

## **TERMS OF REFERENCE FOR DEVELOPMENT OF A STRATEGIC PLAN**

### **1.0 BACKGROUND**

Taita Taveta Wildlife Conservancies Association (TTWCA) is a young membership Organization comprising of 33 ranches/conservancies. TTWCA vision is to “Improve livelihoods through conservation and sustainable rangeland management across the Taita Taveta -Tsavo landscape.” with a mission to “support all members through conservancies to improve livelihoods through the effective and sustainable management and utilization of natural resources in the Taita Taveta -Tsavo landscape”

TTWCA has received support from its development partners towards the review and development of its strategic plan and hereby seeks to enlist a consultant to steer this process.

### **2.0 INTRODUCTION**

The main objective of the consultancy is to assist TTWCA through a participatory process involving staff, board members, Council and partners of TTWCA to review the ongoing strategic plan and develop a five -year strategic plan (2022-2027). Specific objectives of this assignment include the following:

- 2.1 To review plan implementation so far, and operating environment benchmarked against other similar Organizations, with a view of assessing results achieved, lessons learnt, gaps and challenges faced in implementation and making recommendations to inform the new Strategic Plan;
- 2.2 To develop a comprehensive inception report including the lessons learnt from implementation of the current plan, a work plan and tools and templates for data collection;
- 2.3 To collect and document relevant information to be used in the development of a new strategic plan for TTWCA through facilitating an analysis of the internal and external environment;
- 2.4 To organize and facilitate consultative meetings with TTWCA staff, board members, council and partners aimed at collecting and collating information for the development of the Strategic Plan;
- 2.5 To develop a five -year strategic plan (2022-2027) for TTWCA

### **3.0 SCOPE OF WORK**

The consultants will work with the whole Program team with continuous consultation with the Coordinator. The process entails the following, among others:

- 3.1 Review relevant TTWCA documents including policy documents in place, and program documents;
- 3.2 Design relevant tools for the internal and external assessments;
- 3.3 Interview TTWCA board, staff, council and partners/stakeholders
- 3.4 Carry out in-depth analysis of TTWCA capacity and approaches and propose areas of improvement
- 3.5 Facilitate feedback meetings on the assessments and in-depth analysis of TTWCA capacity development approaches to identify strengths, gaps and strategic drivers and goals
- 3.6 Facilitate review of TTWCA vision, mission, core values and strategic objectives
- 3.7 Formulate the strategy that will guide implementation of the strategic objectives
- 3.8 Identify implications of the proposed strategic objectives on TTWCA
- 3.9 Facilitate development of performance measurements and implementation plan of TTWCA strategic objectives

#### **4.0 PROPOSED METHODOLOGY**

The consultants are expected to develop/modify methodology for organizational assessment to suit TTWCA scope, needs and status. In particular, the approach to the development of the strategic plan has to be very participatory and results based. The consultants are expected to serve as facilitators, providing technical input, good practice in strategic planning, asking the right questions, challenging assumptions and leading participants towards development of a comprehensive result framework that forms the basis of the plan. The emphasis of the plan will be on lessons learnt from the previous programming and their application to the future by the analysis of facilitating and hindering factors. The consultants are expected to use their proposal to TTWCA for facilitating the development of the strategic plan. In summary, the consultants will carry out the following broad activities, among others:

- 4.1 Consult with the designated TTWCA core group in order to get a general understanding of the direction of the organization in the context of the current issues;
- 4.2 Review existing TTWCA documents, including the program documents and policies, as well as any other relevant documents;
- 4.3 Develop an inception report with methodology for carrying out the assignment and work plan, discuss it with the core group and have it accepted;
- 4.4 Facilitate review key policy documents;
- 4.5 Prepare and present brief report on the review including key issues to be incorporated in the strategic plan;

- 4.6 Conduct interviews with samples of stakeholders, board members, council and staff;
- 4.7 Facilitate a strategic plan workshop;
- 4.8 Develop a draft strategic plan using an agreed upon outline, operational plan and budget for one year;
- 4.9 Distribute the draft strategic plan to the management and receive feedback; and
- 4.10 Finalize the plan incorporating the comments and feedback received

## 5.0 EXPECTED OUTPUTS AND DELIVERABLES

At the end of this consultancy, the consultants will be expected to have submitted the following key deliverables:

- 5.1 Inception Report (detailing work plan and including tools and templates)
- 5.2 Evaluation Report on Policy and Program documents including successes, lessons learned and strategic issues
- 5.3 Draft Strategic Plan
- 5.4 Annual operational Plan and Budget
- 5.5 Final Strategic Plan
- 5.6 A Process Report (a report that documents how the strategy was developed)

## 6.0 TIMING OF ASSIGNMENT

The assignment will be carried out over two months' period, between April and June 2021.

## 7.0 APPLICATION PROCEDURE

Interested and suitable candidates should forward their applications to:

Email: [info@ttwcakenya.com](mailto:info@ttwcakenya.com)

Or

Hardcopies addressed to:

**Taita Taveta Wildlife Conservancies Association  
(TTWCA)**

**P.O BOX 26 -80300, Voi**

**On or before 9<sup>th</sup> April 2021**