



CONSULTANCY

EVALUATION OF CURRENT STRATEGIC PLAN (2018-2023) AND DEVELOPMENT OF THE NEXT STRATEGIC PLAN (2023-2028)

Background:

Kilimo Trust is a not-for-profit organisation working on agriculture for development across the East African Community. Kilimo Trust implements market-led agricultural value chain development projects in East Africa on behalf of donors, governments, and the private sector. The company's core business is to structure national and regional trade in agricultural products. Kilimo Trust's headquarters is in the Republic of Uganda and has fully-fledged subsidiaries in Kenya, Rwanda, and Tanzania.

The organisation supports different value chain actors (input suppliers, farmers, traders, processors, exporters, providers of technologies, financial institutions, business advisory service providers etc.) to be competitive players in agricultural market systems. This is done through (i) establishing sustainable private-private and public-private partnerships along target agricultural value chains, (ii) building capacity of value chain actors in identified gaps especially agribusiness, (iii) supporting development of policies and strategies for agriculture development at the national and regional level, and (iv) undertaking value chains and end markets assessments.

Scope of Work:

The overall objective of this consultancy is to review the current strategic plan and develop the next five (5) year strategic plan for Kilimo Trust to ensure that the organization fulfils its vision of a sustained and equitable wealth creation, food and nutrition security for small holder farmers and other value chain actors.

The specific objectives of the consultancy include:

- a) To evaluate the current strategic plan (2018-2023).
- b) Formulate the next 5-year strategic plan (2023-2028), with proposed budgets, targets and operational plans that translate the strategy into specific actions for implementation.
- c) Prepare a Monitoring and Evaluation Framework for monitoring implementation of the strategic plans.

The Consultant(s) tasks will include the following:

- 1) Develop a consultative process/ mechanism for the evaluation of the current strategy and preparation of the new strategic plan taking into consideration the involvement of staff, management, the board, key stakeholders/partners in the public and private sectors at regional and national levels including funding partners.
- 2) Undertake benchmarking of best practices of similar organizations and identify opportunities for growth aligned to the needs of the EAC.
- 3) Organize and conduct consultations, meetings, interviews, and brainstorming sessions with various stakeholders in the agricultural sector as well as partners to elicit inputs, ideas, opinions including recommendations for the new plan.

- 4) Identify strategic priorities and activities the organisation needs to undertake to support the Ag sector including supporting recovery from the impact of shocks such as COVID 19 and build resilience to other environmental, social and economic shocks as well as remain globally competitive.
- 5) Develop and formulate, in consultation with the board, staff and management the new strategic plan.
- 6) Prepare an operational plan for the strategy.
- 7) Cost the strategy proposed and recommend funding sources to implement the plan.
- 8) Develop a Monitoring and Evaluation framework to monitor the implementation of the plan, including baseline assessment components - reliable and relevant including measurement strategies.
- 9) Present the draft and final strategic plan to the board, management and staff.

Qualifications and Competencies of Successful Firm:

- a) Demonstrated experience in reviewing, evaluating, and developing strategic plans in East Africa/sub-Saharan Africa (Experience with NGOs is an added advantage).
- b) At least 10 years of relevant demonstrated experience in the development of organisational and programmatic related strategic plans through a consultative process with government agencies, civil society organizations, private sector and development partners in East Africa/Africa.
- c) Demonstrated understanding of global agricultural development trends in the context of East Africa and Africa.
- d) Excellent analytical ability
- e) Good communication skills and stakeholder engagement competencies
- f) Demonstrated integrity and ethical standards.
- g) Excellent English writing, presenting (and other communication) skills.
- h) Flexible approach to planning and responsive to contextual changes.

Expected Outputs, Deliverables and Duration:

The key deliverables of this assignment include.

- 1) An inception report on the assignment within five (5) workdays of signing of the contract detailing the understanding/ interpretation of the TORs; the methodology of carrying out the assignment; work plan and implementation schedule.
- 2) An evaluation report of the current strategy 40 workdays of signing the contract.
- 3) A draft strategic plan, M & E framework, and operational plan within 80 working days of signing the contract.

The **successful firm** shall be provided with the necessary internal documents and will be expected to review other secondary sources.

All Interested Firms must submit their Expression of Interest (EoI), Financial Proposal, Company Profile and two reference letters from their clients online via email to recruitment@kilimotrust.org by the 6th February 2023 at 11:00pm.

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