

## Terms of Reference for the Strategic Plan Development 2023 - 2027

Comment [PG1]: Budget allocation

PE  
PC

### Background/Context

#### The South Asian Centre for Teacher Development (SACTD):

The South Asian Centre for Teacher Development (SACTD) is a Category II Centre established under the auspices of UNESCO with the Sri Lankan Government to be a service provider, standard setter and a research management Centre in the field of teacher development in the South Asian sub-region, in conformity with 36 C/Resolution 15 of UNESCO General Conference, which seeks to favour international Cooperation in respect of teacher development and quality education. The specialized functions of the Centre for Teacher Educators/Counsellors/Advisors/Mentors are:

- Professional Development
- Research on Teacher Development and Training
- Curriculum Development and Text Book Writing
- Open Distance Learning and Repository Services

In order to deliver on our goal to improve teaching profession and enhance the quality of education, SACTD recognizes the value of developing a strategic plan to assess the strengths and weaknesses of our approach and to consider the internal and external factors that influence the trajectory of our work. SACTD plans to develop a five-year strategic plan for 2023-2027, to formulate the Organization's vision and to establish a process and approach for the effective implementation and sustainability of its mandate over the next five years. SACTD believes that its management, corporate members in SAARC countries, staff members, boundary partners and key stakeholders are at the centre of this strategic planning effort, helping to assess ways in which to strengthen the impact of the organization, providing direct input into consultations.

#### Purpose of the consultancy

The strategic development consultant will facilitate a directional analysis of SACTD and a communications, monitoring, and evaluation plan. This includes assessing the Theories of Change employed by SACTD and examining how they serve to deliver SACTD's mission. The consultant will support the definition of a detailed outcomes measurement methodology for SACTD. The purpose of this consultancy is to implement a strategic methodology and support and lead SACTD staff, partners, and board members in a participatory planning process, ensuring a sense of ownership, engaging meaningfully with the boundary partners, board of governance and key stakeholders. The substantive outcome is a five-year strategic plan for the period 2023 - 2027.

#### Scope of Work

The plan must address, amongst other things, development of strong partnerships and resource mobilization initiatives and how to more effectively engage educators, teacher training schools and centres, education agencies and education related NGOs/INGOS more meaningfully in the realization of SACTD's mission and vision. The consultant will draw from any best practices within similar strategic plans for other governmental and non-governmental organizations with similar modus operandi as The South Asian Centre for Teacher Development.

- Review strengths and weaknesses of existing teacher trainer training models and utilise best practice and evolving trends to inform SACTD model.
  - Provide a risk matrix for each type of training programs and an overview of major challenges of implementation.
1. Develop a comprehensive methodology and work plan for a participatory process with a view of achieving support from members and partners, which includes holding consultations and facilitating interviews with relevant stakeholders including, but not limited to, donor and development partners, members & partners in SAARC countries, private sector and civil society NGOs. Consultation with members and partners in the SAARC countries will be held virtually. At least 10 meetings with the teams in SAARC countries is anticipated. Each consultation session will take about 3 hours.
  2. Together, with the steering committee, lead a program of wider consultations to receive feedback on the draft strategic plan.
  3. Finalize the strategic plan, including the log frame and detailed implementation plan, for 2023-2024 and provide general activities for 2025-2027. The plan should include priority programs and strategies, baselines and targets, timelines and resource allocations and a monitoring plan and communication plan.
  4. Include a plan to align actions with existing relevant sectors' strategies informed by best practices internationally and within Asia and Sri Lanka working in a similar environment.

#### **Deliverable Outputs**

Based on the above, Consultant shall prepare and complete the five-year strategic plan. This shall entail, among other things the following:

1. A five-year strategy with clear deliverables, key milestones, and direct guidance on implementation to strengthen SACTD's mission and vision.
2. External environment assessment and internal environment assessment of the stakeholders/SWOT analysis.
3. Establish specific objectives for the communication strategy and implement tools for evaluation of the communication strategy.
4. Present the draft strategic plan to stakeholders to validate.

#### **Commitment to Quality Work**

The consultant shall use an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment. The consultant shall ensure clarity of objectives and process during the consultations, counter check all facts and figures cited, ensure that the content and format of the draft strategic plan meets the high standard for such documents and ensure proper editing and clarity.

The consultant shall, at the onset of the planning process, identify all stakeholders having a direct and indirect interest in the strategic plan. Listing people, groups and institutions that influence the work of SACTD. All stakeholders must be able to make inputs into the strategic plan to promote ownership of the plan.

## **Methodology**

The consultant shall obtain disaggregated data, review relevant literature, interviews, and undertake field visits in selected areas. The consultant is permitted to form a team for the delivery of the objectives of the consultancy.

## **Qualifications/Competencies/ Experience**

SACTD is seeking for the services of a professional or a consultancy firm to develop a five-year strategic plan. The firm/individual must possess the following:

1. Relevant work experience in strategic planning and development
2. Excellent and proven analytical skills
3. Excellent organizational and communication skills, ability to prioritize and work with minimum supervision
4. Possess knowledge in the general social, economic and political environment that influences education landscape in Sri Lanka and SAARC countries
5. Understanding of participatory approaches to management and operations

## **Duration**

The consultancy shall be for a period no longer than two months, beginning in November 2022.

### *Details:*

- Remuneration and Method of Payment: To be negotiated
- The Consultant shall receive 25% of the total fee after submission and acceptance of the work plan, 40% of the total fee after the delivery and acceptance of a satisfactory report based on the terms of reference, and 35% of the total fee after meeting all deliverable outputs
- The payment shall be by cheque or bank transfer

## **Application materials**

Interested individuals and consultancy firms should submit a concise proposal for how the work will be carried out. Interested applicants are encouraged to submit their bids alongside detailed proposals, indicating their work schedule from the commencement to the end of the consultancy, including:

- Technical approach and suggested timeline (maximum 5 pages)
- Details of previous experience of strategic development planning (maximum 2 pages)
- Budget for work to be undertaken (submitted in a single Excel worksheet and broken down into personnel, fees, travel and other)
- Any restrictions on consultant availability to begin work from early November 2022
- Any restrictions on consultant availability to travel during the contract

**Application timeline**

Proposals should be submitted to: [magpiyankara@nie.edu.lk](mailto:magpiyankara@nie.edu.lk), with the subject line “SACTD Strategic Planning Consultancy (NIE/LP/2022/117) ”

Application deadline: at 2.00 p.m on 13.12.2022

- Any questions should be sent to the email address above before 8<sup>th</sup> December 2022, with “SACTD Strategic Planning Consultancy (NIE/LP/2022/117)” in the subject line.