



REQUEST FOR EXPRESSIONS OF INTEREST (REOI) – ADVERTISEMENT

CONSULTING SERVICES – FIRMS SELECTION

Consultancy Services for the Formulation of Inter-Government Authority on Development (IGAD) Regional Strategy and Implementation Plan 2021-2025 and development of the Africa Union Development Agency - NEPAD Compact with the IGAD

PROCUREMENT NUMBER: 68/AUDA/PIPD/TCAS/QCBS/2020

INTRODUCTION

The transformation of NEPAD Agency into the Africa Union Development Agency (AUDA-NEPAD) has raised the issue on the form and the character of the Agency engagement with Member States and Regional Economics Communities. It has been agreed that the engagement can take the form of a compact also referred as a “Country/RECs Engagement Framework”. Through the AUDA-NEPAD Technical Cooperation and Advisory Services Division which is responsible for the provision of knowledge-based advisory services and strengthening capacity of MS and RECs, the purpose of this process is to provide a structured framework for African Union Development Agency-NEPAD engagement and support to Member States and Regional Economic Communities within the context and scope of the AUDA-NEPAD mandate and purpose. Building on almost two decades of experience, AUDA-NEPAD has been supporting RECs and their member countries to improve coordination and implementation of prioritized development interventions at sub-national, national and regional levels, including peer learning and experience sharing and strengthening partnerships and resource mobilization to align to African Union Continental framework.. This reinforced the use of compact as a tool for greater transparency and accountability, especially for tracking domestic and external resource flow to selected sectors.

The Intergovernmental Authority on Development (IGAD)

IGAD’s whose members countries are Djibouti, Ethiopia, Eritrea, Kenya, Somalia, South Sudan, Sudan and Uganda was established in 1986. The original mandate of “IGADD” in response to the recurrent droughts and other natural disasters that afflicted the region with famine, ecological degradation and economic hardships of 1970s and 1980s. In 1996, the mandate of IGAD was expanded to encompass socio-economic development,

peace and security. These mandate acts as a vehicle through which the IGAD sub-region's resources and energies is collectively mobilised and channelled to address robust and sustainable socio-economic development. IGAD has four priority areas, namely:

- a) Food Security and Environment Protection;
- b) Regional Economic Cooperation and Integration;
- c) Peace and Security, and Humanitarian Affairs; and
- d) Corporate Development

The overall Regional Strategy and mid-term plan (implementation plan) provides a comprehensive framework for guiding IGAD in its pursuit towards accomplishing its vision, mission, and strategic objectives as the premier organization for achieving peace, prosperity and regional integration in the IGAD region. The implementation plan is operationalised through the annual IGAD Operational Plan (IOP) that identifies the projects/programmes to be implemented within the specified year, with clear key activities, outcomes and budgets.

OBJECTIVES OF THE ASSIGNMENT

AUDA-NEPAD collaboration with IGAD within this engagement will be to support:

- a) Formulation of the new IGAD regional development strategy and implementation plan, and
- b) Developing the AUDA-NEPAD, IGAD and the IGAD member country Compact

The consultancy is categorised into the two areas mentioned above as components which are independent but complementary. Whereby, the sequencing of the activities to be undertaken will be based on the complementarity of activities, deliverables and scheduling to ensure both components are met within the stipulated timeframe.

The overarching goal of the consultancy will be to facilitate the collaboration of AUDA-NEPAD and IGAD within this assignment. It is expected that the consultancy will commence in July 2020 and end in October 2020. The consultancy will require adequate capacity on expertise and technology to undertake all the expected tasks, facilitate involvement of the various stakeholders and deliver on the outlined deliverables within the stipulated timeframe. Therefore, the consultancy will be required to have reliable organisational models and processes to work within the various operational dynamics including those caused by COVID 19 pandemic.

