

Call for proposals

Annual Board Review and Development

Terms of Reference

The assignment consists of planning and conducting a Board review for ActionAid International Kenya (AAIK) and facilitating work on a Board development plan.

Background

ActionAid International Kenya (AAIK) is an affiliate of ActionAid International, a global alliance against poverty and injustice. We are registered in Kenya and have a National Board and a General Assembly. The Board is democratically elected and, together with the General Assembly, ensures a mechanism through which we can be held accountable by rights holders and the partners we work with.

Purpose

To assess and improve performance of the board and its relationship with management, General Assembly and AAI federation.

To encourage accountability, identify required changes and potential new governance initiatives. The review will enable the board to identify areas of development and support needs. It will also recognize and reinforce areas of governance success. In addition, this will also help the boards to establish their annual Board work plan including any areas of development if required.

Objectives

The objectives of the assignment are as follows -

- a) Review the current practices within the Board and its relationship with management, Assembly and AAI at the governance level.
- b) Based on the review results, identify elements to strengthen the Board's governance role
- c) Develop a sound board work performance plan including a plan for continuous board development
- d) Identify areas that AAI (International Secretariat and/or other Members) could support the AAIK.

Elements for evaluation of Board Performance to date:

- a) Efficiency and effectiveness of the Board and its Committees
- b) Balance between its fiduciary and strategic/ stewardship role.

- c) Understanding of Member's role in the AAI Federation and regular oversight on compliance with AAI Constitution, Membership Regulations and other agreements with AAI.
- d) Relationship with General Assembly that ensures a supportive and health check and balance.
- e) Board and management relationship, including individual board members' engagement with and support to the management and the organization.
- f) Knowledge and preparedness for the development of the next Country Strategy Paper
- g) Existence and implementation of the Governance Manual (GM) in accordance with AAI GM and requirements.
- h) Management of conflict of interest and conflict of duty (with register).

Scope of Work

Background Information gathering, review and Workshop

- a) Collating Board questionnaires and analysing feedback with different Board Officials, Committees and Members
- b) Conduct interviews with key staff of AAI Member and Chair and Committee Conveners
- c) Preparation of materials for a Board Consultation workshop drawing from the review results

Documentation

Produce a report on the review and workshop results including a Board work plan (including Board development initiatives) and necessary resources on proposed way forward

Outputs

The main outputs of the assignment will be the following contents:

- a) A Board review questionnaire
- b) Workshop materials & preliminary analysis;
- c) An outlined Board work plan and plan for Board Development f process;
- d) Final debriefing with the Board to gain consensus on the plan and agreeing support from AAI.

Time Frame

The timeframe for the outputs will be agreed during an initial meeting with the consultant. The consultant will be required to edit the report and Board work plan including Development Plan taking into account comments from stakeholders, and submit a final report not later than 2 (two) weeks after the end of the assignment.

Person's Profile:

A known Board Developer and facilitator with experience of;

- a) Reviewing and developing the Boards of large international NGOs and understands the challenges they face.

- b) Federalism and federal organisations
- c) Someone with innovative way of simplifying issue and with the ability to translate theory into practical advice for this team
- d) A good listener with excellent team building capability and strong interpersonal skills
- e) An excellent communicator with a strong command of the English language is essential

Proposals should be sent to governance.kenya@actionaid.org on or before 31st October 2011, 12noon.

Enquiries for clarifications should be sent by e-mail to governance.kenya@actionaid.org