



TERMS OF REFERENCE

**A SUSTAINABLE AFROSAI-E MAKING A DIFFERENCE IN THE
PERFORMANCE OF SAIs?**

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1. Background

AFROSAI-E, the African Organisation of Supreme Audit Institutions in English-speaking Africa, is a member-based, non-profit organisation for the national audit offices (SAIs) of 26 countries.

Its statement of intent is:

Making a difference in the performance of SAIs

Since its inception, several external evaluations have been done on the effectiveness of the Organisation, and its Executive Secretariat, which is based in South Africa. Although the results have been positive in general, our donor and development partners often raise the issue of risks related to the long-term sustainability of the organisation.

This has been well documented and is listed as the area with the highest risk rating in the 2015 to 2019 Corporate Plan (Table 1).

Table 1: Extract from 2015 to 2019 Corporate plan

<p>Long term financial sustainability and continuation of donor support</p>	<p>Mitigating initiatives</p> <ul style="list-style-type: none"> • Effective engagements with existing donors to visibly demonstrate the benefits and positive changes that AFROSAI-E members get through their active participation in the programmes. • Continue to work with existing institutional and other partners on a project basis. • Engage with other interested donors. • Participate in the INTOSAI Donor Steering Committee to actively seek for further donor support.
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2. Objectives of the project

2.1 AFROSAI-E requires the services of a specialist consultant with research expertise, to assess the long-term role and function of AFROSAI-E to develop a Sustainability Plan that should include at least:

- 2.1.1 Research and comments on what sustainability means in the context of a non-profit, capacity building, member-based organisation.
- 2.1.2 Research and an analysis of other international- and African member-based organisations, similar in nature to AFROSAI-E, their funding streams, structures and good practices. Reference should specifically be made to member-based organisations with an Executive

Secretariat i.e. that provides active services and support to its members and not a pure administrative function.

- 2.1.3 An analysis of the consequences and impact of a scenario where the AFROSAI-E Executive Secretariat ceases to exist.
- 2.1.4 An analysis of AFROSAI-E income streams in terms of its donor dependency vs. the contributions that's made by members to participate in AFROSAI-E activities.
- 2.1.5 Information on the number of fragile countries that are members of AFROSAI-E and their dependence on technical support from AFROSAI-E.
- 2.1.6 A risk assessment on the impact of the loss of key donor/s support and the potential for a self-funding model.

3. Methodology of the project

- 3.1 The consultant is expected to collect and analyse data through external sources to identify the most important issues within each focus area. The list of issues per focus area should, preferably, be limited to no more than five. Although it is envisaged that the research will be done via a "desk exercise", the consultant may apply other techniques such as teleconference calls to selected organisations and stakeholders.

The findings should be supported by a SWOT analysis and three to five main risks that the Executive Secretariat face.

- 3.2 It is not a requirement to assess the quality of the AFROSAI-E material and its impact, or the relationship between the Secretariat and its members.

4. Process and timeframe

- 4.1 Interested consultancy firms / individuals should submit a proposal in electronic format by 19 May 2017, detailing the broad outline of the scope of the planned activities and timeframes.
- 4.2 The hourly rates and allocation of time for preparation, travel days, field work, and reporting should be indicated in the proposal. The total number of air tickets should be estimated, as well as the total number of per diems to cover accommodation and subsistence. To save costs it would be preferred to keep travelling to the minimum and use electronic communication such as skype when possible.
- 4.3 AFROSAI-E will assess the proposals and assign a consultancy firm / individual to conduct the work. The successful applicant will be informed by 2 June 2017.
- 4.4 The inception report should be available by 30 June 2017 or as mutually agreed upon.

4.5 AFROSAI-E should be consulted throughout the project to enhance the relevance of the process and information being gathered.

4.6 The final report should be ready by 31 July 2017 or as mutually agreed upon.

5. Contact details and other information

Interested persons can contact Wynand Wentzel via email: wynand@afrosai-e.org.za; skype: wynand.wentzel1 or Tel: +27 10 286 0104.

For more information on AFROSAI-E visit www.afrosai-e.org.za