WEST AFRICAN HEALTH ORGANISATION
ORGANISATION OUEST AFRICAINE DE LA SANTE
ORGANIZAÇÃO OESTE AFRICANA DA SAÙDE

RECRUITMENT OF A FIRM/CONSULTANCY FOR THE DEVELOPMENT OF THE 2027-2032 REGIONAL STRATEGIC PLAN AND RELATED DOCUMENTS OF THE WEST AFRICAN HEALTH ORGANISATION (WAHO)

Terms of Reference

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Free Zone for Biotechnology, Information and Communication Technologies, Site A
Abidjan-Lagos Highway, North of Grand-Bassam

www.wahooas.org

1. INTRODUCTION

The Economic Community of West African States (ECOWAS) aims at regional integration and the lasting improvement of living conditions. The West African Health Organisation (WAHO), a specialised institution of ECOWAS, has the mandate to contribute to the highest possible level of health for the population, in particular by harmonising health policies, pooling resources and fostering cooperation among ECOWAS Member States.

The regional health environment is undergoing rapid change: security, epidemic and pandemic risks, infectious and neglected tropical diseases, the rise of non-communicable diseases, climate change and environmental degradation, zoonoses, urbanisation and mobility, nutrition, community health, sustainable financing, equity, gender and inclusion. These challenges call for an integrated, forward-looking vision based on the One Health approach.

WAHO's 2016-2020 Strategic Plan was structured around the promotion of priority health policies and programmes, the strengthening of strategic partnership and the strengthening of institutional capacity. Its expiry and the changed context make a new 2027-2032 strategic framework necessary, consistent with ECOWAS Vision 2050 and bringing together health, institutional, financial and partnership priorities.

To ensure a common methodology, effective coordination of expertise and consistency between diagnosis, strategic choices, programming, budgeting and monitoring and evaluation, WAHO intends to entrust the assignment to a single firm/consultancy with an integrated multidisciplinary team, which will work closely with WAHO's internal operational bodies.

2. OBJECTIVES OF THE CONSULTANCY ASSIGNMENT

2.1 General objective

The general objective is to support WAHO in developing its 2027–2032 Regional Strategic Plan and related documents, through a rigorous, participatory, forward-looking and evidence-based approach aligned with ECOWAS orientations and with regional and international health commitments.

This assignment will draw on an in-depth evaluation of the previous strategic cycle, in order to assess the progress made, the results achieved, the relevance of the orientations adopted, institutional and programmatic performance, and the constraints, lessons and success factors to be taken into account for the next cycle. It will enable WAHO to have a renewed, coherent and operational strategic framework, capable of consolidating the gains of regional health cooperation, anticipating developments in the health and socio-economic ecosystem, responding to emerging and persistent threats, and strengthening WAHO's contribution to the resilience of health systems, universal health coverage and the lasting improvement of the health and well-being of the people of the ECOWAS area.

2.2 Specific objectives

The specific objectives assigned to this assignment are summarised as follows:

- Evaluate, independently and in a structured manner, WAHO's previous Regional Strategic Plan, assessing its relevance, coherence, effectiveness, efficiency, level of implementation, results and, as far as possible, its effects and contributions to strengthening regional health;

- Identify the gaps, constraints, shortcomings and factors that influenced the implementation performance of the previous Strategic Plan, and formulate strategic recommendations to improve the relevance, effectiveness, efficiency, sustainability and impact of WAHO's programmes and projects.
- Carry out a strategic, institutional, organisational and programmatic diagnosis covering all of WAHO's areas of intervention;
- Carry out a forward-looking strategic analysis of the regional and international environment, including the demographic, epidemiological, economic, climatic, technological, geopolitical and security developments likely to influence health and health systems in West Africa to 2032 and beyond;
- Analyse the priorities and commitments of ECOWAS as well as the main regional and international health frameworks, strategies and commitments, so as to ensure that WAHO's future Strategic Plan is aligned with, and complementary to, Community orientations and relevant health agendas.
- Analyse WAHO's strategic positioning and comparative advantage within the regional and international health architecture, taking into account its mandate, achievements, partnerships, institutional capacities and added value in coordinating the health action of ECOWAS Member States.
- Mainstream the essential dimensions of regional health transformation, including equity, gender, human rights, youth, climate resilience, health security, innovation, digital transformation, research and the use of evidence, as well as the "One Health" approach.
- Define the vision, mission, values, theory of change, pillars, objectives, results and priority programmes;
- Translate the strategic orientations into a realistic, prioritised implementation framework, comprising a multi-year operational plan, programmatic priorities, a results and performance framework, and SMART indicators to measure progress and results.
- Propose an institutional and governance arrangement suited to the implementation of the Strategic Plan, specifying the mechanisms for coordination, accountability, monitoring and evaluation, institutional learning, risk management and answerability.
- Develop the related strategic and operational documents needed to implement the Strategic Plan, ensuring their coherence, complementarity and alignment with WAHO's and ECOWAS's planning and programming mechanisms.
- Propose a resource mobilisation and diversification strategy;
- Strengthen WAHO's internal capacities in strategic planning, results-based management, monitoring and evaluation, and institutional learning, so as to foster lasting ownership of the new strategic framework beyond the firm's intervention.
- Facilitate the process of validation and of institutional and regional ownership of the Strategic Plan, so as to foster its buy-in by the Member States, ECOWAS bodies and institutions, technical and financial partners and other stakeholders.