Component 1:

Formulation of the IGAD Regional Strategy and Implementation Plan:

IGAD's five-year (2016-2020) rolling development strategies facilitate the implementation of its mandate in a systematic manner. The IGAD Regional Strategy and Implementation

Plan 2016-2020 prepared in 2016 review prepared the IGAD 2020 State of the Region Report. The status report evaluates the achievements of the 2016-2020 Strategy priorities anchored on SDG 2030, AU 2063 CAADP and similar regional and global commitments aligned to IGAD priority sectors. The achievements, lessons, and challenges of the 2016-2020 Strategy were evaluated to inform the baseline data and priority interventions in the formulation of the new Strategy 2021-2025. The current priority sectors remain sectors of interest in the next 5-year strategy.

Objectives of Component 1:

IGAD seeks to conduct end-term review of the institutional framework for delivery of the IGAD strategy and implementation plan 2016-2020 and facilitate the formulation of new IGAD Regional Strategy and Implementation Plan, aligned to the UN SDGs, Agenda 2063 and the AUDA-NEPAD Strategic Plan.

Specific Objectives for Component 1

- 1) To conduct an institutional review of the implementation of the ending regional strategy and implementation plan (2016-2020);
- 2) To formulate the new IGAD Regional Strategy and Implementation Plan (2021-2025) aligned with the mandate of IGAD, harmonizing UN SDG, Agenda 2063 and other regional, continental and global strategies.

Component 2:

Development of the African Union Development Agency - New Partnership for Africa's Development (AUDA-NEPAD) Compact with the Intergovernmental Authority on Development (IGAD) Secretariat and IGAD Member States:

The purpose of the compact process is to provide a structured framework for African Union Development Agency-NEPAD engagement and support to Member States and Regional Economic Communities within the context and scope of the AUDA-NEPAD mandate and purpose. Building on almost two decades of experience, AUDA-NEPAD has been supporting RECs and their member countries to improve coordination and implementation of prioritized development interventions at sub-national, national and regional levels, including peer learning and experience sharing and strengthening partnerships and resource mobilization to align to African Union Continental framework.. This reinforced the use of compact as a tool for greater transparency and accountability, especially for tracking domestic and external resource flow to selected sectors.

At a specific regional level, in the implementation of Agenda 2063 and current and subsequent IGAD Regional Strategy there is cognisance that many targets and goals may not be achieved and sustained without adequate investments in the strategic interventions that ultimately deliver socio-economic transformation through regional integration. Specifically, the Compact will be a fundamental collaboration and support by

AUDA-NEPAD and IGAD region. Its development and implementation will offer opportunities for sustainable economic growth and transformation through structured partnerships, human and institutional capacity strengthening from specific tailor-made implementation arrangements. At the national levels through IGAD and AUDA/NEPAD the Compact will formally and systematically embrace a strategic engagement with Djibouti, Ethiopia, Eritrea, Kenya, Somalia, the Sudan, South Sudan and Uganda.

Through this process, a regional coherent engagement mechanism will be enhanced. It will identify specificity and circumstances of economic growth and development pathways, at the same time supporting pursuit of multi-country/regional economic integration goals, which “loops-back” to support sustainable national success. The mechanism will:

1. Determine clear expectations on all sides, through jointly identified and agreed AUDA-NEPAD support scope, based on national needs and priorities along AUDA-NEPAD strategic priorities.
2. Enable multi-sectoral support to IGAD and Member States that is systematic and well-coordinated.
3. Define and demonstrate clear tangible AUDA-NEPAD country/REC level footprints – which, in fact, countries/RECs themselves will also concretely report on.
4. Eliminate ad-hoc and seemingly opportunistic and often fragmented engagement to an approach that is systematically planned with clear and formal-in-country in-RECs implementation structures.
5. Rationalization of AUDA resources and capacity in line with the extent, urgency and magnitude of identified needs of member states.

