



**Brighter
Communities**

Worldwide

CREATING BETTER FUTURES

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INVITATION TO TENDER

Development of Strategic Plan 2025 - 2029

1. Introduction

Brighter Communities Worldwide (BCW) is seeking the services of an experienced consultant to facilitate its strategic planning exercise, and support development of a new five-year Strategic Plan. The process is to be facilitated over the period May-September 2024; with the final deliverables due by end-October.

Separately, another consultancy tender is being advertised seeking support to conduct a final evaluation of the Irish Aid-funded 'Healthier Communities, Brighter Futures' project over the same period. In light of the considerable overlap with respect to both consultancies – which will entail interviews with many of the same partners, stakeholders, staff and Board members, and travel to the same project implementation sites – it will be expected that both consultants can work closely together to maximise efficiencies and synergies and in order to reduce logistics costs.

For those who wish to apply for both consultancies, tender proposals should clearly set out how the consultant will approach both pieces of work in tandem with respect to the methodology and budget.

2. About Brighter Communities Worldwide

Brighter Communities Worldwide (BCW) is an NGO with a wealth of experience creating sustainable communities in East Africa.

Founded as Friends of Londiani in 2002, our model creates an enabling environment for communities to realise change. We work in partnership to deliver projects that ensure:

- Access to good, affordable health care
- Education to help people find a job and be able to articulate their needs
- An income to sustain a family
- Healthier lives with a supply of clean water and better facilities

We are an organisation built on integrity, passion and togetherness, working to support the achievement of the Global Goals.

Our mission is to work in partnership with communities, to deliver programmes that enrich their lives and help create better futures for them and their families. Our programme areas include health, education and economic empowerment. Our current Strategic Plan (2019 – 2024) ([link](#)) sets out sets four main goals:

1. Implement holistic, impactful programmes that contribute to the Global Development Agenda and Sustainable Development Goals (SDGs).
2. Build Effective Strategic Relationships
3. Strengthen Organisational Capacity
4. Ensure strong governance

Directors Linden Edgell, Andrew Bird, Catherine Donohoe, Roisin O Neill, Mark Cumming, Carole Barry Kinsella, Lisa Doherty, Tom Gilligan

CEO Martin Ballantyne

Charity Registration Number: CHY16505 • Charity Regulatory Authority Number: CRA 20059583

3. Background

The current 5-year Brighter Communities Worldwide Strategic plan was developed in 2018, extended for one year and comes to an end in 2024.

The current plan was developed and implemented by Brighter Communities Worldwide, a registered charity in Ireland and Brighter Communities Worldwide in Kenya, a registered NGO. Both organisations work in partnership, and are governed by a Memorandum of Understanding.

Considerable achievements and milestones have been realised over the lifetime of the current Strategic Plan. During this period, we have experienced the three C's – Covid-19, Conflict and Climate Change across the globe, and all of these have impacted programme implementation and achievements. Brighter Communities Worldwide is cognisant of the fact that in this ever-changing environment the organisation must be adaptable, innovative while remaining core to its values. We are now beginning a process of developing a new Strategic Plan that will guide the organisation for the next 5 years (2025- 2029).

4. What are we looking for?

Brighter Communities Worldwide is seeking to recruit a consultant to facilitate a strategic planning process to produce the new five-year organisational strategy. The consultant's role will include setting up and conducting interviews with key members of staff and the Boards of the organisation in Kenya and Ireland, reviewing and analysing data and research, consulting with key stakeholders, planning and facilitating workshops, producing supporting materials and writing reports.

An experienced facilitator is sought who can propose innovative and creative approaches to planning and developing strategies that will help us think differently about our work and to explore difficult questions. The consultant should be able to engage and encourage staff, partners and stakeholders to think critically about all aspects of strategic planning; while documenting the key conclusions and outcomes.

The consultant is required to develop an informed 5 year strategic plan in consultation with the Boards of Brighter Communities Worldwide in Ireland and in Kenya led by the Strategy Steering Group (SSG). This should be compiled following a review of Brighter Communities Worldwide's most recent strategic plan and project evaluations, and engagement with Brighter Communities Worldwide's stakeholders.

The 5-year strategic plan should:

- Be based on a review of the organisation's current and previous work including the findings of monitoring and evaluation exercises, documented achievements and strengths, challenges and weaknesses, and lessons learned over the previous five years.
- Provide an updated context analysis for the areas of intervention, with a particular focus on the impact of climate change, inequality and any anticipated trends. Propose how Brighter Communities Worldwide might need to adapt its programming approach to account for new areas of intervention or to mitigate any potential shocks.
- Clearly illustrate Brighter Communities Worldwide's 2025-2029 vision and strategic objectives, informed through consultation with its stakeholders, partners, and target communities.
- Articulate the recommended intervention logic, approach and processes that Brighter Communities Worldwide should implement to achieve these strategic objectives.

