



Strategies for Northern Development

Confronting Crisis | Building Resilience | Transforming Lives

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TERMS OF REFERENCE (TOR)

CONSULTANCY FOR THE REVIEW AND DEVELOPMENT OF STRATEGIC PLAN FOR STRATEGIES FOR NORTHERN DEVELOPMENT (SND)-2024-2028

Work Description/ Services	Development of a Strategic Plan for SND 2024-2028
Post Title:	Strategic Plan consultant
Expected Places to Travel:	Marsabit County: Marsabit, Moyale
Expected Start Date:	Immediately after signing Contract Agreement
Duration:	Duration 30 days
Location:	Moyale, Kenya.
Application Deadline:	15 th November 2023
Contact information:	
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PURPOSE:

The purpose of this consultancy is to develop the organization's multi-annual Strategic Plan (2024 – 2027). The strategic plan is expected to build on achievements of the previous Strategic Plan-2019-2022 while aligning to the organization's vision "to see a society where all Pastoralist Communities are resilient and live a dignified life" and a mission "to empower and transform pastoralist communities to be self-resilient in life". The strategic plan should also align to the regional (Africa) and global development goals. In addition, the strategy will also act as a guide for assessing performance and achievements of results in the organisation during this period.

BACKGROUND

The Strategies for Northern Development (SND) is a local non-governmental organization working with Nomadic Pastoralist Communities in Northern Kenya and Southern Ethiopia. The organization was registered in Kenya with the NGO coordination board as a national NGO on the 6th of Dec 2007 and an agency for civil society organization on 21st of October 2019 in the Federal Democratic Republic of Ethiopia. SND is guided by a vision to see a society where all Pastoralist Communities are resilient and live a dignified life and a mission to empower and transform pastoralist communities to be self-resilient in life. Key thematic areas are;

- Peace Building and Governance,
- Food Security, Sustainable Livelihoods and Resilience,
- Child Protection and Education,
- Water, Sanitation, and Health
- Humanitarian assistance

SND has a wealth of experience in development and humanitarian work, as well as in managing huge donor resources both in Kenya and Ethiopia. It has attracted funding from several reputable donors and well-wishers such as USAID, EU, UN, FCDO, ECHO, Plan International GIZ/IGAD, and many other international organizations as either sub or prime recipients.

THE CONTEXT OF THE CONSULTANCY

SND's current Strategic Plan came to an end in Dec 2022 and the process to develop a new one delayed due to limited resources. Considerable achievements and milestones had been realized over the last 4 years. The SND programmatic environment is constantly changing due to evolving policy and political environment, shifting donor priorities, growing stakeholder numbers and expectations, evolving staffing structure and capacity among other factors. Therefore, this is a transition period for SND and a good time to reflect on its past and think through the most effective way to capitalize on the new governance and programmatic realities. We are cognizant of the fact that with the ever-changing environment, what got us here, won't get us there, and hence we are now looking at developing a plan that will be the blueprint for the organization for the next phase (2024-2028). We are looking for a consultant(s) who will work with SND's Management, board, staff and stakeholders to go through the strategic planning process, facilitate the various steps from gathering insights to documentation/ packaging of the strategic plan.

SCOPE OF ASSIGNMENT

The main objective of this consultancy is to develop a strategic plan for SND that takes into account the current internal and external operating environment, as well as future prospects, in order to enhance its effectiveness and sustainability in the area of programming, policy and networking in Kenya and Ethiopia. At the end of this consultancy, we expect that SND will adopt a Strategic Plan that builds on the achievements and lessons learnt from its inception to date, and cognizant of its ever-changing operating environment.

To achieve this, the consultant will review and guide SND in clearly defining: -

- A Vision, Mission, overarching goal, strategic objectives and key result areas; including priority focus areas for the period 2024-2028 through a consultative process and application of appropriate analysis tools.
- The operating context using appropriate methods and tools. Undertake an environmental scan of the political, economic, social, and technological environment
- Review the current strategic plan progress, challenges and opportunities identified.
- Propose a strategy for achieving the strategic objectives and key results.
- Sustainable action plan including proposals for effective financial and Human resource strategies
- Stakeholders and identify relevant strategies to engage them to advance our stated objectives
- Risk analysis and management approaches
- Functional organizational & leadership structure
- Develop an implementation matrix.
- A monitoring and reporting framework to enable effective tracking of the strategic plan
- Costing of the plan and establish a resource mobilization plan for implementing the work plan for (2024- 2028) and beyond.

This assignment will involve close engagement with the internal SND Strategic Planning Team (Comprising of the Board members, Managers in charge of Programmes and Finance team. It will entail a participatory process, including, but not limited to:

- A review of internal documents and benchmarking with similar institutions/ organizations
- Consultations with SND secretariat management, staff, members/partners, and selected stakeholders to review the current environment and set priorities for the next plan
- Facilitation of a strategic planning workshop for staff, board members and selected stakeholders
- Drawing up of a final Strategic Plan for 2024-2028 and incorporating input from SND staff, Board and selected stakeholders and partners.

EXPECTED DELIVERABLES

The following are the main deliverables of the Study:

- An inception report detailing the methodology/ approaches and timings associated with this consultancy assignment
- Implementation plan/ road map showing specific dates for; desk review, consultative meetings with Board, staff and stakeholders, draft report development, validation and final report.
- Separate Strategic Plan development workshops (physical or/and virtual) depending on the situation for the SND Staff, Board and selected partners
- A draft strategic plan including costing of the plan (budget)
- A joint strategic plan validation workshop (physical or/and virtual depending on the situation) for the SND Staff, Board and selected partners to identify key strategic and program priority issues.
- A final costed strategic plan
- A consultancy report that includes the major activities of the consultancy, the highlights of the strategic planning workshop and an evaluation of the workshop.

DURATION OF THE WORK

The consultancy work is expected to be completed within 30 working days from the date of signing of the contract spread within two months between SND and the successful consultant

QUALIFICATIONS AND EXPERIENCE

The lead consultant should possess the following qualifications and experience:

- Advanced university degree in strategic management, project management, social studies and/ or any other related livelihood development fields.
- At least 10 years' experience in community development programming
- Demonstrated technical expertise and hands-on experience in Strategic Plan development.
- Experience in program/project reviews will be an added advantage
- Demonstrable analytical and writing skills and ability to share previous works.
- Skills in facilitation of stakeholder engagements/workshops.
- An understanding of cultural, political issues affecting local actors in Kenya and in the entire horn of Africa region an added advantage

APPLICATION REQUIREMENTS

Submission of Proposal:

Those interested in the consultancy must include in their application a detailed technical and financial proposal with the following components:

Technical Proposal

- Understanding and interpretation of the TOR.
- Methodology to be used in undertaking the assignment.
- Time and activity schedule.
- Share at least 3 references of similar work done previously.

Financial Proposal

- Consultant's daily rate
- Activity costs

CLOSING DATE

Applications should be emailed to procurement@sndafrica.org to reach us no later than the close of business on **15th November 2023**. Please quote **"Strategic Plan – SND"** on the subject line.

Evaluation and Award of Consultancy

SND will evaluate the proposals and award the assignment based on technical and financial feasibility. SND reserves the right to accept or reject any proposal received without giving reasons and is not bound to accept the lowest or the highest bidder.