

**WE ARE**

**LOOKING FOR**

## *A Strategic Development Consultant*

### **Terms of Reference for the Strategic Plan Development 2024-2028**

#### **Background/Context**

The Government of the United Republic of Tanzania and the Government of Denmark founded PASS in 2000 as a project facility to stimulate the growth of private commercial farming and agri-businesses under the Danish-funded Agriculture Sector Programme Support (ASPS). It started its operations in 2002 and was registered as an autonomous body corporate under the Trustee Incorporation Act 2002. PASS targets producer groups, commercial agricultural enterprises, and other business entities in the agricultural sector (traders, input suppliers, tractor rentals, processors, transporters etc.).

PASS Trust facilitates special and business development services to small and medium-sized commercial farmers, groups, and agri-businesses (SMEs). Larger-scale businesses are enabled on a selective basis when they significantly impact the agricultural sector.

Based on our goal to increase access to and use of financial and business development services among agribusinesses, PASS Trust recognises the value of developing a strategic plan to assess our approach's strengths and weaknesses and consider the internal and external factors that influence the trajectory of our work. PASS Trust plans to develop a five-year strategic plan for 2024-2028 to reconfirm the Organization's vision and establish a design process and approach for its mandate's effective implementation and sustainability over the next five years. PASS Trust firmly believes that its Founders, Board of Trustees, staff, agribusiness entrepreneurs, financial institutions, strategic partners, and key stakeholders are at the centre of this strategic planning effort, helping to assess ways in which to strengthen the impact of the organization, providing direct input into consultations.

#### **Purpose of the consultancy**

The strategic development consultant will facilitate and support PASS in developing a new five-year Strategic Plan (Strategy) for 2024 - 2028 and an ICT Strategy as a stand-alone document including the main objective, outputs, and areas of intervention and results framework. Also, the consultant will assess the Inclusive Green Growth Communication and Marketing Strategy, PASS Sustainability Strategy and PASS Resource Mobilization Strategy to incorporate into the PASS Strategy 2024-2028. The consultant is expected to implement a strategic methodology and approach that engages PASS Trust staff, existing partners, and Board of Trustees in a participatory planning process, ensuring a sense of ownership as well as consulting meaningfully with the direct clients namely the agripreneurs, policy makers,

potential partners and key stakeholders in the public and private sectors.. The substantive outcome is a five-year strategic plan for 2024-2028.

#### **Scope of Work**

The plan must address, amongst other things, the development of solid partnerships and resource mobilisation initiatives and how to engage financial institutions, government, Strategic partners, and agribusiness entrepreneurs more meaningfully and effectively in realising PASS Trust's mission and vision. The consultant will draw from any best practices within similar strategic plans for other non-governmental organisations with a modus operandi like PASS Trust.

#### **Elements of the plan will include but not limited to:**

1. Develop a sound methodology that grounds the strategic plan and facilitates a directional analysis of PASS Trust's current operations.
2. Carry out stakeholder mapping and consultations and understand, obtain, and analyse qualitative and quantitative data relevant from the stakeholders and partners.
3. Conduct a needs assessment of the Organization, including considering situation analysis and identifying constraints, risks and opportunities for growth and development. The results of which should be the key strategic issues that PASS Trust should focus on in the short term, medium and long term (5 years).
4. Develop key result areas, strategic objectives, and specific strategies with clear deliverables, expected performance indicators and tools that address the constraints and risks and create the needed support systems and incentives.
5. Development, validation, finalisation, and costing of the strategic plan 2024-2028, including outcome mapping for monitoring and evaluation, detailed implementation plan for 2024-2025, and specific activities and general activities for 2025-2028.
6. Recommend methodology and tools for evaluating outcomes and develop monitoring and communication strategy.
7. The Consultant will collect, evaluate, and lead the presentation and validation process. Some elements may be included in the final document as an appendix or cited as separate literature.

