

CALL FOR EXPRESSION OF INTEREST

**Partnership for Agricultural Research, Education and Development
(PAIRED) in West and Central Africa**

**Recruitment of an individual consultant to
Conduct a Review and Alignment of CORAF's Governance Tools**

Opening Date: August 12, 2020

Closing Date: August 21, 2020

CEINo. 08-2020 - RELAUNCH

CORAF is an international non-profit association of national agricultural research systems (NARS) of 23 countries, covering over forty percent of Africa's population, thus making it the largest sub-regional research organization on the African continent. It was created in 1987 and assigned the responsibility to coordinate and facilitate ground-breaking and cutting-edge research outputs needed to unlock the agricultural potential of West and Central Africa. The vision and mission of CORAF are to achieve sustainable reduction of poverty and food insecurity through improved competitiveness, productivity, and agricultural markets in West and Central Africa.

In 2016, CORAF underwent an institutional audit which examined key aspects of its operations including but not limited to redefining the organizational structure of the Executive Secretariat, an assessment of its Human Resources Management System, an analysis of the functionality of its Governance and Management bodies, a fiduciary analysis, a technical diagnosis of its program components and a review of the ICT system. Enhancing CORAF's governance was one of the key areas that needed improvement following the recommendations of the audit.

Governed by the Governing Board in the capacity an oversight and advisory body, the regular operation of the Secretariat is led by the Executive Director under whose administration and supervision, directives are carried out by the dedicated staff. CORAF's Executive Secretariat daily operations are guided by its existing policy documents and governance tools such as the Statutes, Governance Manual and Bylaws. The review and update of governance tools and organizational policy documents at some intervals are an integral part of the organization's quality system management. It provides individuals with guidance for continuous maintenance of transparency, accountability, quality, and integrity of the services that the organization delivers.

Furthermore, an accurate and appropriate policy align with CORAF's mandate promotes and ensures a quality of the organization's governance through consistent implementation of a process or a procedure within the organization. The review and amendment of the existing governance tools will further guide the systemic operation of CORAF's day to day functions. Such guiding documents will help to clarify the line between the Board's responsibilities viz-a-viz the managements' operational responsibilities and enhance governance across the organization. It is against this backdrop that CORAF is inviting qualified individual consultants to review and update the governance tools of CORAF.

Consultants interested in this call must provide information indicating that they are qualified to perform such services (Detail CVs, references concerning the performance of similar contracts, experience under similar conditions, etc.).

Qualified consultants will be selected according to the rules contained in the CORAF Administrative, Financial and Accounting Procedures Manual.

Interested consultants can obtain additional information from the CORAF Executive Secretariat by sending correspondence by e-mail to n.amoah@coraf.org.

Proposals must be submitted by e-mail to the following address: procurement@coraf.org no later than **August 21, 2020 at 4.30 p.m. GMT** at the latest.

Dr Abdou TENKOUANO
Executive Director

TERMS OF REFERENCE: Review and Alignment of CORAF's Governance Tools

1. CONTEXT

At the request of its Governing Board, CORAF underwent an institutional audit in 2016 which examined key aspects of its operations including but not limited to redefining the organizational structure of the Executive Secretariat, an assessment of its Human Resources Management System, an analysis of the functionality of its Governance and Management bodies, a fiduciary analysis, a technical diagnosis of its program components and a review of the ICT system.

Enhancing CORAF's governance was one of the key areas that needed improvement following the recommendations of the audit. CORAF's board in 2016, needed additional support to improve its functionality and efficacy to better influence the strategic direction of CORAF. It was also recommended that the Governing Board incorporate more individuals with skills, expertise and competencies in financial management and sustainability, judicial/legal expertise, human resources management, and change management to address some of the organizational challenges that were highlighted by the audit. In 2019, CORAF organized a Board Training with the objective to increase the Board's effectiveness and developed a tailored capacity building plan for improvement. The CORAF Board action plan is a simple, collaborative and inclusive action plan that lays out steps to be taken, the order in which this should take place and linked to key dates and the resources that are required to deliver on these objectives.

Governed by the Governing Board taking a role of an oversight and advisory body, the regular operation of the Secretariat is led by the Executive Director under whose administration and supervision, directives are carried out by the dedicated staff. CORAF's Executive Secretariat daily operations are guided by its existing policy documents and governance tools such as the Statutes, Governance Manual and Bylaws.

The review and amendment of the governance tools and organizational policy documents at some intervals are an integral part of the organization's quality system management. It provides individuals with guidance for continuous maintenance of transparency, accountability, quality, and integrity of the services that the organization delivers.

