



URAIA TRUST
STRATEGIC FRAMEWORK DEVELOPMENT 2026 – 2030
CONSULTANCY TERMS OF REFERENCE

1.0 INTRODUCTION

Uraia Trust is seeking the services of a consultant to assist in the development of the 2026 - 2030 Strategic Framework.

Uraia Trust is a facilitative national organisation whose mission is “*To provide quality civic education and empower citizens to realize their constitutional aspirations.*”

Uraia’s mandate is set out in its constitutive instrument, the Trust Deed, and includes:

- a) Initiate, develop, manage, and monitor civic education and engagement in Kenya.
- b) Initiate, nurture, supervise, and coordinate groups that have been or will be formed for the purpose of promoting and developing the civic education program.
- c) Mobilise resources and develop partnerships to support gender-responsive civic education and engagement.
- d) Support the development objectives and or support the development of the organisational capacity of partners and or participating organisations supported by the Trust.
- e) Support public participation and engagement by Kenyan men and women in the programme of civic education either as initiators, trainers, and or trainees of gender-responsive civic education on all existing and emerging issues regarding but not limited to the Kenyan Constitution.
- f) Facilitate gender-responsive civic education and engagement through affirmative action of the youth, minorities, marginalized groups, and people with disabilities.
- g) Foster free and fair elections, and participation of men and women in the electoral processes by way of voter education, monitoring all electoral processes, and advocating for the democratic values of fairness, independence, integrity, credibility, openness, and accountability to all stakeholders, including the National Electoral Management Body.
- h) Nurture the spirit of nation-building amongst all institutions of governance including the three arms of Government and the general public in Kenya; and
- i) Ensure the provision of effective accountability mechanisms and enhance transparency, equity, and accountability in the Trust.

Uraia discharges this mandate through Strategic plans or frameworks with the current one being for the period 2021-2025. The current Strategic Framework, available on Uraia's [website](#), focused on the goal of "an empowered, engaged and values-based citizenry."

2.0 OBJECTIVES OF THE CONSULTANCY

The primary objective of the consultancy is to assist Uraia Trust to develop a robust Strategic Framework for the period 2026 to 2030, that is aligned to the Trust's mandate and mission, and which earns the commitment and ownership of the Trust's key stakeholders. Specifically, the Consultant will be required to:

- a) Undertake an internal analysis of the Trust to understand Uraia's mission, vision, values and performance against the previous Strategic framework, its continued relevance and comparative advantage, and distil the key challenges and lessons that will inform the 2026-2030 Strategic Framework.
- b) Conduct an external analysis of the global, national and sector context against Uraia's mandate and strategy, and provide insights that will make the 2026-2030 Strategic Framework more relevant, impactful and continue to curve out Uraia's niche.
- c) Engage Uraia's leadership, staff and key stakeholders in developing a robust Strategic Framework that takes into account a clearly defined theory of change, any priorities that require to be carried forward as well as new ground to be covered during the strategy period. The Strategic framework should be capable of translation into implementation plans, including recommendations relating to resource and capacity requirements, as well as performance, accountability and learning processes.
- d) Present the draft Strategic Framework to the leadership of the Trust and incorporate recommended revisions.
- e) Validate the proposed Strategic Framework with key stakeholders.

3.0 APPROACH AND METHODOLOGY

The Consultant will be at liberty to set out their approach and methodology which is expected, at a minimum, to include the following:

- a) **Inception phase** - This will include mobilisation of the team, preliminary review of documents, confirmation of the approach and methodology as well as work plan to deliver the assignment. Any issues requiring resolution or clarification with the leadership of Trust will be concluded during this phase. Within one month of commencement, the Consultant will be expected to deliver an Inception report that is consistent with their proposal and takes into account any new insights obtained during this inception phase. This Inception Report will be the primary basis for assignment control and monitoring.
- b) **Document review** – As part of the process of developing the Strategic Framework, the Consultant will be required to carry out a review of various documents including but not limited to: Trust Deed; previous Strategic Plans/ Frameworks; various performance, monitoring and evaluation reports, Scenarios reports; global, national and sector reports; and any other reports that the Consultant may identify as relevant to the assignment.
- c) **Generate global, continental, national and sector insights** – The Consultant will be required to bring a global mindset and clearly demonstrate in their proposal the unique value they will add by bringing current

thought leadership relevant to Uraia’s mandate and the context in which the Trust will operate during the strategy period.

