



CONSULTANCY SERVICES TO UNDERTAKE END-TERM REVIEW OF THE NCCK 7TH CORPORATE PLAN (2019-2023) AND DEVELOPMENT OF EIGHTH CORPORATE PLAN FOR PROGRAMMES OF THE NATIONAL COUNCIL OF CHURCHES OF KENYA (2024-2028)

TENDER NO: NCCK/RFP/001/2023

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CLOSING DATE: JUNE 9 2023 AT 10:30 A.M

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SECTION 1 (A) - REQUEST FOR PROPOSAL (RFP)

TENDER DESCRIPTION: CONSULTANCY SERVICES TO UNDERTAKE END-TERM REVIEW OF THE NCCK 7TH CORPORATE PLAN (2019-2023) AND DEVELOPMENT OF EIGHTH CORPORATE PLAN FOR PROGRAMMES OF THE NATIONAL COUNCIL OF CHURCHES OF KENYA (2024-2028) TENDER NUMBER: NCCK/RFP/001/2023.

- i The National Council of Churches of Kenya (NCCK) is a family of Christian communions and organizations in fellowship and witness. The membership of NCCK currently comprises of 32 member churches and 17 Christian organizations. NCCK was founded in 1913 during the United Missionary Conference held at Thogoto, Kikuyu. As such, NCCK is the oldest ecumenical organization in Kenya, and continues to carry forward the goal of promoting unity of the church in Kenya. This legacy extends to the entire continent, where NCCK is the oldest and most consistently operational Church Council.

NCCK envisions 'One Church; United in Faith and Mission Witnessing to Jesus Christ and Transforming Lives', while the mission is 'Holistic transformation of lives for a just, resilient and sustainable society'. Further, the theological mandate of NCCK is 'to manifest Christian faith and mission and strengthen members to fulfil their mandates.' The core values of NCCK on the other hand include Integrity, Stewardship, Professionalism, Partnership, and Servanthood.

- ii The Council invites sealed tenders from interested, qualified and competent Consulting firms and individuals possessing the requisite license, skills, resources and experience for the provision of End-term Evaluation for the Retiring Corporate Plan (2019-2023) and Development of New Corporate Plan (2024-2028).
- iii Interested eligible candidates may obtain further information from and inspect the tender documents at the NCCK Procurement Office at 3rd Floor, Jumuia Place Boardroom., 3rd Floor on Lenana Road, Off Argwings Kodhek Road between 9:00am to 4:00pm, Monday to Friday excluding Public Holidays.
- iv The tender document can be accessed and downloaded from the Council's website www.ncck.org free of charge.
- v The firms that download the document must arrange to forward their particulars/contacts to Procurement through email address procurement@ncck.org before the closing date for records and for the purposes of receiving clarifications and/or addendum, if any.
- vi Prices quoted should be inclusive of all taxes, must be expressed in Kenya shillings and shall remain valid for a period of 120 days from the closing date of the tender.
- vii Tenders shall be Tape Bound, paginated and serialized in the correct sequence. Spiral binding will lead to disqualification.
- viii Duly completed RFP documents, in a plain sealed envelope marked; "CONSULTANCY SERVICES TO UNDERTAKE END-TERM REVIEW OF THE NCCK 7TH CORPORATE PLAN (2019-2023) AND DEVELOPMENT OF EIGHTH CORPORATE PLAN FOR PROGRAMMES OF THE NATIONAL COUNCIL OF CHURCHES OF KENYA (2024-2028) TENDER NUMBER: NCCK/RFP/001/2023" should be deposited in the NCCK tender box on the 3rd Floor, Jumuia Place Reception. along Lenana Road off Argwings Kodhek Road on or before **JUNE 9 2023 AT 10:30 A.M**

**The General Secretary,
National Council of Churches of Kenya,
P.O. Box 45009, Nairobi 00100.
Tel. Tel: +254 20 2721249, 0714606971, 0721388277
Website: www.ncck.org**

- ix The Technical and Financial proposals should be enclosed in separate envelopes clearly marked as shown below before enclosure in an outer envelope:
 - a) Technical Proposal: Consultancy Services to Undertake End-Term Review of the NCCK 7th Corporate Plan (2019-2023) And Development of Eighth Corporate Plan for Programmes of the National Council of Churches of Kenya (2024-2028)
 - b) Financial Proposal: Consultancy Services to Undertake End-Term Review of the NCCK 7th Corporate Plan (2019-2023) And Development of Eighth Corporate Plan for Programmes of the National Council of Churches of Kenya (2024-2028)
- x Technical Proposals will be opened immediately thereafter in the presence of bidders or representatives who choose to attend at 3rd Floor, Jumuia Place Boardroom

SECTION B: INFORMATION TO CONSULTANTS(ITC)

1. Introduction

The National Council of Churches of Kenya will select a firm among those invited to submit a proposal, in accordance with the method of selection detailed under this section. The consultants are invited to submit a Technical Proposal and a Financial Proposal for consulting services required for the assignment named.

Please note that: (I) the costs of preparing the proposal and of negotiating the Contract, including any visit to the Client are not reimbursable as a direct cost of the assignment; and (ii) the Client is not bound to accept any of the proposals submitted.

