



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

TERMS OF REFERENCE

Development of WAHO Strategic Plan and Related Documents

2026-2030

Recruiting Individual Consultants: Gender

Expert

December 2025

I- Background and Rationale

The Economic Community of West African States (ECOWAS), established in 1975, originally comprised sixteen West African countries, a number now reduced to twelve. Its aim is to promote the ideal of collective self-sufficiency among its member states with a view to raising the standard of living of their peoples, maintaining and enhancing economic stability, strengthening relations between member states, and contributing to the progress and development of the African continent.

It is in this capacity that the West African Health Organisation (WAHO) was established as the ECOWAS specialized institution in charge of the health of populations. Article III of the Protocol establishing WAHO on 9 July 1987 aims to provide the highest level of healthcare services to the people of the sub region through harmonization of Member States policies, pooling of resources, and cooperation between Member States and third countries with a view to collectively and strategically finding solutions to the health challenges of the sub-region.

WAHO is constantly engaging with health professionals, scientists, technology innovators, policymakers and humanitarian workers, as well as other frontline stakeholders, in discussions on policies and strategies for resilient health systems that are ready to tackle current threats. Our more than 450 million citizens, spread across more than 5 million square kilometres, eagerly await solutions to current and emerging health challenges.

Throughout 2024, the political crisis in the region exacerbated the health challenges facing local populations. In addition to wars across the globe (Ukraine, Gaza, Sudan, Congo, Haiti and Syria), it was recorded as the hottest year in human history since temperature records began. For the first time, the increase in the annual average temperature exceeded 1.5°C, leading to a series of natural disasters, including prolonged droughts, wildfires and floods. The climate crisis has been described as the greatest threat to global health in the 21st century. The year 2025 is dedicated to seeking endogenous solutions, appropriate to the socio-cultural context, with a view to establishing bespoke policies, priorities, strategies and guidelines. There are numerous issues that directly and indirectly influence health. These include : the impact of global and regional geopolitical dynamics on local health; globalisation, economy and information technologies in the health sector; climate change, pollution, environment and disease; population, urbanisation and migration; nutrition and food security, etc.

To ensure the effective implementation of these activities, WAHO adopted a Strategic Plan for 2016–2020, which was structured around three (3) strategic goals as follows :

Goal -1 : Promotion of priority health policies and programmes in the region, including health

information and health research; disease control; epidemics and health emergencies; health promotion; medicines, vaccines and other products; traditional medicine; the health of mothers, children, adolescents, young people and the elderly; health infrastructure and equipment; health system governance; and human resources for health ;

Goal -2 : Strengthening strategic partnership for health, which includes technical assistance to Member States; technical and financial cooperation; and policy harmonisation;

Goal – 3 : Building the institutional capacity of WAHO, which includes more staffing of the institution.

Each strategic goal is broken down into programmes, and there are a total of thirteen (13) priority programmes.

Now that this Strategic Guidance Document has reached the end of its term, it is essential for WAHO to adopt a new Strategic Guidance Document that will set out the new strategic and operational provisions for the forthcoming 2026–2030 phase.

II- Objectives

The overall objective is to align the Strategic Plan (2026–2030) of the West African Health Organisation (WAHO) with current and foreseeable health threats, as well as related documents (operational plan, budget, performance framework).

The specific aims are to:

- carry out a strategic and organisational assessment of WAHO, considering each area of intervention ;
- identify the challenges to be addressed and key issues;
- align with the ECOWAS vision;
- formulate new guidelines and update the related strategic priorities;

- draw up the operational plan for the strategic plan and budget for it;
- propose a plan for mobilising resources (domestic and from TFPs) for implementation;
- develop the performance framework for the strategic plan;
- Propose the implementation, monitoring and evaluation plan for the Strategic Plan.

I. EXPECTED OUTCOMES FROM THE MISSION

In general, the expected outcomes are as follows:

- the updated strategic review has been carried out ;
- the strategic plan has been drawn up ;
- the budgeted operational plan has been drawn up ;
- the resource mobilization plan has been drawn up;
- the performance framework for the strategic plan has been drawn up;
- the monitoring and evaluation work is proposed.

II. EXPECTED DELIVERABLES

In general, the following are expected to be produced at the conclusion of this study :

- the final version of the validated diagnostic report, considering the observations and comments from the validation workshop;
- the final version of the budgeted operational plan and the monitoring and evaluation plan, incorporating the observations and comments from the validation workshop;
- the final version of the Strategic Plan, together with the final mission report.
- The final versions of the resource mobilisation and monitoring and evaluation plans have been submitted.

III. MAIN ACTIVITIES

All the activities provisionally selected as part of this process are structured around the following points: :

- 1) Launch of the process and establishment of the steering committee;
- 2) Data collection;
- 3) Monitoring of collection operations;
- 4) Analysis and production of the first draft of the strategic situation analysis report;

- 5) Workshop – 1 : Pre-validation of the first draft of the report;
- 6) Workshop – 2 : Pre-validation of the second draft of the report;
- 7) Finalisation and submission of the second draft of the situation analysis report to WAHO;
- 8) Preparation of the draft Strategic Plan and related documents (operational plan, budget, performance framework) ;
- 9) Workshop – 3 : Pre-validation of the draft Plan and related documents during a workshop;
- 10) Workshop – 4 : Final validation of the Plan and related documents during a workshop;
- 11) Finalisation and submission of the Plan and related documents;
- 12) Publishing and distributing the Strategic Plan and its operational plan.

IV. METHODOLOGICAL APPROACH

To provide WAHO with a Strategic Plan capable of addressing the challenges in its various areas of intervention, the methodology described below has been adopted.

The mission will be led by a team of consultants under the supervision of the steering committee. Three (03) major phases shall form the basis of the methodological approach of the work expected of the Consultants within the framework of this mission. These include the following:

- the scoping phase, involving collecting data and information on the themes;
- the phase involving the definition of strategic priorities and priority programmes by the team of consultants, to be validated by the steering committee;
- the phase of drafting and validating the strategic plan and related documents.

The work will be carried out in seven (07) stages using a participatory approach.

Phase One : Scoping, data and information collection

Step 1 : Needs identification

This will involve gathering requirements and guidelines following a scoping session between the team of consultants and the steering committee that has been set up. This will enable the identification of key themes and reaching agreement on the working methodology for carrying out the project.

Step 2 : Strategic assessment

Using the information gathered and the tools developed, the next step will be to define the strategic objective, which will enable us to establish the diagnostic matrix that will be integrated into the

strategic planning process. At this stage, the relationship between needs and the strategic diagnosis will be highlighted.

The focus will be on the methodological approach, particularly regarding the selection of themes, through the following:

- a retrospective analysis (examining past and present developments in the areas of intervention);
- identification of key factors and variables;
- exploratory analysis;
- structural analysis;
- identifying relationships within the structural analysis matrix;
- classification of variables;
- identifying key issues (major challenges and issues).

The strategic and organisational diagnostic report will therefore be the output of this stage.

Phase Two : Defining themes and drafting provisional thematic reports

Step 3 : Strategy formulation

Based on the key challenges to be addressed, objectives will be proposed for the period 2026–2030.

To achieve these objectives, strategies (strategic goals) will be proposed. A description of each strategic goal will be provided to facilitate identification of key actions to be carried out during the period.

Step 4 : Development of the monitoring and evaluation plan and the budgeted operational plan

Based on all the information from the previous steps, the theory of change for the strategic plan will be developed in consultation with stakeholders. A monitoring and evaluation plan and an operational plan will be drawn up to enable rigorous monitoring of the strategic plan. Based on the description of each strategic goal, key actions will be identified. Their costs will be estimated for the period 2026–2030. Actions will be identified by priority area.

Phase Three : Validation of the strategic plan and related documents

Step 5 : Drafting and validation of the interim reports and finalisation of the final report

The results of the various stages outlined above will enable the team of consultants to produce the interim reports for submission to the steering committee for amendments and then for expanded validation

within WAHO. During the final validation process, two representatives from each member country will take part in the validation.

Remarks made at the validation workshop will be incorporated with a view to finalising the report.

V. GENERAL ORGANISATION

- A steering committee will be set up to facilitate, guide and monitor the tasks of the team of consultants ;
- The General Directorate of WAHO will facilitate contact between the team of consultants and their various contacts for collecting data, information and documentation needed to carry out the assignment.
- Periodic virtual and face-to-face meetings between the team of consultants and the steering committee will be introduced to assess the level of progress of the work and provide opinions and suggestions for improvement;
- The draft strategic plan and related documents will be validated during a validation workshop ;
- The final version will factor in the recommendations of the validation workshop ;
- All departments, including WAHO projects, will need to be closely involved in the various stages of the study.

VI- Tasks assigned to the consultant

- **1. Gender analysis and assessment at regional level**
- Conduct a participatory assessment of the gender situation in the region (access to resources, participation in governance, persistent inequalities).
- Identify the structural and socio-cultural barriers hindering equality.
- Collect and analyse relevant gender-specific data.
- **2. Mainstreaming gender into the strategic process**
- Propose gender-sensitive strategic directions and objectives.
- Ensure that each priority area of the plan includes gender-specific performance indicators.
- Formulate concrete measures to reduce gender gaps.
- **3. Advocacy and consultation**

- Facilitate inclusive consultations with women's groups, young people, minorities and other key stakeholders

4. Gender-sensitive monitoring and evaluation

- Define a monitoring and evaluation framework incorporating gender-sensitive qualitative and quantitative indicators.

VII- Consultant's deliverables

1. Regional Gender Assessment
2. Gender framework note
3. Gender mainstreaming strategy
4. Strategic plan and related documents,
5. Consolidated final report

VIII- Education : Gender Expert

- Hold a master's degree (BAC+5) in sociology, socioanthropology, or gender studies
- At least five (05) years of experience pertaining to Gender
- Specific experience in developing and/or implementing national or regional policies integrating gender perspective;
- Have an excellent knowledge of the health system in ECOWAS countries;
- Ability to work with a multidisciplinary team and have strong skills in facilitating planning workshops bringing together stakeholders from a variety of backgrounds ;
- Have excellent analytical and synthesis skills;
- Proficiency in using IT tools for word processing and data analysis;
- This position is open only to ECOWAS Citizens.
- Have a perfect command of one of the three ECOWAS languages with a working knowledge of a second language.

-
- **VII- Period of activity**

The process will take place over a period of **fifteen (15) man-days**.

Mission Supervision

A steering committee will be set up in the General Directorate. The consulting team will be required to regularly submit all interim deliverables and the final deliverable to the technical committee. The mission report must also be submitted on time.

Budget

The flat-rate fee for the team of consultants comes to a total of Seven Thousand Five Hundred American dollars only (US\$ 7,500).

NB. : The consultants must include the costs of airfares and subsistence allowances for the consultancy team's travel in their tenders.



