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TERMS OF REFERENCE (TOR)
STRATEGIES FOR NORTHERN DEVELOPMENT (SND)
CONSULTANCY FOR POLICIES AND GUIDELINES REVIEW

Goal of the consultancy: To provide consultancy services for assessing existing Strategies for Northern Development (SND) policies and making recommendations for strengthening in light of the current practices

Work Description/ Services	Review and development of SND policies and guidelines
Post Title:	Policies review 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 Person;	Dida Ali Ibrahim, Executive Director Kenya and Ethiopia Mobile: +254720679368, +251911806458 Email: d.ibrahim@sndafrica.org
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Background:

The Strategies for Northern Development (SND), is a local non-governmental organization working with nomadic pastoralist communities in Northern Kenya. SND was registered with the NGO coordination board as a fully-fledged NGO on the 6th of December 2007. SND is driven 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 areas of focus include;

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

With the mandate and the portfolio of the organization expanding, there is need to ensure that SND remains focused on its core business as well as have a framework within which to mobilize for resources and respond to both existing and emerging issues affecting pastoralist communities.

Rationale:

SND envisions itself to create and empower a society where all pastoralist communities are self-reliant and live a dignified life.

As such, SND aims to review its existing policies in order to provide a roadmap towards achieving more efficient efficiency in carrying out its mandate to the community while offering high standard of programming with a highly encouraged and motivated staff. SND also want to take this opportunity to access all its policies, their relevance and appropriateness as it plans for its next phase of implementation. This we seek to achieve by:

- Reviewing Strategies for Northern Development (SND) internal processes and practices.
- Building on prior and presently ongoing work undertaken by SND organizational strengths and weaknesses.
- Develop a plan for building on the organization's strengths and addressing weaknesses to ensure that SND is seen as the organization of choice for Humanitarian, Peace, and Development programming in the region.
- Strengthening coordination between partners, board, executive, and the staff; to clarify governance processes for the organisation; to enable SND to stand as a leading voice on humanity, peace and security, and marginalized pastoralist key role in the future.
- Provide recommendations in the context of SND organizational development

The policies review should meet the above milestones and goals by:

- Clearly spelled organization producers based on the current organizational practice and taking into consideration the changes in the previous policies.
- Identifying strengths, weaknesses, opportunities and threats that may affect the work of the organization.
- Making recommendations that will improve both efficiency and effectiveness in SNDs internal Process

Scope of Work and Deliverables:

The Consultant/s shall provide the following Services:

1. In collaboration with the Executive director and staff carry out a comprehensive, participatory organizational assessment of SND policies including relevant elements of the following:
 - Governance, including board meetings and board policies (is the organization set up legally and operating to its charter; do the existing structures support the organization's requirements as currently operating)
 - Operational management, annual planning cycle, systems and procedures including administration, procurement, facilities and equipment
 - Organizational structure (documented organogram and job descriptions specifying each role and its responsibilities, accountabilities and competencies, scope of authority)
 - Organizational coordination and communication (functionality of networks between local partners, stakeholders, Donor and communities)
 - Human resource management (Delegations HR strategy, policies and processes for recruitment, compensation and remuneration, performance management [work plans, objectives, staff appraisals and reviews, links to individual development plans and succession plans, training and professional development]
 - Financial management (Segregation of duties, internal controls, audits, Sub granting)
 - Procurement Management (Procurement Authority, Acquiring of Assets and Asset Management, Insurance and assurance policies)

2. Write up a final report including the participatory assessment done in the staff workshop make recommendations to shape organizational development assistance. The report should also support mentoring and allow for monitoring and evaluation of the organizational strengthening assistance to be realized through continuing SND projects and engagement with partners and donors

Methodology

It is anticipated that the methodology will encompass the following:

- Desk reviews of organizational documents that will be provided including meeting minutes, policies, reports and procedural manuals (including SND Constitution)
- Develop organizational assessment tool; questionnaires
- Identify and conduct interviews with key staff, including staff, if necessary, persons who have a strong understanding of the particular needs and activities of the organization.
- Participatory Staff Workshop full of Group discussions
- Data analysis
- Final report with recommendations, as well as development of organizational strengthening tool

Qualifications of the consultant:

The lead consultant/s should possess the following qualifications:

- Relevant education in strategic management up to master's degree level
- At least 10 years' experience in policy reviews and development work
- Demonstrated technical expertise and hands-on experience in policies review
- Experience in program/project reviews will be an added advantage
- An understanding of cultural, political issues affecting pastoralist in Kenya and in the entire horn of Africa region an added advantage

The consultancy will be for a period not exceeding 30 calendar days.

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.

Financial Proposal

- Consultant's daily rate
- Activity costs

Qualified individuals or consultancy firms are invited to submit their proposals (maximum of 10 pages) by the deadline of **15th November 2023**. Applications should be sent to procurement@sndafrica.org with the subject line "**Policies Review-SND.**"

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