3. EXPECTED RESULTS

At the end of the assignment, the following results are expected:

- ✓ WAHO's previous strategic cycle is evaluated in an independent, rigorous and evidence-based manner.
- ✓ WAHO's institutional experience and regional added value are capitalised on and documented.

- ✓ An updated strategic, institutional, organisational and programmatic diagnosis of WAHO is established and validated, covering its positioning in the regional health architecture, institutional capacities, regional cooperation dynamics, and the main internal and external determinants likely to influence its action.
- ✓ A forward-looking analysis of regional health challenges and of the transformations expected to 2032 is carried out, based on evidence and covering epidemiological, demographic, economic, climatic, technological, security and social trends, as well as the risks, opportunities and scenarios likely to influence health in West Africa.
- ✓ The priorities, orientations and strategic choices for the 2027–2032 period are defined in a participatory, prioritised and consensual manner, on the basis of the lessons of the previous cycle, the needs and priorities of Member States, WAHO's mandate, ECOWAS orientations and the results of the forward-looking analysis.
- ✓ A coherent, ambitious, realistic and impact-oriented 2027–2032 Regional Strategic Plan is developed and validated, setting out the vision, mission, strategic orientations, objectives, expected results and theory of change, and specifying WAHO's particular contribution to regional health priorities.
- ✓ The implementation, performance and sustainability framework of the Strategic Plan is defined and validated, comprising a costed multi-year operational plan, a results and SMART indicators framework, an integrated system for monitoring, evaluation, learning and accountability, and a strategy for resource mobilisation and diversification and for strengthening partnerships.
- ✓ An integrated arrangement for governance, risk management, institutional learning and regional ownership is established, strengthening collective responsibility, coordination with Member States and ECOWAS institutions, risk management and the sustainability of the implementation of the 2027–2032 Strategic Plan.
- ✓ A resource mobilisation and partnership strategy is available and validated.

4. SCOPE OF THE ASSIGNMENT AND MAIN TASKS

The Firm is responsible for the methodological integration and quality of all the work. The thematic analyses must not be a juxtaposition of sectoral reports: they will feed a single diagnosis, a common theory of change and coherent strategic trade-offs.

4.1 Scoping and document review

- Kick-off meetings with the steering committee and the technical committee;
- Review of relevant strategic and institutional documents, evaluations, programmes and frameworks;
- Evaluation of the previous strategic plan
- Scoping note setting out the methodology, tools, stakeholders, timetable, responsibilities, quality assurance and risks.

4.2 Strategic and institutional diagnosis

- Analysis of institutional performance, governance, organisation, capacities, partnerships, resources and portfolio;
- Retrospective and forward-looking analyses, SWOT, PESTEL and stakeholder analysis;
- Identification of key variables, trends, uncertainties, risks and scenarios;

- Analysis of the coherence between mandate, health priorities, Member States' expectations and available means.

4.3 Integrated thematic analyses

- Gender, equity and inclusion;
- African/traditional medicine;
- Animal health, zoonoses and One Health;
- Health systems strengthening and resilience;
- Environmental health and climate;
- Epidemics, infectious diseases and neglected tropical diseases;
- Community health and primary health care;
- Human resources for health, training and research
- Maternal, newborn and child health
- Production of medicines and vaccines
- Public health and non-communicable diseases;
- Nutrition
- Financing, costing, efficiency and resource mobilisation.

