

REQUEST FOR EXPRESSION OF INTEREST (REOI)  
(CONSULTANCY SERVICES – INDIVIDUAL CONSULTANTS)

Grant No: TF 093070 Project ID No: P 112600

**Consultancy services to facilitate the update of ASARECA Strategy (2019-2028) and preparation of the Operational Plan III (2019 - 2023)**  
**REFERENCE NO: ASA/CONS/17-18/00009**

### **1. Introduction**

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is funded by various donors under the Multi-Donor Trust Fund (MDTF). The World Bank manages this fund that focuses on supporting Agricultural Research in Eastern and Central Africa. ASARECA intends to apply part of the grant proceeds for provision of individual consultant services.

### **2. Objective of the consultancy**

The overall objective of this consultancy is to review the current ASARECA Strategy and Results Framework (A-SRF: 2017-2026), update it for the next decade (2019-2028), and consultatively develop the ASARECA's Third Operational Plan (OP III: 2019 – 2023) that is aligned to the updated A-SRF (2019-2028).

### **3. Scope of work**

The consultant is expected to support ASARECA management in the achievement of its mandate by developing an implementable OP III. To achieve this, the Consultant will undertake the following specific tasks:

- a) Review all the ASARECA Strategy and OP documents, as well as scan and document the mega-trends in the AR4D landscape in the ECA sub-region;
- b) Review and update ASARECA's niche, mandate and thematic focus in AR4D in the region, including development of trackable Results Framework that is likely to position ASARECA on its competitive niche within the sub-region;
- c) Conduct stakeholder analysis and identify beneficial ASARECA constituency for enhanced comparative advantage, geographical focus and areas of work for better coordination and minimal duplication of efforts;
- d) Identify priority flagship programs and projects for ASARECA thematic areas and provide budget projections and funding scenarios
- e) Articulate the available resources along major priority areas, determine the absorption capacity, and undertake gap analysis for the needed and available resources (especially staff time, infrastructure, technology, and associated equipment) for optimal allocation on thematic priorities.
- f) Co-develop implementable workplan along each thematic area and clearly indicate the why, what, when, how, and who in ensuring operationalization of the proposed OP III;
- g) Clearly define the human resource package needed for ensuring implementation of the OP III, including assessment of the current staffing levels, additional staff need, and capacity development gaps needed;
- h) Co-develop user-friendly OP III M&E Framework and Plan and articulate information pathway for enhancing learning and reporting;
- i) Draft the OP III and develop plan for validation workshop, including preparation of summary of the Draft for presentation to ASARECA Management and Workshop Participants;
- j) Prepare final OP III that includes the views of a wider consultative group, and submit to ASARECA Board and Management.

4. **ASARECA** now invites eligible consultants to indicate their interest in providing the stated services. Interested consultants must provide information indicating that they are qualified to perform the services (academic qualification, description of similar assignments, and experience in similar conditions).

5. The attention of the interested consultant is drawn to paragraph 1.9 of the World Bank's [\*Guidelines: Selection and Employment of Consultants by World Bank Borrowers\*](#) (current edition) setting forth the World Bank policy on conflict of interest. Consultants will be selected in accordance with the ***Selection of Individual Consultants*** method set out in the World Bank Guidelines.

6. Interested consultants may obtain further information at the address below during office hours: 9.00 am - 12.00 pm; and 2.30 pm - 4.00 pm (East African Time), and can also access the Terms of Reference from the ASARECA Website: [\*\*www.asareca.org\*\*](http://www.asareca.org).

7. Expressions of Interest must be delivered to the address below by 11.00 am, 23 July 2018, and marked: **“Expression of Interest for Consultancy to facilitate the update of ASARECA Strategy (2019-2028) and preparation of the Operational Plan III”**.

**To Interim Executive Secretary**

Attn: Procurement and Contracting Officer, Reception Office,  
Plot 5 Mpigi Road, Entebbe.  
E-mail: [procurement@asareca.org](mailto:procurement@asareca.org)

## **TERMS OF REFERENCE**

### **Consultancy services to facilitate the update of ASARECA Strategy (2019 - 2028) and preparation of the Operational Plan III (2019 - 2023)**

#### **A. Introduction**

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a non-profit Intergovernmental organization of the National Agricultural Research Systems (NARS) of eleven countries (Burundi, Democratic Republic of Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, South Sudan, Sudan, Tanzania and Uganda). The core functions of the organization are to mobilize and coordinate human, physical, financial and institutional capital to implement research, extension, and training for agricultural transformation in the East and Central African sub-region. Over the last two decades, ASARECA has been guided by two strategic plans: (i) the ASARECA Long-Term Strategic Plan of 1997; and (ii) the Second ASARECA Strategic Plan (2007-2016, extended to 2018). These strategies have been implemented via the ASARECA Operational Plan I (2008-2013); the ASARECA Operational Plan II (2014-2018); and partially by the Third Strategic Plan (ASARECA Strategy and Results Framework or A-SRF) (2017-2026). The A-SRF has not been translated into an Operational Plan due to a shift in priority to support the transition and reform process in ASARECA (in-depth fiduciary review) that was commissioned by the World Bank.

