



Regional Agency for Agriculture and Food  
Agence Régionale pour l'Agriculture et l'Alimentation  
Agência Regional da Agricultura e Alimentação



## CALL FOR EXPRESSIONS OF INTEREST

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| <b>Agency:</b>                                | ECOWAS Regional Agency for Agriculture and Food (ARAA)  |
| <b>Selection Method:</b>                      | Selection of Individual Consultants (ICS)   |
| <b>Selection reference:</b>                   | ARAA/BUDGET/2026/SCI/001  |
| <b>Subject:</b>                               | <b>Recruitment of a consultant for the evaluation of the 2021-2025 strategic plan and the development of the 2026-2030 strategic plan of the ARAA</b> |
| <b>Publication date</b>                       | January 16, 2026  |
| <b>Deadline date and time for submission:</b> | <b>30 January 2026 at 23 H 59 min GMT</b>   |

### I. Background and Rationale

The Regional Agency for Agriculture and Food was formally established by Regulation C/REG.1/08/11 of the ECOWAS Commission. It operates under the model of a specialized ECOWAS institution that enjoys financial management autonomy. It is placed under the supervision of the Department in charge of Economic Affairs and Agriculture (DAEA). The Agency was created to facilitate the technical execution of projects and programs and to make the DAEA's actions more visible in the field. From this point of view, its creation clearly aims to separate the functions of political steering from those of technical execution.

The mission of the Regional Agency for Agriculture and Food is *"to ensure the technical execution of regional investment programmes and plans contributing to the operationalization of ECOWAS' agricultural policy, by relying on regional institutions, organizations and actors with proven skills"*. Specifically, it aims to: (i) strengthen the intervention and action capacities of the ECOWAS Commission, in particular the DAERE, (ii) coordinate with a view to rationalization, the activities and fields of intervention of technical institutions specialized in the agricultural and agri-food fields, (iii) contribute to the strengthening of the capacities of regional actors in terms of the preparation of files and the implementation of activities.

Since its creation, three strategic plans (2015-2017, 2018-2020, 2021-2025) have been defined, on which the medium-term expenditure framework and annual planning are based.

As the last strategic plan has come to an end, the development of a new 2026-2030 plan is necessary, especially in light of the ongoing revision of the ECOWAS agricultural policy.

Five years of implementation of the latest 2021-2025 strategic plan have enabled the ARAA to achieve undeniable results in at least two aspects. Indeed, from the point of view of external effectiveness, the ARAA today aligns with a set of programs and projects that increase visibility into the implementation of ECOWAP. Its operations have become one of the barometers of ECOWAS's progress on the agricultural policy front. Better still, the ARAA facilitates the coordination and monitoring of the implementation of many programs, which it houses or which are implemented by other regional technical institutions.

Internally, ARAA has developed numerous planning and management tools and instruments that have enhanced its credibility with regional and international partners. She has successfully started her ISO accreditation.

The challenge for ARAA in the coming years is to effectively support and monitor the implementation of ECOWAP's new post-2025 priorities, provide technical assistance to the Regional Fund for Agriculture and Food, and help other regional initiatives that contribute to the achievement of ECOWAP's orientations and ambitions for 2030.

## **II. Objectives of the five-year strategic plan 2026-2030**

The overall objective of the plan was to strengthen the ARAA's intervention capacity to fulfill its mandate of diligent technical execution of programs and initiatives contributing to the operationalization of ECOWAP/CAADP.

It has been built around four strategic areas of intervention:

- **Axis 1:** Strengthening the institutional and operational capacities of the ARAA;
- **Axis 2:** Strengthening the steering, governance, and coordination of projects and programs;
- **Axis 3:** Strengthening monitoring, evaluation, and knowledge production is strengthened.
- **Axis 4:** The promotion of innovative approaches to contribute to sustainable agriculture and food systems.

