

CALL FOR PROPOSALS – [R-EOI/CCAU/09/01]

Terms of Reference for a Consultancy Services to Facilitate Leadership and Management Competency Development for Senior University Managers in Eastern, Central and Southern Africa

Background

The Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) is a consortium of 25 universities (12 full members and 13 associate members) in Eastern, Central and Southern Africa (ESA) established in 2004. It is registered as an International Non-Governmental Organisation (NGO) with the mandate to oversee graduate training and networks in the region. RUFORUM recognizes the important and largely unfulfilled role that universities play in contributing to the well-being of small-scale farmers and economic development of countries throughout the sub-Saharan Africa region. This contribution is made through quality training of graduates entering the rural development workforce and the production and dissemination of demand-driven, development-oriented research that is defined and applied through participatory processes linking researchers, farmers, policy-makers, and business.

RUFORUM sees a vibrant agricultural sector linked to African universities which can produce high-performing graduates and high-quality research responsive to the demands of Africa's farmers for innovations and able to generate sustainable livelihoods and national economic development. Its mission is to strengthen the capacities of universities to foster innovations responsive to needs of small-holder farmers through the training of high quality researchers, ensuring that graduates will have the skills and know-how to be attractive to potential employers, and the output of impact-oriented research that will result in agricultural policy and practice reform. Achieving this demands good leadership and management which remain a key challenge facing most African university administrators. The weak management systems in universities in the region is manifested through: ineffective communication; poor resources management; inadequate funding and quality assurance. RUFORUM Secretariat, with the support of EU-ACP EDULINK is implementing a 3-year regional project aiming at developing leadership, management and cross-cutting professional competencies of university managers and lecturers. This project entitled "Catalyzing Change in African Universities (CCAU): " involves, in its *Result Area 1*, strengthening leadership and management competencies of university senior managers RUFORUM is seeking a service provider to facilitate implementation of selected activities under this result area.

Rationale

Although Higher Education remains critical to economic success and long-term development of Africa, universities are yet to effectively contribute towards the continent's development agenda due partly to: limited capacity for planning and management; weak physical, financial and social capital base and development systems; limited competencies for resource mobilisation and management; limited capacities for managing research, training and outreach programmes; weak capacity for advocacy and networking; and limited capacity to cope with global changes and shifts in development paradigms. Repositioning African universities to respond to these challenges will require, among others, adaptive leadership and management structures and personnel with cross-cutting professional skills able to work in a variety of environments. Effective change management in the universities would accord them, *inter alia*, improved leadership and management competencies of university senior managers.

Overall Objective of the Consultancy

The overall objective of this consultancy is to facilitate the development of improved capacities and enhanced skills of university senior managers in leadership, management and competencies needed for continued relevance and visibility in a changing environment for RUFORUM universities in Eastern, Central and Southern Africa.

Specific Objectives

The specific objectives for the consultancy service include:

- 1) To strengthen the leadership and management competencies of university senior managers;
- 2) To design course modules, materials and models for training and learning sessions for change management among senior university managers;
- 3) To develop a university senior managers' leadership and management learning and mentoring framework;
- 4) To design a strategy for follow-up (M&E) and scaling-up and out of the leadership and management competencies among RUFORUM universities

Specific Tasks

The specific tasks needed to accomplish this assignment of strengthening leadership and management competencies of university senior management under *Result Area 1* include:

- Identify institutional gaps in leadership and management in three target Universities (Makerere University, Sokoine University of Agriculture and University of Malawi);
- Design short training modules for senior managers (including Vice Chancellors and their deputies, Directors, Registrars, Deans and Graduate School Heads among others);
- Produce training modules and resource materials;
- Conduct learning and lesson sharing sessions/workshops;
- Facilitate regional reflective learning session;
- Development an e-platform for leadership and management virtual learning and sharing;
- establishment of internal peer learning groups; and
- Conduct follow-up of learning sessions on self-practice by managers and feedback among managers and their peers.

Roles and Responsibilities**Service Provider**

1. Develop a detailed work plan in consultation with RUFORUM PME Unit for undertaking the assignment;
2. Conduct consultations with university managers for buy-in and plan setting up the programme and selection of participants;
3. Develop a methodology and model for implementing the change management and leadership capacity building project targeting university senior managers;
4. Design the training modules for short term courses;
5. Design and implement a follow-up and mentoring strategy for leadership and management;
6. Implement the change management training;
7. Produce periodic reports and final project report.

