

STOPAIDS Organisational Strategy Development 2021-25

Consultant Terms of Reference

Introduction

STOPAIDS is coming to the end of its 2017-2020 strategic plan. This year STOPAIDS will run a strategic review and renewal process that will result in a new five-year strategy (2021 - 2025). STOPAIDS has grown substantially over our last strategic period, the team has expanded, our annual income has increased, and we are operating with a strong Trustee Board, pursuing clear strategic and operational goals and enjoying support from our members and partners.

The process for developing a new STOPAIDS strategy must enable us to better understand the ever changing environment and context that our sector finds itself in, looking at how the changing political, development and funding trends will impact on our legitimacy and sustainability as a network until 2025. The process must also enable us to understand how internal changes, including our expansion and decision to host Action for Global Health (AfGH), should (if at all) interact with our thematic priorities and organisational structure.

Goal of the Strategy Review and Development Process:

The goal of this process is to develop a new strategy for our organisation that enables us to make full use of, and build on, our learning, skills, capacity and reputation to achieve meaningful change where we (our staff, Board, membership and key partners) think it can have the biggest impact.

Principles driving the strategy process:

- This process must be grounded in, honour and build on our history and legacy as a 30 year old global HIV advocacy and campaigns network based in the UK
- We must be willing to fearlessly question everything and be open to challenge– including our motivations, inclusivity, vision, mission, strategic goals and our structure.
- The design of the process and the process itself must both model meaningful involvement of all those that have a stake in our work, particularly those that we hope may benefit from our work, including people living with or affected by HIV and other key and marginalised populations.
- We must take careful consideration of the opinions of the leadership and membership of other networks or groups that we currently host or support - The All Party Parliamentary Group on HIV & AIDS, Youth Stop AIDS; Action For Global Health, & Students For Global Health.

The end products of the Strategy, Theory of Change, Log Frame and (potentially) rebrand should:

- Feel owned by all those that are involved in their construction.

- Provide clear direction for the organisation that will make it fit for purpose over the next 5 years
- Determine a clear vision and mission and articulate explicit advocacy and thematic priorities
- Include a coherent and compelling Theory of Change that describes the strategies and foundations that will contribute to the achievement of the Vision and a Log Frame that provides clear achievable targets that will be reviewed and updated as the strategy progresses
- Inform structural changes and expansion necessary to deliver these advocacy and thematic priorities
- Be an effective governance tool for Trustees and planning and evaluation tool for the staff team

1. Role of consultant

The consultant will lead the strategy development process in partnership with the STOPAIDS team led by the Director. The consultant will be the focal point for the Board Strategy Working Group and the Key Stakeholder Advisory Group (KSAG), and will liaise with the members of these groups at key points throughout the process. The strategy development process will run until the end of 2020 and possibly into early 2021 (see proposed timeline below).

The Consultant will conduct the review of our current strategy and facilitate decision-making about the future direction of the new STOPAIDS strategy as follows (**all activities will be conducted virtually**):

- A) Conduct a strategic review via interviews and survey
- B) Conduct horizon scanning and develop set of key questions
- C) Create a conduct a survey of members and key stakeholders based on questions agreed with staff, the Board and the KSAG.
- D) Conduct semi-structured interviews with members and strategic partners
- E) Based on an analysis of the information garnered by activities A, B, C & D above, produce an options paper for the future direction of STOPAIDS
- F) Present options paper to Board, staff and KSAG for comment
- G) Finalise the options paper to be then distributed to the membership (and potentially to the AfGH Steering committee and network)
- H) Lead a members' virtual meeting drawing on the options paper
- I) Complete a short report following this discussion day, summarising the discussion and making recommendations on the way forward.

The consultant will then support the development and writing of the STOPAIDS strategy document, as follows:

- A) Facilitate a workshop for staff, trustees and member representatives to develop our organisational strategic plan and theory of change
- B) Facilitate a workshop for staff develop our log frame for the strategy
- C) Draft a final organisational strategy document for approval by staff and trustees
- D) Produce a 2 page summary of the new strategy.

2. Timeline of work

July-August

- Conduct Strategic Review (looking back only) via interviews and survey
- Conduct Horizon Scanning and development of key questions through research and interviews
- Interviews and online surveys with all members, donors, strategic partners on key questions

August- September

- Development of Options Paper – up to 3 options
- Present Options Paper to staff, Board and KSAG for review
- Virtual staff and Board meeting to review Options Paper

October

- Virtual STOPAIDS Members Meeting to review options for feedback and decision
- Present to AFGH, SFGH and YSA leadership for review and input on implications for their organisations
- Review of progress by Board and Staff (with input from the KSAG) and make final decision on direction

November

- Start development of Strategic plan and theory of change and log frame
- Network(s) Members' review meeting

December – January

- Finalisation of the Strategy Document, Theory of Change and Log Frame

February

- Board sign off of Strategic Plan, ToC, Logical Framework, & (if necessary) Brand

3. Time involved

To be agreed but we estimate up to 35 days of work in total.

4. Expressions of Interest

No more than 4 pages outlining approach, the budget required and evidence of experience of this kind of work.

The C.V of the consultant and names of two referees can be attached additionally.

Expressions of interest should be emailed to Mike Podmore mike@stopaids.org.uk **by 5pm (British Summer Time) on Friday 10th July.**

If you would like to discuss this Terms of Reference before submitting an expression of interest, please contact Mike Podmore, Director of STOPAIDS mike@stopaids.org.uk.