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## Terms of Reference

### Exploring African perspectives on food systems leadership

#### Summary

The [African Food Fellowship](http://africanfoodfellowship.org) is looking for thought partners to further develop the concept of food systems leadership from an African perspective. This ToR is an invitation to work with the Knowledge & Learning Agenda of the African Food Fellowship to co-create ideas around African food systems leadership based on academic insights and practice.

#### What is the African Food Fellowship?

The African Food Fellowship is a practical, collaborative and visionary leadership initiative for inclusive and regenerative food futures on the continent. It targets emerging leaders from the civic, public and private circles to jointly transform Africa's food systems and ensure equitable availability and access to healthy and sustainable food for all. Wageningen University & Research and Wasafiri Consulting initiated this fellowship to help deliver progress promised in the 2014 Malabo Declaration to end hunger on the continent by 2025. We seek African anchor organisations capable of going on the journey with us from the very beginning. The initiative enjoys support from the IKEA Foundation.

In this 18-month start-up phase, foundations will be laid to realise this vision by designing and delivering a world-class leadership programme for food systems leaders, fostering African ownership, and working with like-minded efforts to help catalyse a professional movement for deep-seated change of food systems. The African Food Fellowship is currently delivering 10-month intensive programmes for fellows in Kenya and Rwanda, and will become available in many other countries in the coming years.

#### The issue: leadership as a key ingredient for African food system transformation

Food systems can and must become better for people and the environment in every continent across the world. Africa's leaders set bold targets in the Malabo Declaration focused on 2025 but they are not yet on track to achieve the goals set. Given these and other factors leaders must be bold in actions and not simply with rhetoric. Leaders working across the public, civic and private spheres that comprise much of Africa's food systems are critical in shaping the agendas, market dynamics and wider context for how food systems current operate and their future trajectory.

Many 'calls to action' arise from food system dialogues and policy debates on the need for transformation of African food systems. All these calls to action beg the question: who will lead this transformation? And even more importantly: what is the type of leadership required for African food systems to shift towards a more desirable state? And what will make this leadership distinctively African?

#### African Food Fellowship take on leadership

The proposition of the African Food Fellowship is that a next generation food systems leaders needs support and nurturing in order to help make the massive necessary changes in food systems. By creating a critical mass of leaders who share aspirations towards sustainable and inclusive food system outcomes, we should expect a shift of these food systems towards these outcomes. This requires collaborative ways of leading: stepping away from the notion of leaders as 'heroes' with a set of individual traits, to embracing the notion of leadership as

The African Food Fellowship is initiated by:



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**wasafiri**

a collaborative practice. Furthermore, food systems leaders should have 1) a mindset for collaboration; 2) the ability to work with the unknown; 3) the ability to zoom in and zoom out.

Besides supporting multiple cohorts of individual fellows, the African Food Fellowship will grow a continental professional movement that aspires to and acts on long term transformational goals, at scale.

The African Food Fellowship is currently testing this out by offering a 10-months leadership programme for 30 fellows in Kenya, and 30 fellows in Rwanda. These fellows invest 4 hours per week to participate in this programme. It covers concepts of food systems, foresight and scenarios, and systems leadership, before moving into deep dives in specific impact areas. A second stage of this programme involves the design of systems action initiatives in which fellows collaborate with others for real world systems action, with intensive coaching and technical mentoring.

### **Purpose of assignment**

The African Food Fellowship is interested to partner with African researchers, academic institutions, think tanks, or consultants who could make a substantial contribution to further the thinking of what food systems leadership could mean in an African context.

The purpose of this assignment is twofold:

- 1) To support the African Food Fellowship in building a conceptual foundation for food systems leadership, based on a diversity of African insights and knowledges.
- 2) To engage potential knowledge partners who can eventually play a long-term role in anchoring the African Food Fellowship.

### **Deliverables**

The scope of this assignment is formulated relatively open to allow for a co-created inquiry process with the selected candidate(s). At this stage we envisage that selected candidate(s) will:

- Participate in an online scoping workshop with the African Food Fellowship team;
- Conduct a light literature review;
- Conduct interviews with 8-10 key informants;
- Co-lead an online synthesis workshop with the African Food Fellowship team and selected members of the Inspiration Committee of the African Food Fellowship;
- Draft a written report which captures the outcomes of the inquiry.

We recognize that there are multiple perspectives on the future of Africa's food systems, ranging from large agribusiness-driven transformation to agroecology-based transformation. The African Food Fellowship deliberately welcomes different perspectives and is intentionally not prescriptive about which perspective to prioritize.

The assignment is scheduled to start in October 2021 and be finalized by January 2022.

### **Budget**

This assignment has a total budget available of 20.000 euro.

### **How to apply**

We invite qualified institutions or individuals to Expressions of Interest can be send by 15 September 2021 to [info@africanfoodfellowship.org](mailto:info@africanfoodfellowship.org), with cc to [herman.brouwer@wur.nl](mailto:herman.brouwer@wur.nl), for the attention of Herman Brouwer, Knowledge & Learning Agenda lead of the African Food Fellowship. Only shortlisted proposals will be contacted.

Expressions of Interest should contain at least:

- A brief (max. 2-4 pages) document outlining your approach to the assignment. This should explain why you/your institution is qualified for this assignment. It should also illustrate your grasp of the concepts involved and methodologies proposed, as well as demonstrate your collaborative skills in working on systems change (preferably in agriculture & food).
- A indicative work plan and budget proposal
- An institutional profile
- Key CVs of proposed staff

Expressions of interest are evaluated on the following criteria:

- Suitability of your proposed approach to the needs of African Food Fellowship (30%)
- Your track record (30%)
- Potential for longer term collaboration with African Food Fellowship beyond this assignment (30%)
- Price (10%)