



Ushirika wa Maendeleo ya Elimu Barani Afrika
الرابطة لأجل تطوير التربية في إفريقيا
Association for the Development of Education in Africa
Association pour le Développement de l'Éducation en Afrique
Associação para o Desenvolvimento da Educação em África

Call for Proposals: Development of ADEA Strategic Plan 2018-2020 & Business Model

NEW Deadline for submissions is Monday 31st July, 2017 at midnight GMT to the following

address: adea-applications@afdb.org

INTRODUCTION AND BACKGROUND

The Association for the Development of Education in Africa (ADEA) was initially established as Donors to African Education (DAE) in 1988, a framework for better coordination among development agencies involved in supporting education in Africa at that time. It has since evolved into a vibrant pan-African partnership of African education and training ministries, bilateral and multilateral development cooperation partners, researchers, education experts, and technical partners from Africa and around the world. Its current mission is to “serve as an open and flexible pan-African organization that informs and facilitates the transformation of education and training to drive Africa’s accelerated and sustainable development”. The mission is a “declaration of ADEA’s core purpose”, and articulates its comparative advantage to its stakeholders and peers. ADEA’s vision is to have a “high-quality African education and training geared towards the promotion of critical skills for accelerated and sustainable development in Africa”. To achieve this vision, ADEA provides a unique forum for evidence-based policy dialogue on African education and training. It also acts as a catalyst in promoting innovative policies and practices through the pooling and dissemination of ideas, experiences, learning and knowledge among African governments and their partners.

Between 2008 and 2017, ADEA has developed two Strategic Medium-Term plans which served as road maps for its operations in education development and transformation in Africa. ADEA’s second 5-year Strategic Medium-Term Plan (SMTP 2013-2017) will end in 2017. It was inspired by two key independent but inter-related drivers, namely, the 2010 independent evaluation of ADEA, and the recommendations of the 2012 Triennale. The 2010 independent evaluation urged ADEA to review its mandate in order “to better reflect the evolving needs of key constituencies and the context within which it operates”. It further recommended that ADEA should strengthen its communication potential and “put in place a comprehensive performance management system focused on ensuring that outcome-level data is available for both monitoring and evaluation purposes.” The SMTP 2013-2017 was the main outcome of the 2012 Triennale and ADEA’s response to the challenge of how to address key policy and strategic reforms necessary to make a paradigm shift in Africa’s education and training with higher quality and relevance to market and societal needs. The Triennale not only brought a renewed interest in education and training but also successfully helped to highlight the strong link between education, skills provision and sustainable development. ADEA is now launching the preparation of a follow up strategic plan for the period 2018-2020.

The need for the “Africanization” of ADEA was given prominence in the 2010 independent evaluation of the Association in which the report revealed the concern of development cooperation partners who had financed and sustained ADEA for more than twenty years. Their position was that if ADEA, or its primary brand which is policy dialogue, was so valuable and salutary to African governments, they should be willing to assume the financial responsibility for funding and sustaining the Association and its *raison d’etre*. The report of a second independent evaluation of the Association in 2016 came to the definitive conclusion that ADEA’s sustainability was at risk and change was inevitable as development cooperation partners would want African governments

to demonstrate their ownership of ADEA through increased financial contributions and regular payment of their annual dues. This assertion was given credence by the diminishing financial support to the Association by many traditional partners or donors. The consequence is that the Association has been experiencing financial difficulties since 2013; a situation that posed a critical challenge to its sustainability and effective implementation of its second Strategic Medium Term Plan (2013-2017). An allied cause of the financial difficulty is that emerging and competing global priorities (migration, climate change, etc.) seem to take precedence over education on some donors' agendas. Essentially, ADEA's "Africanization" or ownership and its sustainability are intertwined and are the key drivers of the necessity for a new business model.

This assignment therefore involves putting in place a Theory of Change that anchors the development of a new Strategic Plan 2018-2020 and new Business Model for ADEA.

