

REV.1

TERMS OF REFERENCE

INDIVIDUAL CONSULTANCY SERVICES TO IDENTIFY AREAS OF OVERLAP AND DUPLICATION WITHIN THE FRAMEWORK OF NEPAD INTEGRATION INTO AU STRUCTURES AND PROCESSES

Background

The African Union, established as a unique Pan African continental body, is charged with spearheading Africa's rapid integration and sustainable development by promoting unity, solidarity, cohesion and cooperation among the peoples of Africa and African States as well as developing a new partnership worldwide. In October 2001, African Leaders adopted NEPAD as a blueprint designed to facilitate Africa's development. Efforts aimed at the effective integration of NEPAD into the AU structures and processes have been ongoing following the Assembly Decisions AU/Dec.191(X) of February 2008 and Assembly Decision AU/sDec.283(XIV) of February 2010. The integration exercise has been underpinned by the need to ensure coherence between the work of the NEPAD Planning and Coordinating Agency (NPCA), the African Union Commission (AUC) and the Regional Economic Communities (RECs); the harmonization of the roles and functions of these bodies order to avoid duplication and overlaps, and the need to ensure that their actions are anchored on Agenda 2063.

1. Objective of the Services

The overriding objective of this assignment is to ensure that in the integration of NEPAD into AU Structures and processes, the roles and functions of the AUC, other AU Organs and RECs are harmonized with the NPCA, with overlaps and duplications clearly identified and ironed out, and synergies and complementarities built.

2. Scope of the Services and Output

To attain the above mentioned objective, the consultant will carry out a study under the supervision of the Head of the NEPAD Coordination Unit, who is the project manager under this assignment, with a view to expanding information base and analyzing data on duplication and overlaps between AUC Departments, AU Organs, RECs and the NPCA. The assignment may require flexibility in travelling.

The Consultant shall also be able to identify and propose financial and human resource requirement to support the NEPAD Coordination Unit, in the fulfillment of its mandate.

3. Stages of the Consultancy:

3.1.1 Stage 1:

The Scope of this stage is to develop a work plan of the study. The Consultant is expected to go through the relevant reference documents in relation to the work of the AUC Departments, the NPCA, the RECs and the other AU organs so as to enhance an understanding of the Mandates of the aforementioned structures as well as a clear understanding of the expected outcome of the Consultancy.

3.2.1. Stage 2:

At this stage, the consultant will be required to carry out the functional analysis on the integration of NEPAD into AU structures and processes, by evaluating the NEPAD related programs undertaken by the AUC departments, RECs and other AU Organs and evaluating them in line with the functional areas of responsibility mandated to them by the African Union and clearly identifying areas of overlap and duplication.

3.3.1. Stage 3:

At this stage, the consultant will be required to present the findings in a workshop setting to the key stakeholders.

3.4.1. Stage 4:

The Scope of the third stage is to finalize the study.

4. Methodology

Stage 1

This stage will involve information gathering through desk-top research, reference documents and interaction with Staff of the NEPAD Coordination Unit.

Stage 2

In order to achieve the objectives of the assignment at this stage, the consultant shall review the existing programs and activities not only within the AUC and NPCA, but also in RECs and other AU Organs, in order to identify duplicated activities and overlaps across these structures.

In this process, the consultant shall develop a questionnaire to enable the gathering and the analysis of data on duplications and overlaps. In addition to the questionnaire, face to face interviews shall be conducted at with AUC Departments, NPCA, selected RECs and AU Organs. The Consultant shall evaluate the different programs based on the mandate of each institution, and propose the most appropriate recommendations in light of the AU Reforms. The consultant will also be required to undertake a risk analysis, and propose suitable risk

mitigation plans to ensure complementarities between and among AUC Directorates, the NPCA, the RECs and the Organs of the African Union.

Stage 3

In this stage, the consultant will be required to develop a draft working group programme in which the preliminary findings of the study will be considered amongst key stakeholders.

The African Union Commission will review the draft study and provide its comments. The consultant will be required or expected to reflect the AUC's comments. If, however, there is a disagreement between the Commission and the consultant, the consultant should retain the findings and recommendations, but must incorporate the Commission's position, verbatim, in the study making it clear that this is the Commission's position on the issue.

Stage 4

The final Study report will be submitted to the Commission within 8 business days after the Commission has provided its comments to the Consultant.

If acceptable to the Commission, AUC will approve the Final Study and recommendations; if not, the Commission will specify reasons/issues that the consultant needs to address in the final version before resubmission for consideration.

