REQUEST FOR EXPRESSIONS OF INTEREST

AFRICAN DEVELOPMENT BANK
IMMEUBLE CCIA, ABIDJAN, COTE D'IVOIRE
AFRICAN NATURAL RESOURCES CENTER

Department issuing the request: African Natural Resources Centre

Position: Two (2) individual consultancy positions: Individual consultants to undertake the Midterm Review of the African Natural Resources Centre Strategy (2015-2020)

Place of assignment: Abidjan

Duration of the assignment: 3 Months

Tentative date of commencement: May 1, 2018

Deadline for applications: April 22, 2018

Applications to be submitted to: Maali Harrathi (M.HARRATHI@AFDB.ORG) with copy to V.USHIE@AFDB.ORG

PS: Application e-mail must include the name of the Consultant Position that you are applying for.

Any questions and requests for clarifications may be sent to: Maali Harrathi (M.HARRATHI@AFDB.ORG), with copy to V.USHIE@AFDB.ORG
AFRICAN DEVELOPMENT BANK

CONSULTANCY FOR

Midterm Review of the African Natural Resources Centre Strategy (2015-2020)

TERMS OF REFERENCE

1. Background

1.1. The African Natural Resources Centre (ECNR), in the Vice Presidency Complex for Economic Governance and Knowledge Management of the African Development Bank (hereafter the Bank) is responsible for helping to maximize the development outcomes derived from African natural resources. This is done by providing independent advice and technical assistance to RMCs in order to ensure sustainable development and management of natural resources, while increasing the impact of the Bank Group’s activities in the sector. Its activities cover both renewable and non-renewable natural resources.

1.2. In 2015, the Centre adopted a five Year Strategy (2015 – 2020) anchored in the Bank’s Ten Year Strategy (TYS) which places emphasis on the natural resource sectors by promoting the twin objectives of inclusive growth and transition to green growth. The establishment of the Center implements the stated aim of the TYS to deliver the scaled-up engagement in natural resources management (NRM).

1.3. The Strategy and operational framework of the Center are guided by the following principles:
- The capacity of state institutions to manage natural resources is a vital success factor for stewardship and presupposes state capability to deliver inter-generational benefits,
- The success of the Center depends on its ability to leverage the Bank’s comparative advantage as a trusted regional development partner,
- To have impact, the Center will need to be selective, focused and adopt an incremental approach to its program implementation as well as a long-term perspective towards its own capacitating and that of the RMCs,
- Ensuring synergies and leveraging internal and external partnerships is essential to avoid duplication,
- To maximize impact the Strategy leverages the interrelated nature of sector challenges through an integrated approach to solutions.

1.4. The Strategy includes renewables and non-renewables in the scope of activities of the Center. A Strategy that covers renewables and non-renewables has the advantage of enabling the Center to address common issues that pertain to management of different natural resources cost effectively. Many natural resource management (NRM) policy challenges and opportunities are common between renewables and non-renewables and an understanding of their generic nature can serve as a platform for addressing sector specific aspects. Common challenges include policies for implementation of sustainable development solutions,
conservation, negotiating concessions, managing conflicting resource needs, promoting transparency and linking resources projects to mainstream economies.

1.5 The Strategy is anchored on two core strategic pillars, namely: integrated natural resource development (resources planning, resources conservation) and good governance of natural resources (local content, transparency and public participation, negotiations).

2. Job description

The Centre is now seeking the services of two consultants to undertake the mid-term review of its 2015-2020 Strategy. The review will take cognizance of internal and external developments, and the strategic implications for the Centre. Significant global developments include the adoption of Vision 2063 of the AU in 2014, the adoption of the Sustainable Development Goals (SDGs) in September 2015, the outcomes of the Conference of Parties (COP) 21 of the UN in September 2015 and the Addis Ababa Action Plan and other commitments relating to the Financing for Development agenda and the AfDB’s Hi5 priorities.