2. Preparation of Proposals

The Consultant's proposal shall be written in English language.

3. Technical Proposal

In preparing the Technical Proposal, a Consultant is expected to examine the documents constituting this RFP in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.

The Technical Proposal shall provide the following information:

- i. Any comments or suggestions on the Terms of Reference, a list of services and facilities to be provided by the Consultant.
- ii. A description of the methodology and work plan for performing the assignment.
- iii. The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member and their timing.
- iv. CV of the consultant and all the support staff
- v. Estimates of the total staff input (professional and support staff-time) needed to carry out the assignment.
- vi. A detailed description of the proposed methodology, staffing and monitoring of training.

The Technical Proposal shall not include any financial information.

4. Financial Proposal

The Financial Proposal should clearly identify as a separate amount, the local taxes, duties, fees, levies, and other charges imposed under the law on the consultants, the subconsultants and their personnel.

The Consultant shall express the price of their services in Kenya Shillings.

The Financial Proposal must remain valid for 120 days after the submission date.

5. Submission Proposals

The completed Technical and Financial Proposals must be delivered at the submission address on or before the time and date stated. Any proposal received after the closing time for submission of proposals shall be returned to the respective consultant unopened.

After the deadline for submission of proposals, the Technical Proposal shall be opened immediately by the evaluation committee. The Financial Proposal shall remain sealed and deposited with a responsible officer of the client department.

THE EVALUATION CRITERIA

STAGE 1: MANDATORY CRITERIA

The mandatory criteria will be evaluated on a pass-fail basis.

- i Company profile
- ii Certificate of Business Incorporation
- iii A list of shareholders/partners and the directors with contact details
- iv Valid tax compliance certificate
- v All printed pages of the tender document must be numbered and serialized by the tenderer to follow the format 0001.... to the last page of the document.
- vi Bidders to submit a valid copy of CR12 form from Registrar of Companies for Ltd companies or its equivalent

The tenderers who do not satisfy any of the above requirements shall be considered non – responsive and will not be evaluated further.

STAGE 2: TECHNICAL CAPACITY EVALUATION

The recommended qualification of the lead consultant are as follows: -

- i. At least a master’s degree in a relevant field in the area of planning, public policy, development studies or equivalent.
- ii. At least five years’ professional experience in Corporate planning, r e s e a r c h and policy development.
- iii. Prior working experience on decentralization issues is an added advantage
- iv. Demonstrated experience in working with stakeholders in not-for-profit sector development programs especially in the area of capacity development
- v. Highly motivated and committed to the values of transparency and integrity;
- vi. Skills in facilitation of stakeholder engagements/workshops;
- vii. Evidence of having undertaken similar assignments;

The technical evaluation criteria are as appended in the table below: -

	CRITERIA	Score/Point
a)	SPECIFIC FIRM'S EXPERIENCE/ PREVIOUS WORK DONE/ 50 MARKS	
	<ul style="list-style-type: none"> i. Experience of 5-years in strategic planning assignments and Corporate Plan evaluation consultancies or at least three (5) years strategic planning and strategic plans evaluation consultancies in unclaimed financial assets regime (5 Mks) ii. Demonstrate/Illustrate/Provide evidence of financial sector's strategic planning or strategic plans evaluations completed in the last 5 years, as undertaken by the subject bidding firm (Evidence by LSO/Reference letters etc.) (5 Mks) iii. Illustrate/showcase the firm's undertaking of at least two (2) similar assignment/s with practical embedding of: iv. Organizational citizenship behavior for job performance and stakeholders' satisfaction (Attach sample evidence- 5 Mks) v. Functional and enterprise wide yearly-linked performance management framework for results through the Balanced Score Card (BSC tool)- Please Attach sample evidence- (5 Mks) vi. Demonstrated understanding of the envisaged NCKK Corporate Plan (2023- 2028) framework (3 Marks) vii. Demonstrate financial and organizational strength by attaching audited accounts for the recent last two (2) financial years. (2 Marks) 	25
	Subtotal	25
b)	METHODOLOGY AND APPROACH	
	<p>a. Methodology and Understanding of the ToR</p> <ul style="list-style-type: none"> i. Explanation of the approach/methodology: clarity and predictability of the proposed methodology in carrying out the assignment – 2 Marks end-term evaluation; 3 Marks on development of 2024-28 plan; ii. Demonstrated/illustrated evidence on: Proposed approach/methodology- 5 Marks, iii. ToR design and expected delivery to the defined ToR – 5 Marks per reference. 	15
	<p>b) Work Plan & Understanding of the ToR</p> <ul style="list-style-type: none"> i. Explanation of the work plan and the extent of innovativeness in carrying out the Assignment (2 Marks) ii. Demonstrated/illustrated evidence on proposed work plan (Project Management) and referenced innovativeness – (3 Marks), with clear time allocation, process risks identification, mitigation proposals and designation of responsible consultants for each component of the assignment. – (5 marks) for each component 	10
	Subtotal	25
c)	TECHNICAL STAFF COMPETENCES (TOTAL SCORE=20%)	

