



**FAWE** Forum for African Women Educationalists  
Forum des éducatrices africaines

FAWE House, Chania Avenue  
Off Wood Avenue, Kilimani  
P.O. Box 21394 - 00505  
Ngong Road, Nairobi, Kenya  
Tel: +254 20 387 3131 / 3351  
Fax: +254 20 387 4150

## **Terms of Reference for the Forum for African Women Educationalists Strategic Plan Development 2024-2028**

**Deadline Wednesday, 31<sup>st</sup> May 2023 at 1700hrs (EAT).**

### **Introduction.**

The Forum for African Women Educationalists (FAWE) is a pan-African non-governmental organization that operates through 34 National Chapters in sub-Saharan Africa to promote girls' and women's education. As a renowned think tank on matters of education for girls in Africa, FAWE empowers girls and women through quality education and training to give them necessary skills, competencies, and values to be productive members of their societies. FAWE's 2019-2023 Strategic Plan (SP) is coming to an end in December 2023, and the organization is seeking to onboard an individual consultant or a firm to develop a new strategic plan that will guide FAWE's activities and priorities for the next five years.

One of FAWE's primary areas of focus is the development of gender-responsive pedagogy. They strive to create teaching methodologies that address the unique learning needs of both girls and boys, ensuring an inclusive and gender-responsive learning environment. FAWE also actively advocates for girls' education through policy changes and reforms. They collaborate closely with governments, policymakers, and civil society organizations to effect positive transformations in the educational landscape, promoting equal opportunities for girls. FAWE also plays a crucial role in mainstreaming gender considerations within the education sector. By integrating gender perspectives into educational policies, curricula, and programs, they work towards fostering gender equality at all levels of education. Empowering girls and women is another vital aspect of FAWE's work. They provide training and mentoring programs that equip girls with the necessary skills to become leaders in their communities. Through these initiatives, FAWE encourages girls and women to actively participate in decision-making processes related to education and beyond. Moreover, FAWE offers scholarships and bursaries to support academically talented girls from disadvantaged backgrounds. By providing financial assistance, they enable these girls to access quality education, thereby creating opportunities for a brighter future. To learn more about FAWE's impactful work and their various programs, you can visit their official website at <https://fawe.org/about-fawe/>.

Envisioning a just and inclusive society in which girls and women have access to quality education and training, FAWE recognizes the value of assessing the strengths and weaknesses of our approach and the internal and external factors that influence the trajectory of the organization. FAWE plans to develop a five-year strategic plan for 2024-2028, to review the organization's vision and to establish a design process and approach for the effective implementation and sustainability of its mandate over the next five years. FAWE firmly believes that its staff members, beneficiaries, partners, and key stakeholders are at the Centre of this strategic planning effort, helping to assess ways in which to strengthen the impact of the organization.

### **Purpose of the consultancy**

The main purpose of this assignment is to create FAWE's new Strategic Plan, which will guide the organization's activities from 2024 to 2028. Through this process, the consultant will thoroughly evaluate the challenges, accomplishments, lessons learned, and potential opportunities. This comprehensive assessment will enable the consultant to strategically position FAWE to effectively contribute to its mission and vision. By developing a forward-looking plan, FAWE's impact will be enhanced and align its efforts with its long-term objectives.

**Scope of Work:**

The strategic plan must address, amongst other things, development of strong partnerships and resource mobilization initiatives and how to engage government agencies and communities more meaningfully and more effectively in the realization of FAWE's mission and vision. The consultant will draw from best practice and experiences from developing strategic plans for other non-governmental organizations with similar modus operandi as FAWE.