2.1 Objectives of the Review

The mid-term review of the Centre’s Strategy fulfils the Bank’s institutional requirement for an independent mid-term evaluation of its strategies for the purpose of learning and reflection on implementation, as well as fine-tuning the strategies for the remaining period as necessary. The main objectives of the mid-term review are primarily to assess the effectiveness of the Centre’s work in achieving the objectives of the 2015-2020 Strategy thus far, to evaluate the relevance and effectiveness of the Strategy as a guiding document for the Centre going forward, and to propose adjustments if necessary. The relevance of the 2015-2020 strategy will be assessed in the context of the High 5s. The consultants will make proposals on how the strategy could be adjusted/revised to ensure that it effectively contributes to the implementation of the High 5s. The specific objectives are to:

(i) Assess the relevance of the vision and objectives of the 2015-2020 strategy in light of several internal and external developments outlined above.

(ii) Evaluate and present the progress achieved by the Centre thus far in the implementation of the 2015-2020 strategy with respect to each of the twin objectives and the core priority areas, as well as the cross-cutting issues, and document the challenges and opportunities and lessons learnt.

(iii) Assess the extent to which the Centre is institutionally and technically well-situated (complex-wise) and has adequate technical competencies coupled with resources to achieve the above.

(iv) Assess the current state of the Centre’s institutional environment with respect to its objectives.

(v) Assess whether the current structure permits or enables the Centre to effectively deliver its mandate.
(vi) In its design, the Centre was envisaged to have a dedicated Natural Resource Trust Fund – does that argument still hold and if so, how should such a fund be organised?

(vii) The Centre was also anticipated to operate in a semi-autonomous manner within the Bank’s institutional structure. If this is the ambition, how should the Centre be re-structured and organized?

(viii) Identify new opportunities to strengthen the delivery of the Centre’s mandate, related to thematic (policy) and strategic engagements.

(ix) Identify lessons learned from the implementation of the Centre’s 2015-2020 Strategy; and

(x) Provide conclusions and recommendations to inform the development of the Centre’s next Strategy.

(xi) Propose an action plan for the remainder of the 2015-2020 strategy period, i.e. 2018-2020.

2.2 Scope of Work/Methodology

The consultants will be expected to:

(i) Develop the evaluation indicators and questions to meet the evaluation objectives. An inception report will be prepared as the first deliverable of the evaluation and will provide a framework for the key issues to be addressed and the data sources that will be used in the mid-term evaluation.

(ii) Review key documentation related to the ECNR’s strategic orientation including the Centre’s Strategy, the ECVP Roadmap, the High 5 strategies, Program and Budget Documents, selected documentation from operations (country strategy papers, appraisal reports and project completion reports), and other relevant documents.

(iii) Seek the views of a range of stakeholders that have been engaged in the implementation of the Strategy to date. This should include ECNR staff, the Bank Group Board members, senior management, key Bank departments, including operations departments, and selected regional hubs/country offices. External stakeholders should include selected regional member countries (RMCs), multilateral agencies, the private sector, civil society organizations, pan-African networks and institutions. A combination of telephonic/video-conferencing interviews and visits are to be used for this purpose.
3. **Management of evaluation process**

3.1. The evaluation will be carried out by a team of two (2) independent consultants who will report directly to the Centre’s Director. The ECNR team will be responsible for managing and supervising the evaluation process.

3.2. The Centre will support the evaluators by:
- Providing all relevant documents which will be identified by the evaluators;
- Providing substantive and technical oversight and backstopping;
- In collaboration with AfDB, facilitating the logistical arrangements;
- Ensuring oversight and tracking progress during fieldwork;
- Facilitating exchanges with members of the Centre’s team;
- Collating and transmitting feedback from the Centre’s team to the evaluators;
- Collating and preparing management response to the evaluation;
- Tracking recommendations implementation.

3.3. The Centre will support the evaluation process by:
- Providing all necessary documentation;
- Supporting administrative and logistical actions—recruitment, travel etc...
- Supporting Evaluators to arrange in-house appointments;
- Providing technical input to the evaluation;
- Review and approve inception report;
- Review and provide input to the evaluation methodology and data collection instruments;
- Review and provide input to draft and final reports.

4. **Team Composition, Responsibilities and Skills Requirements**

The evaluation team will comprise of two specialists, as follows:

A. An evaluation specialist, who will be the team leader, responsible for:
- the overall evaluation process,
- ensuring delivery of timely and high quality deliverables and,
- managing the second team member.

