



**TRANS WORLD RADIO KENYA
SIFA FM STATIONS LTD**

REQUEST FOR PROPOSALS

RFP Reference: TWRK/RFP/2026/01

Consultancy to Develop the Trans World Radio Kenya and SIFA FM Strategic Plan 2027 to 2029

Including an ASAL and Coastal Baseline Study and a Balanced Scorecard Strategy Management Plan

Commissioning organisation	Trans World Radio Kenya / SIFA FM Stations Ltd
Assignment	Development of the Strategic Plan 2027 to 2029
Location	Nairobi head office
Reporting to	Executive Director, with oversight by the Board of Directors
Date of issue	2 nd July 2026
Deadline for submission	16 th July 2026

1. Introduction and Invitation

Trans World Radio Kenya (TWR Kenya) and SIFA FM Stations Ltd invite qualified individual consultants and firms to submit proposals for a consultancy to develop the organisation's Strategic Plan 2027 to 2029. The assignment combines a rigorous review of internal records with an original baseline study of the arid and semi-arid lands (ASAL) and Coastal regions that SIFA FM serves, and it will deliver a validated strategic plan together with a strategy management plan anchored on the Balanced Scorecard.

This Request for Proposals (RFP) sets out the background to the assignment, an overview of the scope of work and deliverables, the qualifications required, the basis on which proposals will be evaluated, and the instructions for submission.

Proposals must be prepared and submitted strictly in accordance with the instructions in this document. By submitting a proposal, a consultant confirms acceptance of the terms and conditions set out herein.

2. About Trans World Radio Kenya and SIFA FM

Trans World Radio Kenya (TWR Kenya) and SIFA FM Stations Ltd are a Christian media organisation headquartered in Nairobi. Through the SIFA FM network of community-based radio stations, the organisation broadcasts in more than ten languages and reaches an estimated 6.5 million daily listeners across Kenya's arid and semi-arid lands (ASAL) and Coastal region.

As the current Strategic Plan 2024 to 2026 draws to a close, the organisation is preparing to develop its next Strategic Plan covering the period 2027 to 2029. This is a defining moment. The organisation has recently completed a Governance, HR and Culture Audit and is in the process of a significant organisational restructuring, and it is pursuing a deliberate shift towards reduced donor dependency, stronger commercial performance and disruptive, listener centered programming.

To anchor the new strategy in evidence rather than assumption, TWR Kenya and SIFA FM intend to engage a competent Strategy Consultant who will build the organisation's ASAL knowledge capacity and design a strategy that is both ambitious and grounded in the lived realities of these communities. Further information about the organisation is available at twr.co.ke and sifa.co.ke.

3. Purpose and Objectives of the Assignment

The purpose of this assignment is to facilitate the development of a robust, evidence based Strategic Plan 2027 to 2029 for TWR Kenya and SIFA FM, supported by a baseline study of the organisation's key broadcast regions and a practical strategy management plan that the organisation can use to track delivery.

The specific objectives of the assignment are to:

1. Review the organisation's internal records and the current strategic plan to establish what has worked, what has not, and what should inform the next strategy cycle.
2. Generate original, region specific intelligence on the communities SIFA FM serves in Northern Kenya and the Coastal region through a structured baseline study.

3. Facilitate an inclusive, participatory process that allows staff, management and the Board to co-design and co-innovate the strategy.
4. Produce a finalised Strategic Plan 2027 to 2029, validated by the Board, and ready for launch on 12 November 2026.
5. Deliver a strategy management plan anchored on the Balanced Scorecard to support implementation, monitoring and accountability.

4. Overview of the Scope of Work and Deliverables

The assignment requires the Consultant to combine a review of internal records with an original baseline study of the ASAL and Coastal regions that SIFA FM serves, to facilitate a participatory strategy development process, and to deliver a validated Strategic Plan together with a Balanced Scorecard strategy management plan. In summary, the scope of work includes:

- A document and desk review of the organisation's internal records and the current strategic plan.
- A baseline study of nine key regions across Northern Kenya and the Coastal region, namely Kakuma, Lodwar, Loyangalani, Marsabit, Mandera, Lamu, Voi, Garissa and Wajir.
- A PRESTEL analysis covering political, religious, economic, socio-cultural, technological, environmental and legal dimensions.
- Key Informant Interviews with staff and management, including the Executive Director.
- A Board strategy retreat and a Board validation exercise.
- A strategy management plan anchored on the Balanced Scorecard.
- Support for the launch of the Strategic Plan on 12 November 2026.

