

TERMS OF REFERENCE

Enterprise Risk Management as a Strategic Tool in Improving Governance: Case Study of Commonwealth Africa

Background

The Governance and Peace Division of the Commonwealth Secretariat as part of its mandate, provides technical and advisory assistance to Commonwealth member states in improving governance through strengthened public financial management. Such assistance includes directly supported member states in introducing Enterprise Risk Management in government Ministries, Departments and Agencies (MDAs) thereby fostering improved decision-making in pursuance of the National Development Objectives and those of the Sustainable Development Goals. Accordingly, the Commonwealth Secretariat seeks to undertake a study on the introduction of Enterprise Risk Management (ERM) in six member states in Commonwealth Africa focusing on the ERM methodology adopted, implementation experiences and strategic contribution to improving risk management and decision-making in the respective jurisdictions. The six countries, which largely comprise those that the Commonwealth Secretariat has directly engaged on ERM within the past 5 years, are at various stages of the ERM implementation process. These are outlined below:

- Botswana
- Eswatini
- Ghana
- Kenya
- Sierra Leone
- The Gambia

The research shall identify the MDAs in which the ERM has been introduced and undertake an in-depth review of its contribution to good governance in achieving the strategic mandate(s). It is also considered necessary for the study to highlight and address active plans for further rollout of the ERM to additional MDAs in the respective jurisdictions within the short to medium term.

Objective of the Project

The study aims to serve as a key resource for Commonwealth member states in improving governance, public financial management and decision-making through the implementation of Enterprise Risk Management. Policy makers and other stakeholders will benefit from case study experiences shared which will provide a useful platform for future introduction, roll out and embedding of ERM.



Scope of Work

The 'Enterprise Risk Management as a Strategic Tool in Improving Governance: Case Study of Commonwealth Africa' publication will respectively address the ERM implementation in the six aforementioned Commonwealth member states in separate chapters with each containing between 6000 and 8000 words.

The consultant is expected to at a minimum undertake the following tasks in delivering the assignment for the respective member states:

- Review existing literature on efforts to improve governance and risk management in the country of focus
- Conduct extensive interviews with key stakeholders across government, educational institutions, professional bodies, civil society and development partners in order to identify the key institutions and efforts driving risk management
- Utilise any other appropriate research methodologies, including focus group studies and surveys of key stakeholders in obtaining the required information for the project

In executing the assignment, the selected consultant must ensure that information received is adequately verified prior to inclusion in the final submission. The selected consultant would not be required to travel to the designated countries in undertaking the assignment although s/he may choose to do so. Nevertheless, consultants demonstrating local presence or partnerships in three or more of the listed countries, which would facilitate the ease of obtaining accurate and reliable information, would have an added advantage.

Deliverables

The consultant will produce a separate chapter comprising between 6000 and 8000 words for each country. Each chapter should at a minimum contain the following:

- Background information on governance and risk management in the country of focus
- Methodology adopted in introducing Enterprise Risk Management. This should include information on the legal and regulatory framework for ERM and other related documents.
- Extent to which an enterprise-wide approach has been adopted in the planning, implementation, reporting, monitoring and review processes
- Extent to which key institutions of government (including but not limited to the Supreme Audit Institution and Legislature) have been involved in the ERM process during the initiation, training, implementation and rollout across government.
- Early gains in governance and public financial management, particularly risk management decision-making, resulting from the introduction and roll of the ERM, in achieving the strategic objectives of government
- Lessons learnt and how such lessons can be applied elsewhere across the Commonwealth

Timelines and Payment Schedule

The consultant is expected to utilise approximately 60 working days over a period from January to April 2021 in undertaking the assignment. Payments under this contract will be by delivery of results:

40% of Contract Sum	Upon submission of first publication draft to a satisfactory standard, not later than 30 working days from the start date of the contract.
20% of Contract Sum	Upon submission of second publication draft to a satisfactory standard, not later than 50 working days from the start date of the contract.
40% of Contract Sum	Upon submission of final publication/consultancy to a satisfactory standard, not later than 15 April 2021

Qualifications and Experience

- Advanced academic and/or professional qualification in governance and/or risk management
- Membership of Professional Risk Management Body.
- At least 15 years substantive experience and expertise in the areas of governance and/or risk management. Experience of Commonwealth Countries particularly within Africa would be an added advantage
- Proven negotiation skills and ability to engage key stakeholders of government
- Excellent and proven research, case writing and communication skills.
- Proven experience of undertaking research and/or publication on risk management

Contract Management Arrangements

The contract will be managed by the Governance and Peace Division (GPD) of the Commonwealth Secretariat. The consultant (s) will report operationally on progress to the Adviser, Public Financial Management or designate of the Commonwealth Secretariat who in turn shall:

- a. Provide overall coordination and oversight of the project.
- b. Identify and introduce key stakeholders.
- c. Manage the contract
- d. Peer review and provide quality assurance for the publication process and output.

Submission of proposals

Proposals submitted should clearly include the following:

1. A detailed CV of the consultant
2. Statement of Suitability for the assignment
3. A proposed work plan, detailing the methodological approach to the research. Workplans outlining local country partnerships in obtaining/verifying information would be an added advantage.