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ORGANIZAÇÃO OESTE AFRICANA DA SAÚDE

TERMS OF REFERENCE

Development of WAHO Strategic Plan and Related Documents

2026-2030

**Recruiting Individual Consultants
African Medicine Expert**

December 2025

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Phase Three : Validation of the strategic plan and related documents

Step 5 : Drafting and approval of interim reports and finalisation of the final report

The results of the various stages outlined above will enable the team of consultants to produce the draft reports for submission to the steering committee for amendments and then for expanded

validation within WAHO. During the final validation process, two representatives from each member country will take part in the validation.

Remarks made at the validation workshop will be incorporated with a view to finalising the report.

V. GENERAL ORGANISATION

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- All departments, including WAHO projects, will need to be closely involved in the various stages of the study.

V- Tasks assigned to the consultant

1. Assessment and context analysis

- Identify regional medicinal practices and resources.
- Identify common diseases or health problems treated by traditional medicine
- Mapping areas of high practice and key stakeholders
- Assess the strengths, weaknesses, opportunities and threats (SWOT analysis) associated with the integration of traditional medicine into health systems.

2. Technical and scientific contribution

- Provide reliable data on the efficacy, safety and methods of use of medicinal plants.
- Propose protocols for collaboration between traditional practitioners and modern healthcare facilities.

- Contribute to the definition of quality standards and good practices.
- **3. Mobilisation and consultation**
- Organise consultations with traditional practitioners, local communities and health authorities.
- Identify partners (NGOs, research institutes, universities) to support implementation.

4. Development of strategic goals

- Suggest regional priorities (knowledge preservation, training, research, regulation).
- Incorporate community awareness-raising and education initiatives.
- Propose a monitoring and evaluation plan to measure the impact of the actions.
- Propose a resource mobilisation plan

VI- Consultant's deliverables

- Sectoral diagnostic report
- Strategic proposals and areas of intervention
- Measures to protect and promote traditional knowledge
- Operational Action Plan
- Regulatory and ethical framework
- Contribution to the final draft of the strategic plan and related documents

Education: Expert in non-communicable diseases

- Be a Medical Doctor and/or have at least a master's degree in phytotechnics or phytotherapy
- At least five (05) years in the fields of Traditional Medicine
- Specific experience in developing national or regional policies integrating the theme;
- Have knowledge of the health system in ECOWAS countries;
- Ability to work with a multidisciplinary team and have strong skills in facilitating planning workshops bringing together stakeholders from a variety of backgrounds ;
- Have excellent analytical and synthesis skills;
- Proficiency in the use of IT tools for word processing and data analysis;
- This position is open only to ECOWAS Citizens;
- Have an excellent command of one of the three ECOWAS languages . Working knowledge of a

second ECOWAS language is an asset.

VII- Period of activity

The process will take place over a period of **fifteen (15) man-days spread over three months.**

Mission Supervision

A steering committee will be set up in the General Directorate. The consulting team will be required to regularly submit all interim deliverables and the final deliverable to the technical committee. The mission report must also be submitted on time.

Budget

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2026-2030

Recruiting Individual Consultants

Animal Health Expert

December 2025

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- draw up the operational plan for the strategic plan and budget for it;
- propose a plan for mobilising resources (domestic and TFPs) for implementation;
- develop the performance framework for the strategic plan;
- Propose the implementation, monitoring and evaluation plan for the Strategic Plan.

I. EXPECTED OUTCOMES FROM THE MISSION

The expected results are as follows :

- the updated strategic assessment is completed ;

- the strategic plan has been drawn up ;
- the budgeted operational plan is drawn up ;
- the resource mobilization plan is developed;
- the performance framework for the strategic plan has been drawn up;
- the monitoring and evaluation plan is proposed.

II. EXPECTED DELIVERABLES

The following are expected to be produced at the conclusion of this study :

- the final version of the validated diagnostic report, considering the remarks and comments from the validation workshop ;
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- 5) Workshop 1 : Pre-validation of the first draft of the report;
- 6) Workshop 2 : Validation of the second draft of the report;
- 7) Finalisation and submission of the second draft of the strategic situation analysis report to WAHO;
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- 11) Finalisation and submission of the Plan and related documents ;
- 12) Publishing and producing copies the Strategic Plan and its operational plan.

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- exploratory analysis;
- structural analysis;

- identifying relationships in the structural analysis matrix;
- classification of variables;
- identifying key issues (major challenges and issues).

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Step 3 : Strategy formulation

Based on the key challenges to be addressed, objectives will be proposed for the period 2026–2030.

To achieve these objectives, strategies (strategic priorities) will be proposed. A description of each strategic priority will be provided to facilitate the identification of the key actions to be carried out during the period.

Step 4 : Development of the monitoring and evaluation plan and the budgeted operational plan

Based on all the information from the previous steps, the theory of change for the strategic plan will be developed in consultation with stakeholders. A monitoring and evaluation plan and an operational plan will be drawn up to enable rigorous monitoring of the strategic plan. Based on the description of each strategic priority, key actions will be identified. Their costs will be estimated for the period 2026–2030. Actions will be identified by priority area.

Phase Three : Validation of the strategic plan and related documents

Step 5 : Drafting and approval of interim reports and finalisation of the final report

The results of the various stages outlined above will enable the team of consultants to produce the draft reports for submission to the steering committee for amendments and then for expanded validation within WAHO. During the final validation process, two representatives from each member country will take part in the validation.

Comments made at the validation workshop will be incorporated with a view to finalising the report.

V. GENERAL ORGANISATION

- A steering committee will be set up to facilitate, guide and monitor the tasks of the team of consultants ;
- The General Directorate of WAHO will facilitate contact between the team of consultants and its various contacts for collecting data, information and documentation needed to carry out the assignment.
- Periodic virtual and face-to-face meetings between the team of consultants and the steering

committee will be introduced to assess the level of progress of the work and provide opinions and suggestions for improvement;

- The draft strategic plan and related documents will be validated during a validation workshop ;
- The final version will factor in the recommendations of the validation workshop ;
- All departments, including WAHO projects, will need to be closely involved in the various stages of the study.

V- Tasks assigned to the consultant

1- Assessment and situation analysis

- Conduct a comprehensive analysis of the target animal populations (domestic, farmed or wild)
- Identify the main diseases, health risks and environmental factors
- Collect and analyse existing epidemiological data

2- Defining strategic priorities

- Identify key short-, medium- and long-term challenges
- Classify issues according to their health, economic and social impact
- Propose measurable and realistic objectives

3- Developing actions and programmes

4- Defining disease surveillance and control programmes

5- Incorporate animal welfare measures

4- Coordination and Partnerships

- Identify key stakeholders (veterinarians, farmers, health authorities, NGOs)
- Propose a plan for cross-sectoral collaboration
- Define roles and responsibilities of each stakeholder.

5- Monitoring & Evaluation

Set performance and monitoring indicators

VI- Expected Deliverables

- 1- Initial diagnostic report
- 2- Strategic plan and priority areas
- 3- Contribution to the Strategic Plan and related documents
- 4- Monitoring & Evaluation Plan
- 5- Consolidated final report

VII- Education : Animal Health Expert

- Be a Veterinarian
- Proven experience of at least five (05) years in animal health
- Specific experience in developing and implementing national or regional policies integrating animal health;
- Experience in the “One Health approach” would be an asset
- Have knowledge of the health system in ECOWAS countries;
- Ability to work with a multidisciplinary team and have strong facilitation skills for planning workshops bringing together stakeholders from diverse backgrounds ;
- Have excellent analytical and synthesis skills;
- Proficiency in the use of IT tools for word processing and data analysis;
- This position is open only to ECOWAS Citizens.

Have an excellent command of one of the three ECOWAS languages . Working knowledge of a second ECOWAS language is an asset.

VIII- Period of activity

The process will take place over a period of **fifteen (15) man-days** .

Mission Supervision

A steering committee will be set up in the General Directorate. The consulting team will be required

to regularly submit all interim deliverables and the final deliverable to the technical committee. The mission report must also be submitted on time.

Budget

The flat-rate fee for the team of consultants comes to a total of Seven Thousand Five Hundred American dollars only (US\$ 7,500).

NB. : The consultants must include airfare and subsistence costs for the consultancy team's travel in their bids.



WEST AFRICAN HEALTH ORGANIZATION
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ORGANIZAÇÃO OESTE AFRICANA DA SAÚDE

TERMS OF REFERENCE

Development of WAHO Strategic Plan and Related Documents

2026-2030

Recruiting Individual Consultants

Health Systems Strengthening Expert

December 2025

I- Background and Rationale

The Economic Community of West African States (ECOWAS), established in 1975, originally comprised sixteen West African countries, a number now reduced to twelve. Its aim is to promote the ideal of collective self-sufficiency among its member states with a view to raising the standard of living of their peoples, maintaining and enhancing economic stability, strengthening relations between member states, and contributing to the progress and development of the African continent.

It is in this capacity that the West African Health Organisation (WAHO) was established as the ECOWAS specialized institution in charge of the health of populations. Article III of the Protocol establishing WAHO on 9 July 1987 aims to provide the highest level of healthcare services to the people of the sub region through harmonization of Member States policies, pooling of resources, and cooperation between Member States and third countries with a view to collectively and strategically finding solutions to the health challenges of the sub-region.

WAHO is constantly engaging with health professionals, scientists, technology innovators, policymakers and humanitarian workers, as well as other frontline stakeholders, in discussions on policies and strategies for resilient health systems that are ready to tackle current threats. Our more than 450 million citizens, spread across more than 5 million square kilometres, eagerly await solutions to current and emerging health challenges.

Throughout 2024, the political crisis in the region exacerbated the health challenges facing local populations. In addition to wars across the globe (Ukraine, Gaza, Sudan, Congo, Haiti and Syria), it was recorded as the hottest year in human history since temperature records began. For the first time, the increase in the annual average temperature exceeded 1.5°C, leading to a series of natural disasters, including prolonged droughts, wildfires and floods. The climate crisis has been described as the greatest threat to global health in the 21st century. The year 2025 is dedicated to seeking endogenous solutions, appropriate to the socio-cultural context, with a view to establishing bespoke policies, priorities, strategies and guidelines. There are numerous issues that directly and indirectly influence health. These include : the impact of global and regional geopolitical dynamics on local health; globalisation, economy and information technologies in the health sector; climate change, pollution, environment and disease; population, urbanisation and migration; nutrition and food security, etc.

To ensure the effective implementation of these activities, WAHO adopted a Strategic Plan for 2016–2020, which is structured around three (3) strategic goals as follows :

Goal – 1 : Promotion of priority health policies and programmes in the region, including health

information and health research; disease control; epidemics and health emergencies; health promotion; medicines, vaccines and other products; traditional medicine; the health of mothers, children, adolescents, young people and the elderly; health infrastructure and equipment; health system governance; and human resources for health.

