

## **Expression of Interest**

### **Review and Revision of LASOONA Strategic Plan**

#### **Introduction**

LASOONA – Society for Human and Natural Resource Development” is a local, multi-disciplinary, development oriented and non-profit making organization. LASOONA affirms to be committed to well being of masses through promoting ecologically sound development in remote and impoverished pockets of Pakistan in general and North West Frontier province (NWFP) in particular.

LASOONA is a Pushto word, meaning “Hands”. LASOONA was established in 1997 by a group of highly motivated and civic minded people. It formally registered under societies act of 1860. By the time of establishment, the founding leadership laid the foundation of LASOONA with the premise of promoting ecologically sound development.

Over the last one decade LASOONA enjoys the history of being a civil society organization committed to the conservation, promotion and sustainable management of natural resources and has had been advocating the participatory management of natural resource as a mean to livelihood security. It worked with a spirit to serve humanity with out any discrimination on the basis of gender, caste and creed.

While committed to the well being of masses LASOONA has the history of working with all segments of society even with little resources and expertise, thus becoming a role model at local level. So after its more than one decade history, LASOONA felt it necessary to work as an institution with an extended and holistic philosophy of participatory development to help the deprived and marginalized segments of society to have an access to the basic means of livelihood together with improved social services at local level. In its working methodology, LASOONA always upholds inclusive initiatives wherein development is conceived and realized by the concerned stakeholders and not by outsiders. A well formulated Social Guidance Approach is in practice to ensure the participation of beneficiaries and other stakeholders and for creation of a cadre of selfless, honest and dedicated volunteer Activists from within the community who, in turn, are given the responsibility to lead their community through the passage of development.

With the passage of time, LASOONA has developed its capacity to meet and adapt the changing environment in its surrounding and work with small and big donors to facilitate the process of development and smooth delivery of benefits to the communities at large. Staff capacities have also been built through various technical trainings during the course of the job.

#### **Program Thematic Focus**

As we all know that poverty has a number of different dimensions and LASOONA has designed a holistic program package to address all these dimensions in an effective manner. The major program components of LASOONA are:

- Livelihood Support Program (LSP)
- Human and Institutional Development Program (HID)
- Social Mobilization and Group Formation
- Disaster Management

### **Cross Cutting Themes**

Following are our cross cutting themes grounded in all our programs and projects;

- Environment
- Gender and Development
- Livelihood Security
- Human and Institutional development

### **Strategic Planning:**

As we advance towards the future, our entire society is changing in a changing global context. Major institutions, including government, organizations, industry and finance, are seeking ways to restructure that will increase their flexibility and effectiveness in this climate of change. We need to be prepared for this new world and ensure our success in taking people with poverty a step ahead. Strategic planning is a method for positioning an organization to take advantage of its future by capitalizing on its opportunities, addressing its challenges, and providing the kind of leadership that masters change. Simply put, strategic planning determines where an organization is going over the next year or more, how it's going to get there and how it'll know if it got there or not.

**LASOONA** being a vibrant and dynamic organization has been involved in shaping its efforts both short term and long term not only according to the needs of the communities but also according to the development challenges that arise from time to time. LASOONA's existing strategic plans was developed in the year 2006 so that future direction is provided for making rational decisions and allocate resources accordingly. It provided us a look into the future and thus provided us the opportunity to influence the future of our organization. It also defined the overall mission of the organization and enabled us to focus on our objectives thus ensured effective staffing and leadership. But circumstances change over time. LASOONA wants to revise the existing strategic plan to keep pace with the changing circumstances and position itself properly in the changing development context. Moreover, one of the limitations of the existing strategic plan was the lack of an operational and financial plan which is an important component of any strategic plan.

In 2009, the strategic plan was reviewed whereby only the thematic programmatic areas and cross cutting themes realigned as follows;

Programmatic Areas:

- Livelihood Support Program
- Human & Institutional Development Program
- Climate Change and Environmental Management

- Disaster Risk Reduction/Management and Emergency Response

Cross Cutting themes;

- Social Mobilization
- Gender mainstreaming
- Enterprise Development

In this regard, LASOONA intends to hire the services of a strategic planning specialist as per the following Terms of References (ToRs) to revise/realign its existing strategic plan for the next five years and for clarifying the organization's plans according to new development scenario and ensuring that we all are "on the same script" at the organization level.

### **Terms of Reference**

The objective of this consultancy is to facilitate a strategic planning and priority setting workshop and to synthesize the proceedings into a five years strategic plan for the LASOONA Programme.

The work will be guided by the background/working paper which will be ready before the strategic planning process commences.

**1) Design a process for facilitating the workshop to generate agreed outputs.**

**2) To carry out an environmental scan:**

- i. To review Organizational History, existing strategic plan document.
- ii. The external component of the environmental scan should include a review of the target or service community and the broader environment in which the organization operates, to identify the opportunities and threats facing the organization.
- iii. The internal component -- assessing organizational strengths and weaknesses i.e SWOT Analysis.
- iv. To assess current organizational performance in terms of financial and human resources (inputs), operating methods or strategies (processes), and results or outcomes (outputs).

**2) To identify key issues, questions, and choices to be addressed as part of the strategic planning effort.**

**3) Critically review and align the organization's values, vision, and mission.**

- i. Developing/updating Vision statement
- ii. Developing/updating Mission statement
- iii. Developing/updating Values statement
- iv. Developing/updating Key programmes.

**4) To develop program goals, Accomplishments and Strategies**

**5) Develop an action/operational plan that address goals and specifies objectives and work plans on an annual basis**

- 6) To build in procedures for monitoring and modifying strategies on changes in the external environment of the organization. Plans for reviewing and refining the Strategic Plan.
- 7) To develop financial Plan for achieving the strategic objectives.
- 8) Finalize a written strategic plan that summarizes the results and decisions of the strategic planning process in the form of a comprehensive Strategic Planning document.
- 9) The Consultant shall organize/facilitate a residential strategic planning workshop whereby all the relevant stakeholders including the Board members, senior management, project managers etc. will participate.
- 10) The venue and time of the workshop will be decided on mutual consultation of LASOONA and the Consultant.

#### **Reports and Schedule of Deliveries**

The medium of communication for the assignment shall be English. The consultant will produce the documents in both electronic and hard copy formats, as Microsoft Word documents, and submit them to the Executive Director. Four hard copies and an electronic version of the final 3 reports, in colour, will be submitted at the completion of the assignment. All the deliverables on part of the consultant should be completed no later than 30 days from signing of the contract agreement.

#### **Procedures for Submission of Expression of Interest**

Interested applicants should submit their technical and financial proposals, curriculum vitae, and statement of capability by COB 15th February, 2012 to the following recipient both in hard and electronic format;

**Executive Director,  
LASOONA,  
College Officer's Colony,  
Saidu Sharif, Distt. Swat.  
Tel: 0946-9240071-2  
E-mail: [info@lasoona.org](mailto:info@lasoona.org)**