



Scoping Study to inform DI's Business Development in Africa

Terms of Reference

September 2019

About Us

Development Initiatives (DI) is an independent international development organisation working on the use of data to drive poverty eradication and sustainable development.

We work to ensure that decisions about the allocation of finance and resources result in an end to poverty, increase the resilience of the world's most vulnerable people, and ensure no one is left behind. We want these decisions to be underpinned by good quality, transparent data and evidence on poverty and resources, and lead to increased accountability and sustainable long-term outcomes.

DI was established in 1993, and since then our partnerships across the world have enabled us to expand from a small organisation in south-west England to a staff of over 70 people working in Kenya, Uganda, the UK and the US.

The Africa Hub, based in Nairobi, Kenya, provides a regional perspective to Development Initiatives work in ending poverty. Through its presence in Nairobi and Uganda and working closely with teams in the UK and US, the Hub drives the organisation's strategy across all the themes and delivers projects with a regional, national or subnational dimension. The DI Hub sees better information as a fundamental tool to improve policies and allocations of resources to address poverty in the region.

Our work

We believe there are enough resources in the world to consign extreme poverty to history, but poor or inaccurate information means these resources are not reaching those who most need them. While data alone will not end poverty, it is a vital catalyst for increasing knowledge, providing clarity and improving decision-making at local, national, regional and global levels.

Our work focuses on three key areas:

1. Measuring the progress of people out of poverty
Our work on poverty is about driving commitments and investment towards improving poverty data and drawing on existing data to start building a clearer and more accurate picture of poverty.
2. Investments to end poverty and build resilience
Our work on resources is about informing national, regional and international actors on how to mobilise, track and improve the targeting and effectiveness of the many different resources that can address poverty, vulnerability and crisis.
3. Data use of sustainable development

Our work on data use is about breaking down barriers to data use, improving data availability and usability, and helping people use data effectively in order to drive efforts to end poverty and build resilience.

Purpose of work

The purpose of this work is to determine how DI can best operate in Africa through a lean and effective operating model which allows us to achieve our strategic objectives. The assessment should consider the external environment and relevance of the Africa Hub's operating model, ways of working and focus on the types of content it produces, with recommendations on how it could be improved to increase pan-African reach to achieve our objectives. This review will feed into the strategy development process of DI in 2020 to shape the operations and programmes for the Africa Hub 2021 onwards.

We seek evidence to guide our growth strategy for our operations in Africa from 2021–2030. We seek information that will help us envisage the strategic value of our operations, gaps/opportunities and the innovative approaches we may use. The strategic information we seek should guide us to:

1. Improve our outcomes and their impact footprint
2. Ensure the work we do is relevant, responsive to need and fills a gap within the market
3. Efficiently manage operating costs and increase our financial sustainability for the future.

Workplan

DI plans to have clear objectives and strategic direction in Africa. To this effect, we would like to identify and improve the organisation's operating environment, model, activities and structure.

The findings from this work will inform an internal assessment of the full range of costs and related capacity arrangements (including with staff, fellows, consultants, interns and partners) as well as our operating structures and overheads, and the infrastructure best suited for our strategic growth. This will provide DI with the basis to build an Africa-specific model to then advance the organisation for the future through the best structure and ways of working which are innovative and creative while being lean and efficient.

The key questions to consider include (but are not limited to):

- Is DI's current operating model and approach working effectively to deliver DI's strategic objectives?
- How are other new innovative and creative organisations operating in Africa to achieve their objectives from whom DI could learn, and what are they doing which could be of interest to DI?
- Can DI work effectively on pan-Africa/regional as well as national issues whilst based in Kenya and with the current staff complement in Kenya and Uganda?
- DI has identified first and second tier countries in sub-Saharan Africa to focus its work on. Are these the right ones or should DI be considering other options and what criteria should it use to assess country focus?
- What are the best three (or more) operating models DI could take on to achieve these objectives and what this would mean for the way it delivers its work?
- What makes DI unique and what can it offer, and to what audience, that will ensure it can achieve its objectives most successfully?
- Who are the potential partners, consultants and fellows that DI could work through in the countries of interest? Which competitors must set itself apart from?

Methodology

The consultant will carry out a thorough desk review and key informant interviews for in-depth consultations working closely with the Executive Director and the Africa Hub staff.

Duration

The assignment is expected to take 17 days between September 2019 and end November 2019. The consultant is expected to deliver the final report (around 10–20 pages) on 1 December 2019.

Qualifications, skills and experience

The consultant is expected to possess the following minimum qualifications and experience:

- At least 10 years' experience of business development at country and regional levels with extensive knowledge of the development sector in Africa;
- Experience doing organisational or strategic assessments with demonstrable track record of successful delivery of an assessment such as this;
- Experience with or knowledge of government, international and national humanitarian stakeholders in sub-Saharan Africa;
- An accomplished social scientist with quality publications (to be shared to assess analytical and writing skills) – kindly provide examples of these as part of your application;
- Excellent writing and communication skills.

Desirable qualifications:

- An advanced academic degree (MA/MSc).

Application details

Email your CV and expression of interest outlining understanding of the assignment and strategy to carry out the assignment to HRAfrica@devinit.org with the subject header 'Africa scoping consultant' by 25 September.

Development Initiatives (DI) is an independent international development organisation working on the use of data to drive poverty eradication and sustainable development. Our vision is a world without poverty that invests in human security and where everyone shares the benefits of opportunity and growth.

We work to ensure that decisions about the allocation of finance and resources result in an end to poverty, increase the resilience of the world's most vulnerable people, and ensure no one is left behind.

To find out more about our work visit:

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