1. DEVELOPMENT OF ADEA STRATEGIC PLAN 2018-2020

The implementation of ADEA's next Strategic Plan (2018-2020) is expected to commence in January 2018. The factors that will drive or influence the direction of this Strategic Plan are both external and internal. Some may be similar to those of the previous SMTP but are not necessarily the same. The external factors relate to the post-2015 global and continental agendas (The Sustainable Development Goals) and the outcomes of the policy dialogue by the African Ministers and their partners at the March 2017 ADEA Triennale held in Senegal. Other factors include the continent-wide challenge of youth unemployment, African Union's Agenda 2063 and the Continental Education Strategy for Africa 2016-2025 (CESA 16-25). The internal factors relate to ADEA's transformation process, financial sustainability and capacity in the years ahead; and the need to reposition itself to be more relevant to member countries within the context of the internal and external pressures they are facing.

The post-2015 global and continental agendas constitute the first external driver. The United Nations adopted the Global 2030 Agenda for Sustainable Development. Its main goal is to transform our world. Africa's Agenda 2063, adopted by African Union Heads of State and Government, expresses a vision of the future for Africa in seven aspirations. Both global and continental agendas have set goals, objectives and targets, as well as policy and strategic options that pose new challenges for education in Africa. The Agendas are frameworks for repositioning and revitalizing education for sustainable development and structural transformation of Africa. It is envisaged that the attainment of the set educational goals will certainly make it possible for Africa to increase its demographic dividend and assert itself as the continent of the future since the youth constitute seventy percent of its current population. To accomplish the changes that the global and continental agendas call for, Africa would need to transform its education systems with a view to producing a sufficient stock of high quality skills that meet the SDG4 targets and accelerate sustainable development in Africa; this was the enterprise of the ADEA 2017 Triennale.

A second factor is the 2017 Triennale which took place in a context marked by major changes and re-orientations that have substantially affected the environment, scope and aims of education and training. These include the commitments, orientations and objectives of the aforementioned global and continental agendas as well as the 10-year Continental Education Strategy for Africa (2016-2025), which proposes to re-orient African education and training systems towards the realization of Africa's vision for the future. The main theme of the Triennale was: *Revitalizing Education towards the 2030 Global Agenda and Africa's Agenda 2063*. It was aptly rooted in the global and continental agendas, and had the following sub-themes:

- *Sub-theme 1: Implementing education and lifelong learning for sustainable development.* It is at the

core of the revitalization of education and articulates priorities related to major challenges facing Africa in terms of education and development.

- *Sub-theme 2: Promoting science, mathematics, and information and communication technology.* It seeks to bridge the scientific and technological divide and build African knowledge-based economies and societies.
- *Sub-theme 3: Implementing education for African cultural renaissance and pan-African ideals.* It focuses on building a strong pan-African identity as a basis for continental integration and African renaissance.
- *Sub-theme 4: Building peace and global citizenship through education.* It seeks to build a continent of peace, democracy, freedoms and human rights.

A number of outcomes emerged from this Triennale. Critical among them are the education stakeholders' commitment to education quality; skills development and employability/entrepreneurship of the youth; and the compelling need to establish a continental mechanism for funding education in Africa in order to ensure sustainability and avoid the vagaries and shocks of relying on external aid. Challenges were identified but there was also abundant evidence, from analytical work, of success and inspiring lessons learned. More importantly, in their declaration, African Ministers committed themselves to the revitalization and transformation of education systems on the continent; to the promotion and implementation of appropriate and coherent policy responses and practices that adequately equip African youth with the 21st century knowledge and skills to facilitate their transition from the classroom to the world of work and entrepreneurship; and to the implementation of the recommendations adopted at the Triennale.

There are also internal factors driving the Association's new Strategic Plan development. First, ADEA embarked on a transformation process which began with the visioning process and culminated in operational changes that were necessary for the establishment of an effective and efficient organization capable of achieving the strategic objectives of the current SMTP. A comprehensive organizational audit was undertaken which resulted in changes in the structure and staffing. A new communication strategy was also developed and approved by the ADEA Steering Committee. The transformation process is ongoing but the organization still faces a number of critical challenges.