More specifically, the assignment should:

- Evaluate the FAWE network (NC and RS) challenges, achievements, lessons learnt and opportunities under the just to be concluded SP, considering issues of relevance, effectiveness, efficiency, impact, and sustainability.
- Analyze the environment within which education operates and generally the situation of gender both within and outside the education sector, identifying the mutually influencing relationships. While doing so, it will be important to investigate the current global and continental issues affecting the African countries, region, and the Regional Economic Communities (RECs)
- Design the next FAWE SP that will spell out FAWE relevance, its comparative and competitive advantage, its future policy, and programmatic orientations, etc.
- Identify a business model that will support the organization's capacity to efficiently perform and achieve, assessing the level of resourcing required (Human Resource and financial) to adequately run the organization, challenges, strategies, opportunities, and sustainability inherent with the proposed business model.
- Review existing national strategies/actions, laws and policies on education and governing NGOs in the education sector and other programmes implemented by FAWE like Higher Education Access Programme (HEAP), Norwegian Agency for Development Cooperation (NORAD)
- Conduct an analysis of the current education landscape in sub-Saharan Africa and identify emerging trends, challenges, and opportunities.
- Facilitate a strategic planning process that involves engaging with key stakeholders, including FAWE's management team, staff, FAWE National Chapters, Board Members, partners, and beneficiaries.
- Develop a comprehensive strategic plan that outlines FAWE's vision, mission, values, strategic objectives, and key performance indicators, resource mobilization and communication strategies.
- Develop an action plan that outlines the specific activities, timelines, and resources required to implement the strategic plan.
- Develop a monitoring and evaluation framework that will enable FAWE to track progress towards achieving its strategic objectives and outcomes.

**Deliverables:**

The consultant(s) will be expected to deliver the following:

- i. Inception report clearly outlining the methodology.
- ii. A review report on FAWE's current strategic plan, including an assessment of its strengths, weaknesses, opportunities, and threats and the mid-year review report.
- iii. An analysis report on the education landscape in sub-Saharan Africa, including emerging trends, challenges, and opportunities.
- iv. A well-coordinated validation workshop and report
- v. A strategic plan that outlines FAWE's vision, mission, values, strategic objectives, and key performance indicators both in English and French.
- vi. An action plan that outlines the specific activities, timelines, and resources required to implement the strategic plan.
- vii. A resource mobilization plan framework
- viii. A monitoring and evaluation framework that outlines how FAWE will track progress towards achieving its strategic objectives and outcomes.

**Timeline:**

The consultant will be expected to complete the tasks outlined above within a period of 4 months, starting (1<sup>st</sup> June to 30<sup>th</sup> September 2023)

**Qualifications:**

The consultant(s) should possess the following qualifications:

- i. A minimum of 10 years' experience in strategic planning, organizational development, or related fields.
- ii. Expertise in gender equity and equality in education in sub-Saharan Africa.
- iii. Proven experience in facilitating strategic planning processes for non-governmental organizations, preferably in sub-Saharan Africa.
- iv. Strong analytical, writing, and presentation skills.
- v. Fluency in English and French is a **MUST** for the consultant or a team of consultants.

**Selection Criteria:**

The consultant's technical and financial proposal will be evaluated based on the following criteria:

	<b>Criteria</b>	<b>Marks</b>
<b>i</b>	Relevant experience and expertise in strategic planning and organizational development.	25
<b>ii</b>	Knowledge and understanding of gender equity and equality in education in sub-Saharan Africa.	20
<b>iii</b>	Experience in facilitating strategic planning processes for non-governmental organizations in sub-Saharan Africa.	15
<b>iv</b>	Quality and relevance of proposed methodology and work plan.	20
<b>v</b>	Value for money.	10
<b>vi</b>	Samples of previous work. (Minimum 3 samples)	10
	<b>Total</b>	<b>100</b>

**Submission of Proposals:**

Interested consultant(s) should submit a proposal that includes the following:

- i. Cover letter, indicating interest and availability to undertake the assignment and the ability to deliver the work in English and French.
- ii. Curriculum vitae, highlighting relevant experience and qualifications of consultants (not more than 3 pages)
- iii. Proposed methodology and work plan for completing the scope of work, including proposed timelines and deliverables.
- iv. Financial proposal, including a breakdown of fees and expenses.
- v. Three samples of work done in the past 5 years
- vi. Three referees

The complete application should be addressed to FAWE Africa Executive Director emailed to **procurement@fawe.org** received on or before Wednesday 31<sup>st</sup> May 2023, 1700hrs (EAT) with the subject '**FAWE Strategic Plan Development 2024-2028**'. Please send a PDF Version.

**Only email applications will be accepted. Incomplete and/or applications received after the deadline will be disqualified.**