



RFP and Scope of Work: FORA Strategic Planning Consultant

July 2025

Overview

Organization: [Funders for Regenerative Agriculture \(FORA\)](#)

Project Title: Development of FORA Strategy 2026 to 2028

Project Duration: August 2025 – January 2026

Application Deadline: August 1, 2025

Table of Contents

Overview	1
Table of Contents	1
SOW Details	2
Background	2
Purpose of the Engagement	2
Process	3
Desired Skills and Qualifications	6
Timeline	7
How To Apply	7

SOW Details

Background

[FORA \(Fundors for Regenerative Agriculture\)](#) is a collaborative of philanthropic funders committed to advancing regenerative food and farming systems that center equity, ecological health, and community resilience. As the urgency of climate, health, and economic crises deepen, FORA is undertaking a strategic refresh to sharpen our focus, align with global allies, target the most influential systems levers that can scale regenerative production and supply systems in the U.S, and best provide value to members.

Purpose of the Engagement

FORA seeks a seasoned strategist to guide a strategic planning process that will help the network clarify its evolving role, sharpen its strategic priorities, and strengthen its collective impact in the face of escalating social, ecological, and political threats.

This engagement will support FORA to:

- **Clarify FORA's highest and best use as a member network** by defining its core purpose, unique value proposition, and strategic role in the field.
- Identify the most **effective ways FORA can address key opportunities and overcome barriers** to scaling and deepening regenerative agriculture.
- Determine the **highest-leverage areas for network-wide investment, influence, and collaboration** to maximize impact.
- Develop a **clear strategy for how FORA should engage and support its members**, ensuring that programs, tools, and services provide meaningful value and respond to members' evolving needs.
- **Strengthen alignment with allied global strategies and key movement partners** to reinforce FORA's distinct role and amplify collective efforts.
- Position FORA to **attract and engage long-term funders and partners** committed to supporting bold, systems-level work.

The goal is to co-create a strategy that is grounded, ambitious, and fit for purpose—helping FORA unlock shared barriers, coordinate across complexity, and drive meaningful, long-term transformation.

Process

1. Internal SWOT Analysis *August-September 2025*

○ Goals

- Surface core assumptions, goals, and opportunities for FORA's role in the field.
- Identify potential barriers to impact and areas where FORA can add the most value.
- Clarify aspirations for FORA's future strategy and focus areas.it.

○ Activities

■ Mapping Session with FORA Staff:

Map all current activities alongside proposed or aspirational future activities to identify priorities and prepare for stakeholder testing.

■ Facilitated Meeting with FORA Staff and the Strategic Refresh Working Group:

Review and analyze the activity maps, discuss current challenges and opportunities in the philanthropic landscape, and explore strategies to deepen investment and accelerate adoption of regenerative agriculture.

■ Download Session with Emerging Equity (EE):

Establish a shared understanding to ensure the strategy refresh is aligned with, and builds on, the equity work EE has been leading with FORA's Advisory Group.

■ Document Review:

Analyze past and current FORA strategy documents, evaluations, board materials, or research to ground the SWOT in current data and information.

■ Interview Planning:

Co-develop, with FORA staff and Working Group, an interview list and guiding questions to guide the external analysis process.

2. External SWOT Analysis *October-November 2025*

○ Goals

■ Understand Member Priorities and Needs:

Surface what members want to see FORA doing, where they need deeper support, and how tactical programs, tools, and educational offerings can be more useful and impactful.

■ Assess the External Landscape:

Analyze the broader environment nationally and internationally—trends, forces, and dynamics shaping opportunities and threats for regenerative agriculture—and clarify what this means for FORA's role.

- **Benchmark and Compare:**
Evaluate comparable networks and organizations to identify best practices, lessons learned, and ways FORA can differentiate its approach.
 - **Identify Gaps and Alignment Opportunities:**
Pinpoint where FORA can fill critical gaps, build alignment with national and global movements, and amplify collective impact.
 - **Activities**
 - **Field Scan:**
Look at comparable philanthropic networks and/or leading initiatives to benchmark FORA's position.
 - **Power & Influence Mapping:**
A focused assessment of who controls resources, narratives, and access in the regenerative agriculture field, to clarify FORA's and philanthropy's unique value, strategic role, and opportunities for impact.
 - **Conduct 60-75 stakeholder interviews and/or small group sessions with:**
 1. Around 30-40 FORA members and the Strategic Plan Refresh Steering Committee (funders and advisors).
 2. Members of FORA's current Advisory Group alongside EE consultants
 3. Field leaders and practitioners
 - **2-3 Strategic Implications and Feedback Check-ins with FORA staff and Working Group**
Share the draft SWOT analysis and findings to validate or adjust before finalizing and reporting back to members
 - **Deliverables- End of November, 2025**
 - **SWOT Synthesis and Strategic Insights Report**
A clear, synthesized analysis of FORA's strengths, weaknesses, opportunities, and threats, integrating insights from interviews, and field scan. The report will highlight key themes, emerging priorities, and strategic considerations to inform FORA's strategy.
 - **Facilitated Reflection and Alignment Session**
A session with FORA members, advisors, and key stakeholders to share findings, reflect on what has surfaced, gather input, and discuss implications for next steps in the strategic planning process.
3. **Strategy Development, Refinement, and Finalization** *December 2025 - January 2026*

Based on SWOT analysis and Insights Report, develop FORA's 2026-2028 strategy that

clarifies FORA's unique role in the regenerative agriculture movement and sharpens our focus and priorities in the context of the most critical systems-level threats.

