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)

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REQUEST FOR EXPRESSIONS OF INTEREST
Funding: ECOWAS Community Levy

Reference number: No. CQ/ DPHI-WAHO/2026/21

1- Introduction

The West African Health Organisation (WAHO) is the specialised health institution of the Economic Community of West African States (ECOWAS).

The mission of the West African Health Organisation (WAHO) is to provide the peoples of the region with health care of the highest standard, grounded in the harmonised policies of the Member States, the pooling of resources, and cooperation among Member States and with other countries and partners, so as to tackle the region's health problems collectively and strategically.

WAHO's 2016-2020 Strategic Plan having come to an end, and the regional health context having changed considerably, WAHO intends to equip itself with a new 2027-2032 strategic framework, consistent with ECOWAS Vision 2050 and bringing together health, institutional, financial and partnership priorities.

To this end, WAHO has funds from the ECOWAS Community Levy and intends to use part of these funds to finance the recruitment of a firm/consultancy for the development of the 2027-2032 Regional Strategic Plan and WAHO's related documents. This recruitment is carried out for the benefit of WAHO.

2- Description of the services

The consultancy services ("the Services") consist of supporting 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. They include in particular:

- the independent evaluation of WAHO's previous Strategic Plan;
- a strategic, institutional, organisational and programmatic diagnosis, a forward-looking analysis to the 2032 horizon, and integrated thematic analyses (gender, equity and inclusion, One Health, health systems, environmental health and climate, epidemic-prone diseases, reproductive health, health financing, etc.);
- strategic formulation: vision, mission, values, theory of change, pillars, objectives, results and priority programmes;
- programming and costing (a costed multi-year operational plan), the performance and monitoring-and-evaluation framework, the risk matrix, and the resource mobilisation and diversification strategy;
- stakeholder consultation, validation, capacity building for WAHO's teams, and the transfer of planning, costing and monitoring-and-evaluation tools.

3- Duration of the assignment

The estimated calendar duration of the assignment is four (04) months, i.e. sixteen (16) weeks. It combines remote work and on-site activities at WAHO headquarters and, where necessary, consultations in certain Member States.

4- Documents to be provided

WAHO now invites eligible consulting firms ("Consultants") to express their interest in providing the Services. Interested Consultants must provide information demonstrating that they have the relevant qualifications and experience (company documentation and areas of expertise, references for the performance of similar contracts in the past) to provide the services. References must be substantiated (contracts, certificates of satisfactory completion, etc.). Applicants must submit a summary table showing past experience, references, the purpose of the assignments, clients' addresses, the cost of the activities, the years of completion and the durations (template attached in the annex).

Interested consultants (the firms) are invited to submit an expression-of-interest file comprising:

- A duly signed letter of expression of interest;
- A copy of the trade register entry or of the articles of association;
- A presentation of the list of permanent staff, including the organisation chart, stating each member's current position in the firm, area of expertise, length of service with the firm and number of years of experience;
- A list of the most significant achievements in the field concerned over the last ten years (substantiated as indicated above);
- A description of the firm's internal quality assurance procedures (technical review and validation of deliverables) and, where applicable, evidence of their application;
- If the firm is constituted as a joint venture, a copy of the joint venture agreement concluded by all its members or a letter of intent to form a joint venture if their proposal is selected, signed by all its members and accompanied by an indicative draft joint venture agreement.

5- Qualifications

WAHO is seeking the services of a firm/consultancy, or of 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, and to mobilise and coordinate a multidisciplinary team of senior experts (public health and health systems, epidemiology and health security/One Health, strategic planning, health economics and costing, monitoring and evaluation, gender and human rights, resource mobilisation and partnerships).

Consultants interested in the assignment are invited to note the provisions of the ECOWAS Procurement Code and Manual relating to eligibility and conflicts of interest.

Consultants may associate with other consultants in the form of a joint venture of firms in order to strengthen their qualifications.

6- Selection method

The consultant (the firm) will be selected using the Consultant Qualification-Based Selection (CQS) method, in accordance with the ECOWAS Procurement Code and Manual.

7- Evaluation criteria and scoring grid

Admissible expressions of interest will be evaluated solely on the basis of the firm's qualifications, experience and capacity, as substantiated by the documents in the file, using the scoring grid below (**total: 100 points**).