4.4 Strategic formulation

- Updating, where appropriate, of the vision, mission and values;
- Theory of change and results chain;
- Strategic pillars, objectives, results, programmes and priority interventions;
- Cross-sectoral synergies and regional coordination mechanisms;
- Integration of cross-cutting dimensions into each pillar.

4.5 Programming, costing and financing

- Multi-year operational plan with activities, persons responsible, timetable, costs, sources and milestones;
- Transparent costing method and financial scenarios;
- Analysis of funding gaps and mobilisation/diversification strategy;
- Efficiency measures, prioritisation and financial sustainability.

4.6 Monitoring and evaluation, performance and risks

- Results framework with SMART indicators, baselines, targets, sources, frequency and responsibilities;
- Mechanisms for data collection, quality and use, reviews and learning;
- Risk matrix and mitigation measures;
- Arrangements for a mid-term review and a final evaluation.

4.7 Consultation, validation and transfer

- Consultations with WAHO, Member States, ECOWAS, TFPs, civil society, the private sector, universities, research institutes and communities;
- Technical pre-validation and validation workshops;
- Documentation of trade-offs and a matrix recording how comments have been addressed;
- Transfer of planning, costing and monitoring-and-evaluation tools to WAHO's teams.

5. METHODOLOGICAL APPROACH

The methodology proposed by the Firm must be participatory, inclusive, evidence-based, gender- and equity-sensitive, forward-looking and results-oriented. It will combine document review, quantitative and qualitative analyses, interviews, focus groups, national/regional consultations, workshops and multi-criteria prioritisation methods.

The assignment will comprise the following indicative phases:

i. Overall scoping
ii. Evaluation of the previous strategic plan
iii. Diagnosis, thematic analyses and foresight;
iv. Strategic formulation, programming and costing;
v. Validation, training, finalisation and ownership.

6. EXPECTED DELIVERABLES

No.	Deliverable	Minimum content	Due date
1	Inception report	Methodology, tools, stakeholders, work plan, quality assurance and risks.	W2
2	Evaluation report of the previous strategic plan	Discussions, results, recommendations and matrix recording how comments have been addressed.	W4-W5
3	Strategic and thematic diagnosis	Institutional/programmatic diagnosis, nine thematic analyses, SWOT/PESTEL, scenarios, challenges and priorities.	W6
4	Draft strategic framework	Vision, mission, values, theory of change, pillars, objectives, results and programmes.	W9
5	Complete draft of the Plan and related documents	Strategic plan, budgeted operational plan, performance framework, M&E plan, risks, resource mobilisation.	W12
6	Workshop reports	Discussions, decisions, trade-offs, recommendations and matrix recording how comments have been addressed.	After each workshop
7	Validated final versions	Strategic plan and related documents, executive summary and PowerPoint presentation.	W16
8	Final report and handover file	Methods, sources, databases, editable tools, annexes and recommendations.	W16

7. PROFILE AND EXPERIENCE OF THE FIRM

The assignment will be entrusted to a firm, a consulting firm or a legally constituted joint venture with recognised expertise and demonstrated experience in strategic planning, public health, health policy and systems, institutional development and results-based management, with a proven capacity to lead complex processes in regional and multi-country contexts. The Firm must in particular meet the following minimum requirements:

- **Proven institutional and professional experience** : at least ten (10) years of general experience in strategic consulting, institutional planning, public policy development or evaluation, organisational development and/or support for institutional reforms;

- **Specific experience in strategic planning** : having carried out at least three (3) significant and comparable assignments to develop, revise, evaluate or support strategic plans, policies or complex programmes over the last ten (10) years, including at least one (1) assignment in the field of public health or health systems;
- **Experience in public health and regional planning** : demonstrated experience in health systems analysis, health planning, health policy, health security, institutional strengthening or related fields, with the ability to link national and regional dimensions;
- **Regional and international experience** : at least one (1) relevant experience in several African countries or with a regional, sub-regional or international organisation, ideally in the West African context, involving several institutional stakeholders;
- **Capacity to mobilise and coordinate high-level multidisciplinary expertise**: demonstrated ability to assemble, for complex assignments, and to coordinate and supervise a team of senior experts covering in particular public health and health systems, epidemiology and health security/One Health, strategic planning, health economics and costing, monitoring and evaluation, gender and human rights, and resource mobilisation and partnerships;
- **Mastery of forward-looking and evidence-based approaches**: demonstrated capacity in strategic and foresight analysis, scenarios, results-based management, theory of change, performance analysis and the formulation of impact-oriented strategic frameworks;
- **Quality assurance system**: formalised internal procedures for quality assurance, technical review and validation of deliverables, ensuring methodological rigour, the coherence of the analyses and the editorial quality of outputs;

The Firm must provide, for each experience declared, verifiable references stating in particular the title of the assignment, the client, the country or region concerned, the period of performance, the Firm's main responsibilities, the deliverables produced and, where possible, the contact details of a referee. Experience directly comparable to this assignment, in particular that involving the development or evaluation of institutional or regional strategies in the health sector and involving several countries or an intergovernmental organisation, will receive particular attention in the technical evaluation of bids.

