



TERMS OF REFERENCE CONSULTANT FOR THE DEVELOPMENT OF STRATEGIC PLAN (2020-2025)

1. Background

The Association of Media Women in Kenya (AMWIK) is a National Media Association established in 1983 and registered under the Societies Act as a non-profit membership organization for women journalists from the print, electronic and digital media and other areas of communication. AMWIK seeks to develop a five year Strategy for 2020-2025, the key document that will define its mission and goals. This follows the 2012–2016 Strategy during which AMWIK delivery raised its profile as an authoritative voice on gender, media and governance issues, achieving significant success in many areas amidst many changes and challenges in that period.

In the proposed Strategic Plan, AMWIK will revisit its vision, mission, goals and strategic objectives and propose the direction for the next strategic planning cycle running until 2025. AMWIK seeks to re-evaluate its primary stakeholders while staying true to the vision of using media to advance a gender responsive society in Kenya and Africa. The new strategic plan seeks to reinforce AMWIK's commitment and approach in addressing gender equality and equity while exploring new ways of maximising the media including new media to amplify its initiatives. It is expected that the new strategic plan will help AMWIK to articulate its goals and priorities in order to be responsive and accountable to the social, political and economic realities of women and girls lives today.

Kenya has a diverse and robust media environment. The number of TV and radio stations increased significantly since the digital migration experienced in Kenya in 2015. As of April-June 2019, there were 86 TV stations and 173 radio stations in Kenya.¹The growing media landscape means a growth of the industry as well as posing challenges to the audience, media stations and journalists themselves. With this in mind, AMWIK seeks to capitalize on these new opportunities whilst meeting the needs of journalists both in mainstream, community and digital media.

The scope and focus of the assignment is to provide technical, strategic and facilitation support to enable the renewal of AMWIKs strategic plan in line with the growing media and gender landscape

3. Purpose and Objective of the Assignment

AMWIK is looking for a national consultant, who will closely work with the Board of Directors and the Executive Director to lead the process of and the development of a new strategic plan for the period of 2020-2025

Specific Objectives:

- a) Define the scope of Strategic Plan Development (SPD) process by meeting with AMWIK's Board and management.
- b) Review and analyze AMWIK's existing strategic plan for 2012-2016 and key documents with a focus to understanding "Where AMWIK is?"
- c) Define AMWIK's network proposition, its strategic priorities and action plans to achieve these priorities
- d) Conduct consultative forums with Board of Directors, AMWIK management and members, key stakeholders, to synthesis AMWIK's key learnings and identify strategic opportunities in

¹ Source: CA Statistics Report April-June 2019



the current environment with a focus to understanding “Where do we want to be? How will we get there?”

- e) Develop an effective internal evaluation mechanism to continually assess AMWIK’s progress in achieving its strategic goals
- f) Engage AMWIK’s Board of Directors, management and key stakeholders meaningfully in the process to define the mission, vision, values, objectives and priorities of the organisation.
- g) Draft the Strategic Plan and present it to the Board of Directors and key stakeholders for validation and approval after necessary revisions.

4. Proposed Methodology:

The consultant is at liberty to propose methodology that would adequately result in the expected deliverables outlined in this ToR. A participatory approach together with critical reflection by the Board, management, members, staff and key stakeholders will make the process meaningful. The following steps are highly recommended for the process.

