



TERMS OF REFERENCE

FOR

PROCESS CONSULTANCY SERVICES FOR PREPARATION OF THE SADC-GMI STRATEGIC BUSINESS PLAN (2023-2028) AND FINANCIAL SUSTAINABILITY PLAN (2023-2028)

1. Introduction

The Southern Africa Development Community – Groundwater Management Institute (SADC-GMI) is established as a not-for-profit company under the South African Companies Act No.71 of 2008. SADC-GMI is a subsidiary of, and receives its strategic guidance from the SADC Secretariat, Directorate of Infrastructure and Services – Water Division, in Gaborone, Botswana with its footprint in 16 Member States across the SADC region.

The rationale for the establishment of the SADC-GMI was based on the importance of groundwater in the region and the need to set up a “Centre of Excellence” for groundwater resources and groundwater-dependent ecosystems development and management in the region; and to have an institution that will serve as an interlocutor with national, regional, and international groundwater initiatives and institutions.

The SADC Secretariat, through the Water Division in the Directorate of Infrastructure, received a grant from the World Bank to implement the five-year phase 1 regional project for Sustainable Groundwater Management in SADC Member States which sought to mitigate the challenges of climate change, pollution and rapidly growing water demand in Southern Africa through strengthening the management and development of groundwater for social and economic development at regional, basin and national levels.

During the implementation of the Sustainable Groundwater Management in the SADC Member States phase 1 project (2016- 2021), SADC-GMI partnered with 10 Member States in the successful implementation of various projects through the Sub-Grant Scheme which many communities, especially women and children benefited.

During this period, a Strategic Business Development Plan 2018-2023 and a Financial Sustainability Plan 2018-2023 were developed as guiding documents to move the institution from the establishment phase and further develop its capacity to start having an impact in the region, focusing on establishing its legitimacy, by strengthening governance structure, broadening its network, and looking at ways of integrating the various pieces of knowledge being generated on groundwater. Through the financial sustainability plan, SADC-GMI sought to ensure that the institution had a reliable and sufficient income stream to cover the institution's running costs, fund the activities of the business plan, and enable the institution to systematically develop its capacity and service offering.



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Since the development of the Strategic Business Development plan 2018-2023 and Financial Sustainability Plan 2018-2023, SADC- GMI has received an additional grant from the Cooperation in International Waters in Africa (CIWA), for the project titled 'Sustainable Groundwater Management in SADC Member States phase 2 project' which commenced on the 16th of November 2021 and is due for completion on the 30th of November 2025.

In addition, SADC-GMI has targeted a branding strategy by leveraging ongoing initiatives in the SADC region by forming strategic partnerships to implement the activities aimed at achieving the strategic objectives which were outlined in Strategic Business Plan and Sustainability Plan (2018-2023). As a subsidiary institution of SADC, SADC-GMI also leverages initiatives organized by the SADC secretariat to discharge its mandate in respect of groundwater development and management, especially through the River Basin Organisations. The current net effect of the current leveraging and partnerships has been that SADC-GMI has been able to cost-effectively build its brand and deliver on its mandate.

The prevailing scenarios necessitate a review of the Strategic Business Plan (2018-2023) to rescan the operating environment and subsequently reposition the institute more strategically to enhance its chances of success.

These Terms of Reference pertain to the procurement of a consultant for the process of reviewing the existing Strategic Business Plan and Financial Sustainability Plan and aligning the SADC-GMI's new strategic orientation to accommodate the prevailing operating environment.

2. Objective of Assignment

The primary objective of this assignment is to lead SADC-GMI through the review of the existing Strategic Business Plan for 2018-2023 and the elaboration of a new five-year Strategic Business Plan for the period 2023-2028 as well as a Financial Sustainability Plan.

3. Specific Tasks

To achieve the objectives, the following specific tasks should form the core of the assignment.

