

CALL FOR EXPRESSIONS OF INTEREST

Recruitment of an individual consultant to conduct a diagnosis of the current governance mechanism of the Centers of Specialization with a view to moving towards a harmonized mechanism for all the centers.

Opening of the call: April 6, 2023

Closing of the call: April 21, 2023

CEI No. 11-2023

1. The Food System Resilience Program (FSRP) is a flagship regional investment program aimed at strengthening the food system resilience in West Africa through a strategic regional approach. The program will finance investments in three mutually reinforcing thematic areas: (1) Digital advisory services for agriculture and food crisis prevention and management; (2) Sustainability and adaptive capacity of the food system's productive base (sustainable land and watershed management, agro-ecological approaches); and (3) Regional food market integration and trade (development of the regional staple food value chain). Each area will be led by a mandated regional institution (AGRHMET, CORAF and ECOWAS) to ensure coordination and build sustainable capacity.
2. The ultimate goal of this activity is to accompany the centers in their transformation into Regional Center of Excellence (RCoE) in the ECOWAS region. Specifically, this involves undertaking a diagnosis of the current governance mechanism of the NCoSs, RCoSs and RCoEs and coming up with a harmonized mechanism for centers/countries.
3. The tasks to be carried out as well as other information relating to the conduct of the mission are outlined in the terms of reference below.
4. The Executive Director of CORAF therefore invites interested candidates ("Consultants") with the required profile as indicated in the terms of reference to express their interest.
5. Interested candidates shall provide a notice of expression of interest and an updated CV with references highlighting performance and experience of similar services.
6. Candidates are advised that the provisions of paragraph 3.14 of the "Procurement Regulations for Investment Project Financing Borrowers" of July 2016, revised in November 2017 and in August 2018 ("The Regulations") regarding the World Bank's rules on conflict of interest shall apply.
7. Candidates will be selected according to the Consultant's Qualification Based Selection as described in the "Bank's Procurement Regulations".

8. Interested candidates can obtain additional information from the CORAF Executive Secretariat via e-mail every working day at the following address: n.lamien@coraf.org and copy procurement@coraf.org.
9. Consultants interested in this call must submit a letter of expression of interest highlighting performance and experience of similar contracts and a detailed CV with copies of diplomas and work certificates to the following email address: procurement@coraf.org on **April 21, 2023 at 4:00 PM GMT** at the latest.

Dr Abdou TENKOUANO
Executive Director

Terms of reference

Recruitment of an Individual consultant to conduct a diagnosis of the current governance mechanism of the Centers of Specialization with a view to moving towards a harmonized mechanism for all the centers

1. Background

The Food System Resilience Program (FSRP) is a flagship regional investment program worth over US\$ one (01) billion aimed at strengthening the food system resilience in West Africa through a strategic regional approach. The program will finance investments in three mutually reinforcing thematic areas: (1) Digital advisory services for agriculture and food crisis prevention and management; (2) Sustainability and adaptive capacity of the food system's productive base (sustainable land and watershed management, agro-ecological approaches); and (3) Regional food market integration and trade (development of the regional staple food value chain). Each area will be led by a mandated regional institution (AGRHYMET, CORAF and ECOWAS) to ensure coordination and build sustainable capacity.

The Program Development Objective (PDO) is to: "Strengthen the management of risks that are inherent to regional food systems, improve sustainability of the production base in targeted areas, and develop regional agricultural markets".

Specifically, the program will support the increase in food systems resilience in Burkina Faso, Mali, Niger, and Togo (Phase 1); Ghana, Chad, and Sierra Leone (Phase 2) through investments in regional risk management, staple food trade, and sustainability of the production base.

