



Terms of Reference (ToRs)

REVISION OF THE CCARDESA LONG-TERM STRATEGY AND MEDIUM-TERM OPERATIONAL PLAN

JULY 2023

1. INTRODUCTION

Agriculture is a key sector in Southern Africa, where it supports the livelihoods of up to 80% of the population. The majority of SADC's economies are heavily dependent on agricultural production which, in some instances, accounts for half of the countries' GDPs and foreign exchange earnings. The sector is dominated by small scale farmers whose production systems are rainfall dependent, making them rather fragile and susceptible to climate change. Nevertheless, smallholder agriculture accounts for a large proportion of agricultural production and constitutes an important part of rural culture and social organization.

SADC Member States attach high importance to the agricultural sector and the need for technology generation and deployment to support agricultural production. It is on this basis that the Member States established the Centre for Coordination Agricultural Research and Development for Southern Africa (CAARDESA) in 2010, to take on the role of being a regional fulcrum for agricultural research and innovation. CCARDESA became operational in 2012 and its activities are aligned to the key strategic documents of SADC. Its overall contribution is in the area of food and nutrition security through the efforts towards increasing agricultural production and productivity.

2. CCARDESA STRATEGIC AND OPERATIONAL PLANS

CCARDESA developed its 5-year Medium Term Operational Plan (MTOP) in 2013, which was approved by the General Assembly in May 2014. The Development of the MTOP involved a number of stakeholders who were consulted and made input towards the content of the plan. The consultation process involved the National Agricultural Research and Extension Systems (NARES), development partners, international agricultural research centres, farmer organizations and others.

The MTOP outlined CCARDESA's priorities and general approaches to programme implementation between 2014 and 2018. It also contained an elaborate list of activities under 5 thematic areas, expected outputs and a results framework. Within the results framework, indicators were identified, supported by specific annual cumulative targets during the 5-year period. This MTOP came to an end in December 2018.

In 2019, after CCARDESA's inaugural Medium-Term Strategy had come to an end, the Secretariat developed a new long-term (10 year) Strategy and a 5-year Medium-Term Operational Plan (MTOP) to guide the technical focus of the organisation. A Resource Mobilisation Strategy and Action Plan (RMS&AP) (2021- 2025) was also developed to mobilise the resources needed for implementing the plans. These strategies have been in operation since 2020 and the second generation MTOP has now reached its mid-life, which calls for a reflection to draw some lessons from the first phase of implementation.

In addition, recent global events such as the COVID-19 pandemic, global political conflicts, and other developments including digitalization in agriculture, the re-structuring of the Consultative Group of International Research (CGIAR Centres) into a One-CG configuration as well as the newly endorsed Food Systems agenda, are all calling for the re-orientation of the agricultural sector in line with these developments. Therefore, this calls for CCARDESA to also reflect on its strategies to enhance the relevance of CCARDESA's current strategies and to reposition the organisation in view of the current and anticipated global, continental and regional future trends.

In view of these developments, in February, 2023, CCARDESA convened a consultative workshop for the SADC Directors of Agricultural Research, Agricultural Extension and SADC Deans of Faculties of Universities of Agriculture to obtain feedback on the relevance of the priorities that CCARDESA needs to address in the medium to long-term in view of the unfolding global, continental and regional trends. These stakeholders who included representatives from farmers, youth regional policy networks and non-state actors, endorsed CCARDESA's emphasis on promoting climate smart agriculture in view of the prevailing impacts of climate change on the agricultural sector in the SADC region. The meeting also observed that the work of CCARDESA was skewed towards crop related interventions and called for increasing the scope towards other underserved commodities such as livestock, forestry, fisheries and aquaculture.

For CCARDESA to adequately serve its clients and deliver on its mandate, the Strategy would need to respond to the needs of the SADC region in relation to the development and deployment of agricultural innovations and management practices. Along with this, the supportive environment such as gender, youth empowerment, sustainable use of natural resources, climate change and adaptation of agricultural practices within agricultural value chains to the envisaged changes, enabling policy frameworks and social/environmental responsibility have to be favourable and clear within the Strategy. Furthermore, the Strategy will need to be 'forward looking' by recognising the current situation in the SADC region and clearly showing that CCARDESA, through the implementation of the strategy, will be a relevant factor in contributing towards attainment of the objectives set forth in the key policies of SADC Member States as well as the continental and global commitments they have signed for.