Goal – 2 : Strengthening strategic partnership for health, which includes technical assistance to Member States; technical and financial cooperation; and policy harmonization;

Goal – 3 : Building WAHO’s institutional capacities, which includes staffing of the institution.

Each strategic goal is broken down into programmes, and there are a total of thirteen (13) priority programmes.

Now that this Strategic Guidance Document has reached the end of its term, it is essential for WAHO to adopt a new Strategic Guidance Document that will set out the new strategic and operational provisions for the forthcoming 2026–2030 phase.

II- Objectives

The overall objective is to align the Strategic Plan (2026–2030) of the West African Health Organisation (WAHO) with current and foreseeable health threats, as well as related documents (operational plan, budget, performance framework).

The specific aims are to :

- carry out a strategic and organisational assessment of WAHO, considering each area of intervention ;
- identify challenges to be addressed and key issues;
- align with the ECOWAS vision;
- formulate new guidelines and update the related strategic priorities;
- draw up the operational plan for the strategic plan and budget for it;
- propose a plan for mobilising resources (domestic and TFPs) for implementation;
- develop the performance framework for the strategic plan;
- propose the implementation, monitoring and evaluation plan for the Strategic Plan.

I. EXPECTED OUTCOMES FROM THE MISSION

Overall, the expected outcomes are :

- The updated strategic assessment is completed ;

- the strategic plan has been drawn up ;
- the budgeted operational plan is drawn up ;
- the resource mobilization plan is developed;
- the performance framework for the strategic plan is drawn up;
- the monitoring and evaluation plan is proposed.

II. EXPECTED DELIVERABLES

Overall, the following are expected to be produced at the conclusion of this study :

- the final version of the validated diagnostic report, considering the remarks and comments from the validation workshop ;
- the final version of the budgeted operational plan and the monitoring and evaluation plan, considering the remarks and comments from the validation workshop ;
- the final version of the Strategic Plan, together with the final mission report.
- The final versions of the resource mobilisation and monitoring and evaluation plans have been submitted.

III. MAIN ACTIVITIES

All the activities provisionally selected as part of this process are structured around the following points :

- 1) Launch of the process and establishment of the steering committee ;
- 2) Data collection;
- 3) Monitoring data collection operations;
- 4) Analysis and preparation of the first draft of the strategic situation analysis report;
- 5) Workshop 1 : Pre-validation of the first draft of the report;
- 6) Workshop 2 : Validation of the second draft of the report;
- 7) Finalisation and submission of the second draft of the strategic situation analysis report to WAHO;
- 8) Preparation of the draft Strategic Plan and related documents (operational plan, budget, performance framework);
- 9) Workshop 3 : Pre-validation of the draft Plan and related documents during a workshop;
- 10) Workshop 4 : Final validation of the Plan and related documents during a workshop;
- 11) Finalisation and submission of the Plan and related documents;
- 12) Publishing and producing copies the Strategic Plan and its operational plan.

IV. METHODOLOGICAL APPROACH

To provide WAHO with a Strategic Plan capable of addressing the challenges in its various areas of intervention, the methodology described below has been adopted.

The mission will be conducted by a consulting team under the supervision of a steering committee. Three (03) major phases shall form the basis of the methodological approach of the work expected of the Consultants within the framework of this mission. These include the following :

- the scoping phase, involving the collection of data and information on the relevant topics;
- the phase involving the definition of strategic priorities and priority programmes by the team of consultants, to be validated by the steering committee;
- the phase of drafting and validating the strategic plan and related documents.

The work will be carried out in seven (07) stages using a participatory approach.

Phase One : Scoping, data and information collection

Step 1 : Needs identification

This will involve gathering requirements and guidelines following a scoping session between the team of consultants and the steering committee that has been set up. This will enable the identification of key themes and reaching agreement on the working methodology for carrying out the project.

Step 2 : Strategic assessment

Using the information gathered and the tools developed, the next step will be to define the strategic objective, which will enable us to establish the diagnostic matrix that will be integrated into the strategic planning process. At this stage, the relationship between needs and the strategic diagnosis will be highlighted.

The focus will be on the methodological approach, particularly regarding the selection of themes, through the following:

- a retrospective analysis (examining past and present developments in the areas of intervention);
- the identification of key factors and variables;
- exploratory analysis;
- structural analysis;
- identifying relationships in the structural analysis matrix;
- classification of variables;
- identifying key issues (major challenges and issues)

The strategic and organisational diagnostic report will therefore be the output of this stage.

Phase Two : Defining themes and drafting provisional thematic reports

Step 3 : Strategy formulation

Based on the key challenges to be addressed, objectives will be proposed for the period 2026–2030.

To achieve these objectives, strategies (strategic priorities) will be proposed. A description of each strategic priority will be provided to facilitate the identification of the key actions to be carried out during the period.

Step 4 : Development of the monitoring and evaluation plan and the budgeted operational plan

Based on all the information from the previous steps, the theory of change for the strategic plan will be developed in consultation with stakeholders. A monitoring and evaluation plan and an operational plan will be drawn up to enable rigorous monitoring of the strategic plan. Based on the description of each strategic priority, key actions will be identified. Their costs will be estimated for the period 2026–2030. Actions will be identified by priority area.

Phase Three : Validation of the strategic plan and related documents

Step 5 : Drafting and approval of interim reports and finalisation of the final report

The results of the various stages outlined above will enable the team of consultants to produce the draft reports for submission to the steering committee for amendments and then for expanded validation within WAHO. During the final approval process, two representatives from each member country will take part in the validation.

Comments made at the validation workshop will be incorporated with a view to finalising the report.

V. GENERAL ORGANISATION

- A steering committee will be set up to facilitate, guide and monitor the tasks of the team of consultants ;
- The General Directorate of WAHO will facilitate contact between the team of consultants and their various contacts for collecting data, information and documentation needed to carry out the assignment.
- Periodic virtual and face-to-face meetings between the team of consultants and the steering committee will be introduced to assess the level of progress of the work and provide opinions and suggestions for improvement;
- The draft strategic plan and related documents will be validated during a validation

workshop ;

- The final version will factor in the recommendations of the validation workshop ;
- All departments, including WAHO projects, will need to be closely involved in the various stages of the study.

Tasks assigned to the consultant

Specifically, these include:

1. Diagnostic assessment of the region's health systems

- Assessment of the current situation (infrastructure, human resources, funding, governance, access to care, health data)
- Identification of strengths, weaknesses, opportunities and threats (SWOT analysis)
- Mapping of key stakeholders and partners

2- Strategic framework and priority areas

- Definition of vision, mission and strategic objectives
- Proposal for priority areas of intervention
- Alignment with regional policies and international commitments

3- Operational plan and implementation framework

- Breakdown of objectives into expected outcomes, activities and indicators.

- Proposal for coordination and Monitoring and Evaluation mechanisms

4- Monitoring and evaluation framework and performance indicators

- Definition of SMART indicators to measure progress
- Proposed tools and methods for data collection and analysis tools
- Periodic reporting plan

5- Final report on the regional strategic plan

- Comprehensive and structured document approved
- Mission report

Expected Deliverables

- 1- Situation Analysis Report
- 2- Regional Strategic Plan and related documents
- 3- Monitoring and Evaluation framework
- 4- Consolidated final report

VIII- Education : Health Systems Strengthening Expert

- Be a medical doctor and have at least a master's degree in public health, or epidemiology
- Proven experience of at least five (05) years in the fields of Health Systems Strengthening
- Specific experience in developing and/or implementing national or regional policies integrating the theme;
- Have an excellent knowledge of the health system in ECOWAS countries;
- Ability to work with a multidisciplinary team and have strong facilitation skills for planning workshops bringing together stakeholders from diverse backgrounds ;
- Have excellent analytical and synthesis skills;
- Proficiency in the use of IT tools for word processing and data analysis;
- This position is open only to ECOWAS Citizens.
- Have an excellent command of one of the three ECOWAS languages . Working knowledge of a second ECOWAS language is an asset.

Period of activity

The process will take place over a period of **fifteen (15) man-days** .

Mission Supervision

A steering committee will be set up in the General Directorate. The consulting team will be required to regularly submit all interim deliverables and the final deliverable to the technical committee. The mission report must also be submitted on time.

Budget

The flat-rate fee for the team of consultants comes to a total of Seven Thousand Five Hundred American dollars only (US\$ 7,500).

NB. : The consultants must include airfare and subsistence costs for the consultancy team's travel in their bids.



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TERMS OF REFERENCE

Development of WAHO Strategic Plan and Related Documents

2026-2030

Recruiting Individual Consultant:

Environmental Health Expert

December 2025

I- Background and Rationale

The Economic Community of West African States (ECOWAS), established in 1975, originally comprised sixteen West African countries, a number now reduced to twelve. Its aim is to promote the ideal of collective self-sufficiency among its member states with a view to raising the standard of living of their peoples, maintaining and enhancing economic stability, strengthening relations between member states, and contributing to the progress and development of the African continent.

It is in this capacity that the West African Health Organisation (WAHO) was established as the ECOWAS specialized institution in charge of the health of populations. Article III of the Protocol establishing WAHO on 9 July 1987 aims to provide the highest level of healthcare services to the people of the sub region through harmonization of Member States policies, pooling of resources, and cooperation between Member States and third countries with a view to collectively and strategically finding solutions to the health challenges of the sub-region.

WAHO is constantly engaging with health professionals, scientists, technology innovators, policymakers and humanitarian workers, as well as other frontline stakeholders, in discussions on policies and strategies for resilient health systems that are ready to tackle current threats. Our more than 450 million citizens, spread across more than 5 million square kilometres, eagerly await solutions to current and emerging health challenges.

Throughout 2024, the political crisis in the region exacerbated the health challenges facing local populations. In addition to wars across the globe (Ukraine, Gaza, Sudan, Congo, Haiti and Syria), it was recorded as the hottest year in human history since temperature records began. For the first time, the increase in the annual average temperature exceeded 1.5°C, leading to a series of natural disasters, including prolonged droughts, wildfires and floods. The climate crisis has been described as the greatest threat to global health in the 21st century. The year 2025 is dedicated to seeking endogenous solutions, suitable for the socio-cultural context, with a view to establishing appropriate policies, priorities, strategies and guidelines. There are numerous issues that directly and indirectly influence health. These include : the impact of global and regional geopolitical dynamics on local health; globalisation, economy and information technologies in the health sector; climate change, pollution, environment and disease; population, urbanisation and migration; nutrition and food security, etc.

