

Terms of Reference: GNDR Organisational Review

Introduction

To ensure GNDR remains a robust and effective organisation, this assignment aims to conduct a comprehensive organisational “health check.” The review will assess GNDR’s internal systems, leadership, culture, and financial management, identifying areas for improvement and providing practical recommendations to enhance organisational performance and accountability.

Objectives of the organisational review

The review will focus on the following objectives:

1. **Assess organisational structure and leadership:** Evaluate the legal, governance, and leadership frameworks that underpin GNDR’s operations
2. **Review internal management and control systems:** Examine planning, budgeting, risk management, and partner oversight mechanisms
3. **Evaluate people and culture:** Understand staffing, capacity, and organisational values in practice
4. **Audit, procurement, and financial management:** Assess financial controls, procurement practices, and audit processes
5. **Provide actionable recommendations:** Offer practical, prioritised recommendations to strengthen GNDR’s organisational health and sustainability

Key review questions

A. Organisation and leadership

- Does the organisation have legal capacity to enter into an agreement with rights and obligations?
- Does the management structure have clearly defined roles, authorisations and authorities?

- Are there bylaws/statutes that clearly stipulate the mandate of the board and the organisation?
- Based on the composition of the board, its election process and insight into the operations of the organisation, does the board have enough and relevant competence, including competence in financial matters, for an organisation of this type and size?
- Are the organisation's objectives, strategies and resources in alignment with its vision and mission?
- How does the organisation communicate its vision and strategy to key stakeholders?

B. Internal management and control systems

- What is the process for planning and budgeting throughout the chain of the organisation's operations?
- How does the organisation handle deviations and delays from work plans and budgets?
- Are there policies and procedures in place for all areas of operations, including finance, human resources administration and governance? Do these rules and rules seem reasonable?
- How does the organisation assess the capacity of its members/partners to implement activities to reach programme goals and objectives?
- Are there signed agreements between the organisation and its partner organisations? Are the rights and obligations of the recipient partner organisations stipulated in the agreements? Are the agreement requirements in accordance with what is stipulated in the agreement between the relevant donor and the organisation?
- Are risk analyses performed regularly, and are there routines for identifying, analysing and taking risk reducing measures?

C. People and culture

- Are there terms of reference established for each staff position?
- Is the organisation well organised and staffed? Are the required resources, competence and professional knowledge in place in order to outwork the organisation's objectives?
- Do the current staff possess the necessary capacities to achieve the vision, mission, and objectives of GNDR?
- Are there regular training and capacity-building initiatives in place for staff to continuously enhance their skills?
- How does the organisation define its culture and its values?
- How are these values outworked in the organisation's policies and practices?
- To what extent are staff familiar with and engaged with the aims and objectives of the organisation?

D. Audit, procurement, and financial management

- What type of audits are conducted as part of the organisation's regular operations? Is the organisation audited according to national rules and regulations applicable to the legal form of organisation that it is?
- Does the organisation follow-up on weaknesses identified in the audits in a systemised way?
- Is there a procurement policy that includes adequate rules and regulations to manage planned procurement in compliance with applicable regulations
- Is there a decision order that adequately ensures segregation of duties regarding authorisation of payments, different roles and responsibilities within the organisation?
- Does the organisation have accounting software that allows for adequate accounting records for an organisation of its size and operations?

Key Deliverables

The key deliverables for the organisational review include:

1. **Final report:** Documentation of findings and recommendations in respect of the four key areas detailed above
2. **Presentation:** Summary of key findings to GNDR's Senior Leadership Team (SLT)

Consultant requirements

The ideal consultant(s) will demonstrate the following qualifications and competencies:

- Proven expertise in organisational reviews and evaluations, particularly within the nonprofit or civil society sector
- Strong analytical and facilitation skills
- Familiarity with networked governance and membership-based structures is an advantage
- Cultural sensitivity and contextual awareness, with the ability to navigate linguistic, cultural, and regional differences respectfully and effectively
- Working proficiency in French and Spanish is an advantage

The work will be completed remotely. Therefore, applicants from any country are welcome to apply.

Timeframe

The assignment is expected to take 10–15 working days.

Budget

GBP £5,000 - GBP £6,000