Statement of Work – A New Strategic Plan for Mines Action Canada

Context:
Mines Action Canada (MAC) is an Ottawa-based, international non-profit organization working to eliminate the serious humanitarian, environmental, and development consequences of indiscriminate weapons. Founded in 1994, MAC remains a lean organization with 5 full time staff and an annual organizational budget of $700,000, with some uncertainty surrounding future guaranteed funding. During the course of 2021, MAC grew its Board of Directors and committed to pursuing a new strategic plan, which has not been updated since the 2011-2014 version. At the same time, the organization is preparing for a leadership transition and the retirement of its long-time Executive Director in 2023. MAC is seeking a consultant to facilitate this strategic planning process, which we expect will bring greater clarity in finding strategic financial sustainability as we move forward in this leadership transition.

Requirements and qualifications
● Expertise in project management
● Relevant experience developing strategic plans for non-profits in the past 5 years
● Experience working with international non-profits

Objectives:
To develop a three-year strategic plan (2023-2025) that reflects this period of leadership transition. To set the organization up for short- and medium-term success, that will put the organization in a strong position to achieving its long-term objectives.

Deliverables:
● Workplan that will describe the strategic planning process, what activities will be undertaken and when will it be done by, detailing what established frameworks and tools will be used to facilitate this process. It is expected that in-depth discussions with MAC staff and board members are part of this workplan.

● Facilitated gatherings (in-person in Ottawa in September 2022) to generate feedback and workshop elements of the strategic plan. Facilitated gatherings will be centred around the strategic questions listed below.

● Concise final strategic plan (5-10 pages) with strategic goals and objectives that will direct the staff and board over the course of the next 3 years, plus a one-page summary document to present to our external stakeholders.

● Revised mission and vision statement that builds upon initial drafting and feedback from the board and staff.

● A values proposition addendum to the above mission and vision statement that guides the impact of MAC’s work.
Strategic questions:

The successful consultant must work with a board-staff steering committee to address and articulate a number of key questions with regard to MAC’s future [final list to be confirmed with consultant]:

● What are MAC’s goals and aspirations?
● Where will MAC play? Where should MAC not play?
  O Internationally
  O Canada
  O Ottawa
● Financial sustainability
  O What funding will MAC pursue going forward?
  O How do we set ourselves up for financial stability? How do we diversify our revenue?
● What is MAC’s value proposition?
  O What values are integral to guide our work?
  O Where are successful partnership opportunities?
  O What are the sources of MAC’s distinctiveness/differentiators?
● How should MAC be configured?
  O What capabilities are required to achieve our goals and aspirations?
  O How should MAC be structured organizationally?
● Priority initiatives
  O What is the sequence of initiatives to deliver on these goals and aspirations?
  O What investments need to be made?

Timeline:

Ideally, work to be completed by November 2022

MAC contribution:

MAC has budgeted a maximum $7,500 to cover consulting costs. In addition to consultant costs, MAC will contribute/share:

● Staff and board member time to support the consultant’s work.
● Disarmament Org Environmental Scan (completed March 2021 by MAC staff, XLSX, lists: org name, area focus, revenue, notes)
● SWOT Analysis (completed October 2020 by MAC Staff, DOCX)
● Strategic Planning Survey Results (completed December 2020 by Board, DOCX, includes inputs from board members & staff)
● List of contacts to conduct key informant interviews (completed March 2021, PDF, needs to be prioritized)
● 2011-2014 MAC Strategic Plan (DOCX format)
● Current Strategic Plan from a similar disarmament organization
● Mission and Values statements
● Audited financial statements
Request:

MAC is seeking quotes/proposals from consultants that will cover the full expenses of carrying out the above activities and objectives. Quotes should use a Lump Sum approach with payments made based upon approval of deliverables with all costs accounted for in the quote. Please submit a proposal (2-4 pages), including a budget, to Paul Hannon (Executive Director) at paul@minesactioncanada.org and Helaine Boyd (Chair of the Strategic Planning Committee) at helaine.boyd@gmail.com by midnight EDT on Friday, 05 August 2022. Questions of clarification welcome.

Please include the following elements in your proposal:

- Experience in the I/NGO sector in Canada. Please note that specific experience working on strategic plans for I/NGOs in Ottawa is not necessary, however it is expected that the delivery personnel will reside in Ottawa to be available for in-person facilitated gatherings
- Proposed Approach and Workplan
- Assumptions
- Budget
- Profiles/CVs of delivery personnel
- Up to two strategic plans that have be produced by the delivery personnel (with either consent permission granted by the organizations or redacted to protect their confidentiality)