

CALL FOR PROPOSALS (R-EOI /NAG/09/01)

Terms of Reference for a Consultancy to develop a Resource Mobilisation Strategy for RUFORUM

I. 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 (ECSA) established in 2004. It is registered as an International Non-Governmental Organisation (NGO) with a mandate to oversee graduate training and networks of specialization in the Common Market for East and Southern Africa (COMESA) region. RUFORUM recognizes the important and largely unfulfilled role that universities play in contributing to the well-being of small-scale farmers and towards economic development of countries throughout the sub-Saharan Africa region. This contribution is made through producing quality graduates entering the rural development workforce and the production and dissemination of high quality demand-driven, development-oriented research related regional public goods. RUFORUM 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.

RUFORUM hopes to achieve its mission by (1) focusing on capacity building for the agricultural sector through graduate training at M.Sc. and PhD levels; (2) focusing on promoting innovation and integration within universities to support training and research that is aligned with the emergent rural development strategy of 'Integrated Agricultural Research for Development' (IAR4D) and (3) focusing on adding value to regional agricultural training and research through building, rationalizing and sharing capacities and resources. A key strategy will be to focus on exploring various innovative approaches in responding to university challenges which include: how to make university research responsive to a stakeholder-driven research and training agenda; how to influence policy and development practices to generate higher impact and support research and training in universities; how to ensure quality of training and research; how to organize and ensure sufficient staff capacity in universities; how to mobilize adequate resources for research and training; how to organize and rationalize adequate infrastructure for research and training; and, how to reform curricula to respond to new requirements and emerging challenges.

2. Rationale

To achieve its goals, RUFORUM intends to improve its capacity for mobilizing resources for higher education in Africa in general and specifically, to increase funding to higher education institutions in ECSA. Currently, funding of university research and graduate training is general low and the overall aggregate support continues to decline. Where support is available, this is limited and generally directed towards undergraduate training. While universities have an important role to play in contributing to national and regional economic development by producing relevant graduates and producing quality national and regional public goods, they are often unable to access adequate public funding for research and graduate training. Importantly, they have substantial capacity (well trained scientist) for executing agricultural research and

outreach. The declining financial resource base and insufficient attention paid to graduate training and research invariability compromises sustainability and quality and hinders relevance of university programmes to national and regional development needs. The challenge, then, is how to plan for, demonstrate and market university relevance and products to attract support and how to rationalise and use existing resources more efficiently and effectively. This hinges primarily on mobilizing Africa's own resources to support her agenda, and ensuring quality of RUFORUM's processes and products. Increased funding for higher education institutions will contribute significantly to RUFORUM vision of vibrant agricultural sectors linked to African universities which can sustainably 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.

3. Overall Objective of the Consultancy

The overall objective of the consultancy is to strengthen RUFORUM Secretariat capacity for resource mobilization to ensure sustained financing towards higher education, as well as for the RUFORUM network for increased efficiency and impact of RUFORUM programmes.

4. Specific Objectives/ Tasks

Specific objectives of the assignment are to:

1. Establish resource requirements for financing operations of the RUFORUM network in the medium term (5 years);
2. Identify potential funding sources for RUFORUM;
3. Explore and identify mechanisms (e.g. payment of annual subscription by universities; budgetary contribution from governments etc) and arrangements (strategic partnerships; trust funds etc) to ensure sustainable funding to the RUFORUM network;
4. Provide recommendations on how financial resources should be mobilized, deployed and managed to ensure efficiency, effectiveness and impact;
5. Craft a Resource Mobilisation Strategy; and,
6. Develop an implementation plan for the Resource Mobilisation Strategy.

