

**INTERNATIONAL OPEN TENDER
FOR A CONSULTANCY TO
SUPPORT THE DEVELOPMENT OF
AN INTERNATIONAL STRATEGIC
PLAN FOR 2021 – 2025**

FUNCTIONAL SPECIFICATIONS

PUBLICATION REFERENCE:

FR-PA-ARC-201803

ISSUED ON JANUARY, 18TH 2019

1. CONTRACTUAL DETAILS OF THE CONSULTANCY

Action Against Hunger seeks proposals from reputable consulting firms or individuals for this appointment. Interested firms must provide information indicating that they are qualified to perform the required assignment including information on the firm's profile, at least two references from other previous corporate clients, descriptions of similar assignments undertaken, experience in similar conditions and availability of relevant and appropriate skills and expected consultancy fees. More information regarding the tender process can be found in the Admin Specifications.

1.1. Key Dates

Expected Start Date:	March 2019
End Date:	October 2019

1.2. Language of the Consultancy

Working language requirement	English - French and Spanish is desirable
Language of the deliverables	English

The consultant(s) will be responsible for personal insurance during the consultancy. The consultant(s) will also provide any necessary materials (including laptops) required for the consultancy.

2. BACKGROUND INFORMATION

2.1. Overview

Action Against Hunger is an international humanitarian and development organization that takes decisive action against the causes and effects of hunger.

Action Against Hunger was created in France in 1979 in order to combat hunger throughout the world. It envisioned an international network consisting of members in various countries to better serve those suffering from undernutrition by acting on the causes and consequences of hunger and to give a global reach to Action Against Hunger and the principles for which it stands.

Action Against Hunger comprises 6 members: Action Contre la Faim France, Action Against Hunger USA, Acción Contra El Hambre Spain, Action Against Hunger United Kingdom, Action Against Hunger Canada and Action Against Hunger India, and provides a coordinated response in nearly 50 countries.

The Action Against Hunger network shares a common vision: "A world free from hunger". The mission of Action Against Hunger is to save and protect lives by eliminating hunger through the prevention, detection and treatment of undernutrition, especially during and after emergency crises caused by situations of conflict, displacement, poverty, discrimination, inequalities or natural disasters. From crisis to sustainability, Action Against Hunger tackles the immediate, underlying and root causes of undernutrition and its effects through a multi-sectoral approach. By designing our programmes with local communities, integrating them into national systems and working with partners, Action Against Hunger further ensures that short-term interventions become long-term solutions.

Action Against Hunger is committed to principled humanitarian action as outlined below:

- Independence

- Neutrality
- Non-discrimination
- Unrestricted access to humanitarian assistance
- Professionalism
- Transparency

The organization has defined the following goals:

- People at the center of our approach
- Leave no one behind
- Protection of the environment
- Be a catalyst for change
- Innovation
- Impact that lasts

You can find more detailed information about our organization on our websites, as well as our current 2016-2020 International Strategic Plan (ISP) by following this link [here](#).

2.2. General objective

Action Against Hunger seeks proposals and information about relevant qualifications from respected consultants experienced in the development of visionary strategic plans for international organizations - collaborating and coordinating across multiple country offices, with many levels of input both internal and external.

Drawing on Action Against Hunger’s current 5-year International Strategic Plan, existing knowledge and lessons learned, and seeking additional insights and inputs from representative groups across the organization as well as respected external and influential stakeholders (including beneficiaries, peers, partners, experts, and donors), the consultant(s) will work in collaboration with the International Executive Committee (IEC) to support the organization in developing its new 5-year strategic plan.

In the first phase of work, the consultant(s) will be responsible for coordinating and facilitating the inputs of numerous stakeholders to determine external and internal expectations and define Action Against Hunger’s added value and comparative advantage. In the second phase of work, the consultant(s) will coordinate and drive the process to define the organization’s ambitious vision and priorities to 2025, to underpin and frame the development of the new 5-year International Strategic Plan.

3. SCOPE OF WORK

3.1. Activities and outputs

Action Against Hunger International Strategic Plan (ISP) – Activities and outputs	
Project components	Timeline
Phase I	
Determine external and internal expectations - Defining our added value and comparative advantage	
1. Get a clear understanding of the environment: external analysis of key global sector trends and the impact on the sector of global future trends - <i>this component should build on existing resources, including IARAN (Inter-Agency Research and Analysis Network) resources, as well as internal insights (incl. participation of Country Directors on a voluntary basis)</i>	Mar-May 2019

