



Call for Expression of Interest

Recruitment of a Communication Specialist for WAAPP

OPENING DATE: 24, April, 2017

CLOSING DATE: 3, May, 2017

CEI N° 04-2017

The West Africa Agricultural Productivity Programme (WAAPP/PPAAO) was initiated by the Economic Community of West African States (ECOWAS) with the aim of contributing to the implementation of the Agricultural Policy (ECOWAP), in accordance with the Comprehensive African Agricultural Development Programme (CAADP/NEPAD). ECOWAS mandated CORAF/WECARD to coordinate the implementation of the WAAPP/PPAAO at regional level with the support of the World Bank.

The Executive Secretariat of the West and Central African Council for Research and Agricultural Development (CORAF/WECARD) intends to recruit a highly-qualified professional for assisting the Executive Secretariat of CORAF/WECARD in the development of Second Strategic Plan (2017 – 2026) and a Third Operational Plan (2017-2021) respectively.

CORAF/WECARD now invites eligible applicants from the West and Central Africa region for the position mentioned above. Interested applicants may obtain detailed ToR and further information from the Executive Secretariat during normal office hours (08:30GMT to 17:30 GMT). The Individual Consultant will be selected using the rules of CORAF/WECARD Administrative and Financial Manual, Selection consultancy services.

The Consultant will be engaged for **02 months**.

1. Qualification and Experience of the consultant:

The qualification and experience are precised in the ToR below

2. Selection Criteria:

Criteria
General Qualifications
work experience in Agricultural Research for Development at regional or continental level. strong experience of developing practical operational / management tools for complex organizations involved in Agricultural Research for Development in Africa. years' experience in leading corporate communication initiatives and/or science writing and editing.
Strong analytical skills, capacity to communicate efficiently and to coordinate within a wide spectrum of partners or stakeholders
Others (. Excellent facilitation skills; process management and keeping teams focussed. Experience in basic writing techniques and conventions of style and format, editing especially for strategic documents etc.)
Total Marks

3. The CVs of the applicants will be evaluated on the basis of the criteria mentioned above and the preferred consultant will be invited for negotiation.
4. The consultants interested in this call must submit an Expression of Interest comprising: (i) references concerning the execution and experience of similar contracts and (ii) their CVs.
5. Expressions of Interest (Eol) must be submitted by e-mail at the following address: proposals@coraf.org or to the Executive Director of CORAF/WECARD, 7 Avenue Bourguiba, Dakar, Senegal not later than the 3th May 2017 at 17:00 GMT.
6. CORAF/WECARD Executive Secretariat reserves the right to accept or reject any or all of the Eol or annul the Eol process at any stage without assigning any reason(s) whatsoever and without incurring any liability to the affected applicants(s).

Dr Abdou TENKOUANO
Executive Director of CORAF/WECARD

Terms of Reference (TOR) for Individual Consultant for the Development of the Second Strategic Plan (2017-2026) and the Third Operational Plan (2017-2021)

Introduction

Founded in 1987, the *Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles*/West and Central African Council for Agricultural Research and Development (CORAF/WECARD) represents a large region in West and Central Africa united in a common goal: to reduce poverty and increase food security through improvements in sustainable agricultural production and promotion of the agribusiness sector.

CORAF/WECARD bases its work on three main pillars; (i) the development of new agricultural technologies and innovations, (ii) the collection and dissemination of agricultural data and, (iii) the strengthening and coordination of regional agricultural systems including policy recommendations to its member states that encourage agricultural growth. An important part of this work is the strengthening of the agricultural research base in the region. Therefore, CORAF/WECARD's research agenda includes food and farming systems, natural resource management, markets and trade, and biotechnology.

CORAF/WECARD is also one of the main implementers of the Comprehensive Africa Agriculture Development Program (CAADP) Pillar 4, which had the goal of six percent agricultural growth by 2015. To date, nine countries have exceeded this target (Angola, Eritrea, Ethiopia, Burkina Faso, Republic of the Congo, Gambia, Guinea-Bissau, Nigeria, Senegal, and Tanzania) and another four have achieved growth of between five and six percent. In June 2014, the African Union extended this mission, setting a new goal of doubling agricultural productivity by 2025.

