



TERMS OF REFERENCE FOR A CONSULTANT TO SUPPORT REVIEW OF GEM TRUST'S 2022-2026 STRATEGIC PLAN AND DEVELOP ITS 2027-2031 STRATEGIC PLAN.

1.0 Background

African Gender and Media Initiative Trust (GEM) is a national women's rights organization that works to advance gender equality through research and action on women's human rights. GEM Trust brings together experts in women's human rights issues, specifically sexual and reproductive rights, gender-based violence prevention and response, economic empowerment, climate justice and research. GEM Trust is guided by the principles of equality and respect for human rights, our priority issues are Sexual Reproductive Health and Rights of Women and Girls, Violence against Women and Girls.

Our Vision is a just and equitable society where all women and girls enjoy their human rights without discrimination, irrespective of their status. Our **Mission** is to advance gender equality through research and action on women's human rights with special recognition of marginalized women and girls

To achieve its mission, GEM Trust's work is guided by a strategic plan that outlines the organization's priorities and provides a framework for implementation. The current strategic plan 2022-2026 comes to an end this year. To ensure that the strategic guidance is maintained through a responsive framework, GEM Trust is embarking on a process to develop its next strategic plan, 2027- 2031. GEM Trust is, therefore, seeking a consultant to review the current strategic plan and develop a new one.

2.0 Aim and Objectives

The main objective of this consultancy is to review the current 2022-2026 GEM Trust Strategic Plan, with a focus on the theory of change and the implementation plan and develop a new one for 2027-2031.

3.0 Methodology

a) Scope of Work

The consultant is expected to employ a participatory approach to conduct a review of the current strategic plan 2022-2026 and develop the new one 2027- 2031. The assignment will employ both quantitative and qualitative methods to collect, review and analyse data. Desk review will be conducted to establish the success of the current strategic plan, organization policies, programme reports and other relevant documents. Workshops, KIs, In-depth Interviews and FGDs will be used (as may be required) to collect data from board members, staff, development partners, beneficiaries and other stakeholders as may deem fit. An interview guide will be prepared to steer the questioning and discussions. Appropriate qualitative data analysis techniques will be employed.

b) The Task

In summary, the consultant will carry out the following broad activities, among others:

1. Facilitate discussions with the secretariat, development partners and GEM beneficiaries on the implementation of the current strategic plan and expectations for the next strategic phase 2027-2031.
2. Facilitate discussions with the board of Trustees on the implementation of the current strategic plan and their vision for the 2027-2031 phase.
3. Review the current strategic plan

4. Prepare and present a report on the review of the current strategic plan.
5. Develop a draft strategic plan using an agreed upon outline, operational plan, and budget
6. Develop a final 2027-2031 strategic plan incorporating the comments and feedback received

c) Output Deliverables

At the end of this consultancy, the consultant will be expected to have submitted the following:

1. A report on the review of GEM Trust's 2022-2026 strategic plan
2. GEM Trust's 2027-2031 strategic plan

The consultant is expected to submit an inception report, which will contain objective and scope, description of assignment methodology/methodological approach, data collection tools and work. As a result of the completion of the various consultation workshops, it is envisaged that stakeholder summary consultation report, report on the review of the 2022-2026 strategic plan, zero draft 2027-2031 Strategic plan and final 2027-2031 Strategic plan.

d) Time Schedule

Duration: This assignment is for a period of 35 days

Activity	Deliverable	Duration(days)
Facilitate discussions with the secretariat, on the implementation of the current strategic plan and expectations for the next strategic phase 2027-2031.	A synthesized record of staff feedback detailing successes, operational bottlenecks in the current plan, and staff recommendations for the 2027-2031.	2
Facilitate discussions with the board of Trustees on the implementation of the current strategic plan and their vision for the 2027-2031 phase.	A consolidated summary of the Trustees' strategic direction, risk appetites, and long-term vision for the organization's next phase.	2
Review the current strategic plan	A data-driven assessment mapping current achievements against initial targets, including root causes for uncompleted milestones.	6 days
Prepare and present a report on the review of the current strategic plan	A formal document and slide deck presented to governance structures, highlighting key learnings, environmental shifts, and recommendations for the upcoming strategic cycle	5 days
Develop a draft strategic plan using an agreed upon outline, operational plan, and budget	A working draft comprising updated theory of change, strategic pillars, goals, a multi-year budget, and an operational plan outlining assigned responsibilities and timelines.	10 days
Develop a final 2027-2031 strategic plan incorporating the comments and feedback received	The comprehensive, board-approved document incorporating all feedback, ready for internal and external publication, accompanied by an monitoring and evaluation framework.	10 days

4.0 Key Performance Indicators

Performance indicators are outlined in the above matrix as deliverables aligned to specific tasks.

5.0 Evaluation Criteria

The Consultant

The ideal Consultant for this assignment should preferably have a master's degree in the field of Strategic management, Organizational Development, Public Administration, Development Studies, or a related social science field and must have demonstrable experience of not less than 7 in undertaking similar work.

In addition to foregoing, the applicants should:

1. Advanced degree in master's degree in strategic management, Organizational Development, Public Administration, Development Studies, or a related social science field.
2. Minimum of 7 to 10 years of experience leading strategic planning, specifically for NGOs, civil society, or international development organizations.
3. Has proven experience in NGO focused organization development
4. Excellent ability to design participatory processes that engage beneficiaries, staff, board members, and donors
5. Solid grasp of the local governance, regulatory, and policy landscape in Kenya.
6. A proven track record of successful strategy completion
7. Ability to develop a Theory of Change, results frameworks, and sustainability/resource mobilization strategies.
8. Proficiency in conducting thorough environmental scans, including SWOT and PESTEL analyses.
9. Capacity to integrate key performance indicators (KPIs) and learning frameworks to track long-term progress.
10. Strong interpersonal and conflict-resolution skills to guide diverse groups toward a shared organizational vision.
11. Submit a detailed CV with relevant certificates to info@gem.or.ke