

Terms of Reference for Strategy Development Expert Women Development Organization (WDO)

A. CONSULTANCY INFORMATION:	
<u>Post Title:</u> Strategy Development Consultant	<u>Nationals of:</u> OIC member states
<u>Expected Start Date:</u> 10 th October 2026	<u>Duration of Consultancy:</u> 06 Months
<u>Type of Contract:</u> Consultancy	<u>Reporting Line:</u> The consultant will report to the Executive Director of WDO, or her designated representative, and will work in close coordination with the IsDB Regional Hub in Cairo (RHC Cairo), which shall review each deliverable and provide its no-objection prior to payment authorization.
<u>Duty Station:</u> WDO HQ and /or Virtual, depending on task requirement	
B. ORGANIZATIONAL CONTEXT / RATIONALE / MAIN OBJECTIVE	
<u>Organizational Context</u> The Women Development Organization (WDO) is a specialized institution of the Organization of Islamic Cooperation (OIC), established to advance women's development and empowerment across Member States. WDO supports the promotion of women's rights, socio-economic participation, leadership, and institutional capacity development through policy support, research, advocacy, partnerships, coordination, and programme implementation. As a growing intergovernmental institution, WDO seeks to establish a clear strategic direction, strengthen institutional coherence, and enhance results-based delivery through the development of its first institutional strategic planning framework. <u>WDO's Objectives:</u> The Women Development Organization (WDO) aims to advance the development and empowerment of women across OIC Member States and to strengthen their full participation in political, economic, social, educational, and cultural life. In carrying out this role, WDO operates under a quadruple mandate comprising normative support and policy work, advocacy and outreach, coordination, and operational activities.	

In pursuit of this aim, WDO seeks to:

1. promote and support women's development and empowerment across OIC Member States;
2. support Member States in strengthening relevant policy, legal, and institutional frameworks;
3. generate knowledge and evidence to inform policy and practice on women's development;
4. strengthen capacities, partnerships, and cooperation for women's empowerment and leadership;
5. foster coordination and collaboration among relevant OIC institutions and Member States on women's development issues; and
6. support the implementation of OIC priorities, resolutions, and initiatives related to women's development and empowerment.

Rationale and Purpose of the Assignment:

This assignment is undertaken within the framework of a **Technical Assistance (TA) project under the Strategic Partnership Plan between the Women Development Organization (WDO) and the Islamic Development Bank (IsDB)**, aimed at strengthening WDO's institutional capacity to effectively deliver on its mandate.

Through this TA support, IsDB is assisting WDO in strengthening key institutional systems and capacities necessary for effective organizational performance and long-term sustainability. The broader package of support includes strategic planning, knowledge and policy outputs, resource mobilization, staff capacity development, and improvements to internal management systems and digital processes.

This technical assistance project is in line with the IsDB's new "inclusive social development" strategic approach that has been mentioned several times in the Governors Roundtable during the IsDB 46th Annual Meeting in Tashkent, Uzbekistan and implements the guiding principle to "build capabilities in strategic pillars." In addition, it contributes to the realization of the OIC Plan of Action for the Advancement of Women and of the IsDB Women's Empowerment Policy and its Operational Strategy.

Within the framework of this broader support, the development of WDO's institutional strategic planning package is a core priority to ensure that the Organization is guided by a clear vision, strategic priorities, and an actionable implementation approach aligned with its mandate and the needs of its Member States.

WDO's effectiveness as an intergovernmental organization depends on a clear and coherent strategic direction, strong institutional ownership by its Member States, effective implementation mechanisms, and the ability to measure, communicate, and sustain results.

In this context, WDO is seeking the services of a qualified consultant to support the development of its first Four-Year Strategic Plan, Biennial Action Plan, Performance Management Framework/Tool and Communication Plan.

Note: Preparatory work was carried out under this TA by a previous consultant, including an inception report, a desktop review, and draft versions of the Four-Year Strategic Plan. The selected consultant is expected to review and build upon this existing work.

