



TERMS OF REFERENCE (TOR)

TRAINING OF STAFF IN LEADERSHIP & MANAGEMENT

Reference: CAADPXP XP4 2.1.5

A. BACKGROUND

The FARA Secretariat under the overall CAADP-XP4 initiative conducted an Institutional Capacity Gap Assessment. 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.

FARA eCapacities™ facility, a platform developed by FARA in the year 2015, was implemented primarily to aid strategic human capital formation in agricultural research organizations, tertiary agricultural education institutes, government ministries, farmer-support entities and agro-based private sector organizations. As part of FARA's integrated capacity development program, the eCapacities™ facility provides a customized web-based solution to record and report on:

- Existent and projected future capacity (in its key dimensions) of national agricultural research, extension and tertiary education institutions (supply side)
- Skill sets required by specific demand groups or consumers of products from research and educational institutions (demand side)

As part of this initiative, FARA embarked on improving upon the services of the eCapacities platform by developing an implementation framework and an eMarketspace to help strengthen the engagement of the private sector, researchers and extensionists as they are critical in developing market-led strategies for the commercialization of climate-smart related technologies. For effective management of the eCapacities with stakeholders; it is necessary to develop soft skills in the areas of leadership and management.

FARA also alongside other implementing organizations carried out an institutional capacity gap analysis to lay the basis for strengthening institutional infrastructure and human resource capacity for supra-national agricultural research and innovation in Africa. The assessment was based on: function, structure, and policy environment. Each of these areas was broken down into sub-thematic areas, with corresponding narratives. The functional perspective looked at organizational mandates and articulation of legal and institutional basis for existence. Thus, mandates stipulate aims and objectives (scope), governance and management structures, financing mechanisms,

partnerships, and collaborative structures etc. FARA's core mandate includes bringing together and strengthening agricultural research systems under a common banner; offering entry points for regional agricultural research & development initiatives; providing a continental forum for shaping AR4D vision and agenda, and rallying a strong African voice in global forums. The overriding outcome of this initiative is a food secure continent.

Towards this end, respondents in the survey conducted as part of the assessment were asked to assess the extent to which FARA brings together and strengthens agricultural research systems in Africa. On a scale of 10, most respondents scored 7 and above (mean score of 7.5). This indicates a strong consensus on FARA's success in convening and addressing challenges and opportunities of agricultural research in Africa. However, the consistent message that came through from the respective explanations is that, whereas it may appear on paper that FARA has a continental convening role to address matters of agricultural research and development in Africa, there are pending clarification matters regarding its representational role for the AU; and its convening power for the sub-regional organizations (SROs). It was concluded that the fundamental structural issue is the relative independence of the respective institutions, with independent boards that obstruct the prospects for interdependent collaborative action at different levels of operation – national, sub-regional, and regional. This requires negotiations leading to the restructuring of governance, leadership and management arrangements. To this end, there is a need to develop strong leadership and management skills for such collaborations.

B. OBJECTIVE OF THE ASSIGNMENT

The central objective of this activity is to conduct training for FARA secretariat staff in leadership focusing on FARA's mandate, specifically in the areas of relevant leadership and management skill within the ARD landscape, convening and addressing challenges and opportunities of agricultural research in Africa, and positioning FARA as a leader in continental issues. Other areas of focus are Strategy execution and balanced scorecard, conflict resolution; problem-solving; Change management, Time management; Resource management/Service orientation; Emotional intelligence; Judgement & decision making etc.

C. SCOPE OF ASSIGNMENT

The facilitator is expected to deliver practical and interactive training to equip participants with the required skills to position FARA as a leader in the AR4D landscape.

The facilitator will perform the following tasks under this assignment:

- i. Develop training materials on the above subject area
- ii. Conduct training in the respective subject areas for the different categories of staff (Management, Technical staff and Support staff)
- iii. Evaluate the training and produce a report

TARGET PARTICIPANTS

The training will target the following categories of Staff within the Forum for Agricultural Research in Africa (FARA) Secretariat.

