. An assessment helps to create an objective view of an organization's current reality in regards to its funding streams, work flow processes, organizational structure, outcomes measurement, in order to maximize efficiency and effectiveness in achieving the organization's mission.

~~The objective of the Secretariat's assessment would be to evaluate its performance, effectiveness and efficiency in the management of the financial and human resources whether financial and human resources, including the scientific staff, are properly managed, whether appropriate operating structures and management processes are in place, whether the financial management and overall performance of the Secretariat is effective and efficient, whether it would be feasible to achieve the same objectives with less resources and make recommendations, where necessary, to further improve it the functioning of the Secretariat.~~

As the secretarial support to the AIDCP is ensured by the IATTC Secretariat, all references to IATTC Secretariat will be understood as comprising AIDCP Secretariat.

The result of the assessment will be presented at the 88<sup>th</sup> Annual Meeting of the Commission.

## 2. Scope

The assessment will look into the following specific areas:

### A) Human resources planning, managing and development, including:

- Human resources Existence of agreed HR strategy, policies and procedures, (e.g. recruitment/discipline/leave/class of travel etc.), management practices;
- Relationship amongst between tasks, and objectives and human resources planning;
- Appropriate identification of competencies/qualifications for each post, personnel policy, guidelines and manuals, ability to forecast and identify needs in terms of human resources, ratio permanent/seasonal staff;
- Staffing procedures, approach to staffing, job descriptions, selection of candidates, open and merit based recruitment procedures;
- Job descriptions' appropriateness, managerial and professional accountability;
- Regular reviews of progress against objectives; annual objective setting and appraisal for all staff.

### B) Operating structure, decision making, planning and communication, including:

- Procedures annual management planning, planning procedures;
- Secretariat's goals and tasks, efficiency of the structure, coordination between departments, organizational sense of the structure, centralization and decentralization, procedures, roles and responsibilities, problem solving, subcontracting of activities, use of new technologies;
- Decision making processes;
- Internal and external Adequate top down and bottom up communication flows, vehieles of internal communication, circulation of information in the Secretariat;
- External relations (web content, interaction with other RFMOs, interaction with academic institutions, etc).

### C) Financial planning, accountability and monitoring, including:

- Sufficient budget to implement its tasks;
- Adequate and regular budgetary planning, timely budget plans, adequate forecasts;
- Adequate financial and procurement procedures, audit control on revenues and expenditures, overseeing of financial matters;
- Adequate bookkeeping, regular reports on to allow for control of revenues and outgoingsexpenses.

### D) Effectiveness and efficiency, including:

- Extent to which the objectives are achieved as established in the Antigua Convention and Resolutions and other Commission decisions;
- Relationship between the available human, financial and technical resources and the objectives of Secretariat as established in the Antigua Convention, Resolutions and other Commission decisions;
- Cost efficiency.

## 3. Methodology

The goal of the assessment is to provide, for each of the areas referred to in Part 2, a diagnosis clear picture of the current situation of the organization, background, past evolution and possible future develop-

ments, and will, to the extent possible, evaluate against the evaluation criteria of relevance, efficiency and effectiveness

~~The assessment will also include the financial audit of the accounts for the year 2013.~~

The assessment shall be carried out by an independent contractor to be selected through a competitive process under the criteria of economy, efficiency, effectiveness, impartiality, honesty and transparency. The assessment may be completed by an individual, business or institution of proven knowledge and experience.

~~The successful consultant will be selected by a virtual Working Group (e-WG) Steering Committee especially set up for this assessment. Participation in the e-WG will be opened to all CPCs by self-appointment, which shall comprise at least 5 Commissioners.~~

Selection of the contractor will be based upon the following selection criteria:

- Comprehensive and clearly articulated methodology.
- Experience in working with program evaluations, financial performance, institutional organization, ~~and~~ management reviews and/or evaluating fisheries management organizations will be an asset to this work.
- Demonstrated resources and commitment to meet the key milestone dates.
- Budget – value for money.
- ~~Experience in working with and/or evaluating fisheries management organizations will be an asset to this work.~~

The ~~e-WG Steering Committee~~ shall review the bids received as part of the competitive process and select the contractor to be awarded the contract.

In order to carry out the assessment, the contractor shall consult with at least one representative of IATTC and AIDCP's CPCs. He/she will also contact ~~both relevant IATTC Commissioners and~~ the IATTC ~~Commission~~ staff. To facilitate this, meetings for the assessment process will occur in person and through other means (e.g. email/telephone, setting up a forum on the IATTC website) as necessary. Cost efficiency shall govern the timing and location of such meetings and consultations.

The IATTC Secretariat, and through it, the member countries of the IATTC and the AIDCP, shall supply the contractor with information as requested to assist in the conduct of the assessment.

The Secretariat will provide administrative support to the assessment process including issuance of the contract to the contractor.

The cost of the assessment contract, including travel costs of the contractor, is not to exceed US dollars 150,000, ~~of which 20% shall be covered by the IATTC budget.~~

#### 4. Deliverables and Timing

~~After one month of signature of the contract, the contractor will submit an inception report to the Steering Committee which will provide its comments within 10 working days.~~

After 3 months of signature of the contract, the Contractor will submit ~~a the~~ draft report to the e-WG which Steering Committee will provide comments to the contractor within 15 working days for consideration before the final report is submitted to the Commission.

The contractor will submit the final report ~~well as early as possible~~ in advance, on an agreed date, of the 2015<sup>4</sup> IATTC Annual Meeting or by an alternate date as directed by the ~~e-WG Steering Committee~~.

The Contractor will present its findings and recommendations at the 2015 Annual Meeting.