

## Terms of Reference for Consultancy To Develop A 5 Year (2022-2026) Strategic Plan for Jonathan Jackson Foundation (JJF).

### INTRODUCTION

Jonathan Jackson Foundation (JJF) is a not-for-profit organization formed in March 2019 and registered in July 2019 to leverage on the power of local communities through youth, women and differently abled persons groups in Kenya to create lasting social & economic change. JJF's mission is to work with communities in Kenya to uplift the most vulnerable persons through economic empowerment. JJF initiates and scales up community projects to ensure tangible, positive impact and accountability for the community-based organizations (CBOs), partners and stakeholders. JJF is active on the ground and operates within the local communities to ensure that resource allocation is directed at direct project implementation done in a scalable and sustainable manner. JJF has 14 full time staff with 4-member advisory board and serves approximately 2,000 youths in Nairobi informal settlement through 3 Strategic Programme Pillars: Economic Empowerment, Sports, and Humanitarian Assistance (Jenga Jirani Initiative). JJF programmes aim to strengthen the capacity of the vulnerable youth, women and PWDs marginalized areas and build businesses in these informal settlements. The two objectives are detailed below.

### Objectives of JJF

**Objective One:** Increasing access to income-generating opportunities by supporting skills development, vocational training, provision of tools and equipment, and seed funding to micro and small enterprise (MSEs) for community groups focused on creating jobs dubbed '*Ma Youths Na Job.*'

### PILLAR ONE:

**Economic Empowerment:** JJF implements Economic Empowerment Programmes with the aim of developing of business skills, provision of mentorship ad psychosocial support, and development of social enterprises/local businesses in urban informal settlements. The programme accelerates youth's ability to earn, save, spend, and invest, despite modest income levels and opportunities leading to their participation in community development as economic actors. The Programmes are designed to include 5-steps model including (i) Group Mobilization (Selection of beneficiaries), (ii) Skills Training & Qualification, (iii) Starting Businesses, Incubation & Acceleration (iv) Business Valuation, Repayment of Grant (v) Business Autonomy & Scale -Up.

Below are some programs within the economic empowerment (building businesses) pillar:

- I. **Jenga Bizna (Accelerator) Program I** (Formerly Mini MBA Programme)  
A 3-months social entrepreneurship business training with 12 months business startup and acceleration.
- II. **Jenga Bizna (Accelerator) Program II** (Formerly Somo Africa Programme)  
Advanced 3-months social entrepreneurship business training with 12 months business startup and acceleration.
- III. **Jikuze Hairdressing (Incubator) Programme** (Formerly Fresh Cuts Programme)  
A 2-months hairdressing and beauty skills training.
- IV. **Jifafanue (Mentorship) Programme**  
A 6-month psychosocial support and mentorship – continuous dialogue, guidance, and counseling of the selected vulnerable youth and women groups.

The foundation also has a long-term plan to build a youth technical training center.

JJF's opportunity to support community groups through starting, growing, sustaining, upscaling and replicating community centered businesses has metamorphosed from Community Development; Jobs and Training, Economic Empowerment and to now Building Businesses (*Jenga Bizna*). Notwithstanding this change, the aim of this programme has remained the same i.e., providing job opportunities, increasing, and or improving income and sustaining livelihoods. The *Jenga Bizna* programme targets accelerating an individual youth's ability to participate in his/her community as an economic actor in order to make decisions for his/her own financial well-being, as well as that of his/her community group.

***Objective Two:** Increase access to sports and recreational facilities that help support JJF soccer and basketball programme through Simba Wa Nairobi and Bakee Mtaani (basketball in the hood) projects, respectively.*

#### **PILLAR TWO:**

**Sports:** JJF focuses on promoting basketball and football sporting activities within the informal settlement. Under **Bakee Mtaani**, JJF constructed its pioneer basketball court at Gatina Primary School in 2020. Currently the court engages over 500 people while two community teams both for girls and boys have been formed. Every Thursday, 5 community volunteers conduct basket clinics to train a group of 50 pupils. JJF is currently constructing 2 additional basketball courts in Riruta BP Stadium and Riruta HGM Primary School while plans are underway to build nine more full or half courts in other communities.

In April 2019, JJF acquired **Nairobi City Stars (NCS)** – a Kawangware based men’s soccer team on the verge of being relegated to the third tier of Kenyan football league. With the support of JJF sponsorship became the 2019/20 champions of the National Super League and earned their promotion to the Kenya’s top league where they currently compete. Transforming communities through sports is one of the effective ways JJF is using to build a better society. JJF focus on developing football from the grassroots level and has plans to build a football academy to advance the uptake of professional footballing in Kenya.

