



Terms of Reference

Call for RFP: Development of the Africa Center for Health Systems and Gender Justice Strategic Framework 2025 – 2029

Released November 12, 2024

1.0 Overview

The Africa Center for Health Systems & Gender Justice seeks a consultant to support our organisation in creating a new **5-year Costed Strategic Plan**.

2.0 About The Center

The Africa Center for Health Systems and Gender Justice is a Pan-African social impact startup that merges social entrepreneurship with a commitment to advancing health equity and addressing social inequalities. Through innovative strategies, the Center challenges and transforms policies, practices, and investment patterns to promote gender justice within health systems. Health and gender equity in health systems, as we see it, ensures that everyone has a fair and just opportunity to attain their full health potential, without being disadvantaged or excluded due to systemic barriers.

3.0 Justification

For the last two years, the Africa Center for Health Systems and Gender Justice has been dedicated to advancing health equity and addressing social inequalities across the continent. As we embark on the next phase of our journey, it is crucial to develop a strategic plan that will shape our work in a dynamic and evolving landscape. This strategic framework will be instrumental in guiding our efforts to challenge systemic barriers and reinforce our commitment to a fair and just society, where every individual can achieve their full health potential, regardless of socio-economic status, gender, or other intersecting factors.

4.0 Purpose and Objectives of the Consultancy

This strategic planning process marks a critical milestone for the Africa Center for Health Systems and Gender Justice as we embark on our first-ever strategic plan. This framework will lay the foundation for how we transform health systems and challenge the structural inequities that continue to undermine health and social justice in Africa. The strategic plan will help us sharpen our focus, build on our achievements, and chart a clear path for advancing gender justice and health equity across the continent.

The how:

1. **Deepening our gender justice and health equity policy analysis:** Our first step involves strengthening our capacity to critically assess and challenge policies that perpetuate health



inequities. We will conduct in-depth policy reviews and analysis to identify gaps, generate evidence, and advocate for systemic changes that prioritise gender justice and equitable health outcomes for all, particularly women, girls and marginalised groups.

2. **Strengthening our community network partnerships development:** Collaboration is at the heart of our work. We will focus on expanding and deepening our partnerships with grassroots organisations, public health practitioners, advocates, and community-based networks. We will work to amplify the voices of those most affected by health disparities and work collectively to co-create solutions that advance health justice and gender equality.
3. **Leveraging strategic communications and narrative change:** Public health is inherently linked to social justice. We will invest in strategic communications to shift narratives and emphasise public health's vital role in promoting gender justice and health equity. Through this approach, we aim to influence public discourse, policy, and practice by centering stories that highlight the lived experiences of marginalised communities and calling for accountability in addressing these systemic issues.
4. **Developing action-oriented products:** We recognize the need for practical tools and solutions that bridge traditional public health approaches with bold, transformative strategies from the gender and health equity justice movement. Our efforts will focus on creating action-oriented resources such as policy briefs, frameworks, and toolkits that drive the integration of gender justice principles into health interventions. These products will serve as catalysts for change, equipping stakeholders with the knowledge and tools to implement innovative solutions that transform public health systems and promote gender equity.

5.0 Main Objective

The main objective of this consultancy is to develop a strategic framework for the Center over the next 5 years.

5.1 Specific Objectives

The specific objectives of this consultancy for developing the first-ever strategic plan for the Africa Center for Health Systems and Gender Justice would include:

5.1.1 Conduct a Situational Analysis:

- Assess the internal and external environment, including health systems, gender justice, and policy contexts in Africa, to identify key challenges, opportunities, and trends that should inform the Center's strategic priorities.
- Review the Center's current organisational capacity, resources, and networks to ensure alignment with its future growth trajectory.

5.1.2 Develop a Vision and Mission Refinement:

- Facilitate discussions with leadership, staff, and key stakeholders to refine or redefine the organisation's vision, mission, and core values in alignment with the Center's goals of promoting gender justice and health equity.

5.1.3 Establish Strategic Priorities and Goals:

- Define long-term strategic priorities that will guide the organisation's work over the next five to ten years, focusing on key areas such as policy advocacy, community



engagement, capacity building, and narrative change.

- Set clear, measurable objectives for each priority, ensuring that they are actionable and aligned with the Center's mission.

5.1.4 Strengthen Community and Stakeholder Engagement:

- Engage key stakeholders, including community-based organisations, public health practitioners, government agencies, and advocacy groups, in the planning process to ensure that the strategic plan reflects the needs and perspectives of those most affected by health and gender disparities.

5.1.5 Design a Monitoring, Evaluation, and Learning (MEL) Framework:

- Develop a comprehensive MEL framework to track the progress of the strategic plan's implementation, measure impact, and enable adaptive learning.
- Ensure the framework includes metrics for assessing the effectiveness of the Center's work in advancing gender justice and health equity.

5.1.6 Develop a Resource Mobilization Strategy:

- Identify opportunities for sustainable resource mobilisation to support the Center's strategic goals, including potential funding streams, partnerships, and investments that align with the organisation's mission and values.

5.1.7 Create Actionable Roadmaps for Implementation:

- Develop a detailed implementation plan that outlines specific actions, timelines, and responsibilities to achieve the strategic goals, ensuring the Center's work is both impactful and sustainable.