A second internal factor is ADEA's capacity. The Association has been experiencing financial difficulties since 2013, a situation that poses a critical challenge to its sustainability and capacity to implement a new strategic plan. The cause of the financial situation is traceable to the emerging and competing global priorities which take precedence over education on donors' agendas. Furthermore, after financing ADEA for more than two decades, some donors believe that it is time for African countries to take over its funding, if they consider the Association to be relevant and useful to the continent. Like previous evaluations, the independent evaluation of ADEA in 2016, which included a mid-term review of the SMTP 2013-2017, determined that ADEA's vision, mission and strategic direction remain relevant for institutional development within the African education sector at the regional and national levels. It noted, however, that unanticipated emergent factors hampered the full implementation of the strategic plan to successfully contribute to the achievement of the African education and training agenda. These factors include weak capacity of some of the Working Groups (WGs), Inter-Country Quality Nodes (ICQNs) and the Task Force on Integration of Information and Communication Technology in Education and Training, and lack of clarity in the ADEA Theory of Change that has made it difficult to achieve and track results at the outcome level.

A third internal factor is closely related to the preceding factor – sustainability. The latest report of the independent evaluation of the Association noted that: (i) ADEA is still relevant to senior African leaders as a forum for high-level policy discussion but the organization's relevance is gradually being eroded by international

development cooperation partners who are increasingly dealing directly with African Ministers of Education; (ii) Resource constraints and administrative barriers have limited ADEA's capacity for operational efficiency; (iii) ADEA's financial situation is critical and is likely to worsen, and (iv) Under the new leadership and as its restructuring phase has drawn to a close, ADEA's operations in the last year have shown signs of increased stability, accompanied by tentative, if fragile recovery in stakeholders' trust. The most critical recommendation of the report relates to the strategic future of ADEA. The recommendation presented five options that should be considered by ADEA's leadership and underscores the fact that "today ADEA needs to confront the reality that it needs to either change or continue to decline".

In its commitment to ensure the sustainability of ADEA, and in an effort to enhance its continued relevance, efficiency and effectiveness in contributing to education development of the African countries, the Steering Committee adopted the option of re-modelling ADEA. The new business model would be erected on the following three pillars: (i) A knowledge hub that will serve as a facility for curating and disseminating knowledge; a platform for publishing flagship reports and cutting-edge policy briefs; and for coordinating a network of high profile African experts in education; (ii) A platform for the coordination of existing ICQNs, facilitation of the establishment of new ones, transformation of Working Groups into ICQNs or merger of such WGs with existing ICQNs; (iii) A platform for providing professional/technical services to countries in capacity development within a clearly defined regulatory framework.

Finally, a fourth internal factor that necessitates consideration in the development of the new strategic plan is the combination of the existing mission, vision and guiding principles of ADEA. They were adopted in 2013. The mission statement describes the Association's reason for existence and what it does while its vision statement is an inspirational and aspirational statement which describes what the Association hopes to achieve as a result of its specific actions. In general, both mission and vision statements are enduring and not subject to frequent changes or modification. The importance of a mission and vision is that they guide the development of strategic goals and objectives. The Guiding Principles serve as core values and provide the Association with a code of conduct to guide its work. Not only does ADEA seek to emulate these values internally, but it also hopes to inspire education stakeholders on the African continent to adopt these and other similar values. The guiding principles are: African ownership; Equal and multi-partnership; Mutual trust; Results-oriented; Learning institution; Commitment to change; Innovation; Integrity; Gender-sensitivity; Value-driven; Equitable opportunities and results.

