

## Call for Applications

### Terms of Reference for a consultancy to develop the CMD- Kenya 2027- 2030 Strategic Plan

The Terms of Reference (ToR) outline the requirements for a consultant/firm to develop the CMD-Kenya Strategic Plan, focusing on aligning with changing contexts, strengthening sustainability and defining 4-year goals. The process involves a participatory review of current strategies, stakeholder consultations, and the development of an actionable, updated strategic framework.

#### 1. Background

CMD-Kenya is a membership organization that brings together political parties to facilitate the institutionalization, promotion, protection, and defense of an inclusive, accountable, and vibrant multiparty democratic Kenyan state and society. Over the years, CMD-Kenya has implemented strategic interventions aimed at enhancing institutional capacity, promoting issue-based politics, strengthening democratic processes and fostering collaboration among political actors and governance stakeholders.

CMD- Kenya is currently at the tail end of implementing its Strategic Plan (2024- 2026), which provides the framework for achieving its institutional mandate and strategic priorities. To inform the new strategy, CMD- Kenya has undertaken preliminary analysis of the current Strategic Plan's Key Result Areas and their interlinkage with the project outcomes. These assessments will form part of the foundation for the strategic review and planning process.

CMD-Kenya therefore seeks to engage a qualified consultant/firm to facilitate a participatory and evidence-based strategic planning process that will:

- Review findings from previous strategic plan analysis and organizational assessments;
- Assess the performance and relevance of the current strategic framework;
- Analyze the evolving internal and external operating environment;
- Identify strategic priorities and institutional positioning for the next four years; and
- Develop a results-oriented, implementable, and sustainable Strategic Plan for 2027–2030.

#### 2. Purpose of the Consultancy

The purpose of this consultancy is to facilitate the review of CMD-Kenya's current strategic plan framework and support the development of a comprehensive, forward-looking, and actionable Strategic Plan (2027–2030). The process is intended to develop a new strategic plan for the period 2027-2030 to respond to emerging governance dynamics, institutional priorities, stakeholder expectations and the evolving political environment in Kenya including geopolitical developments relevant to CMD-Kenya's institutional effectiveness, sustainability, strategic relevance, operational efficiency, and long-term impact in advancing democratic governance in Kenya.

### 3. Objectives of the consultancy

The overall objective of the consultancy is to facilitate a participatory, evidence-based, and forward-looking strategic planning process that will guide CMD-Kenya's institutional direction and programming for the period 2027–2030.

Specifically, the consultancy seeks to achieve the following objectives:

#### **a) Strategic Review and Organizational Assessment**

Review and analyze findings from the current Strategic Plan (2024–2026) and related institutional assessments to evaluate the plan's performance, effectiveness, relevance, and implementation progress. The assessment should identify key achievements, gaps, lessons learned, institutional strengths, emerging opportunities, and implementation challenges that will inform the next Strategic Plan.

#### **b) Situational, Political and Economy Analysis**

Conduct a comprehensive analysis to identify emerging governance trends, institutional risks, opportunities, partnership dynamics, and strategic positioning considerations relevant to democratic governance, civic engagement, and political party strengthening in Kenya.

#### **c) Development of the Strategic Plan (2027–2030)**

Facilitate the development of a participatory and evidence-based Strategic Plan (2027–2030) that clearly articulates CMD-Kenya's vision, mission, core values, strategic priorities, strategic objectives, key result areas (KRAs), and institutional positioning. The process should also support the review and refinement of the organization's Theory of Change and result in a practical, results-oriented, and sustainable implementation framework to guide execution, monitoring, evaluation, learning, and resource mobilization.

