



Africa Institute for Environmentally Sound Management of Hazardous and Other Wastes

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www.africainstitute.info

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SPECIALIST CONSULTANT TO REVIEW, STRENGTHEN, FINALIZE AND OPERATIONALIZE THE AFRICA INSTITUTE'S DRAFT PROJECT MANAGEMENT POLICY AND FRAMEWORK

1. Introduction

The Africa Institute for the Environmentally Sound Management of Hazardous and Other Wastes (Africa Institute) serves as both a Basel Convention Regional Centre (BCRC) and a Stockholm Convention Regional Centre (SCRC) for English-speaking African countries. Its supreme governing body is the Council, comprising representatives from its Member States. The Institute supports African countries in the environmentally sound management of chemicals and wastes through capacity-building, technical assistance, policy support, research, knowledge generation, and the implementation of donor-funded projects and programmes.

2. Purpose of the Consultancy

The Institute manages a diverse portfolio of regional and donor-funded projects supporting the implementation of international environmental agreements and sustainable development initiatives. To strengthen project governance, accountability, efficiency and results delivery, the Institute has developed a preliminary draft Project Management Policy.

The purpose of this consultancy is to review, strengthen, expand, finalize and operationalize the draft policy and develop an integrated Project Management Framework that aligns with international project management best practices, governance principles, and donor compliance requirements.

The assignment should result in a practical and implementation-oriented framework supported by procedures, templates, tools, training materials and an implementation roadmap.

3. Objectives of the Consultancy

The objectives of the consultancy are to:

1. Review and strengthen the Institute's preliminary draft Project Management Policy.
2. Benchmark the draft policy against: Project management methodologies, governance principles, and donor compliance requirements
3. Assess the adequacy and effectiveness of the Institute's current project management systems, practices and governance arrangements.
4. develop a comprehensive and implementation-oriented Project Management Framework comprising:
 - Project Management Policy;
 - Standard Operating Procedures (SOPs);
 - Project Management Guidelines;

- Project Management Templates and Tools.
- 5. Strengthen monitoring, evaluation, reporting, risk management and quality assurance provisions.
- 6. Provide recommendations on institutional, procedural, governance and capacity-strengthening measures required for effective implementation.
- 7. Develop an implementation roadmap for institutionalization of the framework.
- 8. Develop training materials and conduct training for Africa Institute staff on the developed policy.
- 9. Deliver a Project Management Policy and supporting implementation package for adoption and implementation.

4. Scope of Work

The consultant shall undertake the following activities:

A. Policy Review and Gap Analysis

The consultant shall:

- Review the existing draft Project Management Policy developed by the Institute.
- Assess the completeness, relevance and practicality of the draft policy.
- Identify gaps, omissions, inconsistencies and areas requiring strengthening.
- Benchmark the draft policy against international good practices, relevant standards and partners' project management policies
- Assess alignment with donor requirements and governance principles.

B. Institutional Assessment

The consultant shall:

- Review current project management practices across the Institute.
- Assess project initiation, planning, implementation, monitoring, reporting and closure processes.
- Evaluate project governance structures, decision-making mechanisms and accountability arrangements.
- Identify institutional barriers and operational challenges that may affect implementation of the framework.

C. Stakeholder Consultations

The consultant shall undertake consultations with relevant stakeholders including Executive Management; Technical staff; Finance and Administration personnel; beneficiary country representatives and implementing agencies;

The consultant shall prepare a stakeholder consultation report outlining key findings and recommendations.

D. Development of the Project Management Framework

The consultant shall revise and expand the draft policy to comprehensively address:

Governance and Oversight

- Project governance structures;
- Roles, responsibilities and accountability mechanisms;
- Decision-making and escalation procedures.

Project Lifecycle Management

- Project identification and conceptualization;
- Project design and proposal development;
- Project approval processes;
- Project planning and scheduling;
- Resource allocation;
- Project implementation;
- Monitoring and reporting;
- Project closure and evaluation.

Risk and Quality Management

- Risk management;
- Issues management;
- Quality assurance and quality control;
- Change management.

Stakeholder and Partnership Management

- Stakeholder engagement;
- Partnership management;
- Donor coordination and reporting.
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Learning and Knowledge Management

- Lessons learned;
- Knowledge capture and sharing;
- Continuous improvement mechanisms.

Sustainability

- Sustainability planning;
- Exit and transition strategies.

