



## **TERMS OF REFERENCE**

### **RESOURCE MOBILIZATION/FUNDRAISING CONSULTANT**

**August, 2021**

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## Background

The Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) is a sub-regional organization (SRO) established in 2010 by SADC. The main aim of CCARDESA is to contribute to the goal of reducing food insecurity and poverty in the SADC region by increasing agricultural productivity within the framework of the Comprehensive Africa Agriculture Development Programme (CAADP) Pillar IV<sup>1</sup>, the SADC Regional Agricultural Policy (RAP) and other strategic policies of SADC.

CCARDESA requires significant human and financial resources to support the implementation of various activities leading to the fulfilment of its objectives. Currently, most CCARDESA programmes are supported from contributions by SADC Member States and grants from International Cooperating Partners (ICPs).

Mobilisation of resources from ICPs requires sustained efforts targeted at specific organisations. The approach and proposals to the ICPs have to be consistent with the strategic interests of the ICPs as well as support CCARDESA's strategic themes. The approach to resource mobilisation in the past was guided by an interim resource mobilisation strategy, which identified five areas of action. The interim strategy lasted until 2019.

CCARDESA developed a new Strategic Plan in 2019 for the period 2020-2029. This was followed by the drafting of the Medium-Term Operational Plan (MTOP) for the period 2021-2025, which is meant to operationalise the Strategy. The current strategic themes that guide the technical work of CCARDESA are:

- (i) Agricultural productivity and food and nutrition security;
- (ii) Resilience to emerging agricultural risks: environmental, climate change and transboundary pests and diseases;
- (iii) Commercialisation of the agricultural sector and market access;
- (iv) Women, youth and social inclusion;
- (v) Knowledge and information management, communication and policy support; and
- (vi) Capacity strengthening of CCARDESA and AR4D institutions

The new Strategic Plan (2020-2029) and the MTOP (2021-25) require a corresponding Resource Mobilisation Strategy and Action Plan (RMS & AP) to adequately meet the demands and expectations from the implementation of these two documents. CCARDESA's RMS & AP was approved in 2020 and has a wide range of options to be used in mobilising resources to support the strategic plan. The action options of the RMS & AP now need to be practically used to mobilise the resources.

Climate change is recognised as a key challenge that CCARDESA needs to address in its interventions in the region. In line with this, CCARDESA, through support from the European Union administered by the International Fund for Agricultural Development (IFAD) for four (4) years (2019-2023), is implementing the regional component of the CAADP-XP4 programme in Southern Africa. The overall objective of the CAADP-XP4 is to increase the contribution of Africa's regional and country level agriculture and food innovation systems towards achievement of climate relevant and sustainable transformation of the continent's agriculture and food systems.

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<sup>1</sup> CAADP Pillar 4: "Improving agriculture research, technology dissemination and adoption.

Specifically, the programme intends to improve the capacity of CCARDESA to support regional countries to achieve the programme's overall objective. Some of the specific activities of the programme entail strengthening technical and organizational capacities of CCARDESA in coordination, resource mobilization, fiduciary processes, among others. This includes enhancing partnerships among the multi-stakeholders across sectors and strengthening capacities of the implementing countries on resource mobilisation in order to realize the outputs of the programme and contribute to the broader mandate of CCARDESA.

### **Objective of the Assignment**

The main objective of this assignment is to lay a foundation/building blocks (immediate action plan with initial activities) for the implementation of the Resource Mobilization Strategy and Action Plan (RMS&AP) following the various approved resource mobilization options outlined in the RMS&AP.

### **Main Tasks**

The main tasks shall include, but not be limited to:

- 1) Review of past resource mobilization, particularly funding arrangements and understand the evolution into the new resource mobilization strategy;
- 2) Review CCARDESA's long-term strategic plan, Mid-term Operational Plan, Annual work plan, and any related fundraising proposals that may be available;
- 3) Undertake donor mapping (create a donor grid as per the RMS&AP) with clear synergies with CCARDESA's programme priorities, geographic focus and strategic objectives, with possible linkages to the organisational thematic programmes and key resource mobilization/fundraising strategic thrusts proposed;
- 4) Undertake a partner mapping and create a list of potential partners at local, regional and international levels with whom to collaborate in joint programming and resource mobilization/fundraising activities;
- 5) Assess the feasibility of aligning CCARDESA's resource mobilization/fundraising initiatives with the six (6) thematic areas with a view to exploit comparative advantages of each;
- 6) Assess the possibility of re-aligning the structure of the Secretariat in order to form a dedicated team of appropriate personnel, with well-defined and clear roles and responsibilities, to spearhead the implementation of the RMS&AP;
- 7) Initiate preliminary activities towards the various resource mobilization options outlined in the RMS&AP, including responsive actions towards developing bankable proposals with a higher chance of being funded;
- 8) Recommend strategies to develop and maintain strategic partnerships and engagement with key funders/ICPs; and
- 9) Any other tasks that may add value to the assignment.