7.1 Scoring grid

No.	Criterion / sub-criterion	Scoring scale	Max. points
Criterion 1: General experience in strategic consulting and institutional planning (all fields)			**15 points**
1.1	Length of the firm's track record in strategic consulting, institutional planning, public policy development/evaluation, organisational development or support for institutional reforms	10 to 14 years: 4 points 15 years or more: 8 points	8
1.2	Number of strategic consulting, institutional planning or public policy assignments (all fields) completed over the last 10 years	1 assignment: 2 points 2 assignments: 4 points 3 assignments: 6 points 4 assignments or more: 7 points	7
Criterion 2: Experience in strategic planning in the field of public health and health systems			**25 points**
2.1	Number of assignments to develop, revise, evaluate or support strategic plans, policies or complex programmes in the field of public health or health systems (last 10 years)	1 assignment: 3 points 2 assignments: 6 points 3 assignments: 9 points 4 assignments: 12 points 5 assignments or more: 15 points	15
2.2	Of the assignments under 2.1, the number that involved the development or complete revision of a health plan or strategy (and not merely its evaluation)	1 assignment: 5 points 2 assignments or more: 10 points	10
Criterion 3: Regional and international experience			**30 points**
3.1	Number of strategy, policy or planning assignments carried out for a regional, sub-regional or international organisation, or covering at least three (3) African countries, involving several institutional stakeholders	1 assignment: 5 points 2 assignments: 10 points 3 assignments: 15 points 4 assignments or more: 20	20
3.2	Of the assignments under 3.1, the number carried out within the ECOWAS area (for an ECOWAS institution or covering at least two (2) Member States)	1 assignment: 5 points 2 assignments or more: 10 points	10

No.	Criterion / sub-criterion	Scoring scale	Max. points
Criterion 4: Mastery of forward-looking, evidence-based and results-oriented approaches			**20 points**
4.1	At least one substantiated assignment involving the evaluation of a previous plan or strategy	Demonstrated: 4 points Not demonstrated: 0 points	4
4.2	At least one substantiated assignment involving a strategic/institutional diagnosis and a forward-looking analysis (scenarios, SWOT, PESTEL)	Demonstrated: 4 points Not demonstrated: 0 points	4
4.3	At least one substantiated assignment involving a theory of change, a results framework with SMART indicators and a monitoring-and-evaluation system	Demonstrated: 4 points Not demonstrated: 0 points	4
4.4	At least one substantiated assignment involving a costed multi-year operational plan (costing, financial scenarios)	Demonstrated: 4 points Not demonstrated: 0 points	4
4.5	At least one substantiated assignment involving a resource mobilisation/diversification or partnership strategy	Demonstrated: 4 points Not demonstrated: 0 points	4
Criterion 5: Permanent staff within the firm's normal operations			**5 points**
5.1	Coverage of the following areas of expertise by permanent staff with at least five (5) years of experience: (i) public health and health systems; (ii) epidemiology, health security/One Health; (iii) strategic planning; (iv) health economics and costing; (v) monitoring and evaluation; (vi) gender and human rights; (vii) resource mobilisation and partnerships	1 point per area covered (maximum 5 points)	5
Criterion 6: Quality assurance system			**5 points**
6.1	Formalised internal procedures for quality assurance, technical review and validation of deliverables (manual, charter or documented procedure)	Provided and complete: 5 points Partial: 3 points Not provided: 0 points	5
TOTAL			**100 points**

7.2 Scoring rules

- **Reference period** : the ten (10) years preceding the deadline for submission of applications.
- **Substantiation** : only completed assignments (deliverables accepted) supported by evidentiary documents (contract, certificate of satisfactory completion or acceptance report, etc.) stating the client, subject matter, period and amount are taken into account. Any experience that is not substantiated scores zero (0).
- **Counting** : the same assignment may be counted under several criteria if it meets the conditions of each, but is counted only once within any one sub-criterion. Only assignments performed by

the firm itself (or by a member of the joint venture) as service provider are counted; subcontracting and experience gained by experts before joining the firm are not taken into account.

- **Joint venture** : the references and permanent staff of the members are cumulated; an assignment performed jointly is counted only once; length of track record (sub-criterion 1.1) is that of the lead firm; the minimum eligibility conditions are assessed across the joint venture as a whole.
- **Verification** : the evaluation committee may request written clarifications and verify references with the clients cited; any inaccurate information will result in the rejection of the application.

7.3 Procedure in the event of a tie between applicant firms

In the event of a tie, preference will be given to the consultant (the firm) that obtained the higher score on criterion 2 (experience in public health and health systems); failing that, to the one that obtained the higher score on criterion 3 (regional and international experience).

Following the evaluation, applications are ranked in descending order of total score out of 100 points. The consultant (the firm) ranked first will be invited to submit a technical and financial proposal for the assignment and then to negotiate the contract. If negotiations fail, WAHO will invite the next-ranked consultant (the firm), and so on.

8- Other information on submission

Interested consultants (the firms) may also obtain further information on the reference documents at the e-mail address below, during working hours, Monday to Friday from 08:00 to 16:00: procurement@dif-fusion.wahooas.org with a copy to vlokossou@wahooas.org and tca@wahooas.org

They may also download the terms of reference or this request for expressions of interest from the WAHO website: https://data.wahooas.org/tenders/tenders/list

Interested and duly qualified consultants (firms) are invited to express their interest by submitting their application electronically at https://data.wahooas.org/tenders/tenders/list

The deadline for receipt of applications is **14 December 2026 at 12:00 GMT.**

The costs of preparing and submitting the expression of interest are borne by the consultant (the firm).

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Director-General