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SeedChange Invitation for Expressions of Interest Strategic Plan Consulting Support

1. BACKGROUND

SeedChange is seeking an external consultant to submit a proposal for the provision of guidance and subject matter expertise in the development of a strategic plan and to work with SeedChange's Board and the strategic planning committee to produce a multi-year strategic plan.

SeedChange is one of Canada's longest-standing international cooperation organizations. Founded in 1945, we promote vibrant family farms, strong rural communities and healthy ecosystems in Africa, Asia, Latin America, and Canada. We support programs, training and policies that strengthen biodiversity, food sovereignty and the rights of those at the heart of resilient food systems – women, Indigenous peoples and small-scale farmers.

A number of factors have led SeedChange to undertake a review of our strategic plan (2020-2025). It has been close to 10 years since our Board of Directors, supported by staff and our community, made a strategic decision to adopt our Seeds of Survival program as the core of our organization. We have also recently come through a leadership transition, and the external context of our work - political, social, environmental and the impacts of the Covid-19 pandemic - has changed the way we work. This is an important moment to strengthen and develop a shared sense of purpose and direction.

SeedChange's strategic plan will generate more of a roadmap with a detailed point-by-point plan. It will help our teams set priorities, determine how to respond to emerging opportunities, track progress in achieving goals and objectives, and communicate in a consistent and effective voice.

2. OBJECTIVES OF THE STRATEGIC REVIEW

The overarching objectives of our strategic review are:

- To identify and build shared understanding of the strengths, weaknesses, opportunities and threats across the organization;
- To link broad organizational vision and goals with the objective-setting and planning processes of each SeedChange team;

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- To review and/or update the current organization strategic plan;
 - To articulate aspirations for the next 3 to 5 years of SeedChange's evolution.

We believe any vision for the future should be informed by a solid understanding of where we stand today.

3. GUIDING PRINCIPLES

The strategic plan process will be guided by the following principles:

- Food sovereignty, agroecology and solidarity
- Anti-racist and anti-oppression framework
- Feminist Framework
- Consultative process with a variety of stakeholders.
- Use a strengths-based approach to strategic planning - Strengths, Opportunities, Aspirations, Results (SOAR).

The following questions will be validated and adjusted as needed in collaboration with the chosen consultant.

Guiding Questions

A sample of the guiding questions we hope to answer through this mandate include:

- What do our community members perceive as the core of SeedChange's work?
- What unique value do we bring to partnerships, stakeholders, networks and our field?
- Where is there overlap between our work and that of others? How are we set apart?
- How well are we known? And what are we known for?
- Where are our programs excelling?
- Where are we falling short?
- What opportunities can we identify to help build our impact?
- What threats may impede our ability to deliver on our mission and goals?

4. METHODOLOGY

The methodology, to be developed with the chosen consultant, will include:

- Review of SeedChange's internal documents (internal audits, reports and strategic documents in process or previously developed by program teams, communications and outreach materials, documents from our last strategic orientation process, etc.)
- An environmental scan of the international cooperation and domestic food sovereignty sectors;
- Telephone or key informant interviews with SeedChange's domestic and international partners, supporters and allies;
- Engagement with the Board of Directors (at the next meeting of the **Board, May 12, 2022**);
- Engagement with SeedChange staff teams; (**June 14 and 15, 2022**)
- An analysis of metrics related to communication, outreach, and policy;
- Validation and analysis of findings with senior management, and other staff as needed.

We want this process to be thorough without being onerous. The process will be stewarded by the Strategic Planning Committee - a working group composed of representatives from across the organization.



5. KEY DELIVERABLES AND SCHEDULE

Key deliverables from this mandate are a written strategic plan report, and one in-person session with SeedChange representatives to explore and discuss findings. The strategic plan document will include:

- Executive summary with high-level analysis related to internal and external contexts;
- Environmental scan;
- Analysis of strengths, weaknesses, opportunities and threats related to: SeedChange's program in Canada and overseas, policy work, communications, constituency engagement, fundraising, finance and administration, and governance;
- Analysis of qualitative and quantitative data and sample quotes from interviews;
- Recommendations related to organizational statements, broad goals and objectives, and program development/evolution.

We would expect preliminary findings to be presented to SeedChange for feedback, reflection and analysis, followed by a draft written report for comment, and subsequently the final report. We hope to finalize this contract end of April, and have the assessment delivered at the **June 14 all staff retreat**.

6. BUDGET

We invite consultants to submit a draft budget for discussion. Please consider approximately **3 days per month of work for the duration of the mandate (5 months approximately)**.

7. PROFESSIONAL QUALIFICATIONS

- Experience in strategic planning and visioning
- Knowledge of Change management
- Experience with qualitative and quantitative data analysis
- Experience with participatory research methodologies
- Demonstrated experience in anti-racist and anti-oppression approaches
- Knowledge about strategic planning tools
- Familiarity with using the Strengths, Opportunities, Aspirations and Results(SOAR) approach to strategic planning
- Successful facilitation experience using virtual platforms
- Strong understanding of international cooperation and domestic food sovereignty, food security sectors
- Track record of collaboration with social purpose organizations, and shared values with SeedChange
- Proficiency in English and French (spoken and written)
- Very strong communication skills, and ability to convey complex ideas in clear and accessible language

8. SUBMISSION GUIDELINES

Expressions of interest should include:

- A letter (2 pages maximum) describing your interest in this mandate, the approach you would take, and your experience undertaking comparable projects.



- cv(s) of the lead consultant(s)
- A draft budget
- Any additional relevant supporting documents

We are open to submissions from single consultants as well as teams. Please send your expression of interest to mdulude@weseedchange.org by **April 8, 2022**.

