



# **TERMS OF REFERENCE FOR CONSULTANCY TO DEVELOP A 5-YEAR (2026 - 2030) STRATEGIC PLAN (SP) FOR PELUM KENYA**

## **1. ABOUT PELUM KENYA**

Participatory Ecological Land Use Management (PELUM) Kenya is a national network which currently comprises 63 Member Organizations (MOs) reaching all the 47 Counties of Kenya and distributed in four (4) PELUM Kenya networking zones. The networking zones are Nairobi and Central, Rift and Western, Lower Eastern and Coast and Upper Eastern and Northern Kenya Region. PELUM Kenya works with its MOs to promote agroecological principles and practices for sustainable improvement of livelihoods among small scale farmers and pastoralists in Kenya. PELUM Kenya is part of the larger PELUM Association, an indigenous African network with over 280 Civil Society Organizations (CSOs) from 12 African Countries.

## **BACKGROUND**

PELUM Kenya is in the process of developing its fifth strategic plan (2026-2030) and therefore plans to engage a consultant to guide the process. The previous Strategic Plans were 2003-2007, 2010-2014, 2016-2020 and 2021-2025. The Strategic Plan is aligned to seven Sustainable Development Goals (SDGs) 1, 2, 5, 8, 12, 13, and 15.

The current Strategic Plan (2021-2025) Theory of Change is: *“If we strengthen the capacity of PELUM Kenya network in identified need areas, enhance the resilience of smallholder farmers against the effects of climate change by promotion of activities such as climate governance, sustainable agricultural practices and widespread adoption of NRM activities, involve more women and youth in agroecology by engaging in activities such as lobbying for favorable policies, training and mentoring, strengthen farmer engagement in Agro enterprise and market development by supporting MOs, SMEs and farmers along the value chain and ensure general policy influencing and enhance advocacy on agroecology, **then** there shall be sustainable and resilient livelihood for smallholder farmers and pastoralists **because** they shall experience increased household incomes, improved sustainable productivity, more women and youth involvement in agroecology, increased adoption of agroecological practices, enhanced food and nutritional security and environmental conservation through agroecological practices”*

## **2. OBJECTIVES OF THE CONSULTANCY**

The consultancy will focus on:

Facilitating the development of PELUM Kenya’s five-year Strategic Plan (2026-2030)

## **3. SCOPE OF WORK**

During the entire process of strategic plan development, the consultant is expected to employ a participatory approach to ensure meaningful engagement and critical reflection by PELUM Kenya staff, Board of Directors (BoD), Mos, small scale farmers and pastoralists and other stakeholders. As such, the consultant will be expected to facilitate active, meaningful and an enabling environment for engaging those involved in the process.

Key tasks include:

### **i. Strategic Planning and Analysis**

- Assess and analyze the current strategic plan to identify areas of convergence, lessons learnt and recommendations.
- Conduct a SWOT, PESTEL, situational and stakeholder analysis to determine PELUM Kenya’s strategic priorities
- Facilitate consultative and participatory workshops using the information from the SWOT, PESTEL and other processes to refocus on the existing vision, mission, and core values for PELUM Kenya
- Identify PELUM Kenya’s strategic areas, objectives, Theory of Change and Outcomes including key focus areas for 2026-2030.

### **ii. Institutional and Sustainability Review**

- Review PELUM Kenya’s institutional capacity, governance, organizational and leadership structure, and financial sustainability mechanisms against the organization’s mandate.

- Review the current Organogram and in consultations with the PELUM Kenya staff, management and the board, and design one that will ensure that PELUM Kenya delivers the new Strategic Plan.
- Support to undertake PELUM Kenya's stakeholder mapping and identify relevant strategies to engage different stakeholders to advance our stated objectives.
- Assess risks and recommend risk management strategies.
- Develop a sustainability strategy, including proposals for long-term financial and human resource strategies

### iii. Stakeholder Engagement

- Conduct consultations with key stakeholders (strategic partners, government representatives, donors, CSOs, private sector actors, and smallholder farmers).
- Facilitate a reflection and validation workshop to ensure stakeholder inclusivity and buy-in.

### iv. Strategic Plan Development

- Develop clear thematic areas, mission and vision statement and SMART objectives and theory of change
- Develop a monitoring, evaluation, and reporting framework for effective tracking progress of the new strategic plan period.
- Provide a detailed costing of the strategic plan.
- Provide a sustainability framework and proper risk analysis
- Submit a comprehensive draft strategic plan and synthesize comments towards a final Strategic Plan (detailed and popular versions).

## 4. METHODOLOGY

The consultant is expected to:

- Review internal documents** (e.g., the current strategic plan, annual reports, projects evaluation reports) and develop an inception report
- Benchmark** with similar institutions/organizations to integrate best practices
- Engage different stakeholders** through surveys, interviews, focus group discussions and workshops to set priorities for the new strategic period.
- Facilitate planning and validation workshops for staff, board members, select MOs and selected stakeholders to further build on the strategic plan.
- Consolidate findings** from the workshop into a draft strategic plan and incorporate comments from different stakeholders towards finalizing the Strategic Plan document, including analysis and a first draft of Theory of Change to serve as framework for the strategic plan. This model will be used in the design and development of PELUM Kenya future programmes and projects.