	<p>a) <u>Team Leader</u></p> <ul style="list-style-type: none"> i. Postgraduate degree in Strategic Management, Finance, Economics, business or equivalent (Attach Degree Certificate - 1 marks) ii. Undergraduate degree in research, social science, Monitoring & Evaluation or their equivalent (Attach Degree Certificate - 1 marks) iii. Relevant professional training or experience in data science or statistical analysis (Attach evidence - 2Marks) iv. Minimum ten (10) years 'experience in Kenyan financial services with bias to Kenya's or international Non-governmental organizations (2 Mks) v. Demonstrated experience of at least five (5) years in: vi. Developing and or implementing strategic Planning/Corporate Plan management for Kenya's or international Non-governmental organizations / (2 Mks) vii. Experience with common data science/Analysis tools – (Attach evidence 2Mks) <p>b) <u>Support team</u></p> <ul style="list-style-type: none"> i. University degree in strategic management, research, statistics or social sciences or equivalent (Attach Degree Certificate 2 Mks) – 2 Mk ii. At least 3 (three) years demonstrated experience. iii. In strategic management fields or assignments – 4Mks (i.e. 2Mks per Assistant) iv. Relevant valid certificates from professional bodies e.g. ICPAK, KIM, MSK or equivalents (Attach evidence – 2 marks) i.e. 1Mks per Assistant. v. A further extra qualifying Assistant on the assignment – 2 Mks <p>NB: 1.) The staff proposed will be expected to be on the assignment and no change will be done unless authorized in writing by the client.</p>	
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The proposal will be evaluated based on Quality & Cost Based Selection (QCBS) method. Bids that score equal or above 70% (70points) in the Technical evaluation stage will proceed to financial evaluation stage. Bids that score less than 70% shall be treated as non-responsive and will not be evaluated further. Experience claimed, but not substantiated with specific work assignments will be awarded zero points. It is essential that the elements contained in your bid be stated in a clear and concise manner. Failure to provide complete information as requested will be to your disadvantage **Due diligence** shall be carried out on all the documents provided by bidders to ascertain their authenticity. Illegal documents will lead to disqualification.

STAGE 3. FINANCIAL EVALUATION AND SCORES

The financial evaluation criteria are as appended in the table below: -

	Financial Capability	
a	Financial Capability: Prove of adequate financial resources to undertake the exercises	30
	Total	30

Tenderers will be expected to quote in KES. Inclusive of all taxes.

1. BREAKDOWN OF FINANCIAL PROPOSALS

Financial bids should indicate:

1. Number of days required for the assignment.
2. ALL envisaged assignment costs (professional and ancillary costs such as travel, taxes, accommodation, validation etc.). The budget must specify the daily professional fees/ consultancy rate. (All costs must be in Kenya shillings) as shown below:

Work Description	Amount (Kshs)
Consultancy Fees for Reviewing end of term 7 th Corporate Plan(2019-2023) and developing the 8 th Corporate Plan(2024-2028)	
Miscellaneous expenses if any	
Disbursements (if any)	
Total Amount	

Procedure of Obtaining the Financial Scores

The financial proposals of the bidders that qualify at the technical evaluation stage shall be opened and evaluated.

The formula for determining the Financial Score (Sf) shall, be as follows: -

$Sf = 100 \times Fm/F$ where Sf is the financial score; Fm is the lowest priced financial proposal and F is the price of the proposal under consideration.

- i. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T=the weight given to the Technical Proposal: P = the weight given to the Financial Proposal; T + P = 1).
- ii. The weight to be given to the Technical and Financial scores for ranking shall be as follows:
- iii. Technical Percentage, $T = St\% \times 0.8$ and Financial Percentage, $P = Sf\% \times 0.2$, where St is the score by the firm under the Technical Evaluation criteria and Sf is the % score by the firm under the Financial Evaluation criteria.
- iv. The combined technical and financial score, S, is calculated as follows: $S = T + P$. The firm achieving the highest combined technical and financial score, S, will be recommended for award and invitation for negotiations.

Total Bid Score

- i. A Bidder's final scores will be the addition of a Bidder's technical evaluation scores and the Bidder's financial evaluation scores. Bidder's Total Scores = Bidder's Technical Scores + Bidder's

Financial Scores. The technical and financial scores will be combined and the firm achieving the **HIGHEST COMBINED SCORES** will be considered for negotiation and award of the tender. This is under Quality Cost Based Selection (QCBS) method of consultancy.

- ii. Bids with arithmetic errors shall be disqualified at the financial evaluation stage. The tender sum as submitted and read out during the financial tender opening shall be absolute and final and shall not be the subject of correction, adjustment or amendment in any way.

2. PAYMENT SCHEDULE

Tenderers are also expected to indicate their proposed payment schedule in the following format. The payment schedule will form part of the contract for the winning tenderer.

The Proposed Payment Schedule shall be as follows:

Instalment of Payment/ Period	Deliverables or Documents To be Delivered of Approval should be obtained	Percentage of Payment
First Instalment	1. Development, review, and adoption of work plan & methodology, inception report.	30%
Second Instalment	2. Interim report comprising of a Draft Final Strategic plan 2024-2026 (On institutional and situational analysis)	30%
Third Instalment	3. Workshop/Management and status reports	30%

3. CONTRACT AWARD

The unsuccessful consultants will be notified within 2-3 weeks after tender evaluation. The selected firm is expected to commence the assignment on the date and the location specified in Appendix "A".

