

# EXPERTISE FRANCE

GCCA+ West Africa

Terms of Reference  
Coordinator

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## 1. PROJECT PRESENTATION

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### 1.1. Context and expected outcomes

#### **The Global Climate Change Alliance (AMCC+ or GCCA+)**

The Global Climate Change Alliance Plus (AMCC+ or GCCA+) is the second phase of an initiative of the same name launched by the European Commission (EC) in 2007, with a view to enhancing the dialogue and cooperation in the field of the fight against climate change between the European Union (EU) and the most vulnerable developing countries.

This second phase in particular aims to take into account the evolution of development issues and thereby contribute to the achievement of the Sustainable Development Goals defined by the United Nations and to the implementation of the Paris Agreement.

The GCCA+ initiative continues to support countries *via* two mutually reinforcing pillars: the political and technical dialogue and support for the implementation of national and regional climate change adaptation and mitigation policies, with a greater emphasis on the management of climate knowledge and communication on it.

The priorities for GCCA+ are as follows:

- 1- Build the scientific and technical capacities of the subregion in order to reduce vulnerability to climate change;
- 2- Promote the mainstreaming of aspects of climate change into development policies, strategies, programmes and projects at the subregional and national levels;
- 3- Support the development and implementation of subregional and national climate change adaptation programmes and projects.

The GCCA+ initiative breaks down into i) an “Overall” component composed of programs set out by country under the supervision of the EU Local Delegations, and ii) an “Intra ACP” component under the coordination of the ACP Secretariat in Brussels. This component is itself divided into subregional components and Expertise France has been designated to manage the delegation of funds for West Africa.

#### **The West Africa regional component**

The GCCA+ West Africa project implemented by Expertise France with a **5-year** budget of **EUR 12.1m** benefits from two regional bases: the political support for the project from **ECOWAS**, and a technical base with **CILSS** which will, in addition, be implementing part of the activities.

GCCA+ West Africa officially started on **1 January 2018** and began by a 12-month preparatory phase which aimed to lead to a common definition of the project outcomes and activities.

**The 6 main project outcomes are as follows:**

**EO1.** ECOWAS and its specialised agencies develop operational and institutional capacities that meet the needs of member countries (+ Chad and Mauritania) in the focus areas of GCCA+, in climate negotiations and in the implementation of the Paris Climate Agreement.

Indicative activities:

- Build the capacities of regional institutions on the climate and, in particular, on the Paris Agreement,
- Build the capacities of countries and regional institutions on international climate negotiations.

**EO2.** The climate change strategies and priorities – regional (ECOWAS) and national (member countries +2) – for the implementation of the Paris Climate Agreement in member countries are enhanced and their implementation is supported.

Indicative activities:

- Support capacities to consolidate and monitor the implementation of the Paris Agreement at regional level,
- Support the implementation of national contributions.

**EO3.** Pilot adaptation projects, including solutions based on an ecosystem approach, which have already been tested and implemented in ECOWAS countries and serve as a reference, are scaled up.

Indicative activities: This outcome will mainly be achieved *via* the launch of calls for projects.

**EO4.** Regional organisations and ECOWAS member countries step up the strategic dialogue, build their negotiation capacities, share information and skills, and the outcomes and knowledge on climate action.

Indicative activities:

- Continue the analysis of the climate, its impacts, the vulnerability of agro-pastoral systems and the production of hydro-climate information,
- Capitalise on and share good practices and innovative technologies on climate change adaptation and mitigation in West Africa.

**EO5.** The capacities of technical institutes, universities and regional centres to provide training services, research and support for innovation in sectors related to climate change adaptation and mitigation are strengthened.

Indicative activities:

- Set up diploma-based training in the field of climate change,
- Develop e-learning dynamics on these subjects in the region.

**EO6.** With the prospect of future support through climate finance and investments, innovative approaches involving the public and private sectors for climate and economic resilience are prepared and tested.

#### Indicative activities:

- Facilitate access to financing for project initiators by building project engineering capacities and knowledge on the appraisal of the various funds.

Find out more about the project news: <https://www.expertisefrance.fr/actualite?id=754627>

## 1.2. Implementation structure

The project is coordinated from Lomé (Togo). The Project Coordination Unit (PCU) is based at the Regional Agency for Agriculture and Food (RAAF) and is responsible for:

- Proposing and managing the strategic orientation and activities with a partnership approach for validation by the Steering Committee;
- Managing the implementation of the strategic orientations validated by the Steering Committee;
- Implementing part of the activities and, in particular, coordinating the call for project proposals processes and the management and implementation of pilot projects;
- Mobilising actors and partners for strategic objectives;
- Coordinating the technical and financial reporting of the project;
- Conducting the contractual monitoring of the grant allocated to CILSS and RAAF;
- Promoting and harmonising good practices and procedures within the project;
- Managing the monitoring-evaluation and capitalisation at the project level;
- Guiding and handling the communication and dissemination of the project actions and outcomes.