Subject area	Category of Staff	Number
Training on Leadership and Management	Management Technical Staff Support Staff	8

D. OUTPUT/DELIVERABLES OF THE ASSIGNMENT

The training is to be held on-site in an open field. At the end of the training program, participants should be equipped with the skills as stated in the terms of reference. The following deliverables are required under this assignment

- i. Enhanced skills from the facilitated Leadership/management training
- ii. Developed training materials in the subject area, pre/post-tests, evaluation forms to participants
- iii. Documented feedback arising out of the training to participants
- iv. Post-training report including, feedback analysis report on the exercise, recommendations and next steps.

E. DURATION OF ASSIGNMENT

The duration of the assignment is five days.

- Three (3) days pre and post-training design and administrative activities
- Two (2) days training delivery

F. LOCATION OF THE ASSIGNMENT

The facilitator will work virtually from the place of domicile on the training materials and initial documentation but deliver the activity on-site in an open field.

G. PERFORMANCE CRITERIA

The facilitator is expected to undertake the services with the highest standards of professional and ethical considerations, competence, and integrity. He/she is expected to deliver the outputs /Deliverables listed in Section D in a most effective and efficient manner within the assignment period.

H. REPORTING

The facilitator will report to the Training taskforce through the HR and Administration Manager during the entire period of the assignment and on regular basis. The final report of the assignment is to be presented to FARA **7 days after** the expiration of the date of the assignment.

I. FACILITIES TO BE PROVIDED BY FARA

FARA will provide the following information and facilities to the facilitator:

- i. Logistics/travel information
- ii. The services of the HR and Administration Manager at FARA
- iii. Any other relevant information required for the assignment

J. FINANCING THE ASSIGNMENT

Payment will be as follows:

- 60% of the fees to be paid upon endorsement of the submitted preparatory documents for the training and delivery of the training
- 40% of the fees will be paid upon submission and endorsement of the final report
- *An inception meeting to be held virtually*

K. QUALIFICATION AND EXPERIENCE

The facilitator must possess the following qualifications:

- Postgraduate qualification in Business Management, Development Studies, Humanities or any other relevant discipline.
- Demonstratable prior experience in conducting training on Leadership and Governance in the not-for-profit sector.
- At least 10 years experience in Leadership and Governance
- An advanced university degree in agricultural economics, International Trade, Agricultural Policy, International Relations, or other relevant fields.
- At least five (5) years post-qualification experience.
- Have a fair knowledge of FARA activities and interventions
- Excellent oral and written communication and presentational skills. Spoken and written fluency required in English.
- Be available for carrying out the assignment.

L. APPLICATION PROCEDURES AND DEADLINE

Facilitators interested in this call must provide both financial and technical proposals no longer than 10 pages, outlining proposed methodologies, references related to the execution of similar contracts, experience in similar areas, or evidence of knowledge and a proposed timeline. Brochures, CVs, and other supplementary materials submitted shall not be accounted for as part of the 10-page limit. The training program is expected to be as practical as possible.

Interested facilitators may obtain further information at the address below during office hours 0900 to 1500 hours. Submission of a proposal on the assignment must be delivered to the address below on or before **Tuesday, 8th March 2022** to:

Dr. Yemi Akinbamijo,
Executive Director
Forum for Agricultural Research in Africa (FARA)
PMB CT 173, Cantonment-Accra, Ghana
Email: recruitment@faraafrica.org

For further information and clarifications ONLY:

Ms. Ama Pokuah Asenso
Manager, Human Resources & Admin.
Forum for Agricultural Research in Africa
(FARA)
Email: aasenso@faraafrica.org

Mr. Callistus Achaab
Procurement Expert
Forum for Agricultural Research in Africa
(FARA)
Email: cachaab@faraafrica.org

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