



PEACE, PROSPERITY AND
REGIONAL INTEGRATION

TERMS OF REFERENCE

DEVELOPMENT OF IGAD PARTNERSHIP STRATEGY

1. Introduction

The Intergovernmental Authority on Development (IGAD) is grounded in the vision of ***a resilient, peaceful, prosperous and integrated region where citizens enjoy high quality of life***. IGAD works towards enhancing food security, environmental protection, economic cooperation, regional integration, social development, peace, security, and humanitarian action in the Eastern and Horn of Africa Region, covering eight Member States namely, Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda.

The Secretariat of IGAD is based in Djibouti, Republic of Djibouti. The organization also has various specialized offices and centers of excellence that are resident in different IGAD Member States, carrying out key thematic or geographically focused interventions in specific areas of mandate. As part of the recent institutional reforms Mission Offices were established in Member States as a means of strengthening coordination and coherence between the Secretariat and the country level as well as buttress the vision of taking IGAD closer to the people.

The aims and objectives of IGAD as stipulated in the establishing Agreement include the following:

- Promote joint development strategies and gradually harmonize macro-economic policies and programmes in the social, technological and scientific fields;
- Harmonize policies with regard to trade, customs, transport, communications, agriculture, and natural resources and environment, and promote free movement of goods, services, and people within the region.
- Create an enabling environment for foreign, cross-border and domestic trade and investment;
- Initiate and promote programmes and projects to achieve regional food security and sustainable development of natural resources and environmental

protection, and encourage and assist efforts of member states to collectively combat drought and other natural and man-made disasters and their consequences;

- transport, telecommunications and energy in the region;
- Promote peace and stability in the region and create mechanisms within the region for the prevention, management and resolution of inter-State and intra-State conflicts through dialogue;
- Mobilize resources for the implementation of emergency, short-term, medium-term and long-term programmes within the framework of regional cooperation;
- Facilitate, promote and strengthen cooperation in research development and application in science and technology.
- Provide capacity building and training at regional and national levels; and
- Generation and dissemination of development information in the region

Four hierarchical policy organs provide governance for IGAD. These are: The Assembly of Heads of State and Government; The Council of Ministers; The Committee of Ambassadors; and the Secretariat.

For over three and a half decades now, global, continental, regional and national normative policy and legal frameworks, focusing on addressing critical shared political, social, environmental, economic and cultural challenges in the region have shaped IGAD's development agenda. These include recurring conflicts between countries and communities; transnational crimes including terrorism and violent extremism; frequent disasters such as droughts, floods, pests, diseases and pandemics including COVID-19; irregular and unsafe migration including trafficking and smuggling of persons; illegal exploitation of natural resources; poor infrastructure and limited intra-regional trade.

Additionally, the region hosts over 14 million refugees and internally displaced persons, a clear reflection of the dire humanitarian situation and needs. The region also exhibits dismal social economic and demographic indicators including high levels of poverty, high maternal and child mortality and morbidity rates, low levels of literacy, widespread youth unemployment and gender inequality.

IGAD's Vision 2050 aligns to the African Union (AU) Agenda 2063; the United Nations (UN) 2030 Agenda for Sustainable Development/ Sustainable Development Goals (SDGs) and it is translated into five-year rolling strategic plans with clearly identified priorities and results.

In implementing IGAD's strategic frameworks, support is required from both Member States and a wide range of donors and development partners.

2. Justification of Partnership Strategy (RMS)

The wide scope of IGAD's mandate and highly complex nature of the development challenges and contexts in the IGAD region, as well as the multiplicity of actors and stakeholders that impact on or are impacted by events in the region makes the need

for partnerships absolutely necessary and expedient for coherence, synergy and effectiveness of mutually reinforcing actions.

The IGAD Partnerships Strategy will therefore guide the nurturing, scaling and maintenance of partnership intervention models that buttress stakeholder collaboration, cooperation and support in specified areas of mandate. The strategy will also strengthen IGAD's positioning as a preferred, strategic and dependable partner for development interventions within the organisation's mandated areas in the region; and as a leading initiator, convener and catalyst for multi-stakeholder partnerships that drive the socio-economic, political and social transformation of the region.

Against this backdrop, IGAD seeks the services of a Consultant/firm to design and deliver a robust, comprehensive, adaptable, forward-looking and results based partnership strategy which takes into account the established, emerging and prospective global, continental, regional or national actors operating in Africa. Special attention will be paid to those with specific focus on Sub-Saharan Africa, the IGAD region or specific Member States. These will include governmental, intergovernmental, private sector, civil society, foundations, charities, faith based, and traditional & cultural institutions.

