



**NOTICE OF INVITATION TO APPLY FOR THE RECRUITMENT OF AN INTERNATIONAL  
CONSULTANT FOR THE DEVELOPMENT OF A POLICY AND STRATEGY DOCUMENT FOR THE  
ECOWAS VOLUNTEERS PROGRAMME (EVP)**

Date : 28/08/2023

---

**Institution:** ECOWAS Youth and Sports Development Centre – EYSDC (Ouagadougou, Burkina Faso)

**Contact :** [cdjs@ecowas.int](mailto:cdjs@ecowas.int)

**Job Title:** International Consultant for the development of a Policy and Strategy Document for the ECOWAS volunteers programme (PVC)

**Type of Contract:** Individual Contract

**Start Date:** 1<sup>st</sup> October 2023

**Project Title:** Development of a policy and strategy document for the ECOWAS Volunteers Programme (EVP)

**Period/Duration of Assignment/Services:** Immediate/60 days maximum, including the submission of report

**Deadline for submission of applications:** 11<sup>th</sup> September 2023

Letters of application should be submitted to the email address [cdjs@ecowas.int](mailto:cdjs@ecowas.int) not later than 1400hrs GMT on 11<sup>th</sup> September 2023. The heading « **international consultant for the development of a Policy and Strategy Document for the ECOWAS Volunteers Programme (EVP)** » should be on the subject line of the email. All submissions without this heading shall be automatically disqualified.

All clarification requests should be routed electronically to the email address above. The EYSDC Office in Burkina Faso shall reply to all requests by email and copy all applicants without revealing the source of the request.

---

## **1. INTRODUCTION**

Volunteerism is a social phenomenon that is not new in Africa, as traditional forms of volunteerism exist and actively involve actions such as giving a helping hand to the aged people in the community, collective maintenance of the environment, collective mobilization to save or help victims in case of disasters, etc. Volunteerism focuses on civic engagement by free will and for the common interest, without necessarily expecting a financial reward.

It is recognized as one the strategies for development and consolidation of peace that are very complex processes.

The ECOWAS Volunteers Programme is a development support mechanism put in place by the Community following the sporadic outbreaks of violence in the region. Its objective was to develop a “Cadre” of young male and female Community citizens, united in their belief in the benefits of peace building and reconciliation as a development tool to entrench peace in their nations and the region at large, while building their individual professional and social skills and competencies.

The specific Objectives as indicated in the initial project document were to:

- deploy youth as volunteers in post conflict countries for peace building, conflict resolution and conflict prevention;
- provide opportunities for constructive volunteer Youth leadership;
- use the youth to support the Peace process already set in place by ECOWAS post conflict countries;
- provide volunteer and professional experience for the youth to enhance their employability;
- place youth in civil society organisations (CSO), specialized agencies, Community Based Organizations (CBOs), Volunteer Involving Organizations (VIOs) and at ECOWAS focal points to build their capacity in major areas of development – education, health, environment, governance, etc - and increase their effectiveness;
- promote development, peace building culture and reconciliation in the region.

## **2. CONTEXT AND JUSTIFICATION**

Strengthening a volunteer programme like the EVP enables it to serve as a launching pad for West African youth, who are required to fully participate in the development of their countries and their communities. While contributing to development, the youth will acquire the kind of experience and growth that are not available to young people otherwise. They will have the opportunity to obtain different perspectives on life that will bring them to a level of humility that will be useful to them in the future. When they become volunteers, they will not only have constructively invested their time in development activities as they would desire, but they will also have the opportunity for personal development, which will help them to be more responsible and useful to themselves and to the Community at large.

The Programme was designed based on a strong principle of youth development, with emphasis on youth pro-activity and youth involvement in socio-economic activities within their communities through volunteerism. In instituting its Volunteer Programme, ECOWAS took into consideration the fact that:

- peace fosters development;
- unemployed and inactive youth could be used as tool to provoke instability in a country;
- the youth, once actively mobilized in the communities, could sensitize the people on the importance of peace and contribute to the building and maintenance of peace in the communities; and
- youth can be used as catalysts in the development of a country.

Since the official launching of the EVP in 2010, two external and independent evaluations have been carried out to evaluate the pilot phase and 10 years of implementation of the programme. The evaluations focused on the contributions of the volunteers to the three pilot countries: Guinea, Liberia and Sierra Leone. One of the recommendations of the evaluation of 10 years of implementation was the development of a Policy and Strategy Document that will ensure the continuation and sustainability of the programme: paradigm shift, new priorities and alignment with the ECOWAS strategic plan and new vision 2050.

