

Section 5: Terms of Reference

MODERNISATION OF ADMINISTRATION DEPARTMENT AND UPDATING OF ADMINISTRATIVE PROCEDURES MANUAL FOR ECOWAS

CONTEXT AND JUSTIFICATION

The former ECOWAS Secretariat was recently transformed into a Commission. This transformation in the life of the organization was accompanied with a huge growth. Consequently, the responsibilities of the Department of General Administration, as is the case with other support service departments, have increased both in terms of importance and in the volume of work. Comparing the current structure of the Department with its responsibilities would demonstrate that there is the need to re-evaluate the organizational structure of the Department and to produce a Manual of Administrative Procedures covering all the areas of its competencies to serve as a guide in its operations.

The Department of General Administration is responsible for the day-to-day management of issues related to Procurement, Maintenance, Registry, Stores, Transport, General Services and the management of the Lagos Liaison office.

In the light of the high volume of administrative procedures and formalities related to the set of activities noted above, ECOWAS has decided to re-evaluate the organizational structure of the Department, determine the optimum number of staff and their qualifications and to produce an updated Manual of Administrative Procedures covering the various areas of its competencies. Since ECOWAS is about to complete a modernization of its Procurement Code, Procurement is excluded from this TOR. In addition, given the peculiarities of Maintenance/Facilities Management, this area will be dealt with under separate TORs.

OVERALL OBJECTIVES

The overall objective is to ensure that the Department of General Administration is able to provide the level of service to the rest of ECOWAS Commission required for the Commission to efficiently and effectively deliver on its obligations to Member States. The immediate objective is to have in place an organisational structure (including any contracting out that may be appropriate), a staffing complement and a modern Manual of Administrative Procedures, which take into account the specific needs of all the different types of clients of the Department (staff of the Commission, technical departments, delegates from Members States, consultants etc.), and ensure that all staff of the Commission, and especially those in the Department of General Administration, are able to apply these procedures in a timely and accurate manner.

ROLES AND RESPONSIBILITIES OF THE CONSULTANT

The Consultant will familiarise him/herself with the current activities of the Department of General Administration (except Procurement and Maintenance/Facilities Management) in order to be able to identify those which need to be treated explicitly in the Manual of Administrative Procedures. The Consultant will, in close collaboration with staff of the department, undertake the following specific responsibilities:

- The Consultant will critically analyse the activities of each unit (except Procurement and Maintenance/Facilities Management) of the department and

- make recommendations on the working practices and methodologies that are currently applied and on any needs to modify the practices and methodologies, particularly with respect to computerisation;
- *Given the importance of the Registry function to the effective and efficient operations of the Commission, the consultant will devote special attention to Registry, specifically document recording, transmittal, archiving and retrieval particularly with respect to the need to introduce computerised document archiving and retrieval (the consultant may avail him/herself of specialised expertise in this domain);*
 - *Of equal importance are operations at the Stores. These operations need to be modernised through the introduction and application of a computerised system that will facilitate the capturing and maintenance of accurate records on all goods received into the stores as well as the requisitioning and issuance processes for the purpose of ensuring an up-to-date record on transactions at all times . It should also provide for the tracking of all fixed assets to facilitate their boarding/writing off.*
 - *Safety and Security are major concerns for the Commission, both in terms of staff and property of the Commission. The consultant is expected to make recommendations for the creation of a well-staffed security unit that measures up to the standards in similar organizations. The consultant shall also review the current security and safety arrangements on the Commission's facilities with the aim of introducing modern devices/systems that are capable of effectively tracking the movement of persons and goods.*
 - *The ECOWAS Commission has a large number of vehicles in its fleet in Abuja and its Liaison Office in Lagos. The consultant is expected to focus on the introduction of a modern technology that is capable of providing off-the-shelf reports on the entire history of vehicles at any time. This shall include maintenance history, fuel consumption patterns, mileage, speed and location of a vehicle at any point in time. The said report should also be able to give a clear picture of the over-all workload of specific vehicles and their drivers so that that the load can be equitably distributed.*
 - *The Commission has a communications unit located in the Department of General Administration. This unit has been dormant for some time now and needs to be re-activated to perform its original and probably new functions. The consultant shall take a look at this unit and make proposals on how to get it back on stream and modernised for the transmission of both voice and data messages.*
 - *ECOWAS Commission has a Liaison Office in Lagos which is currently headed by a Protocol Officer. Although the main functions of this office are protocol in nature, its management falls under the Department of General Administration. The consultant is expected to review the operations at the Liaison Office with a view to recommending their staffing needs and clearly-defined reporting links with the Headquarters.*
 - Based on this analysis, the Consultant will:
 - Make recommendations concerning any changes necessary to align the organigramme of the Department with its responsibilities, taking into account any identified opportunities for contracting out specific services;

- Draft a Manual of Administrative Procedures covering all the tasks assigned to each unit; and
- Carry out an analysis of the number of staff and the qualifications and experience required;
- Where staff do not have the requisite skills, the consultant will propose a training/recruitment programme to remedy any deficiencies.
- The Consultant will train the Administrative Department staff in the new administrative procedures;
- The Consultant will assist the Commission during meetings to validate the new organigramme and procedures with the decision-making authorities of ECOWAS.

CONSULTANT'S PROFILE

The Consultant should have:

- A Masters in Management, Economics, Finance, or an equivalent field
- Carried out a number of studies in field of administrative procedures
- Be familiar with the administrative procedures of a number of institutions similar to ECOWAS
- Carried out studies similar to this consultancy in similar institutions
- A practical knowledge of West Africa, including administration systems
- An excellent knowledge of French or English and the capacity to work in the other language.

TIME FRAME

The consultancy should be carried out in a maximum of 20 (twenty) calendar weeks.

The consultant is expected to prepare and submit the following reports:

Report No.	Description of Report	Due By
1	Inception Report (5 copies in French & English)	2 weeks after signing of contract
2	Interim Report (5 copies in French & English)	10 weeks after signing of contract
3	Draft Final Report (5 copies in French & English)	16 weeks after signing of contract
	<i>Carry out Training Programme</i>	<i>2 weeks after receipt of ECOWAS statutory approval of the draft Manual of Administrative Procedures</i>
4	Final Report (incorporating observations made by ECOWAS and an assessment of the results of the Training Programme) in English & French (10 copies each) and an electronic version	1 week after completion of the Training Programme

The final report should include, but not be limited to, the following sections:

- Section 1: Analysis of existing Administrative work processes/procedures (except Procurement and Maintenance/Facilities Management);
- Section 2: Comparison of existing practices with generally accepted international good practice;

- Section 3: Recommendations for improvement and modification of work processes;
- Section 4: Conditions for successful introduction of the Manual of Administrative Procedures, including:
 - Decisions to be taken;
 - Resource requirements;
 - Any suggested modifications to the organizational structure of the Administration Department;
 - Training/recruitment needs for Administration Department staff (including training an in-house trainer) and other ECOWAS staff;
 - Realistic timetable for implementations;
- Section 5: Draft Administrative Procedures Manual;
- Section 6: Proposed Training Programme.

EXPECTED RESULTS

The objective is to have very comprehensive and modern administrative procedures in tune with best practice in similar organizations around the world, as well as well-trained administrative staff conversant with the procedures and working within the right organisational structure.

The documents to be produced should include:

- A simplified Manual of Administrative Procedures;
- A model for any documents required by the procedures;
- A proposed organigramme for the Administration Department reflecting any changes required to permit the department to implement the new Manual of Administrative Procedures effectively and efficiently; and
- A staffing profile, including staffing levels, qualifications and experience, together with training/recruitment needs.