## **III. Expected results of the five-year strategy 2026-2030**

The main expected results are:

- **The first axis on strengthening the institutional and operational capacities of the ARAA presents four results:**
  - **R1.1.** Management tools are operational and internalized to improve the implementation of projects and programmes.
  - **R1.2.** The visibility and legibility of the Agency are strengthened through the communication and dissemination of the field actions of projects and programmes.
  - **R1.3.** The functioning of the ARAA is strengthened through the quality of its human resources and the provision of material and financial resources.
  - **R1.4.** The use of IT is reinforced to improve the implementation of projects and programs.
- **The second axis on improving the steering, governance, and coordination of projects and programs is based on four results as well:**
  - **R2.1.** The coordination of projects and programmes is improved to achieve synergies in their implementation.
  - **R2.2.** The partnership between the ARAA and the technical and financial partners/organisations is strengthened through appropriate consultation frameworks.
  - **R2.3.** The capacities of the actors involved in the implementation of projects and programmes are strengthened;
  - **R2.4.** Project and programme implementation is improved, and risk management is ensured.
- **The third axis, which focuses on monitoring and evaluation and knowledge production, has two main results:**
  - **R3.1.** Planning, monitoring, and evaluation are improved through capacity-building for monitoring and evaluation actors and the implementation of reporting tools.
  - **R3.2.** Knowledge is generated through the capitalization of good practices.
- **The fourth pillar, on promoting innovative approaches to contribute to a sustainable agriculture and food system, is based on three main results:**
  - **R4.1.** The system for calling for project proposals has been improved.
  - **R4.2.** The knowledge generated is shared, disseminated, and scaled.
  - **R4.3.** Research and development are promoted.

## II. Objective of the mission

The overall objective of the mission is to evaluate the 2021-2025 Strategic Plan and to develop the 2026-2030 Strategic Plan of the ARAA.

Specifically, it is a question of conducting:

- An evaluation of the 2021-2025 strategic plan;
- The definition of the orientations and the intervention logic of the 2026-2030 strategic plan;
- The definition of the strategy, the ARAA intervention budget, and a results framework with key performance indicators (Input Indicators, Output Indicators, Outcome Indicators, and Impact Indicators) during the period 2026-20230.

## III. Expected results:

At the end of the process, the following results are expected:

- A review of achievements clearly highlighting (i) the external and internal effectiveness of the ARAA, (ii) shortcomings and lessons learned;
- The orientations and intervention logic of the 2026-2030 three-year plan (results, components, main activities), accompanied by a performance measurement framework;
- The implementation strategy, the results framework (Input Indicators, Output Indicators, Outcome Indicators, and Impact Indicators), and the estimated budget of the plan.

## IV. Methodological approach

Just as the 2021–2025 strategic plan was developed on the principles and foundations of operational excellence and results-based management—including results orientation, performance, efficiency, and continuous improvement—the 2026–2030 strategic plan should also be designed on these same principles and foundations.

To promote complete internalization of the process and the plan, it is suggested that an inclusive, interactive approach be taken among the parties involved in developing ARAA's fourth strategic plan. The approach requires a strong involvement of the ARAA technical team, the department, the technical and financial partners (AFD, EU, WB, AECID, SDC, USAID, etc.), the technical cooperation institutions (EBID, UEMOA, CILSS, CORAF, CSWA, Hub Rural, etc.), the POs (ROPPA, RBM, APSS, ROAC, etc.), the ECOWAS Commission (WAHO, CDGC, HR, BAG, Finance, Admin, VPs, etc.), the PNIASAN focal points, etc.

The consultant will propose an approach that includes the following steps:

- **Phase 1:** dedicated to the realization of an evaluation of the 2021-2025 strategic plan. The consultant will review the documentation and organize interviews or in-person sessions with the major actors in EOWAP. It will result in the production of a succinct report of about 20 pages.
- **Phase 2:** dedicated to the formulation of the orientations and the logic of intervention, budgeting, and definition of the results framework of the 2026-2030 strategic plan. This step will lead to a five-day retreat involving the ARAA's technical team, the consultant, resource persons, and the department. This phase will also address the program's intervention strategy.
- **Phase 3:** internal validation of the plan by the department.
- **Phase 4:** validation by the Steering Committee of the Regional Agency for Agriculture and Food.

