



## Terms of reference for Change Management Team (CMT) Consultants

**Opening date :** July 29<sup>th</sup>, 2008

**Closing date:** August 29<sup>th</sup>, 2008

### Introduction

1. The West and Central African Council for Agricultural Research and Development (CORAF/WECARD) is a Sub regional organization within the Forum for Agricultural Research in Africa (FARA). CORAF/WECARD comprises 21 National Agricultural Research Systems (NARS) in West and Central Africa (WCA) and represents 21 countries.
2. The CORAF/WECARD Secretariat is located in Dakar, Senegal where it benefits from a headquarters agreement since March 1997 with the Senegalese Government.
3. In May 2007, CORAF/WECARD and its stakeholders adopted a new Strategic Plan for 2007-2016 and an Operational Plan 2007-2011 with an objective to sustainably improve a broad-based agricultural productivity, competitiveness and markets for target groups in West and Central Africa. This objective indicates that CORAF/WECARD's strategic plan aims at significantly contributing to the Comprehensive Africa Agriculture Development Program (CAADP). CAADP's major objective is achieving a 6 percent annual growth rate in agriculture in WCA and within the Framework for African Agricultural Productivity (FAAP).
4. The implementation of CAADP benefits from the support of several donors.
5. CORAF/WECARD's vision and mission statements as articulated in its new strategic plan are as follows:
  - a. **Vision** - A sustainable reduction in poverty and food insecurity in WCA through a broad-based agriculture-led economic growth and sustainable improvement in key areas of the agricultural research system.
  - b. **Mission** - Sustainable improvements in the productivity, competitiveness, and markets of the agricultural system in West and Central Africa by meeting key demands of the sub-regional research system as identified by the target groups.

6. Since the adoption of these two plans, the CORAF/WECARD Executive Director, in consultation with CORAF/WECARD's partners, has started discussions with its various constituencies for implementing the Operational Plan. The plan has eight programs which will be managed by Program Managers under the supervision of a Director of Programs.
7. The new expanded mandate of CORAF/WECARD in leading the implementation of the CAADP Pillar 4 means new responsibilities which must be undertaken if the vision and mission of CORAF/WECARD must be achieved on target. In order to achieve these targets several changes were proposed in the new Operational Plan.
8. The Operational Plan in itself is the outcome of extensive consultations involving a broad-spectrum of stakeholders drawn from the agricultural research system of West and Central Africa (WCA). The Plan emphasizes a business-unusual paradigm. It posits that a Change in the sub-regional approach to research is required if the much desired impact of agricultural research on development and economic growth are to be realized on target. The Plan examined the following issues on Change and Change management:
  - a. Organizational issues and approaches that need to be changed in order to ensure delivery of the four Results as stated in the CORAF/WECARD Strategic Plan
  - b. Constraints that could hinder delivery of these results.
  - c. Steps that should be taken to change such constraints, and the new approaches that could realistically be developed to address the constraints.
  - d. Steps to be taken in the implementation of the new approaches.
9. The CORAF/WECARD Executive Director and the Governing Board are currently seeking to recruit a professional Change management team (CMT) to assist the Executive Secretariat in the implementation of these Changes.

### **Duties and responsibilities of the CMT**

10. In as much as the duties of the CMT will vary as the Change process precedes, the change management process will ensure that standardized methods and procedures are used for efficient and prompt handling of all the identified Changes required to effectively implement the Operational Plan. Such a management process would ensure the minimization of the impact of change-related incidents upon service quality, and consequently improve the operations of CORAF/WECARD in delivering its set targets. The key duties of the Team working directly with the Executive Director of CORAF/WECARD will generally include the following:
  - a. Guide the implementation of all identified changes aimed at strengthening the CORAF/WECARD corporate systems, hence catalyzing the successful implementation of the Strategic and Operational Plans.
  - b. Ensure the establishment of a management system of internationally acceptable standards; including Changes in the organizational and governance structures.

- c. Provide managerial guidance for the establishment of the new Programs; identifying quick wins in order to keep up to the momentum of the Change process.
- d. Develop and implement a program for stakeholders sensitization aimed at identifying, understanding and managing all resistances to the changes.
- e. Develop and assist in the implementation of a communication plan aimed at capitalizing on the new paradigm of the new Operational Plan.
- f. Ensure the integration of the Change Management process into the full implementation of the Operational Plan.
- g. Identify any other new Changes required to achieve the mission of the Strategic and Operational Plans.

### **Skills and experience of the Team**

11. The CMT must be a group of professional Change management specialists with competencies in developing countries' agricultural development needs. Proof of the Team's track records spanning over several years in different countries, regions, and or situations will be required. Specifically the CMT must have proven experience in managing institutional development and organizational Change processes related to agricultural research for development. The team must be conversant with the practical application of Change, and must have the capability to mentor stakeholders (including staff) that will be affected by the Change process. The CMT will also be required to have knowledge of financial management issues.
12. Extensive experience of agricultural research and development issues in a sub-regional context for West and Central Africa, and a comprehensive understanding of the strategic issues and background for change in the sub-region and regionally is essential.
13. The successful Team must be capable of communicating in English and or French (or vice versa). The team must be very familiar with Microsoft Office® software.
14. The Change management process will be led by a team that is flexible, and that has following verifiable characteristics:
  - Credibility and authority to lead the effort
  - The connections to find the change zealots or champions who can be trusted to spread the news of the benefits of change throughout CORAF/WECARD and amongst the stakeholders.
  - Ability to achieve early wins in order to keep the momentum of change building until it reaches a crescendo.

### **Location & Reporting**

15. The CMT will work directly with the Executive Director at the CORAF/WECARD Executive Secretariat in Dakar.

16. The Team will provide quarterly reports to the Executive Director on the progress of the Change Management process. The Board of CORAF/WECARD would eventually be briefed by the Executive Director.

### **Duration**

17. The Change Management process will last for **18 months**.

### **Remunerations**

18. The CMT will be remunerated according to CORAF/WECARD policy on international consultancy.

### **Selection Procedure**

Each team leader is requested to submit a dossier comprising:

Individual application letters of all members with detailed curriculum vitae that must include complete names, address (postal, email, phone and fax).

The submissions should be addressed to the Executive Director of CORAF/WECARD, Executive Secretariat, 7 Avenue Bourguiba, BP 48 Dakar-RP, Senegal; or via email to [secoraf@coraf.org](mailto:secoraf@coraf.org). Only eligible groups will be contacted.