



Terms of Reference (ToR) for Consultancy to Cost CREAM's 5-Year Strategic Plan

1. Background

Centre for Rights Education and Awareness (CREAW) is a feminist women's rights organization based in Kenya whose vision is a just society where women and girls are valued, respected and enjoy full rights and live in dignity. CREAW's mission is to transform the lives of all women and girls through championing gender equality, rights and social justice.

The organization has developed a **5-year Strategic Plan** to guide its priorities and programming.

CREAW's Strategic focus areas are as follows;

- a) Ending all forms of violence against women and girls.
- b) Advancing comprehensive Sexual and Reproductive Health Rights (SRHR).
- c) Investing Women's Economic Empowerment (WEE).
- d) Strengthening women's rights organizations, movements, and collectives.
- e) Women and girls' participation of women and girls in leadership and decision making.

To operationalize the plan effectively, CREAW seeks the services of a qualified consultant to support the **costing of its strategic plan** and provide clear financial estimates to support implementation, sustainability, and resource mobilization.

2. Purpose of the Assignment

The overall objective of the consultancy is to **cost the 5-year Strategic Plan** by developing a detailed financial framework and budget estimates for each strategic objective, outcome area, and activities. The costed plan will serve as a critical tool for planning, budgeting, donor engagement, resource mobilization and financial sustainability.

3. Scope of Work

The Consultant will:

- a) Review the finalized 5-year Strategic Plan and relevant documents (organizational structure, past budgets, program workplans, donor guidelines, etc.).
- b) Engage with key staff and management to understand the strategic priorities, programmatic areas, and resource needs.

- c) Develop a **comprehensive costing framework** aligned with the strategic goals, outcomes, and implementation timeline.
- d) Prepare a detailed multi-year budget by strategic focus areas listed under the background section of this ToR, indicating annual costs, resource requirements and funding gaps. This should integrate cross-cutting themes such as climate change, inclusion, and technology. Further, this should be broken down by key cost categories aligned to CREAMs costs e.g., direct program costs, CAPEX, administrative and operational costs, amongst others.
- e) Provide a **summary financial projection** that supports resource mobilization and investment decisions.
- f) Presenting a **draft costed plan** for validation with key stakeholders.
- g) Finalizing the **costed strategic plan** incorporating feedback from the validation meeting.

4. Deliverables

The consultant will deliver:

- a) **Inception Report** detailing the methodology, workplan, and costing framework.
- b) **Draft Costed Strategic Plan** showing cost breakdown by year, pillar, and strategic focus
- c) **Validation Presentation** to senior management and board members.
- d) **Final Costed Strategic Plan**, including:
 - I. Narrative on costing assumptions;
 - II. Annual and total cost summary;
 - III. Resource mobilization implications; and
 - IV. Sustainability considerations.

5. Duration and Level of Effort

The consultancy is expected to be completed within one month from the date of signing the contract.

6. Reporting and Supervision

The consultant will report directly to the **Deputy Director** and work closely with the **Finance & Administration Manager** and **Programs Coordinator**. Regular progress check-ins will be conducted to ensure alignment with the organization's expectations.

7. Qualifications and Experience

The ideal consultant will have:

- a) A degree in Finance, Economics, Project Management, or related field (Master's preferred).

- b) At least **7 years of experience** in strategic planning, financial modeling, or costing for NGOs, INGOS and or development organizations/ agencies
- c) Proven experience costing multi-year strategic or investment plans for NGOs , INGOS and or development organizations/ agencies.
- d) Excellent analytical, writing, and communication skills.

8. Expected Outputs and Format

The final **Costed Strategic Plan** should include:

- a) Executive Summary;
- b) Overview of costing methodology and assumptions;
- c) Detailed annual and thematic budget tables;
- d) Summary tables for total estimated costs;
- e) Recommendations for financing strategies.

9. Payment Terms

Payment will be made in three tranches upon satisfactory completion of deliverables:

- a) **20%** upon approval of inception report;
- b) **50%** upon submission of draft costed plan;
- c) **30%** upon approval of final costed plan.

10. Application Procedure

Interested consultants should submit a **technical proposal** outlining:

- a) Understanding of the assignment, approach, and workplan.
- b) Proven experience costing multi-year strategic or investment plans for NGOs, INGOS and or development organizations/ agencies. To satisfy this requirement, please provide evidence of completion of at least 3 similar assignments. This should include:
 - I. Name of client (organization)
 - II. Project title
 - III. Scope of services including thematic focus areas of these strategies.
 - IV. Duration
 - V. Value of services (fee received).
 - VI. At least two of these should have included themes focussing on gender equality, women's rights programming and/or feminist principles.
- c) Reference letters or letters of completion from at least 2 clients who received similar services.
- d) Updated CV
- e) A **financial proposal** in Kenyan Shillings (KES) indicating daily rates and total costs;

Applications should be submitted to consultancy@creaw.org by **Thursday 18th December 2025** with the subject line: **“Consultancy to Cost CREAW’s 5-Year Strategic Plan”**.

All enquiries to be submitted to the above email.

Canvassing will result in automatic disqualification. Only shortlisted candidates will be contacted.

CREAW is an Equal Employment Opportunity employer and does not discriminate against any employee, applicant, consultant, or firm because of age, disability, race, religion, color, national origin, sex, or any other protected characteristic; CREAW also maintains a zero-tolerance policy for Protection from Sexual Exploitation, Abuse, and Harassment (PSEAH and any related misconduct) and is committed to creating a safe, respectful, and dignified work environment for all.