

Transparency Maldives

Terms of Reference: Consultant for the Strategic Planning

Purpose:

Review the current policies and strategies of TM, set out clear objectives for the new strategic plan and develop a 03-year strategic action plan along with an appropriate organizational structure based on these objectives.

Transparency Maldives (TM) is a Non Governmental Organisation in the Maldives. TM raises awareness of the damaging effects of corruption and work with partners in government, business and civil society to develop and implement effective measures to tackle it. Transparency Maldives (TM) commenced active operations at the end of 2007 and is self-financed and autonomous with its priorities and strategic directions. It is the National Contact of Transparency International (TI) in Maldives, the leading global movement against corruption.

TM at present is working in the areas of monitoring elections, monitoring governance related legislation, political party financing and climate change governance.

www.transparencymaldives.org

Background:

In 2008, 50 years in to the second republic, a new constitution, commonly referred to as the Green Constitution was ratified. For the first time in the history of the Maldives, The Green Constitution introduced a bill of rights, separation of powers, an independent judiciary and various independent institutions to monitor and overlook the functions of the government. It also introduced the concept of decentralized and elected local governments. The Constitution also established an independent Anti-Corruption Commission with the mandate of investigating and combating corruption, and an Auditor General mandated to audit the Government and independent auditions of the Maldives. Maldives acceded to the United Nations Convention Against Corruption (UNCAC) on March 2007. The year 2008 also witnessed the first ever multi- party election, which the current President Mohamed Nasheed won, bringing an end to the 30-year rule of former president Maumoon Abdul Gayoom.

Transparency Maldives started operations in late 2007 in the midst of the reform movement. TM has been operating in the country for almost three years now working mainly in free and fair elections, corruption in political financing, civic education and decentralization education. Since 2007 TM has been consistently expanding its scope and breadth of work. TM currently employs 12 staff including project and support staff, led by a 2-member management group.

The strategic plan must build on the strengths of the past, ensure that TM occupies a niche that will enable it to facilitate mainstreaming the combat against corruption, and ensure a high levels of integrity of the institutions that serve the general public.

Tasks:

- A. Undertake an organizational assessment and improve the organizational structure and processes to ensure effective implementation of the strategic plan and work plan.
 - i. Use the Capacity Assessment Tool (CAT) developed by TI, in collaboration with the Senior Programme Coordinator for South Asia, and identify the gaps between accepted standards and practice, and suggest a strategy to address these gaps.
 - ii. Review the organizational processes and decision making structure and make recommendations to improve the overall effectiveness of the organization.
 - iii. Review the organization and program monitoring system and suggest a monitoring system that strengthens TM's engagement in integrity and anticorruption work.

- B. Accompany TM's Executive Director and staff in developing and refining a strategic plan. This activity will involve the following:
 - i. Hold consultative meetings with TM staff and board of directors; review the organizational structure and decision-making processes and current monitoring and evaluation practices of Transparency Maldives.
 - ii. Consult with relevant external stakeholders to determine areas, that TM as an anti-corruption organization, should focus on.
 - iii. Develop, based on the findings of the above meetings,
 - a) a set of draft recommendations to improve the current practices of TM,
 - b) a strategic action plan, identifying key areas of work (focus areas), indicators to measure progress, theory of change and implementation strategy,
 - c) a 03 year work plan,
 - d) a detailed work plan for the first year along with an estimation of required resources (personal and financial), and
 - e) an appropriate organizational structure to achieve the goals identified in the action plan.
 - iv. Review the above documents with TM staff and board of Directors and make necessary changes.
 - v. If necessary, consult with relevant external stakeholders to obtain any additional information needed for the plan.
 - vi. Finalize and submit the documents to the Executive Director of TM.

Outputs:

1. Strategic plan, work plan with budgetary estimates for TM 2012-2014.
2. Organization development plan with a recommended structure and processes for sustained engagement in anticorruption and integrity enhancement work in Maldives. Terms of references for all key staff positions, organogram, communication system & lines of command,
3. Approaches to mainstreaming AC efforts. Key sectors of engagement with risk analysis and prioritization, main approaches and sectors focus areas.
4. Resource mobilization plan for implementing the work plan for (2012-2014) and beyond.
5. Creative innovative approaches to be less mainstream donor dependent.

Working Principles:

The consultant will be directly reporting to the ED of TM and the consultant will develop a tentative work plan in consultation with the ED of TM. TM must be regularly updated on the progress and the

development of the required outputs, and draft documents must be shared for feedback.				
<p>Time frame</p> <p>The strategic planning process needs to be completed by 31st Aug 2011. The organization development work will be done as an accompaniment spanning through the year and will conclude by December 2011. The following timeline is tentative and can be negotiated with, upon hiring.</p>				
<p>Resource Personnel Required in the Following Areas:</p> <ul style="list-style-type: none"> i. Strategic planning ii. Organizational development – in the implementation level iii. Monitoring & evaluation – in the implementation level 				
Time	1 st Month	2 nd Month	3 rd Month	4 th Month
<p>Key task areas</p> <ul style="list-style-type: none"> • Defining the methodology for strategic planning • Organizational assessment using CAT • Strategic planning • Sensitivity analysis • Developing the M&E plan • Organizational development coaching support to ED • Team building 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	
<p>Outputs:</p> <ul style="list-style-type: none"> • Strategic / work plan • Operational budget • Organizational development recommendations • Appropriate management / decision making structure • Sustainability plan • Environment and gender sensitivity guidelines and capacity development strategy • M&E system 			<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓

Expert inputs – personnel / person days:				
• Strategic planning				
• Organizational development				
• Monitoring & evaluation				
• Financial management / Fund raising				
The actual inputs - time and personnel requirements must be provided by the consultant.				