Sub-component 2.1 plans to enhance national research systems through the consolidation of National Centers of Specialization (NCoSs). A total of nine (9) NCoSs were established under the West Africa Agricultural Productivity Program (WAAPP) over the period 2007-2019 and included: (i) Root and Tuber Crops in Ghana, (ii) Rainfed, Irrigated and Swamp Rice in Mali; (iii) Dry Cereals in Senegal; (iv) Fruits and Vegetables in Burkina Faso; (v) Plantain in Côte d'Ivoire; (vi) Aquaculture in Nigeria; (vii) Maize in Benin; (viii) Livestock in Niger; and (ix) Mangrove Rice in Sierra Leone.

In the process of accompanying the NCoSs in their maturation into RCoE, CORAF commissioned two evaluations of the level of maturation of these NCoSs into RCoEs based on the criteria defined at the Lomé I workshop in 2014. At the end of the evaluations: (i) the NCoS on Dry Cereals in Senegal and the one on Roots and Tubers in Ghana were granted the status of Regional Center of Excellence; (ii) the NCoSs on Rice in Mali, Livestock in Niger and Maize in Benin were granted the status of Regional Center of Specialization; while (iii) the remaining NCoSs still need time to complete their migration towards RCoS and RCoE.

The centers of specialization have governance mechanisms authorized by their national research system. Some of these mechanisms open more easily to the region and others less so. Given the regional mandate that each center of excellence must fulfill, it is advisable to agree on a harmonized mechanism that each country could adopt. It is therefore planned to map out existing governance mechanisms of the centers in order to identify one or two mechanisms that can be recommended to countries.

2 Objectives

The ultimate goal of this activity is to accompany the centers in their transformation into Regional Center of Excellence (RCoE) in the ECOWAS region. Specifically, this involves undertaking a diagnosis of the current governance mechanism of the NCoSs, RCoSs and RCoEs and proposing a harmonized mechanism for centers/countries.

3 Methodological approach

The Consultant will visit the sample of centers to evaluate their administrative and scientific governance by means of interviews and documentation of the various existing bodies and tools (procedure manuals, international relations, etc.) together with their use, operating methods and openness to the sub-region, etc.

The Consultant must articulate governance evaluation around criteria such as relevance, effectiveness, efficiency, impact/outcome and viability. The consultant must adopt a participatory and consultative approach ensuring close collaboration with key stakeholders. The diagnostic study will require to visit six centers out of the nine for interviews with the heads of the institution of attachment, the heads and managers of the center, the research teams, scientific and technical partners, Users of research outputs, sub-regional and international organizations of interest located in the country.

Governance evaluation should look at the following aspects, for example:

- i. Positioning or not in the organizational chart of the institution of attachment;
- ii. Potential for management autonomy (delegation of authority, signature, etc.);
- iii. Relationship between the NCoS management and the director general (DG of the institution of attachment/NARS);

- iv. Structure and functioning of the NCoS management body;
- v. Existence of a national or international scientific council and operating method;
- vi. Operating method with other member institutions of the center;
- vii. Mechanism for managing international relations;
- viii. Structure and work of research teams;
- ix. Performance of management and its teams/departments;
- x. Recruitment, remuneration and performance evaluation of the director;
- xi. Strategic planning ;
- xii. Performance and accountability;
- xiii. Risk management ;
- xiv. Ethics and corporate culture.

This diagnostic study will cover the following centers: (i) Fruits and vegetables in Burkina Faso; (ii) Rice in Mali; (iii) Livestock in Niger; (iv) Aquaculture in Nigeria; (v) Root and tuber crops in Ghana, dry cereals in Senegal.

The Consultant will provide a detailed and methodological offer to address each of the evaluation items, a financial offer, and a detailed and realistic schedule for the conduct of the evaluation.

4 Expected outputs/results

The main output of this diagnostic study is the production of a report documenting the various existing governance mechanisms with management and staff, members of the governance bodies, partner institutions and other stakeholders of these centers.

The expected intermediate results are as follows:

- The status of the current institutional framework of the centers under evaluation is established;
- The difficulties and/or weaknesses in the governance of each center are reported;
- The strengths of the governance of each center are put forward;
- Potentials for partial or full autonomy in the management of each center are identified;
- Potential for international expansion of each center is identified;
- Proposals for harmonized governance mechanisms of the centers are formulated for ownership by each country.