The A-SRF (also due for revision to cover the period 2019-2028) has four thematic areas (i) integrated capacity strengthening; (ii) development and scaling out/up of technologies and innovations; (iii) policy advocacy, market analysis and institutional arrangements; and (iv) knowledge and information management. Each thematic area has specific outputs designed to achieve agricultural transformation in the sub-region. To implement/operationalize the A-SRF, ASARECA intends to develop its OP III (2019-2023). This OP III shall be well positioned to respond to the AR4D agenda within the sub-region and the realization of CAADP and Malabo targets, besides being used in enhancing resource mobilization efforts. It is also expected to articulate ASARECA's value proposition that aligns with cross-border priorities, including national, sub-regional, continental and global transformation agenda and frameworks. To enhance delivery of its new roles and mandate, ASARECA is anticipated to derive regional priorities from the Regional Agriculture Investment Plans, thus, promoting collaboration with actors in the AR4D landscape.

#### **B. Purpose of the Assignment**

The purpose of the consultancy is to update the current Strategy and develop ASARECA OP III that describes the medium-term business strategies and details how the new ASARECA Strategy (2019-2028) will be implemented. The developed OP III is anticipated to form the basis for resource mobilization, budgetary allocations and estimates as well as implementation of thematic activities within the Secretariat and member countries. Its design is anticipated to clearly articulate impact pathways for agricultural transformation stipulated in the new Strategy. ASARECA expects the Consultant to set measurable objectives that are clearly linked to its Vision and Mission; set measurable goals that support the objectives of the themes to ensure tangible impact by staff and management; articulate accountability and timeframes for responsible persons to achieve set goals; specify the potential value for money (rate of return) of the planned thematic interventions; and specify knowledge management approaches for enhanced organizational learning and capacity development.

### **C. Objective of the Consultancy**

The overall objective of this consultancy is to review the current A-SRF (2017-2026), update it for the next decade (2019-2028), and consultatively develop the ASARECA OP III (2019 – 2023) that is aligned to the updated A-SRF (2019-2028)

Specifically, the Consultant shall:

- 1 Review, validate and sharpen the current ASARECA Strategy (A-SRF: 2017-2026), and update it to incorporate emerging priorities for the period 2019-2028.
- 2 Facilitate thematic review and develop strategic thrusts for ASARECA intervention areas according to each of the thematic areas to guide the organizational operations in the next five years (2019-2023).
- 3 Conduct a situational analysis by examining the internal and external factors affecting ASARECA, and to create a roadmap for organizational development based on the factors likely to influence its future operations and impacts. The situational analysis is anticipated to: (i) validate the transitional interventions for delivery of thematic results; (ii) identify key drivers for anticipated thematic impacts for agricultural transformation; and (iii) identify critical risks and assumptions anticipated to have significant bearing on the anticipated outcomes and impacts of ASARECA interventions.
- 4 Develop consolidated ASARECA OP III for the period 2019-2023 for implementation in the medium term, including estimated human resource and associated skills mix.
- 5 Facilitate a stakeholder consultative workshop to guide the development of the OP III and validate the new Strategy (2019-2028).

### **D. Major Elements of the OP III**

ASARECA anticipates that this updated Strategy (2019-2028) and OP III (2019-2023) will articulate its management of resources for sustainable agricultural development for enhanced livelihoods in the sub-region. The OP is expected to guide the daily operations of ASARECA based on robust results framework and work plan for the medium-term period. To achieve this, the OP III is expected to:

1. Summarize lessons learnt from the implementation of the current Strategic Plan, the OP-2 and to show how the OP III will apply the lessons learnt in guiding its decision-making and program formulation;
2. Articulate and define measurable objectives of the OP III based on the reviewed and updated ASARECA Strategy (2019-2028);
3. Identify major components of the OP III as well as detailed activities under each theme;
4. Provide cost estimates for each thematic area of the OP III, including administration and operational costs;
5. Identify potential consortia members expected to propel ASARECA in its achievement of the OP III objectives;
6. Articulate institutional and implementation modalities for effective implementation of the OP III, including analyses of critical prerequisites for its implementation;
7. Co-develop robust Results Framework with clear hierarchy of objectives – impact, outcomes and outputs, as well as identification of key performance indicators of progress; and
8. Identify critical risks and main assumptions to guide implementation of this OP III.