The Compact process will entail a detailed analysis of interventions required for implementation policies, plans, strategies and related investments, including aspects related to national, regional, continental and global strategic development planning. The AUDA-NEPAD/IGAD and Member States compact aims to build on existing in-country/region processes and agreements, such as Memoranda of Understanding, code of conduct, multi-sectorial approaches for improving delivery of development interventions outlining specific areas and modalities for AUDA-NEPAD support.

The value added of the compact support process to the country/region will vary according to country/region needs and contexts. As a process, the compact can support the development of consensus and political momentum around collective action for multi-sector result based robust and inclusive national/regional development plans. The AUDA-NEPAD/IGAD compact will identify tools to improve implementation of priority programmes/initiatives through high level agreements (compact). Ideally, supporting existing country/region coordination processes of sector planning, financing and resource mobilization, implementation, and strengthening country/region result frameworks for development impact. Additionally, the compact will facilitate a culture of mutual

accountability amongst stakeholders and foster transparent monitoring of commitments made by all parties.

The Compact provides both a compounded approach in facilitating negotiations on a cooperation framework in accordance within continental, regional and national shared interventions.

Key features and advantages of the Compact include:

- **Reference framework:** Continental and Regional instruments such as the AU Agenda 2063, AUDA-NEPAD strategy, IGAD regional strategy and Member States national development plans provide a framework for the negotiation of both the regional and national compact.
- **Scope of cooperation:** A regional approach extending the scope of cooperation beyond a single sector to cover multiple sectors providing more opportunities to share benefits amongst Member States.
- **Harmonization:** The alignment of regional instruments facilitates the sharing of best practices and lessons learnt amongst member states. Such a harmonized approach to capacity building development programmes strengthens regional integration, peace and stability.
- **Complementarity:** While the spirit of cooperation is promoted amongst member countries, they also must achieve results. Therefore, performing measurements will be key in receiving determining successful segments of support.
- **Visibility:** Communication to targeted stakeholders increases impact through enabling better understanding and participation on various roles at all levels.
- **Coordination:** The information on all activities supported by the COMPACT is shared with all stakeholders to ensure equitable and efficient distribution of financial resources as well as to avoid duplication, conflict and cherry picking, leaving some basins unfunded.
- **Monitoring and Evaluation:** Forms a platform for coordinated monitoring and evaluation of progress being made towards achievement of international, continental, regional and national development agendas like, AU Agenda 2063,,Agenda 2030, IGAD Regional Strategy and National Development Plans through a shared set of indicators and streamlined/unified planning, budgeting and M&E system
- **Resource Mobilization:** Harmonized/coordinated approach to resource mobilization to maximize effectiveness and efficiency of investments and eliminate duplication and wastage of resources/efforts.

OBJECTIVES OF COMPONENT II

To support AUDA-NEPAD in developing the compact with IGAD Secretariat and for Member States (Djibouti, Ethiopia, Eritrea, Kenya, Somalia, the Sudan, South Sudan and

Uganda) with specific identified progress to achieve socio-economic development in the IGAD region.

SCOPE/MAIN RESPONSIBILITIES OF THE ASSIGNMENT:

The scope of work shall include the following:

Scope of work for Component 1:

The assignment will be conducted in two phases, with the first output leading sequentially into the next. Details of each phase are described below:

Phase one: Institutional review for the End-term review of the IGAD strategy and implementation plan 2016-2020

This phase will entail the review of the strategy and implementation plan ending 2016-2020. Specifically, the consultant will undertake the following activities:

- i) Assess progress of Policy actions in implementation of the strategy;
- ii) Examine the role and performance of all stakeholders during Strategy implementation;
- i) Assess efficiency of Strategy implementation arrangements, internal business processes and organisational capacity in order to determine the drivers for IGAD and its Specialised Institutions;
- iii) Examine the findings from the 2nd edition of the State of the Region Report to assess the sustainability of the results;
- iv) Analysis of the strengths, weaknesses, opportunities and threats to inform future strategic options for the IGAD.

