

Terms of Reference

Organisational Transformation Consultant

Location: Remote with potential for in-person meetings / workshops at our offices in Central London

Duration: Initial 3 month consultation with scope to extend with flexible working e.g. 3 days per week

Reporting to: Executive Director / Board of Trustees

Start Date: As soon as possible

Rate: £500 per day max

Closing date: 31 December 2025

Background

The Cherie Blair Foundation for Women (the 'Foundation') is a small international NGO with a vision of a future where women have equal economic opportunities to reach their full potential. Our mission is to empower women in low and middle-income countries (LMICs) to start, sustain, and grow successful businesses. We have built our reputation through high-quality training, mentoring, research, and external engagement.

The context in which we operate has significantly changed since the current strategy (2023-2026) was developed. Shifts in major donor outlooks, especially around gender and Equality, Diversity and Inclusion (EDI), coupled with a growing transition towards locally-led development, are both challenging our existing strategy and funding model, but also presenting opportunities to reimagine our purpose and value and embrace the rapid evolution of digital business and learning tools. Ahead of the next strategic planning phase, there is an opportunity for us to reassess the donor landscape, identify new funding and tailor the organisation's product and service offerings to respond to what the market is willing to support.

We recognise the need for agility as we adapt our organisational strategy and structure to remain relevant, impactful, and sustainable.

In the short term (over the next 3 months), this means taking a critical look at our current portfolio and its impact, both current and potential, as well as the external "competitive" landscape with a view to evolving our current offer to sit at the intersection of what women entrepreneurs need; what is unique that the Foundation brings to/offers the market; and what is attractive to funders, both existing and prospective.

Having evaluated the need and formulated strategy, the Foundation leadership and trustees now seek an experienced consultant to lead the process of evaluating and

creating a viable value proposition such that our work is fundable and that we continue to deliver meaningful impact for women entrepreneurs.

Objectives of the Assignment

- Lead the review and innovation of our programme portfolio.
- Create a compelling, fundable value proposition.
- Develop a transition roadmap with milestones, risks, and resource needs.
- Support leadership and team alignment around strategic priorities.

Scope of Work

- Assess the Foundation's existing products, funding models, and operating structure; identify opportunities to evolve or discontinue underperforming assets.
- Identify and evaluate new solutions to strengthen or replace components of the portfolio.
- Facilitate internal and external stakeholder engagement (including trustees, donors, partners, beneficiaries) throughout the process.
- Analyse trends in international development, localisation, and digital entrepreneurship.
- List existing organisational skills and products against the analysed trends and map gaps
- Provide coaching or advisory support during early implementation (as agreed).
- Identify and mitigate risks associated with organisational and product changes.
- Recommend organisational/business models that enhance legitimacy, efficiency, and operational effectiveness.

Deliverables

- **Inception Report:** Methodology, timeline, stakeholder engagement plan.
- **Facilitated Workshops:** Documentation of outcomes.
- **Strategic Assessment Report:** Key findings, recommendations and next steps.
- **Product/Service Recommendations:** Business cases, delivery plans, and pilot options.

Timeline

Using agile project management methodology lead a series of sprints to deliver the objectives. Suggested timeline:

- First 6 weeks: Discovery and initial presentation on recommended direction to SLT and Board.
- Next 6 weeks: Test and validate recommendations. Present roadmap for delivery.

The Foundation's Leadership Team will participate in weekly check-ins to support ongoing progress and provide timely direction.

Governance and Decision Making

- Consultant will report to the Executive Director (ED) and work closely with the Senior Leadership Team.
- Recommendations will be reviewed and approved by the ED and Trustees.

Qualifications and Experience

Essential:

- Proven experience in strategic planning and organisational change in NGOs or international development.
- Understanding of the donor landscape, challenges and opportunities and localisation trends.
- Strong facilitation, communication, and stakeholder engagement skills.
- Hands-on project management skills and experience.
- Experience in digital product/offering development and awareness of digital transformation trends

Advantageous:

- Familiarity with women's economic empowerment and entrepreneurship in LMICs.
- Experience working with small, mission-driven organisations.

Core Competencies

Strategic & Analytical Competencies

- Market Analysis & Sector Insight: Ability to conduct market scans, ecosystem mapping, competitive benchmarking, and identify trends and opportunities.
- Data Analysis: Strong quantitative and qualitative research skills; ability to translate data into insights and actionable recommendations.
- Program/Product Effectiveness Assessment: Familiarity with theories of change, impact evaluation, and product-market fit for nonprofit programs.

Financial & Funder Intelligence

- Funder Landscape Expertise: Understanding of philanthropic trends, funder priorities, revenue models, and alignment between strategy and funding opportunities.
- Financial Acumen: Ability to assess sustainability, model scenarios, and evaluate financial implications of strategic decisions.

Change Leadership & Facilitation

- Organisational Change Management: Experience navigating organizational transitions, managing resistance, and aligning teams around new priorities.
- Facilitation & Consensus Building: Skilled at leading workshops, retreats, and stakeholder-engagement processes, including board and leadership alignment.

Stakeholder & User-Centred Competencies

- Stakeholder Engagement: Ability to conduct interviews, focus groups, listening sessions, and synthesize diverse perspectives.
- Human-Centred Design (value-add): Experience using design thinking to refine programs and improve user outcomes.

Project & Communication Skills

- Project Management: Strong process discipline, attention to timelines, and clear documentation.
- Strategic Communication: Ability to develop compelling strategy materials, board-ready documents, and clear narratives.

Nonprofit Sector Expertise

- Understanding of nonprofit governance, mission-driven constraints, community voice, and social impact considerations.

Application Process

Interested consultants should submit their application including the following information to: recruitment@cherieblairfoundation.org

- CV
- Brief proposal outlining understanding of the role, your approach and proposed methodology, and timeline.
- Proposed fee arrangements.
- Examples of similar work or references.

Closing date for applications is 31 December 2025.

Confidentiality and Intellectual Property

All outputs and materials produced during this assignment will remain the property of the Cherie Blair Foundation for Women. The consultant must maintain confidentiality of all organisational information.