



## SOUL CITY INSTITUTE NPC

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### **ANNEXURE B – TERMS OF REFERENCE: CONSULTANCY FOR STRATEGIC DEVELOPMENT AND PLANNING FOR SOUL CITY INSTITUTE**

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## 1. Organisational Overview

Soul City Institute (SCI) an intersectional feminist organisation, working to ensure that girls, young women and gender minorities enjoy substantive equality, with access to resources and opportunities that enable them to live fulfilling lives.

SCI is guided by the South African Constitution, with a focus on parts such as Section 27 that outline that everyone has the right to have access to healthcare services, including reproductive healthcare. We work tirelessly to make these and other rights such as the right to freedom, dignity and equality a reality for all, particularly for those who find themselves on the margins of oppression. SCI operates according to the principles and values of human rights, using an intersectional approach to ensure that nobody is left behind in the goal of eradicating poverty and ensuring equity for all.

Soul City has been successfully implementing comprehensive services across social justice and feminism across the country for the past 28 years, targeting key and vulnerable populations including girls, young women and gender minorities amongst others.

### **OUR MISSION**

We are an intersectional feminist organisation, working to ensure that girls, young women and gender minorities enjoy substantive equality, with access to resources and opportunities that enable them to live fulfilling lives.

### **OUR VISION**

A just society where girls, young women and gender minorities live with dignity, exercise self-determination, and have the health and well-being to achieve their fullest potential.

## 2. Purpose of the consultancy

The strategic development consultant will facilitate a directional analysis of Soul City Institute (SCI) and develop a communications, monitoring, and evaluation plan. This includes assessing the Theories of Change employed by SCI and examining how they serve to deliver SCI's mission. The purpose of this requirement is to implement a strategic methodology, support and lead SCI staff, in a participatory planning process, a five-year strategic plan for the period 2025-2030.

## 3. Scope of Work

The plan must address, amongst other things, development of strong partnerships and resource mobilization initiatives and how to more effectively engage government agencies and communities more meaningfully in the realization of SCI's mission and vision. The consultant will draw from any best practices within similar strategic plans of other non-governmental organizations with similar modus operandi as SCI.

### ❖ Key Elements & Deliverables:

- *Methodology Development:* Create a robust methodology to ground the strategic plan, enabling a directional analysis of SCI's current operations.

- *Needs Assessment:* Conduct a thorough assessment of SCI, including a situational analysis to identify constraints, opportunities for growth, and development considerations.
- *Stakeholder Engagement:* Guide stakeholder mapping and facilitate consultations to ensure broad involvement and commitment to SCI's strategic objectives.
- Development of Five-Year Strategic Plan:
  - Develop detailed plans and strategies with clear deliverables, indicators, and tools aimed at addressing identified constraints and establishing support systems for SCI's sustained sector impact.
  - Complete the development, validation, finalization, and costing of the strategic plan for 2025-2030, including outcome mapping for effective monitoring and evaluation.
  - Recommend methodologies and tools for evaluating outcomes and establish a monitoring and communication strategy.
  - This plan will include:
    - Business model refinement.
    - Clear articulation of mission, vision, and values.
    - Strategy map outlining strategic objectives towards achieving the vision.
    - Balanced scorecard linking key performance indicators to strategic objectives.
    - Strategic pillars and corresponding initiatives to achieve strategic objectives.
    - Business cases and financial models to prioritize strategic initiatives.
    - Project prioritization criteria and process.
    - Recommendation of evaluation methodologies and a communication strategy.
- *Presentation and Validation Process:* Lead the collection, evaluation, presentation, and validation of strategic plan elements, potentially incorporating findings into the final document or as separate appendices

#### 4. **Specific Tasks**

The Consultant will:

- Carry out a desk review of documents relevant to an understanding of the mandate, legal frame, work and context of SCI.
- Review existing national strategies/actions, laws and policies on governing NGOs in the behavior change, social justice sector and include these when developing strategic actions.
- Assess existing Theories of Change employed by SCI and support the SCI team in establishing an Organizational Theory of Change for 2025-2030.
- Conduct needs assessment of SCI, which shall include a review of the existing structure, HR strategy, Communications strategy and resource mobilisation with a view for these different strategies to be components of the final strategy.
- Develop a comprehensive methodology and work plan for a participatory process and together, with the steering committee, lead a program of wider consultations to receive feedback on the draft strategic plan.
- Finalize the strategic plan, including the log frame and detailed implementation plan. The plan should include priority programs and strategies, baselines and targets, timelines and resource allocations and a monitoring plan and communication plan.

- Include a plan to align actions with existing relevant sectors' strategies informed by best practices internationally and within Africa, working in a similar environment.

**5. Project Duration**

The potential consultant should conclude the assignment within 3 months and factor in a 3 day or more workshop with management and implementors. Furthermore, the consultant must provide a comprehensive strategic document with maximum engagement with SCI in-line with scope of work