



## ECPAT International REQUEST FOR PROPOSALS

### **Consultancy: Support ECPAT International to review its structure to be fit for purpose**

Part-time – estimated at 40 days of work - August 2024 to March 2025

#### **ORGANISATIONAL CONTEXT**

ECPAT is a global network of organisations working together for the elimination of the sexual exploitation of children (SEC) in all its manifestations i.e., exploitation of children in prostitution, online child sexual exploitation, sale and trafficking of children for sexual purposes, sexual exploitation of children in travel and tourism and some forms of child, early and forced marriage. The ECPAT Network currently consists of 126 members working at national and local levels in 105 countries.

ECPAT International is the network Secretariat office and coordinates the global work of the organisation and is based in Bangkok, Thailand. The Secretariat designs and implements global and regional level programmes, and undertakes programming, advocacy and research and facilitates a range of network initiatives. The annual budget of the organization is about USD 5M, and it has currently 37 staff positions.

#### **CONTEXT OF THE CONSULTANCY**

In the past three years, ECPAT International has been going through a process change, which include new governance structures, a new theory of change and new monitoring and learning framework, new types of initiatives and mandates, new positions and staff in the organisation and an emphasis on bottom-up approach, civil society empowerment and innovation. As 2025 will lead to the development of a new four-year strategic framework in a period of change in our fundraising and engagement perspectives, ECPAT needs to ensure its organisation is aligned with its strategic objectives to help best achieve its mission.

As the fight against sexual exploitation is a moving target that requires agility and creativity, the organisation needs external support to design how best to organise its work for the present and future, and ensure the structure is best 'fit for purpose' to achieve its mission, adapt to external changes, invest in key strategic and thematic priorities, adapt to a new funding landscape, and is performant and effective with the resources it has.

#### **OBJECTIVE**

The objective of this consultancy is to work closely with the senior management team at ECPAT International, and with the engagement of the whole ECPAT International team to lead the following processes:

##### Strategic level

- Conducting meetings and interviews with staff and Senior Management Team (SMT), including individually, to understand the current structure, how it functions, and gather experiences and recommendations on organisational effectiveness. External parties with in-depth insights of ECPAT internal processes may also be consulted.
- Review of organizational documents including; strategy, annual reports, financial reports, staff committee minutes, SMT meeting minutes, and relevant documents to analyse the effectiveness of the current structure.
- Develop a report with an assessment of the current state of affairs and recommendations for organizational design and processes to be fit for purpose for the future. Elements that may be addressed:



- What organizational structure is recommended to be fit for purpose to meet our objectives
- How should we organise our organigramme and work to be efficient and coherent?
- Which functions do we need in the team and what should be the evolution in their roles and responsibilities compared to now?
- Recommendations for internal communication with specific focus on remote global context.
- What kind of leadership model would be best fit for the organisation?
- Required culture for supervision and management which both empowers and holds staff accountable
- How do we ensure an effective, realistic and meaningful participatory approach in decision-making?
- How can diversity, equality and inclusion be further integrated as in the organizational structure and processes.
- How can networking at the regional and interregional level be strengthened?
- How can promotion of staff wellbeing and satisfaction be improved; and retention be increased.
- What recommended actions, also working and reporting system, and tools should we adopt to facilitate programmes/ project management?

At the beginning of the assignment, Consultant will present a work plan/ methodology and a framework for the report, for adoption.

#### Organisational level

- Prepare, support and equip people to adopt and adapt to the changes needed to reach our strategic goals. This implies:
  - Proposing and aligning our processes, systems and communication to deliver effectively – work planning, project management, etc.
  - Reviewing organisational structure and roles in collaboration with HR to ensure all functions needed for the organisation are in place.
  - Support leadership in ensuring that the changes and projects within the respective teams are being delivered, completed on time, within resources and budget expectations.

#### **Expected Deliverables**

- Report of initial findings, for feedback and consultation (SMT, staff, Board)
- Final report with findings and recommendations

#### **CONSULTANT PROFILE**

The consultant or need to have:

- Demonstrated experience in participatory approaches in organisational change processes
- Theoretical knowledge and practical experiences in putting in practice principles of diversity, equality and inclusion
- Demonstrated experience in organisational development, management, human resources, administration
- Experience in communications, facilitation and consultative processes
- Experience in project management, networking and coordination
- Good knowledge of the nature of NGO and social enterprise work
- Capacities to deliver training, online and face-to-face
- High ethical standards



#### **ADDITIONAL INFORMATION**

- This is a home-based position using its own equipment. The consultants should be available for online calls including with different time zones in particular with Thailand where ECPAT International Secretariat is based.
- The Consultant is expected to act at all times in a manner consistent with the values of ECPAT International and in compliance with the organisation's policies and procedures including Safeguarding Policies.

#### **OUR COMMITMENTS**

As ECPAT's International Secretariat we recognise that our strength lies in the diversity of the people who make up our global network, staff, volunteers and consultants. We are committed to being an inclusive workplace where people of all backgrounds and cultures can thrive and be themselves. This means we will challenge ourselves to do better and to continue learning, to create and maintain a working environment steeped in respect, tolerance, safety, and where all parties are valued equally.

#### **HOW TO APPLY:**

Please send your CV detailing relevant experiences in English with a financial proposal with clear daily fee in USD for an estimated approximate 40 days of work over 8 months to [vacancy@ecpat.org](mailto:vacancy@ecpat.org) mentioning **Your name and "structure review"** in the subject header.

Due to the high volume of applications we receive, we are not able to respond to every application. If you have not heard back from us within 3 weeks from the deadline, it means that your application has not been successful.

**Deadline: 15<sup>th</sup> August 2024**