

Call for Consultants

Development of ECL's organisational strategy 2023-2028

Overview of the call

This **exciting consultancy opportunity** is to **drive the development** of the Association of European Cancer Leagues (ECL)'s next **5-year organisational strategy for 2023-2028**, which will support the organisation in delivering for its members and have a real impact on cancer control across Europe and beyond.

The new strategy should enable ECL to put in place the necessary internal processes and leverage the required resources to achieve our goals. The new strategy shall build on the mission and vision of the organisation, the general direction set by the Secretariat, Board and General Assembly as well as the results of the 2019 external evaluation.

About the Association of European Cancer Leagues (ECL)

The Association of European Cancer Leagues (ECL) is a non-profit, pan-European umbrella organisation based in Brussels (Belgium) that unites, supports and represents cancer leagues across the [WHO European region](#).

ECL provides a voice and forum for cancer leagues to collaborate and share knowledge, primarily in the areas of **cancer prevention**, **access to medicines**, and **patient support**, and create opportunities to **advocate for these issues at the EU level** and beyond.

ECL is governed by a [Board of Directors](#), made up of 6 volunteers from senior management positions within our membership, and managed by the [Executive Director and her team](#) (3 full-time members of staff, a junior temporary staff member, 2 freelance associates, and 2 part-time admin and finance support staff). ECL is currently recruiting 3 new full-time members of staff (2 Policy Officers and 1 Research Officer).

ECL's strategic priorities, work programme and budget are adopted by the General Assembly (made of representatives from each member society), and carried out by the ECL Secretariat under the guidance of the Board of Directors.

ECL is independent of any political party or commercial interest. ECL receives funding from the European Union (operating grant from the EU4Health programme), EU-funded projects (Horizon 2020 projects and EU4health action grants) as well as membership contributions. ECL also receives an annual unrestricted grant from L'Oreal Garnier International.

More information: <https://www.cancer.eu/about-ecl/>

About ECL's members: Cancer Leagues

[ECL members](#) are cancer societies operating across the whole cancer continuum and patient pathway. From Iceland to Israel, cancer leagues contribute to preventing and fighting cancer by, amongst other things, raising awareness and educating people about cancer, investing in research and providing support to cancer patients and their families during and after treatment.

Cancer leagues are the main resource for the public for cancer control information and services. Leagues are comprehensive in nature, which means that these organisations do not focus on a specific cancer type (e.g. breast cancer) and are not patient-led representative groups. This means that the pool of organisations eligible to become a member of ECL is very limited. ECL is fortunate that the majority of organisations eligible to join as a member have already done so.

Our 30 member leagues (a potential 31st member has recently applied to join ECL) together employ more than 8,000 people and over 300,000 volunteers. They spend more than €750 million every year to fight cancer and represent over 570 million citizens.

For more information, please visit: https://www.cancer.eu/wp-content/uploads/ECL-Members-Booklet-2020_final.pdf

Purpose and objectives of the assignment

The purpose of this call is to identify an appropriately skilled consultant who will support the ECL Secretariat in the drafting of a **new organisational strategy 2023-2028**. The strategy will be the backbone of ECL's annual operational plans, which will help ECL to deliver results for our members and society in pursuit of our overall mission.

We aim to **develop a new 5-year strategy** that will set the tone for an organisation that is fit-for-purpose with a suitably equipped secretariat, which nurtures a culture of an engaged, value-based membership.

The **objective** is to align the governing principles of the organisation with a renewed **mission** and **vision** to ensure that our operations are relevant and sensitive to the needs and challenges facing our members.

The strategy should allow ECL to build on **existing assets**, such as our strong networks and partnerships, and enable the organisation to be more focused on achieving our strategic objectives, and to communicate more successfully about this work to our members and key stakeholders.

The new strategy will also be crucial in strengthening the internal cohesion of the organisation. Therefore, we expect that the strategy will help to improve our governance procedures and point the way forward towards long-term financial sustainability.

We envisage a **three-phase process**:

Phase 1 – provide ECL with a detailed positioning analysis to assess if the organisation delivers impact for our members. Conduct desktop research and hold consultations with the most important stakeholders via individual sessions and/or group workshops.

