

Call for Expression of Interest

Consultant for Strategic Plan Development and Structural Recommendations

INTRODUCTION

Albury-Wodonga Ethnic Communities Council (AWECC) is the peak multicultural organisation for the Albury (NSW) and Wodonga (VIC) region. Established in 2014, AWECC's aim is to make multiculturalism work by building the capacity of communities to promote and enhance the benefits of multiculturalism in the region.

AWECC is a not-for-profit charity organisation, governed by a volunteer board. Its primary activity is to act as an advocacy and representative body for local ethnic communities and our members.

Due to solid growth in the organisation and several major projects planned for the coming years, AWECC is seeking a consultant to help develop the organisations strategy, with the following main goal:

"To clarify AWECC's current financial and operational position, define and map its future strategic direction and ultimately, to enhance the impact of the organisation".

Objectives

The projects objectives are, but not constrained to:

- define mission, vision, values, objectives and overall strategy
- define strengths, opportunities, strategic priorities and action plans
- streamline communication and collaboration protocols
- develop an effective internal evaluation mechanism
- support and guide the board in the development of its new Strategic Plan
- propose a new organisational structure with due consideration of strategy and projects

BACKGROUND

AWECC was incorporated in 2014 and emerged from a preceding project of the Wodonga Council who was funded by the then Victorian *Office of Multicultural Affairs and Citizenship* (OMAC) under the "Peak Multicultural Organisations Grants" program. As well as OMAC, the 'project' was supported by various other organisations, including the *Ethnic Communities Council of Victoria* (ECCV) and the *Albury City Council*.

AWECC's purpose is to identify and seek to alleviate the needs of local migrant and refugee communities and to promote the benefits of cultural diversity in the wider community. With its first Strategic Plan 2015-2017 expiring, AWECC seeks to build on the outcomes of the previous strategy and lay out a new strategy which will respect its roots and harness its current opportunities and unique advantages.

Whilst keeping a broad perspective of current issues, needs, opportunities and strengths, AWECC focuses on the following key policy areas:

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|----------------|---------------|
| 1. Settlement | 5. Employment |
| 2. Citizenship | 6. Youth |
| 3. Women | 7. Health |
| 4. Families | 8. Ageing |

SCOPE OF SERVICES

Review

Activity: Review the organisations key documents, relating to the structure, finances, staff, management, history, activities, projects and policies of AWECC.

Aim: To identify opportunities and risks, and the overall status of the organisation.

Interviews

Activity: Consultations with AWECC staff, Board members (present and past where appropriate) and other relevant stakeholders (i.e., members), either by in-person interview, phone-interviews or email.

Aim: To identify current status, future challenges and individual recommendations.

Development

Activity: Development of the Strategic Plan (in close consultation with the Board) and provide recommendations and actionable tasks to the Board on structural and organisational needs.

Aim: To have a Strategic Plan in place by mid-2019 and to provide concrete recommendations to the Board for the organisations immediate and future requirements.

Reporting

Activity: Provide the AWECC Board with monthly progress updates.

Aim: To have a solid reporting mechanism so that priorities can be immediately actioned.

Presentation

Activity: To present the endorsed Strategic Plan to the AWECC Board and members.

Aim: To have the Strategic Plan fully understood, embraced and endorsed by the involved parties.

QUALIFICATIONS

In selecting the right candidate for this project, the following will be considered:

- Expertise and experience in strategic and organisational planning (essential)
- Advanced written and verbal communication skills (English)
- Intimate and thorough understanding of AWECC's purpose, culture and strategic assets (desired)
- Experience with Not-for-profit and/or non-government organisation management (desired)
- Deep understanding of community development principles (essential)
- Well developed understanding of government funding models (essential)
- Tertiary qualifications in a relevant field (desired)

Tender standards:

The tender should be no more than 2 pages, and is expected to include;

- Introduction
- Background and experience of the consultant (brief)
- Proposition on how the project would be conducted

Resume (CV) of the consultant should accompany the tender.

PROJECT TEAM

The project will be headed by the consultant, in close collaboration with the AWECC Board and staff and other identified and approved stakeholders (as required).

TIMEFRAME

The application process will be governed according to the following time table:

<i>Task</i>	<i>Date</i>
Closing date for submissions	28 November 2018
Contract signing with successful tenderer	7 December 2018
Informing unsuccessful tenderers	10 December 2018

The contract is expected to conclude on or before June 30, 2019, according to the negotiated schedule.

PARTNERSHIP TERMS

1. The consultant will undertake the project as a paid contractor and will enter into an agreement.
1. The consultant will develop and present a Strategic Plan and associated recommendations.
2. The consultant’s work will be acknowledged through a reference or recognition letter.
3. The consultant will be recognised for his/her work through mentioning on the AWECC website and other publications (where appropriate).
4. Following the project, the consultant will be able to document a thorough knowledge of AWECC.

HOW TO APPLY

Submit a written proposal (as per above) which demonstrates the consultant’s qualifications and capacity to undertake the project and includes an approximation of costs to undertake the project.

Submissions should be sent to contact@awecc.org.au by no later than 5pm on Wednesday 28 November 2018. Enquiries can be made to the above address, or by calling the AWECC office on (02) 6024 6895.