



Terms of Reference for a Consultant to Develop the I4C Africa Hub's Five-Year Strategic Plan

Background

Innovation for Change (I4C) is a growing global network of people, organizations and online Hubs with seven (7) connected Regional Centres in Africa, Central Asia, East Asia, Latin America and the Caribbean (LAC), the Middle East and North Africa (MENA), South Asia and the Pacific. An eighth Global Innovation Hub, co-facilitated by CIVICUS, supports project implementation and drives innovation across the entire network.

Our networks spark collaborations within civil society as well as partnerships with social and technology businesses and academia. We help power methods, create campaigns and drive programme development across sectors by offering advisory services, education and training, convening and network building, fundraising, free online tools/digital literacy and support with technology product development.

Rationale

Innovation for Change (I4C) Africa Hub's Secretariat is seeking to hire a Consultant to undertake a study which examines the organization's current structure and capacity in the context of its action plans from 2019 up until the present. Through this desk research, the Consultant will carry out the following activities:

- Review of existing relevant documentation including the Hub's five (5)-Year Strategic Plan – 2019 -2023;
- Conduct interviews with the I4C Africa Hub staff and I4C Africa Board members; I4C Africa Hub's Regional Connectors (RCs)/partner organizations, the I4C Helper Hub (HH), and the I4C Africa Hub's network members.

Objectives

- To assess the Hub's organizational structure in the context of updating its Strategic Plan: 2019-2023 to inform the development of its five (5)-Year Strategic Plan/2021-2025 Strategic Plan; and
- To provide the Hub with the roadmap it needs to pursue a specific strategic direction and set of performance goals, deliver stakeholder value, and be successful.

With the development of a formal strategic plan/document, the Hub will be able drive its growth through implementing strategies and plans into actions in order to accomplish strategic objectives and goals. Moreover, it will address the **what** and **why** of activities to allow for **who**, **where**, **when**, and **how** of its implementation process.



Scope of Work

The Consultant will be responsible for the following tasks:

- In consultation with the Hub's Regional Manager, design and document an appropriate process and relevant tools leading to the desired results;
- In consultation with the Hub's Secretariat staff members, Board Members and Regional Connectors/RCs, develop resource materials based on Hub's current documents that can later be used;
- Facilitate a three (3)-day strategic meeting/workshop; and
- Produce a draft strategic document which reflects the deliberations of the workshop.

Deliverables

The Consultant will submit a final report that incorporates the main findings. To help consolidate the significant achievements of the Hub and consequently reach a consensus about them, the Consultant will subsequently lead a three (3)-day strategic meeting/workshop either online or face-to-face (details to be determined) in Nairobi, Kenya in March 2021 with the support of the Hub, whose outcomes are expected to put the main stakeholders (Secretariat staff members, Board Members and Regional Connectors/RCs) in a position to review various options and make informed plans regarding staffing, structure and income generation.

The three (3)-day strategic meeting/workshop will consist of one (1) Consultant, eight (8) Secretariat staff members, seven (7) Board Members and five (5) Regional Connectors/RCs.

The strategic meeting/workshop planned for March 2021 will guide the Hub's process of developing its five (5)-Year Strategic Plan/2021-2025 Strategic Plan. It will not only refresh its key stakeholders on the direction of the organization and its key strategic priorities, but will also provide clarity on the types of activities the Hub wants to be engaged in, and help the Hub develop attractive new tools, products and services that could engage more of its members to participate in activities that essentially prove useful to their work.

The Consultant will thereafter build on the findings from the research conducted and the achievements identified in the strategic meeting/workshop to submit a report/draft strategic document that will respond to the Hub's strategic priorities to essentially inform the development of the Hub's five (5)-Year Strategic Plan/2021-2025 Strategic Plan, namely:

- The organizational mechanisms and models for long-term sustainability; and
- The development of the Hub's resource mobilization strategy.



Expected Results/Outcomes

The Consultant is expected to deliver the following key outputs: (i) better allocation of resources; (ii) more audience-focused initiatives; (iii) better alignment with the Hub's goals; (iv) greater definition of success for the Hub; and (v) provision of valuable insights that can further shape the Hub. I4C AH will provide relevant information as needed.

Deliverables

- An Inception Report detailing an understanding of the assignment (TOR), proposed methodology and implementation plan;
- Progress report with details on achievements as well as plan of action for completion of the assignment;
- A draft strategic plan which covers 2021 – 2025 with high level strategic goals;
- A workshop report which documents the processes and contents of the workshop;
- An action plan for the immediate steps necessary to bring the strategy alive; and
- Final approved Strategic Plan.

Duration of the Assignment

The assignment is scheduled for a period of or 90 days not exceeding 31st March 2021 / three (3) months: January – March 2021.

Criteria and Eligibility

1) Technical Expertise (70%)

- Preferably an advanced University degree in Sociology, Social Development, Community Development, journalism or communication or other relevant fields of social science, or First University degree with additional years of relevant work experience and/or training/courses (35%);
- Preferably five years' experience in facilitating strategic planning and project formulation preferably in the area of community development (15%); and
- Excellent communication skills (written & oral English) are an essential requirement. French a strong asset; or demonstrated ability to work with a translator (20%).

These are to be graded upon:

- a) If possible, submission of previously published reports (5%);



- b) Interview with the Hub's Regional Manager to analyze oral communication skills (5%); and
- c) Knowledge of the civic society landscape in Africa, particularly civil society organizations (10%).

2) Financial Proposal (30%)

Reporting and Payments

- The format of the strategic plan;
- Workshop reports must be in line with internationally recognized standards. Suggested draft structure/format to be approved by the Hub's Regional Manager;
- All draft documents should be in Microsoft Word and all final documents in Adobe Acrobat format;
- All documents should be free from access restrictions; and
- The payments shall be contingent upon the successful completion of the deliverables/milestones as outlined in the contract.

Duration and Location

The forum/workshop will be held from the **16th to the 18th of March 2021** either online or face-to-face (details to be determined). The Consultant will be expected to engage with the Hub's Secretariat staff members, Board Members and Regional Connectors/RCS for duration of five (5) weeks (3 weeks before the forum and 2 weeks after). The final documentation of the forum/workshop should be submitted to the Hub's Advocacy and Communications Officer no later than **1st April 2021**.

Application Procedures and Deadline for Submitting Proposals

Those wishing to be considered for this consultancy should submit their send application, stating the assignment with the following documents to: africa@innovationforchange.net.

This should include the following: b) resume of Consultant, c) technical and financial proposal based on the deliverables outlined in the ToR; and d) email addresses and phone numbers of two (2) accessible referees familiar with the candidate's work.

The proposal should reach the above by the **27th of January 2021 at 17:00 EAT**.

Applicants should send all above documents to email address provided above (Indicate *I4C Africa Hub Strategic Planning Consultant* in the email subject line). Only shortlisted candidates will be contacted directly.



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