### 4. Scope of work

The consultant will undertake the assignment through the following phases:

#### **Phase 1: Desk review and inception**

The consultant will:

- Hold an inception meeting with CMD-Kenya Secretariat and Board;
- Review preliminary analysis of the current Strategic Plan's Key Result Areas and their interlinkage with the project outcomes.
- Review key organizational and programme documents, including:
  - Current Strategic Plan (2024–2026)
  - Annual reports
  - Programme reports
  - Funding landscape and Financial Sustainability Analysis Report
  - Project evaluations
  - Monitoring and evaluation reports
  - Policies and operational manuals

- Relevant governance and political sector documents
- Develop a detailed consultancy methodology and work plan;
- Design data collection tools and stakeholder engagement approaches;
- Submit an Inception Report detailing:
  - Understanding of the assignment
  - Methodology
  - Work plan
  - Stakeholder engagement plan
  - Data collection methods
  - Deliverables schedule
  - Quality assurance approach

### **Phase 2: Stakeholder consultations and situation analysis**

The consultant will conduct broad-based consultations with key stakeholders, including:

- Board members
- Staff
- Political party representatives
- Development partners
- Civil Society Organisations
- Project beneficiaries
- Relevant governance and policy actors
- Relevant government institutions

Consultations may include:

- Key Informant Interviews (KIIs)
- Focus Group Discussions (FGDs)
- Surveys/questionnaires
- Stakeholder workshops

The consultant will further:

- Conduct SWOT analysis or any other related analysis
- Analyse organisational performance and institutional capacity
- Identify strategic risks and opportunities;
- Assess CMD-Kenya's sustainability and positioning within the democratic governance ecosystem.

### **Phase 3: Strategic Plan Development**

The consultant will:

- Facilitate a strategic planning workshop with key stakeholders;
- Support stakeholders to define:
  - Vision
  - Mission
  - Core values

- Strategic pillars
- Strategic objectives
- Key Result Areas
- Cross-cutting themes
- Review, and revise if needed:
  - Current Theory of Change
  - Risk management framework
  - Resource mobilisation strategy
  - Communication and stakeholder engagement framework
  - Implementation matrix

The consultant shall prepare and submit the Draft Strategic Plan (2027–2030).

#### **Phase 4: Validation and Finalization**

The consultant will:

- Facilitate a validation workshop for stakeholders;
- Present key findings and strategic priorities;
- Incorporate comments and feedback from CMD-Kenya and stakeholders;
- Submit the Final Strategic Plan (2027-2030);
- Present the final strategy to the Board and staff;
- Submit a consultancy completion and handover report.

#### **5. Expected Deliverables**

The consultant shall produce the following deliverables:

<b>Deliverable</b>	<b>Description</b>	<b>Indicative / Timeline</b>
Inception Report	Detailed relevant methodology for undertaking the exercise, work plan, stakeholder engagement strategy, and implementation schedule	Within 1 week of contract signing
Situation Analysis Report	Findings from strategic review and SWOT analysis	End of Phase 2
Stakeholder Consultation Report	Summary of stakeholder engagement findings and recommendations	End of Phase 2
Draft Strategic Plan (2027-2030)	Comprehensive draft strategy document	End of Phase 3
Validation Workshop Materials	Presentation slides, facilitation materials, workshop report, and feedback matrix	During Phase 4

Final Strategic Plan- long and abridged version (2027–2030)	Final edited strategy document in Word and PDF formats	During Phase 4
Handover Report	Consultancy summary report with recommendations and next steps	During Phase 4
Board Presentation	Presentation of the Strategic Plan to Board members and staff	During Phase 4

### 6. Expected Contents of the Strategic Plan

The Strategic Plan should include, but not be limited to:

1. Executive Summary
2. Organisational Background and Context
3. Situational Analysis
4. Political Economy Analysis
5. SWOT Analysis
6. Stakeholder Analysis
7. Vision, Mission, and Core Values
8. Strategic Pillars and Objectives
9. Theory of Change
10. Key Result Areas and Outcomes
11. Results-Based Management Framework
12. Monitoring, Evaluation, Accountability and Learning Framework
13. Risk Management Framework
14. Institutional Capacity Strengthening Priorities
15. Gender, Inclusion, and Governance Mainstreaming
16. Sustainability and Resource Mobilisation Strategy
17. Communication and Stakeholder Engagement Strategy
18. Implementation Plan and Operational Framework
19. Indicative Budget and Resource Requirements

