



REQUEST FOR EXPRESSION OF INTEREST (REOI)
(CONSULTANCY SERVICES – INDIVIDUAL CONSULTANTS)

GRANT NO: TF – 093070 - REFERENCE NO: ASA/CONS/17-18/00002

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) has received financing from the World Bank acting as an administrator of grant funds provided under the Multi Donor Trust Fund toward the cost of ASARECA, and intends to apply part of the proceeds for two (two) individual consulting services.

The two individual consulting services (“the Services”) are:

1. ASARECA Governance Review and;
2. ASARECA Functional and Institutional Review

The details of the individual consulting services are contained in the Terms of Reference accompanying this REOI.

ASARECA now invites eligible individual consultants to express their interest in providing either of the services. Interested consultants must provide information indicating that they are qualified to perform the service (academic qualification, description of similar assignments and experience in similar conditions).

A Consultant will be selected in accordance with the procedures set out in the World Bank’s Guidelines for Selection and Employment of Consultants by World Bank Borrowers (Current Edition).

Further information may be obtained at the address below during office hours 9.00 am-12.00pm and 2.30pm to 3.00 pm (East African Time)

Expressions of interest and detailed CV must be sent to the address below by **05.00pm, 6th September 2017 - Marked “Expression of interest for ASARECA Governance Review or Functional and Institutional Review”**.

The Interim Executive Secretary

ASARECA

Attn: Procurement Consultant, Reception office, Plot 5 Mpigi road.

E-mail: procurement@asareca.org



Consultancy services for Strengthening Governance in ASARECA

Introduction

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a non-political and non-profit making organization of the National Agricultural Research Institutes (NARIs) of eleven (11) countries: Burundi, Democratic Republic of Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, South Sudan, Sudan, Tanzania and Uganda. Over the years, ASARECA has invested considerably in stimulating the transformation of the agricultural sector to improve livelihoods of communities in the crop, livestock, fish and forest products and service value chains in the Eastern and Central Africa (ECA) Sub-region. In pursuance of its **Mission**, *of enhancing regional collective action in agricultural research for development, extension, training and education*, ASARECA aims at promoting the utilization of science, technology and knowledge innovations to end poverty (SDG 1), eradicate hunger (SDG2), stimulate and sustain inclusive economic growth (SDG8), and protect the planet (SDGs 13, 14 and 15) through resource use efficiency in Eastern and Central Africa sub-region. ASARECA contributes to the above Sustainable Development Goals. ASARECA's mission is aligned to the refreshed Comprehensive Africa Agriculture Development Programme (CAADP), and specifically to the June 2014 commitment by African Union Heads of State of Government (AU-HoSG) to end hunger in Africa by 2025 through the following interventions, among several others: (a) doubling agricultural productivity by 2025, (b) increasing the supply and uptake of appropriate knowledge, information and skills to users; and (c) halving post-harvest losses. Operationally, ASARECA's programme is aligned to the Science Agenda for Agriculture in Africa—the Africa-owned instrument for increasing the application of technology and innovation to achieve the AU-HoSG commitments outlined above.

To perform its mission successfully, ASARECA requires an effective, efficient, accountable, demand-responsive and inclusive governance arrangements and management structure.

Since inception in 1994, ASARECA has evolved to respond to emerging challenges and opportunities using successive Strategies and Results Frameworks (A-SRF) in line with paradigm shifts in the AR4D landscape. The latest A-SRF (2019-2028) has identified the need, among others, to strengthen the structures and practice of governance and management for improved effectiveness, efficiency, transparency, accountability and ethical conduct as the core values that should be the institutional culture of the organization. This will enable the organization to deliver on commitments on agricultural research for development.

The desired changes in ASARECA's governance and management are those that will bring about:

1. A governance structure that includes Patron Ministers in member countries, business committees and regional economic communities to strengthen the relevance and demand orientation of ASARECA's work and to strengthen ownership of ASARECA by member countries and regional economic communities.;

2. A General Assembly that is more efficient, effective, addresses higher level strategic issues, is largely self-financing and therefore self-sustaining;
3. A Board of Directors that is cost-effective, transparent, accountable to stakeholders and avoids the perception of an inherent conflict of interest; and
4. A lean, affordable Secretariat with the optimum strength and skills required to respond to the revised mandate as stipulated in the A-SRF (2019-2028).
5. Governance and management practices that are in line with internationally accepted good practices

With the support of the World Bank, which has been entrusted with the management of ASARECA's the Multi-Donor Trust Fund (MDTF), ASARECA developed a Roadmap as part of its A-SRF (2019-2028). The Roadmap responds to the above governance and management issues and articulates the first operational plan (OP1) for the implementation of this A-SRF.

