



INTERGOVERNMENTAL STANDING COMMITTEE ON SHIPPING (ISCOS)

TERMS OF REFERENCE FOR DEVELOPMENT OF ISCOS' FIVE YEAR STRATEGIC PLAN 2020/2021 – 2024/2025

1. BACKGROUND

The Inter Governmental standing Committee on Shipping (ISCOS) is a regional body established by the Governments of Kenya, Tanzania, Uganda and Zambia to take care of their Shipping and Maritime Interests. Given the international nature of Shipping and Transport Logistics, ISCOS' activities extend throughout the region to cover much of the Eastern, Central and Southern Africa.

In order to re align the organisation to the emerging developments in shipping, freight logistics and the Maritime industry, tap into the increased importance of inland water ways in connecting the region, and give due regard to the discovered importance of the private sector in the development of state economies, ISCOS was in 2006 transformed with reviewed functions and a wider mandate. ISCOS' reviewed mandate extended to cover freight logistics of surface freight logistics as well. In fulfillment of its Mandate, ISCOS works and collaborates with various institutions, regionally and internationally.

ISCOS' Mandate is to Promote and Advocate for competitive shipping and Maritime services, Advise on matters of Policy and Practice in the industry, Undertake industry research and disseminate information on emerging contemporary issues, Advocate for and Promote efficiency in logistics and economic competitiveness in shipping and International trade, organize and Capacity-build importers and exporters, develop strategies that complement regional initiatives on the seamless flow of trade and generally protect the interests of Importers and Exporters. The Organization's main objective is to serve the region and the international community as one stop Center of Excellence for regional Maritime matters and total logistics through coherent and regionally coordinated programmes.

2. OBJECTIVES OF THE ASIGNMENT

ISCOS intends to develop a new five year strategic plan through a participatory process involving its secretariat, the Member States, critical stakeholders and key partners. The consultant will be expected to support the process and provide technical expertise in developing methodologies and instruments to be used in guiding the strategic plan development process through to the delivery of the final document.

Specific Objectives

- a) Assess progress attained towards realization of the past strategic objectives, program results and delivery of key outputs / outcomes for the current strategic plan.
- b) Review the implementation of the current strategic plan for identification of implementation gaps, challenges and lessons learnt to be considered in the development of the new plan.
- c) Develop a comprehensive inception report with an independent view of lessons learnt from implementing the on going programs, work plans and other results based initiatives.
- d) Collect and document relevant information to be used in the development of a new strategic framework through desk research, and analysis of the internal and external environment.
- e) Bench mark with other similar organizations for best practices
- f) Align the organization's strategy with Member States strategies
- g) Liaise with relevant key stakeholders and member States to gather their views and linkages towards realising the strategic goals of ISCOS
- h) Facilitate consultation workshops with secretariat staff, member States and other key stakeholders to prioritize future strategic direction for ISCOS.
- i) Synthesize the results and identify strategic goals and opportunities that will guide ISCOS into the future.
- j) Draft and finalize a new five year strategic plan (2020/21-2024/25).

3. SCOPE OF WORK

The scope of work for the Consultant will include but not be limited to:

- (a) Holding preliminary consultations with ISCOS aimed at clarifying the scope of the assignment, aligning expectations and the preparation of an inception report.
- (b) Review ISCOS' mandate; ISCOS' Establishment Agreement, Transformation Report, and the 2006 Protocol, as well any other documents which host information on ISCOS formation, genesis and mandate.
- (c) Review the Shipping and Maritime Policies, priorities and aspirations of Member States, as reflected in the mandates of their National Maritime Authorities and other relevant state

bodies/ departments, in order to determine how ISCOS can add value to the region, and assist in the achievement of aspirations of the Member States and the region at large.

- (d) Review ISCOS Mission and Vision
- (e) Review the implementation of ISCOS Strategic Plan 2015/2016 – 2019/2020 ;
- (f) Undertake a Situational Analysis of ISCOS
- (g) Undertake a stakeholder Mapping and Analysis
- (h) Through a consultative process and application of appropriate tools of analysis, identify priority areas for the Organisation
- (i) Review the institutional capacity, organizational set-up, financial and administrative systems against the ISCOS mandate and then identify strategic objectives and key result areas and make recommendations for review;
- (j) Develop strategies for achieving the strategic objectives and key results areas;
- (k) Develop a Results implementation schedule and Resources Framework for the plan period;
- (l) Hold a consultative meeting/workshop in Mombasa with the Secretariat to discuss the draft Strategic Plan.
- (m) Hold stakeholder validation workshop to validate the draft Strategic Plan in Mombasa;
- (n) Finalize the Strategic Plan and its implementation Schedule and submit to ISCOS.

4. EXPERTISE

The lead consultant needs to have:

a) Academic Qualifications

At least a master's degree in a relevant field with bias in either Strategic Planning, Public Policy, Development Studies, Economic policy and Planning, Shipping and Maritime studies, or Transport Logistics

b) Experience

- i) At least five years professional experience in strategic planning and management
- ii) Prior working experience in the development of Strategic plans for Regional Economic Communities /Organizations/ Inter Governmental bodies will be added advantage
- iii) Demonstrated experience in working with government partners and other stakeholders in public sector development programs especially in the area of trade facilitation and maritime transport logistics

c) Skills and Competencies:

- i) Ability to work with minimal supervision;
- ii) Ability to beat deadlines;
- iii) High level written and oral communications skills in English;
- iv) Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact, diplomacy and integrity;
- v) Demonstrate excellent interpersonal and professional skills in interacting with government and development partners;
- vi) Skills in facilitation of stakeholder engagements/workshops;
- vii) Evidence of having undertaken similar assignments;
- viii) Experience in research, policy development, management and programming

5. DELIVERABLES

- (a) A five-year Strategic Plan i.e. full (internal) version and popular (external) version including implementation and resources framework.
- (b) Report on the process including stakeholder consultations and workshops

6. TIME SPAN

This assignment is expected to be carried out for a period of 3 months. The Consultant should submit the methodology and scheduled activities during tendering.

7. INSTITUTIONAL ARRANGEMENTS

The Consultant will report directly to the Secretary General. ISCOS will provide relevant background documents necessary for the assignment and shall be responsible for the coordination of meetings and other activities under the Consultancy.

8. APPLICATION PROCEDURE

This is an open Tender and you are hereby requested to submit the proposal on how you intend to carry out the assignment, the financial bid and other relevant documents to support the application to:

THE SECRETARY GENERAL

ISCOS SECRETARIAT

Nyali, Off Links Road,

Next to Nyali Health Care,

P.O Box 89112-80100 (GPO), Mombasa, Kenya.

Tel: +254 20 2332670 / +254 20 2353490
+254 722 207940

Email: info@iscosafricashipping.org

9. CLOSING DATE FOR SUBMISSION OF APPLICATIONS:

Friday the 5th April 2019, 1700 HOURS.