

**TERMS OF REFERENCE (ToR) FOR DEVELOPMENT OF
 2026 - 2029 STRATEGIC PLAN
 ISACA KENYA CHAPTER**

1. Background

ISACA Kenya is a not-for-profit, non-union association of professionals in the IT-related industry founded in Kenya in December 1999 by a group of volunteers. The chapter was registered in March 2000 and has since experienced tremendous growth in membership, once earning global recognition for achieving the second highest annual percentage growth in membership worldwide.

ISACA Kenya is one of 228 chapters in more than 190 countries affiliated to ISACA, the leading Information Technology association of individual members in more than 170 countries. Our members are committed to support enterprise objectives through development, provision and promotion of research, standards, competencies and practices for the effective governance, control and assurance of information systems and technology.

2. Objective

ISACA – Kenya Chapter seeks to engage a qualified and experienced consultant or consultancy firm to facilitate a participatory and comprehensive process for the development of its four-year Strategic Plan for the period 2026-2029. The objective is

to produce a high-quality, actionable, and sustainable plan that will define the organization's vision, mission, strategic pillars, and institutional goals for the next four years.

3. Scope of work

The consultant will undertake the following key tasks:

3.1. Inception phase

- Review and analyze key organizational documents, including the previous strategic plan, annual reports, policies, and donor reports.
- Conduct an inception meeting with the ISACA – Kenya Chapter leadership and a designated task force to agree on the methodology, work plan, and key deliverables.
- Develop and submit an inception report detailing the understanding of the assignment, proposed methodology, and a detailed work plan.

3.2. Situational analysis

- Conduct an in-depth internal and external analysis (e.g., SWOT, PESTLE) of the environment in which ISACA – Kenya Chapter operates.
- Facilitate a series of consultative sessions with key stakeholders, including the Board of Directors, management, staff, partners, donors, beneficiaries, and relevant government agencies.
- Synthesize findings from the document review and consultations into a comprehensive report that will inform the strategic direction.

3.3. Strategic plan development

- Facilitate a strategic planning workshop with the ISACA – Kenya Chapter team to:

- Review and, if necessary, redefine the organization's vision, mission, and core values.
- Identify and validate key strategic pillars and thematic areas for 2026-2029.
- Formulate clear strategic objectives, key result areas, and performance indicators for each pillar.
- Develop a results-based monitoring and evaluation (M&E) framework for the strategic plan.

3.4. Drafting and Finalization

- Prepare a first draft of the Strategic Plan (2026-2029) based on the workshop outcomes and analysis.
- Integrate feedback from the ISACA – Kenya Chapter leadership and task force into a final, comprehensive document.
- Prepare a summary presentation of the final strategic plan for the Board of Directors.

4. Deliverables

The consultant is expected to produce the following deliverables:

- I. **Inception Report** - Outlining the methodology and detailed work plan.
- II. **Situational Analysis Report** - A comprehensive report of findings from the document review and stakeholder consultations.
- III. **Draft Strategic Plan** - A complete draft document for review.
- IV. **Final Strategic Plan Document (2026-2029)** - A final, professionally formatted document, incorporating all feedback.
- V. **Final Presentation** - A PowerPoint or similar presentation summarizing the final plan.

5. Duration and reporting

- The consultancy is expected to be completed within 8 (eight) weeks from the date of award. The consultant will report directly to the ISACA – Kenya Chapter president and the designated task force.

6. Required qualifications and experience

The consultant or team must demonstrate the following qualifications:

- A minimum of a master's degree in a relevant field such as Organizational Development, Strategic Management, or a related discipline.
- Proven experience of at least 10 years in strategic planning and organizational development in different sectors/industries.
- Excellent facilitation, communication, and report-writing skills.
- Experience in conducting extensive stakeholder consultations.
- Previous experience working with membership organizations and educational institutions in Kenya or the East African region is an added advantage.

6. Application Process

Interested and qualified consultants should submit a single document containing the following items to info@isaca.co.ke by **January 20th, 2026**:

- I. A technical proposal detailing your understanding of the ToR, proposed methodology, work plan, and a list of key personnel.
- II. A financial proposal with a detailed breakdown of costs.
- III. CV of the lead consultant.
- IV. A portfolio or examples of similar work done including list of clients previously served.
- V. Company Registration Certificate and a Valid Tax Compliance Certificate.