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TERMS OF REFERENCE

CONSULTANCY SERVICES TO DEVELOP 2024-28 STRATEGIC PLAN FOR THE HORN ECONOMIC AND SOCIAL POLICY INSTITUTE (HESPI)

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Addis Ababa, Ethiopia

1. Background

The Horn Economic and Social Policy Institute (HESPI) is an independent regional policy research and capacity building institution, established to support the formulation and implementation of sound economic and social policies in the Intergovernmental Authority on Development (IGAD) member states in particular, Africa and low-income countries at large¹. Since its establishment in 2006, HESPI has made significant contributions in the areas of macro-economic management and financial governance, trade development and regional integration, climate change adaptation and resilience building, and inclusive and sustainable growth and transformation. In recognition of its impactful work, HESPI was ranked among the top global policy research-oriented think tanks in 2020 by the Think Tanks and Civil Societies Program (TTCSP) of the Lauder Institute at the University of Pennsylvania. The mission of HESPI is thus to continue its role as a premier regional think tank conducting relevant and high value research. Additionally, it aims to strengthen local capacity in rigorously addressing the challenges and opportunities faced by these economies.

The Institute's mission, vision and its operational activities, since its establishment, have been guided by its Articles of Association and Corporate Governance Structures, and a series of Strategic Plans most recently of the 2014-17 and 2019-22. The preceding strategic plans were developed through consultations of the stakeholders and critical context analysis to highlight the prevailing strengths, weaknesses, opportunities and threats. The national and regional context analysis made helped to understand the emerging issues and realities within the socio-political and economic dynamics, and HESPI's own internal institutional capability. They indicated the policy reform needs and capacity deficits that could hamper the successful implementation of national development plans; and other ambitions visions, including the 2063 African Union Vision and the 2030 global Sustainable Development Goals.

The context analysis has also been instrumental in delineating HESPI's area of focus or niche to add value in policy reforms and institutional capacity building. They also informed HESPI's implementation approaches, ways of resourcing/funding the planned activities, ways of monitoring and evaluating its results (influences/impacts); and ways of forging strategic partnerships. The analysis on internal strengths and weaknesses have been vital to re-orient HESPI's self-organization or review of its corporate governance to more effectively and efficiently address the emerging needs-based policy research and capacity building demands in the region.

The positive impacts and influences HESPI has made in its focus areas of engagement under each strategic plan period has given it the incentive to continue supporting the region on more pertinent and needs-based policy reform and institutional capacity building spectrum. Driven by the increasing demand of HESPI's support and expiry of the 2019-22 strategic plan, HESPI has initiated the development of a new Strategic Plan for 2024–28 that is motivated by promoting inclusive and sustainable economic growth, to transform the national, regional and continental outcomes for improvements in living standards, eliminating food insecurity through development of modern agriculture for increased productivity and production; addressing adverse climate impact, assisting in ensuring capable institutions and sound economic and financial management.

¹ The current IGAD member countries are Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda

The 2024–28 HESPI Strategic Plan of the Institute should carefully outline a comprehensive approach to foster regional engagement and expand the reach of its research projects and institutional capacity building activities throughout the five-year planning period. An essential aspect is to enhance the delivery of research-and-policy formulation through multi-year orientation support, embracing innovative methodologies to maximize relevance and impact. Build on its distinctive focus in the sub region, the Institute must also scale-up its services to fortify economic foundations in the public, private and civil society segments. This requires strong collaboration with policymakers and engagement with various institutions to achieve the Institute’s goals effectively.

The themes of the 2024-28 Strategic Plan will speak to the following key purposes:

- i. Improving the capacity-building model by transitioning from one-off efforts to continuous technical assistance provision to maximize impact and improve research outputs’ quality. Collaborative research with a broader set of partner institutions will also expand thematic projects into vital social sectors;
- ii. Ensuring the Institute’s sustainability as strong institutions play an essential role in driving socio-economic transformation and informing national and regional policymaking;
- iii. Expanding the Institute’s policy influence through, knowledge sharing, dialogue, and collaboration with other think tanks to foster the uptake of economic policy research.
- iv. Building a robust and sustainable financial resources mobilization base to meet to meet the essential requirements of an effective monitoring and evaluation framework.

