Request to Appoint a Consultant (Individual/Organization)

Requester:	Date:

Reason for Request (please tick appropriate cage):

No in-house expertise available	✓
Requirement by donor to use national consultants	
Any other reason (specify)	

Name of Proposed Consultant (*attach CV*
Expertise:
Proposed Consultant's title and affiliation:
Mailing Address:

Tel:	Fax:	Email:

Terms of reference of proposed consultancy:
Outputs / Deliverables (*Reports, Publications, etc.*): As per attached ToR
Supervisor who will certify as to satisfactory completion of assignment:
Period of Appointment: *from*
Maximum number of days / months authorized to work: 1.5 months
Recommended Fees: 　　　Per Working Day, *or* 　　　Per Month, *or* 　　　Lump Sum upon Completion of Assignment = $5000

Payment Schedule:
(to be completed if payment is to be in installments

Payment Number	Payment Due Date	Amount	%	Comments
			30%	Upon Signing Contract
			70%	Upon delivery of final outputs

Bonus / Penalty Clause to be included in the Contract: *[YES/NO]*
If yes, specify the bonus/penalty:

WBS (Project Code) to be charged:

Travel Routing: **Recommended Class of Travel:**

Special Arrangements: *such as office space, lodging, telephone, computer, and how these are to be met*:

Special Conditions, if any:

Full Banking Details:

Account Name	
Account No.	
Swift Code	
Currency	
Bank Name	
Branch Name	
Bank Address	

……………………………….
REQUESTER

Regional Strategic Analysis and Knowledge Support System for Southern Africa

(ReSAKSS-SA)[1]

Capacity Strengthening Strategy through Capacity Needs Assessment for Country SAKSS

Terms of Reference (TOR)

Jan 2018

1. Preamble

With the Maputo Declaration of Agricultural Ministers of African countries in 2003, the Comprehensive Africa Agriculture Development Programme (CAADP) has become the vehicle for directing agricultural development efforts and partnerships in Africa. To date, more than 29 countries including 7 SADC member states have gone through the CAADP roundtable process and a majority of them are now elaborating their agricultural investment plans which detail key investment areas for achieving agricultural sector objectives.

CAADP process is progressing in these countries albeit at various rates. One of the key elements needed for the success of the CAADP process and the achievement of its goals at the country level is the continuous generation of evidence for the design, implementation, and modification of various programs and interventions in the agricultural sector. To address this need the country compacts signed so far by the countries identify the need for the establishment of mechanisms for continuous analysis of emerging issues, constraints, and challenges facing the agricultural sector and for developing a system of information generation, monitoring and evaluation and knowledge management. Thus, the setting up of country-level knowledge platforms, Strategic Analysis and Knowledge Support System (country SAKSS), to focus on country-specific analytical and capacity needs, working in close collaboration with the regional-level knowledge platforms (ReSAKSS), is seen as an important initiative in the CAADP process.

At the heart of the CAADP agenda is the need to improve the quality of policy and strategy planning and implementation in order to accelerate growth and progress toward poverty reduction and food and nutrition security. This calls for human and physical capacities, analytical tools, and information to generate credible, timely and high quality knowledge products to inform and guide agricultural sector policies and in particular planning and review processes. However, capacity to generate evidence-based information, monitoring and evaluation, and knowledge sharing through effective communication of the information and knowledge to the policy makers and promotion of policy dialogue need strengthening to varying degrees in all countries.

In order to customize the SAKSS concept (See Annex 1) to each country's context and capacity needs, the first important step is to undertake a capacity needs assessment and to formulate a capacity strengthening strategy for each country.

IWMI-SA/ReSAKSS-SA now wishes to hire an experienced consultant to undertake a capacity needs assessment for country SAKSS and development of a capacity strengthening strategy. ……has been identified

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[1] The Regional Strategic Analysis and Knowledge Support System for Southern Africa (ReSAKSS-SA) was established for three reasons: (i) to support review and learning processes to ensure successful implementation of the New Partnership for Africa's Development's (NEPAD) Comprehensive Africa Agriculture Development Program (CAADP) and the Southern African Development Community's (SADC) Regional Indicative Strategic Development Plan (RISDP) and the achievement of their objectives; (2) to inform and guide program design and implementation by regional economic communities SADC and the Common Market of Eastern and Southern Africa (COMESA) and their member countries and track program performance and progress; and (3) to promote evidence and outcomes based policy and strategy planning and implementation in the sector in southern Africa.

as the consultant to undertake this task **in Zimbabwe** based on his long experience with agricultural/rural development monitoring and evaluation and capacity needs assessment in Southern Africa.