Rationale and Objectives of a new ADEA Strategic Plan

As earlier highlighted, the independent evaluation of ADEA in 2016 determined that ADEA's strategic vision, mission and strategic direction remain relevant for institutional development within the African education sector at the regional and national levels. It notes, however, that unanticipated emergent factors hampered the full implementation of the plan to successfully contribute to the achievement of strategic objectives for the African education agenda. These factors include weak capacity of some of the Working Groups, ICQNs and the Task Force on ICT Integration in Education and Training – which led to their uneven performance, lack of clarity in the ADEA Theory of Change that has made it difficult to achieve and track results at the outcome level, inadequate resources from ADEA and some of the key stakeholders it supports – such as the African Union Commission (AUC), and a partially developed PMMS tool – particularly the establishment of a comprehensive indicators list and setting up of baselines and targets for the five years. Additionally, the continental framework upon which the Strategic Plan's second strategic objective was based, that is the AU Second Decade of Education for Africa 2006-2015, was replaced by Africa's Agenda 2063 two years to the expiry of the Plan.

Thus, besides the fact that the current SMTP ends in 2017, the ADEA Steering Committee recognized the need

for ADEA's operations to be coherent with and rooted in the post-2015 global and continental development frameworks. It therefore decided that a new strategy should be formulated. Furthermore, the need for ADEA to support and inspire the implementation of the 2017 Triennale outcomes and recommendations makes it imperative to have a concrete road map in the form of the new strategic plan. The Strategic Plan will define the Strategic Objectives (SOs) that will guide ADEA's operation during next three years (2018-2020). It will encompass Strategic Initiatives (SIs) from which key programmatic activities will be derived. The objectives of the Strategic Plan are to:

- Organically link ADEA's activities to post-2015 global and continental agendas and the 2017 Triennale outcomes.
- Clearly define the direction the Association intends to go in the next three years taking into account the desirability for the adoption of a new business model;
- Establish explicitly the linkage between ADEA's priorities and its budgetary requirements during the next three years.
- Provide a Performance Measurement instrument complete with targets and indicators for the regular measurement of ADEA's progress toward achieving its strategic objectives. A recurrent decimal in the past three independent evaluation reports is the fact that it seems difficult for the Association to measure and report on the results it obtains to justify financial resources provided by its members.
- Develop a theory of change as a key integral part of the new Strategic Plan. The report of the independent evaluation of ADEA in 2016 noted that the current SMTP lacks a theory of change and its causal linkage map "does not account for major barriers to educational development in Africa – such as resource constraints, governance, and political will – or explain how ADEA's interventions address these". It in fact declared that it is not a Theory of Change "because it is unrealistically linear, and does not critically examine links between each level of the chain, and does not outline its assumptions."

Scope of the Assignment

The consulting firm will be required to carry out the following tasks:

- Carry out a thorough scan and analysis of the Association's external environment and internal organization in order to have a clear understanding of the internal weaknesses and external threats facing the Association as well as the opportunities and strengths that could enhance its performance and sustainability during the plan period and beyond. Such a scan is expected to provide a clear understanding of the challenges and opportunities in education and training on the continent.
- Identify key barriers to raising quality and relevance of education and particularly those constraints limiting transition of young people from the education system to dignified and fulfilling work.
- Identify key actors that ADEA needs to work with and the real needs of each of the actors.
- Identify key areas of focus that would lead to impactful change in learning outcomes.
- Identify ways in which ADEA can strengthen its role as an influencer and how its interventions can address the above-mentioned needs.
- Develop a theory of change with a clear goal and that clearly articulates linkages between different activity areas and the overall goal, taking into account the assets at ADEA's disposal (member countries, development partners, ICQNs, Working Groups) as well as new partnerships to be developed (such as with the private sector and African philanthropy)
- Propose key objectives, main activities to be undertaken and high-level results that ADEA should aim at achieving during the three-year period. The strategic objectives and activities should be linked to

ADEA's mission and vision; and realizable within the plan period. Design an outcome-based performance measurement tool or improve the existing one for effectively assessing progress towards achieving strategic objectives and initiatives. The tool would be used for collecting and analyzing data that should help ADEA determine if it is successfully moving towards achieving results at the outcome and impact levels. The current performance monitoring plan has been criticized for "inappropriate indicators", "ambitious data collection", "lack of target-setting" and "complexity, size and presentation of results" by the Secretariat.

