



PEACE, PROSPERITY AND
REGIONAL INTEGRATION

TERMS OF REFERENCE

DEVELOPMENT OF IGAD RESOURCE MOBILISATION 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.

For over three and a half decades now, IGAD's development agenda has been shaped by 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. 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.

The above challenges notwithstanding, IGAD Member States have demonstrated strong signs of resilience and many country economies continue to post impressive economic growth rates ranging between 3 and 7 percent per annum, increased school enrolments, improved agricultural production and productivity, reduction in absolute poverty levels and resolution of longstanding intra and inter-state conflicts. IGAD has played a critical role towards these positive trends through the development and implementation of appropriate regional policies and strategies since 1986.

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 is translated into five-year rolling strategic plans with clearly identified priorities and results.

The principal objectives of the IGAD Strategy 2021-2025 are to:

- a) enhance food and nutrition security in the region
- b) enhance sustainable management of natural resources and the environment and build resilience to disasters and climate change/variability
- c) develop a unified regional market with expanded infrastructure and connectivity
- d) improve the social wellbeing and human productivity for inclusive development in the region
- e) boost peace, security and stability in the IGAD region
- f) enhance the institutional capacity of IGAD to deliver its mandate effectively and efficiently

These strategic development objectives will be pursued through five pillars over a five-year period, namely:

1. Agriculture Development, Natural Resources Management, and Environment Protection, Climate Variability and Change; and Disaster Risk Management
2. Regional Economic Cooperation and Integration
3. Social Development
4. Peace and Security
5. Corporate Development Services

2. Justification of Resource Mobilisation Strategy (RMS)

Execution of IGAD's Development Strategy 2021-2025 requires raising the requisite resources for achievement of set objectives and results. Member States, donors and development partners are the typical funders of IGAD programmes. The existing RMS was for the period 2016 - 2020 and has therefore elapsed.

IGAD faces a complex funding environment, characterised by shifting donor, development partners' and Member States' fiscal priorities following the global COVID-19 pandemic that has had severe impacts on economies over the past nearly two years. The pandemic struck at a time when national, regional and international actors were still reeling with effects of a global economic meltdown and related financial crisis, shrinking official development assistance (ODA) and public deficits in some countries

Additionally, many IGAD Member States suffered a triple disaster challenge in the form of drought, floods and desert locust invasion in the past 18 months, the combined effect of which was shocks in the countries' output, income and growth. UNECA (2020) projected 50% decline in some regional countries' GDP growth as a consequence of recent shocks and disasters including the COVID-19 induced lockdown of economies,

disruption of value and supply chains and heightened social spending to address immediate survival needs of the population.

Effective implementation of the IGAD Strategy 2021 – 2025 therefore requires a robust, adaptable, forward-looking and results based resource mobilization strategy, which takes into account the current shifts and trends in regional development financing terrain from both Member States and donors (bi-lateral and multi-lateral), as well as other actors including private sector entities, charities and foundations. The RMS should examine and explore emerging development aid frameworks, innovative financing mechanisms, potential funders and new actors in or with interests in the region and outline a systematic and strategic approach to leveraging existing and prospective financing arrangements as well as recommend how to diversify the resource base for IGAD activities.

Against this backdrop, IGAD Secretariat seeks a Consultant/firm to develop a resource mobilization strategy and action plan that aligns with the IGAD Strategy 2021 – 2025 priorities, targets, budget and expected results.

3. Objective of the consultancy

The main objective of the consultancy is to produce IGAD's Resource Mobilisation Strategy for implementation of key institutional reforms and regional development priorities for 2021-2025 period.

4. Scope of work

Specific tasks of the consultancy are:

- i) Review relevant IGAD documents and consult with IGAD staff to better understand the contexts, needs, priorities for the period 2021-2025
- ii) Review and analyse the donor and development partner policies, strategies and cooperation frameworks for Africa, with a special focus on Sub-Saharan Africa, East and Horn of Africa or any of the IGAD Member States to identify trends, opportunities and entry-points for IGAD
- iii) Assess the feasibility of the continued cooperation and support from past and existing IGAD donors
- iv) Identify and assess the feasibility of new donors and funding partners for IGAD's priority interventions for 2021-2025
- v) Review and assess Member States contributions in terms of past trends (2016-2020) and projections over the targeted period (2021-2025), basing on the current agreed assessed contributions formula
- vi) Interview and/or hold discussions with key stakeholders including Member States officials, donors, UN agencies, private sector actors, AU and other development partners to inform the actions in the RMS
- vii) Identify and propose innovative fundraising mechanisms as well as practical execution modalities
- viii) Draft, review to address client comments/inputs, and produce IGAD Resource Mobilisation Strategy Document

5. Deliverables

- i) A comprehensive resource mobilisation strategy that includes a background to IGAD, its key challenges, institutional framework, needs and priorities (both institutional and sectoral development) for the medium term. It should also include an analysis of past fundraising trends, results and lessons; analysis of forward looking opportunities and strategies; detailed workflow processes and mechanisms for contribution management; and a time-bound action plan (with key responsible focal points) to actively engage in resource mobilisation activities to fund identified IGAD priority interventions.
- ii) An annex on mapping of donor interests, priorities, funding windows and clear requisite actions to be taken to mobilise funds
- iii) An annex outlining a set of fundraising materials that need to be produced to secure funding/raise the profile of key IGAD priorities/ undertakings
- iv) An action plan that defines clear time lines for the proposed resource mobilisation activities or actions
- v) A plan for capacity building of key IGAD staff in fundraising and resource mobilisation
- vi) An annex on IGAD's funding compendium by pillar/sector/project (2016 - 2020, by source & modality of funds management)
- vii) An annex on analysis of IGAD's funding needs for the regional strategy 2021-2025, secured/projected funding (by source, sector/pillar/project), and funding gaps

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

7. Required Qualifications, Experience and Competencies of lead Consultant

- Advanced Degree (Masters or above) in a relevant field such as Business Administration, Economics, Development Studies, International Relations and Public Administration, or any closely related field with proven track record in resource mobilization, developing strategy documents, project design and business development
- At least 10 years of experience working in the development sector, preferably in programme design and management, programme evaluation and resource mobilization for a regional or international organisation akin to IGAD
- Experience working with different donors and developing partners especially in East and Horn of Africa region or similar contexts
- 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
- Good communication and interpersonal skills, ability to foster networks and partnerships.
- 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.