Request for Expression of Interest - ACBF/REOI/017/23/CC/BMGF

Provision of Individual Consultancy Services to draft the Board Charter for Center for Studies and Research in Economic Analyses and Policies (CERAPE)

Executive Governing Board

1.0 Background
The African Capacity Building Foundation (ACBF) is implementing the "Strengthening African Leadership for Climate Change Adaptation" (SALCA) program, which aims to improve the performance of organizations working in the field of climate change adaptation for a sustainable climate change adaptation ecosystem on the African continent. The overall expected outcome of the program is to have a strong group of African-based and African-led organizations capable of shaping Africa’s response to climate change through effective policy dialogue, advocacy and the use of a common voice to raise awareness and influence policy.

More specifically, the SALCA program will strengthen the capacity of selected organizations to play a leading role in climate adaptation by improving their efficiency, effectiveness, relevance and sustainability, while enhancing their ability to develop an organizational culture of excellence, with the overall aim of improving the continent’s ability to undertake the actions needed to prepare for and adapt to the current and future impacts of climate change. The program emphasizes a data- and evidence-based approach in its implementation, as well as gender sensitivity and social inclusion in the climate adaptation strategies of selected organizations. As part of its implementation strategy, the SALCA program supports target organizations including the Center for Studies and Research in Economic Analyses and Policies (CERAPE), in implementing the customized institution capacity improvement plans (CICIPs). These plans aim to address priority capacity challenges faced by target organizations working with marginalized African communities to develop sustainable and resilient climate adaptation strategies.

The Center for Studies and Research in Economic Analyses and Policies (CERAPE) is a research Centre established in November 2002 and registered in the Republic of Congo, as a Non-Governmental Organization. Its mission is to conduct research on economic and social issues, including agriculture, to inform policy and practice. CERAPE has a regional presence,
with country research units in Cameroon, the Central African Republic (CAR), and the Democratic Republic of Congo (DRC).

As part of this 4-year program, ACBF is supporting CERAPE to strengthen its capacity as a research institution contributing meaningfully to climate adaptation agenda in Africa. The specific objectives of the intervention are:

i) To enhance the organization systems and processes for effective delivery of its mandate.

ii) To strengthen human capacity; and

iii) To enhance capacity for sustainable operations.

As a first step to support CERAPE, ACBF conducted a Capacity Needs Assessment (CNA) of the institution between September and November 2022 to understand its strengths and needs. The CNA of CERAPE focused on the following ten key institutional capacity areas: Governance and Leadership, Strategic Planning and Innovation, Human Resource management, financial management, Program Planning and Implementation, Results management and Quality Assurance, Communication, Knowledge Management, Resource Mobilization and Partnership and Infrastructure. The CNA among other findings revealed weaknesses in the CERAPE’s governance structure. It was therefore recommended that a Governing Board to be set up and a charter be drawn up to govern the functioning of the Board.

It is in this regard that the CERAPE Regional Coordination, in synergy with the ACBF seeks to commission an individual level consultancy to develop the board charter.

2.0 Objectives

The objective of the Consultancy are to:

2.1 Identify and interview key stakeholders who should be consulted or involved in the development of the Executive Governing Committee/ Board Terms of Reference. This may include department heads, and other relevant individuals or groups within the organization.

2.2 Develop a customized organogram of the Executive Governing Committee/ Board and recommend a criteria for appointing its members.

2.3 Propose regulatory provisions to guarantee not only the effectiveness and functionality of the Executive Governing Board, but also the viability of CERAPE as a sub-regional research organization.

2.4 Present a final document (Charter) that outlines the structure, functions, roles, and responsibilities of the Executive Governing Board.

2.5 Prepare and deliver training to the Executive Governing Board on the Charter and its implementation.
3.0 Scope of Work
The consultancy services will be provided to CERAPE located in Congo Brazzaville. The consultancy aims to assess the strengths and weaknesses of CERAPE’s management and recommend appropriate solutions to enhance the delivery of the functions of the Executive Governing Board. The assignment will entail the following activities:

i. Conduct a general analysis to understand the mandate of the Executive Governing Board.
ii. Review relevant CERAPE’s management and programmatic documents to identify weaknesses and opportunities.
iii. Benchmark Governing Board charters against international standards, with the aim of proposing changes to CERAPE’s Charter.
iv. Consult relevant stakeholders in Congo Brazzaville, Cameroon, CAR and DRC, and document their input into the development of the Charter.
v. Organize a virtual workshop to present draft Governing Board Charter.
vi. Incorporate comments and suggestions made by CERAPE stakeholders and present a final Charter and report of the assignment.
vii. Organize a training in corporate governance for the members of the Executive Governance Board.