E. Development of Supporting Procedures, Tools and Templates

The consultant shall develop and/or strengthen the following:

Procedures and Guidelines

- Project Management Procedures Manual;
- Project Management Guidelines;
- Project Governance Framework;
- Monitoring and Evaluation Procedures;
- Risk Management Procedures.

- Relevant templates and tools including Project Risk Register Template and Issue Register Template
- Develop a Practical Implementation Roadmap and Train staff members on the developed policy and its implementation.

The consultant shall:

- Develop a practical implementation roadmap with clear timelines and responsibilities.

5. Deliverables

The consultant shall submit the following deliverables:

Deliverable 1: Inception Report

The report shall include:

- Detailed methodology;
- Workplan;
- Consultation plan;
- Data collection tools;
- Assessment framework.

Deliverable 2: Policy Review, Benchmarking and Institutional Assessment Report

The report shall include:

- Draft policy review findings;
- Gap analysis;
- Benchmarking findings;
- Recommendations for strengthening the framework.

Deliverable 3: Stakeholder Consultation Report

The report shall include:

- Stakeholders consulted;
- Summary of inputs received;
- Key findings;
- Recommendations.

Deliverable 4: Draft Project Management Framework

Submission of:

- Draft Project Management Policy;
- Draft Procedures Manual;
- Draft Guidelines;
- Draft Templates and Tools.

Deliverable 5: Final Project Management Framework

Submission of:

- Final Project Management Policy;
- Procedures Manual;
- Guidelines;
- Governance Tools;
- Templates and Supporting Instruments.

Deliverable 6: Institutional Strengthening and Capacity Development Report

The report shall include:

- Governance recommendations;
- Institutional improvement recommendations;

Deliverable 7: Implementation Roadmap

Deliverable 8: Training Programme and Training Report

- Training of the AI staff on the implementation of the policy
- training report.

6. Duration of the Assignment

The assignment is expected to be completed within a period of six (6) weeks from the date of contract signature.

7. Qualifications and Experience

The consultant or consulting firm should possess:

Minimum Qualifications

- Advanced degree in Project Management, Public Administration, Business Administration, International Development, Monitoring and Evaluation, or a related field.

Experience

- Minimum ten (10) years' experience in project management and organizational development.
- Demonstrated experience in reviewing, developing and implementing project management policies, frameworks, PMOs, governance frameworks or institutional project management systems.
- Proven experience working with international organizations, intergovernmental organizations, development agencies, public institutions or donor-funded programmes.
- Strong knowledge of Project management methodologies, governance principles, and donor compliance requirements
- Experience in working with Multilateral Environmental Agreements on chemicals and waste management will be an added advantage.

8. Proposal Submission Requirements: Applications should be clearly marked for the attention of the Executive Director: Africa Institute for the Environmentally Sound Management of Hazardous and Other Wastes. Interested and qualified candidates are invited to submit their applications, which should include the following:

- Technical proposal outlining understanding of the assignment, methodology and workplan;
- Detailed implementation schedule;

- Financial proposal;
- Company profile (where applicable);
- Curriculum Vitae of proposed personnel including copies of qualifications
- Evidence of similar assignments successfully completed;
- At least three contactable references;
- Proof of relevant qualifications.
- B-BBEE certificate (only South African companies) and tax clearance certificates
- Please quote **“Project Management Policy”** on the subject line.

Applications must be emailed to **Ms Neo Masha at nmasha@dffe.gov.za**

The Africa Institute shall not be held responsible for any costs incurred by the bidder in the preparation, presentation and submission of the proposal and reserves the right to cancel this RFQ without attracting any liability.

Closing Date: The closing date for applications is **15 October 2026 at 16:00hrs** Pretoria Time. Late submissions will not be considered

9. Evaluation Criteria

Evaluation Criteria	Weighting
Relevant qualifications and experience including track record and references	30%
Understanding of the assignment and methodology	30%
Demonstrated experience in policy and framework development	20%
Financial proposal	20%

A minimum functionality score determined by the Institute shall be required for further evaluation.

10. Reporting and Management of the Assignment

The consultant shall report directly to the Executive Director of the Africa Institute. All deliverables shall be submitted electronically and shall become the property of the Africa Institute.

11. Inquiries:

Should you require further information regarding this consultancy, please do not hesitate to contact the following:

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