In contrast to preceding strategic plans, this new plan will be reinforced, informed and guided by the African Capacity Building Foundation (ACBF) initiative called “Strengthening African Leadership for Climate Adaptation (SALCA) program. SALCA aims to strengthen the organizational performance of HESPI, elevating it to a recognized research centre of excellence specialising in policy research and institutional capacity building within the IGAD and broader African region. The ACBF/SALCA Program renders is the support to HESPI, facilitating the development of its next five-year strategic plan. This process aligns with the broader capacity building efforts targeting Africa-based and African-led organizations. Through this collaborative approach, HESPI's strategic plan will benefit from valuable capacity-building resources and expertise provided by the Program, driving the Institute's progress and impact.

HESPI is therefore seeking for a qualified consultant who can effectively provide the deliverables of the five-year (2024-280 Strategic Plan assignment to the satisfaction of the Institute.

2. Objectives

The objective of the consultancy assignment is to develop a comprehensive HESPI strategic plan for the period of 2024-28, grounded in a thorough context analysis and inclusive series of consultations. The strategy will : (i) Review HESPI’s visions, missions and organizational goals, and strategic direction and operational strategy aligning them with the emerging realities in the IGAD region (ii) Assess the Theory of Change (ToC) and how its effectiveness in fulfilling HESPI’s missions (iii) Reconfigure the implementation/operational strategies to adeptly navigate internal and external challenges (iv) Identify the required resources including funds and human resources, and diverse strategies for resource

mobilization to achieve the plan; and (v) Establish a Monitoring, Evaluation, and Learning (MEL) framework to measure the outcomes and the impacts results and influences of HESPI in the IGAD region.

By achieving this objective, HESPI will be well-positioned to enhance its impact and influence both regionally and globally, promoting evidence-based decision-making, continuous learning, and successful implementation of its strategic goals and research initiatives.

3. Scope of work

In developing the Strategic Plan, the scope of work of the consultant will be:

- Producing an inception report based on the TOR outlining a robust methodology for a participatory strategic planning process in cooperation with HESPI staff, management, board, partners, etc. The inception report will include clear and achievable plans and strategies, with defined deliverables, indicators and tools for developing the strategic plan.
- Guiding and conducting a comprehensive situation/context analysis, stakeholder mapping, and consultations to identify constraints and opportunities for HESPI's growth and transformation.
- Facilitating a consultative process to define and delineate HESPI's Vision, Mission, values, objectives, and strategic focus areas for the medium-term horizon.
- Conducting a consultative meeting with stakeholders and facilitate a workshop to validate the strategy, ensuring alignment with qualitative and quantitative data gathered.
- Identifying key strategic risks and proposing appropriate mitigation measures to manage potential challenges in the five-year strategy, ensuring HESPI's overall objectives are achievable.
- Developing a well-structured Monitoring and Evaluation (M&E) plan, a well-synchronized log frame and a realistic resources mobilization plan.
- Presenting a final report that incorporates of all relevant inputs, providing a comprehensive and actionable Strategic Plan for HESPI's growth and success.

Through these tasks (scope of work), the consultant will support HESPI in charting a clear and impactful path for its development and transformation over the next five years, fostering sustainable growth and advancing its role as a research center of excellence within the IGAD and broader African region.

4. Methodology

The assignment will be conducted using various methods such as but not limited to:

- Conduct desk review of relevant documents including HESPI's previous strategic plans, project annual reports, M&E reports, research papers, policy briefs, corporate statutory documents, etc.
- Conduct interviews with HESPI's staff, identified partners and other relevant stakeholders.
- Generate disaggregated data (country, sector, gender) through field visits and employing various primary data generating methods such as focus group meetings and administering interviews with identified stakeholders, at the national and regional levels, as feasible.
- Conduct online survey using virtual data collection tools and organizing virtual meetings

5. Key Deliverables

At the end of the assignment, the following deliverables are expected:

