



Terms of Reference – Consultancy to Facilitate a Strategic Planning Workshop for CISP
Assignment duration: 15-20 days

Tentative assignment dates: end **June** 2012 (workshop) plus preparatory days in advance and report writing days afterwards

Background: CISP is in the process of developing a new Strategic Plan for the next 3 years of operation. The next stage in the development of this strategy paper is for a Strategic Planning workshop tentatively scheduled for end of June 2012 in Nairobi. The purpose of this workshop is to review the vision and mission of CISP Somalia, its existing programs, and to develop goals, objectives and strategies which will serve as the guide to program implementation over the next 2-3 years. Workshop participants will comprise of CISP's management team and program staff from both field and Nairobi offices.

CISP is selecting an external consultant who can develop the workshop framework and materials and take the lead in facilitating the strategic planning workshop. The intention is for workshop participants to consider CISP's existing programs and to define the future direction and priorities of the organization. In addition to the workshop, the consultant will conduct a desk review of the external context, familiarize him/herself with CISP's existing programs and consult with staff members and other stakeholders in order to develop the final strategic planning document.

Objectives of the Workshop:

- To analyze the external context as well as CISP's existing programs in Somalia
- To define the future direction, strategy and priorities of the organization's Somalia program

Scope of Work:

- Familiarization with CISP and its existing programs, including review of organizational documents and meetings with key staff
- Develop workshop methodologies and materials in conjunction with CISP program staff
- Design and prepare innovative participatory methodologies, including mind maps and matrix maps activities emphasizing discussion and focusing on building upon the organization's existing strengths
- Workshop must be participatory and must be designed to provoke critical review and thinking amongst the participants
- Scenario planning in the strategic planning process
- Facilitation of the Strategic Planning workshop
- Conducting consultations with key stakeholders
- Compilation of workshop report and strategic plan document

Deliverables:

- Workshop plan and activities
- Workshop report
- Strategic Planning Framework
- Draft Strategy
- Final Strategy
- Action Plan Working Papers
- Draft Strategic Plan
- Implementation Action Plan (IAP)
- Final Strategic Plan

Duration of the Consultancy:

The process will start in May 2012 with the preparatory phase; the workshop will take place in June 2012 (5 days); the analysis of the findings and drafting of the final reports will take place between June 2012 and July 2012 with the final documents presented to CISP by the end of July 2012.

Work Schedule:

- Preparatory, desk review and consultations (2 days)
- Planning of Workshop (3 days)
- Facilitation of Strategic Planning Workshop (5 days)
- Preparation and delivery of workshop report (3 days)
- Analysis of findings and consultations (2 days)
- First draft of strategic plan (framework, strategy, action plan) (3 days)
- Revisions (2 days)
- Submission of Final draft

Required Skills and Competencies:

- Experience in conducting and facilitating similar strategic planning processes with international NGOs
- Knowledge and experience of using participatory approaches and innovative facilitation techniques
- Strong analytical skills
- Good interpersonal skills and able to negotiate shared positions
- Excellent communication skills and fluency in English
- Strong understanding of development and humanitarian needs and issues in the Horn of Africa

If interested, please send a **cover letter, CV, and technical and financial proposal** to: occonnor@cisp-nairobi.org, and c/c to ruberto@cisp-nairobi.org by **30 April 2012**. For more information about CISP Somalia please visit our website: <http://www.cisp-som.org>