

## Terms of Reference

### Board Development Consultant

#### 1. Background

The People's Action for Learning (PAL) Network is a south-south partnership of 17 member organizations working to promote children's foundational learning across Africa, Asia, and America. Governed by a board of members located in various countries across the network, PAL Network is committed to maintaining the highest standards of governance. To ensure our board continues to operate effectively and in alignment with best practices, we seek a consultant to guide the board through a comprehensive self-evaluation process and provide a refresher on governance. This initiative aims to enhance board performance, strengthen decision-making processes, and ensure compliance with governance standards.

#### 2. Scope of Work

The consultant will be responsible for:

- a) Designing and facilitating a board self-evaluation process, including the development of evaluation tools, or surveys in line with best practices.
- b) Analyzing the results of the self-evaluation and preparing a report outlining findings, recommendations, and action steps for board development.
- c) Facilitating a governance refresher training covering key governance principles, roles and responsibilities of board members, risk management and compliance with legal and regulatory frameworks.

#### 3. Deliverables

The consultant is expected to deliver the following:

- a) Board self-evaluation tools.
- b) Summary report of self-evaluation findings, including areas of strength, challenges, and recommendations for improvement.
- c) Facilitate a refresher training on governance tailored to PAL Network's board structure and needs.
- d) Final report documenting the entire process, recommendations, and next steps for ongoing board development.

#### 4. Qualifications

The ideal consultant should have:

- a) Proven experience in board evaluation and governance training, particularly within the non-profit or education sector.
- b) Expertise in organizational governance, risk management, and board development.

## 5. Application Process

Interested applicants are invited to submit the following:

- a) A detailed proposal outlining their approach to the board self-evaluation and governance refresher, including timelines and methodology.
- b) CV or profile demonstrating relevant experience and qualifications.
- c) Budget.
- d) List of organizations for whom similar work has been undertaken.

Proposals will be evaluated based on the consultant's experience, the robustness of the proposed approach, cost-effectiveness, and previous work with similar organizations.

Applications should be submitted by **18<sup>th</sup> October 2024** to [jobs@palnetwork.org](mailto:jobs@palnetwork.org) and copied to Brigid Munyiri [bmunyiri@palnetwork.org](mailto:bmunyiri@palnetwork.org) with the subject: **Proposal Submission – PAL Board Evaluation**.