The agricultural sector is in many influential development reports advocated as a vital tool and crucial sector for generating economic growth and fighting poverty (World Bank, 1981 and 2008). There is widespread evidence for a positive relation between increases in agricultural productivity and economic growth (Gollin, 2010; Self and Grabowski, 2007). Low productivity level and a slow growth of the agricultural sector are often perceived as the main causes for low incomes and slow economic growth in developing countries (Alston and Pardey, 2014).

But agricultural development requires a comprehensive long term strategy and such a strategy needs to be supported by long term commitment both from governments and international development partners. Furthermore, experiences from all successfully transforming countries suggest that agricultural growth must be broad-based. So while opportunities for agricultural growth are there, so are the challenges to realize them.

In this context, the importance of a regional well-positioned organisation like CORAF/WECARD cannot be overestimated! CORAF/WECARD has the potential to play an ever-increasing vital role for the development of the region. This though requires a CORAF/WECARD that is guided by (i) an up-to-date strategy that considers the volatility, uncertainty, complexity and ambiguity of the environment CORAF/WECARD operates in – a strategy that guides “where to play and how to win”; (ii) a realistic and workable operational plan; and (iii) the set-up, capacity and resources to carry out the operational plan.

CORAF/WECARD Vision

CORAF/WECARD aims at contributing to a sustainable reduction of poverty and food insecurity in West and Central Africa. To do this, it is working to increase the economic growth generated by agriculture and to improve the agricultural research system in the sub-region.

CORAF/WECARD Mission

The mission of CORAF/WECARD is to satisfy the social demand of the people of the sub-region. Therefore, CORAF/WECARD is concerned with sustainably improving agricultural productivity, competitiveness and markets in West and Central Africa.

CORAF/WECARD Objective

The objective of CORAF/WECARD is to improve the effectiveness and efficiency of small farmers and promote the agribusiness sector. Therefore, it puts agricultural producers and users at the centre of its research.

BACKGROUND

In 2014, CORAF/WECARD reviewed its *Strategic Plan for 2007-2016* in concurrence with developing its *2nd Operational Plan (2014-2018)*. Underlying this work was the principles, targets, and focus of the African Union NEPAD/CAADP¹ development framework including the implementation guidelines outlined in FAAP², as well as the agricultural policies of regional economic communities in West and Central Africa; ECOWAS³, ECCAS⁴, UEMOA⁵ and CEMAC⁶, and the Malabo Declaration.

Taking into account the findings of the evaluation of the 1st Operational Plan (2008 – 2013) the work was undertaken through consultations with CORAF/WECARD's broader base of stakeholders.

The consultations confirmed the validity of the main objectives, structure, and priorities of the *Strategic Plan 2007-2016* for reduction of poverty and food insecurity through agriculture, but that the environment in which this is to be achieved is constantly evolving. As exemplified by the “Sustaining the CAADP Momentum - Going for Results and Impact”; the Malabo Declaration on Accelerated African Agricultural Growth and Transformation (3AGT) and recommitment to the Principles and Values of the CAADP Process; the Science Agenda for Agriculture in Africa (S3A) developed by the Forum for Agricultural Research in Africa (FARA) and its stakeholders, which articulates the science, technology, extension, innovations, policy and social learning that Africa needs to apply in order to meet its agricultural and overall development goals; and the agricultural policy of the ECCAS, the Common Agricultural Policy (CAP), adopted in 2014 as the reference framework for interventions in the agricultural sector in Central Africa.