8. TEAM COMPOSITION AND PROFILES OF KEY EXPERTS

The Firm will mobilise at least the key profiles below. Additional experts or national data collectors may be proposed if the methodology justifies it. A single expert should hold two key positions only if the Firm demonstrates his or her availability and the absence of any risk to the quality of the deliverables.

8.1 Team Leader – Strategic planning and health systems strengthening

- Master's degree (Bac+5) minimum in public health, medicine, epidemiology, health economics, planning or a relevant field;
- At least ten (10) years of experience, including substantial experience in strategic planning and health systems strengthening;
- At least three (3) years of relevant experience at regional level;
- Having led at least two comparable health or development strategy/policy/plan assignments at national, regional or international level;
- Excellent coordination, facilitation, analytical, summarising and writing skills.

Cross-cutting requirements: ability to work in a multidisciplinary setting; knowledge of the ECOWAS context desirable; excellent analytical and summarising skills; proficiency with IT tools; excellent command of French or English. Working knowledge of the second language is an asset.

8.2 Gender, human rights, equity and inclusion expert

- Master's degree (Bac+5) in sociology, socio-anthropology, gender studies, public health or a relevant field;
- At least five (5) years of experience in gender and equity mainstreaming;
- Specific experience of gender-sensitive national/regional policies;
- Ability to define disaggregated indicators and measures to reduce inequalities.

Cross-cutting requirements: ability to work in a multidisciplinary setting; knowledge of the ECOWAS context desirable; excellent analytical and summarising skills; proficiency with IT tools; excellent command of French or English. Working knowledge of the second language is an asset.

8.3 Environmental health and climate expert

- Master's degree (Bac+5) in environmental health, environmental sciences, public health or a relevant field;
- At least five (5) years of experience on environmental determinants, climate, pollution, water/sanitation or related fields;
- Experience of integrating climate resilience into health policies/plans.

Cross-cutting requirements: ability to work in a multidisciplinary setting; knowledge of the ECOWAS context desirable; excellent analytical and summarising skills; proficiency with IT tools; excellent command of French or English. Working knowledge of the second language is an asset.

8.4 Costing and health economics/financing expert

- Master's degree (Bac+5) in economics, health economics, public finance, financial management or a relevant field;
- At least five (5) years of experience in costing, budgeting, health financing or economic analysis;
- Experience of costed plans, financial scenarios and efficiency analyses;
- Experience of resource mobilisation desirable.

Cross-cutting requirements: ability to work in a multidisciplinary setting; knowledge of the ECOWAS context desirable; excellent analytical and summarising skills; proficiency with IT tools; excellent command of French or English. Working knowledge of the second language is an asset.

8.5 Expert in epidemic-prone, infectious and neglected tropical diseases

- Medical doctor or Master's degree (Bac+5) in public health/epidemiology or a relevant field;
- At least five (5) years of experience in surveillance, prevention, preparedness/response, infectious diseases or NTDs;
- Experience of national or regional policies/programmes;
- Command of health security issues and cross-border coordination.

Cross-cutting requirements: ability to work in a multidisciplinary setting; knowledge of the ECOWAS context desirable; excellent analytical and summarising skills; proficiency with IT tools; excellent command of French or English. Working knowledge of the second language is an asset.

8.6 Reproductive health/family planning/youth health expert

- Medical doctor and/or Master's degree (Bac+5) in public health, health programme management;
- At least five (5) years of experience in the field of reproductive health/youth health/HIV
- experience of national policies/programmes for reducing maternal and child mortality in West Africa
- Ability to link the prevention of causes of disease or infection among women, girls, mothers, children and young people in West Africa (taking into account cross-cutting themes; HIV/malaria, vaccination, health promotion, etc.

9. DURATION, LOCATION AND INDICATIVE TIMETABLE

The indicative calendar duration is four (4) months. The Firm will propose a detailed schedule and a breakdown of person-days by expert and activity. The assignment will combine remote work and on-site activities at WAHO headquarters and, where necessary, consultations in certain Member States.

