



## Terms of Reference (ToRs)

### **Consultancy for Induction of New CCARDESA Board of Directors & Review of Governance-Related Documents**

**Centre for Coordination of Agricultural Research and  
Development for Southern Africa (CCARDESA)**

**Date: August 2025**

# CONSULTANCY FOR INDUCTION OF NEW CCARDESA BOARD MEMBERS

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## 1. Background

The agricultural sector remains critical to the livelihoods and economic stability of SADC Member States. To coordinate agricultural research and development in the region, CCARDESA was established in 2010 and became operational in 2012. It functions as an autonomous subsidiary of the SADC Secretariat and is governed by a Board of Directors at a first tier.

With the appointment of new Board members, CCARDESA seeks to strengthen governance systems by conducting a comprehensive induction, revising key governance tools, and developing a practical manual that will serve as a continuous reference for Board members.

## 2. Objectives of the Assignment

The overall objective of the assignment is to introduce the newly appointed governing body to good corporate governance practices, and all governing and strategic documents for CCARDESA to ensure that Board Members are well informed to execute their roles and responsibilities. The assignment also seeks to review and update key board governance documents and tools to ensure they are abreast with current corporate governance practices.

Specifically, the consultancy aims to:

- Facilitate a comprehensive induction for new Board members (scheduled for 23–25 September 2025).
- Review and update the CCARDES Board of Directors Code of Conduct.
- Streamline and revise the Terms of Reference (ToRs) for Board Members to ensure clarity of roles, responsibilities, and accountability.
- Revise and strengthen the Board Performance Evaluation Tool to align with best governance practices.
- Develop a CCARDESA Board Charter anchored on the CCARDESA Charter and policies, to serve as a reference guide for the Board.
- Appraise CCARDESA's long-term strategy and assess its alignment with the Regional Agricultural Policy, SADC Regional Indicative Strategic Development Plan (RISDP), AU's Comprehensive Africa Agriculture Development Programme (CAADP), and the UN Sustainable Development Goals (SDGs).
- Provide strategic recommendations to support effective governance and compliance.

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### 3. Expected Deliverables

The consultant shall provide the following outputs:

1. **Inception Report**
  - Methodology and workplan for the three-month consultancy, including timelines leading up to validation in December 2025.
2. **Updated Board Governance Instruments**
  - Revised Code of Conduct.
  - Streamlined CCARDESA Board of Directors Terms of Reference at board, committee and individual level.
  - Revised Board Performance Evaluation Tool.
3. **CCARDESA Board Charter**
  - A practical governance guide anchored on the CCARDESA Charter, policies, and relevant frameworks.
4. **Board Induction Training**
  - A four-day induction workshop (22–25 September 2025), covering corporate governance, fiduciary duties, strategic oversight, risk management, and ethical leadership.
5. **Strategy Appraisal Report**
  - Appraisal of the CCARDESA long-term strategy for vis-a-vis the Regional Agricultural Policy, SADC RISDP, AU's CAADP, and the UN SDGs, including recommendations for strengthening synergies.
6. **Final Report & Governance Recommendations**
  - Documentation of processes, revised tools, training delivery, participant evaluation, and recommendations for future governance strengthening.

### 4. Duration and Timeline

The consultancy will run for four months (September–December 2025). The draft revised governance instruments will be submitted to the Board of Directors for validation and approval by December 2025.

#### Indicative Timeline:

Activity	Output	Timeline
Document review & Inception Report	Inception Report	Sept 2025
Board Induction Workshop	Training delivered	22–25 Sept 2025

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Activity	Output	Timeline
Consultation with Board & ED	Validation inputs	Oct–Nov 2025
Draft revised Code of Conduct, Board ToRs, and Performance Tool	Drafts submitted	Nov 2025
Draft CCARDESA Board Charter	Draft Charter	Nov 2025
Appraisal of CCARDESA Strategy vs key agricultural research & development document	Strategy Appraisal Report	Nov-Dec 2025
Final versions of governance instruments + Final Report	Approved documents	Dec 2025

### 5. Location

The assignment will be home-based for preparatory work, with in-person/virtual facilitation of the induction workshop.

### 6. Reporting

The consultant will report to the Executive Director of CCARDESA and work closely with the Board of Directors. Drafts and final deliverables will be validated and approved by the Board of Directors by December 2025.

### 7. Required Qualifications

- Master's degree in Governance, Corporate Law, Leadership, MBA, or a related field.
- Minimum of 10 years' experience in corporate governance, board training, and institutional strengthening.
- Demonstrated expertise in developing governance frameworks, Codes of Conduct, and Board performance tools.
- Experience working with regional or donor-funded organizations.
- Strong facilitation, communication, and report-writing skills in English.

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### **8. Costs and Logistics**

CCARDESA will cover eligible logistics, venue, travel, and other costs related to the assignment. The consultant will be paid against agreed deliverables.