

ORGANISATIONAL ASSESSMENT

TERMS OF REFERENCE

1.0. Introduction and Background

The Terms of reference (TORs) contained in this document have been developed to facilitate the organizational assessment for the Africa Network Campaign on Education For All (ANCEFA). ANCEFA is a Regional Pan African Campaign Network of and working with national education coalitions from currently 35 countries in Africa in promoting the right to education for all on the continent. ANCEFA requires the services of a well qualified consultant to facilitate this assessment.

ANCEFA is a membership regional civil society education network, established by 19 coalitions after the Dakar Education Forum in 2000. ANCEFA is legally registered in Senegal as a nonprofit making organization.

ANCEFA's mission is to promote, enable and build capacity of African Civil Society to advocate and campaign for access to free quality and relevant education for all. This mission is shaped by the collective vision of a United, Strong, and Effective African Civil Society Committed to the Promotion of Free and Quality Universal Education for all and especially disadvantaged groups of girls, women, disabled and youth. The core values of ANCEFA are Respect, Integrity, Commitment, Professionalism and Excellence, Inclusiveness, Active engagement, and Non Partisanship.

ANCEFA Program work is done through the Regional Secretariat based in Dakar, Senegal and three Program offices, in Lusaka, Zambia; Lome, Togo, and Nairobi Kenya. The head is the Regional Coordinator and is supported by a 4 members Management Team (MT), Program Officers, Project Officers and support staff spread at the Regional Secretariat and in the three Program Offices.

Key program focus areas in line with ANCEFA strategic plan (2010-2014) are: education financing, national accountability, promoting quality education and institutional strengthening of ANCEFA staff and national education coalitions.

At country level, implementation of projects is supported and coordinated by National Education Coalitions who are affiliated to ANCEFA. ANCEFA provides financial resources and technical support to the Coalitions through their secretariats to enable them effectively and efficiently coordinate project activities.

ANCEFA has a 10 Members Board elected from four categories of civil society organizations: Teachers Unions, human rights activists, media specialists and academia. The Board oversees the implementation of strategic plan that the ANCEFA general assembly endorsed in April 2009.

The ANCEFA Board endorsed the secretariat organogram, working procedures, human resources provisions, activity, financial and audit reports during its official meetings (twice a year)

2.0. Overall Aim of Organizational assessment (OA)

ANCEFA has already done an Organizational Development (OD) in 2006 supported financially by the Commonwealth Education Fund (CEF). Meanwhile, the network has grown with more, memberships, activities and partners. Therefore, it is important for a Pan African Organization like ANCEFA to lead a process that can give an overview and update of the organization's strengths and weaknesses.

This organizational assessment is initiated by the Board to assist ANCEFA adopt an appropriate, sustainable and effective structure and strategy that is properly costed and effective and efficient. This will include a review of its five year strategic plan (2010-2014) organisational structure, working procedures, management of staff and activities. It will also look at issues related to transparency and accountability, as well as taking into account its ambition as articulated in its vision, missions and strategy.

ANCEFA needs to examine the organizational structure also in terms of offices. Are the current ones - Dakar, Nairobi, Lusaka and Lome - sufficient to serve ANCEFA's needs? Is the current structure for managing the sub-region offices realistic?

Role and operation mechanism for Moderators (the board members representing regions). What are the structures for their operations? How do they relate with the national coalitions? What do they do to support the national coalitions? How do the national coalitions use them to articulate issues to the regional office?

3.0. Scope of Work

- a) Review ANCEFA achievements and challenges specially in light of the current strategic plan (2010-2014)
- b) Advise on the appropriate organisational structure and reporting lines
- c) Propose alignment of ANCEFA structure and strategic direction
- d) Advise on and support the development of appropriate systems to support ANCEFA meet its strategic objectives and respond effectively to its members expectations.
- e) Provide directions for an appropriate Organizational development (OD) and institutional support for ANCEFA.
- f) Advise on and support ANCEFA Board mandate and members ownership
- g) Produce a report with key recommendations and actions required to enable ANCEFA transit to a more efficient management level in its evolution.

4.0. Expected Outcomes

- Identification of ANCEFA achievements and challenges in light of the current strategic plan (2010-2014) and organisational goals and objectives.
- Identification of ANCEFA institutional and management gaps and weaknesses
- Recommendations for reviewing posts, job descriptions and skills according to the goals and objectives of the network
- Recommendations for aligning and strengthening the skills within the ANCEFA staff according to the expected results and outcomes of the strategy
- Recommendations for an appropriate organisational structure and reporting lines
- Recommendations for an appropriate OD strategy for ANCEFA
- Recommendations and support appropriate systems for ANCEFA to meet its new demands, members expectations and respond effectively to its political and strategic challenges
- Recommendations for a more efficient Board, program overseeing and monitoring.
- Recommended key priorities for the remaining strategic plan period (2012-2014).

5.0. Process

- a) Reading of background materials and discussion with ANCEFA staff, Board members on the key deliverables to affirm process.
- b) Telephone interviews and/or email discussion with key stakeholders including a couple of national coalitions and funding partners.
- c) Produce a report with clear succinct recommendations based on the agreed TORs.
- d) Sharing the draft report with staff and Board members for validation
- e) Drafting the final report that will be shared with Board members, staff and partners

6.0. Timing

The consultancy needs to be done in August-September 2012 in order to enable ANCEFA has a proper organizational development strategy by the end of 2012.

7.0. Duration of Consultancy

The consultancy will be a total of 21 days made up of the following:

- a) Preparation time (background and workshop planning) and interviews: 7 days
- b) First draft report: 7 days
- c) Validation workshop with staff, Board members and partners: 2 days
- d) Final draft: 5 days

8.0. Rate of Consultancy

A maximum of USD 500 per day