Overall objective of the consultancy

The overall objective is to recommend alternative viable governance systems that are efficient, effective, economical, transparent and accountable, aimed at establishing clear ownership of ASARECA by regional bodies (COMESA, EAC, IGAD), as well as improve its credibility and visibility in the agricultural transformation process in the ECA sub-region.

Scope of Work

This assignment will involve a comprehensive review of ASARECA's governance arrangements and a functional and organizational analysis. It is expected to be undertaken by a team of two consultants (a governance expert and an institutional development expert) who will execute discrete tasks associated with their areas of expertise. Based on the above outline, the Governance expert will primarily focus on the governance component while the organizational development expert will undertake a functional and organizational analysis. The consultants will work with the ASARECA Secretariat to understand the financing options available to ensure that the recommendations of this assignment are affordable. The consultants will also review each other's deliverables to ensure consistency and mutual re-enforceability of the proposed structure. The scope of work for the assignment will cover the following:

Governance Review

1. Undertake a review of key documents (A-SRF, constitution, governance manual, legal status, formation documents, as well as legal documents of the RECs, etc.), to assess the legal status and current governance structure of ASARECA in terms of its effectiveness and efficiency. The review and recommendations should consider ASARECA's financial status and the prospect of future resource inflows.
 - a. Propose a modality for the effective oversight by the RECs in the governance of ASARECA; and propose an organic linkage between ASARECA and the RECs (comparable to what CORAF is to ECOWAS, or CCARDESA to SADC);

- b. Review the composition ASARECA's governance bodies (General Assembly, Board of Directors, others), the procedures for registration of members and appointment of Board of Directors and their terms of reference (powers) and tenure. Make recommendations that will be informed by a stakeholder inclusive redesign (through electronic survey) of ASARECA's governance structure;
 - c. Review procedures for preparation of Board meetings and the General Assembly, the practices in the conduct of Board meetings (including committee meetings) and the management of General Assembly and Board records / documents; tracking implementation of decisions. Make recommendations for improvement;
 - d. Review the Board's preparedness in terms of competencies and procedures for managing fiduciary risks; and
 - e. Revised ASARECA's constitution and governance manual for Board approval.
2. Spearhead a stakeholder inclusive redesign (through the design of an electronic survey tool) of the size and composition of an ASARECA Governance structure that is accountable, efficient and cost-effective;
 3. Prepare a white paper for presentation to ASARECA's Board and development partners and steer the consensus building process;
 4. Propose a process/roadmap for timely and cost-effective implementation of recommendations;
 5. Propose mechanisms for assessing the performance of ASARECA's new governance structure; and
 6. Work closely with the consultant reviewing the institutional aspects of the organization so that the recommendations emerging are consistent, and lead towards achievement of the objective of the consultancy.

Functional and Institutional Review

- (a) Undertake a review of key documents (A-SRF, operational manual including human resources policy manual, as well as that of the RECs and other sub-regional research organizations, etc.), to assess functions of ASARECA as stipulated in the A-SRF 2019-2028 and propose a re-design of the organizational structure needed to effectively perform these functions considering ASARECA's current and projected financial position.
- (b) Revise or develop job descriptions for positions in the revised structure;
- (c) Examine the existing salary and benefits package for regional and local staff. Undertake a salary/benefits review of similar organizations and propose a competitive, affordable revised salary range and benefits package commensurate with

resources that will be available following the closure of the ASARECA Multi-Donor Trust Fund (December 31, 2018);

- (d) Design a change management / transition plan from the current structure to the new one, to be implemented from January 1, 2018. It will include an analysis of the envisaged risks, and responses to mitigate them.
- (e) Provide professional advice on the change management process;
- (f) Work closely with the consultant reviewing the governance aspects of the organization so that the recommendations emerging are consistent, and lead towards achievement of the objective of the consultancy.

General Methodology

The Consultants will propose a detailed methodology for this assignment that employs a participatory approach and ensures appropriate ownership. More specifically, the methodology should involve consultations with the Board of Directors, ASARECA stakeholders, as well as the Secretariat's management and staff, and where appropriate, discussion with relevant officers of RECs, SROs, FARA, Development Partners and other partner-organizations.

Furthermore, it should entail the following:

Governance

- Review ASARECA's constitution and all legal documents pertaining to its establishment and the current governance structure;
- Preparations of relevant instruments for data collection from stakeholders; and
- An inception meeting with the Secretariat and the World Bank to present the detailed methodology including a roadmap for the deliverables.