- Inception report detailing the approach/methodology that the consultant will follow in developing the strategic plan and details of timeline and logistic requirements
- Draft strategic plan report that covers operating environment/context analysis, overview of HESPI's achievements, lessons learnt from the previous strategic plan period, guiding principles of the new strategy, core elements of the HESPI business model, strategic priorities during the new strategic period, the theory of change, delivery modalities, organizational enablers, risks and mitigation measures, MEL approaches, well-crafted log frame that shows results chains and indicators, required resources to implement the strategic plan
- Organize a review and validation workshops of the draft strategic plan
- Incorporate all comments from the review process; and produce final strategic plan to help effectively communicate HESPI's ambitions and guide its interventions in the coming five years (2024-28)

6. Desired Qualification, Experience and Competencies of the consultant

- A minimum of a Master's degree in social sciences, Organizational Management and leadership, Development Studies or related fields from a reputable university.
- Professional Certification in Strategic Plan development
- A minimum of ten (10) years' of relevant and demonstrable experience and understanding of organizational planning and programming, and organizational leadership and management.
- Relevant professional and work experience in strategic planning for a complex corporate & operating environment; and chart strategic path for an organization based on its organizational mandates
- Familiarity with international best practices in good strategic planning and sound knowledge of strategic planning approaches and processes
- Excellent and proven analytical and organizational skills with ability to prioritize, to lead and work independently with minimum supervision from the client
- Good understanding of participatory approaches to management and operations
- Demonstrable understanding and knowledge of organizational and institutional development of policy research and capacity building organizations operating in more than one country
- Demonstrated knowledge in institutional processes and procedures, including project planning, reporting, implementation, management and MEL – particularly in the IGAD or African context.
- Proven experience of mainstreaming gender, social inclusion and climate change
- Strong interpersonal skills and the ability to communicate and work well with diverse people from diverse cultural backgrounds.
- Excellent writing and oral communication skills in English

7. Duration of the Assignment and Remuneration

The provisional starting date of this assignment is on 9th October 2023, with the expected end date of 30th March 2024. The consultant will submit a financial proposal along with other documents listed below. The consultancy fee excludes travel expenses and per diems which may be paid by HESPI in accordance with HESPI's and the ACBF's Travel Policy. The consultant shall receive 20% of the remuneration upon

submission and approval of the inception report, 40% after the delivery draft report based on the TOR, and the remaining 40% after meeting all deliverables and expected outputs.

8. Content, Timing and Submission

All outputs must match quality standards. The text of the strategies and the training materials should be illustrated as appropriate with graphics. The final deliverables of the Strategic Plan along with all other relevant attachments is expected to be submitted on the 30th of March 2024.

The deliverables and tentative timeline are presented in the table below.

Table 1. Deliverables

No.	Milestones	Timeline
1	Submission of Inception Report Including Draft Report Outline	1 st October 2023
2	Conclusion of Field Consultative Missions	20 th of October 2023
3	Submission of Draft Reports	10 th November 2023
4	Submission of final revised reports	30 th of November 2024

9. Location and Working Arrangements

This assignment will involve travel mission primarily to Addis Ababa, Ethiopia and to selected organizations in the IGAD member countries. The consultant will be given access to relevant information (secondary data and stakeholders contacts) necessary for execution of the tasks under this assignment. The Consultant will be responsible for providing her/his own laptop and phone for access to reliable internet connection while in the field and at home base. However, HESPI can provide the internet access while in mission in Addis Ababa or Kenya.

The successful consultant will work under the general guidance of HESPI focal person and the HESPI SALCA Program Implementation Committee (PIC). For virtual and face-to-face communications, the HESPI Regional Head Quarters in Addis Ababa Ethiopia will remain open between (0830 – 1700 GMT). The consultant will seek inputs from and regularly liaise with the PIC for all important matters related to the assignment throughout the period of its implementation. HESPI and the ACBF will critically review draft reports for quality assurance and provide feedback on the deliverables within a maximum of ten working days. Approval of the documents and reports by the HESPI and the ACBF as deliverables will be a prerequisite before any payments are made to the consultant.

10. Language

All applications and reports should be written in English, single spacing font size 11, Times New Roman and submitted as both word and pdf versions.

11. How to Apply

Qualified and interested individuals are required to electronically submit a cover letter, updated Curriculum Vitae, their technical and financial proposals to HESPI via daniel.fantaye@hespi.org and fredu.nega@hespi.org by 20th September 2023, 5:30 PM East Africa Time. Please quote expression of interest EOI for HESPI-SALCA Program Strategic Plan Development in the subject line.