Notification of Intention to enter into a Contract/Notification of Award

- 1) The Procuring Entity shall send to each Consultant (that has not already been notified that it has been unsuccessful) the Notification of Intention to Award the Contract to the successful Consultant. The Notification of Intention to enter into a Contract / Notification of Award shall contain, at a minimum, the following information:
 - i. The name and address of the Consultant with whom the Procuring Entity successfully negotiated contract;
 - ii. The contract price of the successful Proposal;
 - iii. A statement of the reasons why the recipient's Proposal was unsuccessful
 - iv. The expiry date of the Standstill Period, and
 - v. Instructions on how to request a debriefing and/or submit a complaint during the standstill period;
- 2) Standstill Period. The Standstill Period shall be 7 days after notification of intention to enter into a contract.

4. TENDER DATA SHEET

- i The name of the Client is: NATIONAL COUNCIL OF CHURCHES OF KENYA
- ii The method of selection is: Quality Cost Based Selection (QCBS) Technical and Financial Proposals are requested: Yes
- iii The name, objectives, and description of the assignment are: AS PER THE TERMS OF REFERENCE.
- iv Pre-proposal conference will be held: No
- v The Client will provide the following inputs: ANY INFORMATION REQUIRED
- vi The minimum required experience of proposed professional staff is: FIVE YEARS AND ABOVE.
- vii Training is a specific component of this assignment: Yes, Additional information in the Technical Proposal includes: N/A
- viii Taxes: All taxes to be included in the financial proposal.
- ix The proposal submission address is as shown below. Information on the outer envelope should also include: Tender number and consultancy.
- x Proposals must be submitted no later than JUNE 9 2023 AT 10:30 A.M.
- xi The address to send information to the Client is:
General Secretary
National Council of Churches of Kenya
P.O Box 45009-00100
Nairobi
- xii The minimum technical score required to pass is 70/100
- xiii The assignment is expected to commence immediately after signing the contract

SECTION C: - TECHNICAL PROPOSAL – STANDARD FORMS

These forms shall include;

- i) Technical Proposal submission form.
- ii) Firm's references.
- iii) Comments and suggestions of consultants on the Terms of Reference and on data, services and facilities to be provided by the Client.
- iv) Description of the methodology and work plan for performing the assignment.
- v) Team composition and task assignments.
- vi) Format of curriculum vitae (CV) for proposed professional staff.
- vii) Time schedule for professional personnel.
- viii) Activity (work) schedule.

(i). TECHNICAL PROPOSAL SUBMISSION FORM

[_____Date]

To: _____[Name and address of Client]

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for strategic plan in accordance with your Request for Proposal dated _____[Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, [and a Financial Proposal sealed under a separate envelope.

We understand you are not bound to accept any Proposal you receive. We remain,

Yours sincerely,

_____[Authorized Signature]:

_____[Name and Title of Signatory]

_____[Name of Firm]

_____[Address:]

(ii) FIRM'S REFERENCES

Relevant Services Carried Out in the Last Five Years That Best Illustrate Qualifications

Using the format below, provide information on each assignment for which your firm either individually as a corporate entity or in association was legally contracted.

Assignment Name:	Country
Location within Country:	Professional Staff provided by your Firm/Entity (profiles):
Name of Client:	No. of Staff:
Address:	No. of Staff- Days/Months (Duration of Assignment):
Start Date (Month/Year):	
Completion Date (Month/Year):	Approx. Value of Services (Kshs):
Name of Associated Consultants (If any):	No. of days/ months of Professional Staff Provided by Associated Consultants:
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:	

Narrative Description of project:

Description of Actual Services Provided by Your Staff:

Firm's Name: _____

Name and title of signatory; _____

(iii) COMMENTS AND SUGGESTIONS OF CONSULTANTS ON THE TERMS OF REFERENCE AND ON DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT.

On the Terms of Reference:

- 1.
- 2.
- 3.
- 4.
- 5.

On the data, services and facilities to be provided by the Client:

- 1.
- 2.
- 3.
- 4.
- 5.

(IV) DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

-
1. How to undertake desktop review of all relevant literature including publications, surveys and researches, NCKK's programme reports, and secondary data sources.
 2. When to hold discussions with key stakeholders to harvest ideas on new planning issues and specific proposals for the new corporate plan, as well as filling of gaps in literature review; Interview staff, members of governance organs, beneficiaries, and stakeholders including government officials, civil society representatives, and funding and operational partners.
 - In depth interviews and self-administered questionnaires.
 - Participatory and non-participatory observations.
 - Focus Group Discussions.
 3. When to Develop draft and final End of Term Evaluation report of the 7th Corporate Plan. Hold a workshop to discuss and validate the evaluation findings.
 4. Structure of Draft a working corporate plan document in which issues and ideas from preceding steps are harmonized into planning options resulting to a working document for the main visioning and corporate planning workshop.
 5. When to Facilitate discussions during a XX -day residential corporate planning retreat which will bring together the Staff, Board and Members, peers, collaborators etc. Based on the working document, participants will consider and analyse planning options, debate and build consensus on focus, strategies, and approaches of NCKK going forward.
 6. Develop a draft 8th Corporate Plan including;

- I. When to make a presentation of the new corporate plan with a Results and Resources Framework for the plan period for NCKK's discussions and comments and formal validation.
- II. When to Facilitate validation forums of the documents developed, and thereafter prepare for presentation the final versions.
- III. When to Compile a final strategic plan incorporating agreed adjustments and submit to NCKK for publication, launch and implementation.

