



TERMS OF REFERENCE

**RECRUITMENT OF AN INDIVIDUAL CONSULTANT TO DEVELOP A
BOARD OF DIRECTORS MANUAL FOR THE AFRICAN CENTER FOR
EQUITABLE DEVELOPMENT (ACED)**

I. Context

The African Center for Equitable Development (ACED) is a think and do tank dedicated to fostering equitable development in Africa. ACED builds partnerships, shares expertise and develops sustainable solutions to support policymakers and practitioners in making fair, informed and inclusive decisions. ACED's work focuses on four thematic areas: food systems, nature economy, digital economy and human development. At the center of its work is an integrated approach that combines the production and utilization of evidence, political engagement and practical action on the ground. Established in Benin in 2010, ACED has spearheaded the implementation of various development projects and is now poised to expand its reach to the regional level.

ACED is one of the four sub-Saharan African institutions supported by the "Strengthening African Leadership for Climate Change Adaptation" (SALCA) program implemented by the African Capacity Building Foundation (ACBF). The program 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. 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.

As a first step to support ACED, ACBF conducted a Capacity Needs Assessment (CNA) of the institution between September and November 2022 to understand its strengths and needs. The CNA of ACED 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.

It is in this regard that ACED, in collaboration with ACBF, is seeking an individual consultant to develop the Board of Directors Manual and provide related training.

II. Objective of the assignment

The objective of this consultancy is to engage an experienced international individual consultant who will collaborate with ACED in developing a robust Board of Directors Manual including the International Advisory Board tailored to the organization's specific needs and context. Additionally, the consultant will deliver training sessions to board members, ensuring their understanding and effective utilization of the manual's content.

III. Scope of work

To achieve the objectives, the consultant will carry out the following tasks:

- Conduct a thorough review of ACED's existing organizational documents, including governance structures, policies, and procedures related to the Board of Directors.
- Consult the key stakeholders (board members, senior management, and ACBF representatives).
- Develop the Board of Directors Manual including the International Advisory Board tailored to ACED's specific needs, and strategic objectives, and covered topics such as roles and responsibilities of board members, decision-making processes, conflict of interest policies, and governance best practices.
- Design engaging and interactive training sessions for board members to familiarize them with the content, purpose, and usage of the Board of Directors Manual.
- Conduct training sessions for board members in a structured and engaging manner, ensuring active participation and comprehension.
- Offer post-training support to board members, including access to additional resources, guidance on implementing manual guidelines, and clarification of any remaining queries.
- Prepare a final report documenting the process, outcomes, and recommendations arising from the development of the Board of Directors Manual and the training sessions.

IV. Methodology

The assignment will be conducted using various methods such as but not limited to:

1. Desk review of relevant documents.
2. Interviews with staff and relevant stakeholders.
3. Focus group meetings and key informant interviews with identified stakeholders, including ACED's Board of Governors.
4. Any other methodology deemed appropriate by consultant for achieving the objectives of the consultancy.

V. Deliverables

The expected deliverables are as follows:

- An inception report outlining the methodology and proposed workplan.
- A draft version of the Board of Directors Manual including the International Advisory Board for review and feedback.
- A finalized version of the manuals incorporating stakeholder inputs and feedback.
- A training plan outlining the key topics, activities, and duration of the board member training sessions.
- Training materials and presentations for board member training sessions.

- A training report summarizing participant feedback and recommendations for ongoing capacity-building efforts.
- The final, updated ACED Board of Directors Manual in a format suitable for distribution and reference by board members.

The outputs must match quality standards. The text of the reports should be illustrated as appropriate and must be submitted by August 30th.

VI. Qualifications

To fulfil the requirements of this consultancy, the candidate should possess:

- At least a master’s degree in a field related to strategy development (planning, public policy, institutional development, development studies, etc.)
- Demonstrated expertise in crafting governance manuals and delivering training sessions for board members, with a preference for experience in the non-profit or development sectors.
- A robust comprehension of governance principles, organizational dynamics, and industry best practices.
- Exceptional facilitation and communication abilities.
- Previous experience working within diverse cultural contexts, with a strong focus on West Africa, is highly desirable.
- Fluency in French (required).

VII. Duration of the assignment

The provisional start date for this assignment is June 10th, 2024, with an expected end date of August 31st, 2024 spanning a maximum of 60 calendar days.

VIII. Content, schedule, and submission

The expected results and provisional timetable are presented in the table 1:

Table1. Delivery Schedule

No.	Milestones	Timeline
1.	Presentation of the work methodology/Inception report.	June 10 th
2.	Submission of draft version of the Board of Directors Manual for review and feedback	June 20 th
3.	Comments and revision from ACED	June 30 th
4.	Presentation of the revised report and validation	July 5 th
5.	Training of Board of Directors	from July 8 th to July 30 th
6.	Submission of report and final version of the Board of Directors Manual.	August 31 st

IX. Application process

Interested candidates who meet the above requirements should submit their applications to acquisitions@acedafrica.org to reach us not later than May 21st, 2024, at 5.00 pm Benin time.

The application should include:

1. A cover letter outlining how the candidate meets the above qualifications.
2. A maximum of 5 pages' technical proposal to ACED interpreting the terms of reference and elaborating the consultancy methodology and design, level of effort required to fully deliver the assignment, and with a work plan and budget (cost application) for undertaking the assignment.
3. Brief overview of consultant or and the skills and experience they would bring to assignment
4. The consultant resume - maximum 3 pages.
5. Copies of two similar assignments undertaken in the last 5 years and contacts of the clients, contact details of three referees from organizations that have recently contracted the consultant to perform similar or related work for the last 2-5 years.
6. A financial proposal with a detailed breakdown of the costs of the services proposed.

X. Evaluation criteria

The evaluation committee will review the technical proposals to assess their alignment with the Terms of Reference, with a minimum technical score threshold of 70 points. Evaluation of applications will be guided by the criteria outlined in the table provided below:

N°	Criteria	Maximum point
01	Hold a master's degree in a field related to strategy development (planning, public policy, institutional development, development studies, etc.).	15
02	Proven 5 years of experience in crafting governance manuals and delivering training sessions for board members, with a preference for experience in the non-profit or development sectors.	30
03	Proven comprehension of governance principles, organizational dynamics, and industry best practices.	20
04	Evidence of positive references and a proven track record of success in similar consulting assignments, demonstrating the consultant's ability to deliver high-quality results and meet project objectives effectively	10

N°	Criteria	Maximum point
05	Proven experience facilitating training on board development.	10
06	Excellent written and oral communication skills in French	15
	Total	100

XI. Contractual arrangements

The appointed consultant will formalize a consultancy agreement with ACED, specifying the terms and conditions of the engagement, including payment schedule, deliverables, and intellectual property rights.

XII. Contact information

Candidates may submit their inquiries preferably via email to the following address: acquisitions@acedafrica.org specifying the publication reference and the tender title.