It was recommended that

¹ New Partnership for Africa's Development (NEPAD)/Comprehensive Africa Agriculture Development Programme (CAADP)

² Framework for African Agricultural Productivity (FAAP) - a guide to implementing Pillar IV of CAADP focusing on the improvement of agricultural research and the dissemination and adoption of technologies and innovations

³ Economic Community of West African States (ECOWAS)

⁴ Economic Community of Central African States (ECCAS)

⁵ West African Economic and Monetary Union (UEMOA)

⁶ Central African Economic and Monetary Community (CEMAC)

- the period covered by the Strategic Plan 2007-2016 should be extended to 2018, to accommodate the delay incurred between its adoption in 2007 and the start of its implementation in 2008 (through the 1st Operational Plan), and
- the 2nd Operational Plan should accordingly cover the period from 2014 to 2018.

In effect an addendum was therefore issued to extend the period covered by the Strategic Plan to 2018.

The 2nd *Operational Plan* was developed to be fully aligned with CAADP, the Malabo Declaration of June 2014, the Science Agenda for Agriculture in Africa (S3A) and agricultural policies of regional economic communities. It reaffirms the continued relevance of: (i) the objectives of the Strategic Plan 2007-2016 (2018), (ii) the Integrated Agricultural Research for Development (IAR4D) approach, (iii) the principles of the Forum for Agricultural Research in Africa (FARA) led Framework for African Agricultural Productivity (FAAP).

A recent institutional audit of CORAF/WECARD in 2016 critically reviewed the Strategic Plan (2007-2018), and the 2nd Operational Plan (2014-2018) and recommended a set of strategic planning and new orientations for the future of the institution. Furthermore, the surrounding policy framework is constantly evolving and emerging issues need to be addressed - in today's context taking into account future trends. For example, youth migration and employment, climate change, gender autonomy, agricultural commodity value chains, agricultural mechanization, the Science, Technology and Innovation Strategy for Africa (STISA) and the new initiative Agenda for the Transformation of African Agriculture by the African Development Bank.

The audit also noted that even though the 2nd Operational Plan is being implemented resource mobilization remains a critical challenge; as of today (Aug 2016) less than 25% of the projected financial resources (US\$ 125 million) required for the full implementation of the Plan have been mobilized.

So today CORAF/WECARD is faced with the stark fact that while the 2nd Operational Plan was launched as planned the implementation has been highly limited due to lack of resources. After 30 months into the implementation it has become abundantly clear that CORAF/WECARD has not been, and are unlikely to be able to, mobilize adequate resources to fully implement the Plan according to schedule (e.g. before the end of 2018). At the same time, the importance of the role that CORAF/WECARD can and should play for the development of the region in an ever-increasing complex environment has never been greater.

PROPOSED ACTIONS

The above is the context and reality that CORAF/WECARD faces and thus there is a critical need to urgently revisit the Strategic and Operational Plans leading to;

1. An up-to-date 2nd Strategic Plan (2017-2026) that considers the volatility, uncertainty, complexity and ambiguity of the environment CORAF/WECARD operates in – a strategy that guides “where to play and how to win”
2. A realistic and workable 3rd Operational Plan (2017-2021)

To enable the implementation of the Operational Plan it is also critical that the following are developed:

3. A realistic Resource Mobilization Plan over the time of the 3rd Operational Plan (to which the operational plan is aligned);

4. A set of recommendations for possible changes in Institutional Set-up and Capacity Enhancement to enable the 3rd Operational Plan.

It should be noted that the Operational Plan and the Resource Mobilization Plan must be developed *concurrently*. Without resources the Operational Plan cannot be implemented - and so even before the Operational Plan is developed - an assessment of resources that it is realistic to raise must be made.

Furthermore, the goal of any institutional set-up and capacity is to enable the best possible efficiency and effectiveness in reaching a goal. Today CORAF/WECARD must operate in a complex and rapidly changing environment and it is critical that the institution ensures it has the best possible/most suitable set-up and capacity to implement the Operational Plan. In other words – once the 3rd Operational Plan is developed and approved the institutional set-up and human capacity should be aligned to what is needed for an effective and efficient implementation of the Plan.

