



PublicPrivate
Partnership
Commission

THE DIGITAL MALAWI PROGRAM PHASE I
DIGITAL FOUNDATIONS PROJECT

PROJECT NUMBER: **P160533**

THE MALAWI NATIONAL RESEARCH AND EDUCATION NETWORK (MAREN)

TERMS OF REFERENCE AND SCOPE OF SERVICES

FOR

THE CHIEF EXECUTIVE OFFICER

DATED: DECEMBER 2017

1. BACKGROUND

The Government of the Republic of Malawi, in recognition of the critical role that ICTs play in fostering socio-economic development and empowering the poor, has undertaken a loan from the World Bank to implement an ICT Program - the *Digital Malawi* Program. The implementation agency for the project is the Public Private Partnership Commission (PPPC).

Digital Malawi is a two phased program to lay the foundations for a digitally-enabled economy, society and government. The Project Development Objective (PDO) for Phase I of the Digital Malawi Program - The Malawi Digital Foundations Project -- is to increase access to affordable, high quality internet services for government, businesses, and citizens and to improve the Government's capacity to deliver digital public services. Phase I targets three core enablers of digital development: (i) **Digital Ecosystem:** strengthening the laws, regulations and institutional and human capacity needed to promote ICT infrastructure investment, market competitiveness, digital engagement, job creation and innovation; (ii) **Digital Connectivity:** promoting affordable, high quality internet access for all citizens by incentivizing private sector network infrastructure development and service provision nationwide, including provision of connectivity for public institutions, and (iii) **Digital Platforms and Services:** building the technical capacity, institutions and IT infrastructure for the government to deliver services to citizens and conduct its own business digitally. .

The connectivity component includes support for provision of high speed broadband, digital content and other services for higher education and research institutions through the Malawi Research and Education Network (MAREN). As part of the preparatory phase, the Government intends to use part of the loan proceeds to engage the Chief Executive Officer (CEO) who will supervise implementation of the MAREN project activities.

2. MAREN

The Malawi National Research Network (MAREN) was founded in October 2005 to offer a single focus for pursuing quality Internet connectivity for the Tertiary Education and Research Sectors in Malawi. It builds on the beginning set by the Malawi Library and Information Consortium (MALICO) VSATs network but aims to go further by providing fast fibre connectivity interlinking institutions locally and connecting to neighboring countries, to the rest of Africa and to the European Union academic network. MAREN was registered as a not-for-profit company limited by guarantee in late 2009.

3. Objective

The objective of the position of Chief Executive Officer is to provide leadership to the MAREN secretariat. The CEO will fulfill this objective, *inter alia*, by (i) advising the Board on setting MAREN strategic objectives and organization plans; (ii) recruiting and supervising the secretariat team; and (iii) leading the implementation of MAREN's strategic objectives and plans.

4. Scope of Work

The MAREN CEO will ensure that MAREN successfully meets its objectives. To do so, he or she will need to successfully build and lead a team to execute MAREN activities in an effective and professional manner. The main tasks of the Chief Executive Officer will include:

- 4.1. Developing and implementing strategic objectives and organization plans, to be adopted by the Board, in support of academic and research connectivity.
- 4.2. Ensuring good cooperation with the wider academic, and research community of the region.
- 4.3. Marketing the services of MAREN effectively and widening its membership to establish a sustainable revenue base.
- 4.4. Building a good team which is capable of designing, deploying and managing services that support academic and research processes.
- 4.5. Overseeing fundraising and revenue generation activities, business plans development, funding proposals, donor funding, et cetera. MAREN should aim to be self-supporting financially, well before the current round of external donor funding ends.
- 4.6. Coordinating capacity building activities within MAREN and in member institutions.
- 4.7. Seeking opportunities to extend the range of services MAREN is able to offer to its membership, including access to open educational resources.
- 4.8. Managing the MAREN financial management system including planning, budgeting, control and ensuring that MAREN operates on a cost recovery basis.
- 4.9. Establishing links with development partners, financiers and benefactors for the purposes of leveraging existing funding to secure additional material and financial resources from the partners for MAREN.
- 4.10. Coordinating, supervising and evaluating all ICT services, including network policies and operational procedures.
- 4.11. Be the main point of contact between and liaise effectively with MAREN and stakeholders, namely; the MAREN Board, local and international Research and Educations institutions, including the EU Africa Connect program, PPPC, World Bank etc. ;

- 4.12. Ensure that stakeholders are well informed and involved in all project activities, including decision-making and strategy development;
- 4.13. In cooperation with stakeholders, ensure effective administration and financing of the project;
- 4.14. Ensure timely disbursements and efficient use of funds;
- 4.15. Monitor and evaluate staff and general performance;
- 4.16. Supervise the MAREN Secretariat.
- 4.17. Other tasks, as requested by the MAREN Board.

5. Major Responsibilities:

The MAREN Chief Executive Officer is expected to:

- 5.1. Approve, coordinate and control all activities related to selection, acquisition, development and implementation of network elements and other services. The Chief Executive Officer provides advice on evaluation, selection, implementation and maintenance of the MAREN network ensuring appropriate investment in strategic and operational systems. He or she also evaluates systems to measure their success.
- 5.2. Participate in the preparation of all terms of reference (ToRs), user requirements, expressions of interest (EoI), requests for proposals (RFPs), and other related procurement activities for consultants and service providers.
- 5.3. Supervise contract management for suppliers, service providers, contractors and consultants
- 5.4. Collect information from actual and potential members on their requirements for bandwidth and other resources;
- 5.5. Negotiate MAREN's continuing membership of the EU AfricaConnect program, and other relevant regional and international programs;
- 5.6. Ensure that the applicable Government of Malawi, MAREN Board and World Bank policies, regulations and procedures are followed at all times.
- 5.7. Ensure that financial monitoring and reporting systems are in place and operational at all times to meet applicable MAREN Board, PPPC or Bank requirements, and making regular (Quarterly) reports.