- Identify potential risks in the implementation of the new strategic plan and determine measures to mitigate them in the course of implementation. For instance, the current SMTP could not be effectively implemented for lack of financial resources.
- Translate the strategic plan into an operational plan; and estimate annual budgets for its implementation.
- Compile the findings into a comprehensive Strategic Plan.

2. DEVELOPMENT OF ADEA BUSINESS MODEL

A new business model will be needed to implement the ADEA strategic plan and to adapt to the implementation structure that has evolved in recent years. The business model will also take into account the need to diversify the sources of funding for the Association, particularly in recognition of the growing role of ICQNs and the importance of increasing the contribution of African countries, private sector and other stakeholders.

The need for revising the business model has been recognized and approved at the highest levels of the Association. Based on the outcome of the 2016 independent evaluation report of ADEA, the Steering Committee approved the re-modelling the Association at its 43rd Extra-ordinary Session in Cairo, Egypt from 24th to 25th November, 2016. Among others, the Business model should include of the following new elements:

- A knowledge hub that will serve as a facility for curating and disseminating knowledge; a platform for publishing flagship reports and cutting-edge policy briefs; and for coordinating a network of high profile African experts in education;
- A platform for the coordination of existing ICQNs, facilitation of the establishment of new ones, transformation of Working Groups into ICQNs or merger of such groups with Inter-Country Quality Nodes; and
- A platform for providing professional/technical services to countries in capacity development within a clearly defined regulatory framework.
- A mechanism for reaching out to the private sector in Africa as an interested stakeholder in, and beneficiary of, education.

Rationale and Objectives of a new Business Model

The objective of reformulating ADEA's business model is to create a realistic and practical, yet effective and efficient organization that responds to present day and future needs of African education stakeholders and one that has a funding model that matches current realities in Africa and globally. The following considerations underscore the rationale for a new business model:

- The current business model leans heavily on the supply side and lacks clear mechanisms for dialogue, influence and linkage with the demand side.

- ADEA’s current business model is not sustainable as it relies almost entirely on external funding in a context where overall development assistance for education, and specifically for ADEA, has been declining.
- ADEA’s operational set-up has changed significantly with the introduction of ICQNs but this has not been reflected adequately in the operating procedures and financing structure.
- The need for increased ownership by African stakeholders. The proposed ownership structure (African Ministers 75% and development cooperation partners 25%) is not demonstrated in the funding commitment by African stakeholders (member countries to the Association, private sector, African philanthropy and others).

The design and implementation of the new business model must be nimble and expedient in order to minimize the risk of delaying the organization’s work once the current strategic plan expires in December 2017.

Scope of the Assignment

The assignment is essentially a remodelling of ADEA’s modus operandi. It will entail a mapping of its external environment – stakeholders, actors, needs and opportunities – as well as the resources and capacities the Association will be able to mobilise for sustainability. The consultant will be expected to perform the following tasks:

- Clearly articulate ADEA’s core business in order to meet the strategic and pressing needs of African governments and labor market and to deliver value-added service to its stakeholders. This includes the results for which the Association would be held accountable.
- Determine the key functions and services that ADEA should perform and the kind of niche it should create for itself in the African education development or transformation landscape. In the past, ADEA’s function was described as “policy dialogue” and the focus of the current strategy (SMTP 2013-2017) is on “educational transformation”. The new business model should define what the main function of the Association must be in order to achieve this transformation.
- Re-examine ADEA’s current brand in terms of its continued value-added relevance and attractiveness to stakeholders and propose an improved or alternative brand; provide guidelines for rebranding itself to demonstrate its distinctiveness and desirability as a key player in education development in Africa.
- Propose a new funding model, taking into account present day realities about external assistance and one that brings in other potential sources of financing such as the private sector and philanthropies in Africa. The ADEA current business model was based on the assumption that external funders would support activities such as policy dialogue, knowledge sharing, human and institutional capacity development through the Secretariat, Working Groups and ICQNs to enable African leaders to dialogue and reform their education systems. While some donors continue to support this model, others are no longer willing to support it with funding. Their organizational priorities have shifted from supporting ADEA’s model and their interests no longer align with ADEA’s priorities. The new business model must identify the entity that should pay for ADEA’s support and services.
- Propose measure to increase ownership of ADEA by African governments. ADEA operates as a vehicle for the priorities of its stakeholders, and has long pursued a broad agenda encompassing all sectors of African education. Some stakeholders appreciated this flexibility and compared it favorably to other actors with set agendas; but others have a preference for a more targeted approach. The task is to determine the activities that will inspire African governments to want to own, invest in or financially sustain ADEA. Ownership means commitment to keep the Association financially solvent and viable to carry out its mandate.