The Consultant will produce eight deliverables, from an inception report through to launch ready materials. All written deliverables will be provided in editable Microsoft Word format and, where applicable, a final designed version. Final acceptance of each deliverable rests with the organisation.

5. Consultant Qualifications and Eligibility

The organisation invites applications from individual consultants or firms with a strong track record in strategy development. The successful Consultant or team should demonstrate:

- An advanced degree in strategic management, development studies, communication, social sciences or a related field.
- Proven experience in facilitating organisational strategy development, ideally for media, communication or mission driven organisations.
- Demonstrated experience in conducting baseline surveys and mixed methods research, including in arid and semi-arid or hard to reach contexts.
- Strong knowledge of the Balanced Scorecard as a strategy management tool.
- Sound understanding of the Kenyan media and regulatory environment.
- Excellent facilitation, analytical and report writing skills.

- Sensitivity to the faith-based identity and values of the organisation.

To be eligible, a consultant or firm must be duly registered in Kenya or, where an international firm applies, must be legally able to operate in Kenya, and must be compliant with applicable statutory and tax obligations. The organisation may request evidence of registration, tax compliance and similar documents at any stage of the process.

6. Content and Structure of Proposals

Proposals must be submitted in two separate parts, a technical proposal and a financial proposal.

6.1 Technical proposal

The technical proposal should be concise and should demonstrate the consultant's understanding of the assignment and capacity to deliver. It should contain:

- A cover letter signed by the consultant or an authorised representative of the firm
- A statement of understanding of the assignment and interpretation of the Terms of Reference.
- A detailed methodology and approach, covering the baseline study design, sampling and representativeness, data collection tools, the design and facilitation of listener panels, the PRESTEL analysis, the document review, the Key Informant Interviews, the Board strategy retreat, validation, and the application of the Balanced Scorecard.
- A work plan and delivery schedule showing how the assignment will be completed ahead of the launch on 12 November 2026, presented as an activity schedule with clear milestones.
- The profile and relevant experience of the consultant or firm, including at least three similar assignments completed in the last seven years, with a short description of each.
- The composition of the proposed team, the role of each team member, and curricula vitae of the key personnel.
- At least three referees for whom similar work has been undertaken, with current contact details.
- A statement confirming the consultant's sensitivity to the faith based identity and values of the organisation.

The technical proposal must not contain any pricing information. Inclusion of financial information in the technical proposal may lead to disqualification.

6.2 Financial proposal

The financial proposal should:

- Be quoted in Kenya Shillings (KES).
- Be inclusive of all applicable taxes, including any Value Added Tax and withholding tax, and inclusive of all field costs, travel, accommodation, data collection costs and any other expenses.

- Provide a clear breakdown of professional fees and reimbursable costs.
- Indicate the proposed payment schedule linked to the deliverables, in line with the payment terms in this RFP.
- Remain valid for the period stated in this RFP.

Where a proposal is silent on taxes, the organisation will treat the quoted price as inclusive of all applicable taxes.

7. Procurement Schedule

The indicative schedule for this procurement is set out below. The organisation reserves the right to amend these dates and will communicate any changes to consultants who have expressed interest. All dates should allow the assignment to be completed ahead of the fixed launch date of 12 November 2026.

Activity	Indicative date
RFP issued	2 nd July 2026
Deadline for submission of proposals	16 th July 2026
Technical and financial evaluation	23 rd July 2026
Notification of award	24 th July 2026
Contract signing and commencement	27 th July 2026
Strategy launch	12 November 2026

8. Submission Instructions

Proposals should be sent to procurement@twr.co.ke with the subject line quoting the RFP reference and title, RFP No. TWRK/RFP/2026/01, Consultancy to Develop the Strategic Plan 2027 to 2029. The technical proposal and the financial proposal should be attached as one PDF file. All proposals must be received by 16th July 2026.

Issued by:

Dr. Evalyne Njoki Chege
Executive Director
Trans World Radio Kenya / SIFA FM Stations Ltd