

## **Recruitment of three consultants to coach country teams in the Building Public Finance Capabilities for Nutrition (BPFCN) programme**

**Duration:** 11 months

**Location:** remote, two in-country missions, two in-person workshops

### **ABOUT US**

The Collaborative Africa Budget Reform Initiative (CABRI) is an intergovernmental organization that fosters peer learning and exchange among African ministries of finance and line ministries. Our focus areas encompass achieving value for money in public spending, promoting budget transparency for greater accountability and participation, ensuring sustainable public debt management and building institutional capabilities for public financial management (PFM) reform.

### **SERVICES TO BE PROVIDED UNDER THE ASSIGNMENT**

CABRI invites individual consultants to show interest in providing support to a country-team participating in the BPFCN programme from November 2024 to October 2025.

### **BACKGROUND**

Malnutrition remains a significant challenge in many African countries, hindering socio-economic progress. Adequate nutrition, particularly during early childhood, enhances cognitive development and educational attainment, ultimately building a robust human capital base. A healthy population is more productive, leading to reduced absenteeism, increased work capacity, and improved overall workforce efficiency. Preventing malnutrition-related diseases through strategic nutrition investments reduces the burden on healthcare systems, resulting in decreased healthcare costs. Long-term economic gains are achievable by breaking the intergenerational cycle of malnutrition, ensuring sustained economic growth and stability. In a continent where the demographic dividend is a crucial development driver, prioritising nutrition investments emerges as a strategic imperative for fostering economic resilience and prosperity in Africa.

The PFM system plays a key role in ensuring that decision makers allocate sufficient resources to nutrition-specific and sensitive projects. Equally important, the PFM system should help to ensure that these resources are spent efficiently and are accounted for reliably. This implies that ministries, departments and agencies (MDAs) with responsibility for nutrition projects must collaborate closely with the ministry of finance, as custodian of public finances. While all line ministries face the challenge of securing scarce resources for their needs and ensuring the PFM system supports sector-specific operational needs, this challenge compounds when it comes to nutrition. This is because budgets are spread across multiple line ministries, including agriculture, health, education, social protection, and water, sanitation and hygiene.

### **CABRI's Building Public Finance Capabilities programme**

This “sectoral breadth” necessitates that multiple stakeholders work closely together to understand each other’s needs and constraints. CABRI’s Building Public Finance Capabilities (BPFC) programme is well positioned to support such cross-sectoral collaboration. This programme brings together ministries of finance and line ministries on equal footing to tackle problems at the intersection of public finance and sector financing. The BPFC programme aims to build the capability of officials as they identify and tackle public finance problems affecting service delivery and development outcomes. At the heart of the BPFC is the problem-driven iterative adaptation (PDIA) approach. The PDIA relies on the following principles.

The programme stands in contrast with traditional approaches to PFM reform. It goes beyond high-level



policy dialogue and ensures that political commitments to development objectives, such as addressing malnutrition, are implemented in a pragmatic way. It takes the view that PFM reform does not lend itself to a one-size-fits-all approach and requires the careful management of political and administrative constraints together with a deep understanding of the local context. As such, the programme puts teams of government practitioners at the centre and equips them with an approach that drives incremental change. Practical, locally driven initiatives are better suited to (i) find innovative sources of funding for nutrition and (ii) increase efficiency and effectiveness of spending and overall value-for-money.

The programme supports cross-country learning and exchange by bringing together peer countries at strategic points in the programme to share the challenges they face and how they are attempting to address these.

The programme structure facilitates officials’ practical and experimental learning and is comprised of four progressive stages: (1) online course, (2) framing workshop, (3) action-push period and (4) progress-review workshops. These stages will follow the following indicative timeline:

Activities	Tentative dates
<p><b>Online launch</b></p> <p>CABRI introduces the programme and online course to participants.</p>	<p>27 November 2024</p>
<p><b>Online Course (5 modules over 5 weeks)</b></p> <p>The online course introduces participants to key PDIA concepts, asks them to collect data to understand the impact and nature of their nominated problem, and begin to consider the causes of the problem. Approximately 4-5 hours a week will be required to submit the weekly assignments associated each module.</p>	<p>2-16 December 2024 6-24 January 2025</p>
<p><b>Framing Workshop (4 days, in person, South Africa)</b></p> <p>Country teams come together at the framing workshop and, through facilitated discussions: (i) construct a narrative around the identified public finance problem; (ii) identify the causes and sub-causes of the problem using supporting data and (iii) identify the immediate steps that they will take to start solving the problem.</p>	<p>28-31 January 2025</p>
<p><b>Action-learning period</b></p> <p>Following the framing workshop, country teams return home to begin acting to resolve their problem. Over this period, the teams will engage in regular learning iterations focused on practically solving the identified problem. This includes: (i) gathering and analysing data on their problem; (ii) regularly consulting key stakeholders to gain new perspectives on the problem and political and administrative support for the team’s work and (iii) holding regular team meetings to share progress, challenges, insights, clarify objectives and agree on next steps.</p> <p>During this period, coaches will undertake an in-country visit to engage with the team and facilitate learning on the progress achieved, review PDIA concepts, and meet with the authoriser(s) and other relevant agents involved in the problem resolution.</p>	<p>1 February – 15 September 2025</p>
<p><b>Mid-term peer-review workshop (MTRW) (virtual, 1-2 days)</b></p> <p>During the MTRW, countries will report on the progress achieved, which will be reviewed by a group of panellists and experts. This is a key opportunity for peer-learning and exchange.</p>	<p>30 April 2025</p>
<p><b>Progress Review Workshop (PRW) (3 days, in-person, venue TBD)</b></p> <p>The progress review workshop provides a platform for teams to share the progress achieved, their learning experiences and to determine next steps and objectives for the upcoming months. Participants receive a certificate of completion.</p>	<p>16-18 September 2025</p>

<p><b>Lessons learnt webinar (virtual)</b></p> <p>The country teams will be invited to share their progress and learnings with a broader audience in a 90-minute virtual panel discussion. This will be a public event with invitations sent to at least 20 African countries and the PFM and nutrition communities.</p>	<p>30 September 2025</p>
--	--------------------------

Three African country teams of five officials, both Anglophone and Francophone, will be engaged in the BPFCN programme.

Coaching is at the core of the support provided to teams. Coaching represents a departure from more traditional forms of technical assistance. The focus is on enhancing existing learning within teams and institutions, critical reflection, creative thinking, and motivation.

**SCOPE OF WORK**

The coach will provide support to one country-team taking part in the programme, from 27 November 2024 until 30 September 2025.

**Detailed responsibilities of the consultant**

1) Preparatory work (April) and 5-week online course

The online training course introduces teams to the PDIA approach using video lectures, reading materials, assignments, reflection exercises and peer interactions.

During this 5-week online course, the coach will undertake internal preliminary research on the country he/she will be working with, with a view to understand: (i) the country context, (ii) its history of PFM reforms, (iii) the challenges related to the problem area (building on data provided during the online course) and (iv) the organizational structure of the Ministry and organizations that relate to the problem. The coach will also provide feedback to the individual and team assignments on aspects related to the theory of PDIA, reflections on traditional reforms to PFM, problem construction, etc.

*Key deliverables:*

- *Research, presentation and discussion on country context, and relevance of the identified problem with the CABRI team.*
- *Provide feedback on individual and team reflections.*

2) Framing workshop (in-person)

At the framing workshop, teams learn how to formulate and analyze their PFM problems by defining: (i) an aspirational PFM goal to work towards; (ii) the causes and sub-causes of the identified PFM problem; and (iii) the immediate steps they will take to start solving the problem.

The coach will be supporting the framing workshop by facilitating and presenting at selected sessions and working with his/her team during the workshop.

*Deliverables:*

- *Attend preparatory meetings for the framing workshop*

- *Facilitation and presentation at selected sessions*
- *Follow-up in country logistics for the organization of the framing workshop when needed*
- *Team coaching*

3) Remote support during action-push period

During the action push period, the coach will engage in a set of different activities to support the country-team on problem resolution namely (i) grade and provide comments on the assignment on canvas as well as (ii) attend regular check-ins with his/her team every two weeks (through Zoom calls or other). Prior to the remote check-in discussion, the coach will send an agenda of proposed discussion items, following up on the comments provided to the assignment. After the check-in discussion, the coach will share a short summary report (1 page) with his/her team, as well as with the CABRI team within a 2-day period.

*Deliverables:*

- *Weekly review and feedback on assignments on canvas.*
- *Biweekly (every two weeks) remote check-ins with post check-in summary report.*
- *One-on-ones with team members when needed.*
- *Bi-weekly (every two weeks) coach meetings with the CABRI team to present on team progress, challenges and provide guidance and feedback to other coaches.*
- *Identify areas for the development of knowledge products for CABRI (case studies, policy dialogues, etc.)*

4) In-country visit [1 visit of 2-3 days] and one virtual [half-day]

Each coach will attend one in-country visits and organize and facilitate a virtual engagement. During these engagements coaches: (i) meet extensively with the team (at least three-hour meetings in each visit) to review progress achieved, review PDIA concepts and the approach of the team and define goals for the upcoming weeks; (ii) meet with the authorizer(s); (iii) meet with relevant agents involved in the problem resolution (MDAs, SOE, Parliament, etc.). An in-country check-in report (2 pages) will be provided to the team and shared with the CABRI Secretariat.