To ensure the effective implementation of these activities, WAHO adopted a Strategic Plan for 2016–2020, which is structured around three (3) strategic priorities as follows :

Goal – 1 : Promotion of priority health policies and programmes in the region, including health

information and health research; disease control; epidemics and health emergencies; health promotion; medicines, vaccines and other products; traditional medicine; the health of mothers, children, adolescents, young people and the elderly; health infrastructure and equipment; health system governance; and human resources for health ;

Goal – 2 : Strengthening strategic partnership for health, which includes technical assistance to Member States; technical and financial cooperation; and policy harmonization;

Goal – 3 : Building WAHO’s institutional capacities, which includes staffing of the institution.

Each strategic priority is broken down into programmes, and there are a total of thirteen (13) priority programmes.

Now that this Strategic Guidance Document has reached the end of its term, it is essential for WAHO to adopt a new Strategic Guidance Document that will set out the new strategic and operational provisions for the forthcoming 2026–2030 phase.

II- Objectives

The overall objective is to align the Strategic Plan (2026–2030) of the West African Health Organisation (WAHO) with current and foreseeable health threats, as well as related documents (operational plan, budget, performance framework).

The specific aims are to :

- carry out a strategic and organisational assessment of WAHO, considering each area of intervention ;
- identify challenges to be addressed and key issues;
- align with the ECOWAS vision;
- formulate new guidelines and update the related strategic priorities;
- draw up the operational plan for the strategic plan and budget for it;
- propose a plan for mobilising resources (domestic and from PTFs) for implementation;
- develop the performance framework for the strategic plan;
- propose the implementation, monitoring and evaluation plan for the Strategic Plan.

I. EXPECTED OUTCOMES FROM THE MISSION

The expected outcomes are as follows: :

- The updated strategic assessment is completed;

- the strategic plan has been drawn up;
- the budgeted operational plan is drawn up
- the resource mobilization plan is drawn up;
- The performance framework for the strategic plan is drawn up;
- the monitoring and evaluation plan is proposed.

II. CONSULTANTS' DELIVERABLES

Overall, the following are expected to be produced at the conclusion of this study :

- the final version of the validated diagnostic report, considering the remarks and comments from the validation workshop;
- the final version of the budgeted operational plan and the monitoring and evaluation plan, considering the remarks and comments from the validation workshop ;
- the final version of the Strategic Plan, together with the final mission report.
- The final versions of the resource mobilisation and monitoring and evaluation plans have been submitted.

III. MAIN ACTIVITIES

All the activities provisionally selected as part of this process are structured around the following points :

- 1) Launch of the process and establishment of the steering committee ;
- 2) Data collection;
- 3) Monitoring of collection operations;
- 4) Analysis and production of the first draft of the strategic situation analysis report;

- 5) Workshop – 1 : Pre-validation of the first draft of the report;
- 6) Workshop – 2 : Validation of the second draft of the report;
- 7) Finalisation and submission of the second draft of the situation analysis report to WAHO ;
- 8) Preparation of the draft Strategic Plan and related documents (operational plan, budget, performance framework);
- 9) Workshop – 3 : Pre-validation of the draft Plan and related documents during a workshop;
- 10) Workshop – 4 : Final validation of the Plan and related documents during a workshop;
- 11) Finalisation and submission of the Plan and related documents;
- 12) Publishing and producing copies of the Strategic Plan and its operational plan.

IV. METHODOLOGICAL APPROACH

To provide WAHO with a Strategic Plan capable of addressing the challenges in its various areas of intervention, the methodology described below has been adopted.

The mission will be led by a team of consultants under the supervision of the steering committee. Three (03) major phases shall form the basis of the methodological approach of the work expected of the Consultants within the framework of this mission. These include the following:

- the scoping phase, involving the collection of data and information on the relevant themes;
- the phase involving the definition of strategic priorities and priority programmes by the team of consultants, to be validated by the steering committee;
- the phase of drafting and validating the strategic plan and related documents.

The work will be carried out in seven (07) stages using a participatory approach.

Phase One : Scoping, data and information collection

Step 1 : Needs identification

This will involve gathering requirements and guidelines following a scoping session between the team of consultants and the steering committee that has been set up. This will enable the identification of key themes and agreement on the working methodology for carrying out the assignment.

Step 2 : Strategic assessment

Using the information gathered and the tools developed, the next step will be to define the strategic objective, which will enable us to establish the diagnostic matrix that will be integrated into the

strategic planning process. At this stage, the relationship between needs and the strategic diagnosis will be highlighted.

The focus will be on the methodological approach, particularly regarding the selection of themes, through the following:

- a retrospective analysis (examining past and present developments in the areas of intervention);
- the identification of key factors and variables;
- exploratory analysis;
- structural analysis;
- identifying relationships in the structural analysis matrix;
- classification of variables;
- identifying key issues (major challenges and issues).

The strategic and organisational diagnostic report will therefore be the output of this stage.

Phase Two : Defining themes and drafting provisional thematic reports

Step 3 : Strategy formulation

Based on the key challenges to be addressed, objectives will be proposed for the period 2026–2030.

To achieve these objectives, strategies (strategic priorities) will be proposed. A description of each strategic priority will be provided to facilitate the identification of the key actions to be carried out during the period.

Step 4 : Development of the monitoring and evaluation plan and the budgeted operational plan

Based on all the information from the previous steps, the theory of change for the strategic plan will be developed in consultation with stakeholders. A monitoring and evaluation plan and an operational plan will be drawn up to enable rigorous monitoring of the strategic plan. Based on the description of each strategic priority, key actions will be identified. Their costs will be estimated for the period 2026–2030. The actions will be identified by priority.

Phase Three : Validation of the strategic plan and related documents

Step 5 : Drafting and validation of interim reports and finalisation of the final report

The results of the various stages outlined above will enable the team of consultants to produce the draft reports for submission to the steering committee for amendments and then for expanded validation

within WAHO. During the final validation process, two representatives from each member country will take part in the validation.

Comments made at the validation workshop will be incorporated with a view to finalising the report.

V. GENERAL ORGANISATION

- A steering committee will be set up to facilitate, guide and monitor the tasks of the team of consultants ;
- The General Directorate of WAHO will facilitate contact between the team of consultants and their various contacts for collecting data, information and documentation needed to carry out the assignment.
- Periodic virtual and face-to-face meetings between the team of consultants and the steering committee will be introduced to assess the level of progress of the work and provide opinions and suggestions for improvement;
- The draft strategic plan and related documents will be validated during a validation workshop ;
- The final version will factor in the recommendations of the validation workshop ;
- All departments, including WAHO projects, will need to be closely involved in the various stages of the study.

VI- Tasks assigned to the consultant

Diagnosis and situation analysis

- Conduct a review of regional environmental and health issues (air and water quality, waste management, chemical and biological risks)
- Identify the most vulnerable areas and populations
- Assess the health impacts of industrial, agricultural and urban activities.

Setting strategic priorities

- Define short-, medium- and long-term environmental health objectives
- Proposing monitoring and evaluation indicators
- Integrate climate and resilience issues into regional priorities.

Coordination and consultation

- Participate in consultation workshops with stakeholders (local authorities, NGOs, communities, private sector)
- Facilitate cross-sectoral collaboration (health, environment, urban planning, agriculture). **Drafting and structuring the plan**

- Contribute to drafting the sections related to environmental health

- Formulate technical and regulatory recommendations

-

5- Awareness-raising and communication

- Developing prevention messages and best practices

6- Monitoring and Evaluation

- Establish a system to monitor the actions set out in the plan

VII- Expected deliverables

The specific aims are the following :

- 1- Assessment and analysis of the regional environmental and health data situation
- 2- Drawing up of the strategic plan and related documents
- 3- Monitoring and Evaluation plan : indicators, data collection tools, monitoring frequency
- 4- Final report on the regional strategic plan : version validated by stakeholders.

VIII- Education : Environmental Health Expert

- Hold a Master 2 degree in (BAC (BAC+5) Environmental Health;
- Proven experience of at least five (5) years in environmental health
- Specific experience in developing and/or implementing national or regional policies integrating environmental health;
- Experience with the One Health approach would be an advantage
- Have an excellent knowledge of the health system in ECOWAS countries;
- Ability to work with a multidisciplinary team and have strong skills in facilitating planning workshops bringing together stakeholders from a variety of backgrounds ;
- Have excellent analytical and synthesis skills;
- Proficiency in using IT tools for word processing and data analysis;
- This position is open only to ECOWAS Citizens.
- Have an excellent command of one of the three ECOWAS languages . Working knowledge of a second ECOWAS language is an asset.

Period of activity

The process will take place over a period of **fifteen (15) man-days**

Mission Supervision

A steering committee will be set up in the General Directorate. The consulting team will be required to regularly submit all interim deliverables and the final deliverable to the technical committee. The mission report must also be submitted on time.

Budget

The flat-rate fee for the team of consultants comes to a total of Seven Thousand Five Hundred American dollars only (US\$ 7,500).

NB. : Consultants must include the costs of airfares and subsistence allowances for the consultancy team's travel in their tenders.



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TERMS OF REFERENCE

Development of WAHO Strategic Plan and Related Documents

2026-2030

Recruiting Individual Consultants:

Costing Expert

December 2025

I- Background and Rationale

The Economic Community of West African States (ECOWAS), established in 1975, originally comprised sixteen West African countries, a number now reduced to twelve. Its aim is to promote the ideal of collective self-sufficiency among its member states with a view to raising the standard of living of their peoples, maintaining and enhancing economic stability, strengthening relations between member states, and contributing to the progress and development of the African continent.

It is in this capacity that the West African Health Organisation (WAHO) was established as the ECOWAS specialized institution in charge of the health of populations. Article III of the Protocol establishing WAHO on 9 July 1987 aims to provide the highest level of healthcare services to the people of the sub region through harmonization of Member States policies, pooling of resources, and cooperation between Member States and third countries with a view to collectively and strategically finding solutions to the health challenges of the sub-region.

WAHO is constantly engaging with health professionals, scientists, technology innovators, policymakers and humanitarian workers, as well as other frontline stakeholders, in discussions on policies and strategies for resilient health systems that are ready to tackle current threats. Our more than 450 million citizens, spread across more than 5 million square kilometres, eagerly await solutions to current and emerging health challenges.

Throughout 2024, the political crisis in the region exacerbated the health challenges facing local populations. In addition to wars across the globe (Ukraine, Gaza, Sudan, Congo, Haiti and Syria), it was recorded as the hottest year in human history since temperature records began. For the first time, the increase in the annual average temperature exceeded 1.5°C, leading to a series of natural disasters, including prolonged droughts, wildfires and floods. The climate crisis has been described as the greatest threat to global health in the 21st century. The year 2025 is dedicated to seeking endogenous solutions, suitable for the socio-cultural context, with a view to establishing appropriate policies, priorities, strategies and guidelines. There are numerous issues that directly and indirectly influence health. These include : the impact of global and regional geopolitical dynamics on local health; globalisation, economy and information technologies in the health sector; climate change, pollution, environment and disease; population, urbanisation and migration; nutrition and food security, etc.

