## **Terms of Reference**

**For**

**Developing an Agricultural Sector Institutional Capacity Strengthening Plan (ISCP) for Kenya, Ghana, Rwanda, Tanzania and Nigeria**

1. **Background**

African countries are making efforts to achieve increased agricultural growth and improved livelihoods within the broader agricultural transformation agenda as guided by the Comprehensive Africa Development Programme (CAADP). As such several countries have developed quality national agricultural sector strategies and national agriculture investment plans (NAIPs). The Alliance for a Green Revolution in Africa (AGRA), in collaboration with other development partners, has been at the centre of supporting African governments and their partners to implement home grown national agricultural strategies and investment plans. This support has involved strengthening policy and strategy development as well as building technical and institutional capacities that drive programme implementation and achievement of intended results. The support has been underpinned on the understanding that government is key driver for the implementation of the national development agenda (in terms of laws, policies, strategies, investment plans) that provide strategic direction for the different sectors of the country.

Implementation of these investment plans requires the right agricultural sector institutional architecture, including specific capacities across all levels. Therefore, in order to increase understanding of the challenges faced by African governments and to develop refined and tailor-made support interventions, AGRA in collaboration with ministries of agriculture across 11 African countries carried out agricultural sector institutional capacity assessments (ICAs) in 2018/ 2019. The assessment aimed at generating updated information on the status of these countries in five thematic areas namely: i) Alignment of strategies and policies; ii) Enabling Business Environment iii) Capacity to implement; iv) Coordinated investment and action and v) Mutual accountability for results. Although the identified challenges varied across the countries, there were some that were similar in nature and included: inadequate guiding policy frameworks, inadequate systems and legal/regulatory frameworks, inadequate technical capacity (leadership, technical skills and staff numbers), limited financial resources and lack of appropriate technology/equipment. The assessment provided several actionable recommendations on broad areas that require institutional and capacity strengthening to facilitate better implementation of sector plans and programmes.

In order to move the ICA recommendations to the next level, there is need to design country specific Institutional Capacity Strengthening Plan (ICSPs). The ICSP will be sector specific and led by the Ministries of agriculture. In this regard, AGRA, is seeking the services of a team of an international / regional consultancy firms to develop a comprehensive five -year country Institutional Capacity Strengthening Plan (CSP) for the agricultural sector in Kenya, Nigeria, Rwanda Tanzania, Mali and Ghana[[1]](#footnote-1). The consultancy firm/s be expected to work in close collaboration with technical officials from the government.

1. **Objectives of the Consultancy**

**2.1 Overall Objective**

To develop a five-year Capacity Strengthening Plan (ISCP) that addresses all the systemic challenges to agricultural sector development and transformation in Kenya, Tanzania, Rwanda, Ghana, Mali and Nigeria. The consultant will be expected to produce country specific plans.

**2.2 Specific Objectives**

The specific objectives of the consultancy include the following:

1. Develop a conceptual framework (CF) for identifying, analysing and prioritizing the capacity development needs in the agriculture sector, from a sector-perspective with base in the country sector strategy and NAIP;
2. Based on the CF, make an overview assessment of existing capacities;
3. Make an analysis of capacity development needed to achieve the objectives as set out in the sector strategy and NAIP;
4. Identify strategic priority capacity development interventions and design a five-year CSP based on the sector strategy and consultations with key stakeholders;
5. Develop an operational plan on how to address the priority capacity needs and provide an indicative resource need.
6. **Scope of the Assignment**

The capacity assessment framework will take cognisance of the multiple dimensions of capacity needed to effectively achieve the CAADP/ Malabo targets. It will go beyond individual capacity (relevant skills and abilities) to include organizational capacity (governance, structures, processes, etc.) as well as the broader context and environment within which the organization functions. The scope of the ICSP will be at three levels; the **individual**, **organisational** (national and subnational levels) and **contextual** level. These levels are described as follows

1. **Individual capacity:** (Capacity of Individuals in organisations); to what extent the individual knowledge of person in the organisation is sufficient for the organisation and to what extent there are needs for individual capacity development;
2. **Organisational capacity:** (Capacity of the organisation); the vision and objective, organisational structure, of the assessed organisation; including leadership, management, clear job descriptions, follow up, etc;
3. **Contextual capacity:** (the environment of the organisation); reflects aspects such as the legal context, such as clear rules and regulations and the level of communication, coordination and interaction with other organisations in the same area.
4. **Methodology and Approach**

The development of the country ICSPs will be expected to be done in a technically sound, evidence based, participatory and consultative manner. The consulting firm will be expected to employ a variety of techniques to ensure a comprehensive and consultative process is followed in the development of the capacity development plans. This will include but not limited to:

**Literature review:** Review of existing documentation including government reports, evaluation reports, research reports, M&E data and other relevant documents. This assignment aims to build on the Institutional Capacity Needs Assessment (ICA) carried out by AGRA and the target countries in 2018/2019, therefore the consultant should use country ICA reports and briefs as key reference documents.

