



Strategic Consultant

Please submit your proposal by August 22nd, 2021.

1. Introduction

EcoPeace Middle East is a unique Jordanian-Palestinian-Israeli organization that seeks to advance cooperative efforts to protect our shared environment, promote sustainable regional development, and create the conditions for lasting peace in our region. For over two decades, EcoPeace Middle East has exemplified that cooperation over shared environmental issues, in particular water issues, can advance concrete solutions that change national policies and bring real benefits to people and communities on the ground. See also www.ecopeaceme.org.

2. The assignment

As it nears the end of its [current 5-year strategy](#) (2017-2021) EcoPeace is developing a new five-year strategy for the years 2022-2026 to enable healthy growth and development and apply strategic thinking, to position itself most optimally in an ever-changing context.. EcoPeace seeks to recruit a consultant to provide guidance and consultation to help develop this strategy and design the accompanying workshops.

The process of developing a plan to achieve EcoPeace's strategic objectives for the years 2022-2026 will reflect an inclusive participatory approach that takes into account a diversity of perspectives involving EcoPeace's board, management and staff members, as well as the perspective of donors, program beneficiaries and other key stakeholders.

The new strategy will inform and guide future programming, and be based on lessons learnt, best practices and tools (such as a SWOT analysis and a 360 review), including:

- Looking back to learn from the implementation of the previous 5-year strategy.
- Looking inward at EcoPeace' major strengths and weaknesses.
- Looking outward at EcoPeace's comparative role in the field.
- Looking forward where EcoPeace wants to be and what it wants to have achieved by 2026.

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3. Breakdown of strategy components

- a. The new strategy will be informed by:
 - i. An analysis of the previous strategy period, that will include: An external evaluation report (commissioned separately) that will provide an objective assessment of EcoPeace programs. The evaluation report will focus primarily on EcoPeace's Good Water Neighbors project, unless a broader scope is defined during the scoping phase of the process in accordance with the available budget. The results of the evaluation will be shared in a workshop with relevant staff and integrated into the strategy design process. The evaluation findings will serve the strategic consultant as part of the platform for strategic planning.
 - ii. An analysis of materials written about the projects for donor reporting and internal purposes
 - iii. Workshops with EcoPeace management and staff will serve to explore internal perspectives of challenges and strengths of the preceding strategy period: what has worked and what hasn't, what did success look like and what resources were missing to succeed. The workshops will revolve around challenge questions and include breakout discussions and listening teams and a comprehensive SWOT analysis.
- b. Comparative research: Input will be gathered from EcoPeace staff and management through workshops and feedback loops, as well as from external stakeholders like government, local authorities, donors and local/international partner organizations about EcoPeace's current and potential role in the field. Specifically, the strategy will include and respond to research, performed by a consultant as to 1) what is the current role that EcoPeace sees itself playing in the region and globally; 2) What others think is the role that EcoPeace plays in the region and globally and 3) An assessment of what role or roles we are best placed to play compared to needs and what other organizations undertake in the region and globally.

4. The strategy will include the following sections

- **Core report** including a foreword by directors/chair of the Board, an executive summary, context, organization vision, mission, values, strategic analysis and programmatic priorities, objectives, the approach to achieve these objectives, and an analysis of means (finance & resources) and recommendations on internal structures required to deliver this plan.

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- A **risk analysis** including a risk assessment for the implementation of the new strategy
- An **evaluation report** that will cover both the analysis of past programming (described above) and implementation recommendations and tools for measuring the impact of the new strategy.

5. Timeline

- Proposals submitted and nomination of the selected consultant (August 31, 2021)
- Kick-off and information gathering process (Sep-October 2021): This will include: by September 30, an inception report and proposed table of contents
 - initial scoping to review the previous 5-year strategy, comparing actuals with planning to identify success and challenges
 - being part of the external evaluation steering committee, supporting the evaluation process and integrating the findings, while optimizing synergies with the strategic process
 - identifying sample of stakeholders and donors for external stakeholder mapping, design and initiate in-depth interviews and feedback surveys
 - designing and implementing two rounds of workshops with management and staff (can continue beyond Oct.)
- Analysis and report writing (November 2021): Analyze data gathered and write analysis about potential and suggested strategies, including risks, benefits and SMART KPIs
- Finalize strategy with feedback loops (December 2021) that include:
 - Submit draft to leadership team for initial feedback and review (by Nov 30)
 - Incorporate feedback and submit draft to board for feedback and review (by Dec 10)
 - Incorporate feedback and finalize report and process (by Dec 31)
 - Closure (January 2022): Present to entire organization, stakeholders and donors involved in the process, provide guidance (consulting hours) in drafting of workplans, trainings and changes, as needed

6. Teams and positions to be involved

- The strategic planning process will engage EcoPeace's board, particularly with regards to priority areas to be taken into account and feedback on key questions. The board members will be briefed periodically on progress and receive a draft of the strategy for their input before it is finalized for their approval.
- EcoPeace's leadership team will identify the key strategic questions to be incorporated in the strategy and present them to the board. The leadership team will approve the scope, objectives and benchmarks of the strategy process, as well as the design of the workshops and the feedback

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loops of the review process. EcoPeace's country directors, in particular, will work with the consultant on the mission and values section and on the selection of the stakeholders to be involved in the strategy process. The leadership team will receive monthly updates about the advancement of the process.

- EcoPeace's regional development director, representing EcoPeace's leadership team, will manage the process and the consultant hired to develop the new organizational strategy, and work on the design and implementation of the strategy design process, the workshops and the report with the consultant.
- A strategy task force will be appointed by the leadership team to ensure the strategy process is grounded in the realities of EcoPeace's work and reflects the needs and creative vision of the staff; The task force will participate in the design of the workshops and serve as team leaders/ co-facilitators/ active listeners during the workshops; they will help collect lists of stakeholders from relevant content areas, participate in mapping and selection of relevant participants in the process and work with relevant professional staff to collect feedback on draft strategy; The task force will also participate in the presentation of the approved strategy and lead its implementation phase.
- Program managers and relevant selection of professional staff will be involved in the workshops and feedback loops.
- External stakeholders and donors will be asked to provide input in the information gathering phase and feedback in the last stages of the review process.
- All staff at EcoPeace will be involved in the workshops and final presentation.

7. Tender procedure, cost and payment

Applicants who wish to submit an offer are invited to submit a proposal, meeting the above detailed criteria; CV; samples of previous work of similar nature, proposed timeline, technical offer (including number of consulting hours required for each task) and a price offer. The price quote will include a breakdown of the proposal to stages. Please specify the number of hours each stage requires and the cost per stage or per consultation hour. Final cost and payment procedures will be negotiated with the selected consultant before signing the contract.

An optional information session will be offered to those interested in receiving more information before submitting their proposal. The session will take place on August 17th, 2021. Please send us an email to indicate your intention to join the session by August 12th to the below mentioned email address. Please send your proposals to reg.procurement@ecopeaceme.org. Offers should be submitted no later than August 22, 2021.

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