5. Expected Approach

The consultant will be expected to undertake the following tasks:

1. Review the current Strategic Plan's progress, challenges and opportunities identified.
2. Undertake stakeholder mapping and analysis with active employee and volunteer input. Document the outcomes of all stakeholder engagement.
3. Undertake an environmental scan of the political, economic, social, and technological environment at local and national levels.
4. Facilitate in-person workshops with staff, partners and stakeholders in Kericho County, Kenya and with the wider Board, senior staff, and other key stakeholders online. Timing to be agreed during planning process.
5. Draft a 5-year strategic plan - with proposed overall goals and objectives, initiatives, timelines, targets and corresponding KPIs.

6. Guiding principles:

The strategy development process should be guided by the following principles:

- **Inclusive** – Brighter Communities Worldwide is keen to ensure that the new Strategy is designed with our partners at its heart and to include the voices of target communities and local staff as much as possible in the strategy development process.
- **Challenging** – we are open to all constructive feedback and will take on board any criticism or suggestions in an open and productive way.
- **Ambitious** – we will endeavor to develop a future-focused and ambitious strategy; with an emphasis on sustainability.
- **Collaborative** – we will be open to collaborations and partnerships in achieving our goals and will do so by including our wider stakeholders e.g., donors/institutional partners/communities/civil society/Board members/staff in the planning process. Key programme owners will work closely with the consultant on the analysis and strategy development for specific areas and members of the Board will be available for workshops.
- **Values-led** - We will be guided by our organisational values to make decisions: independence, human rights, inclusion, expertise, partnership.

7. Timeline

Facilitation of the development of the Strategic Plan should take place over the period May-October 2024, with submission of final outputs to the SSG by 31 October 2024. The SSG intends to publish the finalised Strategic Plan by 30 November 2024.

It is expected that the preferred tender will be selected by 19 April 2024 and contracts issued by 30 April.

Phase	Timeframe	Activity focus (as per expected outputs)
Phase One: Planning	To be completed by end-May	Scope out the process and milestones, plan for travel, interviews and workshops. Agree timeline and outline of process with Strategy Steering Group.
Phase Two: Desk research	To be completed by end-June	Review of existing strategy, monitoring and evaluation reports and other key documents. Develop questions for interviews and stakeholder engagement. Horizon and environmental scanning.

Phase	Timeframe	Activity focus (as per expected outputs)
Phase Three: Stakeholder Engagement/ Field Visit	To be completed by end-July	The consultant(s) will facilitate workshops with staff and key project stakeholders in Kericho County to seek inputs and views as to what the new Strategic Plan should focus on. A feedback meeting will be held with Brighter Communities Worldwide to present and discuss draft findings. The consultant will conduct and document interviews with donors, partners, civil society organisations, Board members and other stakeholders to gather insights and views.
Phase Four: Analysis and report writing	To be completed by end-September	The consultant to present the findings from the desk research and stakeholder engagement to staff (and members of both Boards) in facilitated workshops with the aim of agreeing the overall vision and objectives for the new Strategic Plan. Once agreed, the consultant will document the outcomes in a draft Plan which sets out the goals and objectives, theory of change, timeline and roadmap, and recommendations for resourcing to achieve the objectives. Draft to be submitted to the SSG and circulated to staff for feedback.
Phase Five: Drafting of Strategic Plan	To be completed by 31 October	Draft Strategic Plan to be updated to reflect staff and SSG feedback, along with any relevant outcomes of the evaluation of the Irish Aid-funded project which will conclude at end-September. The consultant will submit the updated draft Strategic Plan to Brighter Communities Worldwide and the SSG to allow time for finalisation (adding graphics, etc).

8. Support from Brighter Communities Worldwide

Brighter Communities Worldwide will provide all relevant documentation for the strategic planning exercise, and will support the consultant to plan and organise workshops throughout the process.

Brighter Communities Worldwide will provide all logistical support (transport and accommodation in Kericho County) to the consultant during the stakeholder engagement process.

9. Tender Outline and Assessment Criteria

Tender proposals will not exceed 12 pages (excluding annexes) and should be structured according to the following assessment criteria:

Evidence of relevant expertise (Max. 10 Marks)

- Methodological expertise, particularly in conducting interviews and facilitating workshops;
- Experience of strategy development;
- Contextual understanding of development programming, particularly rural community development in the Eastern Africa region;
- Excellent written and spoken English (with local language skills a plus); and
- Provision of a full curriculum vitae for every member of the proposed strategy team.

