

REQUEST FOR EXPRESSIONS OF INTEREST (REOI)

Consultancy Services for the Development of
the District of Lwanga Five-Year Strategic Plan
(2027-2032)

REFERENCE NO.	SUBMISSION DEADLINE	DURATION	COVERAGE
D05/KEN/2017/53	28th September 2026	Approx. four (4) months	Six countries

01 BACKGROUND

The District of Lwanga of the Brothers of the Christian Schools (De La Salle Christian Brothers) is one of the administrative Districts of the worldwide Institute of the Brothers of the Christian Schools, founded in 1680 by Saint John Baptist de La Salle. The District comprises Kenya, Eritrea, Ethiopia, Mozambique, Nigeria, and South Africa, where it advances the Lasallian educational mission through schools, technical and vocational institutions, formation programmes, youth ministries, and social development initiatives.

The district, under the Foundations for Transformative Lasallian Impact Project, aims to strengthen its institutional capacity, governance, organizational effectiveness, monitoring and evaluation systems, financial reporting, and strategic leadership. A key component of this project is the development of a comprehensive five-year Strategic Plan, which will provide a unified vision and roadmap for the district's ministries.

The current absence of a unified District Strategic Plan has resulted in fragmented planning processes, inconsistent monitoring and reporting systems, uneven governance practices, and varying approaches to programme implementation across countries. The proposed Strategic Plan will address these gaps by establishing a common strategic direction and strengthening institutional effectiveness throughout the District.

The District, therefore, invites qualified and experienced consultants or consulting firms to submit Expressions of Interest for the development of the District of Lwanga Five-Year Strategic Plan (2027-2032).

02 PURPOSE OF THE CONSULTANCY

The purpose of this consultancy is to facilitate a participatory, evidence-based strategic planning process leading to the development of a comprehensive Five-Year Strategic Plan that will strengthen governance, enhance mission effectiveness, improve institutional sustainability, and provide a common strategic direction for the District across its six countries.

The Strategic Plan will guide decision-making, programme implementation, resource allocation, partnership development, safeguarding, leadership formation, education quality, financial sustainability, and monitoring and evaluation over the planning period.

03 OBJECTIVES OF THE ASSIGNMENT

The consultant shall facilitate the development of a Strategic Plan that will:

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| 01 | Provide a unified strategic direction for the District. | 02 | Strengthen governance and institutional leadership. |
| 03 | Promote the Lasallian mission and identity across all ministries. | 04 | Improve education quality and learner outcomes. |
| 05 | Strengthen safeguarding systems and child protection. | 06 | Enhance institutional sustainability and financial stewardship. |
| 07 | Improve coordination and collaboration across the six countries. | 08 | Develop a results-based implementation framework. |
| 09 | Establish standardized Monitoring, Evaluation and Learning (MEL) and financial reporting systems. | 10 | Strengthen accountability to stakeholders and development partners. |

04 SCOPE OF THE WORK

The consultant will be expected to undertake, but not be limited to, the following assignments:

- Review existing institutional records, the internal Needs Assessment, and relevant governance and financial documentation.
- Design and lead a consultative process engaging Brothers, lay partners, educators, safeguarding personnel, administrative staff, and community stakeholders.
- Coordinate with a designated focal point in each of the countries to schedule and facilitate consultations.
- Analyze findings and identify priority strategic issues across mission identity/formation, safeguarding, education quality, leadership, financial sustainability, risk management, communications, and service coordination.
- Draft the five-year Strategic Plan, incorporating measurable outcomes and an implementation roadmap.
- Present the draft Plan to the Strategic Planning Committee/review committee appointed by the Brother Visitor for feedback.
- Lead validation sessions with broader stakeholder groups across all six countries and revise the Plan accordingly.
- Design of standardized District-wide monitoring, evaluation, and financial reporting templates.
- Contribute to compiling a Transformative Lasallian Impact Toolkit documenting the process, tools, and lessons learned.

