



CALL FOR CONSULTANCY FOR PROVISION OF ORGANIZATIONAL CAPACITY ASSESMENT

The Eastern and Southern Africa Small Scale Farmers Forum (ESAFF), Network of Farmers' Groups in Tanzania (MVIWATA) and GRET of France are implementing a European Union funded project "Involving small scale farmers in policy dialogue and monitoring for improved food security in the East African Region.", in short described as "INVOLVE".

The project is implemented in five East African Countries namely: Tanzania, Kenya, Burundi, Rwanda and Uganda.

I. About ESAFF

ESAFF is a network of small holder farmers that advocate for policy, practice and attitude change that reflects the needs, aspirations, and development of small-scale farmers in east and southern Africa. It was established in 2002 after the World Summit of Sustainable Development (WSSD) held in Johannesburg in South Africa. ESAFF is registered in Tanzania under Non Governmental Organisations Act 2002 of the United Republic of Tanzania. To date, ESAFF operates in 13 countries namely in the eastern and southern Africa region. These countries are; Tanzania through MVIWATA; Kenya (Kenya Small Scale Farmers Forum – KESSFF), Uganda (ESAFF Uganda), Zambia (ESAFF Zambia); Zimbabwe (Zimbabwe Small Organic Farmers Forum – ZIMSOFF), Lesotho (Lesotho Small Scale Farmers Forum); South Africa (ESAFF South Africa); Malawi (National Small Scale Farmers Movement - NASFAM); Rwanda (APEEE); Burundi (ESAFF Burundi); Madagascar (Confédération des Agriculteurs Malagas - CPM); Seychelles (Seychelles Farmers Association - SeyFA) and Mozambique (ROSA).

2. OVERALL OBJECTIVE OF THE PROJECT

To contribute to inclusive formulation and implementation of demand driven-policies for improved food security within the East African Community countries through increased engagement of small scale farmers and scaling up of successful food security local initiatives. The project will also enhance small scale farmers' involvement in policy processes from grassroots to national and the East Africa Community level. The project also will strengthening farmers' access to fair agro market in the region building on MVIWATA's successful project on bulky market access for family farming in Tanzania.

3. SPECIFIC OBJECTIVES OF THE PROJECT

To strengthen the capacities of the ESAFF network and its members in East Africa to contribute to the formulation and monitoring of policies that impact food security at local (district council), national (national parliament) and regional (EAC secretariat and national governments) levels, and to foster agricultural commodities trade within the region, building on MVIWATA-managed district-based bulk markets as pilot experiences.

4. EXPECTED RESULTS OF THE PROJECT

The expected results of the project are as follows:

- (i) Capacities of ESAFF and ESAFF country chapters and their grassroots members are strengthened for improved governance, enhanced networking and effective advocacy and participation in agricultural

policy processes, to ensure effective monitoring of resource allocation and utilization at the central and local government levels throughout the EAC countries.

- (ii) Lessons from MVIWATA's experience on agricultural commodity bulk marketing are disseminated and convince policy makers on importance of "cross-border trade centres" in the EAC region, for enhanced food security.
- (iii) ESAFF contributes in EAC countries to the harmonization of agricultural and trade policies and regional integration, and impediments to trade such as export bans have been removed, through evidence based advocacy and policy engagement.

5. SCOPE OF THE CONSULTANCY

ESAFF invites eligible, experienced and competent consultants to indicate their interest in providing the services of organizational capacity assessment (OCA) of its members, based on the expected result (i) above. The organizational, managerial and technical capacities of the following organizations will be assessed and an action plan of the identified gaps will be developed;

- ESAFF Regional secretariat (Based in Morogoro, Tanzania),
- MVIWATA-Network of Farmers' Groups in Tanzania (Based in Morogoro, Tanzania),
- ESAFF Uganda (Based in Kampala, Uganda);
- Kenya Small Scale Farmers' Forum (KESFFF) Based in Nairobi, Kenya;
- ESAFF Rwanda/APEEE (Based in Musanze – Rwanda); and
- ESAFF Burundi (Based in Bujumbura, Burundi).

5.1 The services to be provided will include, but not limited to:

- (i) Update and improve the existing ESAFF self assessment toolkit (SAYO); The updated OCA toolkit should comprise of OCA assessment guide, OCA scoring and results processing tool, OCA auto scoring and processing template, and OCA reporting template;
- (ii) Use the tool to perform assessment for small, medium and experienced small scale farmer organizations in East Africa in a highly participatory manner using a focus group discussion (FGD);
- (iii) Working with local with ESAFF members, in conducting a highly participatory OCA to six organisations in five countries in East Africa: Tanzania, Uganda, Kenya, Rwanda and Burundi;
- (iv) Assess the governance structures of ESAFF and its members answering questions such as: Are the organizations well governed by able and accountable leaders based on a clear structure separating itself from staff looking at the Identity Vision/Mission, Governing organs, Legality and Constituency;
- (v) Assess the structures of ESAFF focusing on whether the organizations are managed with clearly defined policies, procedures that ensure that are utilized resources effectively, management capabilities, policies and whether there are procedures in place;
- (vi) Assess the ESAFF Secretariat (staff) if it has an optimal team of able, gender/regional balanced, well motivated and competent staff capable of carrying out its mandate;
- (vii) Assess organizational resource base and financial management focusing on the ability of the organization to mobilize resources and apply its financial resources in an open manner and based on generally accepted accounting principles. This should include financial procedures, multiple sources of finance, budgeting (planning) and monitoring, financial expenditures and reporting, bank accounts and signatories;