### **PILLAR THREE (ADDITIONAL):**

***Jenga Jirani – COVID-19 Response:*** In March 2020, JJF developed the Jenga Jirani Initiative (JJI) – a COVID-19 response programme geared towards providing humanitarian assistance to households living on the edge of hardship and acute hunger including those of critically ill persons and severe disabilities. By December 2020, the Jenga Jirani Initiative had successfully supported nearly 10,000 households, supplied approximately 2.1 million meals translating to 240 tons of dry food within 60 villages covering 7,600 kilometers and provided casual employment to over 900 youths. The JJI also installed 100 handwashing stations among small scale businesspeople within Dagoretti subcounty and supported 1,500 teenage girls with sanitary hampers.

In November 2021 JJF and our partners organized a **Jenga Jirani Charity Festival (JJCF)** an online fundraising event whose proceeds were directly transferred to four CBOs in Garissa, Kisumu, Migori and Tharaka Nithi Counties. Currently the four JJCF beneficiary partners are implementing a six (6) month project on increasing coping and adaptation mechanisms to the effects of COVID-19 through economic recovery and sexual and reproductive health initiatives.

### **PURPOSE**

Over the past two years, JJF has often been at the forefront of socioeconomic change especially amongst the youth, women and PWDs who are Not in Employment, Education or Training (NEET). As an organization we are working with marginalized communities around Kenya’s informal settlement towards achieving the following sustainable Development Goals (SDGs).

- ❖ **Goal 1.** End poverty in all its forms everywhere.
- ❖ **Goal 2.** End hunger, achieve food security and improved nutrition.
- ❖ **Goal 4.** Promote lifelong learning opportunities for all.
- ❖ **Goal 8.** Promote sustained, inclusive, and sustainable economic growth, full and

productive employment, and decent work for all.

❖ **Goal 11. Sustainable Cities and Communities.**

As we begin our third year of work, JJF is launching a re-visioning process. While honoring the achievements of the past, we wish now to look honestly and faithfully at the challenges and needs of this 21<sup>st</sup> century and to re-examine our place in alleviating the plight of youth, women and PWDs.

We envision a strategic planning process which reaches out broadly to partners and community groups we serve to answer the questions:

- 1) *How best can we (JJF) help build sustainable micro and small enterprises (MSEs) amongst groups of NEET(Not in Employment, Education or Training) people from Kenya's informal settlements?*
- 2) *How can JJF promote basketball development and growth within the informal settlements in Kenya?*
- 3) *How can JJF respond to humanitarian needs within marginalized and informed settlements in Kenya?*

The purpose of this Request for Proposal (RFP) is to invite prospective bidders to submit a proposal to facilitate this process, and to work closely with us to develop and disseminate a new strategic plan for 2022-2026.

The strategic planning process will be under the direction of the JJF Chief Executive Officer, as approved by JJF Board of Directors in October 2021. Consultations and information gathering will be done in conjunction with key staff members in the JJF Office.

## **REQUIREMENTS AND SCOPE OF WORK**

JJF operates in 5 counties i.e., Garissa, Kisumu, Migori, Nairobi and Tharaka Nithi on programs related to economic empowerment, sports, and humanitarian assistance. The consultant (s) will work under the Chief Executive Officer (CEO) assisted by the Finance and Admin Director and Director of Program. The process will be closely coordinated with and guided by the Board and staff members. The assignment envisions a highly engaged consulting role that is deeply involved in gathering, processing, and summarizing the information generated through consultative and participation processes. The planning process should be conducted in a manner that listens intently to the staff, stakeholders, in particular, communities with which JJF works as well as key partners including donors.

## Scope of the Strategic Plan

JJF envisions a thorough strategic planning process that helps to set JJF's overall goals and build communities and develop a plan to achieve shared direction for our organization under a renewed vision. The Strategic Plan 2022 - 2026 should, therefore:

- ❖ Undertake a re-articulation of the Mission/Vision/Objectives;
- ❖ Conceptualize a more focused JJF organizational development and growth at both local, national and international levels;
- ❖ Develop agreed frameworks, directions, and strategies for the key areas of focus;
- ❖ Promote organization-wide collaboration for greater impact;
- ❖ Articulate approaches that would lead to tighter more focused and high-impact programs;
- ❖ Develop resource mobilization strategy;
- ❖ Determine organizational management and governance structures that will enable efficient and effective implementation of the plan; and
- ❖ Ensure ongoing monitoring to measure plan progress and adjust based on changing conditions.

