



## RECRUITMENT OF A SHORT-TERM LOCAL CONSULTANT TO ASSIST CONDUCT A STRATEGIC PLAN FOR SAWABENU

### TERMS OF REFERENCE

#### 1.0 Background

SAWABENU (which means "the law exists" in Via, one of the languages spoken in western Liberia) is a local non-governmental organization founded in 2023 by former staff of the Carter Center Rule of Law Program out of a keen desire to localize and continue the rule of law programming in Liberia. With initial support from the Embassy of Sweden, the Carter Center is guiding the organization in its formative stage. Ultimately, a fully developed SAWABENU will endeavor to bridge the rule of law programming gap created by the departure of the Carter Center in Liberia.

Sawabenu is a non-profit organization committed to operating within the framework of access to justice in Liberia and the sub-region. Sawabenu is registered and certificated by the Liberian government establishing its legal status and compliance with regulatory requirements.

When the impending closure of the TCC RoL program was announced in mid-2022, staff of the program agreed to localize and continue the program, an idea that was welcomed by The Carter Center. Towards this end, group meetings were held, and committees set up to begin work on the form the new organization would take. That process led to the selection of the name SAWABENU from among a list of suggestions. These transition efforts entail several key steps aimed at establishing a sustainable and locally led entity dedicated to advancing the rule of law in Liberia by continuing with the Carter Center Access to Justice Project.

At present, staffing and leadership through a competitive recruitment process is completed, the initial 5 key positions, which include the *Executive Director, Program Officer, Administrative and Finance Officer, Compliance Officer, and Monitoring Evaluation and Learning Officer*, have been successfully filled with individuals who are serving in the leadership of Sawabenu. The Board of Directors has been formed. In terms of timing, the transition is envisioned to unfold over 24 months, encompassing various phases from January 2024 to December 2025. This timeline would allow for a systematic and comprehensive approach to the transition process, to ensure that all the necessary steps are taken to establish SAWABENU as a fully functioning and sustainable force to promote the rule of law in Liberia.

#### 2.0 Objectives

The objective of the assignment is to develop a five-year (September 2025- August 2030) strategic plan and organizational capacity assessment for Sawabenu a newly formed Liberian organization informed by the following inputs, which will be summarized by project staff and consultant:

### **3.0 Scope of Work**

The Strategic Plan (2025-2030) will strengthen Access to justice under the rule of law in Liberia by rooting Sawabenu work in the development of strong partnerships and resource mobilization initiatives aligned with Sawabenu's vision, mission, and goal. It will be critical for the consultant(s) to consider actionable and attainable strategies for collaboration, and sustainability. The scope of work of the Consultant(s) will include, but not be limited to:

#### **Pre-Workshop:**

- Desk review of documents outlined and others as necessary.
- Develop a methodology for participatory development of the strategic plan by Sawabenu team.
- Develop and deliver a survey and subsequent analysis to gather Sawabenu input on possible strategic direction before the workshop.

#### **In the workshop:**

- Guide Sawabenu team in exercises that create a strategic plan underpinned by shared vision and values.
- Assist Sawabenu in identifying focus areas and develop strategic objectives in key result areas.
- Assist Sawabenu with stakeholder mapping.
- For each potential intervention area, guide Sawabenu through an in-depth analysis of the sociopolitical context, programmatic options, financial opportunities, and the benefits and risks of engagement

#### **Post-workshop:**

- Working with Sawabenu, collaboratively draft the strategic action plan with clear deliverables, outcomes, accountability metrics, and key performance indicators.
- Work with Sawabenu to finalize the 2025-2030 strategic plan, including detailed implementation for 2025-2027, and general activities for 2025-2030.

### **4.0 Deliverables and Timeframes**

The LOE for this assignment is 20 working days over 30 days starting upon contract signing, as follows:

<b>ACTIVITY</b>	<b>OUTPUT (for approval)</b>	<b>LOE</b>
Desk review of Sawabenu policies, programs, proposal, concept, and foundational documents and guide strategic plan development		3 Days
Design strategic planning 4 days' Workshop agenda	Workshop Agenda	2 Days
Facilitate strategic planning workshop with TCC adviser to deliver presentations and support breakout groups;	Workshop facilitated	5 Days
Draft Sawabenu Strategic Plan 2025-2030 ensuring Sawabenu consultations.	Draft Strategic Plan	5 days
Presentation and Facilitation of Validation Workshop	Workshop Report	1 Day
Receive and incorporate feedback; Deliver a final draft of the strategic plan to Sawabenu for finalization and board approval.	Final Draft Strategic Plan	2 Days
<b>TOTAL DAYS</b>		<b>20 Days</b>

## 5.0 Requirements

Applicants must possess the specific qualifications and experience outlined below. The consultant must have the appropriate mix of experience and expertise, however no additional LOE will be provided.

1. Previous substantive experience in the participatory design, review, and formulation of strategic plans and organizational capacity assessment for not-for-profit organizations
2. Substantiate adequate experience facilitating strategic planning processes and sustainability strategies using participatory approaches for donor-funded project teams in Liberia.
3. Proven ability to create surveys that capture staff experience and knowledge to shape a strategic planning process.
4. Self-starter able to prioritize and work with minimum supervision.
5. Knowledge of the general social, economic, and political environment that could influence the access to justice and rule of law landscape in Liberia.

## 6.0 Reporting Arrangements

The Consultant reports to Liberia-based head of ATJ localization project and the OCA consultant.

## 7.0 Selection Criteria

Interested applicants should submit a technical proposal which combines all the below into one document:

- A CV, which should be no more than **THREE** pages with minimum qualification of master’s degree in a relevant development field, with experience performing such task, including providing the relevant evidence to support.
- **TWO**-page proposal outlining how their experience satisfies the requirements and will result in successful achievement of the aims of this consultancy.
- No more than **TEN** pages of sample(s) of **their own** previous work. Samples of relevant work include agendas, strategic plans, sustainability plans, and curricula. Samples should clearly indicate the applicant’s role in designing, delivering, and drafting the product.

Incomplete applications and applications that do not meet the requirements will not be considered.

The evaluation criteria are:

**Proposed work schedule for consultant.**

Duration	Activity	Comment
September	Strategic Plan	
October WK 1	Desk review and design to guide strategic plan development and submit draft agenda for the Strategic Plan	
October WK 3	Deliver and assist facilitate Strategic Planning workshop	
October WK 4	Submit draft Sawabenu Strategic Plan and validate the Strategic Planning Workshop	
November WK 1	Submit final draft of Strategic Plan	

Category	Maximum Score
Proposed technical approach	40
Demonstrated experience supported by samples of relevant work	30
Interview (only for short-listed candidates)	20
Financial proposal	10
Total	100

Interested applicants should submit their applications online to [employmentliberia@cartercenter.org](mailto:employmentliberia@cartercenter.org) with an indicative budget included in the Expression of Interest by close of business on Friday, September 20, 2024, at 5 PM GMT.