CALL FOR EXPRESSIONS OF INTEREST

Consultancy to Facilitate the Development of the Strategic Plan 2027–2031

Woven Agenda Foundation

Assignment	Facilitate the development of the Strategic Plan 2027–2031
Duty station	Malawi (remote work and in-person engagements as required)
Duration	30 days
Expected dates	January 2027 to March 2027 (This assignment is for 30 days over a period of three months)
Deadline	31st December, 2026
Submit to	info@wovenagenda.com

1 Background

Woven Agenda Foundation is a women-led, feminist organisation based in Malawi, working to advance gender justice, dignity and the rights of women, girls and gender-diverse people. The organisation centers the leadership of women and gender-diverse people who face multiple and intersecting forms of exclusion, and understands inequality as shaped by intersecting systems of power, including patriarchy, heteronormativity, economic inequality and institutional discrimination.

Woven Agenda's work spans five connected areas: community-led documentation and research; feminist advocacy; safety and security; movement building and allyship; and community leadership and participation. Its guiding commitment is *Weaving Justice. Building Collective Power.* As the organisation grows, a Strategic Plan for 2027–2031 is being developed to clarify its long-term ambitions and the choices it will make to pursue them.

2 Purpose and objectives

Woven Agenda is seeking an individual consultant or team to facilitate a participatory process that produces a practical, results-oriented five-year Strategic Plan. The plan should work as both a political and organisational framework: it should state the change sought, the pathways to it, and the resources and accountability arrangements needed to deliver. The organisation needs a facilitator who can support honest reflection on power and accountability and build shared ownership of its direction.

The consultant will review the organisation's journey, achievements and lessons; refine its vision, mission, values and theory of change; analyse the political, legal, social, economic and funding context for feminist organising in Malawi; assess its governance, leadership, systems and capacity; set strategic priorities and outcomes; develop a monitoring, evaluation and learning framework; and produce a costed framework and resource mobilisation approach.

3 Guiding principles

The process must be grounded in feminist analysis of power; intersectionality and inclusion; meaningful community participation that shapes decisions; dignity, safety and do-no-harm, including confidentiality, informed consent and protection from exposure for participants from marginalised groups; collective power and movement building; accountability and transparency; learning and sustainability; and respectful collaboration that builds on the knowledge already within the organisation.

4 Scope of work

Phase 1: Inception and document review**.** Hold an inception meeting, review organisational documents, and submit an inception report with methodology, stakeholder engagement plan, tools and workplan.

Phase 2: Organisational and contextual assessment. Assess the organisation's achievements, programmes, partnerships, governance, systems and capacity, and the operating environment, including anti-gender narratives, shrinking civic space and funding trends. The analysis must reflect the political realities and power dynamics within which Woven Agenda works, not generic frameworks alone.

Phase 3: Participatory planning and consultation. Facilitate consultations and a strategic planning workshop with the Board, management, staff, community representatives, women-led and community-led organisations, feminist movement actors and selected partners, in a way that is inclusive, accessible and safe.

Phase 4: Drafting. Develop a draft Strategic Plan covering identity (vision, mission, values), theory of change, context analysis, goals and outcomes, strategic approaches, movement-building and partnership strategy, organisational development, resource mobilisation, a monitoring, evaluation and learning framework, risk management and a costed framework, plus an indicative 2027 operational plan.

Phase 5: Validation and finalisation. Present the draft, facilitate a validation session, incorporate agreed feedback, submit the final plan and frameworks, and present the final strategy to the Board, management and staff.

5 Deliverables

#	Deliverable
1	Inception report
2	Organisational and contextual assessment report
3	Strategic planning workshop report
4	Draft Strategic Plan 2027–2031
5	Draft 2027 operational plan
6	Validation report
7	Final costed strategic plan 2027-2031 (Implementation and results framework)

All deliverables must be submitted in editable formats (Word and Excel where applicable) and as PDF.

6 Indicative timeline

The assignment is expected to take about [insert number] weeks or months, to be agreed at inception.

Phase	Activity	Timing
1	Inception and document review	Week 1
2	Organisational and contextual assessment	Weeks 2–3
3	Consultations and strategic planning workshop	Weeks 4–5
4	Draft Strategic Plan	Weeks 6–7
5	Validation, finalisation and submission	Weeks 8–9

7 Supervision and reporting

The consultancy will be supervised by a designated focal person, working with the leadership and Board. The focal person will provide documents, coordinate access to participants, give feedback on deliverables

and monitor progress. The consultant will give regular progress updates, share consultation plans in advance, flag delays early and handle all records confidentially. The work is primarily home-based, with in-person engagement in Malawi for planning and validation sessions; travel costs should be itemised in the financial proposal.

8 Qualifications and experience

Woven Agenda seeks an individual or team with a postgraduate qualification in a relevant field (or equivalent professional experience) and at least five years of experience in strategic planning, organisational development or institutional strengthening. Applicants must show a track record of developing strategic plans for civil society, feminist, women-led or social justice organisations; an understanding of feminist principles, intersectionality, power analysis and movement building; experience facilitating participatory processes with Boards, staff and communities; skill in organisational assessment, theory of change, results frameworks and costing; knowledge of the Malawian context; and a demonstrated commitment to confidentiality, safeguarding and do-no-harm.

Experience with women-led or community-led organisations, coalition building, politically sensitive or restrictive environments, resource mobilisation, and the Malawian feminist landscape will be an advantage.

9 How to apply

Send the following in one email to [insert email address] with the subject *Expression of Interest – Strategic Plan 2027–2031*, by [insert date and time]:

1. A cover letter.
2. A concise technical proposal: methodology, participatory approach, stages and activities, how feminist principles and power analysis will inform the process, and a workplan.
3. A summary of relevant experience, with organisations, your role and outcomes.
4. **At least two samples of strategic plans** you developed or substantially contributed to, stating your role (redacted extracts are acceptable). This is an essential requirement.
5. An up-to-date CV (for teams, CVs of all members, identifying the lead).
6. An itemised financial proposal.
7. Contact details for at least two references.

10 Selection criteria

Criterion	Weight
Experience in strategic planning and organisational development, especially with civil society, feminist or social justice organisations	20%
Quality and relevance of submitted strategic plan samples	20%
Understanding of feminist principles, intersectionality, power analysis and movement building	20%
Quality and appropriateness of methodology and participatory approach	20%
Qualifications, facilitation skills and contextual experience	10%
Financial proposal and value for money	10%
Total	**100%**

Shortlisted applicants may be interviewed or asked for further information. Only shortlisted applicants will be contacted. Woven Agenda may accept or reject any application and is not bound to select the lowest price.

11 Safeguarding and ethics

The consultant must uphold Woven Agenda's feminist values, respect participants' dignity, autonomy and confidentiality, obtain informed consent, protect organisational and participant information, avoid exposing participants to risk, comply with the organisation's safeguarding and data protection requirements, and not use information from the assignment for other purposes. Given the context in which women and gender-diverse people organise in Malawi, sensitivity to visibility, disclosure and safety is essential.

12 What Woven Agenda is looking for

Woven Agenda is looking for a thought partner, not only a writer: someone who helps the organisation reflect critically on where it has come from, understand the context it organises in, and make deliberate choices about the change it wants to contribute to, so that the plan is owned by the people who will carry it out.

Weaving Justice. Building Collective Power.
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