2. Strategic Questions

Key questions around capacity needs assessment and capacity development include:

a) What are the country specific needs for strategic agricultural policy analysis and investment planning, monitoring and evaluation, and knowledge management?

b) What individual and organizational capacities are needed for strategic agricultural policy analysis and investment planning, monitoring and evaluation, and knowledge management in the short, medium and long terms to satisfy those needs?

c) How can these capacities be harnessed through their effective use in the organizations involved in the CAADP process particularly for strategic agricultural policy analysis and investment planning, monitoring and evaluation, and knowledge management?

d) What institutional and capacity constraints exist in the policy process for the policy organizations to play their role effectively to meet the objectives of CAADP?

e) How can such capacity gaps be identified and filled?

Answering these questions through a capacity needs assessment and a capacity strengthening strategy is an important first step to customize the SAKSS concept (see Annex 1) to each country's context and capacity needs.

IFPRI researchers and ReSAKSS coordinators will guide the local consultants to carry out the assessments and produce individual country reports, which will be published as individual ReSAKSS Working Papers. Findings and recommendations from the surveys will be used to design and implement country-specific capacity strengthening strategies towards the establishment of a functional country SAKSS node. The April 2012 workshops held in Nairobi and Dakar provide the basis for initiating the needs assessment exercise in the "SAKSS-ready" group of countries.

3. Objective

The overall objective of the country level capacity needs assessment is to develop a country specific capacity strengthening strategy to meet the strategic analysis and knowledge management needs of the country CAADP process. The specific objective of the capacity needs assessment in selected countries is to identify areas for improving the quality and utility of agricultural policy analysis and investment planning, monitoring and evaluation, and knowledge management at the country level. The findings of the study will be used in designing and establishing country SAKSS or in strengthening existing ones.

4. Context, levels and Themes

The development of the capacity strengthening strategy will be undertaken in the context of contributing to the CAADP process through establishment of a Strategic Analysis and Knowledge Support System. The capacity needs assessment will be undertaken at three levels namely: (i) individual, (ii) organizational, and (iii) policy process levels.

Specific thematic areas for capacity needs assessment will include evidence generation through:

(a) Strategic policy analysis and investment planning,

(b) Monitoring and evaluation, and

(c) Knowledge management and sharing at the country level to help in the CAADP implementation process.

Capacity for *strategic policy analysis and investment planning* for example will involve specific research and analytical skills for evidence generation. This will further include skills for data generation, processing, and analysis of policy alternatives and impact assessment of the policies and programs that are implemented as part of CAADP Process.

In terms of assessing the capacity of *monitoring and evaluation* systems, for example, identifying what systems for M&E are in place, strengthening them and improving their synergy to provide sufficient data for producing periodic reports on the performance of the agricultural sector and at the country levels (such as the ReSAKSS flagship Agricultural Trends and Outlook Reports (ATORs) needs particular attention. These will include, but not be limited to, assessment of:

a) Indicators (definitions and measurements) for: tracking ARD policy and planning processes and agricultural funding; monitoring performance in the agricultural and rural sectors; and monitoring changes in development outcomes (e.g. poverty, food and nutrition security, hunger).
b) Data sources on the above, including instruments and tools.
c) Periodicity of data collection and reporting on indicators.
d) Data and knowledge management and analytical tools.
e) Availability of data, tools, and reports, including population targeted.
f) Integration of different data and M&E systems for: monitoring and reporting on overall national growth and development objectives; and assessing the impact of policies and programs on growth and development objectives.

Assessing the capacity for *knowledge management and sharing information* will involve, for example, systems for storing and managing data and communicating information using different knowledge products and channels to target different audiences.

Strengthening capacity of the policy process will help identify opportunities for involving policy decision makers to demand policy analysis outputs and to put them into effective use. The policy process differs from country to country depending on the nature of leadership and governance. Nevertheless the mapping of the policy process by identifying key players and actors, their roles and their influence will help in identifying opportunities for strengthening the policy processes for effective implementation of CAADP investment plans.

