

EASTERN AFRICA STANDBY FORCE



REQUEST FOR EXPRESSION OF INTEREST

**FOR CONSULTANCY SERVICES TO
CONDUCT AN INDEPTH PERFORMANCE
ASSESSMENT OF THE**

EASTERN AFRICA STANDBY FORCE

BACKGROUND AND RATIONALE

1. The Eastern Africa Standby Force (EASF) is a regional inter-governmental mechanism whose mandate is to enhance peace and security in the Eastern Africa region. It is one of the five African Union (AU) regional security multidimensional standby forces (ASF) consisting of Military, Police and Civilian components held on standby in their countries of origin, and was established in 2004 pursuant to Article 13 of the Peace and Security Protocol of the African Union. It is a regional mechanism to provide for rapid deployment of forces particularly preventive deployment, rapid intervention, peace support/stability operations, and peace enforcement within Eastern Africa region and across the African continent.
2. The EASF consists of a Secretariat, a Planning Element (PLANELM), the Force Headquarter, and a Logistics Base (LOGBASE). Currently, the EASF draws its membership from ten (10) Member States including: Burundi, Comoros, Djibouti, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, Sudan and Uganda. The EASF vision is to contribute to regional and continental peace, security and stability and enhance regional integration; its mission is to maintain and sustain a fully operational and multidimensional integrated standby force ready to respond to emerging crises.
3. EASF affairs are managed at strategic level by the EASF Policy Organs, which are structured at three levels, namely: The Assembly of Eastern Africa Heads of State and Government, the Eastern Africa Council of Ministers of Defense and Security, and the Eastern Africa Committee of Chiefs of Defense Staff (EACDS).
4. The EASFSEC was declared fully operational, capable of deploying a fully-fledged mission to a conflict area in 2014. As stated in the Protocol relating to the establishment of the EASF, the secretariat is charged with the responsibility of providing the coordination, developing and preparing a multinational and multidimensional force (Civilian, Police and Military individuals and Units) on high level of readiness and capable of rapid deployment in Peace Support Operations (PSO).
5. The Organization's overall activities have been guided by Strategic Plans which draw outlines from the four organizational critical pillars namely: Political and Advocacy, enhancement of Full Operational Capability and Response to Crises; Institutional Capacity and Sustainability; and Diplomacy, Cooperation and Partnerships.
6. In the course of pursuing its mandate, EASF has faced a fragile security situation in the region that require redress and sustainable solutions. Accordingly, the organization is compelled to adapt to the ever changing and challenging security environment in the region so that, it must identify strategies that will be useful in elevating organizational performance and visibility.
7. Cognizant of this reality, and given the fact that no in-depth review has been done before, the Organization's management has decided to conduct an in-depth assessment with the view to evaluate its performance.

8. It is against this background that the EASF Secretariat is seeking services of a reputable and experienced consultant(s) to conduct an in depth analysis of the Organization performance for the past 10 years of its Full Operational Capability.

PURPOSE OF THE EVALUATION

9. The aim of the evaluation assignment is to conduct an in-depth assessment and evaluation of the EASF performance to identify gaps and propose concrete solutions that will make it more effective and adaptable to ever changing peace and security landscape.

SPECIFIC OBJECTIVES

10. The specific objectives of the assignment are:

- a. To assess EASF's key organizational, technical and functional capacities and the extent to which the organizations current functions, Structures are aligned to deliver its mandate
- b. To examine the EASF capacity in conflict prevention, management and resolutions in accordance with the existing legal framework in the region
- c. To evaluate the extent to which the trainings delivered have enhanced the force readiness to be deployed in dealing with emerging peace and security challenges
- d. To assess the relationship between EASF and the Member States, regional bodies, partners, and other stakeholders in the areas of peace and security
- e. To determine the extent to which EASF has achieved its mandate since its establishment
- f. To analyze the challenges facing EASF in its operations.
- g. To formulate EASF Strategic focus and framework for Monitoring and Evaluation

SCOPE OF WORK

This assignment will cover EASF organs, member states, partners, RECs/RMs and other stakeholders. In view of this, the Consultant is expected to undertake field visits, desk review and interact with key informants and all stakeholders identified to take part in the assessment. Specifically, it is mandatory that EASF structures based in Nairobi and Addis Ababa with their corresponding governments be personally interviewed for further insights. Also, one Island State/government, as well as the country which is Chairing the Bureau must be visited and covered in the surveys. This assignment will be conducted within a period of 60 days from the date of signing the contract.

EXPECTED OUTCOME

11. The outcome of this assignment is to transform the organization to high-performance level by adhering to the principles that define it and ensuring that all decisions and actions are consistent with the pertinent regulations, empirical settings, and overall strategic focus and guidelines made by the consultant. Furthermore, the EASF capability in addressing all the dynamic security challenges and drivers that are useful in elevating organizational performance must be analysed for policy recommendations.

TERMS OF REFERENCE

12. The in-depth performance evaluation shall be conducted in accordance with the International Evaluation and Reporting Standards and should observe (amongst others) the following:

- a. Duty Station: EASF Secretariat, Nairobi (Kenya)
- b. Supervisor: EASF Director
- c. Time-frame: 60 days upon signing of the formal contract
- d. Language requirements: The formal language of this contract shall be English.

