



PEACE, PROSPERITY AND  
REGIONAL INTEGRATION

## **Terms of Reference (ToR) for Consultancy Firm – Review of the IGAD Regional Strategy 2021-2025 and Development of the New IGAD Regional Strategy 2026-2030**

### **1. Background**

The Intergovernmental Authority on Development (IGAD) is a Regional Economic Community (REC) encompassing eight Member States in the Horn of Africa (HoA) region: Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda. Established in 1986 as the Intergovernmental Authority on Drought and Development (IGADD), its initial mandate was to address the challenges of drought, desertification, and famine in the HoA region. In 1996, IGADD was restructured into IGAD, with a broader mandate to include peace, security, economic cooperation, and integration.

With a vision for "a resilient, peaceful, prosperous, and integrated region," IGAD strives to enhance regional cooperation and integration to promote sustainable development, human security, and socioeconomic transformation. Its mission focuses on adding value to the collective efforts of the Member States to achieve peace, security, and prosperity.

Over the years, IGAD has made significant strides in its strategic priorities, including:

- **Advancing Peace and Security:** IGAD has facilitated peace processes in South Sudan and Somalia and contributed to resolving the Ethiopia-Eritrea conflict, showcasing its pivotal role in regional stability.
- **Economic and Social Development:** Through regional integration, IGAD supports infrastructure development, trade facilitation, and social programs targeting education, health, and gender equality.
- **Agricultural Development and Environmental Resilience:** Recognizing the centrality of agriculture to the livelihoods and economies of Member States, IGAD has prioritized sustainable agricultural practices, food security initiatives, and market integration. Simultaneously, IGAD addresses critical environmental challenges through drought disaster resilience programs, natural resource management, and climate change adaptation strategies

As the current IGAD Regional Strategy (2021–2025) approaches its conclusion, the need for a comprehensive successor strategy for 2026–2030 has become evident. This new strategy will build on the successes and lessons of the past while addressing emerging challenges and aligning with global frameworks such as the United Nations Sustainable Development Goals (SDGs) and the African Union (AU) Agenda 2063.

### **2. Justification**

The development of the IGAD Regional Strategy 2026–2030 is a crucial step in advancing the organization's long-term vision and objectives. IGAD Vision 2050 envisions "a resilient, peaceful, prosperous, and integrated region where citizens enjoy a high quality of life." IGAD operates through a series of medium-term strategies to realize this vision, each addressing evolving regional and global dynamics while building on previous achievements.

The current IGAD Regional Strategy (2021–2025) has made significant progress in promoting regional integration, environmental sustainability, peacebuilding, and socioeconomic development. However, challenges such as climate change, food insecurity, economic disparities, and transnational security, digital divide, funding resources threats persist, necessitating a recalibrated approach for the next strategic cycle. The development of the 2026–2030 strategy provides a framework to operationalize and alignment with the IGAD Vision 2050. The 2026–2030 strategy marks the first phase in the realization of IGAD Vision 2050, building on the gains so far and ensuring continuity in achieving long-term goals in the coming decade. It bridges the gap between immediate priorities and the broader ambitions of regional peace, prosperity, and integration.

### 3. Objective

The primary objective of this consultancy is to review the current IGAD Strategy 2021-2025 and develop a comprehensive, inclusive, and actionable new IGAD Regional Strategy 2026–2030 that aligns with IGAD Vision 2050, regional and global development frameworks, and addresses emerging challenges and opportunities in the region.