4.0 Methodology
In general, the assignment will be conducted using various methods such as but not limited to:

4.1 Desk review of relevant documents.
4.2 Interviews with staff and relevant stakeholders.
4.3 Focus group meetings and key informant interviews with identified stakeholders including CERAPE’s Governing Board Members
4.4 Any other methodology deemed appropriate by consultant for achieving the objectives of the consultancy.

5.0 Key Deliverables
At the end of the consultancy assignment the following deliverables are expected:

i. Inception report detailing the approach and methodology that the consultant will follow in developing the Charter and subsequent stipulated activities including but not limited to the work plan, and other technical and logistic requirements for review and feedback by ACBF.
ii. An Executive Board Charter developed based on a thorough diagnosis of CERAPE and highlighting following;
a. The constitution of the Executive Governing Board and the criteria for appointing members
b. Regulatory provisions to guarantee not only the effectiveness and functionality of the Executive Governing Board, but also the viability of CERAPE.
c. A succession plan for members of the Executive Governing Board is drawn up.
d. A ToR for the Executive Governing Board drafted and validated by relevant stakeholders.

iii. Final assignment report that captures the proposed recommendations obtained during the validation meeting.
iv. Training of the Board Member on the Charter developed.

6.0 Desired Qualifications, Experience and Competencies

- A minimum of a Master's degree in social sciences, management sciences or other related disciplines from a reputable university;
- A minimum of ten (10) years' experience in institutional strengthening in a similar field; experience on the Governing Board of a multinational structure would be an asset.
- Proven experience and expertise in organizational development, governance frameworks and policy development
- Demonstrated knowledge in institutional processes and procedures, including project planning, reporting, implementation, management, monitoring, evaluation, and learning – particularly in African context.
- Ability to deliver assignments with minimal supervision, open-minded, accepting of criticism and team spirit.
- Excellent writing and communication skills in French; knowledge of English is an asset.
- Strong interpersonal skills and the ability to communicate and work well with diverse people.
- An individual with unbiased expertise, independence, and a fresh perspective in developing a comprehensive and effective framework for the Governing Board

7.0 Duration of the Assignment and Remuneration

The provisional start of this assignment is 1st August 2023, with the expected end date being 30th September 2023, with a maximum of 15 calendar days.

8.0 Content, schedule and submission

The outputs must match quality standards. The text of the reports should be illustrated as appropriate. The document must be submitted by September 30, 2023.
The expected results and provisional timetable are presented in the table below.

Table 1. Delivery schedule

<table>
<thead>
<tr>
<th>No.</th>
<th>Milestones</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>1</td>
<td>Presentation of the work methodology</td>
<td>August 5, 2023</td>
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<tr>
<td>2</td>
<td>Submission of Draft report</td>
<td>August 10, 2023</td>
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<td>3</td>
<td>Comments and revisions</td>
<td>August 15, 2023</td>
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<tr>
<td>4</td>
<td>Presentation of the revised report and validation</td>
<td>August 30, 2023</td>
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<td>5</td>
<td>Training of Governing Board Members</td>
<td>September 10, 2023</td>
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<tr>
<td>6</td>
<td>Official handover of the document and training Report</td>
<td>September 20, 2023</td>
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9.0 Location and working arrangements.
The Consultant may work from his own office or that of the CERAPE regional coordination office in Congo Brazzaville. The Consultant will be given access to the relevant information required to carry out the tasks set out in this assignment. The Consultant will be required to provide his/her own workstation (laptop, Internet, telephone, scanner/printer, etc.) and have access to a reliable Internet connection.

CERAPE will review draft reports for quality assurance and provide feedback on the deliverables. Approval of the documents and reports by CERAPE as deliverables will be a prerequisite before any payment to be made to the consultant.

10.0 Language
All reports should be and written in French, single spacing font size 11, Times New Roman and submitted as both word and pdf versions.

11.0 Expression of Interest Submission
Kindly provide your submission, with your proposal as outlined in Point: v. Proposal Format, expressing your interest in undertaking the consultancy. Submission should be with subject clearly marked, “REOI Process No.: ACBF/REOI/017/23/CC/BMGF – Individual Consultancy Services,” to email address ProcurementUnit@acbf-pact.org on or before 17.00 hours (local Harare time), on 3 August 2023.