(v). TEAM COMPOSITION AND TASK ASSIGNMENTS

1. Technical/Managerial Staff

Name	Position	Task

2. Support Staff (if any)

Name	Position	Task

(Vi). FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONALSTAFF

Proposed Position:
Name of Firm:
Name of Staff:
Profession:
Date of Birth:
Years with Firm:
Nationality:
Membership in Professional Societies (if any):
Detailed Tasks Assigned:

Key Qualifications:

[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations].

Education:

[Summarize college/university and other specialized education of staff member, giving names of schools, dates attended and degree[s] obtained.]

Employment Record:

[Starting with present position, list in reverse order every employment held. List all positions held]

by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments.]

(i). CERTIFICATION:

I, the undersigned, certify that these data correctly describe me, my qualifications, and my experience.

_____Date:

[Signature of staff member]

Date;__

[Signature of authorized representative of the firm]

Full name of staff member: __ Full name of authorized representative: _____

(Vii) TIME SCHEDULE FOR PROFESSIONAL PERSONNEL

			Number of weeks										
Name	Position	Reports Due/Activities	1	2	3	4	5	6	7	9	10	11	12

Reports Due:

Activities Duration:

Signature:

(Authorized representative)

Full Name:

Title:

Address:

(viii). ACTIVITY (WORK) SCHEDULE

(a). Field research and Study Items

Activity (Work)	1st	2nd	3rd	4th

**[1st, 2nd, etc., are weeks from the start of assignment)*

(b). Completion and Submission of Reports

Reports	Date
i. Development, review, and adoption of work plan & methodology, inception report.	
ii. Interim report comprising of a Draft iii. Final Strategic plan 2024-2026 (On institutional and situational analysis)	
iv. Workshop/Management and status reports	
v. Final Report comprising of: A Strategic plan 2024-28; 4-year action implementation matrix; and automated M&E framework and Completion Report.	

SECTION D: - FINANCIAL PROPOSAL – STANDARD FORMS

These forms shall include: -

- i) Financial Proposal submission form.
- ii) Summary of costs.

(i). FINANCIAL PROPOSAL SUBMISSION FORM

[Date] _____

To: _____

[Name and address of Client]

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for strategic plan in accordance with your Request for Proposal dated (_____) *[Date]* and our Proposal. Our attached Financial Proposal is for the sum of (_____) *[Amount in words and figures]* inclusive of the taxes.

We understand you are not bound to accept any Proposal you receive. We remain,

Yours sincerely,

_____ *[Authorized Signature]*

_____ *[Name and Title of Signatory]:*

_____ *[Name of Firm]*

_____ *[Address]*

(ii). SUMMARY OF COSTS

Costs	Currency	Amount(s)
Subtotal		
Taxes		
Total Amount of Financial Proposal		

TERMS OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONSULTANT

GENERAL INFORMATION

Work Description:	END TERM EVALUATION OF THE NCCK 7 TH CORPORATE PLAN (2019-2023) and DEVELOPMENT OF THE EIGHTH CORPORATE PLAN FOR PROGRAMMES OF THE NATIONAL COUNCIL OF CHURCHES OF KENYA (2024-2028)
Expected Places of Travel:	In-country travel
Duration:	30 working days
Expected Start Date	Immediately after Concluding Contract Agreement

Terms of Reference for End Term Evaluation of the NCCK 7th Corporate Plan (2019-2023) and Development of 8th Corporate Plan (2024–2028)

1.0 Background

The National Council of Churches of Kenya (NCCK) is a family of Christian communions and organization's in fellowship and witness. The membership of NCCK currently comprises of 32 member churches and 17 Christian organizations. NCCK was founded in 1913 during the United Missionary Conference held at Thogoto, Kikuyu. As such, NCCK is the oldest ecumenical organization in Kenya, and continues to carry forward the goal of promoting unity of the church in Kenya. This legacy extends to the entire continent, where NCCK is the oldest and most consistently operational Church Council.

NCCK envisions 'One Church; United in Faith and Mission Witnessing to Jesus Christ and Transforming Lives', while the mission is 'Holistic transformation of lives for a just, resilient and sustainable society'. Further, the theological mandate of NCCK is 'to manifest Christian faith and mission and strengthen members to fulfil their mandates.' The core values of NCCK on the other hand include Integrity, Stewardship, Professionalism, Partnership, and Servanthood.

The theory of change of organization is that 'IF NCCK holistically strengthens her capabilities and structures and enhances the institutional capacity and competencies of her members, THEN, she will contribute to the creation of a just, resilient, and sustainable society for transformed lives'.