**Engagements and consultations:** Under the leadership of the Ministries of agriculture, staffs of the consulting firm will be assigned to work closely with the Steering Committees composed of senior technical officials from the agriculture sector of the target countries. They will also interact with the private sector and the civil society to undertake the analysis and to formulate a capacity strengthening plan in a consultative manner. The staff of the consulting firm will also be expected to have consultations with, among others, the following categories of stakeholders: development partners, representative of farmers, service providers (extensionists, policy makers, researchers, etc.), distributors, retailers, wholesalers, exporters and processors.

**Assessments at National and Subnational Levels:** This assignment will take cognisance of both the national and sub-regional contexts. The following is a summary of what is expected at each level.

1. **At National Level**

Building on the ICA, the consultant will perform the following detailed assessment:

* Analyse the agricultural institutional framework (Ministry and related agencies)’s goals, mission and objectives
* Analyse the institutional structure (directorates /departments etc.)
* Assess staff capacity (existing skillset, skillset gaps)
* Analyse intra-organisational relationship
* Analyse inter-organisational relationship/coordination with Ministry of Agriculture (MoA) implementation agencies and other agricultural line ministries
* **Recommendations:**
	+ Provide the ‘’to be’’ goals and objectives of the agricultural institutional framework (ministries and implementing agencies)
	+ Propose a ‘’to be’’ institutional framework-organigramme (ministry, directorate, departments etc)
	+ Provide the number of staff, qualification and required skillsets to fit the proposed institutional structure
	+ Propose a workable coordination arrangement and alignment approach with agricultural implementing agencies and agricultural
	+ line ministries;
	+ Propose human resource support functions: Retention, attraction, performance management and required HR support systems to support the proposed Institutional structure
	+ Propose the required organisational culture: working conditions, relationship that would deliver the institutional goals and fit the proposed institutional structure;
	+ Propose required trainings for existing and new staff and provide a phasing approach for capacity building (who needs to be trained in what)
1. **At Sub National Level**
* Analyse the agricultural institutional framework (i.e. at state level, regional, province, district) this will vary based on the country’s agricultural governance and delivery structure) goals, mission and objectives
* Analyse the agricultural institutional structure at sub-national level (directorates /departments etc.)
* Assess the agricultural staff capacity at sub national level (existing skillset, skillset gaps)
* Analyse the intra-organisational relationship at sub national level
* Analyse the inter-organisational relationship/coordination with other implementation agencies, stakeholders at sub national level
* **Recommendations:**
	+ Provide the ‘’to be’’ goals and objectives of the agricultural institutional framework (at sub national level)
	+ Propose a ‘’to be’’ institutional framework with an organigramme (at sub national level)
	+ Provide the number of staff, qualification and required skillsets to fit the proposed institutional structure (at sub national level)
	+ Propose a workable coordination arrangement and alignment approach with agricultural implementing agencies and agricultural line ministries and other stakeholders (at sub national level);
	+ Propose human resource support functions: Retention, attraction, performance management and required HR support systems to support the proposed Institutional structure (at sub national level)
	+ Propose the required organisational culture: working conditions, relationship that would deliver the institutional goals and fit the proposed institutional structure (at sub national level);
	+ Propose required trainings for existing and new staff and provide a phasing approach for capacity building (who needs to be trained in what) at sub national level

***Phasing of the Assignment***

It is expected that the assignment will be carried out in two steps. The Inception phase of the assignment will be a scoping phase, it will focus on development of the conceptual/ analytical framework for the assessment and program development. The second step will be the actual assessment and formulation of the program and consultation with stakeholders. The following specific tasks will be undertaken during respective phases.

1. **Inception phase**
* Prepare an inventory of key stakeholder groups in the agriculture sector and their roles building on the sector strategy, NAIP, ICA reports, literature review and consultation with the agriculture ministries,
* Develop test and finalize an analytical framework for analysis of capacity development,
* Make an overview of organisations and actors to be included in the analysis,
* Undertake a series of initial consultations with selected stakeholders in the sector to verify the analytical framework,
* Develop a detailed plan for formulation phase,
* At the end of the inception phase, present and get feed-back on the inception report including the plan for the assessments and formulation phase in a stakeholder workshop convened by the Ministry of Agriculture.
1. **Assessment and formulation phase**
* Incorporate comments and inputs from the workshop into the plan for the assessment and formulation phase and develop detailed outline for this.
* Conduct targeted interviews of key groups in the sector/desk top reviews
* Analyse institutional potential and capacity gaps
* Analyse potential stakeholder synergies and recommend strategies for sustainable exploitation. This will include alignment of existing/ ongoing investments into the program.
* Develop program for capacity strengthening program in the sector
* Develop phased operational plan for the program
* Present Draft report at a workshop by the end of the assessment and formulation phase at a workshop convened by the Ministry of Agriculture.
* Incorporate findings from the workshop and comments on the Draft report.

