

Consultancy tender: Governance and management support to the International Gorilla Conservation Programme (IGCP)

The International Gorilla Conservation Programme (IGCP) seeks to hire the services of a consultant with highly proven skills in organisational development. The overall objective of the consultancy is to strengthen IGCP's systems, processes and effectiveness in relation to governance, senior management and registration compliance.

Background

The International Gorilla Conservation Programme (IGCP) is a unique coalition of Conservation International (CI), Fauna & Flora International (FFI) and WWF. IGCP operates in the three countries that share the habitat of the mountain gorillas; Democratic Republic of Congo (DRC), Rwanda and Uganda, and works in close partnership with the Protected Area Authorities of the three countries (Rwanda Development Board, RDB in Rwanda; Institute Congolais pour la Conservation de la Nature, ICCN in DRC; Uganda Wildlife Authority, UWA in Uganda) and the umbrella mechanism for transboundary collaboration through the Greater Virunga Transboundary Collaboration. IGCP also works in partnership with governments and civil society.

IGCP employs 22 staff, spread across the three countries of operation. The IGCP team is led by a Director, who reports to the IGCP Board which is composed of representatives of the three coalition members. Governance processes are further supported by the following governance and coordination structures: an audit committee, a social safeguards committee, a fundraising committee, coalition focal points, and communication gatekeepers, although not all these entities are fully operational. Following review of IGCP's registration arrangements in its three countries of operation, IGCP is also undergoing a transition of legal arrangements to improve organisational effectiveness and sustainability. It is against this background that IGCP seeks technical support on organisational development.

Purpose and Objective

The overall objective of the consultancy is to strengthen IGCP's systems, processes and effectiveness in relation to governance, senior management and registration compliance.

Specific objectives:

- To review, make recommendations, and support implementation of recommendations on roles, responsibilities, decision making, systems and processes within IGCP's governance and coordination structures (to include those structures mentioned in the background).
- To review, make recommendations, and support implementation of recommendations on roles, responsibilities, decision making, systems and processes within IGCP's senior management team.
- To provide coaching to IGCP senior management team with a focus on ongoing management practice, including decision-making and prioritisation; communication and decision-making flows with IGCP governance and coordination mechanisms; grant management, and building IGCP management systems.
- To project manage coordination of the transition of IGCP's legal arrangements, in line with plans previously agreed by the IGCP coalition and in close collaboration with IGCP's senior management team and governance and coordination structures entities.

Methodology

Following an initial desk-based review of relevant documents and introductory calls with key individuals, it is anticipated that the objectives of this consultancy will be achieved through a combination of remote and in-country (most likely Rwanda) support to the IGCP staff team and relevant coalition staff within CI, FFI, and WWF. The balance of remote and in-country support is to

be determined through discussion during the tendering process, but it is anticipated that there will be face-to-face support at least once a quarter. Additional technical support (e.g. legal expertise, HR expertise) required for the transition of IGCP's legal arrangements will be provided by coalition members / other external expertise. The organisational development consultant is not expected to have these skills, rather to work with IGCP senior staff to ensure effective coordination of the relevant parties. It is anticipated that the necessary time allocation will be on average 1-2 days per week, over a period of approximately 12 months.

Expected Outputs for the Consultancy

- Report outlining findings of management / governance review and recommendations for improvement. These recommendations, which are to be agreed with the IGCP Board and Director before implementation, will form the action plan for the remaining period of the consultancy.
- As required (to be agreed at inception), terms of reference (ToR) and agreed ways of working defined, formally endorsed and being implemented for all IGCP's governance and coordination structures.
- Terms of reference (ToR) and agreed ways of working defined, formally endorsed and being implemented for IGCP senior management team.
- Revised job descriptions for IGCP senior management team, in line with agreed ways of working.
- Weekly / bi-weekly coaching sessions, a combination of remote and in-person, for members of IGCP's senior management team.
- IGCP's responsibilities in relation to the transition of IGCP's legal arrangements (as agreed at the outset of the consultancy) completed to a high standard and in a timely manner, evidenced as required. It is understood that the consultant will not have control over associated external processes, although will provide support to navigate these.

Supervision and Coordination

The consultant will report to the IGCP Board, with the FFI Board representative acting as the point of contact. In delivering the objectives of the consultancy, the consultant will work in close collaboration with the IGCP senior management team, IGCP Board, IGCP coalition focal points and FFI's Partnerships and Organisational Development team.

Required Skills / Expertise

- Proven skills and experience in organisational development, with a particular focus on organisational governance and management
- Proven skills and experience in change management (desirable)
- Experience of working at an organisational-level with civil society in Africa
- Ability to communicate effectively and persuasively at varying levels of seniority, both verbally and written
- Proven coaching skills; coaching qualification (desirable)
- English (required) and French (desirable) verbal and written language skills

How to Apply

The prospective consultant(s) shall present a detailed CV along with a technical proposal (not exceeding six pages, exclusive of CV as appendix) that will include the understanding of the assignment, a detailed methodology and timeline (availability), level of effort and relevant qualifications. The application should include a financial proposal that includes direct and indirect costs inclusive of all required taxes. Financial proposals should be prepared in USD. Interested consultant (s) should submit their applications to procurement@igcp.org copied to info@igcp.org not later than 27 November 2022.