<p>2. Define the expectations of our key stakeholders</p> <p>1.a. Map of key stakeholders at Network/Member/Regions/Field offices level</p> <p>1.b. Consultation with partners and communities (where possible)</p> <p>1.c. Consultation with key donors</p> <p>1.d. Consolidations of findings on stakeholders' expectations</p>	<p>Mar-May 2019</p>
<p>3. Define the expectations of our teams</p> <p>3.a. Team global survey on expectations</p> <p>3.b. Qualitative approach to gather insight from key and representative staff</p> <p>3.c. Group consultation with International Management Groups (IMGs - these are international working groups constituted by Senior Management Team members of the different functions, e.g. Finance), international functions and key working groups (Gender, Evaluation, Learning & Accountability, Donor Relationship Unit, Risk management) to identify achievements in current goals, gaps & potential opportunities</p>	<p>Mar-May 2019</p>
<p>4. Define our added value and comparative advantage (1) - Get a clear understanding of Action Against Hunger's key strengths and weaknesses.</p> <p>4.a. Incorporate lessons learned from ELA (Evaluation, Learning and Accountability Unit)</p> <p>4.c. Bottom to top SWOT:</p> <ul style="list-style-type: none"> • Advocacy/Positioning • Governance • Methodology/technical and management added value • Structure effectiveness and efficiency 	<p>Mar-May 2019</p>
<p>5. Define our added value and comparative advantage (2) – External analysis and benchmarking based on Action Against Hunger's identified key strengths and weaknesses, and external and internal expectations:</p> <p>5.a. Benchmark and peer analysis on key areas of inquiry identified based on the analysis carried out in previous steps</p> <p>5.b. Opportunities/inspiration from innovation and key developments from inside and outside the humanitarian & development sector, on key areas of inquiry identified based on the analysis carried out in previous steps</p>	<p>April-May 2019</p>
<p><i>Phase I deliverable: Detailed report outlining key findings, to serve as a basis for defining priorities and objectives of the next ISP, and that can be shared with the teams to inform their thinking – findings should be presented at the International Days in Malaga in June (this is Action Against Hunger's annual seminar, which involves the SMTs from all Member HQs, as well as all Country Directors) and the report should be finalized ahead of time to be shared with all participants</i></p>	
<p>Phase II – Identify priorities : where do we want to take Action Against Hunger</p>	
<p>6. Workshop with the International Executive Committee (IEC) and SMTs to identify key priorities (one workshop should be organized during the International Days in June)</p> <p>7. International Days in Malaga in June</p> <p>6.a. Presentation of the findings from Phase I</p> <p>6.b. Identification of priorities going forward</p> <p>6.c. Preparation for Phase II : how would they like to be involved over the course of Phase II and by what means</p>	<p>June - October 2019</p>

<ol style="list-style-type: none"> 8. On the basis of the priorities identified by the IEC– carry out consultation with teams (method of consultation to be defined by each Member for its own HQ and country offices in collaboration with the consultant(s)) 9. Review of findings and refining of priorities by the IEC 10. Review and input from the International Council of Chairs (ICC) & Member Boards 11. First draft of ISP priorities (to be approved by IEC & ICC) 	
<p><i>Phase II deliverable: Report outlining the ISP priorities and narrative that will constitute the foundation for the next phases</i></p>	

This work will form the basis for a third and fourth phase, which will respectively aim to identify external and internal objectives and targets based on the defined priorities to produce the 5-year strategic plan, and to develop an implementation plan to drive the roll-out of the strategy. It is expected that these following phases will be conducted internally, but additional support from the consultant(s) might be requested. Any such request would be defined at the end of Phase II.

We will also require support on and production of internal communication content and planning (for communication at all levels such as with the ICC, IEC, IMGs & international functions, and HQ and country teams).

Notes: It is expected that there will be travel to Action Against Hunger’s Member HQs in NY, Madrid, Paris, Toronto, London and Mumbai

3.2. Key dates

- Working session to be planned with the IEC & ICC on April 2nd – 5th 2019 (imperative)
- Phase I deliverable to be presented at the International Days in Malaga in June (exact dates to be confirmed, but participation from the consultant(s) will be imperative)
- Presentation of the Phase II deliverables to the IEC & ICC in October (exact imperative dates to be confirmed during the contractualization phase)

4. PROFILE OF THE CONSULTANT(S)

- Proven facilitation ability to motivate and gather insights from a diverse group using participatory approaches, managing conflict and multiple priorities, and forging an amicable focused team committed to outputs
- Experience developing institutional strategic plans for International NGOs
- Demonstrated ability to assess complex situations succinctly, to distill critical issues, and shape forward-looking conclusions and recommendations;
- Excellent analytical, research, presentation and communication skills;
- Strong writing and oral communication skills;
- Strong analytical skills, including in the identification of key issues and how they relate;
- Ability to conceptualize problems and generate innovative, practical solutions;
- Ability to plan for and produce quality results in meeting established goals;
- Leadership, teamwork and skills in coordination

5. RIGHTS

All documentation related to the Assignment shall remain the sole and exclusive property of Action Against Hunger.