



AGRICULTURAL SOCIETY OF KENYA

TERMS OF REFERENCE FOR THE STRATEGIC PLAN DEVELOPMENT 2023-2028

1. BACKGROUND/CONTEXT

The Agricultural Society of Kenya (ASK) was founded in December 1901 under the name East African Agricultural and Horticultural Society. The central objective was to promote agricultural development based on European settlement. Since then, the objectives have grown to include not only agricultural sector industries, but also many other sectors that support or complement agriculture in the nation's economic development.

ASK seeks to deliver a new strategic plan for the five-year period 2023-2028. This builds on and extends from the previous Strategic Plan which ran from 2018-2022 and saw the society achieve significant success in many areas despite the COVID-19 Pandemic, which slowed its progress.

The proposed Strategic Plan will revisit the Society's *mandate, vision, mission, goals, and strategic objectives*, as well as *propose a direction for the next strategic planning cycle*, which will run until 2028. It is expected that the new strategic plan will help the Society to articulate its goals and priorities in order to be responsive and accountable to the Members and its Stakeholders, while staying true to its mandate of Promoting Excellence in Agriculture.

2. SCOPE

The scope and focus of the assignment is to provide technical, strategic and operational support to enable the renewal of Society Strategic Plan in line with the changing political, economic, technological, global and social landscape.

3. OBJECTIVE OF THE ASSIGNMENT

ASK is looking for a consultant, who will closely work with the Board and the Chief Executive Officer to lead the process of the development of a new Strategic Plan for the period of 2023-2028

SPECIFIC OBJECTIVES:

1. Define the scope of Strategic Plan Development process by meeting with Society's Board and Senior Management.
2. Review and analyze previous and existing Strategic Plans, as well as other key documents such as the Society's Policies, Process and Procedure Manuals, Articles of Association, relevant national and international development goals

(if any), Vision 2030 as well as the Constitution of Kenya with the goal of understanding the Society's status.

3. Review the Society's existing vision, mission and strategic objectives in relation to its overall mandate to determine strategic alignment.
4. Review the existing sector policies, legislation, and regulations to determine if they are in support of the Society's mandate. Where appropriate, propose measures to ensure alignment thus facilitate compliance.
5. Define Society's strategic priorities and action plans to achieve these priorities.
6. Conduct consultative forums with Board, management, members and staff in order to identify strategic opportunities in the current environment with a focus on understanding where the Society wants to go and how to get there.
7. Identify emerging risks and opportunities that might affect efficient implementation of the Strategic Plan, and propose appropriate mitigation measures.
8. Develop an effective internal evaluation mechanism to continually assess Society's progress in achieving its strategic goals
9. Draft the Strategic Plan and present it to the Board for validation and approval after necessary revisions.

4. METHODS

The consultant is free to draw from any best practices within similar strategic plans for other organizations that operate in a similar manner as the Agricultural Society of Kenya. To understand the Society's uniqueness, however, a participatory approach combined with critical reflection by the Board, management, members and staff will be required. The consultant may also propose alternative methods that would produce the expected deliverables outlined in this TOR.

5. RESPONSIBILITIES

The Consultant will be responsible for the following tasks:

- i) Develop Strategic Planning guidelines and discussion with Society management.
- ii) Inception meeting with Society leadership to review the SP guidelines, following which the consultant will prepare an inception report outlining the key steps, specific deliverables and timelines agreed upon for the Strategic Planning Development (SPD) process.
- iii) Review and analyze existing documents, including but not limited to Society past Strategic Plans and key Society policy documents. The aim is to identify focus areas and develop strategic objectives and key result areas for the same as well as key opportunities and gaps, national and global priorities and what works.
- iv) Undertake stakeholder mapping and analysis; through a consultative process and application of an appropriate tool of analysis, the consultant

will conduct consultations with the Society Board and Management to identify key strategic areas, critical issues, opportunities and gaps to be addressed in the Strategic Plan.

- v) Develop and administer a questionnaire to Society members, staff and other stakeholders to include a participatory approach to the development of the Strategic Plan.

6. DURATION OF ASSIGNMENT

The duration of the assignment is expected to take utmost three months.

7. DELIVERABLE OUTPUTS

- i) An inception report outlining the steps and methodology to be used in developing the Strategic Plan.
- ii) A comprehensive report of document review and analysis
- iii) Draft Strategic Plan for review and feedback (with clear vision, mission, TOC, strategic objective)
- iv) Feedback session from the Board, Management and Staff
- v) Approval from the ASK Board

Based on the above, the Consultant shall prepare and complete the Final Strategic Plan document that includes: Executive summary, background (including SP development process), internal and external analysis (including SWOT Analysis and PESTEL), vision and mission statement, organizational values and, strategic priorities, metrics to assess progress in the attainment of these strategic priorities, budget, and Implementation Matrix.

8. QUALIFICATIONS

- a) A minimum of a post graduate qualification in the field of organizational development, social sciences, business management, strategic planning, or other related fields.
- b) At least 10 years of relevant experience in the Strategic Plan development and organizational development.
- c) Experience working with Agricultural Organizations will be of added advantage

Application process

Send an application responding to the Terms of Reference that includes a CV, a proposed methodology (maximum 4 pages), an activity time schedule and a financial proposal/ budget to info@ask.co.ke with the subject “Development of ASK Strategic Plan 2023-2028”

Applications should be submitted by **15th March, 2023** and addressed to:
The Chief Executive Officer,
Agricultural Society of Kenya,
P.O. Box 30176 – 00100,
Jamhuri Park, NAIROBI.