Submit the Final report to the Ministry of Agriculture.

1. **Deliverables**
2. **Inception report**, clearly defining the approach, methodology and workplan for the assignment
3. **A draft report** providing a costed agricultural institutional capacity strengthening program with a phased approach. This program should have a clear separation of what needs to be done at national level versus what needs to be done at sub national level. The consultant shall provide/propose the source of funding for each activity, including an operational plan. The report should also provide a detailed list of legal provisions that need to be amended to pave the way for the ISP implementation and the champions who will initiate the required legal amendments.
4. **A final report** with content as specified in (ii) above.
5. **Contract Administration and Reporting Arrangements**

This consultancy is open to **regional and international consultancy firms** with sound experience in the services outlined above. The Lead firm could team up with another firm as necessary (to enhance their delivery capacity and quality of the outputs), but AGRA will only interact with the lead firm in all contractual agreements.

The consulting firm will report directly to the Head, State Capability Unit of AGRA, Nairobi. At country level the firm will be expected to closely consult with Permanent Secretaries and members of the National Steering Committee throughout the engagement period. The respective AGRA’s Country Managers will provide the firm with all logistical and administrative support required at the country level.

**7.4 Consulting Team**

The consultancy firm is expected to have a strong team led by a **team leader and team members**. The team must be comprised of country specific experts. The team members should have a good mix of experience and sound knowledge in all aspects of this assignment. Quality of the team composition (in terms of how their skills sets complement each other) will be a key consideration during the evaluation of applications. The following is a summary of expertise required.

***Team Leader***

The lead consultant will serve as the team leader of this assignment and will have the following qualifications:

1. At least a Master’s degree in organisational development; human resource development; development studies, agriculture economics, sociology, rural development or any other related degree.
2. At least 10 years working experience in agriculture and rural development
3. Experience in design and formulation of bankable development projects and programs. Experience in designing capacity strengthening programmes is a must. The applicant will be expected to submit evidence of similar assessment/Capacity strengthening Programme development work done and/or published by the applicants
4. Strong background working with Ministries of Agriculture in developing countries, particularly in Sub-Saharan African countries;
5. Strong knowledge of agricultural sector in Africa and in the target countries (including respective policies, strategies and programs);
6. Excellent skills and communicating and writing in English language
7. Available to start the assignment immediately.
8. Proven ability to deal with multiple stakeholders and a range of complex agriculture and development issues.
9. Ability to create organizational work plans based on higher-level goals;
10. Proficiency in both written and spoken English;
11. Excellent interpersonal and communication skills and experience in working with a wide range of individuals in government, private sector and civil society;

Counterpart Consultants (Similar qualification as the lead consultant but at least one team member should have strong experience in organisational and institutional Capacity Strengthening). The expert in organisational and institutional Capacity strengthening will be expected to have the following qualifications:

1. At least a Master’s degree in organisational development; human resource development; development studies, agriculture economics, sociology, rural development or any other related degree.
2. Experience in design and formulation of complex capacity development programs or strategies in multifaceted settings.
3. At least 10 years’ experience in organisational capacity assessments and institutional strengthening programs.
4. Strong background working with governments, or Ministries of Agriculture in developing countries, particularly in Sub-Saharan African countries;
5. Knowledge of agriculture sector in the four study countries
6. Strong developmental sector knowledge;
7. Fluent in English language, and good writing skills.
8. Available to start the assignment immediately.
9. Proficiency in both written and spoken English;
10. **Timelines and Payment Schedules**

This assignment will cover a period of three calendar months as per below timetable. The consultant may propose the most suitable time:

**Table 1: Proposed Timetable**

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| --- | --- |
| **Proposed timelines** | **Events and Deliverables** |
| 2 Week  | * Work planning
* Initial country consultations
* Inception Phase.
 |
|  5 weeks  | * Consultations and Production of the zero draft of the plan
* Virtual presentation of the zero draft of the plan to AGRA
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| 2 weeks  | * Submission of the first draft of the plan to AGRA and respective countries
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| 3 weeks  | * Addressing all comments from countries
* Submission
* Validation
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1. The final list of countries is likely to be adjusted to possibly include Malawi, Uganda, Burkina Faso, Ethiopia and Mozambique [↑](#footnote-ref-1)