10. CONTRIBUTIONS OF WAHO

As the contracting authority and the regional institution leading the process of developing the Strategic Plan, WAHO will provide strategic direction, institutional coordination and facilitation of the process, while ensuring that it is anchored in the Organisation's mandate, ECOWAS priorities and the realities of its Member States. Accordingly, WAHO's responsibilities will include, in particular, to:

- ✓ Provide leadership and strategic direction for the process, ensuring its alignment with WAHO's institutional mandate, ECOWAS orientations, Member States' priorities and regional and international health commitments;
- ✓ Make available to the Firm the institutional, strategic, programmatic and financial documentation available, and facilitate, in compliance with applicable rules, access to the data and information needed to carry out the analyses;
- ✓ Set up and operate the institutional arrangements for steering the assignment, in particular by designating the internal steering bodies;
- ✓ Facilitate the mobilisation and effective participation of Member States, ECOWAS institutions, technical and financial partners and other relevant stakeholders, in order to ensure the legitimacy, representativeness and regional ownership of the process;
- ✓ Facilitate the Firm's access to relevant stakeholders and regional bodies, and contribute to the quality of the strategic dialogue and consultations conducted under the assignment;
- ✓ Ensure the strategic and institutional review of the deliverables, in particular by assessing their consistency with WAHO's mandate, orientations and ambitions, and by consolidating the comments made by the various stakeholders;
- ✓ Facilitate the institutional and regional validation mechanisms, by acting as the interface with the competent bodies of WAHO and, where appropriate, of ECOWAS;
- ✓ Facilitate the organisation of the consultations, thematic meetings, technical workshops and validation sessions planned under the assignment, in accordance with the contractual provisions and the agreed resources;
- ✓ Ensure institutional ownership of the Strategic Plan and its related documents, in particular by strengthening internal dialogue, coordination and the involvement of the main stakeholders throughout the process.

11. CONFIDENTIALITY, OWNERSHIP AND DATA

All documents, databases, tools, analyses and deliverables will be handed over to WAHO in editable formats. The Firm will preserve the confidentiality of information and may not publish or reuse the results without WAHO's prior written authorisation.

12. PAYMENT TERMS

The contract will preferably be lump-sum, with payments linked to acceptance of deliverables. By way of indication:

- ✓ 10% after the inception report;
- ✓ 25% after the diagnosis/evaluation;
- ✓ 25% after the draft strategic framework;
- ✓ 30% after the complete draft of the Plan and related documents;
- ✓ 10% after the validated final versions and the final report.

13. SELECTION METHOD

The Firm will be selected in accordance with the Consultant Qualification-Based Selection (CQS) method in line with the ECOWAS Procurement Code and Manual and as set out in the procurement plan. The Request for Expressions of Interest (REOI) will specify any additional conditions required.

14. INDICATIVE ANNEXES TO BE PROVIDED TO THE FIRM

WAHO will make available to the Firm, to the extent that they are available, the reference documents, data and tools needed to carry out the assignment, in particular:

- WAHO's institutional framework, including its mandate, its founding texts, its up-to-date organisation chart and the relevant documents on its governance and operation;
- WAHO's previous Regional Strategic Plan, together with the operational plans, implementation reports, performance reports, evaluations, scientific publications and other documents making it possible to assess its achievements, results, challenges and lessons;
- ECOWAS strategic orientations and reference frameworks, in particular the documents on the vision, regional priorities and orientations relevant to the health sector;
- The updated portfolio of WAHO's programmes and projects, including, to the extent available, their objectives, results, levels of implementation, funding and main partnerships;
- WAHO's sectoral strategies, policies, plans and roadmaps, and any other relevant programmatic framework that should contribute to the development of the future Regional Strategic Plan;
- The results frameworks, performance data, monitoring indicators and available budgetary and financial information needed to analyse institutional and programmatic performance and to prepare the future results framework;
- An indicative list of the main stakeholders, including Member States, ECOWAS institutions and bodies, technical and financial partners, regional and international organisations, and other relevant actors to be consulted as part of the participatory process;
- The institutional templates, models and formats available or required for the related documents, where these exist, in order to ensure the coherence and harmonisation of the deliverables with WAHO and ECOWAS standards.

This list is indicative and not exhaustive. WAHO may make available to the Firm any additional document, data or information deemed relevant during the assignment, subject to their availability and to the applicable rules on confidentiality and information sharing.