It is composed of:

- A coordinator;
- An administrative and financial manager;
- A pilot project officer;
- A monitoring-evaluation manager;
- A communication officer (currently being recruited);
- An administrative assistant;
- Two technical assistants.

One member of the PCU - a climate finance technical assistant - is based in Abuja, in the premises of ECOWAS.

Part of the activities are directly implemented by CILSS. The outcomes of these activities will be subject to a consolidation by the PCU to provide an overall report on the project implementation. Furthermore, RAAF is responsible for the financial and administrative management of the activities related to the regional workshops and/or training, and related to the operation of the PCU. It has also been entrusted with a grant in this respect.

## 2. OBJECTIVES OF THE MISSION

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The coordinator, under the responsibility of the headquarters of Expertise France and working closely with RAAF and ECOWAS, will work full time and throughout the duration of the programme on the overall coordination and operational and financial implementation of the project activities and the management of the PCU.

In general terms, the coordinator ensures that the contractual objectives set between Expertise France and the European Union are achieved. He/she will need to carry out any activity required for the proper implementation of the programme.

## 3. EXPECTED OUTCOMES AND IMPLEMENTATION SCHEDULE

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The total project duration is 60 months starting on 28 December 2017. The coordinator is scheduled to take up the position as soon as possible. Due to Covid19-current travel restrictions, position taking might occur remotely.

The coordinator will handle all the tasks set out in part 4. DESCRIPTION OF TASKS. The coordinator ensures that the expected outcomes set out in the logical framework of the programme are achieved. He/she will need to ensure that all the activities required for the proper implementation of the programme are carried out.

The first two years were initially dedicated to the completion of a diagnostic report on the region<sup>1</sup> in order to provide a more detailed definition of the activities to be carried out, then to the programming, governance and strengthening of relations.

The project has now entered its implementation phase.

## 4. DESCRIPTION OF TASKS

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### 4.1. Operational and strategic management of the project

#### **Strategic orientations and operational coordination**

The coordinator leads and coordinates the participatory work in his/her team which should result in the definition of strategic orientations. He/she is subsequently responsible for presenting and supporting these strategic orientations so that they can be set out firstly operationally by his/her team and, secondly, taken on board first by ECOWAS, which supports them politically, and then by CILSS.

Consequently, the coordinator ensures that his/her team properly implements the strategic orientations he/she supports. In this respect, he/she participates and supports his/her team in scoping and managing ad hoc expert missions.

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<sup>1</sup> Can be consulted here: <https://www.expertisefrance.fr/fiche-projet?id=721711>



The coordinator supervises and coordinates the implementation of activities related to the various expected outcomes, as well as the implementation of the various crosscutting strategies (communication, capitalisation, monitoring-evaluation...).

The coordinator will be required to convene all the working meetings that he/she deems necessary for the proper programming of activities, the implementation of the orientations, or the monitoring of ongoing activities.

### **Quality control**

The coordinator is responsible for ensuring a satisfactory technical quality for each document produced. He/she will need to organise the work ensuring that each deliverable is reread/validated by the relevant persons. He/she will reread and modify, if necessary, the documents produced by the team for discussion and improvement.

The coordinator is also responsible for ensuring the proper implementation of the multi-level validation process, between the PCU, headquarters, RAAF, ECOWAS and CILSS. He/she will need to ensure that the relevant documents go through the right revision and validation channels.

### **Project management tools**

The coordinator will lead the definition and implementation of the project's operational tools. Assisted by each thematic manager/officer, he/she will lead the updating and discussions concerning the implementation tools in order to ensure that everyone is working with updated tools.

### **Representation**

The coordinator is responsible for representing the project in internal and external meetings and at regional and international events. He/she must also be able to present Expertise France, in relation to the discussion points and positions provided by headquarters.

The coordinator may decide to share out the representation tasks during meetings or events between the members of his/her team, depending on the relevance.

## **4.2. Management of the PCU**

The coordinator is the project manager and, in this respect, has the managerial responsibility for the PCU team. Each team member based in Abuja or Lomé will support the coordinator for the achievement of the specific and crosscutting project outcomes.

In this respect, he/she is responsible for the **division of tasks and responsibilities** between the team members, relying on everyone's skills and based on the definition of positions.

He/she is the binding agent of the team. In this respect, he/she must make every effort to encourage and establish working relations in the team and ensure that there is the smoothest possible flow of information between the members.

As his/her title indicates, the coordinator coordinates and supervises the implementation of the various operational activities related to the 6 outcomes, but must assist the members of his/her team, as necessary, in performing certain complex tasks or if there is an excessive workload.