To ensure the effective implementation of these activities, WAHO adopted a Strategic Plan for 2016–2020, which was structured around three (3) strategic priorities as follows :

Goal – 1 : Promotion of priority health policies and programmes in the region, including health

information and health research; disease control; epidemics and health emergencies; health promotion; medicines, vaccines and other products; traditional medicine; the health of mothers, children, adolescents, young people and the elderly; health infrastructure and equipment; health system governance; and human resources for health ;

Goal – 2 : Strengthening strategic partnership for health, which includes technical assistance to Member States; technical and financial cooperation; and policy harmonization;

Goal – 3 : Building WAHO’s institutional capacities, which includes staffing of the institution.

Each strategic priority is broken down into programmes, and there is a total of thirteen (13) priority programmes.

Now that this Strategic Guidance Document has reached the end of its term, it is essential for WAHO to adopt a new Strategic Guidance Document that will set out the new strategic and operational provisions for the forthcoming 2026–2030 phase.

II- Objectives

The overall objective is to align the Strategic Plan (2026–2030) of the West African Health Organisation (WAHO) with current and foreseeable health threats, as well as related documents (operational plan, budget, performance framework).

The specific aims are to :

- carry out a strategic and organisational assessment of WAHO, considering each area of intervention;
- identify challenges to be addressed and key issues;
- align with the ECOWAS vision;
- formulate new guidelines and update the related strategic priorities;
- draw up the operational plan for the strategic plan and budget for it;
- propose a plan for mobilising resources (domestic and from TFPs) for implementation;
- develop the performance framework for the strategic plan;
- Propose a framework for the implementation and monitoring and evaluation of the Strategic Plan

I. EXPECTED OUTCOMES FROM THE MISSION

The expected outcomes are as follows :

- The updated strategic assessment is completed;
- the strategic plan has been drawn up;
- the budgeted operational plan is drawn up
- the resource mobilization plan is drawn up;
- The performance framework for the strategic plan is drawn up;
- the monitoring and evaluation plan is proposed.

II. CONSULTANTS' DELIVERABLES

Overall, the following outcomes are expected to be produced at the conclusion of this study :

- the final version of the validated diagnostic report, considering the remarks and comments from the validation workshop;
- the final version of the budgeted operational plan and the monitoring and evaluation plan, incorporating the observations and comments from the validation workshop;
- the final version of the Strategic Plan, together with the final mission report.
- The final versions of the resource mobilisation plans and other related documents have been submitted.

III. MAIN ACTIVITIES

All the activities provisionally selected as part of this process are structured around the following points :

- 1) Launch of the process and establishment of the steering committee;
- 2) Data collection;
- 3) Monitoring of collection operations;
- 4) Analysis and production of the first draft of the strategic situation analysis report;
- 5) Workshop – 1 : Pre-validation of the first draft of the report;
- 6) Workshop – 2 : Validation of the second draft of the report;
- 7) Finalisation and submission of the second draft of the situation analysis report to WAHO ;
- 8) Preparation of the draft Strategic Plan and related documents (operational plan, budget, performance framework);
- 9) Workshop – 3 : Pre-validation of the draft Plan and related documents during a workshop;
- 10) Workshop – 4 : Final validation of the Plan and related documents during a workshop;
- 11) Finalisation and submission of the Plan and related documents;
- 12) Publishing and producing copies of the Strategic Plan and its operational plan.

IV. METHODOLOGICAL APPROACH

To provide WAHO with a Strategic Plan capable of addressing the challenges in its various areas of intervention, the methodology described below has been adopted.

The mission will be led by a team of consultants under the supervision of the steering committee. Three (03) major phases shall form the basis of the methodological approach of the work expected of the Consultants within the framework of this mission. These include the following:

- the scoping phase, involving the collection of data and information on the relevant themes;
- the phase involving the definition of strategic priorities and priority programmes by the team of consultants, to be validated by the steering committee;
- the phase of drafting and validating the strategic plan and related documents.

The work will be carried out in seven (07) stages using a participatory approach.

Phase One : Scoping, data and information collection

Step 1 : Needs identification

This will involve gathering requirements and guidelines following a scoping session between the team of consultants and the steering committee that has been set up. This will enable the identification of key themes and agreement on the working methodology for carrying out the assignment.

Step 2 : Strategic assessment

Using the information gathered and the tools developed, the next step will be to define the strategic objective, which will enable us to establish the diagnostic matrix that will be integrated into the strategic planning process. At this stage, the relationship between needs and strategic assessment will be highlighted.

The focus will be on the methodological approach, particularly regarding the selection of themes, through the following:

- a retrospective analysis (examining past and present developments in the areas of intervention);
- the identification of key factors and variables;
- exploratory analysis;
- structural analysis;
- identifying relationships in the structural analysis matrix;
- classification of variables;

- identifying key issues (major challenges and issues).

The strategic and organisational diagnostic report will therefore be the output of this stage.

Phase Two : Defining themes and drafting provisional thematic reports

Step 3 : Strategy formulation

Based on the key challenges to be addressed, objectives will be proposed for the period 2026–2030.

To achieve these objectives, strategies (strategic priorities) will be proposed. A description of each strategic priority will be provided to facilitate identification of key actions to be carried out during the period.

Step 4 : Development of the monitoring and evaluation plan and the budgeted operational plan

Based on all the information from the previous steps, the theory of change for the strategic plan will be developed in consultation with stakeholders. A monitoring and evaluation plan and an operational plan will be drawn up to enable rigorous monitoring of the strategic plan. Based on the description of each strategic priority, key actions will be identified. Their costs will be estimated for the period 2026–2030. Actions will be identified by priority.

Phase Three : Validation of the strategic plan and related documents

Step 5 : Drafting and validation of interim reports and finalisation of the final report

The results of the various stages outlined above will enable the team of consultants to produce the draft reports for submission to the steering committee for amendments and then for expanded validation within WAHO. During the final validation process, two representatives from each member country will take part in the validation.

Comments made at the validation workshop will be incorporated with a view to finalising the report.

V. GENERAL ORGANISATION

- A steering committee will be set up to facilitate, guide and monitor the tasks of the team of consultants ;
- The General Directorate of WAHO will facilitate contact between the team of consultants and their various contacts for collecting data, information and documentation needed to carry out the assignment.
- Periodic virtual and face-to-face meetings between the team of consultants and the steering committee will be introduced to assess the level of progress of the work and provide opinions and suggestions for improvement;
- The draft strategic plan and related documents will be validated during a validation

workshop ;

- The final version will factor in the recommendations of the validation workshop ;
- All departments, including WAHO projects, will need to be closely involved in the various stages of the study.

VI- Tasks assigned to the consultant

1. Financial needs analysis

- Assess the resources required for each strategic priority
- Identify direct costs (equipment, staff, infrastructure) and indirect costs (administration, maintenance, communication)

2. Development of models

- Create calculation templates to estimate expenditure by activity
- Define cost assumptions

3. Multi-year budget forecast

- Prepare provisional budgets aligned with strategic objectives
- Incorporate different scenarios (optimistic, realistic, etc.)

5. Monitoring and financial indicators

- Define financial performance indicators (cost per beneficiary, cost per outcome achieved)
- Set up a dashboard for regular monitoring.

6. Support for resource mobilisation

VII – Expected Deliverables from the consultant

1. Analysis of current and projected costs
2. Financial modelling and economic scenarios
3. Budgeted operational strategic plan
4. Resource mobilisation plan
5. Technical and methodological appendices

Education Costing Expert

- Hold a master's degree (BAC+5) in accounting, finance, management control and auditing;
- At least five (05) years of experience in operational plan or project/programme budgeting; or in financial and accounting management of projects/programmes;
- Ability to work with a multidisciplinary team and have strong skills in facilitating planning workshops bringing together stakeholders from a variety of backgrounds ;
- Have excellent analytical and synthesis skills;
- Proficiency in using IT tools for word processing and data analysis;
- Have an excellent knowledge of the health system in ECOWAS countries;
- Sound understanding of budgeting processes;
- Have a demonstrated ability to work in a team and achieve set objectives;
- This position is open only to ECOWAS Citizens.
- Have an excellent command of one of the three ECOWAS languages . Working knowledge of a second ECOWAS language is an asset.

Period of activity

The process will take place over a period of **fifteen (15) man-days spread over three months.**

Mission Supervision

A steering committee will be set up in the General Directorate. The consulting team will be required to regularly submit all interim deliverables and the final deliverable to the technical committee. The mission report must also be submitted on time.

Budget

The flat-rate fee for the team of consultants comes to a total of Seven Thousand Five Hundred American dollars only (US\$ 7,500).

NB. : Consultants must include the costs of airfares and subsistence allowances for the consultancy team's travel in their tenders.



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

TERMS OF REFERENCE

Development of WAHO Strategic Plan and Related Documents

2026-2030

Recruiting Individual Consultants:

Expert in Epidemic-prone, Infectious and Neglected Tropical Diseases

December 2025

I- Background and Rationale

The Economic Community of West African States (ECOWAS), established in 1975, originally comprised sixteen West African countries, a number now reduced to twelve. Its aim is to promote the ideal of collective self-sufficiency among its member states with a view to raising the standard of living of their peoples, maintaining and enhancing economic stability, strengthening relations between member states, and contributing to the progress and development of the African continent.

It is in this capacity that the West African Health Organisation (WAHO) was established as the ECOWAS specialized institution in charge of the health of populations. Article III of the Protocol establishing WAHO on 9 July 1987 aims to provide the highest level of healthcare services to the people of the sub region through harmonization of Member States policies, pooling of resources, and cooperation between Member States and third countries with a view to collectively and strategically finding solutions to the health challenges of the sub-region.

WAHO is constantly engaging with health professionals, scientists, technology innovators, policymakers and humanitarian workers, as well as other frontline stakeholders, in discussions on policies and strategies for resilient health systems that are ready to tackle current threats. Our more than 450 million citizens, spread across more than 5 million square kilometres, eagerly await solutions to current and emerging health challenges.

Throughout 2024, the political crisis in the region exacerbated the health challenges facing local populations. In addition to wars across the globe (Ukraine, Gaza, Sudan, Congo, Haiti and Syria), it was recorded as the hottest year in human history since temperature records began. For the first time, the increase in the annual average temperature exceeded 1.5°C, leading to a series of natural disasters, including prolonged droughts, wildfires and floods. The climate crisis has been described as the greatest threat to global health in the 21st century. The year 2025 is dedicated to seeking endogenous solutions, suitable for the socio-cultural context, with a view to establishing appropriate policies, priorities, strategies and guidelines. There are numerous issues that directly and indirectly influence health. These include : the impact of global and regional geopolitical dynamics on local health; globalisation, economy and information technologies in the health sector; climate change, pollution, environment and disease; population, urbanisation and migration; nutrition and food security, etc.

