



**Association of Tanzania
Oil and Gas Service Providers**

REF. No: LE/TOR /06/2021

369 Toure Drive, Oysterbay,
P.O Box 23197
Dar es Salaam, TANZANIA

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**REF: TERMS OF REFERENCE FOR THE DEVELOPMENT OF A STRATEGIC PLAN
AND A BUSINESS PLAN FOR THE ASSOCIATION OF TANZANIA OIL & GAS
SERVICE PROVIDERS**

1. BACKGROUND:

The Association of Tanzania Oil & Gas Service Providers (the "Association") is an industry representative Association whose membership is comprised of Tanzanian individuals and business entities established to promote local content in the oil and gas sector. The primary objective of the Association is to provide a platform for advancing and catering to the membership's interests, concerns and challenges, respectively, and for promoting optimum Tanzanian participation in the provision of goods and services to the oil and gas sector.

This is based on the fact that Tanzania is home to the world's longest heated crude oil pipeline project, has proven natural gas reserves of 57.25 trillion cubic feet, and has a promising outlook for discovery of commercial volumes of oil in the near future, and is therefore expected to become a major oil and gas player in the global oil and gas sector. In implementing its core mandate, the Association firmly supports the government's local content initiative for the oil and gas sector, which seeks to ensure that oil and gas projects and resources generate adequate benefits to the economy.

In order to guide the implementation of its mandate, the Association intends to develop a six-year Strategic Plan for 2019-2024 (SP) through extensive involvement of its stakeholders. The SP will define the strategic direction of the Association in the medium term of six years and will be staged in three-year phases. The first three years will run from 2019-2021. To guide the implementation of the SP in the first three years, it is planned to also develop a three-year Business Plan 2019-2021 (BP).



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Consequently, the Association's Secretariat, with support from the Governing Council, is seeking capable Consultant(s) to prepare both the six-year SP and the three-year BP for the Association.

2. SCOPE OF WORK

The scope of the assignment will be as follows, and a at minimum:

- i. To undertake a situation analysis and assessment of the general context within which the Association and the Tanzanian oil and gas sector operate. This analysis should take into consideration all relevant Political, Economic, Social, Technological, Environmental and Legal (PESTEL) aspects. The analysis should also be based on:
 - a. Sector-specific policy, legal and regulatory documents;
 - b. Industry-specific literature such as reports and forecasts from reputable sources regarding national and international best practices;
 - c. The Association's internal documents; and
 - d. Any other relevant literature as necessary.

The situation analysis will also entail a detailed assessment of the capacity and recent performance of the Association (internal assessment).

- ii. To Determine key stakeholders' perceptions on the Association's position and direction. This will include carrying out a perception interviews on a representative number of members and stakeholders of the Association including members of the Secretariat and Governing Council.

- iii. To develop the Association's six-year SP based on inputs from the situational analysis, both internal and external. The proposed plan should:
 - a. Identify strategic issues to address;
 - b. Identify market opportunities and challenges;
 - c. Assess member insights (current satisfaction and future demands);
 - d. Determine the Association's strengths and weaknesses;



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- e. Have strategic objectives, strategies and initiatives;
 - f. Identify SMART key performance indicators to track progress in achieving the Association's mandate and SP targets, outcomes and impact;
 - g. Develop a suitable performance monitoring and evaluation framework; and
 - h. Project corresponding resource(s) requirements for the planned period.
- iv. Use the inputs detailed above to develop a three-year BP with the following contents, at minimum:
- a. Strategic Action Plan
 - Business plan framework
 - Strategic interventions and action plan
 - b. Marketing Plan
 - Current and future products and services
 - Competition analysis and competitive strategy
 - Marketing trends
 - Pricing
 - Promotion
 - Place/distribution
 - Sales/revenue forecast
 - Marketing action plan and budget
 - c. Operational and Management Plan
 - d. Financial Plan
 - e. Monitoring and Evaluation Framework of the BP
- v. Present the proposed SP and BP to the Association's Secretariat and Governing Council, incorporate desired adjustments and comments, and produced final versions of the SP and BP.