The Plan itself should remain at a strategic level. That is, it will provide clarity on general program directions and internal goals, while avoiding engagement with detailed work plans or program descriptions, which will be work of staff and specific governance groups during implementation.

## PROPOSAL SUBMISSION REQUIREMENTS

The following schedule applies to this RFP, but may change in accordance with JJF's needs or unforeseen circumstances:

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| ❖ Issuance of RfP:                          | Oct 21st, 2021.5.00P.M                 |
| ❖ Technical Questions/Inquiries Due:        | Oct 26 <sup>th</sup> , 2021, 5:00 P.M. |
| ❖ Proposals Due:                            | Oct 29 <sup>th</sup> , 2021, 5:00 P.M. |
| ❖ Interviews with Finalists:                | Nov 3 <sup>rd</sup> , 2021, 8.00 A.M   |
| ❖ Estimated Date of Selection Notification: | Nov 5 <sup>th</sup> , 2021, 5.00PM     |

- ❖ All proposals must be received by **Friday October 29<sup>th</sup>, 2021**. Proposals received after this deadline will not be given primary consideration. A letter of interest and proposal should be sent to [info@jonathanjacksonfoundation.org](mailto:info@jonathanjacksonfoundation.org) copy to [diana.sifuna@jonathanjacksonfoundation.org](mailto:diana.sifuna@jonathanjacksonfoundation.org) in Adobe PDF format. Other formats will not be accepted. Proposals will be accepted from both firms and individual consultants.

Consultants selected for further consideration must be available for an interview on **Wednesday 3<sup>rd</sup> November 2021.**

The proposal itself should be no more than seven (7) pages in length and should address the complete scope of work and deliverable. Work samples, including examples of strategic plans and other relevant information previously delivered needs to be submitted as links or as appendices. Proposals should include the following sections:

### **Organization/Consultant Background**

State the name of the organization and/or consultants. If an organization, describe the general nature of its work and specifically name the lead consultant who will be conducting the work. Describe the education, skills, and experience that uniquely qualify the lead consultant and his or her team for this work. Proposals must include three examples of **related** work completed with contact information for the organizations served.

### **Statement of Proposed Work**

**Methodology:** JJF is looking for consultants who will partner closely with us and engage regularly with staff and other key stakeholders throughout the strategic planning process. Describe in succinct terms the methodologies proposed to complete the strategic planning process including:

- ❖ The approach to partnership and team building. How would you and/or your organization build and maintain an engaged relationship with the key stakeholders in the strategic planning process?
- ❖ Creative ideas and methods for data gathering and information dissemination appropriate for the organization.
- ❖ Ways to ensure cross-fertilization of ideas and feedback loops between the departments.
- ❖ Innovative ideas for ongoing communications strategy that engages various constituencies and clarifies when and how people can participate.
- ❖ Ideas or examples of how to present and promote the finalized plan.

**Workplan:** Describe the work plan for the strategic planning process, including key milestones, timetable for completion of specific tasks, the personnel needed to complete tasks, and expectations for support and assistance from JJF. The work plan should include regular consultation with key staff and community partners and or groups, external

partners including donors starting with an initial meeting to present the strategic plan design and make any necessary adjustments. Proposals may also include other activities deemed necessary by the consultant and specified within the work plan.

JJF anticipates that this process will include some travel by the consultant[s] to specific program sites. Logistics such as transport to the community partners and or groups will be arranged by JJF staff according to JJF Policies and guidelines, unless a specific request is made by the consultants to manage their own arrangements.

### **Budget and Deliverables**

Provide a detailed budget as well as a description of the specific deliverables that will be submitted, the timeline (with dates for completion of individual planning stages) and expected schedule of compensation.