Phase 2 – develop scenarios for the new strategy with recommendations for strategic priorities, activities, organisational development, resourcing and internal processes following an extensive team evaluation exercise (focusing on talent, potential, and development).

Phase 3 – Produce, in consultation with the ECL Board and Secretariat, the final organisational strategy document to be presented at the Annual General Assembly in mid-November 2022.

Full terms of reference for the assignment can be found in Annex 1.

Deliverables

1. Needs assessment & strategic positioning overview **report** (using methodologies such as SWOT, competitor analysis, etc)
2. **PowerPoint presentation** of strategic scenarios, which provide options for the development of the organisational strategy 2023-2028
3. Draft organisational strategy **document** 2023-2028

More information below in Annex I (pages 5-8).

Preliminary timeline

- **As soon as possible**: Initiation meeting with ECL Secretariat
- **June-August 2022**: Desk research, all staff team consultation (half day workshop), consultation with ECL Board members, consultation with members
- **early September**: First playback of initial analysis to the Secretariat and Board, half day workshops to support further input
- **End of September**: Recommendations for the development of the organisational strategy
- **October**: feedback from the Board and Secretariat and drafting of final strategy document
- **November**: Finalised draft strategy document to be presented to General Assembly

Routine brief report meetings with ECL Secretariat are expected throughout the duration of this project.

Profile of the consultant

- Significant experience working on **strategic and organisational reviews**
- Excellent knowledge of the **EU policy environment**
- Excellent knowledge and skills in **qualitative and quantitative methodology**
- Knowledge of **NGOs and health/cancer sector** and operating environment is a strong asset
- Fluent **English** and excellent writing skills (all communications should be in English)
- Ability to listen to others, process information, communicate effectively, encourage the sharing of information and ideas, moderate (online) workshops.

Budget proposal

- **Est. circa. 8.000 € (inc. TVA)**
- Your fee should include:
 - Preparatory meeting and routine calls with the ECL Secretariat
 - All deliverables
 - Coordination and delivery of calls/workshop (online)
 - Follow-up to address questions

How to apply?

Please send an email to ECL@cancer.eu (no telephone calls accepted), subject line: Call for Consultants – [Your name & surname], with the following attachments in English:

1. **Methodological note & Cover Letter** (min 4 pages) detailing (a) why you are suitable to carry out the work, (b) summary of key experience with regard to organisational strategy development (c) your approach to the assignment, (d) how you understand the expected outputs and (e) how you propose to deliver them
2. **Financial offer** including the fees per day, the budget repartition for every task and the overall budget (including VAT)
3. **Curriculum vitae** (max 2 pages)

Please note: applications that do not follow these instructions will be disregarded.

Deadline for application: **20 June 2022 (23:59 CEST).**

Annex I – Terms of Reference of the Assignment

Phase 1 – Mapping, needs assessment & positioning analysis

Aims

The aims of the Phase One activities are to consolidate an understanding of the status quo and provide answers on the following aspects (in order to enable the development of recommendations in Phase Two):

- What are the international policy developments most relevant for ECL? NB. paying particular attention to Europe's Beating Cancer Plan;
- Where does ECL currently sit within the broader sector of Brussels-based NGOs and other organisations (such as think-tanks, research institutes, etc.) working in cancer and related fields?
- In which areas (e.g. advocacy, capacity building, etc.) and associated topics e.g. (cancer prevention, access to medicines, etc.) is ECL adding (or not) most value within this context?
- How can ECL best meet the needs, expectations and represent the interests of its members?
- Are ECL's internal organisational structures and processes fit-for-purpose in order to achieve the proposed strategic priorities?

Activities

Applicants should outline their approach to designing the most appropriate activities to provide understanding on the above questions; it is anticipated that this would involve both: (i) a desk review of existing research and information and (ii) additional information gathering.