5. Specific Terms of Reference

1. Assess the existing capacity for strategic policy analysis and investment planning at the country level. This will require identifying key individuals within those organizations that are currently contributing to generation of evidence for policy making in the agricultural sector. This level of assessment includes but is not limited to:

   a) Key informants interviews to assess the need for human capacity in terms of total number of professionals and their qualifications needed for strategic policy analysis, monitoring and evaluation, knowledge management and sharing.

   b) Using formal instruments to identify the existing human capacity in the organizations involved in policy research and analysis, monitoring and evaluation, and knowledge management and sharing.

   c) Identify capacity gaps by compilation and analysis of disaggregated data by gender, education attainment, and area of specialization.

d) Development of a baseline data-base on individual capacities including their education, training, and experience by organizations which will be used for periodic monitoring of progress made towards implementing the capacity strengthening strategy.

2. Assess the organizational capacity and identify areas for improving the quality and utility of agricultural policy analysis and investment planning and implementation and monitoring and evaluation including strengthening their capacity to produce periodic reports on the performance of the agricultural sector such as the ReSAKSS flagship Agricultural Trends and Outlook Reports (ATORs). These will include, but not limited to, assessment of:
   a. Develop an annotated list (including map showing linkages) and the roles and responsibilities of the major state and non-state organizations involved in strategic policy analysis, investment planning, monitoring and evaluation and knowledge management and sharing.

   b. Assess the existing organizational capacity for strategic policy analysis, investment planning, monitoring and evaluation and knowledge management and sharing and identify the areas for strengthening their efficiency, effectiveness, and sustainability.

   c. Assess the existing data and M&E systems related to tracking implementation of CAADP processes and identifying areas for strengthening the systems for effectiveness, efficiency, and sustainability.

   d. Assess the existing contents and knowledge management systems related to agricultural and rural development and identify areas for strengthening the systems for their effectiveness, efficiency and sustainability.

3. Assess the institutional and capacity constraints in the policy process related to CAADP implementation (including development and implementation of investment plans) with particular reference to effective use of evidence (including policy analysis results and M&E data) in policy and program design and in investment planning. Specific activities and outputs including:
   a. Develop a network map of major decision-makers in agriculture and rural development sectors (e.g. Ministers, principal secretaries, directors, parliament members, federal executive councils, state governors, other cabinet members, donors, etc.), their role, and the level of influence through discussions with key informants.
   b. Assess the demand for policy analysis results, M&E data, and other forms of knowledge by various players and actors of the policy process. Identify the cycle of major ARD-related events/policy discussions/planning processes (e.g. budget preparation, etc.) and key M&E data and policy analysis used and demanded.
   c. Assess how evidence-based information is used by the policy makers and for what purposes.
   d. Analyze the current institutional and capacity constraints in the policy process that impede the design and implementation of investment plans and identify specific opportunities for strengthening the policy process.

4. Based on the above three levels of assessments across the three themes, develop a capacity strengthening strategy for the Country SAKSS. This will include, but not limited to:

a. Identification of specific capacity strengthening activities and opportunities for strengthening the individual, organizational and policy process capacity with particular reference to the components and structure or architecture of the country SAKSS (e.g. coordination team, network and members (institutions and key individuals), host institution(s), governance structure and members).

b. Relating the capacity strengthening activities identified to the roles and responsibilities of the individuals and organizations involved in strategic policy analysis, monitoring and evaluation, development and implementation of investment plans and Knowledge management.

c. Making suggestions on how individual capacities could be effectively used by the country SAKSS.

d. Developing an initial capacity strengthening work plan of the SAKSS, including inputs, outputs, and expected outcomes, as well as the roles and responsibilities of different actors to be involved.

Annex 2 presents methods to be employed for accomplishing information collection for the first three tasks identified above.

Deliverables and Timelines

The main deliverable of this exercise is the comprehensive peer reviewed ReSAKSS working paper on the country level capacity strengthening strategy based on the capacity needs assessment. The working paper will contain three major elements.

1. **Needs assessment reports**: The needs assessment component within three months of signing contract. This will be based on the first three tasks listed above.

2. **Baseline database for capacity monitoring and evaluation**: A major output of the capacity needs assessment exercise is the development of the baseline database that could be tracked and monitored in the study countries. The capacity development strategy will be linked to the existing capacity and the level of capacity needed through the database. This deliverable is due within a month of completion of the needs assessment report.

