



Malala Fund's Strategic Plan Review

Request for Proposals

Background

Malala Fund (MF) launched its [current strategic plan](#), which covers 2020-2025, in April 2020. The Malala Fund team developed the plan over the period of 2018-2019 and received Board approval of the plan at the beginning of 2020. Implementation of all of the major components of the plan is well advanced.

Much has changed within Malala Fund and externally across the globe since the strategic plan's development, approval and launch:

- MF's growth and maturation
 - Rapid growth and scale
 - New principles and values embraced and require further thoughtful consideration in implementing; feminist, decolonial, girl-centered, country-led
 - Expanded national level work with: and Country Strategies under development
 - Original programming evaluated and revised (ECN), new programming started (Campaigning, Girl Programme - Fellowship & Feminist Fund, Country Partnerships)
 - Greater focus on the combined impact of MF work at national and organizational levels
- World events affected MF and the education and development sectors
 - COVID-19 pandemic
 - Black Lives Matter movement
 - Decolonization of the development sector
 - Afghanistan crisis and response

Purpose

The purpose of the MF Strategic Plan Review is to take stock of and reflect upon Malala Fund's progress and approaches during the implementation of the plan. The review is an opportunity to raise up internal and external findings to capture MF approaches that are emerging as effective to advance MF's mission of 12 years of free, safe, quality education for every girl. The review is equally expected to identify areas where MF expectations and assumptions about impact have not been met. The findings and recommendations of this review will contribute to the successful development of a new strategic plan that will launch in 2025.

Audiences

The primary audiences for the deliverables of this review are MF staff, Board, funded partners and development sector allies, as well as girls with whom MF programmes and partners work.

Scope

The Strategic Plan review will cover MF's work conducted starting in April 2020 and its progress as outlined in the current strategic plan that is supported by staff and funded partners across 9 countries (Afghanistan, Bangladesh, Brazil, Ethiopia, India, Lebanon, Nigeria, Pakistan, Tanzania) and globally through programming, advocacy and communications work streams.

Objectives

- To review MF's current monitoring frameworks and systems and develop a framework for the strategic plan review
- To assess Malala Fund's progress against the current strategic plan
- To identify best practices, lessons learned and challenges from our current programming and initiatives
- To identify areas of improvement and gaps in the successful delivery of MF's strategic goals
- To make recommendations for the development of the new strategic plan that will launch in 2025

Key Questions

- Where have Malala Fund's efforts and investments globally and nationally made the greatest progress towards the three thematic goals and three operational goals outlined in our current strategic plan? What factors contributed to this progress?
 - During the strategic plan period, how did Malala Fund advance the issue of girls' education as a global development priority?
- In what ways could strategies MF employed to make progress towards our strategic plan goals have been more effective? What were the challenges or barriers (internal and external) Malala Fund encountered and how did we address these?
 - (internal) strategic management of the programme and the key organizational capabilities it have or needed to have
- What did Malala Fund accomplish during the strategic plan period that was not included as part of the plan? What can we learn from these accomplishments?
- How have our values shaped our work? How can we strengthen and clarify this in our future work and next strategic plan?
- Operationally and strategically, what are the key lessons and recommendations that Malala Fund should consider for the next strategic plan period?

Methodology

The assessment approach should systematically address the objectives and key questions above and include open-ended methods of investigating so that unexpected or unanticipated effects may come up.

Process

The consultant will work with Malala Fund's MEL Manager in consultation with a cross-departmental Steering Committee to agree on a final methodology and more detailed timeline, within the budget constraints provided, finalize the set of key informants and stakeholders to interview and/or survey, finalize questionnaire or survey instruments, as appropriate, and to ensure the consultant team has adequate access to relevant documentation and stakeholders.

The consultant will carry out the assessment, presenting early findings during a Malala Fund learning event in October 2023 and sharing a draft final report with the MEL Manager, on a schedule to be agreed, for review and deliberation with the Steering Committee. This iterative review of preliminary and draft findings is intended to ensure that the final report fully meets the needs of the Malala Fund, and that any methodological adjustments that may be warranted are identified early on in the data collection process.

The final report will be delivered after the draft findings have been reviewed and commented on, responding to any remaining questions or data analysis needs identified, and that can be accommodated within the established timeframes and budget.

In addition to coordination through the Steering Committee, periodic project management meetings with the Malala Fund MEL Manager will be held, as appropriate.