2.0 About the NCCK 7th Corporate Plan

The NCCK is currently implementing the 7th Corporate Plan (2019 – 2023) premised on the theme "That We May Be One (Jeremiah 32: 38 – 39)". As with the plans before it, the 7th Corporate Plan was the product of an extensive consultative process in 2018. The process entailed meetings with representatives from the Council's member churches and organizations, national and county government officials, beneficiaries, funding and operational partners, and staff of NCCK. The participants reviewed the performance of the 6th Corporate Plan and identified the priority issues for the next five years. In summary, the following programmatic thematic and focus areas were identified:

Thematic Area	Goal	Focus Area
1.0 Leadership and Integrity.	1.1 Enhanced Value Based Leadership in the church and Community.	1.1.1 Promote Value Based and Responsible Leadership in Church and Society. 1.1.2 Strengthen Youth Capacity for Development.
	1.2 NCKK Membership positively influencing their communities for holistic development.	1.2.1 Church and Community Transformation. 1.2.2 Discipleship. 1.2.3 Family Life Education.
2.0 Governance, Peace, and Security.	2.1 Strengthened governance institutions, structures, and processes at county and national levels.	2.1.1 Good Governance and Accountability. 2.1.2 Legislative and Policy Reforms. 2.1.3 Democracy and Electoral Processes. 2.1.4 Strengthening Devolution. 2.1.5 Gender Justice.
	2.2 Enhanced security, peaceful coexistence, and national cohesion.	2.2.1 National Cohesion & Security Sector Reforms 2.2.2 Countering Violent Extremism
3.0 Climate Change, Food Security and Natural Resource Management.	3.1 Improved community resilience towards negative impacts of Climate Change.	3.1.1 Climate Change Governance. 3.1.2 Climate Change Adaptation and Mitigation.
	3.2 Enhanced availability and access to food amongst communities in Kenya.	3.2.1 Sustainable Agriculture.
	3.3 Sustainable management and utilization of Natural Resources.	3.3.1 Extractives for sustainable development and peace. 3.3.2 Policy and Legislation.
4.0 Education, Health, and Nutrition.	4.1 Value based Education System that is innovative, transformative, and holistic.	4.1.1 Access to retention & transition in education. 4.1.2 Influencing policy and legislation in education. 4.1.3 Technical, Vocational, Education & Training. 4.1.4 Support to Management of Learning Institutions.
	4.2 Improved health and nutrition.	4.2.1 Water and Sanitation. 4.2.2 Community Health. 4.2.3 Orphans, Vulnerable Children, the Elderly and Persons with Disabilities.
	4.3 Increased access to quality healthcare and nutrition.	4.3.1 Influencing policy development and implementation for health services.
5.0 Emergencies & Humanitarian Response.	5.1 Enhance emergency preparedness and provide humanitarian assistance.	5.1.1 Disaster Risk Reduction 5.1.2 Emergency Response and Relief.

3.0 Purpose/ Objectives of Corporate Plan Evaluation and Development

The NCKK is commissioning a consultancy to concurrently undertake the End of Term Evaluation of the 7th Corporate Plan and the Development of the 8th Corporate Plan. The purpose of the exercise is to:

- i Review performance against targets set out in the corporate plan.
- ii Document the key results- planned and unexpected, positive or negative - that have emerged from the implementation of the corporate plan in relation to the theory of change.
- iii Assess relevance, quality of design & delivery (including processes, approaches, capacities, coordination, synergy etc.), sustainability of results,
- iv Assess the suitability of NCKK's approaches and capacities against the established strategies.
- v Document the lessons learned and context changes and make recommendations to inform future directions (8th corporate plan) for NCKK.

The specific deliverables and scope of the two-pronged assignment are outlined here below:

3.1 End of Term Evaluation of the 7th Corporate Plan

The following questions will guide the end of corporate plan evaluation:

- i **Identity:** Review the NCKK vision and mission statements, values, and theory of change and underlying assumptions and strategic themes for comprehensiveness and continued relevance.
- ii **Relevance:** Review the prevailing operating environment to identify developments that are of interest to, or have implications for the work and future direction of NCKK. To what extent did the objectives of the corporate plan align with the priority needs of the beneficiaries? To what extent are the goals still valid? Review the quality of design of the corporate plan (quality of gendered analysis, Smartness of objectives, logical coherence, realism of targets service. resourcing, and analysis of risks, assumptions etc.) What opportunities and threats emerge? How, if at all, was the corporate plan design adjusted to respond to any changes in the operating context?
- iii **Delivery:** Review of stated objectives against results; planned activities against implemented; and, stated indicators against achieved indicators: To what extent were targeted beneficiaries and stakeholders were engaged in the planning and delivery of the corporate plan? Were the inputs and strategies identified, realistic, appropriate, and adequate to achieve the results?
- iv **Efficiency:** Assess the efficiency of delivering the corporate plan: Did actual or expected results justify costs incurred? Were resources effectively utilized? Are there more efficient ways to deliver results with available inputs? What was the quality of coordination, management, and administration (*check synergies, complementarities, collaborations, processes, controls, risk management, accountability, oversight, stakeholder engagement etc.*)? How effective were monitoring & evaluation systems/practices? Were deployed approaches, strategies, and interventions appropriate, realistic, and adequate to lead to defined objectives?

