



**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

## **AFRICAN FORUM FOR AGRICULTURAL ADVISORY SERVICES**

### **CONSULTANCY FOR DEVELOPMENT OF SUSTAINABILITY AND SUSTAINABLE FINANCING STRATEGY FOR AFAAS, REGIONAL FORA AND COUNTRY FORA**

**Contract Reference: AFAAS/ICS/2017/017**

**Item No. 2.3.1(c) As per Approved Procurement Plan 2017**

#### **1. GENERAL 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 a CAADP institution, rallies behind the realization of the provisions of the 2014 Malabo Declaration.

As a result, AFAAS received the second Multi Donor Trust Fund (MDTF II), which ends in June 2018, funded by the European Union. The objective of the grant is to reform and strengthen agricultural advisory and extension services (AEAS) in accordance with FAAP principles geared towards increasing agricultural productivity and food security. The expected outcome is enhanced national AEAS systems responsive to the demands of farmers and other value chain actors for relevant and improved AEAS and agricultural innovations, consistent with the FAAP principles and national agricultural development objectives. To enable the achievement of its goal and objectives, AFAAS under the MDTF II project developed its first operational plan (2011 -2017) with 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; (iv) Linkages and Partnerships and (v) Develop Governance, Management and Funding Systems.

Based on the achievements, lessons and challenges envisaged during the implementation of the first strategic plan, AFAAS refocused the strategy up to 2018, maintaining the five components, but keyed on Knowledge Management and refocused on the following two areas;

- Enhancing capacity and knowledge of members and beneficiaries of established Country Fora.
- Advocacy and capacity development in emerging Country Fora.

Currently, AFAAS has drafted and validated its second strategy 2018-2027 which is awaiting the approval of Board and the General Assembly. The components of this draft strategy based on three pillars are: (i) strengthening and expanding network and knowledge management capacities; (ii) Developing capacities for scaling out technologies and (iii) Facilitating advancement of AEAS.

The environment in which AFAAS shall operate in the period of this strategy shall, in all likelihood, be very dynamic. This strategy, suggests the following three organisational scenarios under which AFAAS may be governed and managed.

- **The regressing scenario:** AFAAS fails to sustain the level of activities in the 2011 - 2017 Strategy
- **The static scenario:** The conditions under which AFAAS operates stay largely the same as in the 2011 - 2017 Strategy.
- **The progressing scenario:** AFAAS is widening and deepening its activities beyond what it was doing in the 2011 - 2017 Strategy and increasingly becoming more sustainable.

These scenarios are not set in stone and may overlap at any point in time. Therefore they should not be used as prescriptions for organisational planning but, rather, be used for general guidance. The three critical uncertainties around which the scenarios are build are the availability of: (i) core funds to sustain the institutional and organisational functioning of the Forum, (ii) funds that are restricted to support projects with or without a component of overheads for the institutional and organisational support, and (iii) internally generated revenue that can be used for institutional and organisational support. Because of the uncertainties in all the three areas, this strategy shall be implemented through rolling annual work plans that shall be updated throughout the planned year as necessary to accommodate the dynamic availability of funds.

The AFAAS stakeholders believe that the secretariat and the Country Fora cannot be fully sustained by depending entirely on grants from donors. In consequence of that, the sustainability of the Country Fora should not be tied to resources mobilised centrally from donors.

With this background, the AFAAS is seeking services of a consultant to generally support in developing a sustainability and financing strategy for the Secretariat, Regional Fora and Country Fora that define the possible scenarios and models of operations in different funding sources.

## **2. OBJECTIVES OF THE ASSIGNMENT**

The objective of the assignment is to develop and present short, medium and long-term sustainability and financing strategy that defines the possible scenarios and models of operations in different funding sources for the AFAAS Secretariat, Regional Fora and Country Fora with respect to the new AFAAS 2018-2027 Strategy.

