

## Terms of Reference

### SHORT-TERM CONSULTANCY TO REVIEW AND REFINE THE STRATEGIC PLAN FOR 2021 - 2025

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#### 1. Introduction

This is the Terms of Reference (ToRs) for the required technical support towards the review and refinement of new Strategic Plan for The Sustainable Development Goals Center for Africa (The SDGC/A). The developed Strategic Plan will provide strategic direction for the subsequent The SDGC/A interventions during next 5 years' strategic plan period 2021 - 2025 towards achievement of The SDGC/A aspirations in respect to the vision, mission and strategic objectives. Additionally, the Plan for 2021 - 2025 will serve as a tool for resource mobilization from a network of partners. The ToRs therefore provide information on the overall objectives of the consultancy, the general methodology, tools and approaches, the expected deliverables and the required qualification and experiences of consultants to facilitate the review and refinement of the 5 year's strategic plan for The SDGC/A.

#### 2. Background

The SDGC/A is an autonomous non-for-profit international organization with its headquarters based in Kigali, Rwanda. Since its establishment in 2016, The Center opened a sub- regional center in Lusaka, Zambia for the Southern Africa region in 2019. To expand its coverage in the African continent, The Center plans to open other regional centers to represent and appreciate the immense differences in the agro-ecology, socio-cultural and geo-political aspects of the regions. The Center was born from the desire to ensure that Africa takes its rightful position in the global forum with all the other actors responsible for the global conversation and actions related to the SDGs and other continental commitments.

The overall goal of The Center is to support the African governments in accelerating the achievement of the Sustainable Development goals (SDGs) with more focus on five (5) regional priorities and challenges. This goal will be realised through *undertaking research and policy advice, technical support and capacity building as well as knowledge generation and information sharing*. The SDGC/A fulfils its purpose by providing technical support, independent advice and expertise as input to national governments, private sector, civil society, and academic institutions to accelerate the implementation of the SDG Agenda 2030 and leverage the subsequent attainment of the African Union Agenda 2063. The SDGC/A builds upon Africa's existing successes and brings together people, ideas, and innovation to collectively reach a more sustainable future. The guiding framework for The Center's work is the need to approach the SDGs comprehensively and in an integrated manner, with emphasis on strong leadership, equality, active community engagement and sustainability.

The SDGC/A's interventions over the years have been guided by its strategic plan, the last of which expired in December 2020. The current draft Strategic Plan has been the description of The Center's Goal, Objectives and Outputs over the 5-year planning period (2021 - 2025). It describes in broad terms, the strategic interventions, implementation strategies, schedule, modalities and requirements, budget as well as a framework for monitoring the outputs and impacts or outcomes of this Strategic Plan. It's therefore against this backdrop that The SDGC/A secretariat is facilitating the process of reviewing and refining the developed a new strategic plan 2021 - 2025.

### 3. Objectives of the Consultancy

The overall objective of this short-term consultancy is to review and refine the Draft Strategic Plan for the period 2021 - 2025, to ensure that The Center effectively and efficiently fulfills its mandated objectives stipulated in its bylaws and keep members of its network working towards the same long-term goals.

### 4. Scope of Work

The scope of work for the Consultant will include but not limited to:

- Familiarization with vision, mission and its strategic goals based on The Center's mandated objectives;
- Undertake a situation analysis and stakeholder mapping of The SDGC/A network including: its *Strengths, Weaknesses, Opportunities and Threats (SWOT)* as a platform for engagement towards effective, inclusive accountable institutions;
- Through a consultative process and application of appropriate tools of analysis, refine focus areas; the thrust areas, long term priorities, strategic interventions and key result areas for The Center;
- Review the institutional capacity, organizational set-up, financial and administrative systems against The Center's mandated objectives and the identified priorities, strategic interventions, and key result areas, KPIs and make necessary refinements, if any;
- Develop a Results Framework for the plan period (2021 - 2025);
- Hold program staff meeting to validate the revised Strategic Plan;
- Propose monitoring and reporting strategies and mechanisms to ensure the effective implementation of the Strategic Plan;
- Finalize Strategic Plan and submit the refined Strategic Plan to The SDGC/A secretariat.