Experience facilitating strategic plan development of a similar scale and type (Max. 10 Marks)

- Experience facilitating development of similar organisational strategies; and
- Two references from previous clients for similar work.

Demonstrated understanding of the brief (Max. 20 Marks)

- The tender proposal, overall, must demonstrate a detailed understanding of what a strategic planning process is; the objectives and process envisaged, as well as Brighter Communities Worldwide's expectations and intended use of deliverables.

Quality of proposed methodology (Max. 20 Marks)

- Robustness of proposed methodology and data collection techniques;
- Feasibility of the given timeframe; and
- Meaningful participation by key stakeholders.

Clarity and feasibility of proposed plan for the strategic planning process (Max. 20 Marks)

- The tender proposal should include a detailed, phased work-plan with milestones, key dates and a timeline for completion of all tasks.

Proposed number of consultancy days and value for money (Max. 20 Marks)

- The fee proposal submitted shall be in the form of a lump sum in Euro, inclusive of VAT and all expenses, with a detailed breakdown of consultancy time. This should outline the cost per day and number of days required for each task, as well as the amount of hours/days each member will contribute to each task.

Proposals should also include:

- Name and contact details of individual/organisation submitting the tender;
- Identification of lead person carrying overall responsibility for the work;
- Confirmation of acceptance of the conditions described in the invitation to tender;
- Confirmation that the consultant is tax compliant;
- Any further information that the tenderer deems relevant.

10. Required Qualifications/Expertise

The individual or team should have the following specific experiences and qualification:

- Extensive experience working with other organisations in development of strategic plans (examples to be provided). At least 5 years professional experience.
- Experience and understanding of international development programmes. Knowledge of the Kenyan rural development context would be an advantage.
- Demonstrated ability to effectively facilitate workshops and groups with experience in active listening, participatory techniques and conflict management.
- High level written and oral communications and presentation skills in English.
- Demonstrated skills in facilitation of stakeholder engagement/workshops/consultation processes.
- Advanced degree in social sciences or a development related field.
- Proficiency in English required (written and oral). Knowledge of Swahili desirable.
- Working experience in Kenya required and in Kericho County desirable.

11. Terms

Budget

Total budget, including fees, VAT and all other expenses incurred by the consultant (s) is to be in the range of €10,000 - €12,000. Brighter Communities Worldwide will facilitate flights to Kenya (where necessary) plus in-country accommodation, transport and logistical expenses. The overall fee will be paid on a phased basis, as follows:

The overall fee will be paid on a phased basis, as follows:

- 30% of the total shall be paid upon signing of the contractual agreement;
- 30% of total payment shall be paid upon submission of first draft report; and
- The remaining 40% shall be paid after BCW approval of the final report.

Once a fee has been agreed in Euro, no account will be taken of subsequent currency fluctuations.

Freedom of Information Regarding Tenders

Brighter Communities Worldwide operates under the Irish Government's Freedom of Information Act 1997 and all information held in relation to this tendering process (including queries and proposals submitted in response to this brief) may be subject to requests under the Act.

Copyright and Ownership

Copyright and ownership of all documentation relating to this evaluation must be assigned to Brighter Communities Worldwide. All documents produced by the successful tenderer in connection with this appointment and submitted to Brighter Communities Worldwide will be considered the property of Brighter Communities Worldwide and may be used by us at any time, including for other projects, without prior approval.

Insurance and Tax

A copy of a valid, current Tax Clearance Certificate will be required prior to formal appointment of the successful tenderer and all matters in relation to insurance and tax affairs will be the successful tenderer's responsibility. Also, as noted earlier, all fees and costs outlined in the proposal must be inclusive of VAT.

Safeguarding

The consultant(s) will be expected to adhere to Brighter Communities Worldwide Child and Vulnerable Adult Safeguarding Policies. Copies of these policies will be provided to the successful consultant.

Governance and Accountability

The consultant(s) will report directly to the CEO in Brighter Communities Worldwide, who may delegate as appropriate. This will be in line with a regular timetable for contact to be agreed during Phase 1. The consultant(s) will also work with other relevant Brighter Communities Worldwide staff where necessary.

12. Tendering Procedure and Timeframe

Preliminary indication of an intention to submit a tender proposal should be made by email to tenders@brightercommunities.org

Tender proposals will not exceed 12 pages in length, excluding appendices, if relevant, and will form part of the Terms of Reference in addition to this invitation to tender document.

Tender proposals must be submitted by email to Martin Ballantyne, CEO, at tenders@brightercommunities.org no later than **5pm GMT on 5 April 2024**.

Request for clarification can be submitted in writing to the email address mentioned above.