

Terms of Reference (TOR) for facilitation in three workshops under the 6 month extension of the SCARDA project

Background

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a not-for-profit sub-regional organization established in 1994 to serve the Eastern and Central Africa region. It has its secretariat in Entebbe, Uganda and a ten country membership, namely Burundi, DR Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda.

ASARECA has been implementing the Eastern and Central Africa component of the project “*Strengthening Capacity for Agricultural Research and Development in Africa* (SCARDA-ECA) a DFID-funded initiative of FARA that commenced in March 2008. SCARDA-ECA targeted three National Agricultural Research Systems through three focal institutions: *Institut des Sciences Agronomiques du Burundi* (ISABU), *Institut des Sciences Agronomiques du Rwanda* (ISAR) and the Agricultural Research Corporation (ARC) in Sudan.

The outputs of SCARDA in the project’s result framework were:

1. Agricultural research management systems and managerial competencies to conduct high quality research strengthened in participating NARS;
2. The capacity of participating NARS to undertake quality agricultural research for development strengthened;
3. The relevance of training programmes in agricultural universities to current market demand assessed and findings shared with stakeholders;
4. SCARDA approach for capacity strengthening is documented, validated and the lessons shared with key stakeholders.

Under output 1, a first round of Learning Workshops (LW1) was conducted in all three focal institutions. Change projects (Annex 1) were agreed upon as tools to be taken up by peer learning groups (PLG) in addressing some of the key management gaps identified during LW1. Progress in implementation of the change projects was subsequently followed up and reviewed for ISABU in Burundi during a second learning workshop (LW2). However, the SCARDA-ECA project ended before LW2 could be conducted at ARC Sudan and ISAR in Burundi.

Under output 2, a total of 34 students most of them staff of the three SCARDA focal institutes were sponsored for MSc training in 5 universities in the sub-region.

Although the SCARDA project ended on 30th June 2010, DFID has approved a 6 months extension work plan to support activities which due to various reasons, were still

outstanding by the close of the project. Specifically, two areas are to be supported during this extension phase. These two areas are:

- 1) Support to FIs enabling them to implement their Change Projects.
- 2) Support to the MSc graduates to complete their studies successfully and to integrate back into their focal institutions (FIs).

Objective of this consultancy

The objective of this consultancy is to implement area 1; “Support to FIs enabling them to implement their Change Projects” The three focal institutions ISABU, ISAR and ARC Sudan will be supported to implement their Change Projects and to initiate and propagate change. The expected outcome is improved research management practices.

Scope of work

The objective of this consultancy will be achieved through three workshops: two learning workshops (LW2) separately for ISAR Rwanda and at ARC Sudan; and a joint lesson learning workshop on research management for the three SCARDA-ECA focal institutes that will be held in Entebbe. During LW2 at both ISAR Rwanda and ARC Sudan, the outcomes of LW1 will be reviewed especially with respect to the Change Projects that had been agreed upon. New Change Projects will also be agreed upon during LW2. All Change Projects agreed upon during LW2 will be reviewed during the joint lesson learning workshop. The consultant will agree on the specific outputs of the three workshops with the PCD unit of ASARECA, develop the workshop programs, and facilitate the workshops. For each workshop a report outlining the processes followed, the outcomes of the workshop and way forward on improving research management will be expected.

Time frame

The two Learning Workshops for ISAR Rwanda and ARC Sudan will take place between mid September 2010 and mid October 2010. The lesson sharing workshop will take place in late November or early December 2010. Specific dates for each of the workshops will be agreed upon with the consultant and the PCD unit in consultation with the three focal institutions. Each workshop will be expected to take five days. All three final reports of the workshop must reach the Head, PCD unit at ASARECA by 31 November 2010.

Responsibilities of ASARECA

- i).The consultancy shall be managed by the Head PCD unit of ASARECA.
- ii).ASARECA shall provide relevant background documents from among ASARECA publications and financial compensation. The background documents will include relevant SCARDA project reports especially LW1 reports for the three focal institutes and LW2 for Burundi.

Expertise

The consultant will be a firm or team of individuals experienced in organizational development and/or change management especially for agricultural development organizations. Familiarity with the SCARDA-ECA change management initiatives of ASARECA at the three focal institutes particularly the learning workshops that have already been undertaken will be an added advantage. Familiarity with the overall SCARDA approach for strengthening the institutional and human capacity of African agricultural research and development systems will be necessary.

Procedures for Submission of Expression of Interest

Interested applicants should submit their technical and financial proposals, curriculum vitae, and statement of capability by 5pm Friday 10 September 2010 to:

The Head, PCD UNIT,
ASARECA Secretariat,
P. O. Box 765,
Plot 5 Mpigi Road,
Entebbe,
UGANDA.
Fax +256 41 4321777
Email: pcd@asareca.org

The Procurement and Contracting Officer,
ASARECA Secretariat,
P. O. Box 765,
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For further information on ASARECA and the research programmes and units, visit the ASARECA website, i.e., www.asareca.org.

Annex 1

Specific gaps and proposed interventions: Some of the key gaps identified during the LW1 and which were subsequently developed into 'change projects'

Key issue/area	Organization (FI)	Action*
Strategic management: <ul style="list-style-type: none"> ○ How to enhance capacity to influence top management and policy makers ○ How to effectively align research to national policies ○ How to decentralise decision making within the organization 	ISAR & ISABU	PLG & PC
Feedback as a tool for supporting good performance, practices, behaviour and improving performance at individual level and strengthening spirit of team work	ISAR & ISABU	PLG
Mentoring and coaching as tools for technical and leadership capacity development in organizations and teams <ul style="list-style-type: none"> ○ 	ISAR & ISABU	PLG
Proactive resource mobilization beyond the national public sector sources	ISAR & ISABU	PLG
Improving human resource development , (e.g. through staff motivation and recruitment of personnel according to merits and qualification)	ISABU	PLG
Improving scientific writing skills	ISAR	PLG
Improving technical publication capacity	ISAR	CP
Research planning and tracking (including M	ISAR	PLG & CP
Interfacing with end-users for impact <ul style="list-style-type: none"> ○ How to better respond to farmers' needs? ○ What institutional changes are needed for increasing impact? ○ How to develop and strengthen participatory research? 	ISAR & ISABU	PLG PLG

Improving efficiency in procurement procedures	ISAR	CP
New Research and Extension organizational structure (in the context of the on-going re-organization (ISAR) or planning process (ISABU))	ISAR & ISABU	CP CP