



Africa Institute for Environmentally Sound Management of Hazardous and Other Wastes
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TERMS OF REFERENCE FOR THE ORGANIZATIONAL REVIEW AND INSTITUTIONAL STRENGTHENING ASSESSMENT FOR THE AFRICA INSTITUTE FOR ENVIRONMENTALLY SOUND MANAGEMENT OF HAZARDOUS AND OTHER WASTES

1. Background

The Africa Institute for Environmentally Sound Management of Hazardous and Other Wastes (the "Institute") is a regional centre supporting African countries in the implementation of Multilateral Environmental Agreements (MEAs), particularly the Basel, Rotterdam and Stockholm Conventions. The Institute also executes projects on the Minamata Convention and other chemicals and hazardous wastes related multi-lateral environmental agreements. Over the years, the Institute has expanded its scope of work to include capacity building, research, policy support, partnership development, donor-funded project implementation, knowledge management, and environmental governance initiatives.

As the Institute seeks to strengthen its institutional effectiveness, enhance sustainability, expand its regional footprint, and position itself for future growth opportunities, it intends to undertake a comprehensive Organizational Review.

The review will assess the Institute's organizational arrangements, governance systems, human resource capacity, operational efficiency, financial sustainability, and strategic positioning, and provide practical recommendations to strengthen institutional performance.

2. Purpose of the Assignment

The purpose of the assignment is to evaluate the Institute's organizational effectiveness and determine whether its current structure, systems, resources, capacities, and governance arrangements are fit for purpose to deliver on its mandate and future strategic ambitions.

The review should identify institutional strengths, weaknesses, risks, opportunities, and areas for improvement.

3. Objectives

The specific objectives of the review are to:

Strategic Alignment

- Assess the alignment between the Institute's mandate, strategic priorities, and organizational structure.
- Evaluate the Institute's readiness to support emerging programmatic areas such as climate change, circular economy, chemicals management, environmental governance, and sustainable development.

Governance

- Assess the effectiveness of the governance framework
- Review Policy gap analysis report and incorporate recommendations
- Review Council and management roles and responsibilities.
- Examine decision-making processes and accountability mechanisms.

Organizational Structure

- Assess the suitability of the current organizational structure to effectively deliver on its mandate and future ambitions of the organization
- Assess the current coordination with member states and partners
- Review reporting lines, roles, responsibilities, and coordination mechanisms.
- Identify structural inefficiencies, overlaps, or gaps.

Human Resources and Capacity

- Review staffing levels and workforce composition.
- Review findings from recent skills audits.
- Identify critical skills gaps and emerging capacity requirements.
- Review performance management and succession planning arrangements.

Operational Effectiveness

- Evaluate efficiency of operational systems and processes.
- Assess procurement, records management, ICT systems, project management, and administration functions.
- Identify opportunities for process optimization and digital transformation.

Financial Sustainability

- Assess financial management systems and internal controls.
- Review resource mobilization approaches.
- Evaluate financial sustainability and diversification of funding sources.

Partnerships and Visibility

- Assess stakeholder engagement mechanisms.
- Evaluate partnership management systems.
- Assess institutional visibility and positioning.

Institutional Growth

- Review the Institute's proposed Growth Strategy and make recommendations.
- Assess the Institute's readiness to function as:
 - Regional Centre of Excellence;
 - Knowledge and research hub;

- Assess the Institute's readiness to serve as an accredited implementing/executing agency for international environmental and climate finance mechanisms, as this aligns with the longer-term growth and climate change expansion strategy.

4. Scope of Work

The consultant/service provider shall undertake, but not be limited to, the following activities:

Phase 1: Inception

- Review relevant organizational documents.
- Develop an inception report and methodology.
- Prepare stakeholder engagement plan.

Phase 2: Institutional Assessment:

Conduct a detailed review of:

Governance

Review:

- Founding instruments and policies
- Governance framework
- Council effectiveness
- Accountability structures

Organizational Structure

Review:

- Organogram
- Functional responsibilities
- Reporting relationships
- Coordination mechanisms

Human Resources

Review:

- Skills audit findings
- Recruitment practices
- Performance management system
- Training and development programmes

Operational Systems

Review:

- Project management systems
- Records management
- ICT infrastructure
- Administrative procedures
- Internal communication systems

Financial Management

Review:

- Financial policies
- Budgeting systems
- Internal controls
- Risk management

- Donor compliance systems

Resource Mobilization

Assess:

- Fundraising capacity
- Partnership development systems
- Sustainability strategies

Phase 3: Stakeholder Consultations

Conduct consultations with:

- Council members
- Executive Management
- Staff
- Development partners
- Donors (where appropriate)
- Strategic partners
- Relevant external stakeholders

Phase 4: Benchmarking

Benchmark the Institute against comparable:

- Regional centres
- Intergovernmental organizations

The benchmarking should include:

- Governance practices
- Organizational structures
- Staffing models and human resources management
- Resource mobilization approaches
- Institutional sustainability mechanisms

Phase 5: Recommendations and Institutional Strengthening Plan

Develop:

Organizational Improvement Plan

Including recommendations on:

- Governance improvements
- Organizational restructuring
- Human resource strengthening
- Systems enhancement
- Performance management

Institutional Strengthening Strategy

Including:

- Capacity development roadmap
- Resource mobilization framework
- Digital transformation priorities
- Growth and sustainability strategy

