



# We are Hiring

## INDIVIDUAL OR CONSULTING FIRM



🌐 | Mzuzu E-Hub

## Terms of Reference for the Development of the Mzuzu E-Hub Strategic Plan 2024-2028

### Background and Context

Mzuzu E-Hub is a social enterprise registered under company's incorporation Act TMBRS 1010145 based in Mzuzu, Malawi that was established in 2018 with aim of building a community of entrepreneurs creating innovative solutions for their communities to foster job creation and poverty eradication. As an entrepreneurship, technology and innovation hub, Mzuzu E-Hub provides enterprise development support solutions including business incubation, technology skills transfer, co-working facilities, and networking events targeting young men and women (18-35). Mzuzu E-Hub adopts various approaches that combines skills and knowledge transfer, information sharing and provision of access to tools and resources, opportunities and investment linkages, and networking platforms.

Mzuzu E-Hub believes innovation plays a crucial role towards community transformation and in order to deliver our goals towards reducing enterprise failure and stagnancy, digital illiteracy and transformative education access, we recognize the value of developing a strategic plan to evaluate the strengths and weaknesses in our approach and to consider varying opportunities and threats that strongly influence the success of our work.

Mzuzu E-Hub plans to develop a five-year strategic plan for 2024-2028, to reaffirm the organisations vision, mission and establish a design process and approach for the effective implementation and sustainability of its mandate over the next five years. The scope and focus of the assignment will be to provide technical, strategic and facilitation towards the development of the new strategic plan for the organisation.

### Purpose of the Assignment

The individual or consulting firm will work closely with the Board of Directors, Managing Director and core management to facilitate a directional analysis of Mzuzu E-hub and a communication, monitoring and evaluation plan which will include an assessment of the Theories of Change deployed by Mzuzu E-Hub and evaluating how they serve to deliver the organisation's core mission. The purpose of the assignment is to implement a strategic approach and support in leading Mzuzu E-Hub team in a participatory process being cautious of ensuring ownership and meaningful engagement with diverse internal and external stakeholders. The main outcome is a five-year strategic plan running from 2024-2028.

### Scope of Work

The strategic plan must address among other things, development of strong partnerships and resource mobilization interventions including meaningful engagement with government, development partners and communities in the realization of Mzuzu E-Hub's mission and vision. The assignment will draw lessons from the previous strategic plan 2018-2023 and adopt best practices from similar strategic plans for other organisations with similar modus operandi as Mzuzu E-Hub.

The consulting services will include, but not limited to the following scope of services;

- a). Develop a sound methodology that grounds the strategic plan and facilitates a directional analysis for Mzuzu E-Hubs current operations and the integration with new development plans.
- b). Conduct a needs assessment for the organisation including consideration of a situation analysis and identification of any key constraints and emerging opportunities for growth and development
- c). Guide stakeholder mapping and consultations and understand, obtain and analyze qualitative and quantitative data relevant to stakeholders and partners.
- d). Develop plans and strategies with clear deliverables, indicators and tools that address the constraints and create the needed support systems and incentives
- e). Development, validation, finalization and costing of the strategic plan 2024-2028 including outcome mapping for monitoring and evaluation, detailed implementation for 2024-2025 and general activities for 2025-2028

- f). Recommend methodology and tools for evaluating outcomes and develop monitoring and communication strategy
- g). The consultant will collect, evaluate and lead in the presentation and validation process. Some of these elements can be included in the final document as an appendix or cited as separate literature.

### Specific Tasks

The individual or consulting firm will:

- 1). Carry out a desk review of documents relevant to an understanding of the mandate, legal framework and context of Mzuzu E-Hub
- 2). Review existing national strategies/actions, laws and policies on enterprise development, investment financing, education and ICT and include these when developing key strategic actions
- 3). Assess existing theories of change deployed by Mzuzu E-Hub and support the Mzuzu E-hub team in establishing an organizational theory of change for 2024-2028
- 4). Conduct a needs assessment of Mzuzu E-Hub including a review of the existing structure, financial strategy and sustainability and engagement with a view for the future expansions to be components of the final strategy.
- 5). Develop a comprehensive methodology and workplan for a participatory process with a view of achieving support from members and partners including holding consultations and facilitating interviews with relevant stakeholders including but not limited to funder and development partners, private sector and local nonprofits.
- 6). Finalize the strategic plan, including the log frame and detailed implementation plan, for 2024-2025. The plan should prioritize programs and strategies, baselines and targets, timelines and resource allocations and a monitoring plan and communication plan.
- 7). Include a plan to align actions with existing relevant sectors informed by best practices internationally and within Africa working in a similar environment

### Expected Deliverables

The individual or consulting firm will be expected to prepare and complete a five-year strategic plan that entails the following:

- 1). Inception report highlighting the understanding of the assignment, detailed methodology and timelines
- 2). A 5-year strategy with clear deliverables, key milestones and direct guidance on implementation to strengthen Mzuzu E-Hub's core mission and vision.
- 3). External environmental assessment and internal environment assessment of the stakeholders/SWOT analysis.
- 4). Establish specific objectives for the communication strategy and implement tools for evaluation of the communication strategy.
- 5). Present the draft strategic plan to diverse stakeholders for validation
- 6). Final strategic plan document
- 7). Final report of the process

### Commitment to Quality Work

The individual or consulting firm shall leverage an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment. The individual or consulting firm shall ensure clarity of objectives and process during the consultations, counter check all facts and figures cited, ensure that content and format of the draft strategic plan adheres to the high standards for such documents and ensure proper proofreading, editing and clarity.