Consequently, the ECOWAS Youth and Sports Development Centre (EYSDC) is seeking to engage a consultancy to develop/propose a 10-year Policy and Strategy Document (2024-2033) for the ECOWAS Volunteers Programme (EVP).

Using the findings from the evaluation reports, the strategy should be based on the orientation of ECOWAS and the expectations of beneficiary and target countries and organisations.

## **3. OBJECTIVES OF THE MISSION**

The objectives of this consultancy are:

- ❖ Identify the emerging objectives and strategic issues to be pursued:
  - WHY is ECOWAS involving volunteers in its work?
  - WHAT are ECOWAS' aims for running a volunteer programme?
  - WHAT roles can be developed to engage volunteers productively, with meaning and value?
  - HOW can ECOWAS promote Volunteerism across the West Africa region?
  - HOW to prove and improve the programme and its benefits?
  - WHAT resources are needed to achieve the above?
  - WHO has responsibility to ensure the strategy is implemented?
  - WHEN will it be reviewed?
  - Etc.
- ❖ Identify the key strategic objectives and results;
- ❖ Identify the key programme activities and interventions needed for the realization of the objectives of the strategy (out of the box solutions);
- ❖ Identify innovative ways to mobilize financial resources and potential partners for the implementation of the strategy;
- ❖ Assess and analyse EVP's internal environment providing an idea of the needs and gaps in delivering on its strategy;
- ❖ Assess and analyse EVP's environment and stakeholders
- ❖ Assess the roles, responsibilities of actors and partners in the process of implementing the strategy;
- ❖ Review any other considerations that will emerge from the consultation process;
- ❖ Determine the linkages and relationships that exist and that should exist among National Volunteer Programmes/Agencies (NVP/A) and between them and the ECOWAS Volunteers Programme (EVP);
- ❖ Determine the modalities for perpetuating volunteerism as development tool in Member States of ECOWAS.

#### 4. **METHODOLOGY**

The methodology to be used will be based on:

##### **a) Data collection (the use of participatory processes is expected)**

- Consultation of all the documents produced within the framework of the implementation of EVP's activities, ECOWAS strategic plan and new vision 2050;
- Consultation of national social and economic development frameworks, national volunteering strategic documents and legislations in West Africa;
- Consultation of relevant existing volunteering strategic documents across Africa and beyond;
- Consultation with ECOWAS offices, EYSDC/ECOWAS Volunteers Programme Offices, Regional and National Coordination Councils, and the country teams;
- Consultation meetings with a sample of key stakeholders (at least five countries: two English-speaking, two French-speaking and one Portuguese-speaking must be visited) to create an enabling environment for the implementation of the strategy, ensure alignment with national priorities and get buy-in by member States.

##### **b) Tools development (the way to achieve EVP goal)**

- Elaboration of an analysis framework after an initial review of organizational documents, relating to structure, finances, staff, management, history, activities, projects and policies, aimed at identifying the current status of the ECOWAS Volunteers Programme;
- Conduct a thorough, but focused assessment of EVP's strengths and weaknesses, as well as external opportunities and threats, with a view to identifying appropriate strategic options for the 2024-2033 operational period;
- Definition/clarification of vision, mission, values, objectives of the programme, its axes, and areas of focus to aid in prioritization of strategic directions;
- Development of the results strategic framework, the strategic plan, the mechanism of sustainable funding as well as the matrix of success/risk, the monitoring and evaluation system, the organizational structure, and the strategy for effective communication and collaboration.

**c) Exit consultation (approval of the deliverables)**

- All data and the results of the workshop will be consolidated into a draft and finalized policy and strategy document, including analysis and the presentation of metrics using a Theory of Change model and/or a balanced scorecard approach.
- Internal review of the first draft by the EYSDC and ECOWAS staff;
- Organisation and facilitation of workshop for the validation of the EVP 10-year policy and Strategy Document by the stakeholders of ECOWAS member States.

**5. DELIVERABLES**

At the end of the consultancy, the Consultant shall submit to the EYSDC the following deliverables:

- i. A final report on the consultancy process that led to the final output, observations, and recommendations, etc.
- ii. A draft EVP Policy and Strategy Document 2024 – 2033
- iii. Any other documents as may have been generated from the consultancy.

