



Nonviolence | Evidence | Action

RE-ADVERTISEMENT

Strategic Plan Review and Development Consultancy

Terms of Reference (TOR)

1. Organization Background and Overview

The **Africa Centre for Nonviolence and Sustainable Impact (AfriNov)** is a non-profit organization partnering with grassroots communities to promote nonviolent actions in Kenya and East Africa for sustainable peace and development. Founded in 2010 and officially registered in 2019 as a company limited by guarantee, AfriNov operates in nine counties across Kenya, including Kakamega, Kisumu, Homa Bay, Nandi, Uasin Gishu, Bungoma, Trans-Nzoia and Nairobi. Beyond Kenya, AfriNov has extended its nonviolence initiatives to Rwanda, Burundi, and the Democratic Republic of Congo.

2. Previous Strategic Plan (2021-2023)

Focus Areas:

- Peacebuilding and Nonviolence.
- Economic Development for Peacebuilding.
- Democracy and Governance.
- Climate Change.

Challenges:

The global COVID-19 pandemic in 2020 and 2021 disrupted implementation, necessitating adjustments to planned activities and extending the timeframe by one year.

3. Purpose of the Consultancy

This consultancy aims to:

- Conduct an objective review of the previous strategic plan.
- Derive insights to inform AfriNov's 2025-2027 strategic direction.

- Facilitate a participatory process with stakeholders to design a new strategic plan aligned with AfriNov's mission, vision and priorities.

4. Objectives

The consultancy seeks to:

1. Evaluate the outcomes, successes, and challenges of the previous plan.
2. Collect stakeholder input to ensure alignment with internal and external priorities.
3. Draft a comprehensive strategic plan for 2025-2027.
4. Establish clear goals, measurable objectives, and actionable strategies.

5. Scope of Work

The consultant will collaborate with AfriNov's management to:

1. **Review Documentation:** Analyze reports and evaluations of the 2021-2023 strategic plan.
2. **Stakeholder Engagement:** Conduct interviews, focus groups, or surveys with staff, board members, partners, and communities.
3. **SWOT Analysis:** Facilitate sessions to identify strengths, weaknesses, opportunities, and threats.
4. **Strategic Planning Workshops:** Organize workshops to define strategic goals and priorities.
5. **Draft Strategic Plan:** Develop a draft document detailing vision, mission, core values, goals, and objectives.
6. **Validation Workshop:** Present the draft plan for stakeholder feedback and validation.
7. **Finalize Strategic Plan:** Incorporate feedback and produce a professionally formatted strategic plan.

6. Deliverables

The consultant will provide:

- **Inception Report:** Detailing the methodology, work plan, and timeline.
- **Review Report:** Documenting insights and recommendations from the review.
- **Draft Strategic Plan:** A draft for stakeholder review.

- **Final Strategic Plan:** A finalized, professionally formatted document including an executive summary, goals, and implementation roadmap.

7. Consultant Qualifications

The ideal consultant will have:

- A master's degree in strategic management, project management, community development, or a related field.
- At least five years of experience in strategic planning within the development sector.
- Proven expertise in facilitating participatory processes and strong analytical, communication, and report-writing skills.
- Familiarity with the NGO sector, particularly in peacebuilding.

8. Duration of Assignment

The assignment will last approximately two months.

9. Fees and Payment Schedule

The consultant will receive payments as follows:

- 30% upon submission and acceptance of the inception report.
- 40% upon submission and validation of the draft strategic plan.
- 30% upon submission and acceptance of the final strategic plan.

10. Budget

The consultancy budget is projected at **KES 700,000**, covering professional fees, logistics, accommodation, and all relevant taxes.

11. Criteria for Consultant Selection

Administrative Evaluation

- Company registration documents (if applicable).
- Tax registration and clearance certificates.
- Valid trading license.
- Profile of the consultancy firm or individual.

- CVs of the lead consultant(s).
- Financial proposal with a detailed expense breakdown.

Technical Proposal Evaluation

- Approach and methodology for executing the assignment (40%).
- Team leader qualifications and relevant experience (20%).
- Qualifications and expertise of additional team members (30%).
- Organization capacity and past performance (10%).

Financial Proposal

- Breakdown of fees and disbursements, inclusive of VAT and withholding taxes.

12. Reporting and Supervision

The consultant will report to AfriNov's Executive Director and work closely with the strategic planning team. AfriNov will provide access to relevant documents and logistical support.

13. Application Process

Interested consultants must submit:

- A cover letter detailing relevant experience.
- A technical proposal (max. five pages).
- A financial proposal with cost breakdown.

Deadline:

Submit applications by **31st January 2025, 23:59 Hrs.** to afrinov@afrinov.org with the subject line: ***"AFRINOV Strategic Planning Consultancy."***

Disclaimer

AfriNov reserves the right to determine the structure of the process, number of short-listed participants, the right to withdraw from the proposal process, the right to change this timetable at any time without notice and reserves the right to withdraw this tender at any time, without prior notice and without liability to compensate and/or reimburse any party.