Furthermore, an accurate and appropriate policy align with CORAF's mandate promotes and ensures a quality of the organization's governance through consistent implementation of a process or a procedure within the organization. The review and amendment of the existing governance tools will further guide the systemic operation of CORAF's day to day functions. Such guiding documents will help to clarify the line between the Board's responsibilities viz-a-viz the managements' operational responsibilities and enhance governance across the organization.

It is against this backdrop that the Governing Board of CORAF approved to review the governance tools of CORAF.

2. PURPOSE

The reviewed and updated version CORAF's governance tools are required for the systemic, smooth, transparent, and accountable functions of the organization. It helps to facilitate for good governance, quality implementation, reporting and monitoring and evaluation and can lead to building trust, confidence and strengthened partnership among donors and partners.

The objective of this exercise is to revise, update and finalize the following CORAF tools in accordance to and guided by CORAF's core mandate, mission, vision and objectives:

- **Tools – Governance and Oversight**
 - a) Statutes
 - b) Governance Manual
 - c) Bylaws
- **Tools – Board Structure and Processes**
 - a) Board Member Job Description
 - b) Finance and Audit Committee Terms of Reference
 - c) Nominating and Governance Committee Terms of Reference
 - d) Board Members – Sample Competency Matrix
 - e) Board Self-Assessment Tool
 - f) Board Members & Committees – Self-Assessment Tool
 - g) Conflict of Interest – Policy and Procedure
 - h) Board Code of Conduct
 - i) Board Action Calendar
 - j) Delegation of Authority Policy
 - k) Board Work Plan
- **Tools – Executive Leadership**
 - a) Executive Director Job Description
 - b) Executive Director Performance Management
- **Tools – Resources**
 - a) Risk Management Matrix
 - b) Business Continuity Plan

3. METHODOLOGY/KEY ACTIVITIES

The exercise will be conducted during the period of August-September 2020. It is expected that the incumbent team will cover the following elements at a minimum but is not limited to:

- Conduct desk review on existing CORAF governance tools
- Conduct a review of similar organization's governance tools and compare it with the existing CORAF tools.
- Present the findings and the revised governance tools to CORAF's Governing Board and Executive Secretariat management team for input and comments
- Finalize the revised tools and present the final draft tools and guiding documents for further inputs and comments.
- Compile and finalize the tools and submit the final CORAF governance tools on the agreed date and time.

4. DELIVERABLES

- Submit the final set of Governance tools for CORAF on agreed time and date.
- The consultant should demonstrate that all the activities bulleted in the ToR under the heading method/key activities were all fulfilled as a process for review of CORAF's governance tools.

5. DURATION

The duration of the assignment is one month from the date of signing the contractual agreement. This includes all the field visits conducted by the consultant for his/her research into reviewing all the

governance tools and policy documents, consultation with relevant and key stakeholders, and final compilation and completion of the document.

The proposed period is from August 10, to September 10, 2020.

6. ASSIGNMENT COORDINATION

The Operations Manager will primarily support the consultant with respect to providing background information and progress reports and other documentation.

A reference group at CORAF and within the Governing Board will be established to assist in key aspects of the assignment.

This exercise will be conducted by a consultant in public law expert or individual specialist with extensive knowledge of the functioning of the NGOs working within the agricultural sector.

7. REQUIRED EXPERTISE AND QUALIFICATIONS

- A. **Education:** Advanced/post graduate degree in Law, Public Policy, Business, Management/Administration or a related field.
- B. **Work Experience:** A qualified solicitor/legal expert with significant experience and expertise at a senior level (typically ten+ years) is essential. Possess significant experience in a complex and varied organization. Possess capacity to assess complex legal documents, matters and exercise sound judgement. Previous experience reviewing and update governance tools is preferred.
- C. **Knowledge:** Extensive knowledge of the functioning of the NGOs working within the agricultural sector.
- D. **Language Proficiency:** English and/or French
- E. **Skills and Abilities:** Excellent stakeholder management skills are required, as is the ability to negotiate, persuade, and influence, based on trust. Strong attention to detail, with an excellent level of accuracy. Strong verbal and written communication skills, with an ability to write clearly and concisely.
- F. **Competencies:** Possess broad governance experience, covering corporate and information governance. The appropriate level of discretion and trust as required, to work with sensitive and confidential information.

8. HOW TO APPLY

Consultants interested in this call must provide information indicating that they are qualified to perform such services (Detail CVs, references concerning the performance of similar contracts, experience under similar conditions, etc.).

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