**6. ROLES AND RESPONSIBILITIES**

The ECOWAS Youth and Sports Development Centre (EYSDC) will be responsible for:

- ◆ Preparing the Terms of Reference;
- ◆ Selecting, contracting and managing the Consultant;
- ◆ Covering the costs of the consultancy and managing communications and logistics associated with the assessment;
- ◆ Actively engaging with the Consultant during the assessment;
- ◆ Identifying stakeholders and relevant documents as needed

The Consultant will be responsible for:

- ◆ Actively engaging with staff, stakeholders through the use of participatory processes
- ◆ Regular progress reporting to EYSDC.
- ◆ Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.

## **7. CONSULTANCY TIMELINE**

### **Step 1- Briefing/Data Collation/Meetings (20 days)**

As soon as the consultancy contract is signed and delivered, the consultant shall be required to visit the headquarters of EYSDC and the ECOWAS Commission for a briefing to help prepare and harmonize the understanding of the mission.

This will be followed by data collection from all key stakeholders of the Programme, across relevant member States of ECOWAS.

Total duration of this step: 20 days

### **Step 2 – Provisional Report and draft Policy and Strategy Document (07 days):**

At the end of the data collation and discussions, the consultant(s) shall, in not more than seven (07) days thereafter, submit two copies of a provisional report and a draft EVP Policy and Strategy Document of at most fifty (50) pages in English or French, and provide an executive summary thereof of ten (10) pages in French and English. The report and strategic document shall be analytical in nature, and shall highlight the principal strategic results to be achieved as well as the key indicative activities to realize these strategic results. The contents should correspond with the prescriptions contained in the Terms of Reference of the mission.

Before submitting the report and other deliverables, the consultant will have a face-to-face debriefing meeting with EYSDC officials and an online debriefing with relevant ECOWAS Commission officials and any other key stakeholders as deemed necessary by the EYSDC and the Consultant.

After submission of the provisional report and draft policy and strategic document, the EYSDC, Programme Stakeholders and the ECOWAS Commission will prepare and send electronically to the consultant their reactions and observations not later than ten (10) working days after receipt of the preliminary report.

The feedback received shall serve to correct factual errors, request missing information and update data, where necessary.

### **Step 3 – Final Report and Draft Policy and Strategy Document (5 days)**

The consultant shall submit to the EYSDC in English or French, 5 copies of the final report and draft EVP Policy and Strategy Document based on the comments and observations, not later than five (05) days after the deadline for the receipt of comments and observations from ECOWAS and stakeholders mentioned in step 3 above.

### **Step 4 – Presentation of Final Report and Draft EVP Policy and Strategy Document (3 days)**

After receipt of the final report, at a date to be decided by the ECOWAS Commission/EYSDC, the Consultant(s) shall be invited to present the report to all stakeholders at a Workshop to be organised by ECOWAS.

The purpose of the Workshop shall be for ECOWAS and the stakeholders to review the proposed policy and strategy document and take a decision on the way forward thereon.

## **8. REQUIRED QUALIFICATIONS AND EXPERIENCE**

### **Education:**

Must have a minimum of a Master's degree (BAC+5) in Economics, Sociology or other relevant and equivalent academic qualification. A PhD will earn the candidate one (1) additional point in the overall scoring.

**Professional Experience:**

- a) Must have at least ten (10) years cognate experience in the area of volunteerism or volunteerism development;
- b) Must have at least five (5) years cognate experience in the field of consulting, Monitoring and Evaluation, project development and/or programmes management;
- c) Must have excellent knowledge of volunteering, development programmes and project management;
- d) Must possess strong and proven competence in the drafting of projects, reports and legal texts on volunteerism frameworks;
- e) Have cognate experience in the development of strategies of similar nature and scope.
- f) Have a sense of organisation of work, dialogue and be able to lead discussions.

**Language:**

Fluency in spoken and written French and English languages is compulsory and knowledge of Portuguese will be an asset.

**9. DURATION OF THE MISSION**

The total working days of the consultancy shall not exceed 35 days spread over a period of no more than 60 Calendar days, including travel days and weekends, but excluding the required days for the Presentation workshop (Step 4 above).

The dates for the Presentation workshop shall be defined by ECOWAS, but shall in any case, not be beyond 15 months after commencement of the consultancy.

**10. DOCUMENTS TO INCLUDE WHILE SUBMITTING THE PROPOSAL**

Interested Consultant(s) shall submit an application dossier comprising of the following items:

**A) A TECHNICAL PROPOSAL:**

- An explanatory note on the understanding of the ToR and reasons for application;
- A brief introduction of the methodology and the proposed organisation of the mission.

