



TERMS OF REFERENCE

CONSULTANCY FOR REVIEW OF THE STRATEGIC PLAN AND ALIGNMENT OF OTHER INTERNAL ORGANIZATIONAL POLICIES FOR YOUTH ALIVE! KENYA

1. Background

Youth Alive! Kenya (YAK) is an independent non-governmental organization committed to the empowerment of young people to take active responsibility for their lives to shape their destiny. It was formally registered as a national NGO in December 2003.

With an interest to breaking the persistent exclusion of young people in the renaissance of Africa and to bring to light the plight of young people in Kenya, the idea of YAK evolved out of a set of informal discussions among various young persons, at that time students in local universities of Kenya. The discussions focused on the plight of the young people in the present Kenya and revolved around three critical issues. First was the persistent disregard of young people as mere objects, targets and beneficiaries of interventions and programmes rather an untapped resource, active partners and players in national and regional development agenda. Second, the potential threat of young people entering the preparatory stages of adulthood without gainful livelihoods and growing up without any meaningful perspective for their future vis-à-vis the benefits derived if these young people entered their adulthood with the freedom and knowledge to contribute to development. And third, was what young people in other African countries were doing to alleviate the unfavourable conditions they found themselves in.

Youth Alive! Kenya was therefore conceptualized as a rallying point and a platform from which young people could themselves address issues affecting their well-being and development, with the support of the wider community.

To ensure stability, survival and continued relevance, the organization developed strategic plan for the period 2015-2019 which is approximately on its mid implementation period. The programmatic environment under which the strategic plan was developed has drastically changed. Also within this period, the organization has developed a number of internal policies which are not necessarily aligned to the strategic plan to guide its operations. This review will therefore touch on both strategic plan and the internal policies especially on the areas that

have been recommended by the staff, board and member organizations (MO:s) in order to develop a harmonized strategy to guide operations. To guide on this comprehensive policy review process, Youth Alive! Kenya is seeking for the services of consulting firm or individuals with appropriate knowledge, skills, experience, and competency to support the work.

2. Objective

The objective of this consultancy is to review and develop an implementable strategic plan for the remaining period (2018-2019) that will harmonize the operations of Youth Alive! Kenya.

Specific objectives:

- Assessment and analysis of YAK's internal environment. This will be done through holding meetings with staff and board to get feedback or proposals for the review.
- Assessment and analysis of the external environment; stakeholders, beneficiaries, and other organizations. This will involve meeting with staff and board of member organizations and project beneficiaries to ascertain recommendations on program areas that need adjustments.
- Interpretation and analysis of the internal and external environment in relation to situation analysis report including consolidation of findings and identification of strategic opportunities
- Review the of YAK's strategic plan with accompanying monitoring plan and work plan

3. Scope of Work

The scope of the work of the Consultant will include but not be limited to:

- a) Examining the recent history, context, and position of Youth Alive! Kenya in relation to other peer organizations.
- b) Conducting an assessment of the projects and programmes of Youth Alive! Kenya in relation to its vision, mission, values, and goals.
- c) Conducting an internal assessment which includes; a performance assessment, capacity assessment, accountability assessment, adaptability assessment and compliance assessment.
- d) Conducting a SWOT analysis with the involvement and consultation of staff, beneficiaries, stakeholders, board and other relevant parties.
- e) Conducting interviews, collecting feedback and consulting on the findings of the situation analysis report. The consultant will need to analyze the reports in relation to the feedback to prioritize strategic directions.
- f) Compile and present to Youth Alive! Kenya for feedback, a draft strategic plan with accompanying monitoring plan and work plan
- g) Use feedback from Youth Alive! Kenya to develop a final strategic plan with accompanying monitoring plan and work plan
- h) Review all other relevant internal policies which may have been affected by the change in the strategic plan. This would include ensuring right policy language and formatting these policies for the purpose of branding and marking

4. Expected outputs and timeframe

It is estimated that the consultancy will be completed within 25 working days. The consultant will produce the following:

- a) A task inception report
- b) Draft strategic plan
- c) Final strategic plan
- d) Related meeting and workshop reports
- e) Final relevant policies with standardized language and formatting
- f) Monitoring and evaluation plan with targets for the strategic plan

5. Profile of consultant

- a) Experience in organizational development, capacity building, and learning.
- b) Proven experience in strategic planning and management
- c) Proven up-to-date knowledge in organizational policy review and development
- d) A minimum of Master's Degree in Social Sciences, law, Anthropology and other related postgraduate degrees

6. Schedule/time frame:

This work is expected to run between the months of December 2017 to February 2018. The organization also planned some key activities where staff, board and member organizations present will provide input into this process.

7. Response proposal specification

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

7.1. Technical

- Understanding and interpretation of the TOR
- Methodology to be used in undertaking the assignment
- Time and activity schedule
- Consultant's daily rate in Kenya shillings

8. Submission of proposals

Interested individuals or teams should submit their technical, financial and a current CV (max 6 pages, excluding CV) to hr@youthalivekenya.org cc to; info@youthalivekenya.org. Mark the **EOI number 002/2017** on the email subject line. The deadline for application is 3rd of December 2017 at 5.00pm.