Costed Implementation Roadmap including short, medium and long term action plan

6. Deliverables

The consultant shall provide:

Deliverable 1

Inception Report containing:

- Methodology
- Workplan
- Stakeholder consultation plan

Deliverable 2

Organizational Review Report containing:

- Current state assessment
- Findings
- Gap analysis
- SWOT analysis
- Benchmarking results

Deliverable 3

Draft Institutional Strengthening Plan

Including:

- Recommendations
- Proposed organizational structure
- Capacity development plan
- Resource mobilization recommendations

Deliverable 4

Final Organizational Review and Institutional Strengthening Report

Incorporating comments from the Institute and stakeholders

Deliverable 5

Presentation of findings and recommendations of the exercise to relevant structures of the organization

7. Expected Outcome

At the end of the assignment, the Institute should have:

- A clear understanding of its organizational strengths and weaknesses.
- An evidence-based assessment of institutional capacity.
- A proposed future-fit organizational structure.
- A financial sustainability roadmap.

- An institutional growth strategy aligned with its ambition to become a leading African environmental governance and implementation institution.

8. Required Qualifications

The service provider should demonstrate:

Firm Requirements

- Minimum 10 years' experience in organizational development and institutional reviews.
- Proven experience conducting reviews for public institutions, international organizations, regional bodies, NGOs, or research institutions.
- Demonstrated expertise in governance, human resources, organizational restructuring, and institutional strengthening.

Team Composition

The proposed team should include expertise in:

- Organizational development
- Human resources management
- Governance and institutional effectiveness
- Financial management
- Change management
- Monitoring and evaluation

8. Duration

The assignment is expected to be completed within **6 to 12 weeks** from contract signature.

9. Evaluation Criteria and Weighting

Rating Scale

In evaluating the proposals, the following rating scale shall be used for each of the evaluation criterion.

Outcome	Non-compliant	Poor	Fair	Average	Good	Excellent
Rating/score	0	1	2	3	4	5

Criteria	Weight
Understanding of Assignment	20 %
Methodology and Workplan	15 %
Relevant Experience	25 %
Team Qualifications and relevant documentation	20 %
Financial Proposal	20 %

The proposal must score a minimum of 3,20 weighted average in functionality to be evaluated further on price and B-BBEE. Bids that do not meet this minimum threshold will not be evaluated further on other criteria

10. Reporting

The service provider shall report directly to the Executive Director.

11. Required Documentation

To accompany the proposal shall be the following:

- (a) Valid Tax Clearance Certificate;
- (b) In proposals where Consortia/Joint Ventures/Sub-contractors are involved, such shall be clearly indicated, and each party shall submit a separate Tax Clearance Certificate before the Adjudication Committee. Failure to submit the original and valid Tax Clearance Certificate may result in the invalidation of the bid.
- (c) If submitted through hand delivery or postal methods, bidders should submit two identical proposals clearly marked "original" and "copy".
- (d) The evaluation of proposals can only be done on the basis of information required by the Africa Institute and supplied by the bidder;
- (e) Bidders failing to meet all the mandatory requirements shall automatically be disqualified.
- (f) This tender is open to all members states of the Africa Institute in good financial standing with the Institute.

12. B-BBEE Considerations for South African Bidders only / National Requirements for other Member States Bidders

12.1 Service Providers are requested to submit the original and valid BBBEE / National requirement Status Level Verification Certificate or certified copies thereof failing which the B-BBEE preference points claimed will be forfeited.

12.2 Bidders who do not submit B-BBEE Status Level Verification Certificates / National requirement or are non-compliant contributors to B-BBEE / National requirement do not qualify for preference points for BBBEE / National requirement but will not be disqualified from the bidding process. They will score zero points.

12.3 A trust, consortium or joint venture will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate / National requirement.

12.4 A bidder shall not be awarded the points claimed for B-BBEE status level / National requirement of contribution if it is indicated in the bid documents that such a bidder intends subcontracting more than 25% of the contract value to any other enterprise that does not qualify for at least the same number of points that the bidder qualifies for, unless the intended sub-contractor is an EME (Exempted Micro Enterprise) that has the capacity and the ability to execute the sub-contract.

NB: The BBBEE requirement applies only to South African bidders only.

13. A contractor is not allowed to sub-contract more than 25% of the contract value to another enterprise that does not have equal or higher B-BBEE status level / National requirement, unless the intended sub-contractor is an EME (Exempted Micro Enterprise) that has the capability and ability to execute the sub-contract.

14. Details of where Proposals are to be submitted

The proposal should be marked for the attention of the Executive Director: Africa Institute for Environmentally Sound Management of Hazardous and Other Wastes; and submitted using the following email address:

To: Ms. Neo Masha

Email Address: NMasha@dffe.gov.za

15. Service Level Agreement

- 15.1 A successful service provider shall enter into a contract with the Africa Institute for the provision of the service.
- 15.2 Before any service can be rendered the service level agreement shall be signed by both Parties (Africa Institute and the successful bidder). Should there be any issue regarding the finalisation of the agreement, the Africa Institute reserves the right to cancel the contract with no cost implications to the Institute.

13. Closing date

The closing date for applications is 21/10/2026 at 16:00 hrs. Late submissions will not be considered.

14. Enquiries

Should you require further information in this regard, please do not hesitate to contact the following:

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