- d) **Comprehensive stakeholder mapping and analysis** - This will involve consultations and mapping of key stakeholders and their role or contribution to delivering the Strategic Framework. Such stakeholders will include but not limited to: Uraia leadership and staff; general public, civil society groups, Uraia Civic Educators and Implementing Partners, government officials, Constitutional Commissions, Development Partners, and the media.
- e) **Strategic Framework development** – The Consultant will be required to clearly articulate the approach to consolidating all strands into a coherent and robust Strategic Framework, that is owned, and understood by a critical section of stakeholders, and capable of winning their commitment to its implementation.
- f) **Prepare draft Strategic Framework** – This will require the Consultant to prepare and present a draft Strategic Framework to the Uraia Leadership and obtain final sign –off to produce a Draft Final Strategic Framework which will be subject to final validation.
- g) **Validate and issue final Strategic Framework.** Uraia leadership together with the consultant will engage a diverse set of stakeholders and the Uraia ecosystem to validate the Draft Final Strategic Framework.

4.0 DELIVERABLES AND TIME FRAME

Uraia Trust expects to have concluded the selection of the suitable consultant and contract signed by 14th April 2025. The deliverables and related timelines are set out below.

DELIVERABLE	TIMELINE
An inception report within one month of signing the agreement	15 th May 2025
Stakeholder mapping and analysis	16 th June 2025
Draft Strategic Framework	15 th August 2025
Final Strategic Framework (validated)	15 th September 2025

The Consultant will be at liberty to propose and justify their own timelines based on their understanding of the terms of reference and their unique approach and methodology.

5.0 QUALIFICATIONS, SKILLS & EXPERIENCE

The Consultant/Consultancy firm selected must meet mandatory regulatory requirements, and demonstrate the following expertise:

- a) Extensive demonstrable experience in strategy and organizational development, and in particular, for civil society organisations working in the area of governance.
- b) Good understanding of Kenya’s governance, civil society, and civic education context.
- c) Experience in developing strategies focusing on the inclusion of minority and marginalised groups, applying gender analysis and value for money principles.
- d) Extensive experience in learning, documentation, monitoring, and evaluation.

- e) Demonstrated experience in translating strategies into budgets and requisite and resource mobilization.
- f) Strong research and analytical skills with the ability to listen and effectively communicate.
- g) Ability to consolidate ideas from multiple stakeholders, and work under pressure within stipulated timelines and with minimal supervision
- h) A competent team with relevant experience and qualifications, including a Master’s degree in Strategic Management or any other relevant Social Sciences from a recognized University.

6.0 MANAGEMENT OF THE ASSIGNMENT

The Consultant shall deliver the final Strategic Framework to the Board of Trustees. Day to day management of the assignment shall be through the Executive Director who shall work with the Senior Leadership Team. All stakeholder and validation workshops will be funded outside the consultancy budget.

7.0 EVALUATION CRITERIA

Proposals will be evaluated in a four-stage process: mandatory requirements, technical proposal, financial proposal and overall evaluation.

7.1 Mandatory requirements

No	Requirement
1.	Copy of Certificate of Incorporation/ Registration
2.	Copy of Valid Tax Compliance Certificate
3.	PIN Certificates for entity/ team members

Only consultants who meet these mandatory requirements will proceed to the technical evaluation stage.