## V. Profile of the consultant

The consultant should be a specialist in planning/monitoring and evaluation, results-based management, or operational excellence.

The consultant must have at least a BAC and 5 years of experience in agronomy, agroeconomics, economics, statistics, sociology, agri-food, or any other equivalent field.

He must have the following experience and skills:

- at least 10 years of experience in the field of formulating or supporting development policies, programmes, or projects in the agriculture, agri-food, and food security sector in West Africa;
- have carried out at least one external evaluation of an institution, regional or national multi-donor projects, preferably;
- Have contributed to the formulation of strategic plans at the level of ECOWAS or other regional or international institutions;
- have an excellent command of one of the three ECOWAS languages, both written and oral. Proficiency in a second language would be an asset.
- know RBM and operational excellence;
- know the capacity building of project cycle actors;
- Have a good knowledge of projects and programmes in the fields of agriculture and food in West Africa and a good knowledge of the ECOWAS Agricultural Policy (ECOWAS/CAADP).

## **VI. Place and duration**

The mission is scheduled to start, probably, on February 16, 2026, and the total execution time is 30 man/day. The final report must be submitted by April 15, 2026. The consultant will work at ARAA's headquarters in Lomé, Togo.

## **VII. Deliverables**

During the period of his mission, the consultant must produce the following documents:

- a framework note and a roadmap for the finalization of the approach set out in the ToR by mutual agreement with the ARAA, discussed during the first week of its recruitment, at the scoping meeting.
- a provisional report on the evaluation of the 2021-2025 three-year plan, which will be sent to the ARAA for amendment.
- A draft report of the 2026-2030 Strategic Plan, including budgeting and a results framework that will be forwarded to the ARAA for amendment.
- Both documents will be validated during a validation workshop in Lomé. This will allow the consultant to finalize the documents and transmit the final versions 10 days after the workshop.

## **VIII. Recruitment procedure**

The consultant will be selected in accordance with the ECOWAS "Procurement Regulations" individual consultant selection method.

Applicants must submit information proving their qualifications and experience.

Applications will be reviewed and ranked in order of merit. An interview may be arranged with the best candidate(s). Only the shortlisted will be contacted.

The successful candidate will be invited to negotiate on its methodology, execution schedule, and proposed price. In the absence of an agreement, the ARAA will ask the next candidate.

The consultant must comply with Articles 117 (fraudulent practices) and 118 (conflicts of interest) of the ECOWAS Public Procurement Code.

## **IX. Submission Terms**

The consultant must submit a technical and financial proposal to the ARAA, including:

- (i) **letter of interest** addressed to the Executive Director of ARAA, (ii) **A detailed and precise curriculum vitae** verifying the qualifications and experience criteria, copy of the highest diploma, copy of the certificates of services rendered or letter of

recommendation or extract of contract, (iii) **a timetable for implementation.**

- **The technical proposal (maximum 10 pages)** will succinctly present the understanding of the mission, the methodological approach to be used, and the projected timetable. **The financial proposal** will provide information on fees and reimbursable expenses (travel, per diem in FCFA, USD, or EURO).

Proposals will be evaluated according to the ARAA criteria, based on experience and the quality of the methodology. The Financial Proposal will be part of the negotiation points with the selected consultant.

#### **X. Submission of applications**

- Deadline for receipt of applications: **30 January 2026 at 23:59 GMT.**
- **Submission links: Applications will be submitted by uploading to:** <https://bit.ly/3Nm0Fgz>.
- Format of applications: **the application must be in the form of a single PDF file following the order established in the application file.**
- ARAA reserves the right not to consider applications that do not meet the above submission requirements.

#### **II. Request for further information**

The interested consultant can obtain additional information by writing to the following email addresses: [procurement@araa.org](mailto:procurement@araa.org); cc: [ctienon@araa.org](mailto:ctienon@araa.org); [awaki@araa.org](mailto:awaki@araa.org), and with the subject line "**SCI 001-26-ARAA Strategic Plan**".

**The Executive Director**

**Kanfitin KONLANI**