

THE LUTHERAN WORLD FEDERATION

LWF STRATEGY DEVELOPMENT PROCESS

TERMS OF REFERENCE

Background

The Lutheran World Federation (LWF) is a global communion of Christian churches in the Lutheran tradition. Founded in 1947 in Lund, Sweden, the LWF now has 149 member churches in 99 countries all over the world representing around 77 million Christians. The LWF Communion Office includes about 70 staff positions in Geneva and several positions in other places around the world. LWF operates 21 country programs and 3 emergency response programs as well as a hospital in Jerusalem. More information on LWF is available on the website www.lutheranworld.org.

The current LWF Strategy will expire in December 2024 and a new strategy will be developed for 2025 to 2030. The Thirteenth LWF Assembly, which will take place in Krakow, Poland in September 2023, will be the starting point for developing the next LWF Strategy. The discussions, and especially the official Assembly resolutions and messages will be key elements in guiding the content of LWF's work in the following years. The LWF Council is expected to approve the new LWF Strategy in its meeting in June 2024.

The current LWF Strategy has undergone a (mostly internal) review in 2022-2023 focusing on aspects of achievements, relevance, and effectiveness. The review also included some reflections on the implications of review findings for the next LWF Strategy. In that respect, the review concluded that:

- The current Strategy remains relevant in large parts. It should therefore be considered to take the current Strategy as a starting point and think in terms of revisions and updates rather than a complete overhaul.
- The next LWF strategy should be complemented with an intermediate (milestones) document. Such a document would serve as a management tool to connect the strategy with annual work planning, setting concrete targets and intended timelines for the period covered by the next strategic plan. While the elaboration of such an intermediate document is separate from the strategy development process, it is an important element to be considered in that process.

In parallel with the development of a new LWF Strategy, LWF World Service will conduct a review of its Global Strategy (planned for September 2023) and will work on a new/updated Global Strategy for 2025 onwards. The work on the World Service Global Strategy will be a separate process, which needs to be closely coordinated with the LWF Strategy development.

Proposed process and methodology

The strategy shall be developed through a participatory process involving various stakeholder groups. Methodologies shall be chosen in a way to inspire contributions and secure broad-based ownership. As per the LWF Constitution, the LWF Council will have a central role in defining the

strategy: “The Council shall define the strategy of the LWF according to decisions and actions made by the Assembly.” (LWF Strategy, Chapter VIII, 2.e)

Other stakeholder groups to be consulted include representatives of LWF member churches (including women and youth), LWF staff members, related organizations, ecumenical and interfaith partners.

Methodologies for consultation may include written (online) surveys, individual or group interviews, workshop formats etc. The consultant(s) will elaborate the detailed methodology in close consultation with the LWF PMER Coordinator and the PMER Staff Working Team.

The assignment is to be carried out between July 2023 and June 2024. The final LWF Strategy document shall be ready for the LWF Council to take action at its meeting in June 2024. The consultant(s) will elaborate a detailed timeline in close consultation with LWF Management.

Tasks of Consultant(s)

The main responsibility of the Consultant(s) is to facilitate and provide expert guidance on the development of the LWF strategy. The specific tasks of the external Consultant(s) are:

- To outline the full strategic planning process ensuring comprehensive participation of stakeholders and substantive discussions on the form and content of the strategy.
- To review and analyze key documents that contribute to the building of the strategy, including, among others, the LWF Strategy Progress Report, Assembly resolutions and messages.
- To facilitate a process for developing an updated, projected context analysis, including a scoping of recent developments and current trends in LWF’s donor and partner landscape.
- To facilitate the stakeholder consultation process, analyze inputs and contributions, and synthesize those.
- To document the process and ensure regular communication with key stakeholders.
- To contribute to the production of the draft and final LWF strategy document.

The Consultant(s) shall be responsible to the LWF General Secretary. He/She/They shall keep the General Secretary informed on key issues, providing clear and transparent communication and ensuring consistency and quality of the strategy. The Consultant will work with the LWF PMER Coordinator, the Director for Planning and Coordination and the LWF PMER Staff Working Team in relation to the methodology, administration and process flow of the strategy development, and with a writing team on the draft and final versions of the Strategy.

Deliverables

The expected deliverables of this assignment are:

- Documentation of inputs gathered throughout the consultation process: this may include survey responses, interview summaries, summary report of group discussions, workshop reports etc.
- An updated context analysis
- Inputs to the LWF Strategy document for 2025-2030

Key requirements of the Consultant(s)

Knowledge: A degree or relevant experience in strategic leadership and planning, business management and sound knowledge and use of strategic planning methodologies, processes and tools.

Experience: At least five years relevant experience working with organizational development, strategic planning, business/institutional planning issues. Experience in strategic planning with international NGOs and faith based organizations with multi stakeholders. Good understanding of key theological and ecumenical issues. Previous experience in working with the LWF, its member churches and its partners is a significant advantage.

Skills and Abilities: Strong coordination and team work experience with a dynamic, creative and outgoing personality. Excellent diplomatic, negotiating and communication skills. Outstanding facilitation skills with focus on participatory approaches. Sensitivity and tact combined with confidence are critical.

Excellent English language skills, both oral and written.

How to apply

Interested candidates who fulfil the above qualifications shall submit the following:

- A technical and financial offer according to the present terms of reference;
- The technical offer shall contain a summary presentation of the proposed approach and the suggested methods to be used.
- The financial offer shall contain the costs for honorarium (including taxes) based on a daily rate as well as any other costs.
- CV(s) of all consultants involved.

Offers shall be submitted by email to: lwf.pmer@lutheranworld.org under the subject: "LWF Strategy Development" no later than **30 June 2023**.