



Terms of Reference Developing a Strategic Plan for *Equality for Growth (EfG)*

1. Background

Twaweza East Africa has entered a partnership agreement with the Equality for Growth (EfG) organization to support EfG's organizational development plans including developing a five-year strategic plan. It is against this background that Twaweza and EfG invite interested candidates to express interest in developing the EfG's strategic plan as explained in these terms of reference. The successful candidate will be mainly responsible for writing the strategy and co-facilitate the process with two senior staff from Twaweza.

2. About Equality for Growth (EfG)

Equality for Growth was founded in 2008 with the aim of empowering women in the informal sector. EfG was created to address the multi-faceted problems faced by women in the informal sectors, at the intersection of discrimination driven by class and gender. Since its inception, Equality for Growth has been implementing a unique model designed to promote agency among market women in Tanzania. Addressing the twin aspects of economic and political empowerment, the model provides short-term results and successes as well as the building blocks for sustainable change through citizen-driven institutional reform.

The model has three phases aimed at eventually liberating market women and create material improvements in their working environments and conditions. The three stages of the model are designed to positively reinforce each other, and to engage local leaders at market, municipal and district levels throughout the process. The three stages include coming together, educating and inspiring and means to action. The model aims to enhance the motivation, opportunity and ability of women traders to take actions to improve their work environments and conditions and to occupy positions of leadership in markets and municipalities.

3. Purpose and scope of the assignment

The process of developing a five-year strategic plan for EfG will adopt a participatory approach involving participants to be identified by EfG. The process will include:

- i. Context and problem analysis: synthesizing the current problem situation and making future projections on how the situation will look like if the problem/s remain unresolved.
- ii. Reflections on the EfG's past: what worked well (successes)? What did not work well (failures and lessons)? Why is EfG best positioned to contribute in solving the identified problems?
- iii. Developing the high-level strategy elements: revisiting the vision and refining mission statement; reflections on organizational values; developing strategic goals and drafting broad outcome statements.
- iv. Developing other elements of the strategy: articulating the theory of change including key approaches/activities/initiatives; developing a monitoring, evaluation and learning framework; organizational structure, staffing and budgeting; risk analysis and mitigation strategies



4. Specific tasks

In collaboration with *EfG* and *Twaweza*, the consultant will be responsible to:

- Conduct consultations with EfG and other relevant stakeholders including conducting analysis of the context to inform the strategic planning process;
- Study the critical sustainability factors for similar entities including operational gaps, funding loopholes, competitiveness and viability;
- Co-facilitate the first and second three-day and two day strategic planning sessions, respectively
- Co-facilitate a one-day validation meeting with EfG, Twaweza and other identified stakeholders to discuss and review the draft Strategic Plan before it is finalized
- Compile notes and draft sections of the strategic plan and producing the final SP in English and Kiswahili languages.

5. **Deliverables:** 5-year strategic plan.

6. **Duration:** Up to 20 working days to be completed before the end of December 2022.

This will involve two residential workshops.

- Workshop 1 (3-4 days): situational/context/problem analysis; past successes, failures and lessons and EfG's uniqueness; organizational vision, mission and values; strategic goals and their corresponding strategies/activities (theory of change).
- Workshop 2 (2 days): revisiting and refining previous elements of the strategic plan; strategy outcomes/objectives; risk analysis and mitigation framework; organizational structure, staffing and budget; results framework (monitoring, evaluation and learning).

7. Qualifications

This assignment will be co-implemented with two senior Twaweza staff. They will serve as facilitators to the strategy workshops while the successful candidate will be mainly responsible for compiling and drafting the strategic plan document. The consultant will also be responsible for translating the strategy into Kiswahili. At the minimum, the application materials should enable reviewers establish the consultant's relevant qualifications including but not limited to:

- Experience in developing Strategic Plans for similar entities (Include samples and contact references with your application).
- Excellent communication skills including workshop facilitation in English and Kiswahili Language
- Knowledge and/or experience in gender/feminism, women's rights, movement building, among others.
- Forward looking, innovative and passionate about women's rights.
- Wider knowledge on various societal topics particularly current affairs at the national, regional and international levels and the role of NGOs.



8. How to apply?

Application material: One-page cover letter, two-page expression of interest to be submitted separately for technical proposal and summary financial (consultant/s fees only for the duration stated) proposal, two-page CV highlighting relevant experience only.

Submit application materials to: jobs@twaweza.org, cc jkalemera@twaweza.org by Thursday 27 October, 2022.