



Africa Institute for Environmentally Sound Management of Hazardous and Other Wastes

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TERMS OF REFERENCE FOR THE DEVELOPMENT OF A FIVE-YEAR CORPORATE STRATEGIC PLAN AND GROWTH PLAN FOR THE AFRICA INSTITUTE FOR ENVIRONMENTALLY SOUND MANAGEMENT OF HAZARDOUS AND OTHER WASTES

Background

The Africa Institute for the Environmentally Sound Management of Hazardous and Other Wastes commonly known as the Africa Institute is both a Basel Convention Regional Centre (BCRC) and a Stockholm Convention Regional Centre (SCRC) for English speaking African countries. It has been established as an Intergovernmental Organization (IGO) based in Pretoria, South Africa. It began operating in October 2009. As an Intergovernmental Organization, its supreme governing body known as Council is composed of the representatives of its member countries. There are altogether 23 countries that comprise the English speaking region in Africa. These include Angola and Mozambique that are commonly known as Portuguese speaking African countries.

As an Intergovernmental Organization, the Africa Institute is established through a treaty that member countries from within the English speaking region must ratify to become full members. This treaty outlines the establishment of the Institute, its management and the obligations of the countries that it serves. There are now nine countries that have ratified this treaty and others are at different stages of the process. The current countries that have completed the process of ratification are: Botswana, Eswatini, Lesotho, Mauritius, Namibia, Nigeria, Tanzania, South Africa and Zambia.

The Africa Institute is established in accordance with Articles 14 of the Basel Convention and Article 12 of the Stockholm Convention. These Articles make provision for the establishment of regional centres to assist Parties in the developing countries and countries with economies in transition to fulfil their obligations under these conventions. The common purpose of the two Conventions is to protect the human health and environment from impacts arising from hazardous wastes and hazardous chemicals respectively. As a regional centre the mandate of the Africa Institute is therefore in consonance with that of the Basel and Stockholm conventions and the Institute provides a coordination mechanism within the region.



In keeping with the synergy decision that was taken by the Parties to the Basel, Stockholm and Rotterdam conventions, the Africa Institute also serves within the region to address the Rotterdam and Minamata Convention capacity building initiatives as well. The centre also handles all chemicals and waste management issues in the region.

Governance

The Africa Institute is established through an intergovernmental agreement which has been signed by 12 African countries, and ratified by 9. All the countries that have ratified the agreement automatically become members of the Institute's Governing Council. The Governing Council is the supreme body that governs the Africa Institute. The Governing Council may establish standing and ad hoc committees and may also establish working groups. In order to facilitate management of the Institute, the Governing Council has established an Executive Committee which is charged with oversight of day-to-day activities of the Institute. The Executive Committee is made up of 5 countries including the chair and the host. The Chairmanship rotates among members following the alphabetical order of the English names of the member countries. The Secretariat of the Africa Institute is run by the Executive Director who reports to the Executive Committee and ultimately to Council.

The Africa Institute has developed policies that have been adopted by its Council to run it in an accountable and transparent manner. To ensure effective running, the Institute also developed "rules and procedures" policy which outlines rules for holding meetings, representation at meetings, credentials, sanctions for non-payment of membership fees, observers, roles of officers of the Council, and voting. There are also rules on financial management, procurement and auditing.

Purpose

The purpose of this assignment is to develop a five-year strategic and growth plan for the Africa Institute to guide the organization in fulfilling its mandate. The consultant is expected to review current organizational set up to inform the development of the strategy to ensure growth and sustainability of the organization. Throughout the assignment, the consultant is expected to work in close collaboration with the office of the Executive Director and will receive guidance from stakeholders and members of staff of the Africa Institute.

Scope of Work

The scope of work for the Consultant will include but not be limited to:

- a) Review the relevant documents including the achievements under the current Strategic Plan 2013-2020 and Growth Strategy
- b) Undertake stakeholder mapping and analysis
- c) Undertake a situation analysis of Africa Institute operations to date;





BASEL CONVENTION

- d) Through a consultative process and application of appropriate tools of analysis, identify focus areas and develop strategic objectives and key result areas for the same;
- e) Propose a strategy for achieving the strategic objectives and key results;
- f) Hold stakeholder meeting(s) to validate the draft Strategic and Growth Plan;
- g) Develop a stakeholder engagement and communications plan for the Africa Institute to promote visibility and impact in the region and beyond

- h) Finalize Strategic and Growth plan including recommendations and detailed work plan, and prepare a Monitoring and Evaluation Framework for the Strategic Plan for submission to the Africa Institute.

Deliverables

- A five-year strategic and growth plan including a results and resources framework
- Monitoring and Evaluation Framework

Institutional Arrangements

The Consultant will report directly to the Executive Director of the Africa Institute. The Africa Institute shall be coordinate all meetings and other activities under this consultancy.

In undertaking these tasks, the consultant will take a hands-on capacity building approach with staff of the Africa Institute.

Duration of the Assignment

This assignment is expected to be carried out for a period of 20 man-days.

Expertise

a) Academic Qualifications

At least a master's degree in a relevant field in the area of planning, public policy, development studies and

b) Experience

- At least five years professional experience in strategic planning and management
- Prior working experience on decentralization issues is an added advantage
- Demonstrated experience in working with international, regional and national development partners, governments and other stakeholders in public sector development programs especially in the area of projects and capacity development



c) Skills and Competencies:

- Ability to work with minimal supervision;
- High level written and oral communications skills in English
- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact, diplomacy and integrity;
- Demonstrated excellent interpersonal and professional skills in interacting with governments and development partners;
- Skills in facilitation of stakeholder engagements/workshops;
- Evidence of having undertaken similar assignments;
- Experience in research, policy development, management and programming-related work.

d) Eligibility

Only countries that are members of the Africa Institute on Environmentally Sound Management of Hazardous and Other Wastes will be considered. The consultant will be expected to, on a regular basis, interact with the Africa Institute office in Pretoria, South Africa.

Application Process

Interested and qualified candidates should submit their applications which should include the following:

- Technical Proposal for implementing the assignment
- Financial Proposal for the Assignment

Please quote **“Strategic and Growth Plan the Africa Institute on the subject line.**

Applications should be emailed to nmasha@dfpe.gov.za not later than Friday, 21 February 2025 at 14h30.