Under the leadership of the Executive Director with the Executive Secretariat a stepwise iterative internal consultation process is proposed to develop the above. In summary:

1. Critically review all internal and external evaluations of the 1st Operational Plan and the June 2016 institutional audit report; a synthesis document outlining key issues.
1. Scan and analyse CORAF/WECARD's policy and operational environment; identification of key emerging challenges and opportunities that should be addressed in the 2nd Strategic Plan (2017-2026) and the 3rd Operational Plan (2017-2021), *concurrently with*
2. Scan and analyse donor trends and priorities of relevance for CORAF/WECARD – and discuss with donors; a realistic assessment of resources possible to raise over the time of the 3rd Operational Plan.
3. Taking the above into account - draft (i) a 2nd Strategic Plan (2017-2026) and (ii) subsequent 3rd Operational Plan (2017-2021), and (iii) an overall resource mobilization plan.
4. Present the Plans to the Scientific and Technical Committee of CORAF/WECARD – receive input and integrate that into the Plans.
5. Present the Plans the CORAF/WECARD Governing Board in December 2016 and subsequently to the General Assembly for adoption in June 2017.
6. Assess the institutional set-up and current human capacity in relation to what is to be achieved as per the Plans; an analysis and recommendation for possible changes in institutional set-up and capacity enhancement to enable the 3rd Operational Plan.

With regard to the first step outlined above it should be noted that CORAF/WECARD has already completed a series of internal and external evaluations of the 1st Operational Plan, reports from the stakeholder consultation process for the development of the 2nd Operational Plan and, other relevant reports on CORAF/WECARD institutional performance (including USAID West Africa Institutional Assessment- CORAF/WECARD; DFID Project Completion Reports; AusAID end of Cooperation Reports and IDRC reports on the continental wide Climate Change project etc.). This will be the foundation for the work to be carried out in the first step.

The Executive Secretariat's Approach

The entire process outlined above is a CORAF/WECARD own process and will be led by the Executive Director with the Executive Secretariat staff (a special working group will be appointed). The work will be supported by two external consultants.

Rather than again (shortly after such has already been carried out) enter lengthy consultation processes with multi-stakeholders in the region and repeating evaluation exercises, the approach will be to build on two main aspects:

1. outputs from recent stakeholder consultation processes (February to May 2014), internal and external (June 2011) and final evaluations (December 2013) of the 1st Operational Plan and past and current audits of CORAF/WECARD
2. The policy and operational environment of CORAF/WECARD and the identification of key emerging challenges and opportunities

The approach will be against the policy and operational environment and identification of key emerging challenges and opportunities *inter alia*:

- Consider the relevance, validity and feasibility of the recommendations and issues that have been raised in recent evaluations and audits of CORAF/WECARD and CORAF/WECARD implemented projects;
- Assess if certain elements are missing in the evaluations and audits;
- Prioritise issues based on their relevance and feasibility;
- Identify why these issues haven't been and/or how they can be, addressed in today's context and future perspectives.

TERMS OF REFERENCE (TOR) FOR INDIVIDUAL CONSULTANTS TO DEVELOP THE PLANS

Objective and Deliverables

The main objective of the consultancy is to a Second Strategic Plan (2017 – 2026) and a Third Operational Plan (2017-2021) respectively. In addition, the development of these documents should be done concurrently with the development of a resource mobilization strategy to ensure funding of the plans.

This will be achieved by utilising synthesized information internal and external evaluations of the First Operational Plan (2008-2013), stakeholder consultation reports and institutional audit reports to deliver three key Outputs:

1. Second Ten-Year Strategic Plan [2017-2026] developed
2. Third Five-Year Operational Plan [2017-2021] developed
3. A Resource Mobilization Strategy to ensure funding of the plans

Tasks of the Consultant

The following are the key tasks that the Consultancy will need to address to deliver three keep outputs above.