This assignment will support WDO in establishing a practical and actionable institutional roadmap that is aligned with its mandate, responsive to the needs and diversity of OIC Member States, supportive of engagement with Member States and partners, and informed by relevant international good practices, while strengthening the Organization's capacity to deliver measurable results in advancing women's empowerment across OIC countries.

Main Objective:

The main objective of this consultancy is to support WDO in the development of its first integrated institutional strategic planning framework that enables the Organization to effectively deliver on its quadruple mandate and overall strategic priorities.

This assignment will ensure that WDO's strategic framework is institutionally grounded, results-oriented, and responsive to the priorities of its Member States and stakeholders.

The strategic planning framework shall also be practical, prioritized, and implementation-oriented, with clear alignment between WDO's mandate, strategic objectives along with their breakdown into operational objectives, operational actions, performance measurement arrangements and communication strategies. It should reflect WDO's comparative advantage within the OIC system, be responsive to the diversity of Member State contexts, and remain realistic in light of WDO's institutional capacities and implementation horizon.

C. DESCRIPTION OF DUTIES AND DELIVERABLES

C1. Planned outcomes/milestones:

The consultant will be expected to deliver the following:

- Validated **diagnostic report** preceding the strategy
- **Four-Year Strategic Plan** that defines WDO's strategic direction, priorities, and expected results;
- **Biennial Action Plan** that translates the strategic priorities into operational actions, responsibilities, measurable indicators and timelines;
- **Performance Management Framework/Tool** that supports monitoring, reporting, accountability, and performance measurement of the organization; and
- **Communication Plan** that supports visibility, stakeholder engagement, strategic messaging, and dissemination of WDO's priorities and results.

The above deliverables shall constitute one integrated strategic planning package, with clear coherence between strategic direction, operational planning, institutional performance monitoring and strategic communication.

C2. Planned Activities

The consultant shall undertake the following activities:

➤ Inception and methodology

Undertake an inception phase to confirm the assignment approach, methodology, work plan, and deliverables in consultation with WDO. The inception phase should include, at a minimum:

- Initial meeting with WDO to clarify expectations, scope, timelines, and reporting arrangements;
- Review of relevant background documents and reference materials;
- Refinement of the methodology, consultation approach, and work plan, as required;
- Identification of key stakeholders to be consulted during the assignment; and
- Preparation and submission of an inception report setting out the confirmed methodology, work plan, timeline, and deliverables.

➤ Document review and institutional analysis

Conduct a document review and institutional analysis to inform development of the Strategic Plan and Biennial Action Plan. This should include, at a minimum:

- Review WDO's Mandate, foundational documents, relevant OIC frameworks, other international frameworks relevant to women's empowerment, internal reference materials, and all other relevant background materials;
- Assess institutional strengths, gaps, opportunities, risks, and strategic positioning relevant to WDO's future direction;
- Map WDO's institutional positioning, comparative advantage, and relationships within the OIC system and relevant partner landscape;
- Identify key implementation constraints and enabling factors, including organizational, coordination, and systems-related considerations relevant to delivery of the future strategy;
- Review lessons emerging from previous organizational activities;
- Draw, where relevant, on comparable international and intergovernmental good practices in strategic planning, institutional performance management, and women's empowerment institutional architecture, while adapting recommendations to WDO's context;
- Identification of issues to be explored further through stakeholder consultations; and
- Preparation of a diagnostic or desk review report summarizing key findings and strategic implications.

➤ Stakeholder consultation

Undertake stakeholder consultations to inform the strategic direction, priorities, and implementation approach of the Strategic Plan and Biennial Action Plan. This should include, at a minimum:

- Conduct consultations with WDO leadership, staff, and other relevant stakeholders identified by WDO;
- Where required, support virtual consultation/validation sessions with Member States and partner institutions;
- Facilitate participatory strategic planning workshops with WDO leadership and team members to support strategic analysis, priority-setting, and institutional ownership of the planning process;
- Synthesize feedback to inform the strategic planning outputs;
- Ensure that the consultation process adequately reflects the perspectives, priorities, and diversity of WDO Member States and relevant partners, within the practical scope of the assignment;
- Facilitate the process in a manner that strengthens institutional ownership of the strategic planning framework within WDO and, as appropriate, among Member States and key stakeholders;
- Identify implications of stakeholder feedback for strategic prioritization, implementation feasibility, and accountability arrangements; and
- Documentation of consultation findings to inform the draft strategic planning package.