### **E. Scope of Work**

The consultant is expected to support ASARECA management in the achievement of its mandate by developing an implementable OP III. To achieve this, the Consultant will undertake the following specific tasks:

1. Review all the ASARECA Strategy and OP documents, as well as scan and document the mega-trends in the AR4D landscape in the ECA sub-region;

2. Review and update ASARECA's niche, mandate and thematic focus in AR4D in the region, including development of trackable Results Framework that is likely to position ASARECA on its competitive niche within the sub-region;
3. Conduct stakeholder analysis and identify beneficial ASARECA constituency for enhanced comparative advantage, geographical focus and areas of work for better coordination and minimal duplication of efforts;
4. Identify priority flagship programs and projects for ASARECA thematic areas and provide budget projections and funding scenarios
5. Articulate the available resources along major priority areas, determine the absorption capacity, and undertake gap analysis for the needed and available resources (especially staff time, infrastructure, technology, and associated equipment) for optimal allocation on thematic priorities.
6. Co-develop implementable work plan along each thematic area and clearly indicate the why, what, when, how, and who in ensuring operationalization of the proposed OP III;
7. Clearly define the human resource package needed for ensuring implementation of the OP III, including assessment of the current staffing levels, additional staff need, and capacity development gaps needed;
8. Co-develop user-friendly OP III M&E Framework and Plan and articulate information pathway for enhancing learning and reporting;
9. Draft the OP III and develop plan for validation workshop, including preparation of summary of the Draft for presentation to ASARECA Management and Workshop Participants;
10. Prepare final OP III that includes the views of a wider consultative group, and submit to ASARECA Board and Management.

#### **F. Methodology for Work**

In preparing the OP III, the Consultant is expected to develop a detailed methodology to guide the process. This will include, but be not limited to detailed review of documents such as: ASARECA Strategy and Results Framework (2017-2026); ASARECA OP-2; ICER report; Functional and Institutional Analysis Report; ASARECA Governance Manual and Constitution; ASARECA program Strategic Plans; ASARECA Operational Manual; ASARECA Performance and Progress Reports; ASARECA Corporate Reports; World Bank Joint Review and Implementation Support Mission Aide Memoirs; ASARECA First and Second General Assembly Proceedings; and Implementation Completion and Results (ICR) Report.

#### **G. Deliverables and Reporting**

Key deliverables of the assignment include:

1. An inception report detailing the consultant's understanding of the assignment (TOR), including details of the proposed methodology and implementation plan.
2. A report on the consultative process.
3. An updated ASARECA A-SRF (2019-2028) for validation by selected participants from the sub-region.
4. A draft OPIII for validation by selected participants from the sub-region.
5. Final updated ASARECA A-SRF and OP III incorporating inputs from validation.

The Consultant will submit the updated A-SRF and final OP III document as soft copies, as well, as two hard copies in full color (where necessary).

#### **H. Time frame**

The total consultancy period for the task will be 75 man-days (anticipated to commence in July 2018)

### **I. Qualification and Experience**

The individual Consultant should have a PhD in biophysical or social sciences, especially in livestock, crops or natural resources management. The consultant should have at least 10 years of experience, and also have proven experience in cross cutting issues such as climate change; gender mainstreaming; policy analysis; strategic planning and budgeting; and resource mobilization. Proven record in developing Operational Plans and Strategic Plans, as well as Knowledge of AR4D in Eastern and Central Africa are mandatory. The Consultant must have undertaken at least five similar assignments in the previous 10 years.

### **J. Application**

The Consultant will be selected under the Individual Consultant Selection method of the World Bank. The applicants should send their expression of interest and comprehensive Curriculum Vitae, indicating the names, addresses, e-mail address and telephone numbers of three referees to:

The Interim Executive Secretary  
Attn: Head of Human Resource and Administration  
ASARECA  
Plot 5, Mpigi Road  
P O Box 765 Entebbe, Uganda  
E-mail: [procurement@asareca.org](mailto:procurement@asareca.org)

### **K. Reporting**

The consultant will report to the Executive Secretary of ASARECA.