In consultation with the headquarters of Expertise France, he/she will be required to:

- Set operational objectives for each team member, in line with the achievement of the project outcomes,
- Manage the work plans,
- Organise and lead team meetings,
- Monitor/guide relations between the team members and external partners.

The coordinator, working with RAAF, will also need to ensure that the day-to-day operation of the office runs smoothly.

### 4.3. Financial and administrative management

The coordinator supervises the administrative and financial management of the project and ensures that the spending and procurement procedures are respected. He/she must in all cases be in full command of the budget and regularly inquire about its disbursement. He/she will need to attend Expertise France's monthly internal financial reporting meeting, alongside RAAF.

He/she will need to:

- Ensure that the budget planning is consistent with the operational planning;
- Regularly review the budget commitments, disbursements and forecasts;
- Control the quality of the overall administrative and financial follow-up of the project: mobilisation of short-term technical assistance, grants, logistics, audits, etc.;
- Ensure that procurement procedures are respected (services, goods, works, etc.): procurement plan, quality control of documents related to contracts, contractual negotiations, quality control of contracts and monitoring of contractual obligations, financial monitoring, etc.
- Manage the external financial reporting with the ACP Secretariat and EU;
- Manage Expertise France's internal reporting: financial monitoring, forecasts and budget closing.

### 4.4. Institutional relations, governance and reporting

The coordinator will be directly responsible for the continuation and build-up of institutional relations with the partners and regional actors in connection with the project objectives. He/she ensures the good governance of the project and is responsible for the level of knowledge and ownership of the various stakeholders. In this respect, he/she will include each party in the various stages of the project implementation in a relevant manner, depending on their respective roles.



### **Institutional relations with the regional implementation partners**

The coordinator will be directly responsible for managing discussions with RAAF, ECOWAS and CILSS with regard to the project's governance principles.

The coordinator heads the PCU housed at RAAF and, in this respect, represents the project in all the Agency's bodies, or appoints his/her representative if necessary. He/she is responsible for regularly informing the Head of the Technical Unit of RAAF, as well as the Executive Director of the project activities, and reports daily operational difficulties concerning the administrative and financial operation of the PCU, which is managed by RAAF.

In terms of the ECOWAS Commission, the coordinator contacts and informs the Director of Agriculture and Rural Development when institutional decisions/validation concerning activities need to be taken at his level.

The coordinator is responsible for the institutional and operational follow-up of the agreement established with CILSS. He/she convenes and leads monthly meetings with CILSS, shares the reporting frameworks and receives them. He/she must make every effort to ensure there is a transparent and smooth follow-up of the activities implemented by CILSS, and be proactive concerning possible solutions or operating methods to ensure that there is an effective and timely implementation.

### **Governance bodies**

The coordinator will need to organise and supervise the Steering Committees and Technical Monitoring Committees (TMC). He/she defines the agendas and directly manages the invitations and the division of tasks for the preparation of presentation documents and materials. The coordinator must make every effort to ensure that these governance bodies are as constructive and effective as possible for the achievement of the project outcomes.

As a coordinator, he/she may convene the Technical Monitoring Committees (TMC) where required.

### **Reporting and contractual relations**

The coordinator is responsible for the preparation of the annual activity report, which is the contractual report between Expertise France and the European Union. In this respect, he/she must ensure that the report is consistent with the obligations of the delegation agreement, that it is submitted in due time and that it has a satisfactory technical and financial quality.

He/she is therefore directly responsible for part of the drafting and overall consolidation of the other parts drafted by the team according to the distribution he/she has coordinated. Finally, he/she ensures the quality control of the finalised report, before sending it to the headquarters of Expertise France.

In addition to the annual contractual reporting, the coordinator must ensure that there is a regular reporting using various methods (e-mail/telephone meetings/notes/etc.) to the ACP Secretariat and

EU. He/she is responsible for the flow of operational information and for the ownership of the project by the ACP Secretariat and EU.

Finally, the coordinator is also responsible for respecting the interim reporting deadlines internal to Expertise France and internal to RAAF. He/she must make sure that there is an efficient division of tasks and consolidate the information to ensure that there is a high-quality interim reporting.

### **Relations with the headquarters of Expertise France**

The coordinator maintains close relations with the headquarters of Expertise France. He/she will need to appropriate the procedures of headquarters. He/she is responsible for weekly or twice-weekly reporting to the headquarters of Expertise France. In this respect, he/she invites the project officer from headquarters to the relevant team or working meetings.

He/she will be responsible for reporting to EF, in a relevant and timely manner, any difficulties in the management of institutional partnerships or in the operational implementation of activities. The coordinator is expected to be proactive in terms of the various obstacles and difficulties encountered. He/she will therefore need to decide when certain proposals or decisions are beyond his/her responsibility and need to be approved by headquarters.

