

OCWAR-M

<p style="text-align: center;">TERMS OF REFERENCE ORGANIZATIONAL DIAGNOSIS OF GIABA</p>

BACKGROUND

The Intergovernmental Action Group against Money Laundering was created in 2000 and is based in Dakar (Senegal). It is an ECOWAS specialized institution responsible for building the capacity of Member States to prevent and combat money laundering and terrorist financing in the region. It leads national risk assessments in member countries in the fight against money laundering and terrorist financing, as well as mutual evaluations, which are based on the FATF Recommendations. In addition to high-level advocacy to engage member States authorities, it provides support to various AML/CFT stakeholders such as the financial intelligence units. Again, it conducts awareness-raising activities with civil society.

Since its creation, GIABA has benefited from the support of its technical and financial partners through sponsorship of projects and the provision of international expertise. These are mainly the European Union, AfDB, World Bank, IMF, UNODC, GIZ, France, United States and Switzerland.

The importance of GIABA's missions and its increasing complexities coupled with the types of projects it implements highlight the need for strengthening the institution. It is in this context that one of the components of OCWAR-M project (Component 4) is dedicated to building the capacity of GIABA for it to be able to perform its duties in a more effective and efficient manner.

In July 2019, GIABA prepared a Description of Action (DoA) for the implementation of Component 4 of the OCWAR-M project, which was reviewed by the Delegation of the European Union (DUE). In order to fully appreciate the needs upon which the interventions under Component 4 will be based as contained in the DoA, the DUE advised that an organizational diagnosis of GIABA be carried out. The outcome will be used to refocus the DoA to ensure that the interventions are appropriate for the established needs.

OBJECTIVE

The general objective of the intervention is to carry out an organizational diagnosis of GIABA and make recommendations that could:

- a. improve the effectiveness and efficiency of the Institution,
- b. strengthen internal controls,
- c. improve management of risks related to GIABA, and
- d. enhance its collaboration with its stakeholders.

OUTPUTS

The diagnosis will involve the delivery of the following outputs:

- a. organization of a self-assessment survey of GIABA officials on their strengths, weaknesses and potentials, international operational capacity and effectiveness of its liaison with its Member States;
- b. conduct an assessment of GIABA's operational capacity in the form of reviewing existing operational activities vis-à-vis staff competencies and work load;
- c. Organize internal workshops involving GIABA managers to review strategic and operational initiatives as part of effective management review;

- d. Develop an implementable action plan and roadmap that can help in filling the identified gaps, strengthen the operational capacity of GIABA and enhance its coordination and engagement roles with its Member states and other stakeholders.

DESCRIPTION OF THE ASSIGNMENTS

More specifically, the assignment involves the following:

- a. Conducting an organizational diagnosis of GIABA, which is meant to identify the strengths, risks and weaknesses of GIABA's management systems at the internal level and in its links with Member States;
- b. Review the procedures and tools in place for the management of the institution's daily activities, and in particular –
 - i. the Supervisory roles
 - ii. the distribution of tasks within GIABA and identification of possible duplication of tasks
 - iii. documents archiving and disaster recovery plans
 - iv. Manpower development and succession planning
- c. Review the application and compliance with ECOWAS administrative, accounting and financial procedures;
- d. Diagnose procurement risks, including looking at the following:
 - i. procurement planning and timeliness of deliveries
 - ii. the application of right procedures for donor funds
 - iii. Adequate mechanism for keeping inventories
 - iv. Contract management procedures and dispute resolutions mechanisms
- e. Procedures for expenditure verification, the delivery of services and equipment and other services intended for beneficiaries
- f. Identify risks factors in the internal functioning of GIABA
- g. Assess the working relationships between GIABA teams and Member States, including in the following areas:
 - i. compliance with terms of engagements
 - ii. supervision within GIABA
- h. Assessing the transparency of the purchase of equipment supplies necessary for the proper functioning of the offices, in particular:
 - a. Communication services - telephone suscription, internet
 - b. purchase and use of vehicles
 - c. office accommodation and office insurance
 - d. Physical, document and personnel security
- i. Assessing the compliance of GIABA with existing regulations and in particular in relation to:
 - a. the establishment of employment and service contracts
 - b. compliance with tax, social welfare and employment regulations
 - c. Work organization and time management system, including monitoring staff productivity and absences
- j. Formulate recommendations and develop an action plan for improving and/or strengthening the systems, and more specifically:
 - a. Identify options for improving risk management, administrative and financial management in line with donor expectations
 - b. Identify areas that require the implementation of new procedures and tools

- k. Propose a more efficient organizational arrangement for GIABA's human resources.
- l. Identify the control measures to be implemented in order to prevent fraud or collusion, and strengthen financial integrity.

