

TERMS OF REFERENCE
Strategic Planning Coordinator Consultant
Office of the Secretary-General

1. CONTEXT

The Association of Caribbean States (ACS) is a regional intergovernmental organisation that was established, in Cartagena de Indias in July 1994, by virtue of the *Convention establishing the Association of Caribbean States*. Article III of the Convention defines the organisation as one of “consultation, cooperation and concerted action” whose purpose is “to identify and promote the implementation of policies and programmes”. The organisation’s work is focussed on: cooperation, disaster risk reduction, sustainable tourism, trade, transport and external economic relations, and the protection of the Caribbean Sea. The ACS has 25 Member States, 10 Association Members, 6 Founding Observers and 29 Observer States.

Thirty years after its establishment, the ACS operates in a rapidly evolving geopolitical landscape. This dynamic environment presents unprecedented challenges and transformative opportunities, shaped by emerging global trends and regional phenomena. These factors have significant implications for development and collaboration across the Caribbean.

In response to these shifts, the ACS will initiate a Strategic Planning process. This effort aims to establish a robust framework for the Association's next 10 years, developing a Strategic Vision that aligns with the priorities of its members.

To coordinate this process, the ACS is seeking to hire a **Senior Consultant to lead the development of the First and Second Stages of Strategic Planning Process** in accordance with the functions referred to herein.

2. OBJECTIVE

To recruit a suitably qualified candidate to:

- a. Coordinate and execute the implementation of the ***First Stage of Strategic Planning: Building the Strategic Vision of the Association of Caribbean States (ACS)***, ensuring this vision aligns with the priorities of the Member States, addresses regional and global challenges, and promotes concerted and effective action for sustainable development and integration in the Greater Caribbean. The Strategic Vision should cover key priority areas such as the protection of the Caribbean Sea, coordinated disaster risk reduction policies, trade, sustainable tourism, and enhanced connectivity across air, maritime, and digital domains.

- b. Coordinate and execute the ***Second Stage of Strategic Planning of the Association of Caribbean States (ACS): Trace the route for Implementation based on the diagnosis***, an Implementation Plan will be developed that allows the Strategic Vision to be translated into actions.

3. REPORTING STRUCTURE

The Consultant will report to the Secretary-General or, in the absence of same, whichever other Senior Official that the Secretary-General so designates.

4. SCOPE OF WORK

Under the direction of the Secretary-General, coordinate and collaborate with other Staff and consultants, as necessary to lead the entire strategic planning process as guided by clauses 5 and 6 herein

5. MAIN RESPONSIBILITIES

A) Coordination of the First Stage of the Strategic Planning Process

- Lead the implementation of the schedule for the first stage of the strategic planning process, employing a participatory and evidence-based approach.
- Coordinate the team of consultants involved in constructing the Strategic Vision.

B) Conduct a Strategic Context Analysis

- Perform a comprehensive analysis of the regional and international context to identify key challenges, opportunities, and trends. This should cover significant historical changes and milestones from the past 30 years, anticipated megatrends for the next 10 years, and the main themes and areas of ACS' work. Include, but are not limited to, the following documents:
 - "Time for Action" report commissioned by the Caribbean Community (CARICOM) and published by the West Indian Commission (WIC) in 1992.
 - Convention establishing the Association of Caribbean States
 - ACS Action Plan 2022-2028.
 - Revitalisation Documents (2018).
 - Aegis Management Audit Reports (2022).
- Utilise a SWOT analysis and other methodological tools to coordinate the collection of information on the focal areas of the ACS and the progress achieved to date. This effort should aim to identify gaps and areas for improvement.
- Gather information to prepare a strategic map of spaces and stakeholders for the ACS.

- Identify and source information resources relevant to the thematic areas of the ACS, with the aim of the ACS establishing contractual agreements for the ACS to procure these resources (needed as inputs for the Context Analysis).

