



## **Terms of Reference (ToR): Review of the Current FAWE Uganda Strategic Plan (2022–2026) and Development of a New Strategic Plan (2026–2030)**

### **1.0 Overview**

FAWE Uganda seeks to engage a qualified consultant or consultancy firm to review the current Strategic Plan (2022–2026) and develop a new Strategic Plan (2026–2030). The assignment aims to assess the effectiveness, relevance, and sustainability of the current plan and to formulate a new, forward-looking strategic direction that aligns with FAWE Uganda's mission, vision, and evolving context. The review will include consultations with key stakeholders, analysis of the organization's performance, assessment of institutional capacity, and alignment with national and global frameworks, including Uganda's Vision 2040, the National Development Plan IV (NDP IV), and the Sustainable Development Goals (SDGs).

### **2.0 Organizational Background**

The Forum for African Women Educationalists (FAWE) Uganda Chapter is one of 35 national chapters of FAWE, a Pan-African NGO founded in 1992 by five African women ministers of education to promote girls' and women's education in Africa. FAWE Uganda was established in 1997 and has since grown into a national leader in advancing girls' education, gender-responsive pedagogy, and advocacy for gender equality in education. The current Strategic Plan (2022–2026) guided FAWE Uganda under the theme "The Future Pacified through Girl's Education." The plan was structured around four strategic directions:

1. Partnerships and Working Relations
2. Programs and Services
3. Organizational Functioning
4. Financing

As FAWE Uganda approaches the end of this strategic period, there is a need to assess its achievements, identify lessons learned, and develop a new plan that responds to the emerging challenges and opportunities in girls' education.

### **3.0 Purpose of the Assignment**

The overall purpose of this consultancy is to review the implementation and effectiveness of FAWE Uganda's 2022–2026 Strategic Plan and to develop a new Strategic Plan (2026–2030) that will strengthen the organization's strategic positioning and guide programmatic, institutional, and financial sustainability.



## 4.0 Specific Objectives

The consultancy will aim to:

1. Review the Current Strategic Plan (2022–2026): Assess the achievements, challenges, and relevance of the current plan.
2. Develop a New Strategic Plan (2026–2030): Design a new plan aligned with FAWE Uganda's mission, vision, and values.
3. Identify Strategic Directions and Objectives: Define strategic priorities and key result areas.
4. Track Budget Performance: Review budget allocation and utilization to inform future planning.
5. Strengthen Implementation, Monitoring, and Evaluation Framework: Propose a results-based M&E framework and implementation plan for the new strategy.

## 5.0 Scope of Work

**The consultant will:**

- Conduct a comprehensive review of the 2022–2026 Strategic Plan and supporting documents.
- Undertake stakeholder consultations with board, management, staff, alumni, partners, donors, and beneficiaries.
- Conduct SWOT and PESTLE analyses to assess internal and external environments.
- Review organizational performance against Key Result Areas.
- Assess budget utilization and financial sustainability mechanisms.
- Facilitate a strategic planning workshop with FAWE Uganda's board and staff.
- Draft the new Strategic Plan (2026–2030), including vision, mission, core values, strategic directions, implementation and M&E frameworks, and indicative budget.

## 6.0 Expected Deliverables

Deliverable	Description	Timeline
Inception Report	Understanding of assignment, proposed methodology, and work plan	Within 1 Week of signing the contract
Strategic Plan Review Report	Comprehensive review of 2022–2026 plan	Week 3
Draft Strategic Plan (2026–2030)	Draft plan with strategic directions and M&E framework	Week 5
Validation Workshop	Presentation and incorporation of stakeholder feedback	Week 6



Final Strategic Plan (2026–2030)	Final version of strategic plan with implementation plan, M&E Frameworks, and indicative five-year budget.	Week 7
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## 7.0 Duration of the Assignment

The consultancy will last approximately seven (7) weeks, from January 26<sup>th</sup> to March 20<sup>th</sup>, 2026.

## 8.0 Consultant Qualifications

The consultant or consultancy firm should possess:

- Advanced degree in Strategic Management, Organizational Development, Education, or related field.
- Minimum of 10 years' experience in strategic planning for NGOs.
- Proven experience in conducting strategic reviews and developing organizational plans.
- Knowledge of Uganda's education and gender landscape.
- Strong facilitation, analytical, and report writing skills.

## 9.0 Compliance Requirements

Interested firms/consultants must submit:

- Certificate of registration or legal status.
- CVs of key personnel (including Team Leader).
- Evidence of similar past assignments.
- Signed bid submission form.

## 10. 0 Evaluation Criteria

Proposals will be evaluated based on:

Criteria	Weight
Technical expertise and qualifications of team	30%
Understanding of assignment and proposed methodology	25%
Experience in similar assignments	25%
Work plan and timeline feasibility	10%
Financial proposal	10%



## 11.0 Application and Submission

Submit Technical and Financial Proposals (in non-editable formats) clearly demonstrating understanding of the assignment, proposed approach, and budget breakdown.

Address submissions to:

The Chairperson, Procurement Committee

Forum for African Women Educationalists (FAWE) Uganda

Email: [procurement@faweganda.org](mailto:procurement@faweganda.org)

Deadline for submission: 15<sup>th</sup> January 2026

## 12.0 Contact Information

For more details, contact:

FAWE Uganda Secretariat

Plot 328, Bukoto-Kisaasi Road, Kampala

Email: [fawe@faweganda.org](mailto:fawe@faweganda.org)