### 5. Timeline for the Consultancy

The scope and focus of the assignment are to provide technical, strategic and facilitation support to enable the review and refinement of the strategic plan for The Center. The duration of the consultancy is expected to be two (2) weeks with the following steps and level of effort (LOE) suggested:

Approach	Deliverable	Expected Level of Effort
Preparation and Initial Consultation with Program staff and its networks	Brief inception report outlining key deliverables and timelines; contextual analysis.	3 days
<b>Review, Assess and Analyze:</b> <ul style="list-style-type: none"> <li>Review of relevant organizational documents (vision, mission statement, draft strategic plan, organization structure, bylaws, etc.);</li> <li>Participatory process of critical reflection, analysis and consultation (SWOT analysis);</li> <li>Consultations with organization's leadership and program staff members, partners, etc.</li> </ul>	2 Focus Group Sessions with selected stakeholders	4 days

<b>Refine Strategic Plan</b> <ul style="list-style-type: none"> <li>Analyze feedback from the different source documents and reviews</li> <li>Refine the strategic framework guided by the scope of work.</li> <li>Present the refined strategic plan to program staff</li> </ul>	<b>Revised Strategic Plan</b>	5 days
Review and finalize the draft strategic plan based on feedback from staff and key stakeholders	<b>Final Strategic Plan</b>	2 days
<b>Total estimated level of effort</b>	<b>Up to a maximum of</b>	<b>14 days</b>

## 6. Key Deliverables

The key deliverables include:

- Brief inception report based on initial consultations and the draft strategic plan, 2021 - 2025;
- A refined five-year Strategic Plan, 2021 - 2025;
- 5 years Strategic Plan Results Framework; and
- Progress reports on the process including stakeholder consultations and validation meetings with program staff.

**Notable:** Due to **COVID-19**, all deliverables shall be submitted softcopy but in editable format. Also, other applicable guidelines and restrictions during consultancy period shall be adhered to.

## 7. Reporting

The Consultant will report to the Senior Economist of The SDG Center for Africa. It is also expected that the Consultant will also work closely with the M&E Team for the coordination and execution of activities.

## 8. Payments

The Consultant will be paid professional fees (in Rwandan Francs or Zambian Kwacha only) as compensation for his/her technical/professional expertise and time invested in the delivery of the expected outputs. This will be discussed and agreed amicably for a win-win for both the consultant and The SDGC/A secretariat.

## 9. Qualification

The Individual Consultant must have:

- At least a Master's Degree with 7 years' professional experience or Bachelor's Degree with 10 years' professional experience, in organizational, project or any other management role requiring strategy formulation, implementation and achievement.
- Sound understanding and knowledge of strategic planning, standard management tools and techniques to schedule, plan and measure performance.
- Excellent research and analytical skills including desk research, interviewing skills and stakeholder facilitation methodologies.

- d) Proven experience working with a wide range of stakeholders from the private and public sector to generate collective effort.
- e) Proven experience working with regional and continental civil society organizations (CSOs).
- f) Confident professional with the ability to engage and work effectively with diverse range of stakeholders.

#### **10. Mode of Application**

Interested candidates/company should submit their CV/business license, certificates of services (satisfactory performance of work) of similar nature, reference people and academic certificates of consultants via email to [recruitment@sdgcafrica.org](mailto:recruitment@sdgcafrica.org) by May 02, 2022 at **17:00 Kigali time**. The submission should include both technical and financial proposals separately. E-mail subject line must include **“Strategic Planning Consultant”**. We appreciate all interest in this opportunity, but only shortlisted candidates will be contacted.