3. **Capacity strengthening strategy and the full report**: within a month after completion of needs assessment, the capacity strengthening strategy will be developed and incorporated in the full report. The full report will contain all the above elements including an introductory section, a methodological section, and a concluding section.
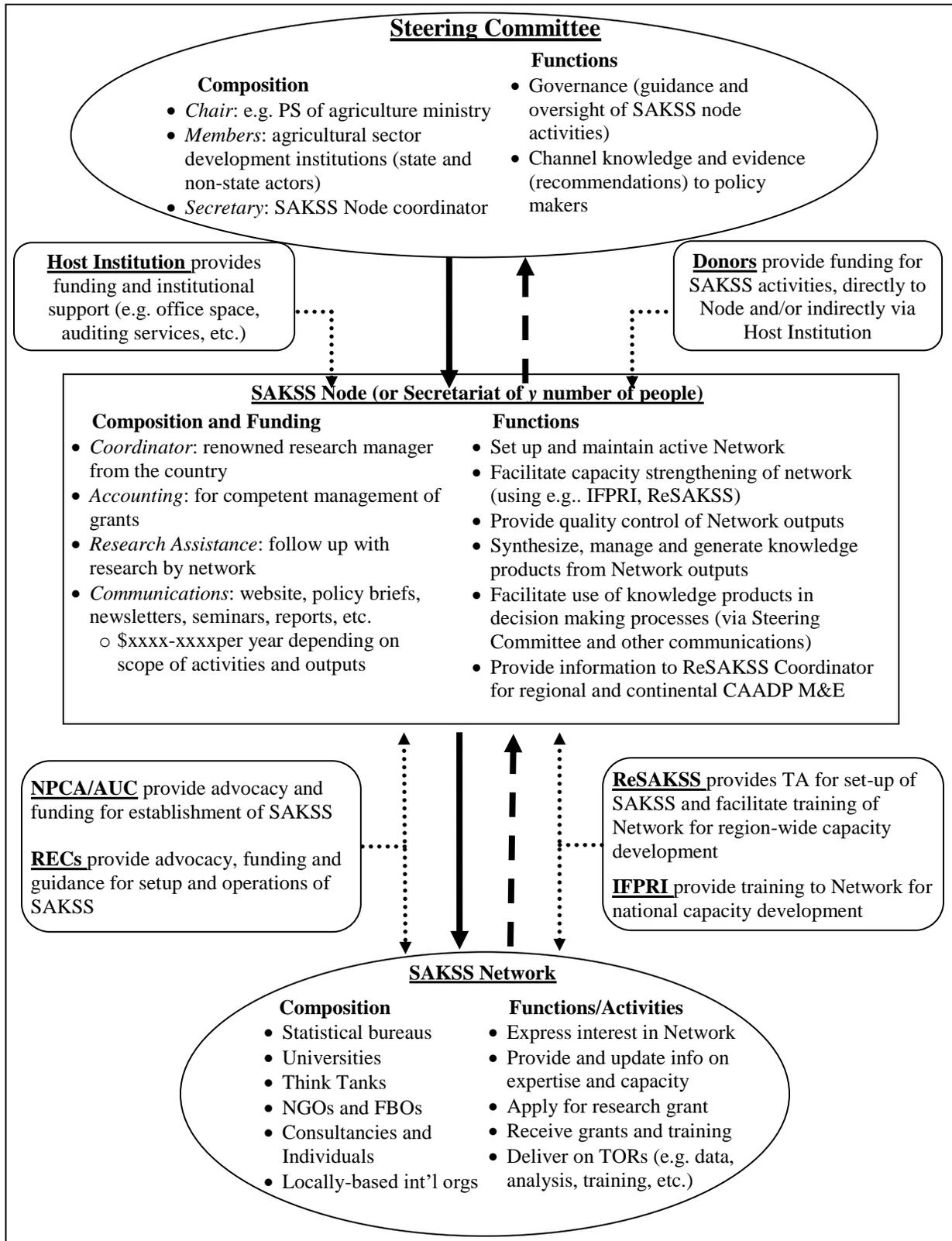
Logistics:

The respective ReSAKSS coordinators will work with the identified in-country collaborators to facilitate the contracts and communications related to meeting the deadlines and deliverables. A senior researcher from IFPRI will provide the technical backstopping to the capacity development exercise.

