



*Action for Sustainability Initiative*

**TERMS OF REFERENCE (TOR) FOR THE DEVELOPMENT OF  
AFOSI'S STRATEGIC PLAN 2022-2026**

**APPLICATION CODE: 001/2022**

**Introduction**

Action for Sustainability Initiative (AFOSI) is a local NGO committed to improving the quality of young people (aged 10-35) and women by addressing the Sustainable Development Goals. Founded in 2013, AFOSI uses human-centered design and a rights-based approach to programming. Our theory of change is that socio-economic development happens when communities have the requisite skills, knowledge, education, ability to labor, and good health that enable them to pursue different livelihood strategies and achieve their livelihood objectives. The organization's vision, goals, and objectives are aligned with the Sustainable Development Goals, Agenda 2063, and the Government of Kenya Vision 2030.

AFOSI works in the thematic areas of **Health, Education, Livelihood, Environment, and Humanitarian Support** among young people and women especially girls (in and out of school), displaced populations, and those in informal settlements to increase their access to greater opportunities, quality services and the ability to lead the development of their own communities. We do this in collaboration with partners from Academia, the Government, the Private Sector, and other Non-Governmental Organization.

In order to deliver on our goal to develop a sustainable world, AFOSI recognizes the value of developing a strategic plan to assess the strengths and weaknesses of our approach and to consider the internal and external factors that influence the trajectory of our work. AFOSI plans to develop a five-year strategic plan for 2022-2026, to reconfirm the Organization's vision and establish a design process and approach for the effective implementation and sustainability of its mandate over the next five years. AFOSI firmly believes that its staff members, beneficiaries, partners and key stakeholders are at the center of this strategic planning effort, helping to assess ways in which to strengthen the impact of the organization, and providing direct input into consultations.



### **Scope of assignment**

The main objective of this consultancy is to develop a new strategic framework for AFOSI that considers the current internal and external operating environment in order to enhance AFOSI's effectiveness and sustainability in the area of programming, policy, and advocacy in Kenya. At the end of this consultancy, we expect that AFOSI will adopt a revised strategic framework, building on the achievements brought forward as part of the implementation of 2022- 2026 SP and being cognizant of its ever-changing operating environment. To achieve this, the consultant will review and guide AFOSI in clearly defining: -

- i. Our situational context, through a SWOT, PEST and other relevant analysis.
- ii. Sustainability plan; including proposals for effective financial and human resource strategies
- iii. Our stakeholder map and identify relevant strategies to engage them to advance our stated objectives, stakeholder and
- iv. Risk analysis and management approaches
- v. Functional organizational & leadership structure
- vi. Monitoring and reporting framework to enable effective tracking of the strategic plan
- vii. Costing of the plan.

It will entail a participatory process, including, but not limited to:

- ✓ A review of internal documents and benchmark with similar institutions/ organizations
- ✓ Consultations with AFOSI Management, beneficiaries, staff, and selected partners/stakeholders to review the current plan and set priorities for the next plan
- ✓ Facilitation of a strategic planning workshop for staff, board members and selected stakeholders to further build on the Strategic plan
- ✓ Drawing up of a draft Strategic Plan for the next phase and incorporating input from AFOSI staff, Board, and selected stakeholders and partners.

**Expected deliverables:**

- ✓ An inception report detailing the methodology/ approaches and timelines associated with this consultancy assignment
- ✓ A needs assessment report highlighting the current status and gaps in AFOSI's strategic direction, covering both internal and external factors relevant to the organizational operating environment.
- ✓ A strategic planning workshop (Virtual depending on the situation) for the AFOSI Staff, Board, and selected partners
- ✓ A complete strategic plan developed
- ✓ A consultancy report that includes the major activities of the consultancy, the highlights of the strategic planning workshop, and an evaluation of the workshop.

**Expert profile**

In order to be selected for this assignment, the Consultant must possess the following among other Academic and Professional qualifications:

- A minimum of a post-graduate qualification in the field of Administration, Organizational development, and/ or management or in a related field
- Minimum of 5 years of experience in strategic planning
- Experience in organizational and change management
- Good knowledge of the SRHR programming/ advocacy field
- Excellent communication and facilitation skills
- Highly motivated and committed to AFOSI's values of Professionalism, accountability, Confidentiality, courage in action, integrity, and teamwork

**Selection criteria**

The consultant/company will submit an Expression of Interest (EOI) to AFOSI; including the following:

- A suitability statement; including a commitment to his/her availability for the entire assignment;
- Updated curriculum vitae that clearly spells out qualifications and experience in relation to this assignment;
- Contacts of 3 organizations that have recently contracted the consultant to carry out a similar assignment.



### **Supervision**

This consultancy assignment will be supervised by the National Coordinator with the support of the Nominated Board Member.

### **Consultancy duration**

The strategic planning exercise is expected to be fully completed by 15<sup>th</sup> September 2022. The consultant will submit a detailed plan of work as part of the EOI.

### **Budget and payment**

The Consultant will submit a detailed budget in the EOI for consideration by AFOSI. The final terms will be stipulated in the consultancy contract.

Interested consultants should submit:

- (a) Their CVs indicating his/her previous experience in the field
- (b) A short concept note outlining the approach to the task including an indicative work plan (max 6 pages)

So as to reach AFOSI, through e-mail: [info@AFOSI.org](mailto:info@AFOSI.org) and CC [hr@AFOSI.org](mailto:hr@AFOSI.org) by 12:00 Noon on the 15<sup>th</sup> August 2022.

### **NOTE:**

PLEASE INCLUDE THE APPLICATION CODE AND TITLE IN THE SUBJECT REFERENCE i.e.  
**Re: APPLICATION CODE-001/2022- STRATEGIC PLAN DEVELOPMENT**