As a subsidiary organization of SADC, CCARDESA has to fulfil its role of contributing to the improvement of food security and livelihoods of the people, especially the small-scale farmers and rural communities in general. Some of the key regional policy and strategic issues the CCARDESA Strategy will have to address are the regional needs expressed in the SADC Regional Agricultural Policy (SADC-RAP) and its investment plan, the revised Regional Indicative Strategic Development Plan (RISDP), the SADC Food and Nutrition Strategy (2015-2025), the SADC Industrialization Strategy and Road Map (2015-2063), the Climate Change Strategy and Action Plan (2015-2030), and others.

At continental and global level, the Strategy will have to address the needs contained in the Comprehensive Africa Agriculture Development Programme (CAADP), together with the Malabo Declaration and the Sustainable Development Goals. In this regard, SDGs 1, 2 and 12 are the most critical to which CCARDESA is required to contribute directly. Others include SDG 13, 14 and 15.

In addition to the above, stakeholders noted the under-funding of CCARDESA by Member States and the need to address funding and personnel constraints at the Secretariat. To support resource mobilisation efforts, the stakeholders called for improving CCARDESA visibility at country level and endorsed the establishment of a Business Development Unit (BDU) within the Secretariat to strengthen resource mobilisation.

CCARDESA, therefore, seeks the services of a Consultancy firm to revise the 2020-2029 Long-Term Strategy (LTS) and Mid-Term Operational Plan (MTO), both of which should be responsive to the needs of the region and set the organization on a trajectory that will bring impact to the food security and livelihoods of the communities in Southern Africa.

3. OBJECTIVES

The overall objective of this assignment is to produce a revised CCARDESA Long-Term Strategy (LTS) and Mid-Term Operational Plan (MTO) including the proposal of necessary organisational structures to deliver the revised strategy and operational plan.

4. SCOPE OF WORK

To produce a revised CCARDESA's LTS and MTO, the firm will be required to consult documents that were approved by stakeholders in the process of developing the 2020-2029 LTS and MTO, the current LTS and MTO, record of proceedings of the February 2023 consultative meeting of Directors of Agricultural Research and Deans of Faculties of Agriculture in the SADC region, and other documents that the Consultant will find relevant. The draft revised LTS and MTO documents as well as the implementing structures including the BDU will be presented by the Consultant for validation by stakeholders in a workshop to be hosted by CCARDESA.

5. ACTIVITIES

In undertaking this assignment, the activities to be performed by the consultant include, but are not limited to the following:

Inception meeting with CCARDESA Secretariat staff

The consultant will start the assignment by holding a meeting with the CCARDESA Secretariat to get full clarity and agreement on the terms of reference, develop a roadmap for carrying out the assignment and to access some of the key documents required for the assignment. Soon after the inception meeting, the consultant will be expected to develop and submit an inception report.

First Draft LTS and MTOP

After the review of relevant documents, the consultant will produce a first draft of the revised LTS and MTOP, which will be submitted to the CCARDESA Secretariat for review. This draft, which will include proposed implementing structures (e.g. BDU) will also be reviewed by the CCARDESA Board of Directors and International Cooperating Partners. An improved version of this draft will be sent to stakeholders in the region, followed by a validation workshop to be organised by CCARDESA.

Regional Workshop

The consultant will present the first draft of the LTS and MTOP in a regional validation workshop to be organised by the CCARDESA Secretariat. The consultant will use the workshop to receive comments from stakeholders.

Production of Final Strategic Plan and Final MTOP

Using comments captured during the regional workshop and any other information gathered at that stage, the Consultant will produce the final revised draft LTS and MTOP and submit to the CCARDESA Secretariat.

