

Terms of Reference: Strategic plan review and revision

Introduction

The Community Self-reliance Centre's Strategic Plan for 2014–2019, ***Land and Agrarian Rights Movement: Life with dignity and self-reliance***, serves as the main document guiding its programs and activities for a five-year period. The plan describes CSRC's organizational philosophy theory of change within the current context, key commitments objectives: indicators, targets, actions. It is the fruit of a participatory process entailing a series of consultations with CSRC's stakeholders, and incorporates lessons learned over the past few years.

CSRC's four key commitments are:

- Organize and Mobilize Land-poor Farmers enabling them in Claiming and Exercising Land and Agrarian Rights with Improved Livelihoods.
- Advance Pro Land-poor Farmers' Land and Agrarian Rights Policies and Governance.
- Reduce gender inequalities strengthening women's right to land
- Strengthen CSRC as a Well-governed CSO and Leading Knowledge and Resource Base for Social Movements.

Although the strategic plan was only implemented from July 2014, events have changed the context and necessitate its revision.

Rationale

The context in which CSRC operates has changed since the strategic plan was finalized. In April and May 2015, two earthquakes struck Nepal, leaving more than 8,700 people dead and over 223,000 injured. The destruction to property and livelihoods was severe. The disaster exacerbated the vulnerabilities of the poor, especially of the landless.

The earthquake affected CSRC in two fundamental ways. First, the organization's programming was diverted partially from land rights advocacy to relief and recovery operations in order to respond to the humanitarian crisis. CSRC has implemented projects not typically included in its focus areas, such as transitional shelters, advocacy on issues of emergency impact for older people, community-led emergency relief, and construction of community centers. Second, the land rights campaign's progress was hampered in the affected districts, as land rights forums (LRFs) members were hard hit and needed to prioritize rebuilding their lives and livelihoods.

Furthermore, the Constitution of Nepal came into force in September 2015. This, together with certain awaited policy reforms, such as the 6th Amendment to the Land Reform Act and the corresponding guidelines and regulations, open up several opportunities for the land rights movement.

The land related policy reform work are ongoing in a leadership of Ministry of Land Reform and expecting much support from CSRC.

Given the significant changes in the context, for CSRC to remain relevant, it is imperative for CSRC to revisit its Strategic Plan, including undertaking a new scan of the environment in which CSRC operates. This will in turn demand a new set of commitments and responses.

CSRC is contracting the services of a Consultant to lead the process of revising the strategic plan.

Scope of the assignment

Objectives

The initiative aims to revisit and revise CSRC's Strategic Plan. The Consultant is expected to facilitate the development of the strategic plan. More specifically s/he will undertake four main tasks:

- Review the CSRC's performance against the strategic plan for 2014-2019
- Lead the process of consultation with various stakeholders on CSRC's strategic directions, including targets, outcomes, and outputs
- Analyze the CSRC's internal and external environment, particularly strengths, weaknesses, opportunities and threats
- Identify priority areas for CSRC
- Prepare the revised 5-year strategic plan

The main activity for this assignment will be a workshop, to be held in Feb-April 2017, gathering staff for open dialogue to generate a five-year strategic plan. The discussions should be guided by the end product: a strategic plan that not only responds to emerging needs, but considers current and future capacity, including limitations, of CSRC.

Expected outputs and outcomes

Revising the strategic plan is expected to result in the following:

- The process of engaging stakeholders, including CSRC board and staff, will lead to their deeper understanding of the realities and challenges confronting CSRC and affecting its work today. It is likewise hoped that the process will generate strong support for the new plan.
- The plan will be a more relevant and useful document that reflects current realities and emerging trends.
- CSRC's future work (projects and activities) will be an adequate response to its strengths, weaknesses, opportunities, and threats

Contents of the Strategic Plan

Like the current plan, the Strategic Plan must include the following sections:

1. Organizational Philosophy
2. Context Overview (including stakeholder analysis)
3. Review of Previous Strategic Plans
4. Strategic Framework (strategic objective, organizational design, knowledge management, resource mobilization, assumptions and risks and management plan)
5. Sustainability
6. Operations plan

Other sections may also be added as deemed necessary.

Methodology

The consultant is expected to develop an appropriate methodology to achieve objectives, using participatory processes during workshop discussions. CSRC will conduct a short survey to gather *initial* feedback from stakeholders. The results of this survey will be synthesized and shared as contribution to the discussion on the strategic plan.

Tasks

Preparatory work

- Review and analysis of the Strategic Plan July 2014 – June 2019. Identify areas that can be retained, improved, dropped, or created.
- Discussions and interviews with stakeholders. Identify areas that can be retained, improved, dropped, or created. Synthesize comments and suggestions.
- Design workshop. Prepare participatory program, and conduct in a deeper way.

Workshop proper

- Conduct workshop involving selected CSRC stakeholders.
- Prepare a summary of inputs during the discussions.

Strategic Plan

- Write the draft and submit to CSRC for review.
- Incorporate CSRC's feedback into the final draft.