## **3. SCOPE OF WORK**

The detailed roles and responsibilities of the consultant will be to support AFAAS to:

- (i) Review the AFAAS documents (to be provided) including the draft AFAAS strategy 2018-2027 and identify the opportunities and limitations therein for sustainability and for developing sustainable funding mechanisms;
- (ii) Using sustainability lens in the draft AFAAS strategy 2018-2027, develop and validate the guidelines through which AFAAS can enhance its credibility as a:
  - (a) One-stop centre for AEAS networking and knowledge management
  - (b) Continental lynchpin for AEAS policies, strategies and programs
  - (c) Trusted partner in project implementation
- (iii) Develop and validate the innovative mechanisms through which AFAAS can source funds from different partners including social businesses, private sector, civil society organizations and public institutions for sustainability.
- (iv) Develop a mechanism of how AFAAS can create value to network members in order to increase their willingness to pay subscription fees.

- (v) Review the draft AFAAS strategy 2018-2027 and develop an annex to it that elaborates/overlays the sustainability and sustainable financing aspects based on the sustainability and sustainable financing strategy;
- (vi) Based on (v) above, develop a medium term operational plan for sustainability and sustainable financing that would become an integral part of the medium term operational plan rooted in the 2018-2027 Strategy. The medium term sustainability and sustainable financing plan should take into consideration the following:
  - a) The financial requirements of the AFAAS Secretariat and CFs which will ensure adequate day to day (“basic and maximal”) management and programme activities;
  - b) Current sources of income;
  - c) Potential alternative or “new” sources of income or financing already identified by AFAAS;
  - d) The scenarios of management and programme activities articulated in the draft 2018 - 2027 Strategy;
- (vii) Validate the draft medium term financing operational plan with stakeholders
- (viii) Develop and validate the operational plan and implementation guidelines for sustainability and sustainable financing for AFAAS, RFs and CFs

#### **4. DELIVERABLES**

The output of the consultancy shall include the following deliverables:

- (i) Inception report outline work process and work plan and time frame;
- (ii) Guidelines for enhancing AFAAS’ credibility
- (iii) Mechanisms for innovative resource mobilization
- (iv) validated strategy for sustainability and sustainable financing for AFAAS, RFs and CFs based on the draft AFAAS strategy 2018-2027
- (v) A validated medium term operational plan for sustainability and sustainable financing for AFAAS, RFs and CFs;
- (vi) A validated operational plan and detailed implementation guidelines for sustainability and sustainable financing for AFAAS, RFs and CFs;
- (vii) Power Point presentation of the outputs of the assignment.

#### **5. REPORTING**

The Consultant shall report to the AFAAS Executive Director and work closely with AFAAS Program staff, specifically the Partnership, Planning and Learning and Finance and Administration Officers.

#### **6. DURATION OF THE ASSIGNMENT**

The consultancy is expected to commence in September 2017 for a period of fifteen (15) working days. The activities shall be completed within/no later than two (2) months from the date of signing the contract.

#### **7. METHODOLOGY OF WORK**

Most of the work shall be done at AFAAS Secretariat and on line (email, Skype, WhatsApp among others), and the consultant shall work closely with AFAAS Program and the Finance and Administration staff. Periodic face to face meeting may be arranged as may be required.

The consultant is expected to review important documents/platforms that including the AFAAS and CF strategies and plans, Policies, Manuals, guidelines and the Knowledge platforms (website, VSNP etc) and present the final strategy (documents) to stakeholders for purposes of reviewing and validation. AFAAS will be responsible to organizing the stakeholders’ workshop.

## 8. COMPENSATION AND PAYMENT TERMS

The Proposed Payment Schedule linked to the deliverables is as follows:

- a) 50% paid on submission of inception report and first draft documents.
- b) 50% paid on submission of the final acceptable documents (strategy documents and PowerPoint).

## 9. WORK STATION

The consultant shall be based in his/ her home country but constantly engage with AFAAS Secretariat in Kampala.

## 10. REQUIREMENT

The consultant will not have less than 7 years of professional experience in sustainability strategy development, institutional development, and networking and preferably with focus in AEAS. Educational and professional qualifications will include:

- (i) A Masters Degree in Agricultural extension, Rural Innovations, agricultural Sciences, or Rural Development
- (ii) Profound knowledge of AFAAS Secretariat (functions and programmes), CFs (the institution, functions and programmes) and emerging trends and paradigms in AEAS methods, tools and financing.
- (iii) Extensive understanding of the AFAAS structures, Framework for African Agricultural Productivity principles and CAADP process and Science Agenda for African Agriculture.
- (iv) Excellent writing skills and a track record that shows ability to develop strategies, plans and programmes, especially in the Agricultural sector;

## 11. 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)