Phase Two: Formulation of the next IGAD regional strategy and implementation plan:

The new Strategy document should define and clearly articulate IGAD's mandate, goals and strategic objectives for 2021-2025 planning period. It should provide a comprehensive framework that clearly outlines IGAD's priority development interventions towards fulfilling its strategic objectives. It should draw its spirit and substance from the Member States' desire to attain regional development. It should incorporate and benefit from:

- i) Lessons learned from implementation of IGAD Regional Strategy and Implementation Plan 2016-2020;
- ii) Alignment of IGADs regional implementation plan to the AU Agenda 2063 1st Ten Year Implementation Plan, the AUDA-NEPAD Strategic Plan 2020-2023, SDGs and National Development Plans of member countries;
- iii) Findings and recommendations of the 2nd Edition of the State of the Region Report 2016-202);
- iv) Review the programmatic performance dimensions of the priority areas in order to determine the drivers and performance indicators for the next strategy and implementation plan;
- v) Reviews highlighting experiences gained in the past and future prognoses;
- vi) Current framework conditions of development cooperation; and
- vii) Regional as well as global challenges and emerging issues facing the Region, including incorporate the regional response strategy of the COVID 19 pandemic, with a comprehensive multi-sector and multi-agency approach that addresses the impact of pandemic.

Close collaboration with IGAD Divisions and Specialized Institutions will make use of participatory processes to facilitate critical reflection by IGAD staff members and stakeholders. A key aspect of the assignment will be the application of IGAD's main principles among them ownership, participatory, inclusiveness partnerships to name a few. With this in mind, IGAD staff, Member States, development partners and other stakeholders should be engaged in the process of formulating the Strategy.

In its final form, the new IGAD Strategy and Implementation Plan 2021-2025 should be concise, comprehensive, coherent, focused, logical and balanced in both contents and structure. It should exhibit consistency between its components, harmony/adaptability with external environment, provisions for creating and/or maintaining competitive advantage in IGAD areas of operation, feasibility and manageability of its implementation. The Implementation Plan will constitute the instrument to translate the ideals and aspirations of the new Strategy into practical actions and results that would benefit the target populations on the ground. With in-depth analysis of the prevailing situation of the development cooperation and availability of resources, the Plan should focus on feasible, realistic, manageable and achievable interventions.

In summary the Consultancy for Component I will involve:

- (i) Examine and incorporate the findings and recommendations of the 2nd Edition of the State of the Region report as the basis for the formulation of the new strategy;

- (ii) Based on the policy and institutional mechanisms for strategy implementation of IGAD Secretariat and Specialised Institutions:
 - a. Review the organisational strategic management maturity to scope out a strategic planning and establish a baseline for change and improvement and other situational assessments of IGAD enablers and challenges;
 - b. Review the current performance dimensions particularly financial and internal business processes to determine the most efficient drivers to achieve impact;
 - c. Develop scenario planning (combination of facts, assumptions, trends, risks and potential changes) to support the priority areas/thematic pillars that takes into consideration new emerging threats and opportunities such as the recent COVID19 pandemic, locust infestation etc;
 - d. Review all relevant background documents (policy paper, sector/programme strategies, baseline/feasibility studies, communiques, mid/end term reports etc) to develop strategy profile;
- (iii) Based on the existing planning, monitoring and evaluation system:
 - a. Define the results based on the performance dimensions of programme areas and thematic pillars/priority areas and synthesis the Agenda 2063 and SDGs 2030 performance indicators, and well as, member stated NDPs performance indicators;
 - b. Determine a well elaborated organisational performance measure, targets and baseline for better utilisation of data in decision making;
 - c. Review the budgeting process to enhance the financial performance capabilities for improved accountability and resource mobilisation;
 - a. Propose effective mechanisms for reporting progress at different levels;
 - b. Review and propose mechanisms to increase knowledge sharing for enhanced learning;
- (iv) Facilitate in the kick-off of the formulation process that will be based on a suitable participatory process (depending on the underlying environmental conditions such as travel regulations, available technology for communication etc.);
- (v) Engage actively in virtual/face-to-face/workshop (depending on the underlying environmental situations government orders of limited workshops, availability of relevant communication channel etc) consultations with IGAD staff, Member states and Development Partners and other stakeholders such regional, international organisations (AUD, AfDB, UN) Non-state Actors, media etc;
- (vi) Prepare inception report and first drafts of the strategy and lead in the consolidation of feedback and comments from all stakeholders as well as facilitate in the validation process (on the method, either workshop or virtual depending on the environment situation);
- (vii) Prepare the final strategy document including the implementation plan and facilitate in the and the official presentation of the strategy and implementation plan;