5. Output

The Consultant will be expected to present the preliminary findings of the study to the Commission, through the NEPAD Coordination Unit, in the form of a Draft Study Report – one in electronic copy and one in hard copy. This should be done no later than 40 days from the contract commencement. The Draft Report should include (but not limited to) the following major results:

- i. Compilation of NEPAD related activities, undertaken by AUC Departments, RECs and Other AU Organs in 2017 and activities earmarked for 2018;
- ii. Clearly identify activities that are duplicated and cases of overlaps within AUC Departments, the NPCA, the RECs and other AU Organs;
- iii. Make appropriate specific recommendations on the cases of duplication and overlaps taking into account the mandates of the various institutions and with the sole aim of ironing out these duplications and overlaps and building synergies and complementarities as well as general recommendations of the ways and means of accelerating the process of integration of NEPAD into AU Structures and processes;
- iv. Propose a Roadmap for the implementation of the recommendations under Para(iii) above;
- v. Make recommendations on the revamp of the NEPAD Coordination Unit, in particular the strengthening of its human resource and financial capacities, to enable it to effectively discharge on its mandate.

The Consultant shall additionally be required to deliver the following:

- a) The final report, to be translated into the other AU working languages;
- b) A draft implementation plan with SMART objectives, goals, indicators;
- c) Key recommendations to the African Union Commission for consideration.

6. Reports and Schedule of Key Deliverables

The Study shall be carried out within AUC and NPCA, and where necessary, on site in selected African Union Organs and Regional Economic Communities (RECs). The duration of the consultancy is **60 working days**. Upon conclusion of the consultancy, the Consultant is expected to provide one hard copy and one soft copy of its final report to the Head of the NEPAD Coordination Unit, for the attention of the Chairperson of the Commission.

Timetable for the Consultant		
Various steps	Tasks	Durations (working days)
Inception Report	Review of current AUC, NPCA, RECs and strategic organizational activities related to NEPAD	5
Data Collection and Analysis	Engagement of stakeholders, identification and analysis of duplications and overlaps in NEPAD related activities implemented by concerned stakeholders(AUC,NPCA,RECs and AU Organs)	38
Draft study report and implementation plan Working Group Review Workshop	Presentation of draft report to key stakeholders	12
Report Writing (End)	Final version of report	5
TOTAL		60 business days

Timetable for the Consultant			
Tentative Schedule of Activities			
Activity	Source of Information	Duration (working days)	Key Deliverables

Stage 1 (5 days/1Week)			
Work Plan	NEPAD Coordination Unit	2	Inception Report
Desk Study/Review	Consultant		
Departmental Consultations	Focal Officers within AUC Departments	3	Inception Report
	Consultant		
Stage 2 (38 days)			
Data Collection and Analysis NPCA and PAP (1 Week) RECS: - SADC (Gaborone) - ECOWAS (Abuja) - EAC (Arusha) - ECCAS (Libreville) - COMESA (Lusaka) African Union Organs	NEPAD Coordination Unit Focal stakeholders Consultant	38 Days	Compiled Data Draft Working Group Workshop Programme
Stage 3			
Drafting of report	Consultant	10 days	Draft Report and Implementation Plan
Working Group Review Workshop	AUC – Focal departments Key Stakeholders Consultant	2 days	Workshop Recommendations
Stage 4			
Completion of Assignment	Consultant	5 days	Final Report with key recommendations
TOTAL		60 days	

7. Qualification requirement

The consultant must meet the following minimum educational and experience criteria

- A Master's Degree in a relevant discipline such as Social Science, Economics, Public Administration, Political Science or International Relations;
- At least seven (7) years of relevant experience in strategic planning and development, public sector programs, and also in technical advisory or supervisory functions;
- Demonstrable experience in integration, developing strategic plans, evaluating programs and projects, especially those of a regional nature;
- Strong Competence in Organizational Development;
- High proficiency and excellent command in one of the AU working languages, and an ability to communicate in a second AU working language is preferred;
- Experience in an international organization is an added advantage;
- Excellent drafting and reporting skills.

8. Supervision and Duration of the Assignment

The Individual Consultant will be supervised by the Head of the NEPAD Coordination Unit, to whom he/she shall report to, and shall work closely with the staff of the Unit. The duration of the assignment will be 60 business days.

9. Services, and Facilities Provided by AUC

AUC will provide the Consultant with the following documents and facilities:

- i. Necessary AU reference and background documentation and information to facilitate the study;
- ii. An office space equipped with a Computer Workstation and a Printer as well as internet connectivity, to assist the consultant in the assignment;
- iii. The NEPAD Coordination Unit shall facilitate interaction/meetings with the various stakeholders (AUC Departments, NPCA, selected RECs and AU Organs) during the assignment;
- iv. The NEPAD Coordination Unit shall designate a focal person to assist the Consultant during the assignment.

10. Payment Terms

Payment is made as per the Terms of Contract and AU Regulations and Rules governing the hire of individual consultants.