#### 3.1. Specific Objectives:

1. **Review of the Current IGAD Strategy (2021–2025):** Conduct a comprehensive final evaluation of the current IGAD Strategy 2021-2025.
2. **Formulation of new IGAD Strategy 2026-2030:** Develop a comprehensive, inclusive, and actionable new IGAD Regional Strategy 2026–2030 that aligns with IGAD Vision 2050, regional and global development frameworks

### 4. Methodology

#### 4.1. Introduction

The methodology for reviewing the IGAD Regional Strategy 2021–2025 and formulating the IGAD Regional Strategy 2026–2030 will be inclusive, participatory, evidence-based, and aligned with global and regional frameworks such as IGAD Vision 2050, the African Union Agenda 2063, and the UN Sustainable Development Goals (SDGs). The approach will integrate:

1. **Comprehensive Review:** Building on the lessons and successes of the 2021–2025 strategy to identify achievements, challenges, and areas for recalibration.
2. **Evidence-Based Analysis:** Incorporating facts, figures, and robust data from critical economic and social sectors to illustrate the status and inform future priorities.
3. **Alignment and Continuity:** Ensuring alignment between the IGAD Vision 2050 and the next strategic cycle, with a focus on fostering coherence with National Programming Plans or Country Programming Papers (CPPs) to enhance synergy and implementation at the national level.

#### 4.2. Scope of Work

The Team leader will undertake the following tasks:

##### 4.2.1 Review of the Current IGAD Strategy (2021–2025)

1. Inception Phase
  - **Desk Review:** Conduct a comprehensive assessment of the current IGAD 2021–2025 Regional Strategy, including evaluations of sectoral strategies, key achievements, challenges, and gaps.
  - **Stakeholder Mapping:** Identify key stakeholders at the regional, national, and cross-border levels to ensure comprehensive consultation and inclusion.
  - **Scoping and Thematic Prioritization:** Identify thematic areas for review, considering regional and global challenges such as climate change, food insecurity, political instability and economic disparities.
  - **Development of Evaluation Framework:** Create a robust evaluation framework, including criteria and performance indicators that align with IGAD's strategic goals.
  - **Inception Report:** Submit a report detailing the methodology, work plan, and framework for stakeholder engagement strategy.
2. Data-Driven Analysis
  - **Utilization of Existing Reports:** Utilize the mid-term review report of the 2021–2025 strategy, specific project evaluation reports, and sector-specific monitoring data to extract lessons learned and recommendations.
  - **Evidence Gathering:** Leverage IGAD's monitoring and evaluation data to identify strategic gaps and areas for improvement.
  - **Primary Data Collection:** Conduct structured interviews, surveys, and focus group discussions with stakeholders, including Member States, IGAD institutions, and development partners.

- **Sector-Specific Evaluations:** Analyse performance in key sectors including agriculture, climate resilience, peace and security, social development and regional integration.
  - **Evidence-Based Gap Analysis:** Use quantitative and qualitative data to identify gaps and underperforming areas within the 2021–2025 strategy.
3. Stakeholder Engagement
- **National Consultations:** Facilitate workshops and consultations with Member States to evaluate the alignment of the current strategy with national and regional priorities.
  - **Regional Workshops:** Engage IGAD Divisions and specialized institutions, development partners, civil society, and private sector representatives to gather comprehensive feedback.
  - **Feedback Integration:** Ensure feedback from consultations and workshops is systematically integrated into the evaluation process.
4. Synthesis and Reporting
- **Performance Assessment Report:** Develop a comprehensive report on the achievements, challenges, and lessons learned from the current strategy, with recommendations for recalibration in the next cycle.
  - **Sectoral Case Studies:** Include detailed case studies that highlight successes and bottlenecks in key thematic areas.
  - **Stakeholder Validation:** Present findings in validation workshops to ensure broad ownership and consensus on the evaluation results.

## 5. Methodology for Final Evaluation

- **Comparative Analysis:** Compare the outcomes of the current strategy against baseline conditions and intended objectives.
- **SWOT Analysis:** Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to evaluate internal and external factors influencing strategy performance.
- **Thematic Scoring:** Use a scoring system to rank progress across thematic areas based on predefined indicators.
- **Alignment Check:** Assess the strategy's coherence with global and regional frameworks to ensure synergy and relevance.

