



THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITES EN AFRIQUE

Request for Expression of Interest (ACBF/REOI/004/24/SPIA/BMGF/SFA)

Provision of Individual Consultancy Services to develop a Board Evaluation Framework

MARCH 2024

**THE AFRICAN CAPACITY BUILDING
FOUNDATION (ACBF HEAD OFFICE)**

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1. Background

The African Capacity Building Foundation (ACBF), the African Union's Specialized Agency for Capacity Development in Africa, is invested in supporting African institutions to improve their capacity to efficiently and effectively leverage the continent's expertise and resources to realise real and lasting change for its people.

In line with this mandate, ACBF is implementing the Program on "Strengthening Capacity of Strategic Partner Institutions in Africa" (SPIA) which is designed to provide capacity improvement support to targeted new and existing Africa-based institutions operating in bio-medical research and development areas. The program seeks to promote innovation and transformative ideas, co-created, translated, accepted, and adopted to specific local needs, with the understanding that this approach will lead to more excellent scientific, technical, and fiduciary capabilities, greater administrative and logistical capacities, and greater nimbleness to respond to the ever-changing Research & Development landscape for strategic institutional partners.

Under the SPIA Program, ACBF is supporting the Science for Africa Foundation (SFA Foundation), in enhancing its institutional capacity to effectively deliver on its mandate. SFA Foundation is a pan-African, non-profit, public charitable organisation created to support, strengthen, and promote science and innovation in Africa. By enhancing SFA Foundation's institutional capacity, ACBF believes that this will promote scientific innovation that can address Africa's development challenges.

Science For Africa Foundation is governed by a Board of Directors. The Board of Directors is responsible for setting the strategic direction for the Foundation and providing oversight to the operations of the Chief Executive Officer. The Chief Executive Officer, supported by the Executive Committee is responsible for the day-to-day operation of the Foundation. The Foundation has a Board of Directors that are guided by a comprehensive Board charter. The Charter defines among other elements the Board's composition, membership, its roles and responsibilities, procedures for meetings, development, and performance process. The roles and responsibilities of both the Board of Directors and the Chief Executive Officer are well defined and are around strategy and performance management, fiduciary oversight, governance, and risk management. However, what is lacking is a board evaluation framework to strengthen the Board's performance management.

Against this background, ACBF seeks consultancy services to develop a board evaluation framework for SFA Foundation in order to enhance its governance system.

2. Objective of the assignment

The overall objective of this assignment is to develop a board evaluation framework for SFA Foundation, that defines the parameters for measuring the accountability, transparency, and effectiveness of board members. The framework will clearly define the objectives, methodology and processes for measuring the performance of the Board and provide best practices in corporate governance for enhancing robust, transparent, and transformed institutions.

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3. Scope of work

Specifically, the consultant is required to undertake the following

1. Develop and assess the appropriate methodologies for determining the instrument to be used to conduct Board Performance Evaluations at SFA Foundation.
2. Document findings, analysis, and recommendations, make presentation to the Board of Directors and the Executive Committee as well as other key stakeholders, and incorporate feedback into final report.
3. Develop Board evaluation procedures that clearly identify roles and responsibilities of the Chairman and Vice Chairman of the Board, the Committees of the Board, members of the board and other relevant stakeholders that will be responsible for conducting and reporting on the results of Board evaluations.
4. Conduct an evaluation of the Board and its Committees and prepare a report on the overall fitness-for-purpose of the Board (including skills mix), with recommendations to enhance its efficacy and structure where applicable.
5. Design the most suitable Board Evaluation instrument/framework to be used, based on consultation with key stakeholders, with clear objectives, methodologies, processes and frequency of evaluation and utilization of the results/findings
6. Develop a performance framework that will allow SFA Foundation to evaluate and report on Board effectiveness.

4. Methodology

The approach to the assignment must be participative, and technical Proposals must contain details of the consultant's ability to respond to this policy requirement. It is expected that the Consultant/Firm will involve the relevant SFA Foundation project team, particularly the Head for Legal, Risk and compliance, as well as other staff in all phases of the assignment to secure 'buy-in' and knowledge of the methodologies used in the development of the instruments.

