



**African Forum  
for Agricultural  
Advisory Services**

Knowledge & Novelty  
for Africa's Livelihoods

AFAAS Secretariat  
Plot 22A, Nakasero Road  
P.O.Box 34624 Kampala, Uganda  
Tel: +256 312 313 400  
Fax: +256 312 202 085

## **TERMS OF REFERENCE**

### **Consultancy services to facilitate the preparation of the Operational Plan for AFAAS (2018– 2022)**

**Contract Ref: AFAAS/ICS/2017/006**

**Item: 3.1.2(a) Approved Procurement Plan 2017**

#### **1.0 BACKGROUND**

African Forum for Agricultural Advisory Services (AFAAS) is a Continental body that brings National Agricultural Extension and Advisory Services (AEAS) under one umbrella. The AFAAS' goal is to enhance utilization of improved knowledge and innovations by agricultural value chain actors for improving productivity oriented towards their individual and national development objectives. AFAAS strives to ensure enhanced competency of AEAS providers to enable them better address the increasing needs and demands of various value chain actors. Agricultural extension is a key component of the innovation system, plays a pivotal role in promoting productivity, increasing food security, strengthening rural communities, and underpinning agriculture as the engine of pro-poor economic growth and one of the key pillars for transforming rural livelihoods and contributing to Africa's agenda 2063. In pursuit of its goals, AFAAS as one of the CAADP institutions, rallies behind the realization of the provisions of the 2014 Malabo Declaration.

AFAAS developed its first Strategic and Operational Plan for the period 2011-2015, extended to 2016-2017, to implement the second AFAAS MDTF project aligned on the following five key components: (i) Participation in implementation of CAADP Pillar IV; (ii) Information, Communication and Knowledge Management; (iii) Establishing and Supporting Country Fora (CF); (iv) Linkages and Partnerships; and (v) Development of Governance, Management and Funding Systems. However, the second MDTF funding was obtained in October 2013 which led to extension of the strategic and operational plan for 2 years to 2017, as the end date of the grant is 31<sup>st</sup> December, 2017.

To ensure continuity, AFAAS has developed and validated its new Strategy for the period 2018-2027 which is awaiting the approval of Board and the General Assembly, scheduled during AFAAS Extension Week 2017 in Durban South Africa. This Strategy provides for lessons learnt from the previous Strategic Plan (2011-2017), key strategic shifts, the new strategic result areas, program management, required resources and monitoring & evaluation. The new Strategy has three result areas (i) strengthening and expanding the network and knowledge management capacities; (ii) Developing capacities for scaling out technologies; and (iii) Facilitating advancement of AEAS. Each result area has specific outputs in order to achieve the expected outcomes.

To operationalise the Strategy, it is necessary to develop an Operational plan (OP) that succinctly elaborates the inputs required, process/ activities to be followed/ implemented and the outputs that it will deliver to realise the objectives of the Strategy in the first five years i.e. 2018-2022.

#### **2.0 PURPOSE OF THE ASSIGNMENT**

The purpose of the consultancy is to develop AFAAS OP that describes the short-term business strategies and explains how the AFAAS Strategy 2018-2027 will be implemented in the medium term. The developed OP for

the period 2018-2022 will form the basis/ justification for the operating budget estimates and the Programme activities for the AFAAS, the Regional and National Fora. The OP should contribute to the outcomes and impact of the Strategy.

The consultant is expected to set measureable objectives that are clearly linked to the vision and mission to support implementation of the Strategy; set measureable goals that support the objectives to ensure impact by staff and management; set up clear accountability and timeframes specifying who is responsible for each objective and goal, and the deadline; specify the anticipated impact on financial performance to project expected changes to revenue or expenses related to each goal, and their effect on financials; and articulate contingencies for goals with significant potential financial impacts to identify actions that would be taken if actual results begin to stray significantly.

### **3.0 OBJECTIVES OF THE CONSULTANCY**

The overall objective is to develop AFAAS OP 2018-2022, aligned to AFAAS New Strategy 2018-2027; and in a more consultative process.