*Deliverables:*

- *Preparation of the visit program and meetings*
- *Three engagements (2 in-country visits) for meetings with the team, authorizer and key stakeholders*
- *In-country check-in reports*

5) Progress-review Workshops

Teams will attend two Progress-review workshops where relevant case studies and research will be presented and teams will present on progress achieved, share new learnings, determine the next steps and objectives for the upcoming months and review the work of other teams. The Mid-term Progress-review Workshop will be a one-day virtual event. The second Progress-review Workshop will happen in-person in September 2025.

The coach supports the team during the workshops and can facilitate sessions as needed.

*Deliverables:*

- *Facilitation of selected sessions*
  - *If applicable, write a my PDIA journey blog post*
- 6) Practice note and webinar

CABRI intends to publish a practice note documenting the three teams’ progress. Each coach will be expected to feed into this note. This will draw from the coaches’ progress notes produced throughout the action-learning period.

A public webinar will also be held at the end of the programme. The coaches will be expected to help shape the agenda of the webinar.

- *Contributions to practice note*
- *Contributions to webinar*

**Summary of deliverables and milestones**

A maximum amount of 32 days is envisaged for this assignment, broken down as follows:

<b>Milestones</b>	<b>Estimate number of days</b>
<i>Preparatory work &amp; online course (remote)</i>	4
<i>Framing workshop (in-person)</i>	4
<i>Action-learning support (remote)</i>	14
<i>In-country check-ins</i>	2
<i>Mid-term Review workshop (remote)</i>	1
<i>Progress Review Workshop (in-person)</i>	3
<i>Inputs to practice note and webinar</i>	4
<b>TOTAL days</b>	<b>32 days</b>

**WORKING MODE**

Most work is expected to be done remotely. In addition, one in-country visit and two in-person workshops will take place.

**PERIOD OF ASSIGNMENT**

The assignment is expected to take place from the 25 November 2024 – 30 September 2025.

**REQUIRED QUALIFICATION AND EXPERIENCE**

- Advanced degree in Economics, Social Studies/Policy, Public Administration or other similar area
- Background in public financial management in Africa with at least 5 years of experience working in/with government agencies. Preference will be given to individuals who have also worked at the intersection of public finance and nutrition or other cross-sectoral programmes.
- Theoretical knowledge of the PDIA approach, practical knowledge is an advantage.
- Knowledge and skills in leadership and coaching: confidence, humility, communication skills, active listening, mentoring skills, conflict resolution skills, team building skills, cultural sensitivity, etc.
- Ability to share lessons learnt from past experiences in PFM reforms.
- Excellent written and presentation skills.
- Working proficiency English, French is an advantage.

The following weighting for each of the above criteria will be used to select the consultants in addition to an evaluation of the financial proposal:

<b>Criteria</b>	<b>Points</b>
General academic qualifications	20
PFM and nutrition experience	30
Experience with coaching and knowledge of the PDIA approach	30
Language proficiency (English and French)	10
Written skills	10
<b>Total Points</b>	<b>100</b>



## **PAYMENT TERMS**

The consultancy contract is based on an *indicative* daily rate of 600 USD. The fees associated with this engagement exclude any costs related to travel. CABRI will cover the costs of travel (air tickets, accommodation to/from the events and country missions, etc) as well as translation of the documents, where required.

The consultants shall submit invoices and payments will be made following prior approval of services to be performed and submission of outputs in line with milestones agreed in the contract.

Depending on the timeliness and quality of the deliverables, the CABRI Secretariat reserves the right to limit the scope of, or terminate the assignment at any stage.

## **PROCUREMENT PREREQUISITE DOCUMENTATION**

- **Technical proposal (2 pages maximum):** highlighting relevant and recent experience for this role and understanding of the PDIA approach.
- **Curriculum Vitae:** highlighting relevant experience and qualifications.

## **REQUEST FOR BIDS**

Requests for project proposals/bids will be done through a public bidding process.

## **SUBMISSION AND ENQUIRIES DETAILS**

Interested candidates must submit their applications via e-mail to [\*\*procurementDS@cabri-sbo.org\*\*](mailto:procurementDS@cabri-sbo.org).

The application deadline is **Monday 18 November**. No late submissions will be accepted.

**Enquiries:** The point of contact for enquiries only is Danielle Serebro (Programme Manager) ([Danielle.Serebro@cabri-sbo.org](mailto:Danielle.Serebro@cabri-sbo.org)).