The core strategic questions that this process and strategy should help us answer are:

- What are the **highest and best uses of FORA** as a member network? What is our **core purpose, unique value proposition**, and “why”?
- What **programming changes would most support members’ work**, and how should **FORA be positioned to lead, influence, and collaborate across the wider field**?
- How can FORA continue to **serve, engage, and deliver value to its members**—supporting their work, filling critical gaps in the ecosystem, and providing practical pathways for collaboration and impact?
- How can FORA **most effectively address the key systemic barriers impeding the growth, scale, and legitimacy of regenerative agriculture** (e.g., greenwashing, corporate consolidation, inadequate funding pipelines, weak policy playbook, data gaps, agrochemical influence)?
- What should FORA prioritize as **strategic initiatives or issue areas where the network can play a catalytic role each year**, unlocking opportunities and driving meaningful, systems-level change?
- How does FORA **grow and deepen its external influence**—guiding the field, shaping narratives, leveraging collective expertise, and positioning itself as a trusted leader ready to tackle today’s political and economic realities?
- What **sequencing, resourcing, and capacity considerations** will ensure the strategy is realistic, “fit for purpose,” and able to achieve both early wins and sustained long-term progress?

This deliverable should provide FORA with a clear, systems-informed strategy that strengthens our strategic positioning and enables us to lead, support, and align the field around the most pressing and high-leverage challenges facing regenerative agriculture.

- **Activities**

- **Draft Strategy Development:**
Produce an initial draft of FORA's 2026–2028 strategy, including clear priorities, focus areas, and recommendations.
- **Internal Review and Refinement:**
Facilitate 1–2 review sessions with FORA staff and the Strategic Refresh Working Group to gather feedback, clarify direction, and ensure the strategy aligns with member needs and organizational capacity.

- **Integration and Alignment:**
Incorporate input from review sessions, ensuring the final strategy is coherent with EE’s ongoing governance, equity work, and advisory group recommendations.
- **Prioritization and Sequencing:**
Develop recommendations on sequencing of initiatives, early wins, and longer-term investments, including capacity and resourcing considerations.
- **Deliverables *January-February 2026***
 - **Final Strategy Document: *January 2026***
Produce a polished, actionable strategy document that articulates FORA’s role, focus areas, and roadmap for the next 3 years, accompanied by a summary of the process and key strategic choices. Final document should include:
 - A Strategy-On-A-Page
 - Full Strategy Document (10 pages max)
 - Strategy Deck- powerpoint format
 - SWOT analysis and Strategic Insights Report

Desired Skills and Qualifications

We welcome proposals from individuals, teams, or firms who bring a blend of the following qualifications:

- **Systems Thinking & Strategy Design**
Deep understanding of systems thinking methodologies and their application in strategy development, particularly in food, agriculture, climate, or economic justice contexts.
- **Experience in Movement-Scale Change**
Demonstrated ability to design or contribute to large-scale, multi-stakeholder initiatives that aim to shift entrenched systems or power dynamics.
- **Knowledge of Regenerative Agriculture and Food Systems (or similar/related sectors)**
Familiarity with the principles, challenges, and opportunities in regenerative food and farming systems—including production, policy, finance, and supply chains.
- **Strong Analytical & Synthesis Skills**
Ability to digest and translate complex data (quantitative and qualitative), field research, and stakeholder input into clear, actionable strategies.
- **Facilitation & Stakeholder Engagement**
Experience leading inclusive, participatory processes across diverse actors, including funders, grassroots leaders, technical experts, and institutional partners.

- **Equity & Power Analysis**

A strong lens on equity, justice, and power-building—able to guide strategies that are both structurally impactful and community-centered.

- **Strategic Communications & Influence**

Ability to frame and present ideas clearly and persuasively for both internal stakeholders and external funder/investor audiences.

- **Funder & Partner Engagement**

Experience engaging philanthropic and/or institutional funders, with an understanding of how to design strategies that are fundable and field-aligned

Timeline

- **August 2025:** Project kick-off
- **August–September 2025:** Internal Analysis
- **September–October 2025:** External Analysis and Stakeholder Interviews
- **November– December 2025:** SWOT Synthesis and Strategic Insights Report and Report back to Members
- **December 2025–January 2026:** Final Strategy Drafting and Refinement- Delivering Final Strategy by end of January 2026

How To Apply

Please submit:

- A brief proposal outlining your approach to this work, including timeline and budget
 - **Budget Max of \$75,000**
- Relevant examples of past strategy work, especially in systems change or regenerative agriculture
- Bios or resumes for key team members
- Contact information for 2–3 references

Submit materials to: staff@forainitiative.org

For Questions, please email: joconnor@forainitiative.org

Deadline: August 1, 2025