CALL FOR EXPRESSIONS OF INTEREST

Recruitment of a firm for Orientation and Training for CORAF Governing Board members

Opening of the call: 27 / 07 / 2018
Closure of the call: 17 / 08 / 2018

AMI No. 17-2018

1. The West and Central African Council for Agricultural Research and Development (CORAF) intends to recruit a firm for orientation and training for CORAF Governing Board members.

2. The main goal of this mission is to strengthen CORAF’s capacity in performing its strategic objective and achieve its mission and vision as defined in the Strategic Plan 2018-2022. At the end of the training, the new Governing Board will be functional and dynamic in delivering its mandate.

3. The tasks to be performed and other information relating to the conduct of the mission are detailed in the attached Terms of Reference.

4. The Executive Director of CORAF invites the firms with the qualifications sought as indicated in the terms of reference to express their interest in this call.

5. Firms interested in this notice must provide information that they are qualified to perform the services (brochures, references for similar contracts, CVs, similar experience, experience under similar conditions, methodology etc.).

6. The design office must have experience in carrying out similar services. It must have at least the key personal with good experience in the field of assignment. A curriculum vitae or resume will be provided for each expert (not exceeding 4 pages).

7. The Consultants will be selected on the basis of the selection process related the qualifications of consultants in accordance with the procedures defined in the Guidelines: “Selection and Employment of Consultants in IBRD loans, AID credits and subsidies by the Loan, version 201, revised on july 2014;
8. Interested consultants may obtain additional information from CORAF Executive Secretariat by sending correspondence to: procurement@coraf.org from 8am to 12pm and from 15h to 17h GMT.

9. Expressions of interest must be submitted by e-mail to: procurement@coraf.org or addressed to the Executive Director of CORAF, 7 Avenue Bourguiba, BP 48, BP 48, CP 18523 Dakar, Senegal, on 17/08/2018 at 11:00 GMT at the latest.

Dr Abdou TENKOUANO
Executive director
CORAF / WECARD
Recruitment of a firm for Orientation and Training for CORAF Governing Board members

Background

CORAF, the West and Central Africa Council for Agricultural Research and Development is an association of National Agricultural Research Systems (NARS) of the following West and Central Africa (WCA) countries: Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Chad, Congo, Cote d’Ivoire, Democratic Republic of Congo, Gabon, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Sao Tomé & Principe, Senegal, Sierra Leone and Togo.

The region covers 12.3 million km² and hosts 433.2 million inhabitants, 74% of which are engaged in agriculture. The region is a net importer of food and poverty rate is high, but the average economic growth rate is equally high, 7%, and the region has a high potential of quickly reversing the negative trends if it would deploy research-proven solutions for closing the agricultural yield gap of 75%. CORAF builds and nurtures partnerships that create solutions and scale them up to reverse the trends and positively transform agriculture and livelihoods in the region.

Based on the conclusions and recommendations of the institutional audit commissioned by the Governing Board in 2016, twelve strategic recommendations have been validated by CORAF under three areas (i) Strategic Planning and Orientation/Governance, (ii) Financial Sustainability and (iii) Organizational Structure and Efficiency. To meet these conclusions and recommendations, CORAF has developed, among others, a new Strategic Plan (2018-2027) and its first Operational Plan (2018-2022) and a Resource Mobilization Strategy. The new orientations are more in line with current development context in the region and will allow the institution to be more forward looking to address new priorities, emerging opportunities and challenges.

Rationale

CORAF Board of Directors consists of three representatives (including the President and Vice-President) of the National Agricultural Research Systems and / or the National Agricultural Research Institutes elected by the General Assembly, together with representatives from: (i) the main Regional Economic Communities such as ECCAS and ECOWAS; (ii) the scientific partners of agricultural research institutes recognized by CORAF and who adhere to these Statutes; (iii) Development Partners; (iv) the Non-Governmental Organizations who are members of the Association; (v) Private Sector networks who are member of the Association and; (vi) the Professional Agricultural Organizations, for example farmer organizations, who are members of the Association. To these representatives are added three (3) Experts in Finance, Human Resources and Legal Affairs and the Executive Director of CORAF. At least four (4) of the fourteen (14) members must be women.