- (viii) Develop a simplified and easy to understand infographics of the IGAD regional strategy compatible with the IGAD website link for dissemination; and
- (ix) Provide regular report on the progress of the formulation process to the Secretariat based on the deliverables in accordance with the requirements and timeframes of the Terms of Reference.

Scope of work for Component II:

The compact process will entail a detailed analysis of interventions required for implementation policies, plans, strategies and related investments, including aspects related to national, regional, continental and global strategic development planning. The AUDA-NEPAD/IGAD and Member States compact aims to build on existing in-country/region processes and agreements, such as Memoranda of Understanding, code of conduct, multi-sectorial approaches for improving delivery of development interventions outlining specific areas and modalities for AUDA-NEPAD support.

The value added of the compact support process to the country/region will vary according to country/region needs and contexts. As a process, the compact can support the development of consensus and political momentum around collective action for multi-sector result based robust and inclusive national/regional development plans. The AUDA-NEPAD/IGAD compact will identify tools to improve implementation of priority programmes/initiatives through high level agreements (compact). Ideally, supporting existing country/region coordination processes of sector planning, financing and resource mobilization, implementation, and strengthening country/region result frameworks for development impact. Additionally, the compact will facilitate a culture of mutual accountability amongst stakeholders and foster transparent monitoring of commitments made by all parties.

DELIVERABLES

Deliverables for Component 1:

1. A Comprehensive End-term Review Report of the institutional framework in the implementation of the previous strategy and 5-year implementation plan, that will include and not limited to:

- i) Analysis and recommendations to be institutional and capacity issues to be incorporated into the new strategy and implementation plan;
- ii) Detail innovative approaches/models to address current and emerging programmatic, environmental and institutional dimensions of IGAD, Specialised Institutions to engage efficiency and effectively with its stakeholders;

- iii) Soft versions and printed versions of the report in English and French.
- 2. An Inception Report** of the formulation process of the new Strategy and Implementation Plan documents. That will include but not limited to:
- i) Detailed workplan of the assignment including all activities, budgets, roles, timelines;
 - ii) Outline of the IGAD strategy and implementation plan 2021-2025;
 - iii) Detailed programme for all stakeholder consultations (virtual/face-to-face/workshop);
 - iv) Contingency plan of the assignment to address any unforeseen issues that will directly affect the completion of the assignment;
 - v) Reporting template of the assignment.
- 3. Status report in English and French languages**, presenting the feedback and progress including data sheet of proposed performance indicators, project sheets for all ongoing IGAD projects, summary providing descriptions and implementation of existing IGAD sector strategies and policies.
- 4. First drafts of the new IGAD Strategy and Implementation Plan 2021-2025**, including a well elaborated M&E framework with clear, sector/priority area key indicators (baseline and target included and alignment of SDGs and Agenda 2063).
- 5. Consolidated report** of the comments and feedback from stakeholders on the drafts
- 6. Final versions of the new IGAD strategy and Implementation plan 2021-2025** in line with the validation and approval by Member States:
- i) Soft versions in English and French languages;
 - ii) Published and printed versions in English and French languages;
 - iii) Less than 60 second Infographics of the IGAD strategy and implementation.

