Consultancy for the Development of a Mid Term Strategic Plan Review (2021-2025) for African Forum and Network on Debt and Development (AFRODAD)

1. Introduction
AFRODAD is a pan African civil society organisation established in 1996 as a regional platform and organisation for lobbying and advocating for debt cancellation and addressing other debt related issues in Africa. The day-to-day activities are undertaken by a secretariat based in Kenya, Cameroon, and Zimbabwe. The secretariat is responsible for both programme and administrative activities. As a vision, AFRODAD aspires for “A prosperous Africa based on an Equitable and Sustainable Development. Its mission is “To contribute to Africa’s Inclusive Economic Growth and Sustainable Development through Influencing Policy Change on Debt Management and Development Finance Anchored on a Rights-Based Approach. AFRODAD’s overall goal is to influence African Governments to institute and implement policies and practices for sustainable development and eradication of poverty. To achieve its goal and objectives AFRODAD works under the following four thematic areas: Debt Management, Domestic Resource Mobilisation, International Public and Private Finance, and Legal Advocacy and Analysis for Debt.

2. Background and Purpose of Consultancy
AFRODAD has been guided by the 2021- 2025 Strategic Plan in its activities. Now that the Strategic Plan period is mid-term, we require the services of a consultant who will do a Strategic Plan mid-term review for the period 2021-2023 informed by the 2021-2025 Strategic Plan and proffer recommendations for the remaining part of the strategic period.

The purpose of the strategic review process is to review the current strategic framework for AFRODAD to increase its effectiveness in advocacy for debt and debt related issues in Africa. In its third year of implementation AFRODAD is looking forward to reviewing its implementation of the Strategy in the years, 2021, 2022 and 2023. A number of advocacy opportunities existed in the period 2021- 2023 that AFRODAD took advantage of and implemented in a bid to contribute to Africa’s Inclusive economic growth and sustainable development.

3. Scope of Work
The consultant will conduct a mid-term review of the strategy 2021-2025 that will look at the strategy design and implementation strategies, and key results. The consultancy will establish the significant changes that have taken place in the period under review and draw lessons and recommendations for future programming and implementation. The review will also assess relevance, effectiveness, coherence, efficiency, impact, and sustainability in following areas;
a. Programme Implementation and Strategies
   i. Assess the relevance and effectiveness of the theory of change and strategies in achieving the intended goals and objectives, including the partnerships that AFRODAD engaged in during the implementation period.
   ii. Were strategies identified realistic, appropriate, and adequate to achieve the intended results?
   iii. What observable changes or results can be associated to the strategies implemented?

b. Internal Governance and Operations
   i. Is the institution’s governance sufficient to implement the strategy?
   ii. Is the current staff structure sufficient to implement the strategy?
   iii. What improvements should AFRODAD make to enhance staff capacity for effective implementation of the strategy?

c. Funding and Sustainability
   i. To what extent are the current resources able to meet the implementation goals of the strategy?
   ii. Describe key factors that will require attention to improve prospects for future funding and sustainability of current funding partners.
   iii. What trends in the sector does AFRODAD need to be aware of that might have an impact on the funding and sustainability of the organisation?

d. Lessons learned and Future Prospects.
   i. Provide lessons that are key for AFRODAD's future programming and engagements at national, regional, and global levels.
   ii. Provide recommendations for effective implementation of the remaining period of strategy based on the review findings.
   iii. Provide insights into what AFRODAD needs to start investing in

e. Evaluation documentation and stakeholders
During the review, the consultant will rely on annual reports, project reports and other key documents provided by AFRODAD and partners. The consultant will also consult with staff, partner institutions (national, regional and global) and Board members during the review.

4. Expected Outputs
   • Inception Report - The report should include a comprehensive desk review of documents relevant to the understanding and execution of the assignment - An elaboration of a methodology/action plan, work plan, questionnaire, list and contacts of key stakeholders to be engaged.
   • Draft Mid Strategy Review Report
   • Final Mid Strategy Review Report incorporating suggestions and recommendations.
5. Expected Deliverables and Timelines

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<thead>
<tr>
<th>Deliverables</th>
<th>Tentative Timelines</th>
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<tr>
<td>Inception Report</td>
<td>By 24 November 2023</td>
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<td>Inception meeting with AFRODAD staff</td>
<td>By 8 December 2023</td>
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<td>Consultative/ Meetings/Field work</td>
<td>By 26 January 2024</td>
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<td>-AFRODAD Staff and partners (national, regional and global), Board members and funding partners</td>
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<td>Draft Strategy Review Report</td>
<td>By 16 February 2024</td>
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<tr>
<td>Draft Operational Plan and Budget 2024-2025</td>
<td>By 16 February 2024</td>
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<tr>
<td>Final Strategy Review Report</td>
<td>By 1 March 2024</td>
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<td>Operational Plan and Budget 2024-2025</td>
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6. Requirements and Qualifications

- A minimum of a relevant master’s degree and 5 years relevant work experience in providing Organizational Capacity Development services specifically strategic planning and management consultancy
- A good understanding of AFRODAD’s thematic areas of
  - Debt Management
  - Domestic Resource Mobilisation and
  - International Public and Private Finance
  - Legal Advocacy and Analysis for Debt
- Demonstrated experience in working with other advocacy organisations in the areas of capacity building and organizational development in at least three organisations.
- Strong facilitation, interpersonal skills and the ability to communicate and work well with diverse people.
- Fluency in English (written and spoken) and fluency in another language especially French and Portuguese is an added advantage.
- Possess excellent coordination abilities.

7. Institutional Arrangements
The Consultant will report to the Monitoring, Evaluation, Accountability and Learning (MEAL) Officer and the Executive Director. The MEAL Officer will provide relevant background documents necessary for the assignment including, the 2021- 2025 Strategic Plan, Annual reports, and other relevant documentation. The MEAL Officer shall be responsible for the coordination of meetings and other activities under the Consultancy.

8. Application Process
Applications should be addressed to The Executive Director, AFRODAD, 31 Atkinson Drive, Hillside, Harare, Zimbabwe or sent by email to recruitment@afrodad.org copying MnEintern@afrodad.org no later than 5pm, Friday the 10th of November 2023. All applications should include a technical proposal (maximum 10,000 words) which should comprise:

- A brief presentation of the consultant/firm’s qualification with emphasis on previous experience with similar assignments
• A cover letter (maximum 200 words)
• Updated CV and profiles of team members to be involved in the assignment.
• Understanding of the Terms of Reference and the task to be accomplished
• Draft assignment framework and plan with clear methodology and timeframes
• List of relevant past three assignments for similar work at national or regional level
• A financial proposal (maximum 5000 words) including all details of envisaged cost of the assignment in US dollars.

Please quote “Mid-Term Review Strategic Plan 2021-2025” on the subject line.