Specifically, the consultancy shall:

- (a) Facilitate programmatic review and develop strategic thrusts for AFAAS programmes to guide organisational operations in the next five years (2018-2022).
- (b) Conduct a situational analysis by examining the internal and external factors affecting AFAAS to create an overview of the organizational understanding of the factors that will influence future operations. The situational analysis/review will seek to identify; (a) the transitional conditions for programme delivery (b) Impact Drivers that are expected to contribute to the ultimate realisation of impacts and that are within the ability of AFAAS and partners to influence; and (c) assumptions that have significant bearing on the ultimate realisation of programme impacts, but are largely beyond the power of AFAAS and its partners to influence or address.
- (c) Develop the consolidated AFAAS Operational Plan for the period 2018-2022 to implement in the medium term, AFAAS strategy 2018-2027.

### **4.0 ELEMENTS OF THE OPERATIONAL PLAN**

The Operational Plan is the specific plan which prescribes how the AFAAS will use its resource towards the implementation of the Strategy. It is expected to guide the day to day activities of the AFAAS and its work plan for the coming five years (2018-2022) in order to achieve the goals and result areas set in the Strategy 2018-2027.

The developed Operational Plan should:

1. Summarize lessons learnt from the implementation of current Strategic & Operational Plan and how the new OP will factor in the lessons in its formulation.
2. Articulate and define the objectives of the OP as suggested in the Strategy 2018-2027,
3. Identify major components of the OP and detailed activities to be carried out under each of the components,
4. Provide cost estimates for each component of the OP, as well as administration and operational costs for the OP period,
5. Identify potential partners who will contribute towards meeting the OP's objectives. Discuss modalities and strategies for developing partnerships that AFAAS has to pursue to secure the benefits from partnerships,

6. Propose an institutional arrangement and implementation arrangement that should be in place to implement the new OP; discuss and analyse changes that need to be introduced before embarking on the implementation of the OP and later.
7. Develop a Results Framework with intermediate outcomes and outputs; realistic and monitorable performance indicators that would enable to measure the achievements at the end of the period. Present assumptions for the results framework.
8. Identify risks and discuss ways to ameliorate the risks.

## **5.0 SCOPE AND METHODOLOGY OF THE WORK**

### **(a) Methodology for Work:**

In preparing Operational Plan (2018-2022), the Consultant is expected to: undertake a close consultation of the New Strategy 2018-2027 to identify activities and events for the five years period; make use of the AFAAS documents that include among others: AFAAS Operational Plan and Strategy 2011-2017 (MDTF I & II); Operational Manual and Programmes' Strategies e.g. Knowledge Management (KM), Partnerships; AFAAS Constitution and Governance Manual; AFAAS General Assembly Proceedings/Recommendations; IFAD Evaluation report; AFAAS Extension Week proceedings; External and internal review reports (Annual and Mid-term reviews); World Bank support Mission Aide-memoires'; All documents on recent reforms of similar institutions/organizations in the sub-region; FAAP documents; Science Agenda for Agriculture in Africa; Sustainable Development Goals; CAADP; STISA; 2014 Malabo Declaration and Country Fora strategic plans.

The Consultant shall be required to submit a proposal which indicates the methodology on how the Plan will be developed and highlight the content of the Operational Plan. The proposal will be assessed in the manner the AFAAS deems suitable. After a consultation is held and the proposal is approved, the Consultant will develop the Operational Plan. A draft OP shall be submitted for review and feedback provided. The consultant is expected to present the OP to AFAAS Board during Extension Week. He/ She shall review and amend the Operational Plan in accordance with the inputs obtained. Summary draft shall be presented to the GA for ratification. The Consultant then will submit the final Operational Plan document.

### **(b) Scope of Work**

The consultant(s) is expected to lead the AFAAS management in addressing the objectives; and also undertake the following specific tasks:

- a) Review AFAAS strategy based on feedback provided by participants during validation in Kampala in 2017 (relevant documents shall be provided).
- b) Redefine the Results Framework, vision, mission, and values for AFAAS, and propose how AFAAS shall position itself against competitors and along allies, and identify strategic priorities.
- c) Define the stakeholders and conduct a stakeholders' analysis and mapping by mandate, comparative advantage, geographical focus and areas of work for better coordination to avoid duplication and overlaps.
- d) Define and map the available resources by considering priority areas, absorption capacity, conducting a gap analysis for the needed and available resources (including staff time, infrastructure /space, technology/equipment) to different stakeholders and allocate according to the priorities.
- e) Identify and prepare the Workplan Matrix and Framework – clearly stating the why, what, when, how, who for the thematic themes and priority investment areas and establish the most important goals, objectives and activities and propose timelines, resources and the Key Performance Indicators.
- f) Define Human Resources need for implementation by way of current staffing for different stakeholders, additional staff need, and capacity building needs for stakeholders.