3.1 Review of Strategic Business Plan 2018-2023

- a. Do a desk review of the document and identify gaps and disparities in the content,
- b. Conduct bilateral interviews with the SADC-GMI staff,
- c. Conduct a one-and-a-half-day workshop with the SADC-GMI staff to review the Business Plan and update the baseline environment as well as do a SWOT analysis.
- d. Produce a brief status quo report detailing the SWOT and a Concept Note for the elaboration of a new Strategic Business Plan

3.2 Formulation of Strategic Plan 2023-2028

- a. Using the Concept Note developed above as input, conduct a one-day Strategic planning session with SADC-GMI staff to formulate the first draft Strategic Business Plan comprising the updated Vision, Mission, Values and Strategic Objectives and Risks Management plan. This output should include a global work plan and budget by year to realize the set targets.
- b. Using the first draft Strategic Business Plan, conduct a one-day Strategic planning session with the SADC-GMI Board of Directors to produce the final draft Strategic Business Plan

3.3 Elaboration of a Long-term Financial Sustainability Plan 2023-2028

- a. From the final draft Strategic Business Plan, elaborate a Financial Sustainability Plan in consultation with the Executive Director of SADC-GMI and his staff.
- b. In elaborating on the Financial Sustainability Plan, answer the following key questions:
 - i. How can SADC-GMI utilize its competitive advantage to generate income for its long-term financial sustainability?
 - ii. What are the income/revenues stream options available for SADC-GMI to explore?
 - iii. How can SADC-GMI maximize its role in implementing the World Bank supported 'Sustainable Groundwater Management in SADC Member States project' to guarantee its sustainability beyond the project tenure (30 November 2025)?
 - iv. How can SADC-GMI leverage the existing initiatives in the region and find its niche to distinguish itself from the many existing water institutions already engaged in the same business lines?
 - v. Is the hosting of the annual regional groundwater symposia/conference using certain seed funds a viable source of income for SADC-GMI and how can seed funds be sourced?
 - vi. Should SADC-GMI elaborate a Prospectus (marketing document) to be used for raising funds for the SADC-GMI in the respective funding streams?
- c. Based on the institutional development status of SADC-GMI, perform a probabilistic (likelihood) analysis of achieving the financial flows and then prepare a forecast for the next 5 years including all the assumptions. For this task, the Consultant should present three financial flow forecasts based on pessimistic, likely, and optimistic scenarios respectively.
- d.

4. Key Outputs

- a. Kick-off meeting held with the SADC-GMI Executive Director and his team within 1 week after contract signature.
- b. Inception Report produced within 4 weeks after contract signature.

- c. A one-and-a-half-day workshop with the SADC-GMI staff to review the Business Plan and update SWOT analysis held within 6 weeks after the contract signature.
- d. First draft Strategic Business Plan report produced within 9 weeks after contract signature;
- e. First draft Financial Sustainability Plan produced within 11 weeks after contract signature.
- f. One-day planning session held with the SADC-GMI Board of Directors to discuss both the Business and Financial Sustainability Plans respectively within 12 weeks after contract signature.
- g. Consultation workshop held with Steering Committee to discuss both the Strategic Business and Financial Sustainability Plans respectively (preferably at their scheduled meeting).
- h. Final documents for the Strategic Business Plan and Financial Sustainability Plan submitted and approved by SADC-GMI within 4 weeks after the date of the Steering Committee consultation workshop.
- i. With effect from week 8 after the contract signature, submit a progress report followed by monthly progress reports within 7 days after the end of each subsequent month until the end of the project.

5. Eligibility

The ideal Consultant should be:

- a. A registered firm with its primary operations in the SADC region.
- b. Possess more than 10 years of demonstrated experience leading the formulation, implementation, and monitoring of Strategic Business Plans and Financial Sustainability Plans.
- c. Demonstrated specific experience gained working on similar plans for non-profit organisations in an international environment in the SADC region is a distinct advantage;
- d. Prior proven experience successfully formulating, implementing, and monitoring at least 4 Strategic Business Plans and 2 Financial Sustainability Plans respectively.
- e. Demonstrated knowledge of the donor and fundraising landscape in the water (specifically groundwater) sector globally and its application in the SADC region is a distinct advantage.
- f. Ability to field competent experts to guarantee the timely delivery of the outputs.

