



**CONSULTANCY TO DEVELOP THE SECOND GENERATION ORGANIZATION
STRATEGIC PLAN 2024-2028**

RFP: P4t 2024-2028 Strategic Plan

TERMS OF REFERENCE

MARCH 2024

1.0. ABOUT PAMOJA TRANSFORMATION

Established in 2009 Pamoja for Transformation is a National Non-Governmental Organization (NGO) registered in Kenya as a Trust and in Liechtenstein as non-profit association. The organization envisions a Peaceful, just and prosperous society. We work in conflict affected communities in East Africa, serving marginalized and disadvantaged people, communities and groups to transit from crisis and poverty to sustainable peace and development. We seek to contribute to the transformation of structural and latent conflicts that arise from weak governance systems, social injustices, climate risks and hazards as well as economic inequalities.

We work by supporting local community-based initiatives that strengthen resilience against violence and climate change by enhancing economic and employment opportunities through policy advocacy. Our primary target includes women and youth; Refugees and pastoralists, farmers and entrepreneurs from rural and peri-urban communities. The organization works in collaboration with County and National Governments, civil society and private sector, religious organization, media, Community Based Organizations and technical vocational training institutions across Kenya. We operate at the nexus of peace and development by integrating Policy and Governance, Skills and Enterprise Development, Climate Adaptation and Environmental sustainability to address the drivers of poverty and Conflict. Our work is not limited to Kenya, we work in partnership with various global organizations, local and bilateral donors, foundations and well-wishers to meet the ever-changing development needs. Our work has impacted over 8,000 disadvantaged individuals mostly women and youth in rural and urban areas at the Kenyan Coast, Nairobi metropolitan, Western, Nairobi, Nyanza, Northern and Rift valley regions.

2. BACKGROUND

Pamoja has come to the end of its Strategic Plan 2019-2023 that was due by December 2023. In view of the developments and growth of the organization, a robust strategic plan is a major stride towards sustaining the growth, through reflection, learning and adaptation. Driven by the need to remain relevant and incorporate the emerging trends in the development sector for efficiency and effectiveness in implementing her programs and operations, Pamoja for Transformation seeks to review and Develop a five year (2024-2028) Strategic Plan. The plan will guide the organization in the progressive implementation of her programs for sustainable impact to beneficiaries. The process shall set out comprehensive, innovative and integrated design to ensure a practical reflection on the organizations identity and niche for strategic direction. This will also include a clear definition of programs and related objectives in order to streamline workable strategies based on the emerging development discourses and realities at global, national, sub national and community levels.

As a growing organization, Pamoja for Transformation is committed to deliver quality programs that responds to prevailing development gaps or needs as well as create a forecast that will address future needs. The Strategic Plan development will include recommendations of relevant policies, tools and procedures that are critical for its implementation for the 5 years.

3. PURPOSE OF CONSULTANCY

Based on the above background, the organization seeks to engage an individual consultant or firm to steer the processes of reviewing and developing new strategic plan. The process is expected to be participatory and consultative that takes into account the micro and macro development factors to help the organization cut its competitive niche in the development sector.

The consultant shall be expected to undertake a critical analysis of the prevailing internal and external development contexts as a basis of constructing a plausible, practical and visionary strategic blueprint for advancing the vision, mission and mandate of the organization. The analysis must take into account the constantly shifting development terrain, and forecast the same within the next strategic period. Underlying the plan will be the identification and documentation of key strategies, objectives and indicators within a realistic roadmap to spur Pamoja performance into addressing the needs of the current and future beneficiaries, partners and other stakeholders over the next FIVE (5) years.

The development of the strategic plan is a policy decision and therefore requires visioning process that would guide its strategic leadership, management and programming over the coming period. Therefore, the Board of Pamoja, the staff and management expect that this process will enable them:

1. To facilitate a reflection on the organization history, current status and stage of growth and future direction, including the justification based on context at the different stages. This should include priorities of Pamoja and its stakeholders, based on mission and vision, and also considering local, regional, national and international processes and trends around peace, governance, Climate Change and Enterprise development for sustainable impacts.
2. To facilitate a context analysis and reflection on the changing (internal and external) operational environment and identify strengths, pitfalls as well as key opportunities and threats for consideration in carrying out its activities over the next strategic plan period.
3. To conduct an institutional capacity assessment, to gain a firm grounding and understanding of the role, expectations and operational capabilities of Pamoja (from a political, economic, social, technological, environmental and legal perspective).
4. To project Pamoja's current positioning against the prevailing context and the competencies and capabilities required to strategically and effectively sustain a broad-base of partnerships and networks at the national, county and community level, to strive and foster the mission and vision of Pamoja.

4. DELIVERABLES

The consultant and expert should deliver the following:

- i. Undertake literature review including context and institutional and program assessment
- ii. Conduct stakeholder Key informant interviews
- iii. Develop workshop agenda and materials.
- iv. Facilitate the two Days validation workshop
- v. Develop and share a summary report of the strategic workshop's outcomes.
- vi. Develop a publishable Five-year strategic plan document based on the agreed structure or format.

5. EVALUATION CRITERIA

Proposals will be evaluated based on the following criteria:

NO.	Assessment Criteria	Percentage Scoring
1	Experience and expertise in facilitating strategic workshops and developing strategic plans for non-governmental organizations.	25%
2	Understanding of P4T's mission, goals, and unique context.	20%
3	Methodology and approach for conducting the workshop and formulating the strategic plan.	25%
4	Demonstrated knowledge of best practices in strategic planning for non-governmental organizations.	20%
5	Cost-effectiveness.	10%

6. PROPOSAL SUBMISSION

Interested consultants and experts should submit their proposals, including:

- a) Technical proposal including methodology and approach to carry out the assignment.
- b) Financial proposal and logistics (include all relevant taxes),
- c) Sample of previous tasks delivered
- d) Schedule/work plan and CV, to hr@pamoja-transformation.org
CC: info@pamoja-transformation.org no later than 20/03/2024. Please use "**P4T 2024-2028 Strategic Plan**" in the subject line.
- e) Three references from similar assignments, including e-mail address and phone contacts.

7. DURATION OF ASSIGNMENT

The consultancy period is 20 days, beginning from March 25th 2024.

8. CONFIDENTIALITY

All information provided in the proposal should be treated as confidential and shall be used solely for the evaluation process.

9. RIGHT TO REJECT PROPOSAL

Pamoja for Transformation Trust reserves the right to reject any or all proposals received without assigning any reason.

10. INQUIRIES

For any inquiries or clarifications regarding this RFP, please send an email to hr@pamoja-transformation.org on or before the 20th March 2024.