Signature: ……………………………   Date:……………………

Annex 1: A Potential Country SAKSS Operational and Governance Structure

Steering Committee

Composition
- *Chair*: e.g. PS of agriculture ministry
- *Members*: agricultural sector development institutions (state and non-state actors)
- *Secretary*: SAKSS Node coordinator

Functions
- Governance (guidance and oversight of SAKSS node activities)
- Channel knowledge and evidence (recommendations) to policy makers

Host Institution provides funding and institutional support (e.g. office space, auditing services, etc.)

Donors provide funding for SAKSS activities, directly to Node and/or indirectly via Host Institution

SAKSS Node (or Secretariat of *y* number of people)

Composition and Funding
- *Coordinator*: renowned research manager from the country
- *Accounting*: for competent management of grants
- *Research Assistance*: follow up with research by network
- *Communications*: website, policy briefs, newsletters, seminars, reports, etc.
  - $xxxx-xxxxper year depending on scope of activities and outputs

Functions
- Set up and maintain active Network
- Facilitate capacity strengthening of network (using e.g.. IFPRI, ReSAKSS)
- Provide quality control of Network outputs
- Synthesize, manage and generate knowledge products from Network outputs
- Facilitate use of knowledge products in decision making processes (via Steering Committee and other communications)
- Provide information to ReSAKSS Coordinator for regional and continental CAADP M&E

NPCA/AUC provide advocacy and funding for establishment of SAKSS

RECs provide advocacy, funding and guidance for setup and operations of SAKSS

ReSAKSS provides TA for set-up of SAKSS and facilitate training of Network for region-wide capacity development

IFPRI provide training to Network for national capacity development

SAKSS Network

Composition
- Statistical bureaus
- Universities
- Think Tanks
- NGOs and FBOs
- Consultancies and Individuals
- Locally-based int'l orgs

Functions/Activities
- Express interest in Network
- Provide and update info on expertise and capacity
- Apply for research grant
- Receive grants and training
- Deliver on TORs (e.g. data, analysis, training, etc.)

Source: ReSAKSS

Annex 2: Methods for conducting Capacity Needs Assessment at a country level

The country level capacity needs assessment for developing a capacity strengthening strategy for CAADP process involves the understanding of what capacity exists, what capacity is needed, what gaps exist and how to fill the gaps. The capacity needs assessment will be conducted at three levels; the policy process level, the organizational level, and the individual level. The capacity assessment will focus on the thematic issues related to (a) Strategic policy analysis, (b) Monitoring and evaluation, and (c) Knowledge management and sharing at the country level to help in the CAADP process or NAIP implementation process. The specific methods at these levels are listed below:

Policy process level: The collaborator will identify major actors and players in the policy process through a network mapping exercise conducted with 8-10 key informants who play critical role in the policy process. Two case studies of the recently developed policies or strategies in the agricultural sector will be used to develop the network map of the policy process. During these interviews information related to the role of various decision makers and the level of their influence in the policy process will be identified. Using the specifics related to the two case studies, issues related to the demand for and the use of policy and strategic analysis, entry points for the use of information from policy analysis, data and briefs from monitoring and evaluation, knowledge sharing will be analyzed. Finally, the institutional and capacity constraints in the policy process as indicated by the interviews will be documented. A formal questionnaire to guide this process will be used.

Organizational level: Organizations identified by the collaborator through the policy process mapping exercise will be interviewed for their capacity needs in accomplishing the tasks related to the thematic issues. This will involve implementing a questionnaire that collects information on the characteristics of the organization and its role in the policy process and the thematic areas identified above. The questionnaire will also collect information related to how the organizations and their units are administered, coordinated, and lead for accomplishing the tasks related to strategic analysis, M&E, and knowledge sharing. Further questions related to how the data and M&E and knowledge sharing systems are organized, what challenges they face, and what outputs are produced will also be part of the interview. Finally, capacity needs for improving the systems and the issues, constraint and challenges to improve the effective function of the organizations and the units will be identified through the interviews.

Individual Level: A formal pre-tested questionnaire will be used to collect information on individual capacity in the organizations that will contribute to the thematic issues addressed above. The survey will involve interviewing a heads of the organizations (identified through the two levels above) for the information on the individuals involved in the thematic areas, their current qualifications, the need for additional skills and tools, and the gaps that need to be filled through capacity strengthening activities. It is expected that the number of organizations that will be interviewed will vary depending on the country context and the nature of the organizations involved in the policy process.

Resources needed for implementing the study may vary depending on the country. Instruments and guidelines for conducting the information gathering will be developed in consultation with the ReSAKSS Coordinators and consultants identified for the study.