



Title of the action:	Consultancy for Tax Justice Network Africa 2021-2025 Mid Term Strategy Review
Reports to	Senior Management team C/O Partnership and Institutional Learning Manager
Location	Remote
Time Frame/Duration	40days over a period of three months
Language	English French (added advantage)
Travel	To be confirmed

## Background

Tax Justice Network Africa (TJNA) is a pan-African network established in 2007, with 44 member organisations in 26 African countries. The network envisions a new Africa where tax justice prevails to contribute to an equitable, inclusive, and sustainable development. The mission of the network is to spearhead tax justice in Africa's development by enabling citizens and institutions to promote equitable tax systems through policy influencing. The coordination of the network's activities is delivered by a secretariat based in Nairobi, Kenya.

TJNA seeks to promote socially just, accountable, and progressive taxation systems in Africa. This is by advocating for tax policies with pro-poor outcomes and tax systems that curb public resource leakages and enhance domestic resource mobilisation. It aims to achieve this by challenging harmful tax policies and practices that on one hand facilitate illicit financial outflows of resources and on the other hand favour the wealthy, while aggravating and perpetuating inequality.

## TJNA Strategy 2021-2025

TJNA's current strategy is aimed at building on the success of its flagship programmes while developing initiatives aimed at deepening TJNA's engagement, capacity development, and convening power. TJNA continues to invest in its well developed and highly regarded outreach and engagement programmes, namely: (1) International Tax Justice Academy (ITJA), (2) support to the African Parliamentary Network on Illicit Financial Flows and Taxation (APNIFFT) and (3) Annual Pan African Conference on Illicit Financial Flows and Tax (PAC). In addition, TJNA continues to expand its scope and footprint in Africa through, **Scaling up Tax Justice (SCUT)** for effective public engagement on tax justice, initiating two new flagships: the development of a **Tax and IFF Knowledge Hub**, which will

serve as a central repository on tax and IFF related issues and pilot an **Anti-IFF Policy Tracker** as a mechanism of assessing and monitoring trends and progress in Africa's efforts to curb IFF.

Currently, TJNA organises its activities around four major policy thrusts which translate into key result areas of this strategy including:

- Tax and the International Financial Architecture (TIFA)
- Tax and Investment.
- Tax and Natural Resources Governance.
- Tax and Equity

In its third year of implementation, TJNA is looking to review the first two years of the strategy i.e 2021-2022. The period under review was a difficult period across the world as the continent was experiencing the impact of the COVID-19 pandemic that began in 2020. In the last two years, the pandemic exposed challenges that civil society faced in promoting good governance amid extended lock downs and shrinking civic space. For TJNA it was also an opportunity to improve its joint programming efforts and seek for more support towards its mandate on the continent.

The overall objective of the review is to assess performance of the first two years of the strategy.

### **Consultancy Scope and Methodology**

The consultant will conduct a mid-term review of the strategy 2021-2025 that will look at the strategy design and implementation strategies, and key result areas. The consultancy will establish the significant changes that have taken place in the period under review and draw lessons and recommendations for future programming and implementation. The review will also assess relevance, effectiveness, efficiency, impact, and sustainability in the selected areas describe below.

#### **1. Programme Implementation and Strategies**

- a) Assess the relevance and effectiveness of the theory of change and strategies in achieving the intended goals and objectives
- b) Were strategies identified realistic, appropriate, and adequate to achieve the intended results?
- c) What observable changes or results can be associated to the strategies implemented?

#### **2. Partnership and Member Engagement**

- a. Assess diversity of TJNA membership and relevance to the scope of TJNAs work
- b. Assess member engagement mechanisms and relevance to the work of TJNA members themselves.
- c. Examine TJNA's collaboration with its members, strategic partners, and their contribution to implementing the strategy goals and objectives

#### **3. Internal Governance and Operations**

- a. Is the institution's governance sufficient to implement the strategy?
- b. Is the current staff structure sufficient to implement the strategy?
- c. What improvements should TJNA make to enhance staff capacity for effective implementation of the strategy?

#### 4. Funding and Sustainability

- a. To what extent is the current resource envelope able to meet the implementation goals of the strategy?
- b. Describe key factors that will require attention to improve prospects for future funding and sustainability of current funding partners.
- c. What trends in the sector does TJNA need to be aware of that might have an impact on the funding and sustainability of the organisation?

#### 5. Lessons learned and prospects

- a. Provide lessons that are key for TJNAs future programming and engagements at national, regional, and global levels.
- b. Provide recommendations for effective implementation of the remaining period of strategy based on the review findings.

#### Evaluation documentation and stakeholders

During the review, the consultant will rely on annual reports, project reports and other key documents provided by TJNA. The consultant will also consult with staff, network members, partner institutions (regional CSOs and bodies) and executive council members during the review and participate in the mid-year staff retreat to generate input from staff and relevant partners.

#### Expected Outputs

- Inception Report
- Mid Strategy Review Report of not more than 15 pages – Calibri font size 11, space 1.15 (including cover page, page of contents, and acronyms page)
- Operational Plan and Budget 2024-2025
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#### Expected Deliverables and Timelines

Deliverables	Tentative Timelines
Inception Report	By 21 <sup>st</sup> June
Inception meeting with TJNA team	By 23 <sup>rd</sup> June
Consultative/ Meetings/Field work -TJNA Staff and members, Executive Council and selected external partners/funding partners	By 21 <sup>st</sup> July 2023
Draft Strategy Review Report	By 28 <sup>th</sup> July 2023
Draft Operational Plan and Budget 2024-2025	By 5 <sup>th</sup> August 2023
Final Strategy Review Report	By 30 <sup>th</sup> September
Operational Plan and Budget 2024-2025	By 30 <sup>th</sup> September 2023

#### Duration

All deliverables are expected to be completed by 30<sup>th</sup> September 2023

#### Experience and skills required

- At least 10 years' experience in strategy reviews and evaluations, monitoring, evaluation, and learning.
- Experience collecting and analysing quantitative and qualitative data.

- At least 5 years' experience working with civil society, experience of networks/coalitions an added advantage.
- Experience and understanding of advocacy/campaigning on tax Justice in sub-Saharan Africa.
- Excellent writing and communication skills
- Excellent time management skills

### **How to apply**

Please submit the following by 17:00hr East African time on Monday 9<sup>th</sup> June 2023 to [nbusingye@taxjusticeafrica.net](mailto:nbusingye@taxjusticeafrica.net) with email subject: **TJNA Strategy Review**

1. A technical proposal, outlining the proposed methodology and timeline.
2. A financial proposal including all fees (in USD)
3. A CV and covering letter outlining your suitability for this consultancy.

Successful candidates will be contacted within one week of the deadline.