The Governing Board has broad powers to act on behalf of the General Assembly within the framework of the Statutes of the Association. Its main functions are: (i) appointment of the Executive Director, (ii) policy and strategies formulation and implementation oversight, (iii) approval of revised strategic and implementation plans, annual work plans and budgets, (iv) approval of annual financial and audit statements and; (v) risk management oversight. Due to
the current critical financial challenges of CORAF, its mandate emphases more on partnership and resource mobilization to support the Executive Secretariat. To contribute efficiency to the implementation of the resources mobilization and partnership management strategy, a specific Committee will be put in place within the Board.

Governing Board plays a key role in ensuring that organization has the correct positioning, the right strategy and the right management processes within a complex and constantly evolving transactional and institutional context. Yet its tasks are not always straight forward. Risk management, getting a grasp on competitive intelligence and defining an organization’s strategy are some of the top challenges facing board directors.

CORAF Board members are mostly representative of different constituencies. Typically, boards constituted by representatives face a risk that some members play more of a stakeholder role and less of a shareholder role. For such board members, defining the right balance of loyalty due to the organization of which they are board members versus the constituency they represent vs the organization they come from. This may create conflicts of interest for such board members and pose serious challenges to the discharge of their role, notably delineating between a role that is strategic (orientation and foresight) versus one that is operational (management). Even less understood is a role of ambassador at large for advocacy and fund raising.

During its 12th General Assembly held in Dakar in May 2018, CORAF renewed 11 of the 14 members of its Board of Directors. This poses a challenge for continuity but also opens opportunities for reviewing board practices for increased effectiveness.

**Objectives of the mission**

**General objective**: Strengthen CORAF’s capacity in performing its strategic objective and achieve its mission and vision as defined in the Strategic Plan 2018-2022.

**Specific objective**: At the end of the training, the new Governing Board will be functional and dynamic in delivering its mandate.

**Expected results**

- Board members' understanding of CORAF’s new strategic orientations improved, through the appropriation of the Strategic (2018-2027) and Operational (2018-2022) Plans;
- Board members are familiar with the concept and tools of good governance applicable to an institution coordinating agricultural research for development;
- Board members provided with good understanding of their role and responsibility and committed to discharge thereof.

**Mandate of the Consultant**

The main tasks assigned to the consultant are as follows:

i. Document the performance problem, since the training is in a process of improving performance. What is targeted? What is he currently? Is there a significant gap? What are the causes? who is targeted? Is there a link with the objectives of the organization? Does the training part of the solution?

ii. Conduct a training needs analysis for Board members: What skills are required? What are the gaps? What are the training needs? Under what conditions will the transfer of learning to work?

iii. Develop a training plan that aims at increasing the performance of the Governing Board with focus on its main functions mentioned above;
iv. Organize and facilitate a three-days comprehensive board orientation and training for the new Governing Board;

v. Facilitate the development by the Governing Board of its three-years Action Plan and;

vi. Elaborate the training report both in French and English.

How the Mission will be conducted

To perform its mandate, the Consultant will use a participative and inclusive approach including documentary review, online survey/consultation with key stakeholders and self-assessment of board members, participatory approaches of training, etc.

The consultant will develop and submit to CORAF Executive Secretariat the training plan including the methodology and training materials at least two weeks before the commencement of the training workshop. These documents shall be produced in the two working languages of CORAF.

Simultaneous translation English-French will be ensured during the workshop to allow all the Board members to fully participate.

Reporting obligations

During his assignment, the Consultant will produce the following:

1. A training plan including training needs, training content, methodology, training materials and planning;
2. A three-years Action Plan of the Governing Board and;
3. A training workshop report.

Duration of the mission

The estimated duration of services is 2 weeks.

The training workshop will hold in Dakar, Senegal.

Modalities of selection

The Consultants will be selected on the basis of the selection process related the qualifications of consultants in accordance with the procedures defined in the Guidelines: "Selection and Employment of Consultants in IBRD loans, AID credits and subsidies by the Loan, version 2011, revised on July 2014.

Selection shall be based on the following criteria:

- Experience of the consulting firm in the same field,
- Professional reputation of the firm,
- Experience in comparable Assignments,
- Knowledge of the CORAF environment,
- Understanding of the terms of reference,
- Proposed methodology and planning;
- Qualification of experts and experience in the field of the assignment,
- Language proficiency.