- g) Assign responsibility for implementation, outlining the required authority, experience, skills, capability & comparative advantage, time & ability and willingness to do and to learn.
- h) Develop the M&E Framework and Plan for the medium term Operational Plan and allocate resources for M&E, define the flow of information and responsibilities for M&E, clearly define the implementation mechanism for M&E, e.g. progress meetings and regular reports.
- i) Draft the medium-term OP and validate with the stakeholders: i.e. draft the possible Agenda for the workshop; determine and agree on key priority areas from the SP; clarify the result areas; list the activities for each result area; sequence the steps and schedule; summarize the outputs; assign responsibility for each activity; summarize human resource needs; summarize costs and develop a unified and coordinated operational plan.
- j) Prepare summary of OP for presentation to GA
- k) Prepare the final Operational Plan and submit to AFAAS Management.

## **6.0 DELIVERABLES AND REPORTING**

The Consultant shall be required to deliver the following outputs:

- a) Prepare an Inception Report for the assignment within 4 days upon signing the contract.
- b) Lead a consultation and engagement process for the development of the Operational Plan with key the stakeholders involving: (a) AFAAS, Country and Regional Fora; (b) gathering of stakeholder opinions and highlighting common proposals on AEAS new approaches and instruments; (c) developing survey questionnaires and disseminating to stakeholders seeking their input on the main elements of the Operational Plan and their suggestions on the key areas.
- c) Prepare and present draft OP to the AFAAS Board and Secretariat on 29 October 2017;
- d) Prepare summary of the OP for presentation to the GA on 3 November 2017
- e) Prepare the revised Draft Operational Plan after incorporating recommendations from the Board and submit to the AFAAS Secretariat for their consideration and further refinement.
- f) Prepare final Report after approval of draft report for submission to the various organs of AFAAS for adoption and/or approval.

All draft reports will be submitted as soft copies while the final report will be submitted as a soft copy with four (2) hard copies in colour where necessary.

## **7.0 PLAN OF WORK**

The consultancy will be undertaken with effect from 1<sup>st</sup> October 2017 to 31 November 2017 for expected duration of 22 working days.

## **8.0 QUALIFICATIONS AND EXPERIENCE**

AFAAS is seeking individual consultants with demonstrated knowledge and experience institutional landscape for AEAS in the region; strategic planning; organizational structures; human resource financial resource management. The Consultant is expected to have:

- i. Strong general background in agricultural advisory services and related fields
- ii. At least seven (7) years of experience
- iii. Good written and oral communication skills in English
- iv. Profound knowledge of emerging paradigms in Agricultural Extension and Advisory Services
- v. Extensive understanding of the AFAAS structures and the FAAP principles;

- vi. Excellent communication skills and a track record that shows ability to facilitate and coordinate teamwork and to interact with multi stakeholders at regional and international levels.

## **9.0 APPLICATIONS**

A consultant will be selected under the Individual Consultant Selection method in accordance with the procedures set out in the World Bank's Guidelines: Selection and Employment of Consultants by World Bank Borrowers, (May 2004 revised May 2006 and May 2010).

Applicants should send their expression of interest (via e-mail) and comprehensive curriculum vitae, proof of similar experience, together with the names, addresses, e-mail addresses, telephone numbers of three referees and clearly indicating the expression of interest to:

**Dr. Silim Mohammed. Nahdy**

Executive Director, AFAAS,  
Plot 22A, Nakasero Road, Box 34624 Kampala

Email: [secretariat@afaas-africa.org](mailto:secretariat@afaas-africa.org)

Tel: +256-312313400.

Further information may be obtained from AFAAS procurement Officer, Mr. Paddy Grace Wanzala, email [pwanzala@afaas-africa.org](mailto:pwanzala@afaas-africa.org) and Partnerships Unit: email: [molupot@afaas-africa.org](mailto:molupot@afaas-africa.org)