Deliverables for Component 2:

- (i) **Draft Report** with elaborate mechanisms and processes for the design of Compact with IGAD Secretariat and its Member States. The report will include:
 - a. Review relevant regional and member states policy frameworks and strategies to determine intervention areas for AUDA-NEPAD, IGAD and Member States cooperation;
 - b. Detailed analysis of interventions for implementation policies, plans, strategies and related investments, including aspects related to national, regional, continental and global strategic development planning;

- c. Support the AUDA-NEPAD and IGAD Secretariat in drafting the Compact orientation documents, rules of engagement, implementation road map with clear M&E and reporting, MOU and proposal outlines etc;
- (ii) **Consultation report** on facilitation and consultation of stakeholders, through the agreed engagement approach (virtual or workshop);
- (iii) **Draft Compact proposals and implementation plans** (with elaborate M&E frameworks) for IGAD Secretariat and each Member State;
- (iv) **Preparation of the first drafts of the regional and national compacts**, in line with the agreed Compact working documentation, based on the identified schedule of implementation framework, multi-sector thematic project proposal with adequate data and results (outputs, outcomes, baselines and targets);
- (v) Technically support the review of the regional and national compacts through the TWG, providing innovative and pragmatic solutions in the design of the regional strategy and compacts;
- (vi) Design and develop sensitisation materials for the Compacts at both regional and national level, combining value for money and existing communication and media frameworks of the IGAD secretariat and the identified focal IGAD Member State National Public Media outlets;
- (vii) **Presentation materials for the high-level official launch of the new IGAD Strategy and Implementation Plan** as well as the signing of the Regional and Member States Compacts.

The African Union Development Agency (AUDA-NEPAD) now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

Interested firms must provide information indicating that they are qualified and experienced to perform the services:

1. An Official signed Letter from an authorized official, expressing interest of the firm to participate in the Consultancy;
2. General profile and background of the firm which should elaborate the following:
 - a. Core Business of the firms;
 - b. Names of authorized representatives of the firms (Power of Attorney);
 - c. In the cases of Consortiums/Partnerships/Associations shall be required to submit Joint venture Agreements/Joint Association letters stating the lead firm;
 - d. Commercial Registration and Tax Registration Certificates of the firms attaching Registrations and Tax certificates documents;
3. Experience of the Firm in handling consultancy services of a similar nature; and
4. Availability of Professional Key Staff with Suitable Qualifications and experience in the field of assignment. The Key Experts must have a very good command of written and spoken French.

Reporting and Time Schedules: It is anticipated that the assignment will be completed within a total of 180 days from the date of signing of the contract over a period of 4 months. All work must be completed by 31st October 2020. The Consultant will report directly to the Head of Division Technical Cooperation and Advisory Services, AUDA-NEPAD.

Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications. Firms from African Union Members States and/or joint ventures will have an added advantage.

A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the AU Procurement Guidelines. **This is an Expression of Interest (EOI) only; submission of Financial Proposals is not applicable at this stage.**

AUDA-NEPAD Agency reserves the right to verify any information provided by prospective entities/individuals and false information will lead to disqualification. The NEPAD Agency reserves the right to cancel or reject any or all EOIs without stating any reason.

Interested Consultants may obtain further information at the address below during office hours (08:00 - 17:00 South African time). Expressions of interest must be submitted by the **10th July 2020 by 14:30 hours (South African Time)** and should be clearly marked as **“CONSULTANCY SERVICES FOR THE FORMULATION OF INTER-GOVERNMENT AUTHORITY ON DEVELOPMENT (IGAD) REGIONAL STRATEGY AND IMPLEMENTATION PLAN 2021-2025 AND DEVELOPMENT OF THE AFRICA UNION DEVELOPMENT AGENCY - NEPAD COMPACT WITH THE IGAD: Ref: 68/AUDA/PIPD/TCAS/QCBS/2020”**. EOIs can also be sent by email, on the following address:

Email: procurement@nepad.org

Attention of: Head of Procurement Division