- Propose a cost-effective and nimble operating structure, taking into account the emergence of ICQNs and gradual phasing out of Working Groups that have achieved their original goal. The present management model of ADEA consists of a central Secretariat and a set of decentralized entities. The Secretariat provides administrative functions (overall leadership and coordination, finance, M&E, etc.) and plays a coordinating, resource mobilization and representation role. The consultant should define the role of the Secretariat in the new business model in relation to ADEA entities such as the ICQNs and outline a new modus operandi that provides the Secretariat a more active role in coordinating a continent-wide network of ICQNs. Provide a nimble and efficient structure that will have the capacity to deliver on the new functions of the business model but remain, as much as possible, close to the existing structure and staffing levels given ADEA's current financial constraints.
- Examine the modalities of building a knowledge hub that will have the capacity to curate and disseminate evidence-based, innovative knowledge that can enrich decision-making and policy and strategy formulation in education. Additionally, the scope of such a knowledge hub has to be clearly defined.
- Ensuring active participation of African Ministers and senior representatives of development partners in ADEA governance structures. Historically, ADEA has been a forum for African Ministers of Education and senior high-level representatives of development cooperation partners. An often cited forte of the Association is its ability to convene ministers. ADEA's convening power provides guidance that ensures continued and effective policy dialogue as an important and beneficial function and contribution to education transformation on the continent. In recent years, however, ministerial attendance has been low and senior management representatives of partner institutions has been replaced largely by technical experts. There is, therefore, the need to review this unique feature and propose measures in the new business model that will bring back the African Ministers and high-level development representatives to ADEA's high level meetings.
- Explore the sources of financing the new business model in order to ensure sustainability of the Association. In this regard ADEA seeks to provide demand-driven capacity building support services for a fee. Its charges will strictly be to meet its cost of services and products. The consultant will provide guidance that will ensure that the operation of such services does not compromise the Association's mandate or create a negative perception as a profit-making organization among key stakeholders and, consequently, rob it of future financial support by partners.

METHODOLOGY & EXPECTED DELIVERABLES

Methodology

The development of the new strategic plan and the business model will be a joint enterprise between ADEA and the consultant under the coordination of the ADEA Secretariat. WGs, ICQNs, and selected key stakeholders (government, donor partners, education practitioners and experts) will be consulted. The technical soundness, functionality, relevance, and comprehensiveness of both the strategic plan and business model, and the ability to implement them will largely depend on their ownership by the stakeholders and their relevance to the stakeholder's needs.

The development process is expected to include a review of ADEA's vision statement, mission statement, previous strategic plans, Triennale reports, independent evaluations of the Association and other relevant documents. The process should include a thorough scan and analysis of the external environment and ADEA's internal organization, operations and capacity. The environmental scan will take on board the views of ADEA's

key stakeholders, including development cooperation partner representatives and Ministers in charge of education, skills development, science and technology, Planning, Finance, Youth and Gender. The rationale is to ensure a clear understanding of the requirements of these stakeholders. The consultants will adopt a participatory approach and will be expected to hold consultations with key stakeholders that will include the following:

- African Ministers of Education, Science and Technology
- African Development Bank;
- African Union Commission;
- ADEA Executive Committee Coordination Task Force;
- Selected key strategic stakeholders;
- ADEA Secretariat;
- ADEA Working Group and ICQN Coordinators;
- Any other key ADEA constituency.