Responsibilities

13. The Consultants responsibilities: -
- a. The Consultant will be responsible for developing, planning, and for all components of the analysis, which envisage both secondary review of existing data, desk research, and primary data collection and analysis.
 - b. The consultant will be held accountable of the work or assignment for goal accomplishment, with full set of reporting documents adhering to EASF quality standards being developed and submitted in a timely manner.
 - c. The Consultant will ensure in-depth cooperation and communication with various stakeholders and EASF Staff with possible support of the EASFSEC.

Methodology

14. **The methodology** shall follow **a mixed-methods** to obtain rich insights, address all the objectives of the assignment and to assure triangulation of data sources and data collection methods. The detailed methodology allowing for collection of all required information with detailed sampling strategy, study instruments and analytical approach should be developed by the Consultant at the end of the inception phase and submitted to EASF Secretariat in a form of a Study Protocol for approval and quality assurance.
15. **Qualitative** and **quantitative data** shall be utilized in the analyses to reflect on the current state of performance of EASF.

16. Final report should incorporate the findings from all stages and provide concrete strategies, new management methods/processes, techniques as well as accurate policy solutions for the EASFSEC to pursue and adapt to the ever changing and challenging security environment.

Ethical Considerations

17. Ethical dimensions should be taken into consideration by the Consultant including but not limited to the appropriate approaches to data collection, confidentiality of organizational data/sources, declare conflict of interest and ethical guidelines. Adherence to validity and reliability of data, evaluation, collection and analysis should also be ensured by the Consultant(s).

Work Assignment Overview

Tasks/Milestone:	Deliverables/Outputs	Estimate Budget	Timeline
<p>Inception Phase:</p> <ul style="list-style-type: none"> - Desk researching and secondary review of data; - Consultant to develop the Study Protocol, with basic literature review, detailed methodology, instruments, sampling and recruitment of participants, fieldwork approach and quality control mechanism for qualitative interviews; - Adjustments of the methodology as per guidance and comments from EASF 	<p>Study Protocol for the inception phase and fieldwork plan with detailed implementation plan and methodology (an inception report) including but not limited to:</p> <ul style="list-style-type: none"> (i) List of assessment programmes, activities, strategies, and policies to be analyzed; (ii) Mapping of stakeholders and documents; (iii) Implementation plan, (iv) Charter of risks and mitigation strategies; (v) List of contextualized Performance - based dimension descriptions, etc. 		
<p>Fieldwork Phase:</p> <ul style="list-style-type: none"> - Ensure pretesting and finalization of the instruments based on the methodology developed by the study team; - Comprehensive literature review; - Collecting qualitative/quantitative data through remote or face-to-face Key Expert Interviews (KEIs); Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) - Data transcribing and coding; - Submission of data collection report covering the following pieces: 	<ul style="list-style-type: none"> - Comprehensive literature review - Brief report and validation workshop on desk review and secondary data - Documentation of fieldwork implementation, including the full transcripts/audio-files of Key Expert Interviews (KEIs); Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) 		

<p>documentation of fieldwork implementation, quality control & reliability testing, final instruments, and transcripts.</p> <p>- Presentation of the preliminary findings to the EASF Management.</p>	
<p>Analysis and Reporting phase:</p> <ul style="list-style-type: none"> - Data for further analytics; - Development of the draft report for EASF review provided. - The contents of the report should be developed based on feedback provided after testing and analysis phase of the assignment - Development of the final report. 	<p>A final report with the key performance indicators to be presented to the EASF Management.</p>

18. **Sub-Contracting:** Subcontracting under this assignment is not allowed.

Consultants Experience & Qualifications:

19. Interested qualified and reputable Consultancy Firms or organizations which have fulfilled all legal requirements of registration from the EASF region are invited to submit their bid(s) expressing interest to carry out an In-depth Performance Assessment of the Eastern Africa Standby Force. The bid(s) should include:
- a. The Consultants qualifications, experience and skills in research or policy formulation, strategy development with a minimum of 5 years’ in-depth knowledge in conducting organizational/institutional capacity assessments.
 - b. Evidence of conducting at least two organizational/institutional capacity assessments and/or preparation of organizational strategic plan within the past 5 years.
 - c. Solid knowledge of international research practice in the field of organizational theory and development, Change management, Peace and security, Performance Management, Analysis of High Performance Organizations, as well as regional security dynamics will be an added advantage.
 - d. Familiarity with international and regional organizational processes, systems and structures is desirable.

RECOMMENDED TERMS OF THE APPLICATION

20. The deadline for the submission of bid is **06th April, 2024**. All applications should include:
- a. Cover letter;
 - b. Consultant's Curriculum Vitae (CV); with three (3) professional references;
 - c. Financial Proposal which must be expressed in United States Dollars.
 - d. Evidence of conducting at least two organizational/institutional Capacity Assessments (CA)
 - e. Up to date Legal Registration Documents
 - f. Any other relevant support documents.

SUBMISSION OF THE BIDS

21. EASF hereby invites interested parties to submit their sealed bids to the undersigned clearly marked with **EASF/CON/IAOP/2024** on or before **19th April 2024**.

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NB: Electronic bids/applications will not be accepted and **late OR incomplete** submission(s) will be rejected.