Functional and Institutional

- Review of the A-SRF (2019-2028) and operational manual to establish ASARECA's functions and a review the constitutions, governance structures and strategic plans of the regional organizations and their affiliated bodies that appear to be doing tasks closely related to what ASARECA is doing, with the aim of determining whether duplication of mandates and roles exist, as well as explore potential for synergy and complementarities;
- Review to be structured and consistent with contemporary change management approaches; and
- Review previous institutional analyses, the existing organizational structure, administrative processes, procedures and systems (both horizontal and vertical administrative levels), and the future direction of the Secretariat.

Facilities Provided by the Secretariat

The ASARECA Secretariat will provide the following inputs to support the consultant in carrying out tasks:

- Relevant reference materials such as: ASARECA Headquarters Agreement, Old Constitution, Governance Manual, Operational Manual, Strategy, Internal Commissioned Review Report, Transition Roadmap Operational Plan II
- Space and facilities to work

Deliverables

The key deliverables are as follows:

An inception report for the assignment outlining the detailed methodology and timetable for delivery of outputs by person responsible, within the first week of contract signing is expected from both consultants. Moreover, the following is expected from each of the consultants;

Governance

(a) A White Paper that includes the following aspects:

- i. A proposed mechanism strengthening ownership of ASARECA by RECs and member countries, by for example increasing their engagement in the SRO's governance;
- ii. A proposed governance structure that stipulates the right size, composition and legal provisions to assure cost-effective, transparent and accountable oversight of the organization including cost-benefit analysis;
- iii. Key revisions to be made in the ASARECA constitution and governance manual to accommodate recommendations in (i) and (ii) above;
- iv. Legal and/or operational implications necessitating amendments to other ASARECA legal or operational documents that will be affected by changes in the governance structure and instruments;
- v. Guidelines and tools for improving General Assembly and Board practices i.e. preparation for and conduct of meetings; management of records and follow up of Board decisions;
- vi. Guidelines and tools for assessing the performance of ASARECA's governance structure in line with the core values and mandate of the organization;
- vii. Guidelines and tools for institutionalizing ethics and core values in ASARECA's governance, in particular, and in the organisation as a whole; and
- viii. Well-articulated process (process) that ASARECA shall follow with realistic timetables and instruments for implementation;

Functional and Institutional

- (b) A report on the functional institutional analysis of ASARECA, a redesigned organogram and job descriptions for all key positions;
- (c) Salary and benefits review with proposed salary scale for each grade level and job category.
- (d) A change management plan and its implementation action plan. The plan shall contain an analysis of the risks and responses for their mitigation; and
- (e) A final restructuring report consolidating all the above reports..

Although the deliverables for each of the consultants are indicated separately, it is expected that the two consultants will prepare an integrated report that will help the Secretariat and the Board to make a decision on key aspects of the findings and recommendations of the consultancy.

Duration of Assignment

It is anticipated that this consultancy will be undertaken with an input of 30 person days per consultant between August and early November, 2017.

Qualifications Required for the Assignment

Governance

- The consultant should possess a Masters degree and professional training in corporate law and or corporate governance and be familiar with corporate affairs of non-profit organizations as well as political decision making process in Africa;
- He/she should possess at least 10 years of experience in advising on corporate governance issues and/or serving in a senior management or governance position preferably for an international research organization or non-governmental organization;
- The successful candidate must have completed a minimum of three similar exercises in the past five years related to the research and agricultural development sector;
- A good knowledge of the organisation and operation of a regional body responsible for coordinating research and development, and operating through the subsidiarity principle;
- Proficiency in written and spoken English. Working knowledge of French will be an advantage.

Functional and Institutional

- A master's degree or Phd in Organizational development, public administration, management institutional development, operational research, social sciences or related disciplines.
- Demonstrated experience in performing an institutional assessment and reform required during reorganization/restructuring processes
- Previous experience / participation in carrying out functional / needs analysis, policy/strategy development
- Familiarity with African agricultural research and development issues.
- Knowledge of the peculiarities of the ASARECA forum would be an advantage.

- At least 10 years of demonstrated experience in development oriented institutions
- Experience in working with international organizations with strong analytical and writing skills and communication skills.
- Proficiency in written and spoken English. Working knowledge of French will be an advantage.

Reporting

The consultants will report to the Executive Committee of the Board, but work closely with the Interim Executive Secretary as well as a team constituted to internally coordinate the transition process

Each consultant shall report to the Board through the **Interim Executive Secretary** and submit the following reports:

- (a) An inception report outlining the detailed methodology and roadmap for the assignment
- (b) Draft reports on findings and recommendations on their terms of reference
- (c) Final Report for review and approval of ASARECA Board