### 4.2.2 Formulation of the IGAD Strategy 2026–2030

1. Strategy Formulation
- **Strategic Alignment:** Ensure alignment with IGAD Vision 2050, AU Agenda 2063, NDPs and UN SDGs, while building on the outcomes of the 2021–2025 strategy.
  - **Thematic Pillars:** Develop strategic pillars focusing on peace and security, sustainable development, regional integration, and resilience.
  - **Integration of CPPs:** Incorporate Country Programming Papers (CPPs) to bridge regional priorities with national development plans.
  - **Draft Strategy:** Prepare an inclusive draft of the IGAD Strategy 2026–2030 with robust stakeholder input.
2. Stakeholder Engagement
- **Participatory Co-Development:** Use inclusive processes to engage IGAD Member States, specialized institutions, civil society, and development partners.
  - **Validation Workshops:** Organize validation sessions to ensure the strategy reflects collective consensus.
3. Innovation and Resilience
- **Innovative Approaches:** Integrate innovation to address emerging challenges such as climate adaptation, digital transformation, and food systems resilience.
4. Capacity Building and Resource Mobilization
- **Capacity Strengthening:** Develop a framework for training IGAD staff and Member States on strategy implementation.
  - **Resource Mobilization:** Create a robust plan to secure diversified funding sources to support strategic priorities.
5. Monitoring, Evaluation, and Knowledge Management

- **MEL Framework:** Establish a Monitoring, Evaluation, Learning, and Accountability framework with measurable indicators.
- 6. Dissemination and Communication
  - **Awareness Plan:** Design a strategy for communication and advocacy to promote ownership and stakeholder alignment.
  - **Dissemination Tools:** Utilize digital platforms, media, and workshops for wide outreach.

## 5. Deliverables

- i. Inception Report with methodology and work plan for the entire assignment
- ii. Final Evaluation Report on the performance of the IGAD Strategy 2021–2025, including lessons learned.
- iii. Synthesized country reports Identifying contextual key areas for the next strategy cycle.
- iv. Comprehensive draft and finalized IGAD Regional Strategy 2026–2030, including a Monitoring, Evaluation, Learning, and Accountability (MEL) Framework.

## 6. Duration

The assignment is scheduled for completion within six months, commencing immediately upon contract signing. The tentative start date is February 2025, with a consultancy period of 60 working days spread over this timeframe.

## 7. Expertise Required (Team Composition and Qualifications)

The assignment will require a consultancy firm with a multidisciplinary team of experts to ensure comprehensive review the current strategy and development of the new IGAD Regional Strategy 2026-2030. The firm and its proposed team should meet the following qualifications:

### Consultancy Firm:

- **Experience:** Proven track record of at least 5-10 years in strategic planning, regional development, and policy formulation, preferably within Africa, particularly in the Horn of Africa or similar contexts.
- **Portfolio:** Demonstrated expertise in handling large-scale, complex regional or international development assignments involving multi-stakeholder consultations.
- **Capacity:** Ability to mobilize a multidisciplinary team with expertise in key thematic areas such as peace and security, economic development, agriculture, climate change, health, gender, and governance.
- **Regional Understanding:** In-depth knowledge of the IGAD region's socio-economic, political, and environmental landscape, as well as familiarity with regional and global frameworks such as the African Union Agenda 2063 and the UN Sustainable Development Goals (SDGs).

### Team Composition:

1. **Lead Consultant:**
  - Minimum of 10-15 years of experience in strategic planning, regional development, and policy formulation.
  - Advanced degree in International Relations, Development Studies, Political Science, or a related field.
  - Minimum of 15 years in managing and undertaking evaluation of development frameworks and strategies at national, regional and or continental levels in Africa.
  - Proven leadership in coordinating multi-stakeholder projects, dialogues and managing interdisciplinary teams.
  - Strong understanding of IGAD's mission, structure, and operational framework.
2. **Subject Matter Experts (SMEs):**
  - **Peace and Security Expert:** Expertise in conflict prevention, resolution, and management with regional experience in the Horn of Africa.
  - **Economic Prosperity, Regional Cooperation, and Integration Expert:** Expertise in fostering economic growth, enhancing regional integration, and creating enabling environments for trade, investment, and development.
  - **Agricultural and Livestock Production, and Sustainable Food Systems Expert:** In-depth knowledge of sustainable agricultural practices, food security strategies, and livestock management to promote resilient food systems.