The Partnership Strategy should examine and explore the needs, interests and priorities of existing and prospective partners, assess mutuality of aims and alignment with IGAD's vision, mission and objectives, and outline a systematic and strategic approach to initiating, maintaining, sustaining or closing partnerships for the short, medium and long term.

3. Objective of the consultancy

The overall objective of the Consultancy is to develop a strategy that guides identification, development, maintenance, tracking and review of IGAD partners and partnership arrangements with donors, development partners, private sector, NGOs/civil society, foundations and charities among others.

The specific objectives are to:

- i) Assess existing regional, continental and international best practices and experiences in identifying, maintaining, tracking and reviewing, partnerships
- ii) Develop a context specific partnership framework for IGAD that outlines a partnership life cycle (from identifying to close and exit)
- iii) Identify and define key partners (donors, development partners, private sector, NGOs/civil society, faith based organisations, traditional and cultural institutions, charities and foundations, etc) for IGAD to collaborate with.
- iv) Review/develop IGAD context specific partnership entry and exit procedure/mechanism

4. Scope of work

The Consultant shall:

- i) Review IGAD's relevant documents to better understand its vision, mission, mandate, strategy, service delivery mechanisms, geographical coverage, past and present partnership experiences, and to propose an effective partnership strategy

- ii) Liaise with relevant internal and external actors to conduct a mapping of existing and prospective IGAD partners
- iii) Recommend how to develop and maintain strategic partnerships and engagement with key donors, development partners and complementary actors and stakeholders (past, present and future)
- iv) Review partnership strategies of similar organisations, approaches to partnership and identify the best practices and lessons learned
- v) Assess IGAD's current partnerships to identify strengths, challenges and gaps therein and to propose options for continuation, expansion or exit
- vi) Identify and list organizations that operate in similar thematic areas as IGAD at regional level and in cross-border areas
- vii) Review and identify key factors for effective partnership in the context of IGAD
- viii) Review/develop a partnership agreement model considering the mode of partnership and the sectors of interest for the partner(s)
- ix) Review/develop the essential tools for IGAD to implement the partnership strategy.

The partnership strategy shall cover the following key elements *inter-alia*:

- Partner identification
- Type of partnership
- Resource mapping
- Partnership principles
- Relationship building and management (including engagement activities)
- Partner selection criteria
- Partnership management instruments (MOUs, Agreements, Due diligence tools, exit assessment, & other relevant templates)
- Co-design and co-creation
- Governance framework
- Meetings and documenting progress
- Partnership objectives
- Partnership monitoring and evaluation (including partnership surveys and feedback tools)
- Accountability and reporting
- Capacity building
- Scaling up
- Institutionalizing partnerships
- Action plan matrix
- Lessons learned

- Possible risk factors
- Compendium of current and potential IGAD partners

5. Deliverables

- i) A comprehensive partnership strategy that includes a background to IGAD, its key development challenges, institutional framework, needs and priorities (both institutional and sectoral development), an analysis of past and present partnership landscape; good practices and lessons learned from similar organisations; analysis of emerging and future partnership opportunities; and a time-bound action plan (with critical partnership engagement activities).
- ii) An annex on mapping of current IGAD partners by type of partnership, potential partners and requisite actions to build new partnerships (compendium)
- iii) An annex on mapping of key activities (internal, external or partner specific) and calendar events for partnership building or enhancement
- iv) A plan for building the capacity of key staff in partnership management

6. Work Schedule: The duration of this assignment is 30 workdays.

7. Required Qualifications, Experience and Competencies of lead consultant

- The lead consultant shall possess a minimum of Master's degree in relevant fields such as international relations and/or Organizational Development/Business Administration, or any closely related field with proven record in partnership building or management, developing strategy documents, and business development.
- At least ten years working experience in a similar regional or international organizations in the field of partnership building and/or management.
- Strong communication, analytical and writing skills.
- Experiences of working with civil society and donors, development partners and governmental or intergovernmental organisations in the region or in similar contexts will be a value-added advantage.
- A good understanding of the East and Horn of Africa Region, including the geopolitical context and donor landscape
- Sound knowledge of key IGAD sector priorities and overarching legal and policy frameworks at regional, continental and global levels
- Demonstrated ability to research and conduct in-depth analysis, producing clear reports with strategic recommendations
- Ability to complete complex assignments in a timely manner and deliver high quality results.

8. Language Requirements: Reporting language will be English. Knowledge of French is an added advantage