

TERMS OF REFERENCE: CONSULTANCY ASSIGNMENT FOR FACILITATING DEVELOPMENT OF STRATEGIC PLAN FOR SASAE

Assignment: Consultancy

Duration: January to March 2018

Location: Pretoria

1. Background

The South African Society for Agricultural Extension (SASAE) previous strategic plan was designed for 2015- 2016 with focus on guiding the Society to become an efficient and effective Voluntary Professional Association.

SASAE is in the process of developing a new Strategic plan for the next 3 years. This calls to have a strategic planning session workshop scheduled to take place as from the 25th to 26th of January 2018 in Pretoria. The purpose of the workshop is to look at the existing programmes and to develop the goals and strategies which will serve as a guide to implement the programmes over the next 3 years. This may also necessitate the need to review the vision and mission of SASAE. The Workshop will be attended by the SASAE Board Members.

SASAE is looking for an External consultant to lead in facilitating the workshop, develop the workshop framework and material. The intention is for workshop participants to consider SASAE's existing programmes/ activities and to define the future direction and priorities of the Society. In addition to the workshop, the consultant is expected to conduct an analysis on the current developments in the field of Extension, familiarise him/herself with the existing programmes/activities within SASAE and consult with SASAE Executive Committee and other stakeholders in order to develop the final strategic planning document.

2. Objective of the workshop:

1. To analyse the current developments in the field of Extension in SA, Globally as well as the existing Extension programs in South Africa
2. Assess and analyse SASAE's internal environment
3. Assess and analyse the SASAE'S external environment and stakeholders
4. Review and assess to what extent the SASAE strategic plan 2015-2016 has been implemented and identify key areas of success and key areas of challenges.
5. Synthesise results of the assessments listed above in report format and identify (alternative) strategic directions for SASAE outlining the rationale for the proposed directions
6. Review the organisations/ Board structure with a view to recommend and if desirable, aligned accordingly
7. To define the future direction, strategy and priorities for the Society

3. Scope of work

1. Familiarise with SASAE and its existing programs/ activities, including the review of the organisational documents, the Board and its activities
2. Develop workshop methodologies and material in conjunction with the Secretariat
3. Design and prepare innovative participatory methodologies, including mind maps and matrix maps activities emphasising discussion and focus on the organisation's existing strengths
4. The workshop must be participatory and must be designed to provoke critical review and thinking amongst the participants
5. Scenario planning in the strategic planning workshop process
6. Facilitation of the strategic planning workshop
7. Conducting consultations with key stakeholders
8. Compile the workshop report and strategic plan document

4. Deliverables

- Workshop plan and activities
- Workshop report
- Strategic Planning Framework
- Draft Strategy
- Final Strategy
- Action Plan Working Papers
- Draft Strategic Plan
- Develop the Implementation Action Plan
- Final Strategic Plan

5. Duration of the consultancy:

The process will start on the 2nd of January 2018 with the consultative phase. The workshop will take place on the 24 - 25th of January 2018. The analysis of the findings and drafting of the final reports will take place between the 26th of January 2018 and 23rd March 2018. The final document should be presented to the Board on the 23rd of March 2018.

6 Required Skills and competency

Qualification: A Master's degree in extension or at least an Honours degree in Extension.

- Experience in conducting and facilitating similar strategic planning sessions with VA'S
- Knowledge and experience of using participatory approaches and innovative facilitation techniques
- Strong analytical skills
- Good interpersonal skills
- Excellent communication skills and fluency in English
- Strong understanding of the current development in Agricultural Extension in the country and Globally and the role of different Extension organisations at different levels

Interested individuals can send a cover letter, CV, technical and financial proposal to ben@sasae.co.za by the 22nd of December 2017.