- v **Effectiveness:** Assess and document the progress made towards achievement of overall and specific objectives set out in the 7th Corporate Plan: To what extent have planned objective/ outcomes and corresponding indicators been achieved (*please also consider those specific to various donor projects*)? What were the most significant impact level changes brought about or contributed by corporate plan- positive/ negative; directly/ indirectly; intended/ unintended? Assess the causal relationships between the implemented activities and the impact / outcomes.
- vi **Sustainability:** To what extent are the results we support likely to be sustained after completion?? What factors require attention to improve sustainability of impacts?
- vii **Organizational Capacity:** Assess the current operational capacity of NCK in relation to the corporate plan. Review the effectiveness and efficiency of the organizational structure and recommend improvements.
- viii **Lessons Learnt:** Document the Lessons Learnt, Best Practices, Challenges and Recommendations arising from the implementation of the 7th Corporate Plan.
- ix **Future strategic direction:** Jointly NCK and key stakeholders, determine possible strategic interests and focus of NCK going forward (*priority strategic issues, possible thematic or strategic focus areas, high level programmatic & institutional strategies etc.*)

3.2 Development of the 8th Corporate Plan (2024 – 2028)

The development of the 8th Corporate Plan (2024 – 2028) will be done consultatively led by the Consultant / Consulting Firm/consulting firm with the NCK secretariat supporting the process. The respondents will be drawn from NCK membership, staff from all departments and representatives from stakeholders at national and regional levels.

Objectives and Scope of the Development of the 8th Corporate Plan.

- i Analyze the prevailing and project the emerging political, economic, social, technological, and ecological contexts of the country and the counties and their short, medium, and long-term implications for NCK; Map the prevailing and projected national and county needs and issues of concern and the attendant interventions.
- ii Prioritize the NCK's focus areas / thematic interventions for the 2024 – 2028 period, setting the broad objectives, outcomes, outputs, and indicators for each.
- iii Frame the proposed NCK interventions against the Sustainable Development Goals and other national / international plans and agreements.
- iv Recommend the optimal governance, administrative and organizational structures for delivery of the Corporate Plan.
- v Recommend strategies and approaches to be adopted for effective and efficient delivery of the Corporate Plan.
- vi Recommend a viable resource mobilization strategy for financing of the Corporate Plan.

4.0 Methodology

Generally, the whole assignment is expected to be conducted in a consultative and participatory

manner. It is expected that the Consultant / Consulting Firms will adopt an interactive, inclusive, and collaborative process involving NCKK, members, peers, CSOs, state parties at the national, county and community levels. The end term evaluation shall follow OECD-DAC standards for evaluation while observing all recommended practices in research and data collection.

The process should entail collection of both quantitative and qualitative data (mix method approach). These should include as a minimum secondary data review, interviews, focus group discussions, observation and workshops. An appreciative enquiry approach should be adopted.

The methodologies proposed by the Consultant / Consulting Firm(s) should highlight data collection and analysis methods, approaches, and tools; sampling methods and criteria; logistical plans/schedules; ethical considerations; and quality assurance measures.

In execution of the assignment, the Consultant / Consulting Firms will:

- i Undertake desktop review of all relevant literature including publications, surveys and researches, NCKK's programme reports, and secondary data sources.
- ii Hold discussions with key stakeholders to harvest ideas on new planning issues and specific proposals for the new corporate plan, as well as filling of gaps in literature review; Interview staff, members of governance organs, beneficiaries, and stakeholders including government officials, civil society representatives, and funding and operational partners.
- iii In depth interviews and self-administered questionnaires.
- iv Participatory and non-participatory observations.
- v Focus Group Discussions.
- vi Develop draft and final End of Term Evaluation report of the 7th Corporate Plan. Hold a workshop to discuss and validate the evaluation findings.
- vii Draft a working corporate plan document in which issues and ideas from preceding steps are harmonized into planning options resulting to a working document for the main visioning and corporate planning workshop.
- viii Facilitate discussions during a XX -day residential corporate planning retreat which will bring together the Staff, Board and Members, peers, collaborators etc. Based on the working document, participants will consider and analyses planning options, debate and build consensus on focus, strategies, and approaches of NCKK going forward.
- ix Develop a draft 8th Corporate Plan.
- x Make a presentation of the new corporate plan with a Results and Resources Framework for the plan period for NCKK's discussions and comments and formal validation.
- xi Facilitate validation forums of the documents developed, and thereafter prepare for presentation the final versions.
- xii Compile a final strategic plan incorporating agreed adjustments and submit to NCKK for publication, launch and implementation.

The engagements for the End of Term Evaluation and the Corporate Plan Development will be undertaken concurrently wherever feasible and will be planned to cover all the counties as well as sites where NCKK operates.