To ensure the effective implementation of these activities, WAHO adopted a Strategic Plan for 2016–2020, which was structured around three (3) strategic priorities as follows :

Goal – 1 : Promotion of priority health policies and programmes in the region, including health

information and health research; disease control; epidemics and health emergencies; health promotion; medicines, vaccines and other products; traditional medicine; the health of mothers, children, adolescents, young people and the elderly; health infrastructure and equipment; health system governance; and human resources for health ;

Goal – 2 : Strengthening strategic partnership for health, which includes technical assistance to Member States; technical and financial cooperation; and policy harmonization;

Goal – 3 : Building WAHO’s institutional capacities, which includes staffing of the institution.

Each strategic priority is broken down into programmes, and there are a total of thirteen (13) priority programmes.

Now that this Strategic Guidance Document has reached the end of its term, it is essential for WAHO to adopt a new Strategic Guidance Document that will set out the new strategic and operational provisions for the forthcoming 2026–2030 phase.

II- Objectives

The overall objective is to align the Strategic Plan (2026–2030) of the West African Health Organisation (WAHO) with current and foreseeable health threats, as well as related documents (operational plan, budget, performance framework).

The specific aims are to :

- carry out a strategic and organisational assessment of WAHO, considering each area of intervention;
- identify challenges to be addressed and key issues;
- align with the ECOWAS vision;
- formulate new guidelines and update the related strategic priorities;
- draw up the operational plan for the strategic plan and budget for it;
- propose a plan for mobilising resources (domestic and from TFPs) for implementation;
- develop the performance framework for the strategic plan;
- Propose a framework for the implementation and monitoring and evaluation of the Strategic Plan

I. EXPECTED RESULTS FROM THE MISSION

The expected outcomes are as follows :

- The updated strategic assessment is completed;
- the strategic plan has been drawn up;
- the budgeted operational plan is drawn up;
- the resource mobilization plan developed;
- the performance framework for the strategic plan is drawn up;
- the monitoring and evaluation plan is proposed.

II. EXPECTED DELIVERABLES

Overall, the following outcomes are expected to be produced at the conclusion of this study :

- the final version of the validated diagnostic report, considering the remarks and comments from the validation workshop;
- the final version of the budgeted operational plan and the monitoring and evaluation plan, incorporating the remarks and comments from the validation workshop;
- the final version of the Strategic Plan, together with the final mission report.
- The final versions of the resource mobilisation and monitoring and evaluation plans have been submitted.

III. MAIN ACTIVITIES

All the activities provisionally selected as part of this process are structured around the following points :

- 1) Launch of the process and establishment of the steering committee;
- 2) Data collection;
- 3) Monitoring data collection operations;
- 4) Analysis and preparation of the first draft of the strategic situation analysis report;
- 5) Workshop – 1 : Pre-validation of the first draft of the report;
- 6) Workshop – 2 : Validation of the second draft of the report;
- 7) Finalisation and submission of the second draft of the strategic situation analysis report to WAHO;
- 8) Preparation of the draft Strategic Plan and related documents (operational plan, budget, performance framework);
- 9) Workshop – 3 : Pre-validation of the draft Plan and related documents during a workshop;
- 10) Workshop – 4 : Final validation of the Plan and related documents during a workshop;
- 11) Finalisation and submission of the Plan and related documents;

- 12) Publishing and producing copies the Strategic Plan and its operational plan.

IV. METHODOLOGICAL APPROACH

To provide WAHO with a Strategic Plan capable of addressing the challenges in its various areas of intervention, the methodology described below has been adopted.

The mission will be conducted by a Consulting team under the supervision of a steering committee. Three (03) major phases shall form the basis of the methodological approach of the work expected of the Consultants within the framework of this mission. These include the following:

- the scoping phase, involving the collection of data and information on the relevant themes;
- the phase involving the definition of strategic priorities and priority programmes by the team of consultants, to be validated by the steering committee;
- the phase of drafting and validating the strategic plan and related documents.

The work will be carried out in seven (07) stages using a participatory approach.

Phase One : Scoping, data and information collection

Step 1 : Needs identification

This will involve gathering requirements and guidelines following a scoping session between the consulting team and the steering committee that has been set up. This will enable the identification of key themes and agreement on the working methodology for carrying out the project.

Step 2 : Strategic assessment

Using the information gathered and the tools developed, the next step will be to define the strategic objective, which will enable us to establish the diagnostic matrix that will be integrated into the strategic planning process. At this stage, the relationship between needs and strategic assessment will be highlighted.

The focus will be on the methodological approach, particularly regarding the selection of themes, through the following:

- a retrospective analysis (examining past and present developments in the areas of intervention);
- the identification of key factors and variables;
- exploratory analysis;
- structural analysis;

- identifying relationships in the structural analysis matrix;
- classification of variables;
- identifying key issues (major challenges and issues).

The strategic and organisational diagnostic report will therefore be the output of this stage.

Phase Two : Defining themes and drafting provisional thematic reports

Step 3 : Strategy formulation

Based on the key challenges to be addressed, objectives will be proposed for the period 2026–2030.

To achieve these objectives, strategies (strategic priorities) will be proposed. A description of each strategic priority will be provided to facilitate identification of key actions to be carried out during the period.

Step 4 : Development of the monitoring and evaluation plan and the budgeted operational plan

Based on all the information from the previous steps, the theory of change for the strategic plan will be developed in consultation with stakeholders. A monitoring and evaluation plan and an operational plan will be drawn up to enable rigorous monitoring of the strategic plan. Based on the description of each strategic priority, key actions will be identified. Their costs will be estimated for the period 2026–2030. Actions will be identified by priority.

Phase Three : Validation of the strategic plan and related documents

Step 5 : Drafting and validation of interim reports and finalisation of the final report

The results of the various stages outlined above will enable the team of consultants to produce the draft reports for submission to the steering committee for amendments and then for expanded validation within WAHO. During the final validation process, two resource persons from each member country will take part in the validation.

Comments made at the validation workshop will be incorporated with a view to finalising the report.

V. GENERAL ORGANISATION

- A steering committee will be set up to facilitate, guide and monitor the tasks of the team of consultants ;
- The General Directorate of WAHO will facilitate contact between the consulting team and their various contacts for collecting data, information and documentation needed to carry out the assignment.
- Periodic virtual and face-to-face meetings between the team of consultants and the steering

committee will be introduced to assess the level of progress of the work and provide opinions and suggestions for improvement;

- The draft strategic plan and related documents will be validated during a validation workshop ;
- The final version will factor in the recommendations of the validation workshop ;
- All departments, including WAHO projects, will need to be closely involved in the various stages of the study.

VI. Tasks assigned to the consultant

1- Assessment and situation analysis

- Assess the current state of epidemiological surveillance and early warning systems.
- Identify priority diseases based on their health and socio-economic impact and their potential for spread.
- Analyse historical data and epidemiological trends.

2- Identifying strategic priorities

Propose clear objectives for the prevention and control of targeted diseases. Rank interventions according to their urgency and feasibility.

Take account of local specificities (climate, mobility, risky behaviour).

3- Developing areas of intervention

Define strategies for surveillance, rapid diagnosis and response to epidemics. Propose community-based prevention and awareness-raising measures.

- Incorporate integrated control approaches (immunization, vector control, hygiene, access to healthcare).

4- Coordination and Partnerships

- Identify key stakeholders (ministries, NGOs, laboratories, international organisations).
- Propose a framework for cross-sectoral collaboration (human health, animal health, environment).
- Define roles and responsibilities of each partner,

5- Operational and budgetary planning

- Draw up an implementation schedule with milestones and monitoring indicators.
- Propose a resource mobilisation plan.

6- Monitoring, evaluation and continuous improvement

- Set performance and impact indicators.
- Propose a regular reporting system

VI- Expected deliverables

1. Analytical report on the epidemiological situation
2. Assessment of regional capacities
3. Stakeholder mapping
4. SWOT Analysis
5. Strategic plan and related documents
6. Mission report

VII- Education

- Be a medical doctor and have at least a master's degree in public health, or epidemiology
- Proven experience of at least five (05) years in the fields of epidemic-prone, infectious and neglected tropical diseases.
- Specific experience in developing and/or implementing national or regional policies integrating the various themes;
- Have an excellent knowledge of the health system in ECOWAS countries;
- Ability to work with a multidisciplinary team and have strong skills in facilitating planning workshops bringing together stakeholders from a variety of backgrounds ;

- Have excellent analytical and synthesis skills;
- Proficiency in the use of IT tools for word processing and data analysis;
- This position is open only to ECOWAS Citizens;
- Have an excellent command of one of the three ECOWAS languages . Working knowledge of a second ECOWAS language is an asset.

VIII- Period of activity

The process will take place over a period of **twenty (20) man-days**

Mission supervision

A steering committee will be set up in the General Directorate. The consulting team will be required to regularly submit all interim deliverables and the final deliverable to the technical committee. The mission report must also be submitted on time.

Budget

The flat-rate fee for the team of consultants comes to a total of Twelve Thousand Five Hundred American dollars only (**US\$ 12,500**).

NB. : Consultants must include the costs of airfares and subsistence allowances for the consultancy team's travel in their tenders.



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

TERMS OF REFERENCE

Development of WAHO Strategic Plan and Related Documents

2026-2030

Recruiting Individual Consultants

Community Health Expert

December 2025

I- Background and Rationale

The Economic Community of West African States (ECOWAS), established in 1975, originally comprised sixteen West African countries, a number now reduced to twelve. Its aim is to promote the ideal of collective self-sufficiency among its member states with a view to raising the standard of living of their peoples, maintaining and enhancing economic stability, strengthening relations between member states, and contributing to the progress and development of the African continent.

It is in this capacity that the West African Health Organisation (WAHO) was established as the ECOWAS specialized institution in charge of the health of populations. Article III of the Protocol establishing WAHO on 9 July 1987 aims to provide the highest level of healthcare services to the people of the sub region through harmonization of Member States policies, pooling of resources, and cooperation between Member States and third countries with a view to collectively and strategically finding solutions to the health challenges of the sub-region.

WAHO is constantly engaging with health professionals, scientists, technology innovators, policymakers and humanitarian workers, as well as other frontline stakeholders, in discussions on policies and strategies for resilient health systems that are ready to tackle current threats. Our more than 450 million citizens, spread across more than 5 million square kilometres, eagerly await solutions to current and emerging health challenges.

Throughout 2024, the political crisis in the region exacerbated the health challenges facing local populations. In addition to wars across the globe (Ukraine, Gaza, Sudan, Congo, Haiti and Syria), it was recorded as the hottest year in human history since temperature records began. For the first time, the increase in the annual average temperature exceeded 1.5°C, leading to a series of natural disasters, including prolonged droughts, wildfires and floods. The climate crisis has been described as the greatest threat to global health in the 21st century. The year 2025 is dedicated to seeking endogenous solutions, suitable for the socio-cultural context, with a view to establishing appropriate policies, priorities, strategies and guidelines. There are numerous issues that directly and indirectly influence health. These include : the impact of global and regional geopolitical dynamics on local health; globalisation, economy and information technologies in the health sector; climate change, pollution, environment and disease; population, urbanisation and migration; nutrition and food security, etc.

