TERMS OF REFERENCE
AFRICAN TAX ADMINISTRATION FORUM (ATAF)
RISK MANAGEMENT STRATEGY CONSULTANT

1. INTRODUCTION AND BACKGROUND

The African Tax Administration Forum (ATAF) is a pan African international tax organisation established in 2009, in Kampala, Uganda with a membership of 38 countries across the African continent. ATAF strives to build efficient and effective tax administration in Africa by leading deliberations on tax matters, enhancing economic development and improving the living standards of the African citizenry

ATAF has seen a steadily increasing demand for its services to tax administrations that outstripped its projections and continues to grow. At the end of the first strategic cycle, ATAF undertook a review of its strategy focused on responding and adapting to the fast-changing global tax agenda and environment and importantly, to the needs and expectations of its members. The 2016-2020 strategy seeks to improve the capacity of African tax administrations for better domestic resource mobilisation, through capacity building initiatives.

ATAF seeks to recruit a Risk Management Consultant, herein referred to as the "Consultant."

2. Objectives and scope of work

ATAF strives for better tax administration to enhance economic growth, enhance accountability of the state to its citizens and for more effective domestic resource mobilisation. ATAF's objectives are: (i) developing a sustainable, member-orientated African organisation on tax matters; (ii) fostering efficient and effective African tax administrations and (iii) driving the knowledge hub on African tax matters and (iv) Informing and influencing the regional and global dialogue as the African voice in the field of taxation.

ATAF seeks the services of a consultant to develop a risk management strategy as part of the implementation of its Strategic Objective I and Output No 4. The objective of the consultancy is to develop a risk management process which should be incorporated into strategic management and business planning activities.

Working closely with relevant key staff of ATAF, the consultant will include facilitation of a risk management process whose outcomes will inform the development of ATAF's first risk management plan and risk log/matrix, which will include risk assessment, evaluation, reporting, treatment and monitoring. The consultant will develop the tools that ATAF shall use in developing a risk register.

2.1 The consultant will be required to be accountable for ensuring that all relevant documentation is developed for risk management and is conducted in full confidentiality.

2.2 The consultant will take lead overall charge of the development of the risk management strategy, conduct the tasks identified by applying technical practices and methods, and collecting and making use of available and necessary data in carrying out the assignment.

2.3 The consultant shall report to the Director: Strategic Partnerships, Planning Monitoring and Evaluation.

3.0 The Consultant, with experience, will undertake the following:

a) Develop a risk management strategy by:

- Identifying strategic risks of the institutional activities required for the implementation of ATAF'S vision, mission, and objectives
- Evaluating the impact of these risks on the achievement of strategic objectives and the likelihood of these risks occurring;
- Deciding on the best management and control strategies to manage these risks to an acceptable level,
- Ensuring that management processes and controls are adequate and effective to manage risks;
- Monitoring the status of risks and business environment factors affecting risks;
- Developing reporting formats, levels and frequency and tools that ATAF shall use to ensure that risk management is effective at strategic and operational levels and that significant risks are included in the ATAF risk profile.

b) Develop an operational plan to implement the risk management strategy.

c) Develop tools to develop a risk register and track the implementation of the strategy.

d) **Capacitate and train staff**. The consultant will provide adequate training and guidance to the selected members of staff for the development and implementation of the resultant risk management strategy.

4.0 **Reporting**

Working closely with relevant ATAF staff, the Consultant(s) will report to the Director: Strategic Partnerships, Planning, Monitoring and Evaluation.

5.0 **Background Materials/Documents**

a) Strategic Plan 2016 – 2020
b) Annual Reports 2015-2017
c) 2016 BSS Evaluation Report on ATAF

6.0 **Deliverables**

The consultant will be expected to produce the following deliverables, among others:

a) A risk management strategy and risk log/matrix, which will include risk identification, assessment, evaluation, reporting, treatment and monitoring.
b) An institutional operational risk implementation plan.
c) Two half-day capacity building and training sessions of select members of staff.

7.0 **Qualifications, Experience and Competencies**

The consultant can be an individual or a firm. However, the individual handling the assignment must have the following qualities:

a) A relevant tertiary qualification in either Commerce, Business Administration, Finance, Corporate Law, or related fields with minimum of 8 years of experience in a similar position
b) Experience working in international organisations 8 years of which must have ben served as a risk manager or risk management consultant;
c) Experience in delivering similar projects at international and continental level;
d) Demonstrated high experience in contract management at managerial level;
e) Fluency in spoken English and ability to write lucid reports and documents in English is required;
f) Strong organization skills and ability to work in a team-oriented, dynamic and diverse environment;
g) Proven track record in working effectively within multidisciplinary teams, recognise the value of sharing ideas, knowledge and information with others;
h) Excellent interpersonal skills, sound judgment, communication skills, training experience, ability to identify and resolve policy and operational constraints;
i) Demonstrated computer skills, knowledge of Microsoft Office Suite especially, Word, Excel and PowerPoint;
j) Ability to handle multiple tasks simultaneously, set priorities, and work independently, or under minimum supervision;
k) Demonstrated capacity for initiative and efficient decision making with competent analytical and problem-solving skills;
l) Demonstrated competence by the level of timeliness and accuracy the individual displays in carrying out his/her role, personal energy and enthusiasm and willingness to exceed expectations in his/her role;
m) Ability to plan and organise effectively and build alternative actions into plans, deploying resources effectively and reviewing priorities.

8.0 **Period of the Assignment**

The duration of the assignment is **3 months beginning in October 2018** (subject to negotiations with the successful candidate).

9.0 **Delivery Dates**

The consultant shall produce a comprehensive risk management strategy and implementation plan as follows:

1. First draft to be submitted by Monday 22 October 2018
2. Second draft to be submitted by Monday 19 November 2018
3. Final report submitted by Monday 17 December 2018

Submission and Timeline

Proposals must be submitted to pmaqubela@ataftax.org on or before **21 September 2018 by 12h00.**

No late proposals will be accepted.

ENQUIRIES
All general enquiries to be directed in writing to:
Contact: Ms. Pearl Maqubela
Email: pmaqubela@ataftax.org