B. The second member of the evaluation team will be a subject specialist. The subject specialist will support the team leader in focusing on the subject matter aspects of the evaluation.

The team members should have the following qualifications:

**4.1 Team Leader and Evaluator**
Advanced university degree (at least Masters and equivalent) in development studies, evaluation, economics, international relations, or related field.
4.2 Subject Specialist
Advanced university degree (at least Masters and equivalent) in Natural Resources Management or related field.

The evaluation team should have the following experience:

4.3 Team Leader and Evaluator
- At least 10 years of relevant professional experience in evaluation/RBM or Performance Measurement with minimum of five years at international level including previous substantive involvement in evaluations and/or reviews;
- Specialised experience and/or methodological/technical knowledge, including specific data collection, analytical skills and data visualization
- Knowledge and understanding of Africa’s natural resources and development sector landscape will be an added advantage;
- Good knowledge and understanding of Bank’s development agenda, especially the Hi5s;
- A good understanding of the Bank, its policies and procedures.
- Knowledge and understanding of recent developments and trends in international development including the Sustainable Development Agenda and Agenda 2063;
- Excellent written and spoken English and knowledge of French is desirable;
- Excellent report writing skills as well as communication and interviewing skills and
- Awareness and sensitivity to enable working with people of different backgrounds

4.4 Subject Matter Specialist
- At least 10 years professional experience in the natural resources sector, of which at least 5 should have involved working in the area of natural resources and development.
- Knowledge and understanding of Africa’s natural resources and development sector landscape is desirable;
- Good knowledge and understanding of ECNR and its work environment would be an asset;
- Strong project leadership skills with personal experience working in Africa with public and private sector leaders
- Familiarity with the landscape and knowledge of Africa’s development challenges and business environment.
- Excellent written and spoken English and knowledge of French is desirable;
- Excellent report writing skills as well as communication and interviewing skills and
- Awareness and sensitivity to enable working with people of different backgrounds.

5. Expected Deliverables
5.1 The following are the key deliverables for this assignment:

(i) An inception report for the mid-term review of the ECNR Strategy including the evaluation questions, indicators and data sources; approach to sampling stakeholders and field activities, work plan and schedule.
(ii) A draft 20-30 page ECNR Strategy Mid-Term Review report.

(iii) A final 20-30 page ECNR Strategy Mid-Term Review report and action plan for the remainder of the 2015-2020 Strategy period, 2019-2020, which should include a chapter on recommendations on how to promote the realization of the Centre’s 2015-2020 strategy through the High 5s Agenda.

(iv) All data collection tools, and the data collected, are to be included as annexes to the final mid-term evaluation report and provided in electronic form. The link between evaluation questions, data collection, findings, analysis and conclusions must be clearly made and set out in a transparent manner in the presentation of the mid-term evaluation findings.

6. **Time Schedule for Deliverables**

6.1 The period for this assignment is 3 calendar months (60 working days) with key timelines as shown below.

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<thead>
<tr>
<th>Task</th>
<th>Date</th>
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<tbody>
<tr>
<td>Commencement of assignment</td>
<td>May 1, 2018</td>
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<tr>
<td>Submission of inception report</td>
<td>May 15, 2018</td>
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<tr>
<td>Submission of Draft Mid-term Review Report</td>
<td>June 15, 2018</td>
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<tr>
<td>Submission of Final Mid-term Review Report</td>
<td>July 31, 2018</td>
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7. **Remuneration**

7.1 The consultants will be hired for a period of 3 months and paid a monthly lump sum based on their CVs, the assigned budget for the mid-term review, and AfDB consultancy procurement & remuneration rules.

7.2 The consultant shall report to the OIC/Director, ECNR. A person designated by the Director shall assure day-to-day management of the consultancy.

8. **Reporting**

8.1 Reports and all correspondence by the consultants will be sent to: Modibo TRAORE, OIC African Natural Resources Centre (ECNR): d.traore@afdb.org and Vanessa USHIE, Division Manager - Policy Analysis, ECNR: v.ushie@afdb.org.