- **Social Development and Human Capital Expert:** Specialization in enhancing education, health, and gender equity, as well as fostering inclusive social systems that build human capital across the region.
- **Climate Resilience and Environmental Sustainability Expert:** Expertise in developing strategies for climate adaptation, mitigation, and fostering environmental sustainability in line with international frameworks such as the Paris Agreement and the Sustainable Development Goals.
- **Technology and Innovation for Sustainable Development Expert:** Proficiency in leveraging digital tools, emerging technologies, and innovative solutions to enhance sustainable development, economic growth, and resilience in the region.
- **Monitoring and Evaluation Expert:** At least 10 years' track record (expertise) in undertaking evaluation of complex development and humanitarian interventions, including at least 3 evaluations of national, regional and or continental development frameworks or strategies using mixed methods.

**Additional Qualifications:**

- The team should demonstrate collective fluency in English and knowledge of other IGAD working languages (French and Arabic) is an added advantage.
- Familiarity with IGAD's socio-economic and political context, as well as an understanding of regional dynamics affecting the Horn of Africa.
- Availability for the full duration of the assignment, including participation in evaluation and design workshops, stakeholder consultations, and validation sessions.

**8. Coordination and Reporting**

The Firm (Team Leader) will report to the IGAD Secretariat's Director of Planning, Coordination, and Partnership Division.

Meetings: The firm (Team Leader) to participate in the regular monthly progress meetings with IGAD's regional strategy technical committee and steering group to be formulated by PCPD.

Coordination: PCPD will facilitate the coordination with IGAD's sectoral divisions located in the IGAD's Member States, member state representatives, and relevant partners.

**9. Payment Schedule**

The Firm is required to submit a detailed budget proposal. Payment will be made in five instalments:

- 20% upon approval of the Inception Report.
- 15% upon approval of the draft evaluation report of the IGAD regional strategy (2021-2025).
- 15% upon acceptance of the final evaluation report.
- 20% upon approval of the draft Regional Strategy.
- 30% upon acceptance of the final strategy document.

**10. The Evaluation of the proposals Procedure:**

The proposals submitted by the shortlisted Firms should include the following documents:

- A technical proposal including consultant firm's understanding of the ToR, proposed approach, methodology, and timeline and CV(s) of the consultant(s), highlighting relevant experience.
- A financial proposal, including professional fees, reimbursable costs and applicable taxes.
- Examples of previous work related to regional strategy development or policy formulation.

**11. Evaluation and Selection Criteria**

<b>Criteria</b>	<b>Score</b>
1. Understanding of the assignment.	20
2. Quality of proposed methodology and approach.	25
3. Experience in strategic planning and regional development.	20
4. Experience in the IGAD region or similar contexts.	10
5. Cost-effectiveness of the financial proposal.	25
Total	100

## 12. Ethical Considerations

- Confidentiality: All information shared during the assignment should remain confidential.
- Conflict of Interest: The consultant(s) must disclose any potential conflicts of interest.
- Data Protection: Ensure compliance with IGAD's data protection and privacy guidelines.

**For further information see attached the Terms of Reference (TORs).  
NO TECHNICAL OR FINANCIAL PROPOSALS REQUIRED IN THIS STAGE**

How To Apply The consultants should submit their Expression of Interest (EOI) to:  
[procurement@igad.int](mailto:procurement@igad.int) not later than **Sunday February 09, 2025**.

Please note that only shortlisted Firm will be contacted.

Procurement Unit  
Administration and Finance  
IGAD Secretariat  
Avenue Georges Clemenceau E-mail: [procurement@igad.int](mailto:procurement@igad.int)  
P.O. Box 2653,  
Djibouti, Republic of Djibouti