Deliverables are expected to include:

- ❖ Stakeholder matrix; carry out external partner and stakeholder review to assess their relevance and contribution to the new strategy 2022-2026.
- ❖ Review the institutional capacity, organizational set-up, financial and administrative systems against the JJF mandate.
- ❖ Through a consultative and participatory process, conduct a SWOT and PESTLE analysis and use the information to refocus and redefine the existing Vision and Mission of JJF, identify key focus or result areas and develop Strategic Objectives.
- ❖ Review the current JJF Oorganogram and in consultations with the JJF staff, management and the board, design one that will ensure that JJF delivers the 2022 – 2026 SP.
- ❖ Facilitate key meetings with the JJF team to develop new strategies for the period 2022 – 2026 SP.
- ❖ Hold stakeholder meeting(s) / workshop to validate the Draft Strategic Plan.
- ❖ Lead the writing of JJF strategic plan for period (2022 – 2026) including a results and resources framework.
- ❖ To produce a final document; Strategic Plan (2022 – 2026).
- ❖ A Monitoring, Learning and Evaluation plan/ Framework for the SP.
- ❖ Report on the process including stakeholder consultations and other proceedings.
- ❖ A realistic sustainability strategy developed.
- ❖ Include any other information deemed important, but not specifically required elsewhere.

## PROPOSAL EVALUATION CRITERIA

- ❖ The evaluation of each proposal will be based on demonstrated competence, compliance, format, and organization.
- ❖ Approach, thoroughness, and completeness of the proposal (30%).
- ❖ References and past performance with multi-cultural, national and or international organizations engaged with youth, women and PWDs (30%).
- ❖ Expertise in participatory processes, including details on key personnel (20%).
- ❖ Price (20%).

### Qualification:

- ❖ University degree (PhD or Masters) in organizational development, social sciences, business management, strategic planning, or other related fields.
- ❖ At least 10 years of relevant experience in NGO sector (Strategic Plan Development and organizational development).
- ❖ Experience in working with youth, women, and persons with disability.
- ❖ Evidence of having undertaken similar assignments in the past.
- ❖ Demonstrate current knowledge and understanding of the economic empowerment, sports, and humanitarian landscape both locally and internationally.
- ❖ Demonstrated excellent interpersonal and professional skills interacting with development partners.
- ❖ Experience with participatory approaches in conducting assessments and facilitating strategic planning processes.

### The consultant(s) should demonstrate:

- ❖ Experience with organizations of similar or comparable scale.
- ❖ Skill at facilitation of inclusive and participatory team processes.
- ❖ Clarity in writing and presentation of information.
- ❖ Experience with multi-cultural organizational development and change management.
- ❖ Knowledge of qualitative data analysis/ participatory research and ability to apply that to both internal processes and external research, and information collection.
- ❖ Skill at designing processes for facilitation of focus groups, listening sessions.
- ❖ Experience with NGOs and/or in International Context.
- ❖ Knowledge of latest thinking in social change organizing and roles of NGOs.
- ❖ A strong background in, and commitment to, empowering the youth, women



and PWDs.

- ❖ A thorough understanding of programming and implementation of community-based activities on economic empowerment, sports, and humanitarian assistance.
- ❖ Practical experience in supporting non-profits to develop viable expansion strategies, social enterprises and community organizations that apply commercial strategies to maximize improvement in financial, social and environmental well-being.
- ❖ Creative in drafting strategies of responding to youth unemployment.

**Skills or experience considered beneficial:**

- ❖ Survey design and processing.
- ❖ Advocacy organizations.
- ❖ Program design, implementation, management.
- ❖ Peace and social justice issue research.
- ❖ Faith-based organizations.

**DURATION:** The development of the Strategic plan will take a maximum of 5 weeks commencing from **Tuesday 9<sup>th</sup> November 2021.**

**HOW TO APPLY**

Interested candidates should submit the following:

- ❖ A write-up showing why you think you are most suitable for this consultancy.
- ❖ Using the guidelines on the scope of work, develop a detailed technical proposal with clear timelines.
- ❖ Financial proposal showing the total cost of consultancy.
- ❖ Evidence of having undertaken a similar assignment in the past specifying the work done and the client.
- ❖ Detailed curriculum vitae of the main consultant and the support consultants (if any) to be involved in the assignment, with relevant supporting documents.

If you believe you are the right candidate for the above consultancy and can clearly demonstrate your ability to deliver on it and meet the qualifications required, then submit the above-mentioned documents to [info@jonathanjacksonfoundation.org](mailto:info@jonathanjacksonfoundation.org) copied to [diana.sifuna@jonathanjacksonfoundation.org](mailto:diana.sifuna@jonathanjacksonfoundation.org) with the subject heading **Consultancy for Strategic Plan development.**

The closing date for applications is **Friday 29<sup>th</sup> October at 5.00 PM.**