- i. Development of Strategic Planning guidelines and discussion with AMWIK management.
- ii. Inception meeting with AMWIK leadership to review the SP guidelines, following which the consultant will prepare an inception report outlining the key steps, specific deliverables and timelines agreed upon for the SPD process.
- iii. Review and analysis of existing documents, including but not limited to AMWIK’s expired Strategic Plan and key project documents, relevant sector/partner/donor publications, critical research on the media landscape. The aim is to identify focus areas and develop strategic objectives and key result areas for the same as well key opportunities and gaps, national and global priorities and what works.
- iv. Undertake stakeholder mapping and analysis; Through a consultative process and application of an appropriate tool of analysis, the consultant will conduct consultations/FGDs with Board of Directors, staff and key stakeholders to identify key strategic areas, critical issues, opportunities and gaps to be addressed in the Strategic Plan.
- v. Develop and administer a questionnaire to AMWIK members to include a participatory approach to the development of the Strategic plan.
- vi. Develop Draft one of Strategic Plan guided by the following questions:
 - a) What is the purpose of AMWIK as an organization?
 - b) Where does AMWIK want to go in 2020-2025?
 - c) What does AMWIK want to achieve during this period?
 - d) Who does AMWIK need to collaborate and partner with to achieve its vision and goals?
 - e) How will AMWIK work to deliver its targets?
 - f) How will AMWIK get there?
 - g) Which risks might AMWIK encounter and how will they be mitigated?
 - h) How will AMWIK know when it gets there?
 - i) What is the context in which AMWIK is working?
- vii. Review and validation of the draft Strategic Plan. The AMWIK Board and management will receive and review the draft of the Strategic Plan in a session with the consultant. The consultant will modify the draft based on feedback and share the second draft. Further modifications may be required, but these should be minimal. A strategic development workshop maybe considered to enable the process consultative and engaging.
- viii. The AMWIK Board of Directors will formally approve the final document once satisfied and adopt it in a Board meeting.



6. Roles and Responsibilities

AMWIK

- The Board of Directors will provide guidance to the Executive Director on development of the Strategic Plan, and will participate in the consultations, review and analysis sessions.
- The Executive Director will lead the process, to guide and supervise the SPD process including: preparing and approving the Terms of Reference; selecting, contracting and managing the Consultant; managing the costs of the SPD process, overseeing the logistics planning for meetings, engaging with the Consultant during the entire process, identifying stakeholders and linking them to the consultant, within the time agreed.
- AMWIK staff will collaborate with the consultant by sharing the relevant program documents and information needed for the SDP process.

The Consultant

- The Consultant will be responsible for preparation of an inception report and a work plan with clear timelines, undertaking consultations with AMWIK Board, management, members and other stakeholders, assessing and analyzing data to identify gaps and critical issues, actively engaging with staff, Board members and other stakeholders through the use of participatory processes, providing regular progress reports to the Executive Director
- Preparing a first draft of the Strategic Plan and presenting it for review to AMWIK Board and staff, modifying the draft based on feedback received
- Preparing the final strategic plan document.

7. Duration of Assignment

The duration of the assignment is **twenty four (24)** working days spread over three month period from July- September 2020.

8. Key deliverables:

- i. An inception report outlining the steps and methodology to be used in developing the Strategic Plan.
- ii. Agenda and participant list for the consultative workshop.
- iii. Conduct FGD/interviews with key stakeholders to identify key strategic and program priority issues
- iv. A comprehensive report of document review and analysis
- v. Draft Strategic Plan for review and feedback (with clear vision, mission, TOC, strategic objective)
- vi. Feedback session from AMWIK Board of Directors, management and staff
- vii. Approval from AMWIK Board of Directors
- viii. Final Strategic Plan document that includes: Executive summary, background (including SP development process), internal and external analysis, vision and mission statement , organisational values and guiding principles, strategic priorities, metrics to assess progress in the attainment of these strategic priorities, budget, PESTEL and SWOT Analysis and Operational plan.

9. Qualifications

- a) University degree (PhD or Masters) in organizational development, social sciences, business management, strategic planning, or other related fields.
- b) At least 10 years of relevant experience in NGO sector (Strategic Plan development and organizational development).
- c) Experience in working with women's rights and human rights, feminist and media organizations.



- d) Current knowledge and understanding of the women's rights movement and the gender media coverage patterns
- e) Experience with participatory approaches in conducting assessments and facilitating strategic planning processes;

10. Application process

Send an application responding to the Terms of Reference that includes a CV, a proposed methodology (maximum 4 pages), an activity time schedule and a financial proposal/ budget to info@amwik.org with the subject "**Development of AMWIK Strategic Plan**"

Applications should be submitted by **Friday, 17th July 2020** and addressed to:

**The Executive Director
Association of Media Women in Kenya (AMWIK)
Muringa Court Block D Hse No 15
Kirichwa - Muringa Road Junction Kilimani
P.O Box 10327 - 00100
Nairobi, Kenya**