**Terms of reference**

**A scoping study on the organisational footprint of Self Help Africa’s geographic coverage and scale of operations.**

**Background**

Self Help Africa is an international non-governmental organisation working in 17 countries with a global budget of €60m in 2023. The mission of SHA is captured in the newly launched strategy for 2023 – 2027 entitled ‘Sustainability and Resilience in a Changing Climate’. The vision of the organisation is to contribute to sustainable livelihoods and healthy lives for all in a changing climate. Country programmes are developed from four focus areas within a systems and gender sensitive approach.

Focus Areas

1. Contributing to sustainable landscapes, resilient food systems and healthy communities.
2. Supporting the growth of inclusive, profitable and sustainable businesses that can provide services and decent employment for communities. We view the private sector as pivotal to communities’ long-term sustainability and shaping their transition to self-reliance.
3. Continuing to react and respond to both long-term and sudden onset crises in communities where we have a presence, and seeking to improve resilience.
4. Strengthening systems and cultivating an enabling policy environment, to maximise the potential success of these focus areas.

**Purpose of Study**

The purpose of this scoping study is the following: to undertake a study which will make recommendations on the size of our country footprint in order to maximise impact and ensure the best use of our resources. The study will map the countries where need, feasibility, affordability and donor interest overlap the most. In recent years there has been significant growth in the number of country programmes, most notably due to the 2020 merger with United Purpose.

We currently have a country presence in 17 countries, with teams based in Bangladesh, Brazil, Burkina Faso, Burundi, Democratic Republic of Congo, Ethiopia, Guinea, Kenya, Malawi, Mozambique, Nigeria, Senegal, The Gambia, Uganda and Zambia. We are also active in Eritrea via our partnership in the Irish-Eritrean Agricultural Programme, and in Rwanda via a donor funded project led by a national partner.

The study will involve an understanding of the funding trends and models, grant management capacity and risk appetite, and hence ultimately the affordability of the current footprint. A consultant will be selected to conduct the review and make recommendations to the Management and Board of SHA.

**Indicative Scope**

* Learning and adaptations based on recommendations from previous studies and evaluations
* Strategic fit of current country programming
* Impact of localisation trends and Potential for localisation
* Likely funding possibilities from the current country portfolio v ambition of new strategy
* Suggestions on marketability, affordability, business model
* Recommendations on single country focus or clustering of countries along thematic programme areas
* Should we have a particular mix of countries - Pattern/Mix of the Portfolio (eg development context/fragile contexts)
* Bench-marking against the sector – footprint and budgets of other similar scale organisations.

**Methodology, Deliverables and Timeframe**

The consultant is asked to present a *methodology* on how the review would be conducted and a *timeline* for the process. However, the consultant would be required to include the following key tasks in their scope of work:

1. Preparatory briefing with management team and other key staff (Approx 3 days)
2. Review of key internal documents (global strategic plan, country strategic plans, reports from previous similar studies etc) (Approx 5 days)
3. Finalisation of draft methodology for distribution to key internal stakeholders most notably the group board (Approx 5 days)
4. Revision of methodology based on feedback (Approx 2 days)
5. Application of the methodology including desk-based research and key informant interviews (Approx 12 days)
6. Production of draft final report for distribution to key internal stakeholders (Approx 6 days)
7. Finalisation of final report based on feedback (Approx 2 days)

Deliverables for this piece of work are as follows:

1. Revised draft methodology
2. Finalised methodology
3. Draft final report
4. Final report

**Management Arrangements**

The consultant will work closely with the CEO and an in-house cross functional team made up on global and country staff members. The consultant will be expected to present progress reports to the SHA Management Team and Board as required.

**Profile**

* Prior experience of working in an international development context
* Deep understanding and knowledge of international development contexts
* Significant and demonstrated experience of undertaking similar studies
* This call for applications is open to consultants based in Ireland and internationally

**Application Process**

The closing date for submission of applications is close of business on **Tuesday 22 August**.

The application should include the following:

* Name of applicant (individual or organisation), physical address and contact details.
* CVs of those proposed to undertake the study and an outline of relevant experience
* An outline of the proposed methodology and timeline (not to exceed 5 A4 pages, font 11)
* Provide reference contact details for at least two previous relevant studies undertaken by the applicant.
* Provide information on any potential conflict of interest in undertaking the study.
* Provide detailed costs, including any associated costs to undertake the study.
* Provide relevant tax certificates and insurance cover details.
* Provide signed copies of SHA policy documents provided with this TOR (or indicate agreement to sign should the process go to contracting).

Please submit your application to [tender@selfhelpafrica.net](mailto:tender@selfhelpafrica.net).