



TERMS OF REFERENCE

Recruitment of expertise in organizational development

June 2026

1. Context and justification

Established in 2007 following a regional process led by states, marine protected area (MPA) managers, and conservation stakeholders, the Regional Network of Marine Protected Areas of West Africa (RAMPAO) is based on the conviction that the conservation of West African marine and coastal ecosystems requires concerted action at the regional level. Formally recognized as an association since 2018 by the environmental and/or fisheries administrations of its member states, the network now comprises 49 MPAs across eight countries. Its governance is structured around a General Assembly (GA), a Board of Directors (BD), a Scientific Committee, and an Executive Secretariat, and relies on three membership categories: states, MPA managers, and communities, supplemented by associate members. Its work is based on a network approach that focuses on aligning representative MPAs of critical ecosystems, promoting mutual learning, supporting the operationalization of management plans, developing sustainable financing mechanisms, strengthening capacity and evaluating the effectiveness of MPAs, and advocating for and producing decision-making tools. RAMPAO has supported the establishment of several MPAs and their development through management plan support, capacity building, the structuring of sustainable financing mechanisms, and the capitalization of scientific data. It has also contributed to a better understanding of the ecological and economic potential of the region's MPAs. Through this technical and institutional support, it has established itself as an important regional framework for the coordination and representation of West African MPAs.

Despite these achievements, RAMPAO is currently undergoing a sensitive phase in its institutional development. Successive audits commissioned by technical and financial partners, and subsequently by the Board of Directors, have highlighted shortcomings in administrative, financial, and internal control mechanisms. Observations focused in particular on the need to further formalize procedures, strengthen the separation of duties, improve budgetary traceability, and structure a more effective planning and reporting system. These findings led to the temporary suspension of certain funding, pending the implementation of credible corrective measures. In parallel, an institutional assessment conducted in 2022 underscored weaknesses in the organization of the Executive Secretariat, particularly regarding the clarification of responsibilities, internal coordination, and strategic leadership. Although an organizational development plan and a five-year action plan were developed at that time, their implementation has remained incomplete and now requires updating to incorporate the recommendations from recent audits as well as the changes that have occurred in the network's operations.

Faced with this situation, the RAMPAO Board of Directors has launched an institutional recovery plan aimed at restoring the statutory regularity of the governance bodies, securing management mechanisms, and giving the network a clear and realistic strategic direction. The upcoming General Assembly is the central step in this process. It will allow for the renewal of the governing bodies, a review of the network's institutional and financial situation, the adoption of necessary corrective measures, and the validation of an updated strategic framework with an operational roadmap. In this context, the use of specialized expertise in organizational development appears essential. The consultant's intervention will enable the updating of the strategic organizational development plan and its action plan, the coherent integration of audit recommendations, the proposal of an internal organization adapted to the network's actual capabilities, and the structuring of the tools necessary for secure and transparent operations. Regarding the administrative and financial procedures manual and internal control mechanisms, the organizational development expert will define the framework, prepare the corresponding technical mission, and oversee its implementation, ensuring its consistency with the proposed organizational tools and governance structure. The expert will also lay the groundwork for a human resources management policy and a fiduciary system that meets the standards expected by the partners. Furthermore, the expert will provide support to RAMPAO's governing bodies, primarily the Executive Secretariat and the Board of Directors, to guarantee the consistency of decisions, the adoption of reforms, and the stability of the transition process.

This consultation is part of the institutional consolidation process undertaken by RAMPAO, under the leadership of its Board of Directors. It supports the preparation and holding of the 10th General Assembly, the network's supreme decision-making body, which will review and approve the proposed strategic directions and organizational reforms. The mission will be conducted under the direct supervision of the Board of Directors, which will provide guidance and validate the deliverables, with technical and organizational support from the Executive Secretariat. It is funded by the French Global Environment Facility (FFEM) through the Small Initiatives and Financial Mechanisms for the Conservation of Marine and Coastal Biodiversity in West Africa (PIMFAO) project, coordinated by the Regional Partnership for the Conservation

of the Coastal and Marine Zone in West Africa (PRCM). In this capacity, the PRCM is responsible for the technical and administrative monitoring of the funding, in close collaboration with the RAMP AO Board of Directors.