The individual or consulting firm shall at 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 Mzuzu E-Hub. All stakeholders must be able to provide inputs into the strategic plan to promote ownership of the plan.



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### Approach and Methodology

The individual or consulting firm shall obtain disaggregated data, review relevant literature, interviews and undertake field visits in selected areas. The consultant is at liberty to propose methodology that would adequately result in the expected deliverables highlighted in the TORs. A participatory approach should be prioritized to make the process meaningful.

### Qualifications of Individual or Consulting Firm and Key Staff

Interested Individual(s)/Consulting firms should clearly demonstrate their relevant expertise in developing/designing sustainable strategic plans. The assignment requires an experienced individual or consulting firm capable of communicating effectively with the management of the Mzuzu E-Hub.

The consulting firm or individual should have well qualified and competent professional staff at all times in the execution of the assignment and shall therefore propose a team of experts that is capable to deliver the services in accordance with the requirements defined in these TORs. The consulting firm or individual should submit a proposal that will highlight the financials, methodology, technical approach to be used while conducting this assignment, will present similar assignments that were previously successfully performed, clear time lines in which to perform the assignment, CVs for all key staff in their proposed team. All CVs must meet the minimum requirements as indicated in the Request for Proposal.

The proposal shall include the following key professional staff as minimum:

### Team Leader and other experts

- A minimum of Masters' Degree in Business Management majoring in development finance, development studies or any other specialization related to the assignment;
- At least 5 years of prior work experience in similar or related assignments with enterprises focusing on organization strategic plans that are sustainable and self-sufficient;
- Demonstrate relevant experience in a context similar to Mzuzu E-Hub and Malawi's operating ecosystem;
- Demonstrated knowledge and experience in undertaking research especially in the area of enterprise development and technology integration;
- Demonstrated experiences and interpersonal and communications skills in facilitating stakeholder/working group consultations including a proven record of accomplishment of written, analytical, presentation and excellent reporting skills;
- Relevant regional, national, and international experience will be an added advantage.

### Other Experts

A team of experts should demonstrate solid and relevant qualifications and knowledge with relevant experience in Social Enterprises preferably incubators, accelerators and co-working spaces. Development in carrying out assignments in the following areas;

- Developing strategic plans
- Developing implementation framework
- Participatory approaches

### Duration of the Consultancy

This assignment is estimated to run for approximately 3 months and the consultant is expected to work approximately 25 days during the assignment. The consulting firm or individual will work closely with the heads of departments. All heads of divisions will be project managers in respective technical and functional areas. The Managing Director will be responsible for the overall coordination of the project. The consulting firm or individual shall from time to time, submit and share the progress reports as will be agreed.

### Project Location

The assignment shall ideally be a combination of in-person and remote engagement.

### Variations

Any changes to the work plan and milestones/timeline will be discussed between the consulting firm or individual and Management of Mzuzu E-Hub, and will require prior consultation with and approval.

### Knowledge Transfer

The consulting firm or individual will involve all Heads of Departments (Programmes, Monitoring and Evaluation, Finance, and Communication), the Managing director and where necessary the board of directors with a facilitation of the organization business model and implementation plan. This will enable the consultant share knowledge and experiences in the development of organizational strategic plans.

### Intellectual Property

All works and information gathered as a result of this assignment will remain the property of Mzuzu E-Hub. Hence, the Consultant cannot use it for his/her personal benefit without the permission of Mzuzu E-Hub otherwise legal processes may be instituted against such.

### Counterpart and Responsibilities

The successful consulting firm or individual will report to the Managing Director of Mzuzu E-Hub who will be responsible for all logistical arrangements. All arrangements in case of stakeholder engagement workshop must be included in the proposal. Mzuzu E-Hub will provide facilities for meetings, introductions and office to access information.

### Application Method

Application prepared in English should be submitted to Mzuzu E-Hub before 1st February 2024 through the following channels:

**The Chair Person  
Internal Procurement Committee  
Mzuzu Entrepreneur hub  
Kwawala House, 1st Floor  
Mzuzu.**

Email: [hello@mzuzuehub.org](mailto:hello@mzuzuehub.org)  
For inquiries, contact the following numbers:  
+265 994348129 or +265 996033781