## 5. EXPECTED DELIVERABLES

- Detailed Version (softcopy) of the five-year Strategic Plan (2026–2030)**
  - Inclusive of the Theory of Change, results framework, resources framework and sustainability framework
- Popular Version (softcopy) of the five-year Strategic Plan (2026–2030)**
- Stakeholder Consultation and Workshop Report**
  - Detailing the stakeholders' consultations, inputs and the stakeholders' workshop process

## 6. CONSULTANT QUALIFICATIONS

The ideal consultant should have:

- 1) At least a **master's degree** or equivalent in agriculture, sociology, development studies, environmental sciences, economics or related social sciences.
- 2) Experience in working with **NGOs, CSOs, FBOs and networks**.
- 3) Demonstrated expertise in **strategic planning, organizational development, and stakeholder engagement**
- 4) Substantive knowledge and proficiency in **participatory M&E processes** and experience with multi-stakeholder/community development interventions.
- 5) Have successfully done **similar/related work in the recent past**. Such details should be included in the profile that will be submitted.
- 6) Excellent **analytical, facilitation and report-writing** skills.
- 7) Demonstrated ability to assess complex situations to analyze critical issues clearly and draw conclusions and recommendations.
- 8) Preferably a **gender-balanced team**.

## 6.1 Selection Criteria

Interested consultants must submit an Expression of Interest (EOI) to PELUM Kenya, including:

- 1) **Technical proposal** outlining their understanding of the assignment, methodology and work plan.
- 2) **Financial proposal** detailing the total cost of conducting the consultancy, breakdown of consultancy costs (including costing of each member of the team during the entire exercise, man-days for each team member), travel and other costs associated with this assignment.
- 3) The **terms for payments** in terms of percentages to carry out the exercise.
- 4) **Previous work sample:** At least one report of a similar consultancy conducted elsewhere within the past three years specifying the work done, stating the costs of doing the exercises, the client(s) and the duration it took to do the same.
- 5) **Curriculum vitae** of the lead consultant and the support consultants (if any) to be involved in the assignment
- 6) **Names and contacts of three referees' organization** (phone numbers and email) with details of the previous similar assignments done.
- 7) **Justification statement:** A one-page write-up on why you think you are best suited for this consultancy

## 6.2 Logistical Support

In addition to providing all the necessary documentation and contacts, PELUM Kenya will cater to the cost of doing the FGDs and the stakeholders workshops after prior discussion and agreement with the consultant. The consultant is responsible for all other expenses (travels, accommodation, data collection, etc.) and should include them in the financial proposal. PELUM Kenya will cater for the costs of professional design, layout and printing the detailed Strategic Plan and the popular versions.

## 6.3 Confidentiality of information

All documents and data collected in the process of the consultancy will be treated as confidential and used solely to facilitate the consultancy assignment. All TORs for development of the Strategic Plan information to which the consultant shall receive access to shall always be treated as the property of PELUM Kenya.

## 6.4 Consultancy Duration

The development of the Strategic Plan will be conducted over a total of 45 working days within April-June 2025. The consultant will submit a detailed plan of work as part of the EOI.

## 7. BUDGET AND PAYMENT

Financial Proposal must express the professional fees and all other costs such as travels, communications and accommodation for the assignment. Payment shall be made according to the following deliverables:

- Thirty per cent (30%) after submission and acceptance of the Inception report.
- Thirty per cent (30%) after submission and acceptance of the draft Strategic Plan.
- Forty per cent (40%) after submission and acceptance of the final Strategic Plan.

## 8. SUPERVISION AND REPORTING

This consultant will report to PELUM Kenya's Programme Officer-MERL who will oversee and coordinate the process. They will provide administrative support including compiling and forwarding all the necessary documents, organizing meetings with stakeholders and any other necessary logistical arrangements. The Country Coordinator must be informed of all the processes regarding the Strategic Plan review and will directly liaise with PELUM Kenya's Governing Board Members for inputs as needed. Funding of the Strategic Plan dissemination and any follow-up activities will be the responsibility of PELUM Kenya. Reference documents include, but not limited to, previous PELUM Kenya's Strategic Plans; Mid Term Evaluation report of the current Strategic Plan, Annual Reports; Projects Progress Reports; Reports to the Governing Board; Project Evaluation reports and Strategic Plan's Monitoring, Evaluation and Learning Framework.

## 9. HOW TO APPLY:

If you are interested in the above consultancy and can demonstrate your ability to meet the qualifications required and submit the deliverables within stipulated timelines, then submit your Expression Of Interest (EOI) with the above-mentioned documents to [procurement@pelumkenya.net](mailto:procurement@pelumkenya.net) copied to [info@pelumkenya.net](mailto:info@pelumkenya.net) with the subject heading: **Consultancy for PELUM Kenya's Strategic Plan** by COB 27<sup>th</sup> March 2025. Only shortlisted candidates will be contacted.



