



Terms of Reference for Strategic Plan Development for Theatre for a Change for 2026-2030

1. Background and Context

Theatre for a Change (TfaC) is a Malawian non-governmental organisation working to advance gender equality, social justice, and improved health and rights outcomes through innovative, participatory, and behaviour change communication approaches. Since its establishment, TfaC has positioned itself as a creative and community-centred organisation that uses interactive theatre, dialogue, and participatory methodologies to challenge harmful social norms, influence policies and laws and strengthen citizen voice, promote positive social change, particularly among women, girls, and marginalised groups. Over the years, TfaC has implemented programmes focused on sexual and reproductive health and rights, gender-based violence prevention, civic engagement, and community empowerment, working closely with communities, government institutions, civil society actors, and development partners.

The current 2022–2026 Strategic Plan has guided TfaC’s programming and institutional development over the past five years. As this strategic period comes to an end, there is a need to take stock of achievements, lessons learned, and implementation challenges to strengthen organisational learning and inform future direction. This includes understanding what has worked well, what has not been fully achieved, and the internal and external factors that have influenced performance.

At the same time, the operating environment in which TfaC works has evolved significantly. Shifts in the political, social, economic, technological, civic space, and donor landscape are reshaping priorities, funding models, and approaches to development programming. These changes require TfaC to adapt its strategies to remain relevant, impactful, and sustainable.

It is against this backdrop that TfaC seeks to develop a new 2026–2030 Strategic Plan that builds on past achievements while responding to emerging opportunities and challenges. The new strategy is intended to strengthen organisational sustainability, deepen programme impact, enhance innovation, and position TfaC as a resilient and forward-looking actor in the social change and development space in Malawi and beyond.

2. Purpose and Objectives of the Assignment

2.1. Purpose

The purpose of this assignment is to provide technical support in conducting a strategic review of TfaC Malawi's 2022–2026 Strategic Plan and facilitate an inclusive strategic planning process that will culminate in the development of a transformative 2026–2030 Strategic Plan positioning TfaC for greater sustainability, institutional growth, innovation, and social impact within the evolving political, social, economic, technological, civic space, and donor landscape.

2.2. Specific Objectives

- a) To undertake a light-touch review of TfaC's 2022–2026 Strategic Plan to identify key achievements, broad outcomes, gaps, and lessons learned that will inform the next strategic cycle.
- b) To conduct a strategic context and stakeholder analysis examining the evolving political, social, economic, technological, civic space, and donor landscape shaping TfaC's future direction.
- c) To facilitate the development of a transformative 2026–2030 Strategic Plan that positions TfaC for greater sustainability, institutional growth, innovation, and social impact, including a clear Theory of Change, strategic priorities, and implementation framework.

3. Scope of Work

The consultant will undertake the following key tasks:

- a) **Light-Touch Review of the 2019–2025 Strategic Plan:** Undertake a focused and light review of TfaC's 2022–2026 Strategic Plan to identify key achievements, broad outcomes, major gaps, and critical lessons learned. The review will not be a full evaluation but will provide sufficient evidence to inform the development of the 2026–2030 Strategic Plan, including what should be sustained, strengthened, revised or dropped.
- b) **Context Analysis:** Conduct a comprehensive analysis of the prevailing socio-economic, political, technological, civic space, and funding landscape shaping TfaC's operating environment and future strategic direction.
- c) **Stakeholder Engagement and Facilitation:** Facilitate structured consultations, and virtual/physical meetings with key stakeholders, including Board members, senior management, staff, and selected partners.
- d) **Drafting of Strategic Plan and Supporting Documents:** Develop a draft and final Strategic Plan 2026-2030 incorporating key components such as vision, mission, values, strategic pillars, results areas, implementation approach, and a guiding Theory of Change. The plan should also include resource mobilisation and sustainability strategy, and monitoring, evaluation, accountability, and learning framework.

- e) **Validation and Final Reporting:** Prepare and deliver presentations of draft outputs to senior management, staff, and relevant governance structures for validation, feedback, and approval. Afterwards, submit a final consultancy report capturing the entire process, key outputs, lessons learned, and recommended next steps for implementation of the Strategic Plan 2026-2030.

4. Deliverables

- a) **An inception report** outlining the consultant's understanding of the assignment, proposed methodology, workplan, stakeholder consultation approach, and the process for reviewing the 2022 - 2026 Strategic Plan and developing the TfaC Strategic Plan 2026–2030.
- b) **A strategic review and context analysis report** highlighting key findings, achievements, challenges, lessons learned, strategic opportunities, and emerging trends from the review of the 2022–2026 Strategic Plan, including analysis of the evolving political, social, economic, technological, civic space, and donor landscape.
- c) **A draft and final TfaC Strategic Plan 2026–2030**, including the strategic framework, Theory of Change, strategic objectives, implementation approach, resource mobilization and sustainability strategies, and monitoring and evaluation framework.
- d) **A final consultancy report** summarizing the methodology, consultation process, key findings, strategic recommendations, and overall outcomes of the strategic review and planning process

5. Methodology

The consultant/consulting firm shall propose a detailed and appropriate methodology for undertaking the assignment within the planned implementation period of June to August 2026. The proposed methodology will be a key component of the technical evaluation and must demonstrate suitability, feasibility, and alignment with the assignment objectives.

The methodology is expected to combine both document-based review and participatory approaches to ensure that the strategic planning process is evidence-based, inclusive, and grounded in organizational and stakeholder realities. In particular, the consultant/firm shall ensure that the principles of inclusion, transparency, and participatory, people-centred engagement are embedded throughout all stages of the assignment.

The consultant/firm is encouraged to apply appropriate qualitative and participatory tools and facilitation techniques that promote ownership, consensus-building, and strategic clarity among stakeholders.

6. Timeline

The assignment will be implemented over a period of 60 (ninety) days, to be staggered within the months of July to September 2026.

7. Consultant Profile/Qualifications

The assignment will be undertaken by a qualified consultant or consulting firm with demonstrated expertise and experience in strategic planning processes, preferably both within the private sector and non-governmental or development sector. The consultant/firm should possess strong technical capacity in organisational strategy development, participatory facilitation, and contextual analysis in dynamic development environments.

Specifically, the consultant/team should demonstrate:

- Proven experience in designing and facilitating strategic planning processes for NGOs, development agencies, private sector or comparable organisations and technical ability to develop Theory of Change, implementation frameworks and MEAL systems.
- Strong expertise in conducting organisational reviews, situational/context analyses, and translating findings into practical strategic frameworks.
- Demonstrated understanding of social enterprise, gender equality, social justice, civic engagement, behaviour change communication, and related development sectors;
- Strong facilitation skills with the ability to lead participatory processes involving diverse stakeholders, including board directors, senior management, staff, and external partners;
- Familiarity with the socio-economic and policy context in Malawi and similar contexts in the region will be an added advantage

8. Reporting Requirements

The consultant/consulting firm will report to the Executive Director of Theatre for a Change (TfaC), with strategic oversight and final approvals provided by the Board of Directors and designated Steering Committee for the Strategic Planning Process. Regular progress updates and key deliverables will be submitted in line with the agreed workplan and milestones.

9. Application Procedures

Interested consultants are invited to submit a technical proposal responding to the Terms of Reference (TORs). The submission should include approach, relevant experience and financial proposal. Proposals should be submitted electronically to info@tfacafrika.com to reach TfaC on or before **6th July 2026**.