Indicative Timeline

Timeframe	Deliverable/Activity
Mid-June 2023	Consultant selection
End of June 2023	Finalize methodological approach; sign contract based on agreed scope, approach and schedule
Beginning of July 2023	Strategic plan review kick-off meeting with Steering Committee
Mid-July 2023	Consultant submits inception report and meets with Steering Committee to discuss feedback

Mid-July 2023	Malala Fund staff work with consultants to identify key informants, review any KII or FGD questions and/or survey instruments & provide documentation
Mid-July - Mid-September 2023	Consultant conducts review and data collection
End of September 2023	Consultant shares initial findings through a presentation with the Steering Committee
Beginning of October 2023	Consultant submits first draft of the report; Malala Fund submits comments <i>(maximum 2 rounds of feedback if needed)</i>
Mid-October 2023	Consultant facilitates a virtual learning/validation session (3 hours max) with staff and possibly partners and girls to engage them with the draft findings
End of October 2023	Consultant submits final assessment report for the Steering Committee's approval <i>(maximum 2 rounds of feedback if needed)</i>

Phase I: Familiarization Phase – June-July 2023 (7-10 days)

- Review MF and selected resource documents
- Interviews with staff for orientation to the strategic plan and MF's work
- Submit inception report

The consultant will familiarize themselves with Malala Fund's work, strategic plan and measurement systems. At the end of this phase, the consultant will deliver a short inception report (5-7 pages) to demonstrate and harmonize understanding of the assignment. The inception report should articulate the goals and trajectory of the strategic plan under review including scope, actors involved and major activities/approaches, so that any gaps in knowledge can be caught early.

Additionally, the consultant will include a refined methodology for the remainder of the review with preliminary instruments and a first draft outline of the final report structure for comment by the strategic plan review steering committee.

The commencement of the subsequent phase is contingent on Malala Fund feedback on the inception report.

Phase 2: Assessment Phase – July-September 2023 (25 days)

- Conduct key informant interviews/focus group discussion(s)
- Review additional MEL data, documents and literature.

List of key people to interview, and a list of additional MEL data, documents and literature will be provided.

Phase 3: Data Analysis/Write-up and learning event October 2023 (15 days)

- Submit draft report
- Facilitate virtual learning session with MF staff and possibly activist partners
- Submit final report

The consultant will present initial findings to the Steering Committee to ensure the focus is appropriate. The consultant will then submit findings and recommendations in a draft report. MF staff will review and provide feedback on the draft report with a maximum of 2 rounds of feedback if needed.

The MEL Manager and Steering Committee will work with the consultant to build an agenda for an approximately 3- hour virtual validation/learning session to socialize and better understand the findings of the review with MF staff and funded partners. The consultant will facilitate the validation/learning session and present elements of their findings.

Based on feedback from MF on the draft and insights generated during the validation/learning session, the consultant will submit a final Strategic Plan Review report for review and approval with a maximum of 2 rounds of feedback if needed.

Deliverables

1. Signed contract that will include proposed methodology, timeline and deliverables
2. Inception report including approach for conducting strategic plan review and final report outline
3. Initial findings session with the strategic plan review Steering Committee
4. Draft report
5. Facilitation of virtual validation/learning session (3 hours max.) with staff and possibly partners and girls
6. Final report including the feedback from the Steering Committee and validation/learning session with staff

Profile of the Ideal Consultant

1. Experience conducting evaluations/assessments of social change processes and global strategies, ideally in the education sector with a feminist lens
2. Strong qualitative research skills with experience using feminist and participatory methods
3. Experience and knowledge in girls' education, women and girls' rights, and gender transformative programming
4. Experience in several of Malala Fund's countries, including Nigeria, Pakistan, India, Afghanistan, Bangladesh, Brazil, Ethiopia, Lebanon, and Tanzania.

5. Excellent analytical, writing and synthesis skills
6. Excellent group facilitation skills for participatory processes

Proposal Submission Process

Consultants/Evaluators are invited to submit a proposal (max 5 pages) in response to this RFP. Submissions should be sent to Malala Fund's MEL Manager, Kim Miller (kim@malalafund.org) with **"MF Strategic Plan Review Proposal"** listed in the title no later than **Monday, June 5, 2023**.

The following components must be included in the proposal:

1. Assessment plan and estimated budget (including spend, consultant team roles/responsibilities, time estimates and expenses)
2. Ethical and safeguarding considerations
3. List of available enumerators and assistants for field study (if applicable in proposal annex)
4. Curriculum vitae of lead consultant/s (in proposal annex)
5. 1 or 2 samples of past evaluations, and/or references (in proposal annex)

Malala Fund is an inclusive organisation and welcomes proposals from under-represented and intersectional groups including BIPOC, LGBTQ+ and persons with disabilities. We are seeking consultants from different backgrounds, cultures, age, experience and identities, to provide a wide range of experience, ideas, views and insights into the strategy, policies, culture and ambitions of Malala Fund.

Malala Fund is committed to ensuring the safety of those involved in our work. Our first priority is protecting everyone who comes in direct or indirect contact with our organisation. Malala Fund has a zero-tolerance approach to abuse and exploitation by any of our staff, representatives, partners or consultants. We commit to ensuring that those who work with Malala Fund or on our behalf are able to work in an environment that is free from harm. To this end, Malala Fund reserves the right to conduct background checks on prospective and current employees and consultants.

All staff, consultants and affiliated representatives are required to adhere to our safeguarding policies and procedures which include guidelines on preventing, reporting and responding to safeguarding incidents.

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