



Term of Reference

Management Audits of Regional Secretariat of Coral Triangle Initiative Coral Reefs Fisheries and Food Securities

I. BACKGROUND

Coral Triangle Initiatives Coral Reefs Fisheries and Food Securities (CTI-CFF) is an international organization established on 15 May 2009 during the Summit of Heads of States of Indonesia, Malaysia, Papua New Guinea, Philippines, the Solomon Islands, and Timor-Leste, collectively known as CT6. Its purpose is to work together to sustain extraordinary marine and coastal resources in the coral triangle area, encompassing coral reefs, sea-grasses, mangrove ecosystems, and their fishes in the coral triangle area by addressing crucial issues such as food security, climate change and marine biodiversity.

In 2009, the CT6 governments developed a comprehensive 10-year Regional Plan of Action (RPOA), capturing joint priorities and commitments while incorporating inputs from various partners. The RPOA aims to drive collective and parallel action at regional, national, and sub-national levels, serving as a rallying point for sustainable development policies and practices related to marine resource exploitation.

To enhance the implementation of the recently endorsed RPOA 2.0, the CTI-CFF Regional Secretariat (RS) is preparing for a management audit. The audit aims to assess and improve the effectiveness, efficiency, and alignment of the RS's management practices, systems, and processes. By conducting this audit, the RS seeks to enhance its preparedness in implementing the RPOA 2.0, ensuring the successful coordination of multilateral and coordinated actions at various levels, and maintaining momentum in achieving the organization's goals.

Since its establishment in 2015, the CTI-CFF Regional Secretariat, based in Manado, North Sulawesi, Indonesia, has focused on supporting the operations of the Regional Secretariat and

fulfilling assigned tasks related to programs and relevant meetings. The organization has gradually developed and implemented systems and procedures to support its activities.

In summary, the management audit for the CTI-CFF Regional Secretariat is an essential step towards strengthening its management practices and systems. By undergoing this audit, the RS aims to be better prepared for the implementation of RPOA 2.0, furthering its mission of sustainable marine resource management in the Coral Triangle region.

I. OBJECTIVES

The objective of the management audit is to evaluate and enhance the effectiveness, efficiency, and alignment of the organization's management practices, systems, and processes in order to support the achievement of its strategic objectives and promote continuous improvement.

II. AUDIT SCOPE

The scope of the audit will be as follows :

1. Organizational Objectives:

- Evaluate the compatibility and alignment of the management system objectives with the organization's mission, vision, and overall strategic goals.
- Assess the effectiveness of goal-setting processes and their communication throughout the organization.

2. Organizational Structure and Governance:

- Review the organizational structure to ensure it supports efficient decision-making, clear lines of authority, and accountability.
- Evaluate the effectiveness of governance mechanisms, including the roles and responsibilities of the board of directors or governing body.

3. Leadership and Management:

- Assess the leadership capabilities and effectiveness of top management in guiding the organization towards its objectives.
- Review management practices, including planning, organizing, staffing, and directing, to ensure efficient and effective operations.

4. Performance Management:

- Evaluate the performance management system, including goal-setting, performance measurement, feedback mechanisms, and performance appraisal processes.
- Assess the extent to which performance metrics align with organizational objectives and provide meaningful insights for decision-making.

5. Human Resources:

- Review human resource management practices, including recruitment, training and development, performance evaluation, and retention strategies.
- Assess the organization's approach to talent management, succession planning, and employee engagement.

6. Financial Management:

- Evaluate financial planning and budgeting processes to ensure alignment with strategic objectives and accurate forecasting.
- Assess financial controls, risk management, and compliance with relevant regulations and reporting standards.

7. Information Systems and Technology:

- Review the organization's information systems and technology infrastructure, including data management, cybersecurity measures, and technology adoption.
- Evaluate the effectiveness of IT governance and the alignment of technology initiatives with organizational goals.

8. Stakeholder Engagement:

- Assess the organization's strategies for engaging with key stakeholders, such as member countries, donors, partners, and the communities it serves.
- Review communication channels, feedback mechanisms, and the organization's responsiveness to stakeholder needs and expectations.

9. Risk Management:

- Evaluate the organization's risk management framework, including identification, assessment, mitigation, and monitoring of risks.

- Review the organization's response to significant risks and its ability to adapt to changing external environments.

10. Continuous Improvement:

- Assess the organization's commitment to continuous improvement, learning, and innovation.
- Identify opportunities for streamlining processes, enhancing operational efficiency, and promoting a culture of continuous learning and development.

III. METHODOLOGY

The Management Audit will involve a combination of physical and online data collection methods. In the planning phase, the scope, objectives, and key areas of focus will be defined, and relevant stakeholders will be engaged. Data collection will include in-person interviews and discussions with key personnel within the organization, while data from partners and CT6 will be collected through online surveys or questionnaires. The collected data will be analysed and evaluated to assess the effectiveness, efficiency, and alignment of management practices and systems. Findings and recommendations will be presented to stakeholders, and feedback will be sought to ensure understanding and acceptance.

IV. TIMELINE

The Auditor must prepare Audit Schedule which will describe the detail of activities and dates for

- Entrance Conference
- Data Collection
- First draft of audit report submitted to Regional Secretariat
- Exit Conference
- Final Audit Report

VII. QUALIFICATIONS OF THE AUDITOR

1. Relevant Experience

The auditing firm or professionals should have a proven track record of conducting management audits for international organizations or entities of similar scale and complexity. They should possess a strong understanding of international organizational structures, governance practices, and management systems.

2. Expertise in Management Practices

The auditing team should demonstrate expertise in various management areas, including organizational structure, strategic planning, performance management, financial management, human resources, and risk management. They should have a deep understanding of industry best practices and standards.

3. Knowledge of International Standards

The auditing firm should have a comprehensive understanding of relevant international standards and frameworks, such as ISO standards, COSO framework, or other recognized guidelines for management audits. This ensures the assessment is aligned with established norms and practices.

4. Professional Certifications

The audit team should hold relevant professional certifications in auditing, such as Certified Internal Auditor (CIA), Certified Management Consultant (CMC), or equivalent qualifications. These certifications demonstrate their competence and adherence to professional standards.

5. Independence and Impartiality

The auditing firm should demonstrate independence and impartiality in conducting the audit. They should have no conflicts of interest or relationships that could compromise the objectivity of their assessment.

6. Effective Communication Skills

The auditing team should possess strong communication skills to effectively engage with stakeholders at all levels of the organization. They should be able to present complex findings and recommendations in a clear, concise, and understandable manner.

7. Ethical Conduct

The auditing firm should adhere to the highest ethical standards and professional code of conduct. They should maintain confidentiality and handle sensitive information appropriately.

VIII. ILLUSTRATIVE BUDGET AND FEES

Please outline your budget proposals for the audit in US Dollar. It will include Professional Fees, and Out of Pocket Expenses (fixed cost)