## Specific Task

1. Carry out a desk review of documents relevant to understanding the mandate, legal frame, work, and context of PASS Trust.
2. Review existing national strategies/actions on the agriculture sector and laws and policies governing NGOs in the guarantee-/funding and include these when developing strategic actions.
3. Assess the existing strategy for IGG employed by PASS Trust and support the PASS Trust team in establishing an Organisational Behaviour Change for 2024-2028.
4. Assess the current performance of PASS TRUST in terms of financial sustainability, institutional capacity development, economic and social impact among others metrics based on the aspiration articulated in existing PASS strategic plan.
5. Conduct a needs assessment of PASS Trust, which shall include a review of the existing structure, financial strategy and sustainability and engagement with a view to the future expansion to be components of the final strategy.
6. Develop a comprehensive methodology and work plan for a participatory process with a view of achieving support from members and partners, which includes holding consultations and facilitating interviews with relevant stakeholders including, but not limited to, founders, Ministry of Agriculture, Ministry of Livestock Development, Agri entrepreneurs, Board of Trustees, PASS beneficiaries, partner Banks and Microfinance and development partners, private sector and AMCOS.
7. Lead the strategy development with a more comprehensive consultations with the PASS Strategy development committee to receive feedback on the draft strategic plan.
8. Finalise the strategic plan, including the log frame and detailed implementation plan, for 2024-2028 and provide general activities for 2025-2028. The plan should include priority programs and strategies, baselines and targets, timelines and resource allocations and a monitoring and communication plan.
9. Include a plan to align actions with existing relevant sectors' strategies informed by best practices internationally and within Africa and Tanzania working in a similar environment.
10. In this exercise the Consultant is expected to work closely with PASS Trust Management.

## Deliverable Outputs

The Consultant shall prepare and complete the five-year strategic plan based on the above. This shall entail, among other things, the following:

1. A five-year strategy with clear deliverables, key milestones, and direct guidance on implementation to strengthen PASS Trust's mission and vision.
2. External environment assessment and internal environment assessment of the stakeholders/SWOT analysis.
3. Establish specific objectives for the Digitalization strategy and implement tools for evaluation of the Digitalization strategy.
4. Present the draft strategic plan to stakeholders to validate.
5. Present the draft Strategic Plan to the Board of Trustees for critical review and ownership.

## Commitment to Quality Work

The Consultant shall use an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment. The Consultant shall ensure clarity of objectives and process during the consultations, counter-check all facts and figures cited, ensure that the content and format of the draft strategic plan meets the high standard for such documents and provide proper editing and clarity.

At the onset of the planning process, the Consultant shall identify all stakeholders having a direct and indirect interest in the strategic plan. Listing people, groups and institutions that influence the work of PASS Trust. All stakeholders must be able to make inputs into the strategic plan to promote ownership of the plan.

## Method

The Consultant shall obtain disaggregated data, review relevant literature interviews, and undertake field visits in selected areas. The Consultant is permitted to form a team for the delivery of the objectives of the consultancy. PASS Trust Business Development officers may be trained in semi-structured interview methodology by the Consultant to assist in community interviews.

## Qualifications/Competencies/ Experience

PASS Trust is seeking the services of a professional or a consultancy firm to develop a five-year strategic plan. The firm/individual must possess the following:

1. Relevant work experience in strategic planning and development.
2. Excellent and proven analytical skills.
3. Excellent organisational and communication skills, prioritising and working with minimum supervision.
4. Knowledge of the general social, economic, and political environment that influences lending to the agriculture sector in Tanzania.
5. Understanding of participatory approaches to management and operations. Strong knowledge of the financial sector in emerging markets and sub-Saharan Africa, preferably including Tanzania.

## Duration

**The consultancy shall be for no longer than two months, beginning on 10 October 2023.**

*Details:*

- Remuneration and method of payment: To be negotiated.
- PASS Trust will cover the consultancy costs for travel and meetings.
- The Consultant shall receive 20% of the contract price after delivery and acceptance of the work plan, 40% of the contract price after the delivery and approval of a satisfactory report based on the terms of reference, and 40% of the contract price after meeting all deliverable outputs.

- The payment shall be by bank transfer.
- Penalty: The Consultant is subject to a 15% reduction of the total agreed once.
  - The report is submitted two weeks after the agreed timelines (without just and reasonable mutually agreed explanation) and
  - Non-delivery of the tasks shall lead to withholding of the final payment (40%) until receipt and approval of all deliverables' outputs.

### Application materials:

Interested parties should submit a concise proposal for how the work will be carried out. Interested applicants are encouraged to submit their bids alongside detailed proposals, indicating their work schedule from the commencement to the end of the consultancy. Included should be:

- Technical approach and suggested timeline.
- Case studies of previous experience in strategic development planning.
- The budget for work undertaken is broken down into personnel and fees.
- Any restrictions on consultant availability to begin work on 15 October 2023.
- Any limits on consultant availability to travel during the contract.

### Application timeline

Application deadline: **October 09, 2023.**

- Please send your application to: **<https://edms.pass.or.tz/Forms/TenderAnnouncement>**
- Short-listed applicants may be invited to attend a video conference **interview the week of 12th October** and an in-person interview in Dar es Salaam.
- Any questions should be sent to the email address **doreen.mangesho@pass.or.tz** by 7th October 2023, with "PASS Strategic Planning Consultancy" in the subject line.