

## **Terms of Reference (TOR) for Expression of Interest to Develop a Business Plan for the Professional Development and Training Programme**

### **Background:**

The Partnership for African Social and Governance Research is an independent non-partisan pan-African not-for-profit organisation established in 2011 in Nairobi, Kenya. Currently engaged in more than 12 African countries, PASGR works to enhance research excellence in governance and public policy that contributes to the overall wellbeing of women and men.

As part of this broader vision, the Professional Development and Training Programme (PDT)'s objective is to enhance individual and institutional research capacity and the utilisation of social science and policy research. PDT works with its partners to:

- Design and deliver high quality, experiential professional training that builds policy actors and researchers' skills and competencies;
- Deepen delivery partners' institutional capacity to design, deliver and accredit distinctive professional development courses; and,
- Innovate in design and content to enrich participants' learning experience and maximise impact and reach.

In order to deliver on this vision, a suite of high level professional development courses for active and committed researchers and policy actors was developed. The courses have been offered biannually since 2012. The courses are designed to be adaptable for different research and policy audiences. They are especially effective when we bring together participants from different countries, organisations and disciplinary backgrounds. The courses have advanced substantially since the programme's inception. More modules have been developed and the body of instructors has grown.

Currently, the training programme has two components. Each component has a selection of courses on offer. A selection of modules is delivered at each training offering.

1. The Research-Centred Component
  - Designing Social Inquiry
  - Multi-Method Research Strategies
  - Critical Policy Engaged Research
  - Ethics in Social Science Research
  - Survey Design and Execution
  - Comparative Case Analysis
  - Interpretive Methods and Ethnography
  - Social Network Analysis
  - Applied Quantitative Research
  - Action Research
  - Impact Evaluation
  - Engendering Social Science Research Methods
2. The Policy Actor Component
  - Contemporary Political Economy Analysis
  - Informed Research Consumers
  - Research Communication and Engagement

The training follows an alternative pedagogy that uses interactive learner-centred techniques such as group projects, role plays, fieldwork and guided discussions together with peer learning. Premium is placed on technology-enhanced learning that involves use of an online learning platform and a variety of multi-media materials, i.e. electronic case studies, documentaries and animations, to support teaching and learning.

Courses were developed and are delivered through partnerships between scholars from non-African institutions (including the UK's Institute of Development Studies [IDS] at the University of Sussex) and an array of highly motivated, creative and excellent African scholars who undergo a Training-of-Trainers programme.

The programme targets early and mid-career researchers in universities (including doctoral students and post-doc researchers), research institutions, government departments and the civil society.

### **Purpose**

PASGR is seeking Expressions of Interest from suitably qualified resource person/s to develop a five year business plan that (i) ensures programme sustainability within the first three years, and (ii) establishes the training programme as an income generating entity from the parent organization within five years.

### **Description of the Assignment:**

1. Familiarization with PASGR's vision, mission and strategy as well as the activities of each of PASGR's three programmes;
2. Familiarization with the Professional Development and Training (PDT) programme, inception, different modules and how they have evolved, participant profiles, pedagogy and training materials;
3. Locate programme beneficiaries and conduct in-depth consultation to understand the value proposition of the programme over time.
4. Hold consultations with PASGR senior and PDT staff as well as the body of instructors to understand their views concerning programmes sustainability;
5. Carry out a comprehensive market analysis for the programme in universities, research centres, government agencies and similar places in different parts of Africa;
6. Identify similar programmes, noting differences and similarities with PASGR's in terms of value, demand, utility and cost;
7. Develop a marketing strategy with branding and communication options.

### **Deliverables**

The expected end product of this assignment will be a complete 5-year Business Plan that comprises the initial 3-year sustainability plan for the PDT programme and a full cost recovery in the remaining two years. The Business Plan should contain the following specific sections:

1. A marketing strategy that covers:
  - i. Analysis of similar programmes
  - ii. A strong value proposition
  - iii. Opportunities and potential openings
  - iv. A branding and communication plan
2. Financial model
  - i. A sustainable financial model with a projection of income from the training programmes over a 5-year period

- ii. Funding requirements and opportunities

### **Experience and Qualifications**

- At least 5 years of experience in the area of business development, programme/project development. A bias on enterprises development in training centre set-ups and public private partnerships is an added advantage;
- Knowledge and expertise in business plan development especially for training programmes. Should have carried out similar assignments in the last four years;
- Experience in financial analysis, marketing strategy formulation and market research and analysis techniques (both qualitative and quantitative)
- Legal and corporate governance
- Experience of working in social science research and higher education sectors in Africa
- Excellent data analytical skills and interpretation;
- Excellent written and oral communication skills

### **Timeline**

This assignment will be completed within one month and is expected to start in January 2018.

### **Application Procedure:**

Interested applicants who meet the job requirements and qualifications and with the right personal attributes are invited to complete and submit the following:

1. A technical Proposal Detailing the methodology and work plan
2. Financial proposal
3. A brief description of the resource person/s outlining recent experience in similar assignments (three assignments over past four years);
4. At least three references of similar assignments
5. Sample work that is similar to this assignment.

All applications should be sent to PASGR [info@pasgr.org](mailto:info@pasgr.org) by Tuesday, **December 19<sup>th</sup>, 2017, 0000Hrs East Africa time**. Quote "EOI- PDT Business Plan" in the subject line of your email.

Successful applicants will be notified by **Wednesday, January 10<sup>th</sup>, 2018** and given further guidelines on the assignment.