



Friends of the Nation

TERMS OF REFERENCE

CONSULTANCY FOR THE DEVELOPMENT OF STRATEGIC PLAN FOR FRIENDS OF THE NATION (FoN)

1. Introduction

Friends of the Nation (FoN) is a not-for-profit organization that seeks the management of the environment in a sustainable and healthy manner with equal access to and the use of natural resources by communities. The organisation advocate and initiate vibrant campaigns on environmental degradation and depletion of natural resources, build and strengthen the capacities of peoples and local communities, build network alliances with diverse organisations locally and global. In addition, the organisation undertake and disseminate excellent research and knowledge transfer to facilitate actions and inform campaigns.

As the organization evolve, the need to review the strategic direction remains paramount in ensuring that they retain their relevance in their spheres of influence. Accordingly, as part of its institutional capacity strengthening, FoN would like to develop its next Strategic Plan (2021-2025). FoN intends to undertake this strategic planning exercise through the guidance of a consultant.

2. The context of the consultancy

FoN's programmatic environment is constantly changing and is characterized by an evolving Technology environment, shifting donor commitments, growing stakeholder numbers and expectations, evolving staffing structure and capacity, amongst other factors. Additionally, this is a transition period for FoN with the sad demise of two of its long serving board members and new board members being introduced into the board. At secretariat level, some major transitions have also happened. It is thus a good time for the organization to reflect on its past and think through the most effective way to capitalize on the new governance and programmatic realities.

3. Scope of assignment

The main objective of this consultancy is to develop a new strategic framework for FoN that takes into account the current internal and external operating environment in order to enhance FoN's effectiveness and sustainability in the area of environment and natural resource protection and local communities empowerment in Ghana.

At the end of this consultancy, we expect that FoN will adopt a revised strategic framework, building on the achievements brought forward and cognizant of its ever-changing operating environment. To achieve this, the consultant will review and guide FoN 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 FoN Strategic Planning Team (comprising of the Executive Director, a Board member and a selected staff member) and entail a participatory process, including, but not limited to:

1. A review of internal documents and benchmark with similar institutions/ organizations
2. Consultations with FoN board members, staff and selected partners/ stakeholders to review the current plan and set priorities for the next plan
3. Facilitation of a strategic planning workshop for staff, board members and selected stakeholders to further build on the Strategic plan
4. Drawing up of a draft Strategic Plan for the next phase and incorporating input from FoN staff, Board and selected stakeholders and partners.

4. Expected deliverables

1. An inception report detailing the methodology/ approaches and timelines associated with this consultancy assignment
2. A needs assessment report highlighting the current status and gaps in FoN's strategic direction, covering both internal and external factors relevant to the organizational operating environment.
3. A two-day strategic planning workshop for the FoN's Staff, Board and selected partners
4. A revised strategic plan
5. A consultancy report that includes the major activities of the consultancy, the highlights of the strategic planning workshop and an evaluation of the workshop.

5. Expert profile

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

- a) A minimum of a post graduate qualification in the field of Administration, Organizational Development and/ or management or in a related field
- b) Minimum of 5 years of experience in strategic planning;
- c) Experience in organizational and change management

d) Good knowledge of the Environment & Natural Resource Protection, Advocacy and CSO Governance;

e) Excellent communication and facilitation skills

f) Highly motivated and committed to FoN values of Professionalism, accountability, courage in action, integrity and teamwork

6. Selection criteria

The consultant will submit an Expression of Interest (EOI) to FoN; including the following:

1. A suitability statement; including commitment to his/her availability for the entire assignment;
2. Updated curriculum vitae that clearly spells out qualifications and experience in relation to this assignment;
3. Contacts of 3 organizations that have recently contracted the consultant to carry out a similar assignment.

7. Supervision

This consultancy assignment will be supervised by FoN's Executive Director, with the support of the FoN Strategic Planning team

8. Confidentiality of information

All documents and data collected in the process of the consultancy will be treated as confidential and used solely to facilitate the consultancy assignment. All information to which the consultant shall receive access to shall at all times be treated as the property of FoN and shall not be disclosed saved for where express permission has been granted as such.

9. Consultancy duration

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

10. Budget and payment

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