6. Team Composition

The successful Consulting firm will be expected to field a Team of two key Experts with the following ideal minimum qualifications: -

6.1 Lead Consultant-Strategy Development

- a. A formal master's degree in institutional/organisational development, business administration/management, or other relevant disciplines. A technical qualification in any of the core functional areas of SADC-GMI in the groundwater sector in combination with specific post-graduation academic qualifications for strategic planning and development will be considered.

- b. At least 15 years of post-graduation working experience involving the institutional analysis and organisational development.
- c. Previous team leadership on at least 3 similar strategy development assignments for similar institutions in the SADC region is required.
- d. Demonstrated proficiency in applying up-to-date tools for institutional SWOT analyses and translation thereof into strategic objectives.
- e.
- f. The ability to facilitate decision-making and training workshops is a prerequisite.
- g. Familiarity with the funding/income stream options available to a non-profit organisation similar to SADC-GMI.
- h. Fluency in the English language.
- i. Outstanding communication and report-writing skills are mandatory.
- j. Working knowledge of French and Portuguese languages is desirable.

6.2 Financial Expert

- a. Possess at least a master’s degree in finance, economics, accounting, or other disciplines relevant to the assignment;
- b. At least 12 years of working experience which should include aspects of financial analysis, planning, modelling, management, etc;
- c. Demonstrated successful previous involvement as a team member on the costing of at least two Strategic Business Plans and the elaboration of at least two Financial Sustainability Plans respectively.
- d. The ability to identify potential funding streams and to model the probabilities for materialisation on pessimistic, likely, and optimistic scenarios is mandatory.
- e. Specific knowledge and experience of similar international non-profit organisations institutional strengthening is an added advantage.
- f. SADC region experience.
- g. Fluency in the English language.
- h. Outstanding communication and report-writing skills are mandatory.
- i. Working knowledge of French and Portuguese languages is desirable.

The Consultant may deploy additional non-key experts and support staff in order to deliver the outputs within the time period allocated.

7. Schedule and Duration of Assignment

This is a once-off assignment without any obligation for follow-up work and it is intended to be implemented over an estimated period of 5 months from the contract signature with an estimated aggregate level of effort of 95 man-days for the two key experts only. The proposed deployment of the level of effort for the key staff is as follows:

Key Expert	Total
Lead Consultant – Strategy Development	50
Financial Expert	45
	95

The Consultant is responsible for allocating the days between the different aspects of the assignment.

The Consultant shall include in their submission a proposal for the deployment of the key experts and any non-key experts and support staff deemed necessary to timely deliver the objectives of the assignment.

8. Liaison and Logistics

On a day-to-day basis, the consultant will liaise with the SADC-GMI through the Executive Director or his designated contact point. Logistics pertaining to international air and road travel and cross-border travel are the responsibility of the consultant. However, if required, the SADC-GMI can arrange necessary letters of support to facilitate the authorities issuing access to the Member States. The Consultants will meet the costs for lodging, car hire, visas, and necessary cross-border charges as required. These should therefore be included in the Consultant's technical and financial proposal. The SADC-GMI utilises the United Nations per Diem rates obtained from:

<http://www.ph.undp.org/content/philippines/en/home/operations/undp-un-dsa-rates.html> or alternatively <https://icsc.un.org/> . Where the concerned city/town is not listed, rates for 'Elsewhere' in the concerned country are applicable.

9. Contract Type and Other Information:

This consultancy falls under a Lumpsum Contract since the scope of work is well defined and all payments are linked to the completion of contractual milestones. The assignment performance location is at CSIR Building No. 24, Meiring Naude Road, Brummeria Pretoria. However, the successful consultancy firm will perform the assignment from their respective office.

10. Proposals Submission

Interested and qualifying consulting firms are required to submit expression of interest proposals to SADC-GMI on or before **31 March 2023** to procurement@sadc-gmi.org by 12:00 (RSA Time). The same e-mail address above can be used if further information is required – enquiries can be submitted during working hours, 8:00 – 17:00, Monday to Friday.