



Terms of Reference (ToRs)

Provision of Board Induction Services to CCARDESA New Board Members

November 2022

1. Introduction

Agriculture is a key sector in Southern Africa, it supports the livelihoods of up to 80% of the population. The majority of SADC's economies are heavily dependent on agricultural production, which, in some instances, accounts for half of the countries' GDPs and foreign exchange earnings. The sector is dominated by small scale farmers whose crop and livestock production systems are highly dependent on rainfall, making the systems rather fragile. Nevertheless, smallholder agriculture accounts for a large proportion of agricultural production, and also constitutes an important part of rural culture and social organization.

SADC Member States attach high importance to the agricultural sector and the need for technology generation and deployment to support agricultural production. It is on this basis that the Member States established the Centre for Coordination Agricultural Research and Development for Southern Africa (CCARDESA) in 2010, to take on the role of being the regional fulcrum for agricultural research and innovation. CCARDESA became operational in 2012 and its activities are aligned to the key strategic documents of SADC. Its overall contribution is in the area of food and nutrition security through the efforts towards increasing agricultural production and productivity.

Although CCARDESA Secretariat is the Subsidiary Organization of SADC Secretariat, it is running on an autonomous structure with the Board of Directors at the help of the Governance Structure. Recently, the new team of the Board of Directors was appointed to take lead in overseeing the strategic direction of the Secretariat.

2. Objectives

The overall objective of the assignment is to introduce the Governing body to good corporate governance practices, and all governing and strategic documents for CCARDESA including the CCARDESA and Board Charter in order to ensure that Board Members are well informed to execute their roles and responsibilities. The specific objectives of the assignment are to:

- i. Train Board members on good Corporate Governance,
- ii. Introduce Board members to CCARDESA 's overall structure, policies, Strategic documents, and Board Charter,
- iii. Introduce the Board to their key performance areas including oversight of;
 - a. Strategic Planning process and implementation
 - b. Policies and procedures
 - c. Finance and Risk Management Issues
 - d. Compliance Reporting

- iv. Suggests Board performance measurement and evaluation system as a tracking tool from inception and Board performance Evaluation at the end of the Board Term

3. **Outputs and Deliverables**

The Consultant shall deliver the following:

- i. An Inception Report detailing the methodology to be undertaken and the consultant’s approach
- ii. Three-day Board induction training that ensures Board members have a thorough and deep understanding of good Corporate Governance, CCARDESA Board Charter, and all relevant strategic Documents and regulations that have a bearing on Board Mandate.
- iii. A Final Report of the training that includes the following:
 - a. Methodology employed by the Consultant;
 - b. List of those in attendance;
 - c. Pre- and Post-training Assessment and Analysis quantifying improvements in the knowledge of Board members vis-à-vis CCARDESA Governance Structure
- iv. The Board performance evaluation tool

4. **Duration of and indicative schedule**

This assignment is expected to take a total of 8 working days, spread over a period of one month. The envisaged distribution of days among the different key tasks of the assignment is shown in the table below. The consultant will decide how and when to make use of these days within the validity of the agreement.

	MAIN ACTIVITY	OUTPUT	PROPOSED MAN-DAYS
1	Review of all relevant legislations, CCARDESA policies and strategic documents and preparation of Inception report	Inception Report	1

2	Conducting the training	Attendance Register	2
3	Development of Training Report and recommendations	Draft Training Report and recommendations	1
	TOTAL		4

5. Location of the assignment

The assignment will be a combination of home-based tasks and physical interaction. preparatory work may be done remotely while the training will be face-to-face at the venue to be determined.

6. Reporting and quality control

The consultant shall report directly to the Executive Director of CCARDESA. The contact point shall be Dr. Cliff Dlamini (cclamini@ccardesa.org).

Reports/documents submitted by the consultant shall be reviewed and approved by the Executive Director before proceeding to the next stage. The deliverables will also be reviewed and approved by the Executive Director or any other officer who might be delegated for payment processing.

7. Qualifications and Experience of Consultant

The assignment will be done by an individual consultant who will be responsible for the full delivery of the assignment. He/She shall have the following key academic and professional competencies:

- i. At least a Masters degree in any of the following, Corporate Governance, MBA, Law, Leadership and Governance, or any other closely related field.
- ii. At least 10 years of working/consulting experience in training Corporate Governance or conducting Corporate Governance workshops.
- iii. At least 5 years' experience in conducting Board Inductions and orientations for Donor Funded Organizations
- iv. Demonstrated experience in developing effective governance systems including governance documents, policies, and processes for decision-making and Board execution monitoring and training.
- v. Evidence of good written and oral communication skills in English.

8. Expenses and logistics

CCARDESA will facilitate and pay directly to service providers for expenses related to the assignment.