

Terms of Reference

Consultancy to carry out capacity and institutional analysis of FARA

Reference No: FARA/HRA/ CAADP-XP4 1.1.2/1.1.3

A. Background

The supra national agricultural research and development organizations that spearheaded the operationalization of the CAADP Pillar IV agenda i.e. AFAAS, ASARECA, CCARDESA, CORAF and FARA are implementing a joint project funded by the European Commission (EC) via the International Fund for Agricultural Development (IFAD). The project called CAADP Ex-Pillar 4 (CAADP-XP4) will link research and innovation with development initiatives to boost the transformation of agriculture and food systems to make them more resilient to climate change and better responsive to development demands. The overall objective of the CAADP-XP4 is to increase the contribution of Africa's regional and country level innovation systems towards the achievement of climate-relevant and sustainable transformation of the continent's agriculture and food systems.

As part of the CAADP-XP4 project, the implementing organizations (FARA, AFAAS, ASARECA, CCARDESA, CORAF) are each carrying out assessments to determine the gaps in their institutional capacities and thus develop a capacity development plan for the staff and the institution to improve organizational performance. The aims are to strengthen the institutional architecture and human resources for supra-national agricultural research and innovation in Africa; to strengthen the individual and collaborative capacities of the CAADP-XP4 organizations to deliver their mandates, and to enhance achievement of the CAADP-XP4 objectives.

The CAADP-XP4 institutions are active members of the Tropical Agriculture Platform (TAP) hosted by the Food and Agriculture Organization (FAO). As such they will be applying the TAP common framework for Capacity Development of Agricultural Innovation Systems (AIS) in a harmonized manner for the determination of the Capacity Gap Assessments and the development of their institutional Capacity Development Plan.

To achieve the objective of the activity on CAADP-XP4 institutional capacity development, FARA is seeking to engage the services of a consultant to carry out institutional and capacity gap analysis of FARA. **The assignment will contextualize FARA's institutional needs in the light of 'our new normal', precipitated by the COVID-19 pandemic.**

B. Objectives of the Assignment

The objectives of this assignment are:

- a. To support the FARA secretariat to assess the combined capacities of its institutional and human capacities to guide the design of an institutional and staff development plan.

- b. To assess FARA's performance against peer institutions, existing ways of working and productivity, available resources and reward, factoring in the wellbeing of FARA's staff.

C. Scope of work

The consultant will work with the FARA Secretariat to carry out the following functions:

Adapt the TAP Common Framework for Capacity Development for AIS, to design the instrument for assessing the institutional and human capacities of FARA, as one of the CAADP-XP4 organizations. These are expected to cover

- (i) **The Functional perspective:** mandate, technical know-how required, networking and collaboration, knowledge exchange
- (ii) **The Structural perspective:** institutional set-up and governance, finances, human resources, planning and M&E required to perform the functions effectively and efficiently;
- (iii) **The Enabling Environment:** Facilitation of learning organizations and linkages, Policy influence, Strategic partnerships and resource mobilization.

Specifically, the consultant will:

- Conduct a rigorous analysis of the secretariat's operations and the capacities required to deliver on its mandate including the implementation of the CAADP XP4 project and institutional strengthening priorities. This will involve, among others, interactive consultations with FARA's Board, Management Staff, stakeholders and development partners,
- Use the lessons and outcomes of the consultations and closed programmes and projects to develop principles and guidelines for a permanent process for keeping the Secretariat at optimum strength in terms of the skills and expertise of its staff and the ways and means by which they interact and support each other, and draw from the pool of expertise in the FARA-forum.
- Appraise/review the secretariat's modus operandi for implementing the Strategic Plan (2019-2028) while considering new and emerging working approaches and systems in the light of COVID-19 and scarce resources and risks as presented by the COVID-19 pandemic.
- Make recommendations and develop a guideline for putting together a human capacity development plan and a plan for addressing shortfalls in institutional capacities
- Review the Secretariat's internal and external employment environment including comparative factors in job satisfaction, job related facilities, remuneration and benefits. In particular the Consultant is to conduct a comparative study of existing and new working modalities of institutions with which the Secretariat competes for talented employees and funding and the level of productivity.
- Assess the current reward and welfare systems against expectations for attracting high-caliber talents and retaining its high breed of talents.
- Recommend tools for measuring continual performance linked to employee job description, the Secretariat's mandate and its strategic plan



D. Outputs or Deliverables

The following outputs are expected from the consultant's activities:

- An inception report outlining the methodology for conducting this assignment
- A tool for the interactive sessions for identifying capacity gaps and possible options for addressing those gaps
- Report on capacity gaps and proposals for capacity strengthening to address the gaps
- Recommendations on improved ways of working to improve productivity and cost-effectiveness
- Recommendation of tools for measuring performance against expected mandate and compensation
- Presentation to FARA management
- Final report and recommendations in four parts:
 - Analysis of capacity needs and gaps and recommendations on how to close the gaps
 - Recommendations on improved ways of working
 - Recommendations for development of a staff capacity development plan
 - Recommendations as to how institutional analysis should be internalized in the normal way of working and 'our new normal'.
 - Lessons learnt and recommendations for FARA's constituents and stakeholder institutions

E. Duration of the Assignment

The duration of this assignment will be **20 Man Days** spread over two months. The work shall be carried out over the period of 1st August to 30th September 2020.

F. Location of the Assignment

The consultant will work virtually from his/her place of domicile with intermittent work mission to the FARA secretariat, if possible.

G. Performance Criteria

The Consultant is expected to undertake the services with the highest standards of professionalism and ethics, competence and integrity. He/she should be able to deliver the listed assignments in Section C in a most effective and efficient manner, within the period of assignment stated in Section E.

H. Reporting

The consultant shall report through the Human Resource and Administration Manager and work closely with the Senior Management of FARA on the assignment and on all other logistics until the deliverables are submitted as required.

I. Facilities to be Provided By FARA

FARA will provide the following materials to the consultant to facilitate the assignment:

- The current secretariat's organisational structure
- Access to FARA documents relevant for the assignment
- Access to relevant staff for interviews
- Letters of introduction to facilitate data collection and interviews

J. Qualification and Experience

The following qualifications are required:

- A minimum of a Masters Degree in organisational development or institutional development, operations research, social sciences, business administration, agriculture



development or related disciplines, with at least 15 years post-qualification experience working on various capacity development assessments for research institutions, Universities or National Agricultural Innovation System contexts.

- Should be highly knowledgeable about issues affecting capacity development in African agricultural development, agricultural research, education, science, technology and institutions.
- Familiarity with the TAP Common Framework for Capacity Assessment of AIS and the CDAIS instruments is necessary
- Familiarity with the structure and function of the CAADP-XP4 institutions is a plus
- Should have demonstrated capacity to carry out surveys and assessments of agricultural development issues in Africa
- Familiar with FARA's role in African agricultural research and development

K. Application

Expressions of Interest should be submitted electronically to [recruitment@faraafrica.org] and addressed to Dr. Yemi Akinbamijo, Executive Director of FARA, 12 Anmeda Street, Roman Ridge, Accra, Ghana, no later than **29th July 2020 at 14h00 GMT**. Tel: +233 302 772823/744888

FARA Affirmative Action Statement on Recruitment: *there is no discrimination based on gender race, religion, ethnic orientation, disability or health status.*

Executive Director of FARA