6. DELIVERABLES

The Consultancy firm will be required to produce the following tangible outputs in the execution of this assignment:

- a) An inception report which explains, among others, the methodology for the assignment, work plan that defines the milestones and the time frame for the different stages of the assignment, indicative outline of the CCARDESA LTS and MTOP, and any other important issues such as the BDU.
- b) The first drafts of the CCARDESA LTS and MTOP
- c) Validation workshop proceedings report and revised LTS and MTOP, which clearly identify, **among others**, the priority areas and actions, key activities, broad

outputs, results framework, indicators, targets, annual breakdown of activities and outputs (broadly), budget (not detailed), and proposed implementation schedule.

d) Revised final CCARDESA LTS and MTOP

7. DURATION OF AND INDICATIVE SCHEDULE

This assignment is expected to take a total of 40 working days, spread over a period of 60 calendar days. The envisaged distribution of days among the different key tasks of the assignment is shown in the table below.

	MAIN ACTIVITY	OUTPUT	Working days
1	Inception meeting with CCARDESA Secretariat staff	Inception report	3
2	Review of key materials	Literature and context materials	7
3	Drafting of revised CCARDESA LTS and MTOP	1 st revised CCARDESA draft LTS and MTOP	20
4	Presentation of draft reports to Stakeholders in a workshop to be organised by CCARDESA	Workshop proceedings report and revised draft CCARDESA LTS and MTOP	7
5	Drafting of revised final CCARDESA LTS and MTOP	Final revised CCARDESA Strategic Plan document	3
	TOTAL		40

8. LOCATION OF THE ASSIGNMENT

The assignment will be primarily home-based.

9. REPORTING AND QUALITY CONTROL

The consultant shall report to the CCADP-XP4 Coordinator, Dr Baitsi Podisi (bpodisi@ccardesa.org), who will be the contact point at CCARDESA.

Reports/documents submitted by the consultant shall be subjected to internal quality review within the CCARDESA Secretariat. The consultant shall be requested to adequately attend to comments and meet the required quality standards before proceeding to the next stage or receiving payment. In this regard, payments to the consultant shall be made only after approval of the reports/documents.

10. QUALIFICATIONS AND EXPERIENCE

10.1 **The Consulting firm:** The Firm is expected to demonstrate experience and expertise in strategy development. Minimum of 15 years' experience in developing strategic Documents and action plans for regional or international Organizations. Experience in Agricultural Development Projects is required.

10.2 Key Staff Qualifications and Experience.

a) Agricultural Research and Development (ARD) Expert

The ARD expert shall be the Team Leader and will be responsible for the full delivery of the Strategy and the MTOP. He/She shall have the following key academic and professional competencies:

- i) At least a Masters degree in Agriculture or a closely related field;
- ii) At least 12 years of post-graduate working/consulting experience in areas of agricultural research, policy development, programme development and management in the agricultural sector;
- iii) Demonstrated experience in development of strategic and operational plans, as well as institutional development;
- iv) Evidence of having undertaken similar assignments before;
- v) High level of written and oral communication skills in English;
- vi) Experience at regional level within SADC and working knowledge of regional economic communities (RECs) is highly desirable; and
- vii) Familiarity with CCARDESA would be an added advantage.

b) Institutional and strategic planning expert

The institutional and strategic planning expert shall be the second person in the team and will work closely with the Team Leader to deliver the assignment. He/She shall have the following key academic and professional competencies:

- i) At least a Masters degree in business management, Agriculture or any other relevant field;
- ii) At least 10 years of post-graduate working/consulting experience in areas of institutional development, strategy development or other relevant fields;
- iii) Demonstrated experience in corporate long-term plans at policy and strategic levels;
- iv) Demonstrated experience in designing theories of change and associated results frameworks;
- v) Evidence of having undertaken similar assignments before;
- vi) High level of written and oral communication skills in English;

- vii) Experience at regional level within SADC and working knowledge of regional economic communities (RECs) is highly desirable; and
- viii) Familiarity with CCARDESA would be an added advantage.

11. EXPENSES AND LOGISTICS

CCARDESA will facilitate and pay directly to service providers for expenses that may arise related to the assignment. Should a need arise, the consultant will only be paid his/her fees and per diem when travelling to other countries to undertake tasks related to this assignment.