### **Deliverables**

#### **1. At the beginning/inception the following deliverables are expected:**

- a. A detailed Inception Report outlining the methodology and Gantt chart showing agreed dates of delivery of specified deliverables; (i) Action Plan for resource mobilization 2021 – 2025 *and targets*, and (ii) Implementation Schedule/Plan for resource mobilization 2021 – 2025 *with targets*

## **2. During the assignment, the following deliverables are expected”**

- a. Mapping report covering: (i) universe of existing and potential partners in agriculture research and development; (ii) universe of existing and potential funding partners (Donor Grid); and (iii) feedback from meetings with ED and CCARDESA Board of Directors
- b. Reports of individual periodic meetings with each of the following stakeholders: (i) CCARDESA Management, (ii) partners and potential partners; (iii) existing and potential funding partners.
- c. A minimum of ten initiatives implemented in which at least three proposals have been submitted to donors/calls

## **3. At the end of this assignment, the following deliverables are expected:**

- a. A final report covering the overall situation analysis, overview of adjustments made to existing proposals and development of new ones, mapping of partners, donors, opportunities, recommended staffing structure and general recommendations to CCARDESA, Member States and partners on how to increase funding to CCARDESA. The report should give an update on preliminary resource mobilization activities undertaken in the initial six months and progress made.

### **Methodology**

- 1) Review by the consultant of relevant documents to be provided by CCARDESA and others;
- 2) Virtual kick-off meeting with key Secretariat staff to enable the consultant know more about the issue at hand and clarify any questions that may exist; and
- 3) Individual virtual and more detailed interviews with key CCARDESA staff as well as partners, funders or collaborators.

### **Duration of Assignment**

The assignment is expected to require an effort of 42 input days spread over a period of six (6) months.

### **Logistics and Budget**

CCARDESA will assist the consultant with arranging all appointments for interviews and will provide all the necessary support for the successful implementation of the assignment.

The Consultant will be expected to work remotely using his/her own equipment and have at least a weekly check-in with the Executive Director or any other staff member specifically designated by the Executive Director for this purpose.

### **Qualifications and Experience of the Consultant**

- ✓ Advanced university degree in General agriculture, Social Sciences, Development, Planning, Business Administration, or any related field;
- ✓ At least ten years' experience in the agriculture and development sector – preferably in sub-Saharan Africa;

- ✓ Proven experience and success in developing business models and mobilising funds for agricultural research and development organisations;
- ✓ Strong analytical, strategic thinking and planning skills as well as ability to work under tight deadlines;
- ✓ Experience in working with key funders/donors in agriculture and development and SADC Member States is desirable;
- ✓ Qualitative and Quantitative data analysis skills are an added advantage; and
- ✓ Proficiency in English and a working knowledge of Portuguese or French.

## **Application**

The Consultant will be selected in accordance with the individual Consultancy method set out in the CCARDESA Procurement Manual.

Application letters complete with detailed curriculum vitae must be delivered in a written form to the address below (in person, or by mail, or by e-mail) on or before 02<sup>nd</sup> September 2021.

Applications should bear the **name of the assignment** in the subject field and be mailed to:

The Executive Director  
Centre for Coordination of Agricultural Research and Development for  
Southern Africa (CCARDESA) Secretariat  
Ground Floor, Red Brick Building  
Plot 4701  
Station Exit Road  
Private Bag 00357  
Gaborone, Botswana  
E-mail: [procurement@ccardesa.org](mailto:procurement@ccardesa.org)  
Tel: 00267 391 4991/7

## **Closing Date:**

Thursday, September 02<sup>nd</sup> 2021- 16:30