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1. Review and approve the work plan, training model methodology and training modules;
2. Avail all relevant documents including EDULINK project documents, project inception meeting report, and MoU with member universities and partners relevant to the assignment;

3. Meet the relevant costs related to this consultancy as shall be agreed in the contract and pay for participation of the target university staff;
4. Oversee the overall project implementation process including constituting the EDULINK project Action Implementation Committee (AIC) and annual work plan review and planning.
5. Provide guidelines for reporting at different project phases and for inter-phasing with Makerere University and University of Greenwich, who are implementing components of the project;
6. Provide key administrative support structures at the RUFORUM Secretariat and at the partner institutions; and
7. Review and approve the draft and final report and other outputs as stipulated in the deliverables section and contract.

Deliverables

- 1) Work plan with time line (*after 2 weeks of signing of the contract*);
- 2) Design training modules and learning resources for leadership and management training for senior university managers (*4 months after signing of the contract*);
- 3) Reports of Learning and lesson sharing sessions (*as agreed in the contract – variously through the consultancy period*);
- 4) Report of a strategy for institutionalization of change management and leadership and management competency development in RUFORUM universities;
- 5) Knowledge and communication products and dissemination strategy on university leadership and management competency development (*variously through the project as will be stipulated in the contract*);
- 6) Reports of regional joint learning and lesson sharing sessions for university managers (*variously through the project as will be stipulated in the contract*);
- 7) Report of follow-up and learning mechanism for leadership and management competency training for university senior managers.

Plan of Work / Duration

It is anticipated that this consultancy will be undertaken as from **1st July 2009** to run for a period of not more than 24 months after signing of the contract. However, the lead consultant in consultation with the Programme Manager, PME unit will prepare a detailed plan of work that will form part of the contract and determine the effective man-days and role of the service provider and other key stakeholders. It is also expected that this assignment will be designed as part of scaling up of the Research Management training being implemented under SCARDA-ECA except that RUFORUM will pay directly for the cost of university staff participation.

Expertise Required and Prequalification

Applicants will be evaluated against the following prequalification criteria:

- Clear articulation of capacity and skill, and innovative approaches to carry out institutional and individual change management involving universities and their networks;
- Demonstrated experience and competency in the conducting Leadership and Management as well as competency development for senior university managers and lecturers at a regional magnitude;
- Demonstrated and internationally recognized facilitation, analytical and report writing skills and experience;
- The firm's/individual competency to deliver the services including ability to organize and manage teams;

- Clear work plan and articulation of expected methodologies, frameworks, models of implementation and outputs in relation to this call.

Reporting

It is the responsibility of consultant to ensure timely and quality reporting for each phase and deliverable in the assignment. All reports will be submitted to the PM&E Programme Manager, RUFORUM on dates as may be stipulated in the project document as agreed in the contract. The reports will be reviewed within RUFORUM Secretariat and also by an external peer review team. All draft reports (written in English) will be submitted as soft copies while the final report will be submitted as a soft copy and three (3) hard copies with coloured illustrations where necessary.

Guidelines for Proposal Development

The proposal of not more than 15 A-4 sized pages (Font – Times New Roman, Font Size 12 and margin at least 2.5 cm all round) should include the following:

- 1) Background that includes an interpretation of the terms of reference (*Maximum 1 page*);
- 2) Methodology, summary of models of implementation and approach outlining a clear methodology and approach to the proposed task and a time schedule (*Maximum 6 pages*);
- 3) Proposed work plan outlining clear timeframe and logical steps in conducting the assignment (*Maximum 2 page*);
- 4) Competency statement that provides the organization's (team's) profile including summary of CVs of not more than 3 experts to be employed on the assignment and the relevant references/similar assignments conducted over the past 5 years (*Maximum 5 pages*);
- 5) An itemised budget divided into professional fees and direct cost of activities in United States Dollars (*Maximum 2 pages*).

The proposals will be assessed for qualification based on the following criteria:

- 1) Background Information (10%);
- 2) Methodology and approach (40%);
- 3) Proposed work plan (10%);
- 4) Competency and experience (30%);
- 5) Budget (10%).

Procedures for Submission of Proposals

Interested firms or teams of consultants should submit their technical and financial proposals electronically (mentioning the call number), curriculum vitae, and statement of capability by close of business **12th June, 2009** to RUFORUM Secretariat at P. O Box 7062, Plot 151 Garden Hill, Makerere University, Kampala – Uganda; E-mail secretariat@ruforum.org; Tel: +256 414535939 with copies to the Programme Manager, Planning, Monitoring and Evaluation at E-mail: w.ochola@ruforum.org and babatamara@yahoo.com and also to a.akwang@ruforum.org.

For further information on RUFORUM, its member universities, partners and the programmes, visit the RUFORUM website: <http://www.ruforum.org>