Expected Deliverables

The consulting firm will be required to provide the following deliverables:

- **An inception report** within two weeks of signing the contract. It will clearly outline the tasks or activities the consultant will undertake as well as the corresponding timelines, provided in a Gantt chart. It will provide a “road map” and guide the consultants in the design of the strategic plan, data collection and analysis of inter-relationships among the variables. It will also include a format for the final report.
- **A draft Theory of Change, Strategic Plan and Business Model** submitted to the ADEA Executive Committee Task Force and ADEA Secretariat for review and feedback to the consultant. Both entities will provide their respective comments to the consultants.
- **A revised draft Theory of Change, Strategic Plan and Business Model** to be shared with, and virtually presented to, the Executive Committee for feedback. The presentation will have taken into account the comments of the ADEA Executive Committee Task Force and the ADEA Secretariat.
- **A final draft Theory of Change, Strategic Plan and Business Model** presented by the consultant to the ADEA Steering Committee for approval.
- **A final Theory of Change, Strategic Plan and Business Model** submitted to the ADEA Secretariat.

SELECTION, TIMEFRAME AND REPORTING

Criteria for selection of Consulting Firm

The ADEA Executive Committee Coordinating Task Force will oversee the recruitment of the consultant by the ADEA Secretariat. The following criteria will be used in the selection of a high-quality consulting firm for the assignment:

- **Qualifications and experience of key personnel:** The consultants for this assignment must have a minimum of a Master’s degree in education, social sciences, organizational development or related disciplines, plus at least 10 years of international work experience in such fields as education development; strategy formulation, implementation and evaluation; proven competence in program

design, monitoring and evaluation; and outcome/impact assessment. They must have had experience working in Africa. Proven track record of having successfully handled similar assignments is essential.

- **Communication Skills:** The consultants must be bilingual in English and French. Excellent written and verbal communication skills, and strong team and interpersonal relations skills are vital for the assignment.
- **Methodology:** They must demonstrate a clear understanding of the assignment, innovativeness, team organization and research capability.

Timeframe and Duration of Assignment

The consultants are expected to commence work on 31st July 2017 and complete the assignment by 5th December 2017. Draft versions of the products will be submitted for review and feedback at the various steps of the assignment, as outlined in the “Expected Deliverables” sections above. The final products will be submitted to the ADEA Secretariat.

Implementation Timelines: July – December 2017

No.	Activity	Timelines				
		Aug	Sept	Oct	Nov	Dec
1.	Submission of inception report	18				
2.	Submission of draft Theory of Change to ADEA Executive Committee Task Force and Secretariat for review and feedback	31				
3.	Submission of draft Strategic Plan to ADEA Executive Committee Task Force and Secretariat for review and feedback			20		
4.	Submission of revised draft Theory of Change and Strategic Plan to ADEA Executive Committee Task Force and Secretariat			27		
5.	Submission of draft Business Model for review by the ADEA Executive Committee Task Force and Secretariat				17	
6.	Submission of revised draft Business Model to ADEA Executive Committee Task Force and Secretariat				24	
7.	Virtual presentation of revised draft Theory of Change, Strategic Plan and Business Model to ADEA Executive Committee				30	
8.	Presentation of final draft Theory of Change, Strategic Plan and Business Model to ADEA Steering Committee for approval.					4
9.	Submission of approved Theory of Change, Strategic Plan and Business Model to ADEA Secretariat					15

Reporting

The consultant will report directly to the Executive Secretary of the Association and work closely with the ADEA Secretariat’s Focal Point in charge of the project.

Submission of Proposals

Technical and financial proposals should be sent to adea-applications@afdb.org no later than **Monday 31st July 2017** at midnight GMT.