7.2 Technical evaluation

Technical proposals will be evaluated against the criteria set out below:

Criteria	% Score
A. Specific experience of the firm <i>(based on the experience sheets submitted and their relevance to the TOR)</i>	15%
B. Approach, methodology and work plan <i>(based on alignment to the TOR, the activity schedule and overall work plan)</i>	35%
C. Qualifications and experience of key staff <i>(based on CVs of Project Director, Team Leader and Key Staff)</i>	40%
D. Unique value <i>(demonstrated in the approach and methodology)</i>	10%

Only Technical proposals that score a minimum of 70% will proceed to the evaluation of the financial proposal.

7.3 Financial evaluation

Technical proposals which meet the minimum of 70% will proceed to financial evaluation where the firm with lowest financial bid will be allocated the 100% of the financial proposal score (FPS). Other financial proposals will be evaluated relative to the lowest financial proposal as follows:

$FPS = FP / LFP \times 100\%$ where FP is Financial Proposal and LFP is Lowest Financial Proposal.

7.4 Overall evaluation

The overall evaluation will be based on the relative weight of the Technical and Financial Proposals in the ratio 70:30.

The final score will be computed as follows:

$OPS = (TPS \times 70\% + FPS \times 30\%)$ Where OPS is Overall Proposal Score, TPS is Technical Proposal Score from 7.2 above, and FPS is the Financial Proposal Score from 7.3 above.

8.0 SUBMISSION OF SEPARATE TECHNICAL AND FINANCIAL PROPOSALS

8.1. Submission Guidelines

a. Format and Separation of Proposals

Technical Proposal: The Technical Proposal must outline the consultant's understanding of the assignment, methodology, approach, work plan, and relevant experience as well as the roles of Project Director, Team Leader and Key staff for the assignment.

Financial Proposal: The Financial Proposal should detail all costs associated with the assignment, including fees based on specified rates and days for individual team members, travel, and other reimbursable expenses, and applicable taxes. The financial proposal will not be opened until the conclusion of the technical evaluation.

Please note that:

- i. The Financial Proposal should be in the form of a **password protected, PDF document**.
- ii. Do **NOT** include the password within the email or the submission documents.
- iii. The evaluation team will request the password from the qualified firms/individuals proceeding to the next stage – financial evaluation. The firms/individuals will have scored a minimum of 70% on the technical proposal evaluation.
- iv. The password request will be via email - uraiafinancialstrategicframework2@uraia.or.ke
Ensure that the Technical and Financial proposals are submitted online ***ONLY*** as separate documents to two separate Email addresses as below.

b. Delivery Method

Email Submission Instructions:

- i. Technical Proposals must be submitted via email to uraiatechnicalstrategicframework2@uraia.or.ke
- ii. Financial Proposals must be submitted via email to uraiafinancialstrategicframework2@uraia.or.ke

c. Submission Date and Time

Proposals must be submitted by 31st March 2025, at 5:00 PM EAT. Late submissions will not be accepted.

8.2. Contact Information for Inquiries

For any clarifications or questions, please contact the Uraia Trust team via the following email address – inquiriesstrategicframework2@uraia.or.ke

All communications should be made via the above email addresses and any requests for information or clarification must be received not later than 21st March 2025.

9.0 CONFIDENTIALITY

The consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultant under the assignment shall become and remain properties of Uraia Trust.

ACTIVITY WORK SCHEDULE FOR THE ASSIGNMENT

As part of the Technical proposal, the Consultant will prepare an activity schedule that will set out all phases, activities and tasks in the format set out below:

Activity	Name of staff	No of days	April 2025 – week commencing			May 2025 - week commencing				June 2025 - week commencing					July 2025 - week commencing				Aug 2025 - week commencing				Sept 2025 - week commencing			
			14 ^h	21 ^a	28 ^b	5 ^h	12 ^h	19 ^h	26 ^h	2 ^d	9 ^h	16 ^h	23 ^d	30 ^h	7 ^h	14 ^h	21 ^a	28 ^h	4 ^h	11 ^h	18 ^h	25 ^h	1 ^t	8 ^h	15 ^h	
TOTAL																										