**B) CV (TO INCLUDE):**

- Experience acquired in similar projects;
- 3 references at the least;

**C) CERTIFIED COPIES OF RELEVANT CERTIFICATES/DEGREES.****D) FINANCIAL PROPOSAL.****Lump Sum Price Contract:**

The Financial proposal shall reflect:

- The total amount/overall lump sum. To aid the EVP in the comparison of offers, each financial proposal shall include a detailed or itemized breakdown of the total lump sum, including:
- The consultant's fees for the expected working days
- DSA for travel

Travel tickets and local transportation will be arranged by EYSDC.

The financial offer is subject to negotiation on the basis of budget availability and ECOWAS' scales of fees and DSA

### 11. TERMS OF PAYMENTS

The payments schedule is as follows:

<b>Deliverables</b>	<b>Working days</b>	<b>%</b>
1st Tranche: Upon signature of the contract and before travel to the field	N/A	DSA for field mission
2 <sup>nd</sup> tranche: Submission of draft report	28	40%
2nd Tranche: Submission of final report	5	30%
4 <sup>th</sup> Tranche: Conduct of stakeholders workshop	2	30%
<b>TOTAL</b>	<b>35</b>	<b>100%</b>

### 12. EVALUATION OF THE PROPOSALS

#### **Cumulative Analysis [Weighted Rating]:**

The contract shall be awarded to the consultant whose offer [bid] shall have been evaluated and established as follows:

- Exactly as required or acceptable, and
- Must have received the highest cumulative rating on the total pre-established technical and financial criteria on this particular invitation.

Weighting: The weighting analysis for the evaluation of the bids is as follows:

\* Total/Max rating for the technical bid: 70% of the total bid

\* Total/Max rating for the financial bid: 30% of the bid

Only Candidates whose technical bids score a minimum of 70 points will be considered for financial evaluation. After verification of the adequacy between the financial and technical proposals, each financial bid (F) will receive a financial rating (NF) calculated in comparison to the lowest accepted financial bid (Fm) calculated as follows:  $NF=100 \times F_m/F$  (F being the price of the financial bid).

**Financial bids considered unreasonably high or unrealistically low (in comparison with other bids) will be disqualified.**

Finally, the proposals shall be ranked by adding up their technical rating (Nt) and financial rating (Nf), using the weightings (70% for the technical proposal, and 30% for the financial proposal) to arrive at an overall rating (NG).

The proposals shall thereafter be ranked according to their total weighted ratings:

$$NG = 0.7 \times Nt + 0.3 \times Nf.$$

Financial rating is calculated based on the formula: [100 Points] x [the lowest price USD] / [cost in USD offered by another bidder] = points awarded to the cost of the other bidder.

The bid shall be awarded to the proposal that has obtained the highest total weighted rating, taking into consideration ECOWAS Tender Code provisions.

The EYSDC is not in any way obliged to select the Consultant offering the lowest bid.

ECOWAS reserves the right to renegotiate financial offers of consultants whose technical bids have qualified, in order to ensure conformity with ECOWAS tenders Code provisions.

**Principal Criteria for Selection:**

<b>Criteria for Evaluation</b>	<b>Scores maxi</b>
<b>Profile:</b> Must possess at least a Master's degree 2 (BAC+5) in Economics, Sociology or related course. <b>(1a)</b> Possession of a PhD. <b>(1b)</b>	<b>20</b> <b>1</b>
Professional Experience: <b>(2)</b> Must have at least ten (10) years cognate experience in the area of volunteerism or volunteerism development; <b>(2a)</b> Must have at least five (5) years cognate experience in consulting and monitoring and evaluation and possess excellent skills in development projects and programmes management <b>(2b)</b>	<b>10</b> <b>5</b>
Must have excellent skills in the drafting of laws and regulations. <b>(3)</b>	<b>7</b>
Must be experienced in the setting up of institutional frameworks for Volunteer Programmes <b>(4)</b>	<b>25</b>
Must be experienced in the evaluation of projects and programmes of similar nature and scope. <b>(5)</b>	<b>20</b>
Must have excellent understanding of the ToR, Methodology and the proposed Work Plan <b>(6)</b>	<b>7</b>
Must have a sound Knowledge of ECOWAS programmes, vision and procedures <b>(7)</b>	<b>5</b>
<b>Grand Total (1) + (2) + (3) + (4) +(5) + (6) + (7)</b>	<b>100</b>