2. Mission objectives

The general objective of this mission is to support RAMP AO in consolidating its organizational and governance framework, in order to guarantee secure, transparent operation that complies with statutory requirements and the standards expected by its members and technical and financial partners.

The specific objectives are as follows:

- Update the Strategic Organizational Development Plan and its action plan, incorporating recommendations from audits and recent institutional developments;
- Translate the revised action plan into an operational, prioritized and costed roadmap, submitted for validation to the governance bodies;
- Develop internal regulations for RAMP AO specifying the principles and rules of operation of the network and its governing bodies;
- Define the organizational framework and oversee the development of an updated administrative, financial and accounting procedures manual, including fiduciary and financial control instruments;
- Propose a streamlined organizational chart adapted to the network's capabilities, accompanied by a recruitment plan;
- Develop a structured human resources management policy, including recruitment and performance evaluation procedures;
- Establish a framework document for programming activities and a template for the RAMP AO annual activity report;
- Develop a strategic document for targeting technical and financial partners, identifying funding opportunities, mobilizable support mechanisms and modalities for engaging in the positioning of RAMP AO;
- Providing support to governance bodies during the institutional transition, in support of the Executive Secretariat and the Board of Directors, to facilitate the consistency of decisions and the appropriation of reforms.

3. Expected results

At the end of the mission, RAMP AO will have a consolidated organizational, administrative and strategic framework, validated by its governance bodies and immediately operational.

The following results must be achieved:

- RAMP AO's strategic organizational development plan is updated and validated, and its action plan is revised in line with the recommendations from the audits and recent institutional developments;
- An operational roadmap, prioritized and costed, is developed and submitted to the governance bodies for approval;
- Internal regulations formalizing the principles and rules of operation of the network and its governing bodies are drawn up and presented to the Board of Directors;
- A manual of administrative, financial and accounting procedures is structured and updated, including fiduciary control and internal control mechanisms that comply with good governance requirements;
- A streamlined and functional organizational chart is proposed, accompanied by a recruitment plan adapted to the strategic priorities of the network;
- A human resources management policy is defined, incorporating formalized procedures for recruitment, evaluation and performance management;
- A framework document for programming activities and a template for an annual report are developed to strengthen planning, monitoring and accountability;

- A structured document for targeting technical and financial partners is being developed, presenting a mapping of relevant actors, existing windows of opportunity, available financing mechanisms and concrete avenues for strategic engagement for RAMP AO.
- Governance bodies benefit from structured and continuous support during the transition period, promoting institutional stability, consistency of decisions and the effective implementation of adopted reforms.

4. Consultant's mission

The organizational development consultant will be tasked with structuring and securing the institutional reform process of RAMP AO, transforming the findings of audits and organizational diagnostics into a coherent and sustainable institutional framework. Their role will be to ensure overall alignment between the network's governance, its internal organization, its administrative and financial management mechanisms, and its planning tools. They will be responsible for clarifying responsibilities, structuring decision-making and financial processes, and proposing a realistic organizational structure that takes into account the network's human and budgetary resources.

Furthermore, he will ensure that the tools developed, including the updated strategic framework, internal organization, management instruments, and procedures, form an integrated and operational whole, rather than a mere collection of separate elements. He will guarantee that the proposed reforms are adapted to the RAMP AO context, legally sound, and compatible with the requirements of transparency and fiduciary compliance. He will also support the governance bodies in validating the chosen directions and, where necessary, prepare the technical framework for additional expertise required to operationalize the administrative and financial mechanisms. The ultimate goal of the mission is to enable RAMP AO to restart its activities on a stable and secure institutional basis.

5. Deliverables

The mission will result in the production of the documents presented in the table below. These deliverables will be submitted to the RAMP AO bodies for review and validation and will form the operational basis for restarting and consolidating the network.