- (viii) Ascertain whether there is enough office space/infrastructure: i.e does the organization exists in a known physical location and working communication in a convenient environment, its physical structure, equipment, record keeping and filing systems;
- (ix) Assess whether projects and programmes are carried out in a sustainable system, in line with vision and mission of the organization looking at operational plan, participation in planning, monitoring and evaluation, cross cutting issues (gender and youth), policy advocacy and engagement;
- (x) Assess whether ESAFF and its members work in partnership with other like-minded organizations to achieve common goals without compromising its own image, the government, media and NGOs;
- (xi) Identity weak areas that are critical for enhancing organizational capacity development of ESAFF members and assist members develop action plan to address them;
- (xii) Write a comprehensive report regarding the processes, issues raised, challenges and lesson learnt; and
- (xiii) Come with a comprehensive action plan of how to address the identified gaps per each farmer organization.

6. METHODOLOGY

This assignment will be a highly participatory exercise involving focus group discussions (FGDs) every organization mentioned above. The members of the FGDs will be comprised of the following; board members of the organizations, members of the management team, staff members, selected members from grassroots (beneficiaries), government representatives, media specialists and like-minded organizations.

7. REPORTING

6. The consultants will in the first instance report to the ESAFF Coordinator, who is responsible for overseeing and coordinating the consultant's inputs. Day to day coordination of the process shall be undertaken by the Campaign, Lobby and Advocacy Program Officer of ESAFF.

8. DURATION AND REPORTING

The study will be carried out strictly within 2 months (April-May 2013) from the date of the signing of the contract. The consultants should clearly express the willingness and ability to work within that period. The work is expected to commence immediately after the award of the contract.

Reporting shall be as follows:

Report	No of Copies Required	Time Frame
Inception Report	1 copy	1 week after commencement of the assignment
Zero Draft	1 Copy	4 weeks after commencement of the assignment
Interim Report	2 copies	6 weeks after commencement of the assignment
Final Report	2 hard copies and an electronic copy on a CD ROM	7 weeks after commencement of the assignment

9. Outputs

- (i) Updated OCA/SAYO toolkit comprising of OCA assessment guide, OCA scoring and automatic results processing tool, OCA auto scoring and processing template, and OCA reporting template;
- (ii) Comprehensive reports of the OCA process of the six farmer organizations in five countries in East Africa;
- (iii) Comprehensive capacity building action plan on the identified gaps in each variables (Governance, organizational Structures, Human resource, Financial policies and procedures, Office space, Advocacy Projects/activities and Relationship with others);

(iv) Lessons learnt from the assignment and how to improve similar activities in the future.

10. Required Competency and Experience of the Consultants

- Interested consultants are required to submit their technical and financial proposal for the assignment, expressing their methodology and approach to the assignment, and availability for the assignment.
- Required to provide their updated curriculum vitae, indicating academic qualifications, experience in similar assignments, and experience with small scale farmers organization in East Africa and at least two (2) referees with contact information (e-mail address, telephone or fax numbers).
- Competencies: The successful Consultant should have the following competencies and qualification:
 - (i) A master's degree or PhD preferred, in Agriculture, Agricultural Economics, Rural Development, any Social Science Degrees, preferably including gender, evaluation or social research
 - (ii) A strong record in designing and leading OCAs
 - (iii) A proven high level data analysis skills
 - (iv) Strong ability to translate complex data into effective, strategic well written reports
 - (v) A minimum of 4 years of working experience on consultancies and applying qualitative and quantitative evaluation methods
 - (vi) Knowledge of EU Budget Requirements and its programming is desirable
 - (vii) In-country experience in the above named countries of the Assessment and;
 - (viii) Knowledge of English, French and Swahili (and other) languages used in the EAC will be an added advantage

11. INFORMATION AND SUBMISSION

- Interested consultants may obtain further information (in English) for the assignment from the address below or by requesting via email during office hours from 8:30 to 12:00 and from 14:00 to 17:30 hours, Monday through Friday, except public holidays.
- Expressions of interest must be submitted in electronic copy to the email-address below no later after 4th April 2013.

Proposals should be submitted by email to the following address:

Regional Coordinator

Eastern and Southern Africa Small Scale Farmers' Forum (ESAFF)

Morogoro Regional Post Office building

P.O. Box 1782, Morogoro – Tanzania

Old DSM Rd/ Kitope Road - Plot No 63/18 Zone ii

Tel: +255 782 486183, or +255 232614008/ Fax: +255232613880/ E-mails: coordinator@esaff.org or esaff@esaff.org