1. Planning of the process for development of the plans with clear timelines/milestones/deliverables/responsibilities with the Executive Secretariat Staff of CORAF/WECARD.
2. Analysis of the regional demand for agricultural research for development (AR4D) in the sub region of West and Central Africa bringing out the unique value proposition of CORAF/WECARD as well as its strategic coordination function;
3. Carry out a SWOT analysis on the CORAF/WECARD four core functions; and determine their relevance in today's context and future trends;
4. Capitalization of experiences learned and recommendations from the evaluations of the first operational plan; stakeholder consultations for the development of the second Operational Plan and organizational and institutional audits of CORAF/WECARD to serves as inputs into the write-up of the plans;
5. Identification and analysis of emerging issues in the AR4D arena, potentialities, opportunities, constraints, challenges, needs and expectations of the agricultural and development stakeholders of the sub region; and ensure these are an integral part of the write-up of the plans
6. Coordinate all activities of the plan preparation process in a timely manner and seek solutions to issues as they arise; from the CORAF/WECARD Executive Secretariat staff and Key stakeholders including the regional economic communities, international development partners; farmer organizations in the sub-region; and others as necessary;
7. Organization of consultations with the key stakeholders including the Regional Economic Communities of West and Central Africa; International development partners;
8. Develop content material, write-up of the Plans and propose high quality text for initial and final drafts, and creative operational tools to ensure the quality of the documents;
9. Edit the write-up documents and take responsibility for presentation and quality of the documents and submit to the Executive Director of CORAF/WECARD as per schedule

Methodology

The Consultant will propose a written clear methodology with a work plan describing all the steps to be taken to ensure that each stage of the process is achieved with its expected outputs and in a timely manner.

The consultant will meet with the CORAF/WECARD Executive Secretariat staff to agree upon and finalize the methodology before the process starts. This approach will focus on a deep understanding of what exists as in-house information that will serve as inputs into the plans; definition of key strategic objectives to achieve, and the mechanism for monitoring and evaluating the process and feedback to the Executive Director of CORAF/WECARD.

The Consultant may organize key consultations with stakeholders at some stage of the process to share information and seek consensus and buy-in by key stakeholders at all important steps of the process. The consultant will facilitate the process and ensure that where possible all activities will be conducted to permit a high level of participation of all the categories of CORAF/WECARD stakeholders.

Expertise Required

The minimum is that the consultants must hold a Master degree in a related field of agricultural research and/or have at least five (05) years of relevant work experience in Agricultural Research for Development at regional or continental level. He/she must have strong experience of developing practical operational / management tools for complex organizations involved in Agricultural Research for Development in Africa.

In addition, the Individual Consultants should demonstrate extensive experience in developing strategic and operational plans for similar organizations. There is need to have extensive knowledge on the institutional evolution of CORAF/WECARD.

They should also have:

- Strong analytical skills, capacity to communicate efficiently and to coordinate within a wide spectrum of partners or stakeholders;
- Excellent facilitation skills; process management and keeping teams focussed
- Experience in basic writing techniques and conventions of style and format, editing especially for strategic documents
- Fluent English and/or French language.

Written Outputs of the Process

Work in Progress Reports

The Consultant will submit progress reports with recommendations to the CORAF/WECARD Executive Director on the management of the process and key deliverables achieved. This will be agreed upon during the planning meeting of the entire process.

Draft Second Strategic Plan (2017 -2026) and Third Operational Plan 2017-2021 plus Resource Mobilization Plan

A Draft document of the Second Strategic Plan and third Operational plan with all necessary annexes will be presented to the Executive Director of CORAF/WECARD three months after the inception report

Final Second Strategic Plan (2017-2026) and Third Operational Plan (2017-2021) plus Resource Mobilization plan

The final documents of these plans will be submitted to the Executive Director of CORAF/WECARD six weeks after submission of the First drafts. The exact timelines will be defined during the planning meeting with the Executive Staff.

Duration of the Process for Preparing Plans

This process will start in as from April 3, 2017 and it is expected to come to an end on June 30, 2017. The process will be managed by three individual consultants to ensure that the expected outputs of the process which will be delivered concurrently including: (i) the second Strategic Plan 2017 - 2026; (ii) Third Operational Plan (2017 -2021) and (iii) Resource Mobilization plan.