5 Duration of the mission

The mission will last forty-five (45) man-days over a 2-month period and will start in May 2023.

6 Consultant Profile

The Consultant shall possess some of the following qualifications and experience:

- Hold a Master's degree in Business Strategy, Organization or similar fields;
- Have at least fifteen (15) years of experience in organizational diagnosis or auditing;
- Have at least fifteen (15) years of experience in public administration reform;
- Demonstrate at least fifteen (15) years of experience in conducting sectoral studies and/or institutional and organizational analyses;
- Possess knowledge of the Centers of Specialization;
- Have knowledge of agricultural research;
- He/she shall have a good knowledge of administrative management and excellent skills in analysis and synthesis;
- Having worked at least 10 years in research and development institutions in West and Central Africa;
- Having carried out at least three similar missions;
- Demonstrated knowledge of research and development challenges and opportunities in West and Central Africa;
- Be fluent in French or English, and be able to work in the other language.

7 Mission Content

The service will include (but is not limited to):

- Documentation of the current status of governance mechanisms in the centers;
- Analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of each identified mechanism;
- Identification of one or two mechanisms for recommendation;
- Formulation of a harmonized mechanism to be proposed to all NCoSs.

8 Reporting requirement

As part of the mission, the Consultant must deliver the following reports:

- an inception report detailing the proposed methodology;
- a mid-term progress report;
- a final report of the whole process which takes into account the observations made by CORAF, the various centers and their partners.

Reports written in French or English will be sent to the Executive Secretariat of CORAF in electronic version.

9 Submission

Consultants interested in this call must submit a letter of expression of interest highlighting performance and experience of similar contracts at the following email address: procurement@coraf.org on **April 21, 2023 at 4:00 PM GMT** at the latest. Consultants will be selected following the agreement defined in the Guidelines “Selection and Employment of Consultants under IBRD Loans, IDA Allocations and Grants by World Bank Borrowers” of January 2011.

FRAUD, CORRUPTION, CONFLICTS OF INTEREST, SEXUAL EXPLOITATION, ABUSE AND HARASSMENT

Fraud, corruption: bidders, suppliers, contractors and their subcontractors must observe the strictest rules of ethical conduct when signing and performing contracts. In particular, they must avoid any act of corruption and any fraudulent, collusive, coercive or obstructive maneuvers with the aim of granting or obtaining a contract awarded by CORAF. Any deviant behavior will be subject to appropriate sanctions (cancellation of the contract, exclusion from future contracts awarded by CORAF, dismissal of CORAF staff guilty of these acts).

Conflicts of interest: CORAF rules require that any company participating in a procurement procedure is not in a situation of conflict of interest. Two scenarios can be considered:

- The company provides goods, works or services (other than consulting services) which follow or are directly related to the consulting services for the preparation or performance of a project which it has provided or which its affiliated company has provided;
- The company (including its staff) has a close business or family relationship with a CORAF staff member: i) who is directly or indirectly involved in the preparation of the bidding documents or contract specifications, and/or in the evaluation process for said contract; or (ii) who could be involved in the performance or supervision of the same contract.

The term “**Sexual Exploitation and Abuse (SEA)**” includes the following meanings:

- “**Sexual Exploitation**” (SE), defined as abusing or attempting to abuse a state of vulnerability, differential power or trust for sexual purposes, including but not limited to profiting monetarily, socially or politically from the sexual exploitation of another person;
- “**Sexual Abuse**” (SA), defined as any physical intrusion or threatened physical intrusion of a sexual nature, either by force or under unequal conditions or by coercion;
- “**Sexual Harassment**” (SH) is defined as any unwelcome sexual advance, request for sexual favors or other verbal or physical behavior with a sexual connotation by Contractor staff towards other Contractor staff, or the Client;

Any company that proves to be in a situation of conflict of interest or of sexual exploitation, abuse or harassment will not be granted a contract from CORAF.