1.0 Deliverables

1.1 EXPECTED OUTPUTS AND DELIVERABLES

Deliverables / Outputs	Estimated Duration to Complete Review and Approvals Required in Working Days	Review and Approval Required
i Inception plan/work plan and methodology with clearly defined timelines and outputs presented to the NCKK Management Team		NCKK Management
ii Review and Evaluation of the 7 th Corporate Plan, Information/Document compilation and stakeholder Consultations		NCKK Management
iii Situational Review and Analysis, Drafting and Submission of the Evaluation Report of the 7 th Corporate Plan		NCKK Management
iv Drafting and submission of first draft 8 th Corporate Plan to the NCKK Management	4	NCKK Management
v Set out Objectives, Strategies, M&E framework		NCKK Management
vi Submit Second Draft 8 th Corporate Plan		NCKK Management
vii Validation of Strategic Plan 2021		Programmes Committee and Finance & Administration committee
viii Prepare and Submission of the Final Version of 8 th Corporate Plan		Programmes Committee and Finance & Administration Committee
ix Completion and submission of the final report		NCKK Management
Total	30	

6.0 Duration

The Consultancy is for a period of 30 days, commencing on 1st July 2023, with final deliverables being received on or before 15th August 2023. The Consultant / Consulting Firm will be expected to propose a work plan for achievement of these targets as part of the Inception Report.

7.0 Expected roles of NCKK and Consultant / Consulting Firm

The expected roles of the Consultant / Consulting Firm will be;

- Undertake desktop review of all relevant literature including publications, surveys and researches, NCKK's programme reports, and secondary data sources.
- Hold discussions with key stakeholders to harvest ideas on new planning issues and specific proposals for the new corporate plan, as well as filling of gaps in literature review; Interview

- staff, members of governance organs, beneficiaries, and stakeholders including government officials, civil society representatives, and funding and operational partners.
- iii In depth interviews and self-administered questionnaires.
- iv Participatory and non-participatory observations.
- v Focus Group Discussions.
- vi Develop draft and final End of Term Evaluation report of the 7th Corporate Plan. Hold a workshop to discuss and validate the evaluation findings.
- vii Draft a working corporate plan document in which issues and ideas from preceding steps are harmonized into planning options resulting to a working document for the main visioning and corporate planning workshop.
- viii Facilitate discussions during a 2 -day residential corporate planning retreat which will bring together the Staff, Board and Members, peers, collaborators etc. Based on the working document, participants will consider and analyse planning options, debate and build consensus on focus, strategies, and approaches of NCKK going forward.
- ix Develop a draft 8th Corporate Plan.
- x Make a presentation of the new corporate plan with a Results and Resources Framework for the plan period for NCKK's discussions and comments and formal validation.
- xi Facilitate validation forums of the documents developed, and thereafter prepare for presentation the final versions.
- xii Compile a final strategic plan incorporating agreed adjustments and submit to NCKK for publication, launch and implementation.

The expected roles of NCKK will be;

- i Mobilise staff, members of governance organs, beneficiaries, and stakeholders including government officials, civil society representatives, and funding and operational partners for focus group discussions, key interviews
- ii Provide necessary documents required for literature review, preparation of tools and compilation of the 7th Corporate Plan Evaluation report and the 8th Corporate Plan
- iii Provide day to day support and guidance to the Consultant / Consulting Firm team/firm

8.0 Required Skills and Qualifications

The consultancy team must be registered in Kenya and have documented evidence of:

- i Master's degree in social sciences or another relevant field.
- ii Experience carrying out corporate strategy evaluations and strategic plan development for similar organizations.
- iii Excellent understanding of the Kenya context as well as positioning, structure and operations of faith-based institutions.
- iv Expertise in Monitoring and Evaluation.
- v Possess the following skills and competencies:
- vi Ability to work with minimal supervision.
- vii High level written and oral communications skills in English.
- viii Be result-oriented, a team player, exhibit high levels of enthusiasm, tact, diplomacy, and integrity.
- ix Demonstrate excellent interpersonal and professional skills in interacting with various actors.

9.0 Application Process and Requirements

Interested and qualified Consultant / Consulting Firms are invited to submit a technical and financial proposal that includes the following:

Technical proposal: The Consultant / Consulting Firm should incorporate the following in the technical proposal.

- i A cover Letter expressing interest and availability for the tasks.
- ii Assignment title, methodology (state detail about the sampling, data collection systems, techniques/ methods, key parameters, key questions, and participants).
- iii Understanding the tasks/ TORs, process design, similar works previously done/ track record, data quality assurance & management, assignment framework, expected deliverables and timelines.
- iv Team composition should be mentioned in the technical proposal (proposed position/expertise, key tasks, allocation of time, Name, brief on education, and experiences required for this assignment.
- v Recent curriculum Vitae (max.3-6 pages) of the lead Consultant / Consulting Firms and team members as annexure.
- vi Two samples of similar work of previously undertaken by the team.

Financial proposal: Financial bid indicating:

- i Number of days required for the assignment.
- ii ALL envisaged assignment costs (professional and ancillary costs such as travel, taxes, accommodation, validation etc.). The budget must specify the daily professional fees/ consultancy rate. All costs must be in Kenya shillings.

1. PAYMENT MILESTONES AND AUTHORITY

The qualified consultant shall receive his/her service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

i Instalment of Payment/ Period	Deliverables or Documents to be Delivered of Approval should be obtained	Percentage of Payment
ii First Instalment	Development, review, and adoption of work plan & methodology, inception report.	30%
iii Second Instalment	Submission of first draft 8 th Corporate plan to the Working Group (on institutional and situational analysis)	30%
iv Third Instalment	Submission of validated final strategic plan and Completion Report.	30%