5. Key Deliverables and timelines

The assignment is expected to be conducted in **40 working days** stretched over 3 months covering March, April and May 2024. The key deliverables are as follows.

	Key deliverable	Completion Timelines	Fees (USD)
1.	Preparation and presentation of an Inception Report to the Head- Legal, Risk and Compliance of SFA summarizing the consultant's understanding of the scope of work, deliverables, and a detailed work plan including tasks, duration, start and finish dates and a plan for stakeholder consultation.	5 days	

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2.	Comprehensive draft review of the governance structure at SFA Foundation, highlighting what is working and not working, and overall fitness-for-purpose of the Board. The report to put forward an ideal proposed board structure if identified as crucial. This include a PowerPoint presentation to be delivered to the Board and the Executive committee.	10 days	
3.	Report on Board evaluation framework options for SFA Foundation- The report and PowerPoint presentation with possible options and methodologies for the evaluation framework clearly demonstrating the pros and cons of each option to allow for the board of directors and the executive board to consider a framework that is most effective for SFA. The outcomes of this consultation are critical in the development of the actual board evaluation tool	10 days	
4.	Board Evaluation Tool - Report that fully outlines the Board Evaluation Tool inclusive of an electronic based system, with the performance indicators and scale being recommended and the Evaluation Process to be used.	10 days	
5.	Report on the findings and recommendations from the evaluation of the Board and its Committees outlining recommendations based on the findings.	5 days	

NOTE: Please complete the above table and submit it as part of your financial proposal.

6. Technical Expertise Required

The Consultant will have the demonstrated capability of developing performance evaluation instruments particularly for Boards in the Private and Public Sectors. It would be most ideal for the consultant to reside in Kenya during the assignment period.

The Consultant will be required to provide evidence of having successfully completed similar assignments and have the following minimum qualifications:

- Master's degree in Governance, Corporate law, Strategic Human Resource Management, or Business Administration with working knowledge of Performance Management Systems.
- A minimum of five years' experience working in Performance Management Systems with at least two major projects of similar scope successfully implemented within the last five years.

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- Demonstrated experience in analysing and developing Performance Evaluation Instruments for Board of Directors particularly in the not-for-profit organizations over the past five years.

7. Remuneration

The Expert will be contracted at lumpsum amount to be agreed on.

8. Evaluation Criteria based on the Qualifications and experience.

Evaluation of the proposals will be evaluated based at 70% and above criteria. The evaluation committee shall evaluate the technical Proposals based on their responsiveness to the Terms of Reference, applying the evaluation criteria, and point system specified below.

CRITERIA	POINTS
Overall Experience of Consultant and demonstrated results Consultant's experience as it relates to the academic and professional qualifications stipulated in the RFP, as well as the experience being sought, demonstrating evidence of experience, relevance and quality of results achieved, and any other relevant credentials	40
Strategic Planning Approach Technical and Strategic strength of the proposed approach and methodology in undertaking the assignment, including the demonstrated understanding of the assignment as well as capacity to undertake it within specified/acceptable timelines.	40
Innovation The extent to which the proposal offers unique and innovative solutions that address the needs and objectives of ACBF- with clear demonstration of efficiency and effectiveness in the undertaking of the assignment	20
	100

A technical proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated. The minimum technical score required to pass is: 70 Points. At financial evaluation, the most competitive financial proposal will be selected.

9. Selection Process

The consultant will be selected based on an assessment of both the technical proposal and the financial offer. The Consultant should be ready to undergo a one-on-one assessment should need be.

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The EOI should include as a minimum:

- A proposal responding to the points in this ToR.
- A copy of Curriculum Vitae (CV) for the individual conducting the consultancy.
- A time plan.
- A reference list of previous similar assignments (at least three (3)).
- If the consultant belongs to a registered company, a copy of the registration.
- A financial offer with a detailed breakdown of costs, disclosing all relevant budget items for completing this assignment.

The proposal together with the requested documents above is to be sent to the following e-mail address: procurement@acbf-pact.org by **Friday 22 March 2024, 17:00 hrs (CAT)** The e-mail and all documents are to be marked with **“ACBF/REOI/004/24/SPIA/BMGF/SFA _Board Evaluation Framework”**.

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