6. Planning and Policy Development

With regards to planning and policy development, the Chief Executive Officer will:

- 6.1 Be responsible for the vision and planning for all MAREN activities- strategic, technical and operational.
- 6.2 Take a leading role in the detailed design of the project implementation mechanisms (e.g. detailed technical feasibility studies, tendering process, bid evaluations etc.).

- 6.3 Be responsible for coordination with other agencies of government, donors and the research and educational community (including the relevant Ministries and other regulatory agencies).
- 6.4 Develop and enforce policy and procedures to ensure the protection of MAREN's assets and the integrity, security and privacy of information entrusted to or maintained by MAREN.

7. Reporting and Implementation Arrangements

The MAREN Project CEO will coordinate and manage reporting needs and data analysis for the MAREN Board and the Chief Executive of the PPPC. He or she will ensure that the gathering, processing, distribution and use of pertinent information required by management to make decisions occur in a timely, accurate and cost effective manner (with a particular focus on Monitoring & Evaluation). The CEO will be responsible for minute taking during MAREN Board meetings.

8. Supervision/Staff Coordination

The CEO will take a leading role in the selection of MAREN staff. He or she will ensure that the duties and roles assigned to each member of staff will be performed during vacations, illnesses, and other cases where the primary person is not available.

9. Qualifications Requirements

The successful applicants will have a strong background in ICT, project management and in the research and education sector in Malawi. Ideally the Chief Executive Officer should have:

- 9.1. A Bachelor's degree in Computer Science, Management Information Systems, Telecommunications or related field with an advanced degree in an ICT related field, Business Administration or Management.
- 9.2. At least 10 years of direct relevant work experience in managing ICT services and projects;
- 9.3. Knowledge of research and education operations in Malawi or elsewhere, especially pertaining to telecom connectivity, is desirable;
- 9.4. High integrity and accountability, leadership and good team work spirit;
- 9.5. A comprehensive knowledge of:
 - Business principles and systems of administration, leadership and management to include an in-depth understanding of the key business issues that face the universities especially in matters of connectivity and ICT.
 - Business office operations as it pertain to the ICT sector.
 - Proven skills in (i) management and leadership, (ii) planning and organizing, (iii) negotiating with vendors, contractors, and others, and (iv) budget preparation and monitoring.

- 9.6. Excellent communication skills and must be fluent in English.
- 9.7. Ability to: (i) be a team player that motivates and educates other team members, (ii) set and manage priorities and (iii) relate to all levels of the user community.

10. Level of Effort and Duration of Consultancy

The Project CEO will be recruited for an initial period of a three-year contract, renewable on the first anniversary subject to performance. This is a full time position.

11. Selection Method

The selection method is competitive selection for an individual consultant.

APPENDIX B

Performance Assessment Criteria

PERFORMANCE EVALUATION CRITERIA FOR MAREN CEO. PERFORMANCE TARGETS WITH RESPECT TO OBJECTIVES OF MAREN

ITEM DESCRIPTION	ASSUMPTIONS	MINIMUM TARGET
1. Compile and disseminate quarterly progress reports to various stakeholders including the MAREN Board, MAREN members and the Chief Executive Officer of the PPPC	Reports will be available to the World Bank on request	Four per annum
2. Produce a time bound and resource specific action plan to address pertinent project implementation objectives	To be a public document	Within 6 months of appointment, and thereafter updated at intervals
3. Provide technical advice on project deliverables, as identified in the action plan	To be tracked in the quarterly reports	Ongoing
4. Expansion of the membership of MAREN	May eventually be extended to secondary schools, technical colleges, et cetera	Ongoing
5. Expansion of the funding base of MAREN	Based on membership fees and funds from other donors, as well as from Digital Malawi	Ongoing

B. MANAGERIAL COMPETENCIES FOR THE MAREN CEO

1. Leadership Ability to provide guidance to team members and take responsibility for the actions of the team.

2. Problem Solving Ability to implement solutions to problems without always having to refer to higher authority.

3. Creativity / Innovation / Change Management Abilities Ability to improve on current methodologies by implementing new ideas without losing direction from the overall mission and vision of the organization.

4. Communication / Presentation Skills Ability to effectively communicate orally to audiences of all types, using visual aids where necessary.

5. Decision Making Ability to direct team members as to the course of action to take, without having to refer to higher authority

6. People Management Providing effective guidance to team members and exercising control over key deliverables in terms of quality and timely delivery.

7. Professional Knowledge / Technical Expertise Knowledge and expertise that is gained and perfected through specialised training, experience, and success in previous endeavours.

8. Meeting Deadlines

Delivery of quality products within the specified time.

9. Interpersonal / Social Skills Ability to associate and work with various groups of people of different cultures, backgrounds and dispositions

10. Team Work Ability to form a team and effectively contribute to the attainment of a common goal within the formed group of people.

11. Initiative Ability to recommend and implement a course of action within the limits of one's authority, thereby avoiding unnecessary delay.

12. Performance Rating

Performance of the Consultant shall be rated as follows;

A : Excellent

B : Very Good

C : Fully Satisfactory

D : Acceptable (Needs Improvement)

E : Unsatisfactory