DELIVERY AND METHODOLOGY - DELIVERABLES

The diagnosis will be carried out by an experienced institutional diagnosis consultant, preferably a firm. The consultant is required to produce an interim report and a final Assessment Report. The report is to be prepared in French and English.

From the date of notification of the contract, an interim report must be submitted to Expertise France and presented to GIABA after 35 days of work. The final report must be submitted at the end of the 40 days.

It is understood that the period of implementation of the mission will take place within a maximum period of 2 months and two weeks from the date of notification.

Following the presentation of the final Assessment Report, Expertise France could call for additional assistance from the consultant in drafting procedures for –

- a. GIABA and Financial Intelligence Units;
- b. Accounting and financial procedures for GIABA;
- c. GIABA and FIU procedures for optimizing information sharing and dissemination.

REQUIREMENT FOR THE CONSULTANT OR THE FIRM

The consultant or the firm is required to have a dedicated team with appropriate professional qualifications and experience in organizational diagnosis of institutions comparable in size and with similar complexity of international organizations.

The minimum structure desired for the dedicated team would be composed of:

- a. an Assessment coordinator, a dedicated contact person at Expertise France, in charge of monitoring and reporting on all the services provided by the Assessment firm.
- b. a team of experienced Assessors in the following areas:
 - i. experience in evaluating development assistance programs and projects funded by international institutions and/or donors.
 - ii. experience in organizational diagnosis, analysis of organizational structures, operating methods and procedures.
 - iii. knowledge of the relevant laws, regulations and standards in the countries concerned (in Senegal in this case).
- c. the appropriate combination of expertise within the Consultancy Firm itself specialized in the various financial, legal, political and other systems that make up the ECOWAS Community (Anglophone, Francophone and Lusophone) would add tremendous value to the outcomes of this exercise.

In the event that one or more members of the dedicated team are no longer available, the evaluation must present other CVs, to be submitted for validation by Expertise France, within a period of 2 weeks, beyond which time, the absence of return is equivalent to a decision to accept.

The following are prerequisites for the consultancy

- a. ensure that he/she will be able to access the necessary supporting documents as well as key staff of GIABA and FIUs focal points during the assessment.
- b. required to inform Expertise France and the OCWAR-M referent of the GIABA, as soon as possible, of the obstacles and limits that he/she is likely to encounter before or during the assessment.
- c. before the assessment is carried out, he/she must provide a timeline that will be reviewed and validated by Expertise France and GIABA.

EXPECTED OUTCOMES

The expected outcome of the exercise is the overall strengthening of the operational capacity of GIABA and the enhancement of its legitimacy with the Member States and other stakeholders. In addition, the outcome of this assignment will strengthen the foundation for the recruitment and appropriate remuneration of the requisite personnel that would champion the accomplishment of GIABA's overall mandate.

LOCATION

The assignment will be carried out in the Dakar offices of GIABA, SENEGAL

SUPPORT

To help the consultant or the firm in carrying out the assignment, Expertise France will provide the assessment firm with support and facilitation of the mission in various forms: making available the documents in its possession, facilitating contacts, etc.

Especially, the consultant or the firm must have the knowledge of the existing Community legal instruments/texts such as the Staff Regulations (for the Manpower Development and Succession Planning component) and Financial Regulations (for the GIABA Accounting and Financial Procedures component).

In addition to its obligations to report to Expertise France's headquarters, the assessment mission will be regularly reviewed with the local OCWAR-M team and the OCWAR-M GIABA focal person(s).

TIMELINE FOR IMPLEMENTATION

The timeline for the implementation of the assignments is 40 days/man.

It is understood that the period of implementation of the mission will take place within a maximum period of 2 months and two weeks from the date of notification.

APPLICATION DEADLINES

Applications are to be forwarded by email, courier or by hand to the following address:

emilie.ong@expertisefrance.fr

The deadline for expression of Interest and submission of Proposals is 13/12/2019.

Applications submitted after the deadline will not be entertained.