05 METHODOLOGY

Consultations shall be undertaken through a participatory, mixed-methods approach including document review, key informant interviews, focus group discussions, stakeholder surveys, and workshops. In-person engagement is limited to Kenya; all consultations in the other five countries are to be conducted virtually

06 DELIVERABLES

The consultant shall produce:

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| 01 | Inception Report and detailed work plan. | 02 | Institutional Assessment Report. |
| 03 | Stakeholder Consultation Report. | 04 | Situational Analysis Report. |
| 05 | Draft Five-Year Strategic Plan. | 06 | Validation Workshop Report. |
| 07 | Final Strategic Plan. | 08 | Monitoring, Evaluation, and Learning Framework. |
| 09 | Standardized District-wide Monitoring and Financial Reporting Templates. | 10 | Implementation Matrix. |
| 11 | Executive Summary. | 12 | Contribution to the Transformative Lasallian Impact Toolkit documenting methodologies, tools, lessons learned, and best practices. |

07 DURATION

The consultancy is expected to be undertaken between September and December 2026, with an estimated duration of approximately four (4) months, in line with the Foundations for Transformative Lasallian Impact Project implementation schedule.

08 REPORTING

The Consultant shall report directly to the Project Manager, who will provide technical oversight throughout the assignment. The Project Manager shall, in turn, report to the Strategic Planning Committee and ultimately to the Brother Visitor and District Council.

09 CONSULTANT QUALIFICATIONS

Interested consultants or consulting firms should demonstrate:

- A postgraduate qualification in Strategic Management, Organizational Development, Business Administration, Public Administration, Development Studies, or a related field.
- At least ten (10) years of demonstrated experience in strategic planning and institutional development.
- Proven experience facilitating strategic planning processes for multi-country or multi-site organizations.
- Demonstrated experience working with education institutions, faith-based organizations, NGOs, or international development organizations.
- Experience designing Monitoring, Evaluation, Learning, and financial reporting systems.
- Strong facilitation and stakeholder engagement skills, including virtual consultations across multiple countries and time zones.
- Excellent analytical, research, report-writing, and presentation skills.
- Familiarity with the Lasallian educational mission or similar Catholic institutional contexts will be an added advantage.

10 SUBMISSION REQUIREMENTS

Interested consultants shall submit:

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| 01 Letter of Expression of Interest. | 02 Technical Proposal outlining understanding of the assignment, proposed methodology, work plan, and implementation schedule. |
| 03 Financial Proposal. | 04 Curriculum Vitae of the Lead Consultant and key personnel. |
| 05 Company Profile (where applicable). | 06 At least three references from comparable assignments. |
| 07 A copy of a recent strategic plan developed. | 08 Valid Certificate of Incorporation/Business Registration (if applicable). |

Only shortlisted consultants will be invited to submit full proposals or participate in interviews.

11 SUBMISSION DETAILS

Interested consultants or consulting firms should submit their applications electronically with the subject line "Development of the District of Lwanga Strategic Plan (2027-2032)" to the Project Manager, Foundations for Transformative Lasallian Impact Project, District of Lwanga, via lwangasecretarial@lasalle.org, with a copy to lasallianfoundation@lbedf.org. Applications must be received on or before **28th September 2026**. Late submissions will not be considered. Any canvassing or attempt to influence the procurement process will result in automatic disqualification.

Data Protection and Privacy Notice and Acknowledgement

Expression of Interest for Consultancy Services

Reference Number	D05/KEN/2017/53
Assignment	Development of the District of Lwanga Five-Year Strategic Plan 2027 to 2032

The District of Lwanga of the Brothers of the Christian Schools (the District) is the data controller for personal data submitted in response to this Expression of Interest. This notice explains how the District will collect, use, disclose, retain, and protect that data. It should be read and signed by an individual consultant or by an authorised representative of a consulting firm.

1 Personal data collected

- Names, identity or passport details, signatures, postal and physical addresses, telephone numbers, email addresses, and other contact details.
- Curricula vitae, professional qualifications, employment and assignment history, memberships, licences, references, and supporting certificates.
- Company registration, ownership, tax, financial proposal, banking, and due diligence information, where applicable.
- Correspondence, interview notes, evaluation records, conflict-of-interest information, and records generated through the selection and contracting process.