5. Roles / Responsibilities

Consultant

1. Undertake literature review of RUFORUM background and operational related documents;
2. Develop a methodology for implementing assignment;
3. Design/ develop required tools and instruments for data collection and analysis;
4. Visit with key stakeholders including universities and potential donors to explore funding mechanisms and potential arrangements;
5. Present the findings of the study to RUFORUM Secretariat and produce the final report to incorporate comments and suggestions from RUFORUM Secretariat staff and stakeholders;
6. With RUFORUM Secretariat, organise and facilitate a donors conference to mobilise resources for RUFORUM
7. Make arrangements for logistics including accommodation, local transport, stationery, computer services and any other as detailed in the contract;
8. Source relevant information and data from the RUFORUM network/ stakeholders and other relevant institutions; and,
9. Advise RUFORUM on issues related to the assignment in a timely manner.

RUFORUM

1. Review and approve the work plan, including timeframe and approach to be used;
2. Provide reference material including the RUFORUM Strategic Plan, Business plan, etc and other relevant documents;
3. Meet the relevant costs related to this consultancy, i.e., per diem, consultancy fee);
4. Review and approve the Consultant's draft and final report and other outputs as stipulated in the deliverables section and contract.

6. Deliverables

- Inception report
- Draft report (at least 5 days prior to end of assignment);
- Final report (at the end of consultancy within 2 weeks of the draft report presentation to RUFORUM);
- A resource mobilisation strategy document for sustained financing of the RUFORUM network detailing clearly the findings from all specific tasks/ objectives listed in Section 4;
- A database of possible funding sources for the RUFORUM network; and,
- A draft implementation plan for the Resource Mobilisation Strategy.

7. Plan of Work / Duration

- This assignment including relevant travel is expected to take a duration of 30 days and be completed before 20th August 2009. We propose the first four days to be spent at the RUFORUM Secretariat in Uganda, consulting with the RUFORUM Secretariat Staff and stakeholders in Uganda. The Consultant (s) is expected to consult key stakeholders including universities, donors both within the RUFORUM region and internationally. After the travels, the consultant will be expected to allot time to report preparation (draft report is expected prior to stakeholder comments and refining the report).

8. 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 the assignment;
- Demonstrated experience and competency in conducting similar assignments of a regional/ international magnitude;
- Demonstrated analytical and report writing skills and experience;
- The organizational/individual competency to deliver the services;
- Presentation of one lead consultant and not more than two (2) other consultants in the firm.

9. 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 **RUFORUM Networking Advocacy and Grants (NAG)** Programme Manager on dates as may be agreed during the inception meeting and stipulated in the contract. The reports will be reviewed within RUFORUM and also by an external peer 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 illustrations where necessary.

10. Proposal Development

A Concept Note of not more than 15 A-4 sized pages should be developed to include the following:

- 1) Background and interpretation of the terms of reference (Maximum 1 page);
- 2) Methodology and approach (Maximum 4 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 profile including summary CVs of the experts to be employed on the assignment and the relevant references/similar assignments conducted earlier (Maximum 7 pages)
- 5) An itemized budget (use provided template) divided into professional fees and direct cost of activities in United States Dollars (Maximum 2 pages).

The Proposal will be assessed based on the following criteria

- 1) Background Information (10%);
- 2) Methodology and approach (30%);
- 3) Proposed work plan (10%);
- 4) Competency and experience (30%- firm 10%, individuals 20%)
- 5) Budget (20%).

II. Procedures for Submission of Concept Notes

Interested individuals or teams of consultants should submit their Concept Notes (technical and financial proposals) electronically, mentioning the ID number for the Call, 2 page curriculum vitae of all team members, and statement of capability by close of business **12 June, 2009** to the address below.

The Planning, Monitoring and Evaluation Manager,

RUFORUM Secretariat,

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Makerere University, Kampala Uganda:

Tel: +256 414535939;

Email: secretariat@ruforum.org with copy to babatamara@yahoo.com; w.ochola@ruforum.org; and m.osiru@ruforum.org

For further information on RUFORUM, its member universities, partners and the programmes, visit the RUFORUM website: <http://www.ruforum.org> or write to the Head, Networking, Advocacy and Grants (NAG) at m.osiru@rufurom.org copies to ntwalica@gmail.com