To ensure the effective implementation of these activities, WAHO adopted a Strategic Plan for 2016–2020, which was structured around three (3) strategic priorities as follows :

Goal – 1 : Promotion of priority health policies and programmes in the region, including health

information and health research; disease control; epidemics and health emergencies; health promotion; medicines, vaccines and other products; traditional medicine; the health of mothers, children, adolescents, young people and the elderly; health infrastructure and equipment; health system governance; and human resources for health ;

Goal – 2 : Strengthening strategic partnership for health, which includes technical assistance to Member States; technical and financial cooperation; and policy harmonisation;

Goal – 3 : Building WAHO’s institutional capacities, which includes staffing of the institution.

Each strategic priority is broken down into programmes, and there are a total of thirteen (13) priority programmes.

Now that this Strategic Guidance Document has reached the end of its term, it is essential for WAHO to adopt a new Strategic Guidance Document that will set out the new strategic and operational provisions for the forthcoming 2026–2030 phase.

II- Objectives

The overall objective is to align the Strategic Plan (2026–2030) of the West African Health Organisation (WAHO) with current and foreseeable health threats, as well as related documents (operational plan, budget, performance framework).

The specific aims are to :

- carry out a strategic and organisational assessment of WAHO, considering each area of intervention;
- identify challenges to be addressed and key issues;
- align with the ECOWAS vision;
- formulate new guidelines and update the related strategic priorities;
- draw up the operational plan for the strategic plan and budget for it;
- propose a plan for mobilising resources (domestic and TPFs) for implementation;
- develop the performance framework for the strategic plan;
- Propose a framework for the implementation and monitoring and evaluation of the Strategic Plan

I. EXPECTED RESULTS FROM THE MISSION

The expected results are as follows :

- The updated strategic assessment is completed;

- the strategic plan has been drawn up;
- the budgeted operational plan is drawn up;
- the resource mobilization plan developed;
- the performance framework for the strategic plan is drawn up;
- the monitoring and evaluation plan is proposed.

II. EXPECTED DELIVERABLES

Overall, the following outcomes are expected to be produced at the conclusion of this study :

- the final version of the validated diagnostic report, considering the remarks and comments from the validation workshop;
- the final version of the budgeted operational plan and the monitoring and evaluation plan, incorporating the remarks and comments from the validation workshop;
- the final version of the Strategic Plan, together with the final mission report.
- The final versions of the resource mobilisation and monitoring and evaluation plans have been submitted.

III. MAIN ACTIVITIES

All the activities provisionally selected as part of this process are structured around the following points: :

- 1) Launch of the process and establishment of the steering committee;
- 2) Data collection;
- 3) Monitoring data collection operations;
- 4) Analysis and preparation of the first draft of the strategic situation analysis report;
- 5) Workshop – 1 : Pre-validation of the first draft of the report;
- 6) Workshop – 2 : Pre-validation of the second draft of the report;
- 7) Finalisation and submission of the second draft of the strategic situation analysis report to WAHO;
- 8) Preparation of the draft Strategic Plan and related documents (operational plan, budget, performance framework);
- 9) Workshop – 3 : Pre-validation of the draft Plan and related documents during a workshop;
- 10) Workshop – 4 : Final validation of the Plan and related documents during a workshop;
- 11) Finalisation and submission of the Plan and related documents;
- 12) Publishing and producing copies the Strategic Plan and its operational plan.

IV. METHODOLOGICAL APPROACH

To provide WAHO with a Strategic Plan capable of addressing the challenges in its various areas of intervention, the methodology described below has been adopted.

The mission will be conducted by a Consulting team under the supervision of a steering committee. Three (03) major phases shall form the basis of the methodological approach of the work expected of the Consultants within the framework of this mission. These include the following:

- the scoping phase, involving the collection of data and information on the relevant themes;
- the phase involving the definition of strategic priorities and priority programmes by the consulting team, to be validated by the steering committee;
- the phase of drafting and validating the strategic plan and related documents.

The work will be carried out in seven (07) stages using a participatory approach.

Phase One : Scoping, data and information collection

Step 1 : Needs identification

This will involve gathering requirements and guidelines following a scoping session between the consulting team and the steering committee that has been set up. This will enable the identification of key themes and reaching agreement on the working methodology for carrying out the assignment.

Step 2 : Strategic assessment

Using the information gathered and the tools developed, the next step will be to define the strategic objective, which will enable us to establish the diagnostic matrix that will be integrated into the strategic planning process. At this stage, the relationship between needs and the strategic diagnosis will be highlighted.

The focus will be on the methodological approach, particularly regarding the selection of themes, through the following:

- a retrospective analysis (examining past and present developments in the areas of intervention);
- the identification of key factors and variables;
- exploratory analysis;
- structural analysis;
- identifying relationships in the structural analysis matrix;
- classification of variables;

- identifying key issues (major challenges and issues).

The strategic and organisational diagnostic report will therefore be the output of this stage.

Phase Two : Defining themes and drafting provisional thematic reports

Step 3 : Strategy formulation

Based on the key challenges to be addressed, objectives will be proposed for the period 2026–2030.

To achieve these objectives, strategies (strategic priorities) will be proposed. A description of each strategic priority will be provided to facilitate the identification of the key actions to be carried out during the period.

Step 4 : Development of the monitoring and evaluation plan and the budgeted operational plan

Based on all the information from the previous steps, the theory of change for the strategic plan will be developed in consultation with stakeholders. A monitoring and evaluation plan and an operational plan will be drawn up to enable rigorous monitoring of the strategic plan. Based on the description of each strategic priority, key actions will be identified. Their costs will be estimated for the period 2026–2030. The actions will be identified by priority.

Phase Three : Validation of the strategic plan and related documents

Step 5 : Drafting and validation of interim reports and finalisation of the final report

The results of the various stages outlined above will enable the team of consultants to produce draft reports for submission to the steering committee for amendments and then for expanded validation within WAHO. During the final validation process, two resource persons from each member country will take part in the validation.

Comments made at the validation workshop will be incorporated with a view to finalising the report.

V. GENERAL ORGANISATION

- A steering committee will be set up to facilitate, guide and monitor the tasks of the team of consultants ;
- The General Directorate of WAHO will facilitate contact between the consulting team and their various contacts for collecting data, information and documentation needed to carry out the assignment.
- Periodic virtual and face-to-face meetings between the team of consultants and the steering committee will be introduced to assess the level of progress of the work and provide opinions and suggestions for improvement;

- The draft strategic plan and related documents will be validated during a validation workshop ;
- The final version will factor in the recommendations of the validation workshop ;
- All departments, including WAHO projects, will need to be closely involved in the various stages of the study.

Tasks assigned to the consultant

1- Assessment and situation analysis

- Collect and analyse epidemiological, socio-economic and environmental data.
- Identify priority health determinants (diseases, risk behaviours, access to healthcare, etc.).
- Assess available resources (infrastructure, staff, funding).

2- Community consultation and mobilisation

- Organise meetings with stakeholders (community leaders, NGOs, local authorities).
- Gathering needs, expectations and perceptions

3- Identifying strategic priorities

- Propose clear, measurable and realistic objectives in line with the identified needs.
- Set monitoring and evaluation indicators.

4- Development of strategies and interventions

- Designing actions tailored to the local context (prevention, health promotion, strengthening of services)
- Integrating multisectoral approaches (education, nutrition, environment)
- Planning the necessary human, material and financial resources

5- Monitoring & Evaluation

- Establish a monitoring and evaluation framework with appropriate tools and methods
- Establish mechanisms for revising the plan based on results and changes in context

VI. EXPECTED DELIVERABLES

1- Situation analysis and community assessment

- Community health needs assessment report (quantitative and qualitative data).
- Mapping of stakeholders and available resources (NGOs, health facilities, community leaders).
- Analysis of the social, economic and environmental determinants of health.

2- Strategic framework and guidelines

- Proposal for the vision, mission and values of the strategic plan.
- Definition of strategic priorities and specific objectives.
- Identification of evidence-based priorities for action.

3- Operational plan and indicators

- Detailed activity matrix (actions, responsible parties, deadlines, required resources)
- Logical framework or results framework with SMART indicators
- Monitoring and evaluation plan and reporting mechanisms

4- Mobilisation and communication strategy

- Resource mobilization plan
- Results communication and advocacy strategy

5- Final version of the strategic plan and related documents

- Draft version for validation by stakeholders
- Final version incorporating feedback and recommendations
- Executive summary for distribution to WAHO

VII- Education : Community Health Expert

- Hold a Master 2 degree (BAC+5) in public health and/or community health
- Proven experience of at least five (5) years in community health
- Specific experience in developing and/or implementing national or regional policies integrating Community Health;
- Have an excellent knowledge of the health system in ECOWAS countries;
- Ability to work with a multidisciplinary team and have strong skills in facilitating planning workshops bringing together stakeholders from a variety of backgrounds ;
- Have excellent analytical and synthesis skills;
- Proficiency in the use of IT tools for word processing and data analysis;
- This position is open only to ECOWAS Citizens.
- Have an excellent command of one of the three ECOWAS languages . Working knowledge of a second ECOWAS language is an asset.

VIII- Period of activity

The process will take place over a period of **fifteen (15) man-days**

Mission Supervision

A steering committee will be set up in the General Directorate. The consulting team will be required to regularly submit all interim deliverables and the final deliverable to the technical committee. The mission report must also be submitted on time.

Budget

The flat-rate fee for the team of consultants comes to a total of Seven Thousand Five Hundred American dollars only (**US\$ 7,500**).

NB. : Consultants must include the costs of airfares and subsistence allowances for the consultancy team's travel in their tenders.



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

TERMS OF REFERENCE

Development of WAHO Strategic Plan and Related Documents 2026-2030

Recruiting Individual Consultants: Public Health and Non-communicable Disease Expert

December 2025

I- Background and Rationale

The Economic Community of West African States (ECOWAS), established in 1975, originally comprised sixteen West African countries, a number now reduced to twelve. Its aim is to promote the ideal of collective self-sufficiency among its member states with a view to raising the standard of living of their peoples, maintaining and enhancing economic stability, strengthening relations between member states, and contributing to the progress and development of the African continent.

It is in this capacity that the West African Health Organisation (WAHO) was established as the ECOWAS specialized institution in charge of the health of populations. Article III of the Protocol establishing WAHO on 9 July 1987 aims to provide the highest level of healthcare services to the people of the sub region through harmonization of Member States policies, pooling of resources, and cooperation between Member States and third countries with a view to collectively and strategically finding solutions to the health challenges of the sub-region.