6.0 Proposed Methodology:

The consultant will employ a participatory, feminist, and structured methodology to develop the Africa Center for Health Systems and Gender Justice's inaugural strategic plan. This approach will emphasise inclusivity, collaboration, and contextual relevance, fully aligning with the Center's mission of promoting health equity and gender justice. Grounded in feminist principles, the methodology will focus on transparency, co-creation, and broad engagement.

7.0 Major deliverables of the strategy development process

- Inception Report:** A detailed document outlining the consultancy's methodology, key milestones, deliverables, timelines, and a clear plan for the entire process, aligning expectations between the consultant and the Center.
- Context Analysis Report:** A comprehensive analysis of the socio-political, economic, and public health landscape, (SWOT/PESTEL) with a particular focus on gender justice and health equity in Africa. This report will identify key trends, challenges, and opportunities to inform the strategic plan.
- Stakeholder Engagement Report:** A documented summary of the stakeholder consultations, and interviews, capturing the diverse perspectives and inputs from



community-based organisations, public health professionals, gender advocates, and other key partners. The report will highlight the priorities and concerns of various stakeholders.

- d) **Draft Theory of Change (ToC):** A clear and coherent Theory of Change that outlines the pathways through which the Africa Center will achieve its vision of health equity and gender justice. This will include key strategic priorities, goals, and expected outcomes.
- e) **Draft Strategic Plan:** A draft version of the strategic plan that incorporates the context analysis, stakeholder feedback, and strategic priorities. The plan will outline the Center's vision, mission, goals, and a clear roadmap for the next five to ten years.
- f) **Final Strategic Plan:** The final, refined version of the strategic plan, incorporating feedback from iterative consultations. This plan will include clear objectives, strategic priorities, measurable goals, and an action plan that guides the Center's work in advancing gender justice and health equity.
- g) **Monitoring, Evaluation, and Learning (MEL) Framework:** A detailed framework for tracking the implementation of the strategic plan, including key performance indicators (KPIs), metrics for success, and mechanisms for learning and adaptation.
- h) **Resource Mobilization Strategy:** A plan identifying potential funding streams, partnerships, and strategies for securing resources to support the implementation of the strategic plan.

8.0 Timelines

The duration of the assignment is thirty (30) working days spread over three months from December – March 2025.

9.0 Ethics and risks

Ethical conduct, including respecting data privacy, avoiding discrimination, and ensuring accurate representation, is crucial in all stages. Risk management should focus on protecting stakeholders' well-being and privacy, especially vulnerable groups, and addressing contextual risks related to the sensitive nature of health equity and gender justice work.

10.0 Education and Relevant Experience of Consultant

Education:

1. **Advanced Degree:**
 - A Master's or Doctoral degree in Public Health, Social Sciences, Gender Studies, International Development, Economics, or related fields with a strong focus on gender justice, health equity, or social justice.
 - A solid background in strategic planning, organisational development, or policy analysis is highly desirable.

Relevant Experience:

1. **Strategic Planning and Organisational Development:**
 - Proven experience in leading or contributing to the development of strategic plans, especially within health systems, gender justice, or social justice-focused organisations.



- Experience in facilitating participatory and collaborative strategic planning processes with a focus on feminist principles and values.
- 2. **Expertise in Gender Justice and Health Equity:**
 - At least 10 years of experience working on gender justice, health equity, or social justice issues, particularly within an African context or similar global settings.
 - Demonstrated understanding of the intersections of gender, health, and social inequality, and how these affect marginalised populations.
- 3. **Policy and Program Development:**
 - Experience in policy analysis, advocacy, and program development, particularly related to health systems, reproductive rights, or gender equity.
 - Experience working with or within NGOs, community-based organisations, or international development agencies focused on advancing health equity and gender justice.
- 4. **Stakeholder Engagement and Collaboration:**
 - Proven track record of engaging diverse stakeholders, including government entities, community-based organisations, international agencies, and marginalised groups.
 - Experience in facilitating workshops, consultations, and collaborative decision-making processes, ensuring inclusivity and representation of diverse perspectives.
- 5. **Monitoring, Evaluation, and Learning (MEL):**
 - Experience in designing and implementing MEL frameworks to track progress, assess impact, and ensure accountability in organisational initiatives or programs.
 - Strong understanding of feminist and participatory approaches to monitoring and evaluation.
- 6. **Research and Data Analysis:**
 - Strong research, analytical, and writing skills, with experience in conducting desk research, context analysis, and synthesising data for strategy development.
 - Ability to translate complex information into actionable insights and recommendations.

11.0 Application process

Our budget for this consulting project is approximately \$20,000. The timeline of this engagement is from **December 20th 2024 through March 2025 (3 months)**.

Send an application responding to the Terms of Reference that includes a CV with three references, a proposed methodology outlining critical timelines, and a financial proposal/budget to vacancies@healthsystemsgenderjustice.org with the subject **“Development of Strategic Plan for the Africa Center for Health Systems and Gender Justice”**. The application should also include at least one sample of a strategic plan that the consultant has led in developing. Address applications to the Executive Director.

African women, scholars, public health practitioners, feminists are strongly encouraged to apply. The deadline for applications is **30th November 2024 at 5:00 p.m. (EAT)**.

ONLY SHORTLISTED CANDIDATES WILL BE CONTACTED