C) Development of the Strategic Vision Document

- Based on the information derived from the Context Analysis, coordinate or prepare the Strategic Vision document for 2025-2035. This document should articulate the vision, mission, principles, and strategic objectives of the ACS.
- Ensure that the document reflects cross-cutting approaches such as sustainability, inclusion, climate justice, and regional cooperation.

D) Provision of Technical and Methodological Inputs

- Develop the necessary technical and methodological inputs for meetings, workshops, and bilateral or multilateral consultations involving ACS staff and Member States.
- Provide timely information and updates to the ACS Secretary-General on all aspects related to the development of the Strategic Vision.
- Participate in meetings as requested by the Secretary-General.
- Prepare required reports in accordance with the established schedule.

E) Development of a Workshop with the ACS Staff

- Design the methodology and facilitate a workshop with the ACS Staff to consolidate the Strategic Vision of the ACS.

F) Coordination with the Technical Team and ACS Staff

- Coordinate with the team of technical consultants involved in the first stage of the Strategic Planning process, ensuring efficient management of available human and technical resources.
- Collaborate closely with the communications team to enhance the positioning of the ACS through the launch of the Strategic Vision 2025-2035.

G) Monitoring and Follow-Up of the Process

- Establish monitoring and evaluation mechanisms to ensure adherence to deadlines and the quality of deliverables.
- Prepare and present periodic reports on the progress of the process to the Secretariat and the Member States.

6. DELIVERABLES

1. **Project Execution Plan:** Develop a detailed Project Execution Plan outlining activities, timelines, resource requirements, identifying potential risks and issues that may arise and develop mitigation strategies.
2. **Workshop Methodology for ACS Staff:** This will plan for four days of work sessions with all areas of the ACS team.
3. **Mapping of Strategic Spaces and Stakeholders:** This aims to identify the multilateral and intergovernmental strategic spaces relevant to the nature, purposes, and functions of the ACS.
4. **Context Analysis Document:** This will cover significant historical changes and milestones over the past 30 years, anticipate megatrends for the next 10 years, and focus on the main themes and work areas of the ACS.
5. **Recommendations Document:** This will summarise the main findings from the workshop and methodologies used for analysing the strengths, opportunities, weaknesses, and threats of the ACS.
6. **Periodic Progress Reports:** These will be submitted to the Secretariat to report on ongoing developments.
7. **Draft Strategic Vision Document 2025-2035:** This draft document will be the first submission outlining the Vision, Mission, Core Values, and Strategic Objectives of the ACS.
8. **Strategic Vision Document 2025-2035 for the 10th Summit:** This amended document will outline the Vision, Mission, Core Values, and Strategic Objectives of the ACS and be presented at the 2025 Summit.
9. **Finalised Strategic Vision Document 2025-2035:** The finalised version will incorporate amendments to be made following the 10th Summit of the ACS, May 2025.
10. **Roadmap and development of the ACS' Strategic Framework:** A comprehensive Roadmap which outlines and details the specific steps with timelines, which would be vital inputs to develop the framework for the ACS Strategic Plan 2025 - 2035. The Strategic Framework must detail "HOW" the ACS will achieve its new Mission, Vision, and Strategic Objectives through the work to be done.
11. **Draft Strategic Plan Document 2025-2035:** This must include the details of "WHAT" work will be done (based on the approved new Vision) and "WHY" this work will create added value and tangible benefits for the ACS membership. Based on the insights from the Context Analysis, clear strategies (detailing the "HOW") are to be created that will capitalise on strengths and mitigate weaknesses while considering external opportunities and risks. Formulation and analysis of Key Performance Indicators (KPIs) in relation to Strategic Objectives is required, in addition to the creation of a clear roadmap that the ACS Secretariat will be required to follow (recommendations and a roadmap on restructuring to respond to the new Vision, Mission and Strategic Objectives).

12. **Finalised Strategic Plan Document 2025-2035:** This must be completed after feedback from the ACS membership is received.
13. **Five (5) year Implementation Plan Document:** This document must detail the “**strategy into action**” (the “WHEN”). Allocation of resources effectively and ensuring that teams understand their roles in the implementation process is also required.
14. **Monitoring and Evaluation Plan:** This document must make proposals related to the periodic evaluation which will determine the extent to which the strategy is achieving its objectives. It should include tracking performance metrics which will enable the review and evaluation of the strategy’s impact.