WAHO is constantly engaging with health professionals, scientists, technology innovators, policymakers and humanitarian workers, as well as other frontline stakeholders, in discussions on policies and strategies for resilient health systems that are ready to tackle current threats. Our more than 450 million citizens, spread across more than 5 million square kilometres, eagerly await solutions to current and emerging health challenges.

Throughout 2024, the political crisis in the region exacerbated the health challenges facing local populations. In addition to wars across the globe (Ukraine, Gaza, Sudan, Congo, Haiti and Syria), it was recorded as the hottest year in human history since temperature records began. For the first time, the increase in the annual average temperature exceeded 1.5°C, leading to a series of natural disasters, including prolonged droughts, wildfires and floods. The climate crisis has been described as the greatest threat to global health in the 21st century. The year 2025 is dedicated to seeking endogenous solutions, suitable for the socio-cultural context, with a view to establishing appropriate policies, priorities, strategies and guidelines. There are numerous issues that directly and indirectly influence health. These include : the impact of global and regional geopolitical dynamics on local health; globalisation, economy and information technologies in the health sector; climate change, pollution, environment and disease; population, urbanisation and migration; nutrition and food security, etc.

To ensure the effective implementation of these activities, WAHO adopted a Strategic Plan for 2016–2020, which was structured around three (3) strategic priorities as follows :

Goal – 1 : Promotion of priority health policies and programmes in the region, including health

information and health research; disease control; epidemics and health emergencies; health promotion; medicines, vaccines and other products; traditional medicine; the health of mothers, children, adolescents, young people and the elderly; health infrastructure and equipment; health system governance; and human resources for health;

Goal – 2 : Strengthening strategic partnership for health, which includes technical assistance to Member States; technical and financial cooperation; and policy harmonisation;

Goal – 3 : Building WAHO’s institutional capacities, which includes staffing of the institution.

Each strategic priority is broken down into programmes, and there are a total of thirteen (13) priority programmes.

Now that this Strategic Guidance Document has reached the end of its term, it is essential for WAHO to adopt a new Strategic Guidance Document that will set out the new strategic and operational provisions for the forthcoming 2026–2030 phase.

II- Objectives

The overall objective is to align the Strategic Plan (2026–2030) of the West African Health Organisation (WAHO) with current and foreseeable health threats, as well as related documents (operational plan, budget, performance framework).

The specific aims are to :

- carry out a strategic and organisational assessment of WAHO, considering each area of intervention;
- identify challenges to be addressed and key issues;
- align with the ECOWAS vision;
- formulate new guidelines and update the related strategic priorities;
- draw up the operational plan for the strategic plan and budget for it;
- propose a plan for mobilising resources (domestic and TPFs) for implementation;
- develop the performance framework for the strategic plan;
- Propose a framework for the implementation and monitoring and evaluation of the Strategic Plan

I. EXPECTED RESULTS FROM THE MISSION

In general, the following results are expected :

- The updated strategic review has been carried out;

- the strategic plan has been drawn up;
 - the budgeted operational plan has been drawn up;
 - the resource mobilization plan is developed;
 - the performance framework for the strategic plan has been drawn up;
- the monitoring and evaluation plan is proposed.

II. EXPECTED DELIVERABLES

In general, the following are expected to be produced at the conclusion of this study: :

- the final version of the validated diagnostic report, considering the remarks and comments from the validation workshop;
- the final version of the budgeted operational plan and the monitoring and evaluation plan, incorporating the observations and comments from the validation workshop;
- the final version of the Strategic Plan, together with the final mission report.
- The final versions of the resource mobilisation and monitoring and evaluation plans have been submitted.

III. MAIN ACTIVITIES

All the activities provisionally selected as part of this process are structured around the following points: :

- 1) Launch of the process and establishment of the steering committee;
- 2) Data collection;
- 3) Monitoring of collection operations;
- 4) Analysis and production of the first draft of the strategic situation analysis report;

- 5) Workshop – 1 : Pre-validation of the first draft of the report;
- 6) Workshop – 2 : Pre-validation of the second draft of the report;
- 7) Finalisation and submission of the second draft of the situation analysis report to WAHO;
- 8) Preparation of the draft Strategic Plan and related documents (operational plan, budget, performance framework);
- 9) Workshop – 3 : Pre-validation of the draft Plan and related documents during a workshop;
- 10) Workshop – 4 : Final validation of the Plan and related documents during a workshop;
- 11) Finalisation and submission of the Plan and related documents;
- 12) Publishing and producing copies of the Strategic Plan and its operational plan.

IV. METHODOLOGICAL APPROACH

To provide WAHO with a Strategic Plan capable of addressing the challenges in its various areas of intervention, the methodology described below has been adopted.

The mission will be led by a consulting team under the supervision of the steering committee. Three (03) major phases shall form the basis of the methodological approach of the work expected of the Consultants within the framework of this mission. These include the following:

- the scoping phase, involving the collection of data and information on the relevant themes;
- the phase involving the definition of strategic priorities and priority programmes by the consulting team, to be validated by the steering committee;
- the phase of drafting and validating the strategic plan and related documents.

The work will be carried out in seven (07) stages using a participatory approach.

Phase One : Scoping, data and information collection

Step 1 : Needs identification

This will involve gathering requirements and guidelines following a scoping session between the team of consultants and the steering committee that has been set up. This will enable the identification of key themes and reaching agreement on the working methodology for carrying out the assignment.

Step 2 : Strategic assessment

Using the information gathered and the tools developed, the next step will be to define the strategic objective, which will enable us to establish the diagnostic matrix that will be integrated into the

strategic planning process. At this stage, the relationship between needs and the strategic diagnosis will be highlighted.

The focus will be on the methodological approach, particularly regarding the selection of themes, through the following:

- a retrospective analysis (examining past and present developments in the areas of intervention);
- the identification of key factors and variables;
- exploratory analysis;
- structural analysis;
- identifying relationships within the structural analysis matrix;
- classification of variables;
- identifying key issues (major challenges and issues).

The strategic and organisational diagnostic report will therefore be the output of this stage.

Phase Two : Defining themes and drafting provisional thematic reports

Step 3 : Strategy formulation

Based on the key challenges to be addressed, objectives will be proposed for the period 2026–2030.

To achieve these objectives, strategies (strategic priorities) will be proposed. A description of each strategic priority will be provided to facilitate the identification of the key actions to be carried out during the period.

Step 4 : Development of the monitoring and evaluation plan and the budgeted operational plan

Based on all the information from the previous steps, the theory of change for the strategic plan will be developed in consultation with stakeholders. A monitoring and evaluation plan and an operational plan will be drawn up to enable rigorous monitoring of the strategic plan. Based on the description of each strategic priority, key actions will be identified. Their costs will be estimated for the period 2026–2030. Actions will be identified by priority.

Phase Three : Validation of the strategic plan and related documents

Step 5 : Drafting and validation of the interim reports and finalisation of the final report

The results of the various stages outlined above will enable the team of consultants to produce the draft reports for submission to the steering committee for amendments and then for expanded validation

within WAHO. During the final validation process, two representatives from each member country will take part in the validation.

The comments made at the validation workshop will be incorporated with a view to finalising the report.

V. GENERAL ORGANISATION

- A steering committee will be set up to facilitate, guide and monitor the tasks of the consulting team ;
- The General Directorate of WAHO will facilitate contact between the team of consultants and their various contacts for collecting data, information and documentation needed to carry out the assignment.
- Periodic virtual and face-to-face meetings between the team of consultants and the steering committee will be introduced to assess the level of progress of the work and provide opinions and suggestions for improvement;
- The draft strategic plan and related documents will be validated during a validation workshop ;
- The final version will factor in the recommendations of the validation workshop ;
- All departments, including WAHO projects, will need to be closely involved in the various stages of the study.

V- Tasks assigned to the consultant

- 1- Conduct a situation analysis Collect and analyse epidemiological, demographic and socio-economic data.
- 2- Collect and analyse epidemiological data on NCDs (prevalence, mortality, risk factors)
- 3- Identify trends, regional disparities and the most vulnerable populations
- 4- Assess existing policies, programmes and resources
- 5- Identify priorities: Determine key issues and prioritise interventions
- 6- Propose targets and indicators : Define measurable targets and monitoring indicators
- 7- Steer the work (meetings or workshops) ;
- 8- Take part in workshops and incorporate stakeholders' input
- 9- Participate in the various validation processes (provisional and final)
- 10- Define the monitoring and evaluation framework Define the methods and tools for measuring the plan's impact
- 11- Draft the strategic plan and related documents ;

12- Prepare mission reports

13- In addition to the tasks mentioned above, he/she shall ensure the coordination of all the experts deployed.

VI- CONSULTANTS' DELIVERABLES

- 1- Comprehensive assessment report
- 2- Detailed report on the status of NCDs (prevalence, trends, risk factors).
- 3- Prioritised list of issues and strategic objectives
- 4- Table of SMART objectives and associated indicators
- 5- Technical chapters of the strategic plan
- 6- Minutes of workshops and plan adjustments
- 7- Finalised version of the strategic plan and related documents
- 8- Monitoring and evaluation framework document
- 9- Mission report

VII- Consultant's Profile : Public Health and NCD Expert (Lead Expert)

- Be a medical doctor and have at least a master's degree in public health, or epidemiology
- Proven experience of at least ten (10) years in the fields of design, implementation and evaluation of health programmes and definition of health strategies and policies, including at least five (05) years in the fields of non-communicable diseases;
- more specifically in the development of national or regional policies integrating the theme.
- Experience in drafting and/or implementing strategic and operational plans at national or regional level;
- Ability to work with a multidisciplinary team and have strong skills in facilitating planning workshops bringing together stakeholders from a variety of backgrounds ;
- Demonstrate the ability to lead a multidisciplinary team, facilitate workshops to formulate strategies and report on studies
- Experience in health programmes management;
- Have excellent analytical and synthesis skills;
- Have an excellent knowledge of the health system of ECOWAS countries;
- Proficiency in using IT tools for word processing and data analysis;
- Experience with the health system of ECOWAS countries;
- This position is open only to ECOWAS Citizens.
- Have an excellent command of one of the three ECOWAS languages. Working knowledge of a second ECOWAS language is an asset.

VIII- Period of activity

The process will take **thirty-five (35) man-days**

Mission Supervision

A steering committee will be set up in the General Directorate. The consulting team will be required to regularly submit all interim deliverables and the final deliverable to the technical committee. The mission report must also be submitted on time.

Budget

The flat-rate fee for the team of consultants comes to a total of Twenty-one Thousand American dollars only (**US\$ 21,000**).

NB. : The consultants must include the costs of airfares and subsistence allowances for the consultancy team's travel in their tenders