



## TERMS OF REFERENCE

### **Consultancy for strengthening OEA internal organization**

Oikos East Africa (OEA) is a Tanzanian NGO based in Arusha that works since 1999 to promote the protection of biodiversity and the sustainable use of natural resources, as tools to fight against poverty and boost socio-economic development.

The principle behind OEA's work is that sound environmental conservation strategies can guarantee health and wellness to current and future generations, increase the economic independence of vulnerable communities, and increase the capacity to cope with climatic changes affecting the tropics.

**OEA VISION** is a future where local communities and authorities work together to promote a fair socio-economic development based on the sustainable use of natural resources. **OEA MISSION** is to work with high ethical and scientific standards to promote and support rural communities and local governance in improving the quality of life of the population, and in protecting their ecosystems, through culturally sensitive and environmentally highly sustainable interventions.

OEA was first registered in 1999 as a branch of the Italian NGO Istituto Oikos. It became an independent organization in 2009, but still remains a key part of Istituto Oikos' Network. Since its foundation, OEA has thus worked in partnership with many local and international NGOs, with state and independent Tanzanian institutions and with Italian research institutes and universities. Oikos East Africa applies a systemic and interdisciplinary approach that foresees the implementation of development projects in four different sectors of intervention: natural resources conservation and management; natural resource accessibility; climate change adaptation and economic empowerment of rural communities. Since 1999 to date it has implemented more than 30 projects. The organization currently works with a team of more than 40 employees and volunteers.

#### **Main objective:**

The consultancy will define an appropriate organizational set-up that can support the achievement of the strategic (OEA vision and mission) and operational goals giving the due value to the current staff and by involving OEA key team.

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## **Main outputs:**

At the end of the consultancy, OEA will count upon the following results:

- New internal organizational chart responding to the organisation’s needs.
- Definition of new Roles & Responsibilities for each one of the key staff according to the new chart (see above).
- Updated internal procedures related to reliable flow communication.

## **Methodology**

The consultant will propose a detailed work plan and describe the intended methodology and any relevant check list.

However, the consultancy will be developed in strict collaboration with OEA reference person and according to the following steps:

- 1) Meeting with OEA Coordination and Management Board to share objectives, methodology and work plan.
- 2) Analysis of the current organizational chart and of the roles & responsibilities of the main OEA staff.
- 3) Analysis of OEA flow communication.
- 4) Analysis of major constraints and opportunities to be developed.
- 5) Analysis of staff evaluation feedback.
- 6) Interview to key staff: real role & responsibilities, constraints and needs, expectations and other relevant issues.
- 7) Definition of new organizational chart: presentation to OEA Coordination and Management Board and validation with key staff.
- 8) Definition of new roles & responsibilities: role, tasks, required knowledge and competencies and existing gaps, capacity building.
- 9) Definition of the main communication flow among different OEA office and between OEA and IO.

The consultancy will encompass the following phases:

- a) **Organizational assessment** to identify what is working well and what are the weak links in the organisation, quantitative and qualitative information (e.g. proportion of allocated and



needed resources per department: financial administration, project management, technical advisors, skilled and unskilled volunteers, support staff).

- b) **Human Resources consultation** to improve the human resource allocation, management and highlight possible missing figures.
- c) Design of the **new organizational chart** and updated of internal procedure
- d) **Feedback session** with the Coordination and Management Board of OEA and key staff.
- e) Support to the **implementation of internal improvements**.

### **Duration**

- Assessment and design phase: 6 days (a) + 3 days (b) + 2 days (c) + 1 day (d)= 12 days
- Support for implementation: 5 days

The consultancy should start in November.

### **Reports**

At the end of the consultancy the following reports will be submitted:

- Organizational Assessment Report.
- Human Resources Consultation Report.
- Guidelines for an effective OEA Coordination and Management Board.

### **Cost**

Together with the technical proposal the consultant is requested to submit a financial proposal.

For application send the following documents: i) technical and financial proposal; ii) *Curriculum Vitae*; iii) references to [contact@oikosea.org](mailto:contact@oikosea.org) by **3<sup>rd</sup> October 2017**.

Indicate "REF OEA/17-Int.Org." as the object of your message.