2 Purposes and lawful basis of processing

The District will process the data only as reasonably necessary to:

- receive, administer, evaluate, shortlist, clarify, and communicate about submissions under this Expression of Interest;
- verify identity, qualifications, experience, references, eligibility, integrity, and potential conflicts of interest;
- conduct interviews and due diligence, make an award decision, and document the fairness and accountability of the process;
- negotiate, enter into, administer, monitor, audit, and enforce any resulting consultancy contract; and
- comply with legal, regulatory, safeguarding, donor, accounting, audit, risk-management, and dispute-resolution requirements.

Processing will be based, as applicable, on steps taken at the applicant's request before entering into a contract, performance of a contract, compliance with legal obligations, the District's legitimate interests in running a fair and accountable selection process, and consent where consent is specifically required by law. Refusal to provide information necessary for evaluation or due diligence may prevent the District from considering the submission.

3 Recipients and international transfers

Access will be limited to persons who reasonably require the data for the above purposes, including authorised District personnel, the Project Manager, the Strategic Planning Committee, the Brother Visitor and District Council, evaluation advisers, auditors, legal or professional advisers, funders or project partners where required, contracted service providers subject to confidentiality and data-protection duties, referees contacted for verification, and public or regulatory authorities where disclosure is legally required.

Because the assignment covers Kenya, Eritrea, Ethiopia, Mozambique, Nigeria, and South Africa, and because authorised service providers may host or support electronic systems outside Kenya, personal data may be accessed or transferred across national borders. The District will apply appropriate contractual, organisational, and technical safeguards and will make transfers only where permitted by applicable law.

4 Security and retention

The District will use reasonable administrative, technical, and physical measures to protect personal data against unauthorised access, loss, alteration, disclosure, or destruction. Data will be retained only for as long as reasonably necessary for the selection process, contract administration, applicable limitation periods, audit and

donor requirements, or legal and regulatory obligations, after which it will be securely deleted, destroyed, or anonymised.

5 Rights and enquiries

Subject to applicable law, a data subject may request access to, correction of, restriction of, objection to, portability of, or deletion of personal data and may withdraw any consent relied upon. Withdrawal does not affect processing already lawfully undertaken and may not prevent processing required for contractual, legal, audit, or legitimate-interest purposes. Privacy enquiries or requests should be sent to the Project Manager at lwangasecretarial@lasalle.org, copying lasallianfoundation@lbedf.org. A data subject may also lodge a complaint with the competent data-protection authority, including Kenya's Office of the Data Protection Commissioner where the Kenyan Data Protection Act applies.

6 Applicant declaration and acknowledgement

I declare and acknowledge that:

- ☐ I have read and understood this notice and acknowledge the processing described in it.
- ☐ The information submitted is, to the best of my knowledge, true, complete, and accurate.
- ☐ I am authorised to submit the application and, where applicable, to sign on behalf of the consulting firm.
- ☐ Where I provide personal data relating to key personnel, referees, employees, subcontractors, or any other person, I have informed them of this notice and have lawful authority to provide their data to the District for the stated purposes.
- ☐ I will not submit personal data that is irrelevant or excessive, or sensitive personal data unless it is specifically requested and lawfully necessary.
- ☐ I understand that the District may contact stated referees and relevant institutions to verify information supplied in the application.
- ☐ I consent to any processing that specifically requires consent under applicable law, including lawful verification and cross-border processing for the purposes described above. I understand that the District may rely on another lawful basis where consent is not the appropriate basis.

7 Signature

Full name

ID or passport number

Consulting firm if applicable

Position or capacity

Email address

Telephone number

Signature

Date

Company stamp if applicable

Submission instruction

Complete, sign and include this form with the Expression of Interest. Each joint-venture or consortium member should submit a separate form. Electronic signatures are acceptable where permitted by the District.