

INTER-AMERICAN TROPICAL TUNA COMMISSION

87TH MEETING (RESUMED)

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WORKING DOCUMENT

SUBMITTED BY THE EUROPEAN UNION

TERMS OF REFERENCE FOR THE ORGANIZATIONAL ASSESSMENT OF THE IATTC AND AIDCP **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 and make recommendations, where necessary, to further improve it.

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, if satisfactorily concluded, will be presented at the 89th Annual Meeting of the Commission.

2. Scope

The assessment ~~will look into~~ should contemplate the following specific areas:

A. Assessment of the achievement of the Commission's objectives regarding fish stocks.

- Actions taken by the Commission to prevent or eliminate excess capacity and esfuerzo de pesca excesivos.
- Extent to which the IATTC receives and/or produces the best scientific advice regarding fish stocks and other living marine resources under its purview.
- Extent to which the members and cooperating non-members of the IATTC collect and share, in a timely fashion, complete and accurate fisheries data about the target stocks and non-target species, as well as collaborate so that the best management measures and decisions are taken regarding the substantive aspects of the operation of the Commission.
- Scope and goals of the research work.
- Efficiency in the management of the protection of species related to tuna-fishing.
- Assessment of the relationship between the tasks assigned to the Commission and the financial, human and material resources allocated.

A.B. Human resources planning, managing and development, including:

- Human resources strategy, policies and procedures;
- Relationship amongst tasks, objectives and human resources planning;
- Identification of personnel policy, guidelines, ability to forecast and identify needs in terms of human resources.
- Relationship between requests for new tasks and approval of hiring new human resources.

B.C. Operating structure, decision making, planning and communication, including:

- Organizational chart and functions within the Commission.
- Procedures concerning annual management planning;
- 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 communication flows;
- External relations (web content, interaction with other RFMOs, interaction with academic institutions, etc).
- Extent to which the IATTC is operating in a transparent manner, including the participation of NGOs with experience in the conservation and management of fisheries resources.
- Extent to which the IATTC's decisions, the reports of its meetings, the scientific advice, and other relevant materials are made available to the public in a timely fashion.
- Efficiency and effectiveness in responding to enquiries, requests for information and procedures requested by Members.

C.D. Financial planning, accountability and monitoring, including:

- 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, reports on control of revenues and outgoings.
- Assessment of the approval of budget increases in the last five years considering the rate of inflation in the host country.

D.E. Effectiveness and efficiency, including:

- Extent to which the objectives are achieved as established in the Antigua Convention and Resolutions and other Commission decisions, and possible reasons in cases of non-compliance;
- Operation of consensus in decision-taking within the Commission.
- 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 of the current situation of the organization, background, past evolution and possible developments, and will, to the extent possible, evaluate against the evaluation criteria of relevance, efficiency and effectiveness.

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) especially set up for this assessment. Participation in the e-WG will be opened to all CPCs ~~by self-appointment~~ on request, notified to the Secretariat.

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, 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.

The e-WG 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~~ each representative of each IATTC and AIDCP CPC. He/she will also contact the IATTC 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 and/or other voluntary contributions.~~

4. Deliverables and Timing

After 3 months of signature of the contract, the Contractor will submit a draft report to the e-WG, which will provide comments to the contractor within ~~15~~ 20 working days for consideration before the final report is submitted to the Commission.

The contractor will submit the final report well in advance, on an agreed date, of the 2015 IATTC Annual Meeting or by an alternate date as directed by the e-WG.

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