### **Crosscutting tasks and development of synergies**

The regional dimension of the GCCA+ West Africa project requires a great openness and knowledge of other ongoing initiatives in the region and other actors working on the same thematic areas as the project. In this respect, the coordinator will need to establish and maintain relations with these initiatives and actors with a view to exchanges of information or the identification of synergies. He/she will subsequently be responsible for exploiting and monitoring the implementation of the synergies identified.

The coordinator must thereby manage a contact list and coordinate the various operational and institutional relations required for the good governance of the project and the achievement of the outcomes.

## **5. PROFILE**

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### **Qualifications**

- Master's level diploma in the Environment, Development Economics, International Relations, Project Management or another equivalent field;
- Skills in project management and the coordination of multidisciplinary and multicultural teams;
- Technical knowledge of climate change issues for the region, including UNFCCC mechanisms and in particular the Paris Agreement, will be an advantage.

## **Professional experience**

- 8 years' experience in international cooperation project management and/or technical assistance to the contracting authority in the field of the environment and/or the fight against climate change;
- At least one experience as a project or team coordinator for a large-scale institutional technical assistance or capacity building project throughout its duration;
- At least one experience in preparing a large-scale project for capacity building and/or technical assistance in the field of climate change;
- At least one work experience in an English-speaking country or in an English-speaking environment;
- Relevant work experience in building and leading an institutional dialogue with regional and national institutions;
- Relevant experience in the implementation of project monitoring-evaluation systems;
- Relevant work experience in the analysis and drafting of technical and strategic reports or on activities related to the implementation of a project;
- Knowledge and/or work experience in the procedures and requirements for managing European financing;
- Experience in working on and managing a project in West Africa is an advantage;
- Experience in managing a multi-country project is an advantage.

## **6. DELIVERABLES**

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### **6.1. Planning**

<b>Type</b>	<b>Periodicity / Submission date</b>	<b>Description</b>
<b>Quarterly working plans (Q1 2020)</b>	At the beginning of each quarter (1 <sup>st</sup> to be defined depending on when the position is taken up)	Working plan and objectives for each member of the PCU depending on the needs and operational priorities
<b>Review of the ABWP</b>	Every 6 months (January and July)	Updating of the annual budget work plan (ABWP), set out in thematic actions, in collaboration with the team
<b>Review of the PPM</b>	Every 6 months (January and July)	Updating of the PPM, in collaboration with the team

## 6.2. Implementation

Type	Periodicity / Submission date	Description
<b>Start-up report</b>	3 months after taking up the position	Summary report on taking up the position, the challenges encountered, the operational recommendations for an effective implementation and for building high-quality teamwork.
<b>Progress reports</b>	Regularly and as required	Summary note in the form of an e-mail or meeting report on news of the implementation, outlining any operational issues, deadlines, or any other situations that have an impact on the implementation and timetable and requiring decisions by the team.
<b>Activity reports</b>	Six-monthly	Summary report including the main progress with regard to the expected outcomes of the implementation phase and an interim financial summary.
<b>Contractual progress report (external reporting)</b>	Annual	Full report on all the relevant aspects of the implementation of the action. The report describes the implementation of the action according to the activities provided for in the contract between the EU and Expertise France, comprising a detailed financial report and reporting on the stabilised financial situation of year n-1.

### 6.3. Closing

Type	Periodicity / Submission date	Description
<b>Exit strategy</b>	1 <sup>st</sup> month of the closing phase	Recommendations and actions to ensure the sustainability of the programme for the activities led by Expertise France.
<b>Final report (external reporting)</b>	Last month of the implementation of the programme	The final narrative and financial report will cover the entire period of the implementation of the action. It will draw conclusions from the achievements of the programme and the attainment of outcomes and objectives. It will establish a final financial statement of the project.
<b>End of mission report</b>	Within two months following the end of the contract	Assessment of the mission: achieved outcomes, difficulties encountered, recommendations for Expertise France.

## 7. RELATIONS WITH EXPERTISE FRANCE – HEADQUARTERS

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Throughout the programme, the coordinator will work closely with the Expertise France team based in Paris, which comprises a project officer working 50% on the project, and the head of the “Climate and Biodiversity” Unit, as well as all the support services, including the Legal Affairs Department and the Financial Affairs Department.

The coordinator will report to the head of the Climate and Biodiversity Unit, but will have close exchanges on the project implementation with the project officer at the headquarters in Paris. The latter will monitor the programme from Paris. The project officer is the main day-to-day contact at Expertise France for both the team and the European Union. All the deliverables set out in part 5. DELIVERABLES will be validated by headquarters.

An interview will be held 3 months after taking up the position, then a second 6 months after taking up the position. Annual interviews will subsequently be organised between the coordinator, the head of the “Climate and Biodiversity” Unit and the EF project officer to make the annual assessment of his/her missions.