



# AMKENI – MALINDI

*An empowered society that embraces inclusivity of marginalized and sexual minorities*

P.O Box 5438-80200 Malindi – Kenya | Email: [amkeniyouth22@gmail.com](mailto:amkeniyouth22@gmail.com) | Website: [www.amkenimalindi.org](http://www.amkenimalindi.org)

## TERMS OF REFERENCE (TOR) FOR STRATEGIC FRAMEWORK CONSULTANCY

APPLICATION CODE: 002/2021

### Introduction

AMKENI began as a support group in the year 2009 for positive living men who have sex with men in Malindi, Kilifi county and later registered as a CBO in 2013. It was formed to address issues of stigma and discrimination, violence and lack of access to health services targeted towards LGBTI identifying individuals within Kilifi county.

### The context of the consultancy

Our current strategic plan expired in 2020, which necessitates the evaluation of its implementation as well as the prioritization of our next strategic direction. AMKENI'S programmatic environment is constantly changing and is characterized by an evolving policy and political environment, shifting donor commitments, growing stakeholder numbers and expectations, evolving staffing structure and capacity, amongst other factors.

### Scope of assignment

The main objective of this consultancy is to develop a new strategic framework for AMKENI that considers the current internal and external operating environment in order to enhance AMKENI'S effectiveness and sustainability in the area of programming, policy and advocacy in Malindi. At the end of this consultancy, we expect that we will adopt the needs assessment and revise strategic plan, building on the achievements brought forward as part of the implementation plan, Sustainability Plan and cognizant of its ever-changing operating environment come up with Fundraising plan. To achieve this, the consultant will review and guide AMKENI in clearly defining: -

- i. Our Vision, Mission, strategic areas and objectives; including priority focus areas for the strategic period
- ii. Our situational context, through a SWOT, PEST and other relevant analysis.
- iii. Sustainability plan; including proposals for effective financial and Human resource strategies
- iv. Our stakeholder map and identify relevant strategies to engage them to advance our stated objectives, stakeholder and
- v. Risk analysis and management approaches
- vi. Functional organizational & leadership structure
- vii. Monitoring and reporting framework to enable effective tracking of the strategic plan
- viii. Costing of the plan.

This assignment will involve close engagement with the internal AMKENI'S Strategic Planning Team (comprising of the Director, Programs Manager, Finance Manager, Nominated Board Member

It will entail a participatory process, including, but not limited to:

- ✓ A review of internal documents and benchmark with similar institutions/ organizations
- ✓ Consultations with AMKENI'S Management, members, staff and selected partners/ stakeholders to review the current plan and set priorities for the next plan
- ✓ Facilitation of a strategic planning workshop for staff, board members and selected stakeholders to further build on the Strategic plan
- ✓ Drawing up of a draft Strategic Plan for the next phase and incorporating input from AMKENI'S staff Beneficiaries, Board, selected stakeholders and partners.



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## **Expected deliverables:**

- ✓ A needs assessment report highlighting the current status and gaps in AMKENI'S strategic direction, covering both internal and external factors relevant to the organizational operating environment.
- ✓ An inception report detailing the methodology/ approaches and timelines associated with this consultancy assignment
- ✓ A strategic planning workshop (Virtual depending on the situation) for the AMKENI'S Staff, Board and selected partners
- ✓ A revised strategic plan
- ✓ A consultancy report that includes the major activities of the consultancy, the highlights of the strategic planning workshop and an evaluation of the workshop.

## **Expert profile**

In order to be selected for this assignment, the Consultant must possess the following among other Academic and Professional qualifications:

- A minimum of a post graduate qualification in the field of Administration, Organizational development and/ or management or in a related field
- Minimum of 5 years of experience in strategic planning;
- Experience in organizational and change management
- Good knowledge of the MSM HIV programming/ advocacy field;
- Excellent communication and facilitation skills

f) Highly motivated and committed to AMKENI'S values of Professionalism, accountability, Confidentiality, courage in action, integrity and teamwork

## **Selection criteria**

- The consultant will submit an Expression of Interest (EOI) to AMKENI; including the following:
- A suitability statement; including commitment to his/her availability for the entire assignment;
- Updated curriculum vitae that clearly spells out qualifications and experience in relation to this assignment;
- Contacts of 3 organizations that have recently contracted the consultant to carry out a similar assignment.

## **Supervision**

This consultancy assignment will be supervised by The Director,

## **Consultancy duration**

The strategic planning exercise is expected to be fully completed by 31<sup>st</sup> MAY 2021 The consultant will submit a detailed plan of work as part of the EOI.

## **Budget and payment**

The Consultant will submit a detailed budget in the EOI for consideration by AMKENI. The final terms will be stipulated in the consultancy contract.



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Submission of CVs Interested consultants should submit:

- (a) Their CVs indicating his/her previous experience in the field
- (b) A short concept note outlining the approach to the task including an indicative work plan (max 2 pages)

So as to reach The Director, Amkeni Malindi, through e-mail: [amkeniyouth22@gmail.com](mailto:amkeniyouth22@gmail.com) by 12:00 Noon on the 15<sup>th</sup> March, 2021.

**NOTE:**

PLEASE INCLUDE THE APPLICATION CODE AND TITLE IN THE SUBJECT REFERENCE i.e., Re: APPLICATION CODE-002/2021- STRATEGIC FRAMEWORK PLANNING