The actual contents of the plan will be agreed upon between CMD and the consultant

### 7. Duration of the Assignment

The consultancy is expected to be undertaken over a period of approximately **45–60 working days** commencing on or about **5 June 2026**. The assignment will follow the indicative timeline below:

Phase	Duration
Phase 1: Inception and Desk Review	2–3 weeks
Phase 2: Consultations and Situation Analysis	3–6 weeks
Phase 3: Strategic Plan Drafting	2–3 weeks
Phase 4: Validation and Finalisation	2–4 weeks

### 8. Required Qualifications and Experience

The consultant or consulting firm should possess the following qualifications and competencies:

- A Master’s degree in Development Studies, Political Science, Public Policy, Strategic Management, Social Sciences, Governance, or a related field;
- At least seven (7) years demonstrated experience in strategic planning and organisational development for CSOs, NGOs, governance institutions, or development organisations;
- Proven experience working within democratic governance, political party strengthening, parliamentary support, civic engagement, or governance-related sectors;
- Demonstrated expertise in Results-Based Management (RBM), strategic facilitation, OECD-DAC evaluation methodologies, and participatory approaches;
- Strong analytical, report writing, facilitation, and communication skills;
- Demonstrated experience conducting qualitative and institutional analysis;
- Evidence of successfully completing at least three (3) similar assignments.

Experience working in Kenya or within comparable governance and political contexts will be an added advantage.

### 9. Reporting and Supervision

The consultant will report to the Head of Monitoring, Evaluation, Research and Learning and will work closely with the Head of Programmes and the Executive Director. CMD-Kenya will designate a focal team responsible for:

- Coordination of the consultancy;
- Review of deliverables;
- Scheduling stakeholder engagements; and
- Providing technical guidance throughout the assignment.

Regular progress review meetings will be conducted to ensure quality assurance and alignment with CMD-Kenya’s expectations.

### 10. Payment Terms

Payment shall be made upon satisfactory completion and approval of deliverables as follows:

Milestone	Payment
Approval of Inception Report	20%
Submission and approval of Draft Strategic Plan	50%
Submission and approval of Final Strategic Plan	30%

Applicable statutory deductions shall apply in accordance with Kenyan law.

### 11. Application Requirements

Interested consultants or consulting firms are invited to submit:

**A. Technical Proposal:** The technical proposal should include:

- Understanding of the assignment;

- Proposed methodology and approach;
- Detailed work plan and timeline;
- Team composition and roles (where applicable);
- Relevant experience and evidence of similar assignments;
- Proposed outline/table of contents for the Strategic Plan.

**B. Financial Proposal:** The financial proposal should include:

- Daily consultancy rates;
- Breakdown of all associated costs;
- Applicable taxes;
- Total consultancy cost in Kenya Shillings (KES).

**C. Supporting Documentation:** Applicants should also submit:

- CVs of key personnel;
- At least two reference letters or certificates of completion for similar assignments;
- Sample strategic plans or relevant writing samples (where permissible);
- Company profile (for firms).

### **12. Submission of Applications**

Interested applicants should submit their technical and financial proposals as well as the supporting documentation to **[procurement@cmd-kenya.org](mailto:procurement@cmd-kenya.org)** by **close of business on May 31, 2026**. Late submissions shall not be considered. Only shortlisted candidates will be contacted.

### **13. Confidentiality and Ownership of Outputs**

All documents, data, reports, and materials produced under this consultancy shall remain the property of CMD-Kenya. The consultant shall maintain confidentiality of all information obtained during the assignment and shall not share or reproduce any material without prior written consent from CMD-Kenya.