Desk review should cover at least the following internal and external documents:

Internal documents:

- [Strategy document](#)
- [2019 external evaluation](#)
- [Members' Booklet](#)
- Annual report 2020-2021 (draft)
- Annual Report [2019](#)
- 2022 European Commission's Operating Grant application (LANTERN)
- European Commission's Specific Grant Agreement (SGA) 2021
- European Commission's SGA 2020

- Summary of EU-funded projects ECL is implicated in

External documents and webpages:

- European Commission's [work on cancer](#)
- [Europe's Beating Cancer Plan](#) (EBCP)
- EBCP [Implementation Roadmap](#)
- [EU Research Mission on Cancer](#)
- Mission on Cancer [Implementation Plan](#)
- [Pharmaceutical Strategy for Europe](#)
- Pharma Strategy [webpage](#)

Positioning analysis

Benchmarking exercise with equivalent Brussels-based networks focused on cancer and in public health sector

- European Cancer Organisation ([E.C.O](#)) - *ECL to share internal document about relationship with E.C.O*
- European Cancer Patient Coalition ([ECPC](#))
- European Oncology Nursing Society ([EONS](#))
- Smoke Free Partnership ([SFP](#))
- European Alcohol Policy Alliance ([Eurocare](#))
- European Association Working for Carers ([Eurocarers](#))
- Health and Environment Alliance ([HEAL](#))
- European Public Health Alliance ([EPHA](#))
- [EuroHealthNet](#)

Additional information finding

Applying consultants should define their proposed process and priorities for additional information finding, which might cover.

- Consultation with 4 staff at the [ECL Secretariat](#) – Director, Prevention Manager, Communications Officer, Research Associate
- Consultations with 6 members of [ECL Board](#), who work for or are associated with the Portuguese League Against Cancer, Danish Cancer Society, Spanish Association Against Cancer, League Against Cancer Slovakia, Foundation Cancer Luxembourg and the Cyprus Association of Cancer Patients and Friends.

- Consultations with 12 [members of ECL](#):

Big	Medium	Small
<ul style="list-style-type: none"> • Stand up to Cancer Flanders • Belgian Cancer Foundation • Swiss Cancer League • Irish Cancer Society • Dutch Cancer Society 	<ul style="list-style-type: none"> • German Cancer Society • Israel Cancer Association • Danish Cancer Society • Cancer Society of Finland 	<ul style="list-style-type: none"> • Association of Slovenian Cancer Societies • Polish Cancer League • Catalan Federation Against Cancer

Phase 2 – Scenarios development with recommendations

In phase two, the consultant will draft recommendations in the context of these findings to support the development of an overall organisational strategy.

It is expected that the recommendations should be provided in written form and presented to members of the ECL Secretariat and Board during one or more online meetings. The consultant is expected to consult frequently with the Secretariat on at least the following specific aspects:

- Recommendations for strategic priorities
- Defining strategic priorities for ECL 2023-2028
- Appropriate KPIs for measuring success against these priorities

Recommendations on activities

Reflecting on the defined strategic priorities:

- Which ECL activities are working well and should be continued?
- Which ECL activities should be amended?
- Which ECL activities should be stopped?
- What new activities should be started by ECL?

Recommendations on activities should particularly cover how best ECL can work with stakeholder and partner organisations already active in the field (Phase One).

Recommendations on resourcing

- How should ECL acquire and maintain the resources (staff, funding, etc.) required to deliver these activities and achieve these KPI's?

Recommendations on internal organisation

- How should ECL's internal structures and ways of working be adapted to achieve the proposed strategic objectives?

Recommendations on organisational development

- How should ECL develop the skills and expertise needed (in our Members, staff, Board and any other relevant stakeholders) to meet organisational objectives?

Phase 3 – Production of the new strategy

In the final phase, the consultant would be expected to present scenarios to the ECL Secretariat and the Board to decide on the preferred scenario/approach. This should be presented at least 4 weeks prior to the ECL General Assembly (16 November).

Following this presentation the consultant will produce, in consultation with the ECL Secretariat and the Board, the draft strategy document for 2023-2028.

The consultant will then present the draft strategy document for 2023-2028 to the General Assembly on 16 November 2022 either in person (Limassol, Cyprus) or remotely.