3. DELIVERABLES

The following deliverables are expected:



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- i. Inception report detailing the roadmap of implementing the assignment. This will include, among others, consultative tools, realistic work plan, detailed methodology and firmed up list of key respondents who must be consulted;
- ii. Draft SP;
- iii. Draft BP;
- iv. One-day Stakeholder Workshop to validate the plans;
- v. Final SP; and
- vi. Final BP.

4. METHODOLOGY

Implementation of this assignment will require documentary review and interviews/consultations with key stakeholders. The Consultant shall propose a suitable methodology that maximizes consultations with all key stakeholders.

5. CLIENTS RESPONSIBILITIES

The Association will provide all required logistical arrangements which would be needed by the Consultant and organize technical and management meetings whenever necessary. The Association will make all relevant documents for review available during the assignment.

6. DURATION

The assignment will be implemented for a total of 45 calendar days. The first draft SP and BP will be submitted within 30-days from awarding of the assignment.

7. PAYMENT TERMS

The payment modality will be as follows:

- i. 30% upon commencement of the assignment;
- ii. 40% upon submission of the first drafts; and
- iii. 30% upon completion of the assignment and submission of final and acceptable deliverables as stated above.

8. CONFIDENTIALITY



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The Consultant must sign a confidentiality agreement given that he/she will have access to proprietary information regarding the operations of key stakeholders and must agree to keep all such information confidential and not to use or disclose any such information to any individual or organization without the non-disclosing parties' prior written consent.

9. DELIVERABLE OUTPUTS

Based on the above, Consultant shall prepare and complete the five year strategic plan. This shall entail, among other things the following:

- 1) A five-year strategy with clear deliverables, key milestones, and direct guidance on implementation to strengthen ATOGS mission and vision.
- 2) External environment assessment and internal environment assessment of the stakeholders/SWOT analysis.
- 3) Establish specific objectives for the communication strategy and implement tools for evaluation of the communication strategy.
- 4) Present the draft strategic plan to stakeholders to validate.

10. COMMITMENT TO QUALITY WORK

The consultant shall use an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment. The consultant shall ensure clarity of objectives and process during the consultations, counter check all facts and figures cited, ensure that the content and format of the draft strategic plan meets the high standard for such documents and ensure proper editing and clarity.

The consultant shall, at the onset of the planning process, identify all stakeholders having a direct and indirect interest in the strategic plan. Listing people, groups and institutions that influence the work of ATOGS. All stakeholders must be able to make inputs into the strategic plan to promote ownership of the plan.

11. METHOD



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The consultant shall obtain disaggregated data, review relevant literature, interviews, and undertake field visits in selected areas. The consultant is permitted to form a team for the delivery of the objectives of the consultancy.

12. QUALIFICATIONS/COMPETENCIES/ EXPERIENCE

ATOGS is seeking for the services of a professional or a consultancy firm to develop a five-year strategic plan. The firm/individual must possess the following:

- 1) Relevant work experience in strategic planning and development
- 2) Excellent and proven analytical skills
- 3) Excellent organizational and communication skills, ability to prioritize and work with minimum supervision
- 4) Possess knowledge in the general social, economic and political environment that influences education landscape in Tanzania
- 5) Understanding of participatory approaches to management and operations

13. DURATION

The consultancy shall be for a period no longer than two months, beginning on September 15th 2021.

Application materials:

- Interested parties should submit a concise proposal for how the work will be carried out. Interested applicants are encouraged to submit their bids alongside detailed proposals, indicating their work schedule from the commencement to the end of the consultancy. Included should be:
 - Technical approach and suggested timeline
 - Case studies of previous experience of strategic development planning

14. APPLICATION TIMELINE



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Proposals should be submitted to: elia.joseph@atogs.or.tz and copy secretariat@atogs.or.tz with the subject line 'ATOGS Strategic Planning Consultancy'

Application deadline: Monday, 6 December , 2021

- Any questions should be sent to the email address above by 28th November 2021, with "ATOGS Strategic Planning Consultancy" in the subject line.

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