Table 1: Summary of deliverables and indicative implementation schedule

N o.	Deliverable title	Expected content	Indicative deadline
1	Methodological framework note	The report will specify the proposed approach, the stages of the mission, the detailed timetable and the validation procedures.	One week after starting
2	Report on the update of the strategic and organizational framework	The report will present a clear analysis of institutional gaps. It will incorporate an updated Strategic Organizational Development Plan. It will include a revised action plan broken down into a prioritized and costed roadmap.	Month 1
3	Report on Governance and Organizational Architecture	The document will propose internal regulations. It will present a clear organizational structure with a concise functional organizational chart. It will specify the roles and responsibilities of the various bodies.	Month 2
4	Consolidated report presented to the AGM	Summary document incorporating strategic and organizational guidelines for adoption.	Month 2
5	Final version of the post-AG strategic framework	Integration of the decisions of the General Assembly and stabilization of the adopted documents.	Month 2
6	Framework document for the administrative, financial and fiduciary system	The document will define the framework for developing the administrative and financial procedures manual. It will specify the internal control mechanisms. It will describe the principles of segregation of duties and risk management.	Month 5
7	A report on the supervision of the development of the manual of internal control procedures and mechanisms	The document will present the supervisory steps carried out, the technical guidelines validated, the adjustments made and the level of compliance of the administrative and financial procedures manual and internal control mechanisms with the organizational framework chosen.	Month 6
8	Report on the complete structuring of HR management	The document will present a human resources management policy, an operational recruitment plan and formalized performance evaluation procedures.	Month 7
9	Report on planning, monitoring and accountability	The report will define a framework for programming activities, an internal system for monitoring and evaluating projects , and a model for an annual institutional and financial report.	Month 8

10	Strategic Resource Mobilization Report	The document will present a map of technical and financial partners. It will identify relevant funding opportunities. It will propose concrete ways to mobilize resources tailored to RAMPPO.	Months 9-10
11	Operational resource mobilization plan (3–5 years)	The document will present a pipeline of priority projects and an action plan for prospecting partners.	Month 11
12	Final mission report (18 months)	The final report will summarize all the proposals and recommendations. It will present the implementation priorities and the next steps for consolidating the network.	Month 12

6. Consultant profile and skills

The assignment may be entrusted to a single senior consultant or a small team of consultants with complementary expertise. The candidate(s) must demonstrate a proven ability to lead institutional reforms and produce directly applicable organizational tools.

The ideal candidate will meet the following requirements:

- Advanced training (Master's level or equivalent) in a relevant field related to organizational development and institutional governance.
- Proven experience of at least 10 years in organizational development and institutional reform;
- Proven experience in restructuring regional organizations, multi-stakeholder networks or international NGOs;
- Demonstrated expertise in developing or revising strategic plans, internal regulations, organizational charts and human resources management policies;
- Solid expertise in structuring administrative and financial systems, including the principles of internal control and fiduciary compliance;
- Ability to translate audit recommendations into operational organizational mechanisms;
- Experience in setting up institutional planning, monitoring and evaluation tools and reporting;
- Knowledge of resource mobilization mechanisms and the requirements of technical and financial partners;
- Experience in West Africa is highly desirable;
- Excellent analytical, writing and summarization skills in French and English.

7. Consultation duration

The consultation is scheduled to last for 12 months, from August 1, 2026 to July 31, 2027.

8. Application file

Candidates must submit a complete application including the following:

- A technical proposal, presenting the understanding of the mission, the proposed methodology, the work plan, the execution schedule and, where applicable, the composition of the team as well as the distribution of responsibilities;
- A financial offer, indicating the total amount of the mission, the details of the fees, as well as any other charges related to the execution of the mission;
- Detailed curriculum vitae of the lead consultant and, where applicable, team members, highlighting relevant qualifications and experience;
- Evidence of similar experience, including references to comparable missions carried out in recent years, with mention of the sponsors, periods of execution and deliverables produced.

Applications must be complete to be considered.

9. Practical submission procedures

Candidates are invited to submit their applications no later than July 19, 2026 to the following email address: prcm@prcmarine.org

The application file must include the following documents:

- A technical proposal describing the understanding of the mission, the proposed methodological approach, the work plan and the indicative schedule for completion;
- The CV(s) of the proposed consultant or expert(s);
- References for similar missions carried out.

Following the evaluation of the files, the selected firm or consultant will be invited to a financial negotiation phase.