7. DURATION AND MODALITY

Period: The Consultant would be contracted for approximately ten (10) months.

Modality: Remote Work, with availability for travel. All expenditures relating to travel which the ACS deems necessary, will be paid for by the Secretariat.

8. REMUNERATION

As full compensation for all services provided, you shall be paid the sum of **Eighty Thousand Dollars United States Currency (US\$80,000.00)** in keeping with the payment schedule below and subject to the review and acceptance of each deliverable by the ACS and submission of invoices in relation thereto from the Consultant.

It should be noted that the costs incurred to procure information resources relevant to the thematic areas of the ACS (needed as inputs for the Context Analysis) will be paid for by the ACS.

The Deliverables are outlined in **clause 5** of these Terms of Reference.

Actions / Milestones	Deliverable Reference numbers	Targeted Delivery Date	Payment (%)
Contract signing.	n/a	February 17 th , 2025	2.5%
Submission and approval of Project Execution Plan.	1	February 28 th , 2025	2.5%
Workshop Methodology for ACS Staff, Technical and Methodological Inputs.	2 & 3	March 17 th , 2025	10%
Context Analysis & Recommendations Document.	4 & 5	March 28 th , 2025	15%
Draft Strategic Vision Document 2025-2035 & Draft Reports.	7	April 22 nd , 2025	10%
Strategic Vision Document 2025-2035 - For Summit.	8	May 12 th , 2025	7.5%
Finalised Strategic Vision Document 2025-2035 - Post Summit Amendments.	9	June 16 th , 2025	7.5%
Roadmap and development of ACS' Strategic Framework.	10	June 30 th , 2025	7.5%
Draft Strategic Plan Document 2025-2035 (Secretariat's first review).	11	July 31 st , 2025	5%
Draft Strategic Plan Document 2025-2035 (Secretariat's second review).	11	August 31 st , 2025	5%
Finalised Strategic Plan Document (2025-2035).	12	October 30 th , 2025	7.5%
Five (5) year Implementation Plan Document.	13	November 30 th , 2025	10%
Monitoring and Evaluation Plan.	14	December 16 th , 2025	10%
TOTAL			100%

9. QUALIFICATIONS AND EXPERIENCE

- First-level university degree (Bachelor's degree) in Political Science, International Relations, or other related fields. A postgraduate degree (Master's or higher) is preferred.
- Minimum of 10 years in strategic planning, or consulting within multilateral organisations.
- Proven experience coordinating participatory strategic planning processes at regional or international levels.
- In-depth knowledge of the political, economic, and social context of the region with a special emphasis on sustainable development approaches, climate justice, regional cooperation, and social inclusion.

10. COMPETENCIES:

- Excellent oral and written communication skills in in two (2) of the official languages of the ACS.
- Strong interpersonal skills.
- Advanced leadership and facilitation skills for participatory processes.
- Excellent organisational, planning and time management skills.
- Ability to plan, organise and supervise the work of support staff.
- Ability to work under pressure and meet strict deadlines in a multicultural environment.

11. SUBMISSION OF DOCUMENTS

Eligible consultants are required to submit the following documents electronically to hrcontact@acs-aec.org :

1. A cover letter detailing experience relevant to the vacancy.
2. Curriculum Vitae along with relevant supporting documents.

Deadline for Applications: **February 10th, 2025**

Documents must be addressed to:

H.E. Noemi Espinoza Madrid
Secretary-General

Association of Caribbean States
5-7 Sweet Briar Road, St. Clair
PO Box 660, PORT OF SPAIN
Tel: 868-622-9575
Fax: 868-622-1653



Due to the volume of applications customarily received, receipt of applications cannot be acknowledged individually. Candidates who do not receive any feedback within three months of the deadline should consider their application as unsuccessful.