➤ Development of the Four-Year Strategic Plan

Develop WDO's Four-Year Strategic Plan, defining the organization's strategic direction, priorities, implementation approach, and expected results for the planning period, based on the diagnostic review and stakeholder consultations. The Strategic Plan should include, at a minimum:

- Organizational context;
- Strategic rationale;
- Vision, mission, and values;
- WDO's comparative advantage and institutional niche within the OIC system;
- Strategic goals/objectives for the 04 thematic pillars and Mandate;
- Clear strategic logic or theory of change linking WDO's mandate, priorities, interventions, and expected results;
- Strategic prioritization and sequencing across pillars and areas of work, based on relevance, feasibility, and institutional capacity;
- WDO's implementation model, including what the organization is best placed to deliver directly, what should be pursued through partnerships, and what should primarily be advanced through coordination, advocacy, convening, or technical support;
- High-level partnership and stakeholder engagement approach, identifying the categories of stakeholders most critical to implementation of the strategy and the nature of engagement required;
- Strategic guidance on how WDO should operationalize its mandates across different areas of work, including the appropriate scope and limits of operational activities;
- Expected Results;

- Implementation considerations, including sequencing where appropriate;
- High-level visibility, institutional capacity, and resource implications of proposed strategic priorities, including issues relevant to implementation feasibility and alignment with any separate resource mobilization framework to be developed by WDO;
- Risk and success factors;
- Monitoring and accountability arrangements; and
- Cross-cutting considerations relevant to implementation, including inclusion, diversity of Member State contexts, results orientation, and institutional coherence.

➤ **Development of the Biennial Action Plan**

- Translate the strategic plan into a practical two-year implementation roadmap;
- Define priority actions, outputs, timelines, responsibilities, key milestones, and indicators; and
- Sequence actions in a realistic manner, taking into account institutional capacity, dependencies, and implementation feasibility.

➤ **Development of the Performance Management Framework/Tool**

Develop a monitoring and performance framework to support implementation of the Strategic Plan and Biennial Action Plan. This should include, at a minimum:

- Results framework/tool for measuring strategic and operational performance;
- Practical set of indicators with clear definitions, possible baselines or baseline considerations, data sources, means of verification, reporting frequency, and responsible units, as appropriate;
- Proposed reporting arrangements, performance monitoring templates, and simple internal review processes that can be realistically applied by WDO; and
- Ensure alignment between the Performance Management Framework/Tool, the Four-Year Strategic Plan, and the Biennial Action Plan.

➤ **Development of the Communication Plan**

Develop a practical Communication Plan to support implementation of the Strategic Plan and Biennial Action Plan. This should include, at a minimum:

- Key communication objectives aligned with WDO's strategic priorities;
- Identification of target audiences, including Member States, partners, donors, and the wider public, as relevant;
- Core institutional messages and communication approaches for different stakeholder groups;
- Proposed communication channels and tools appropriate to WDO's mandate and operating context;
- High-level implementation approach, including roles, indicative timelines, and priorities;
- Recommendations to strengthen visibility, stakeholder engagement, and dissemination of WDO's work and results; and
- Ensure alignment between the Communication Plan, the Four-Year Strategic Plan, and the Biennial Action Plan.

➤ **Validation and finalization**

- Present draft outputs to WDO;
- Revise documents based on comments and feedback received through the review and validation process;
- Submit final versions of all deliverables;
- Conduct an orientation or capacity-building session for relevant WDO personnel on the implementation and use of the Four-Year Strategic Plan, Biennial Action Plan, Performance Management Framework/Tool, and Communication Plan; and
- Include immediate implementation considerations where appropriate.

Deliverables and Time Line:

Activity	Duration / Time Line	Deliverables
Initial briefings, review of documents, and methodology design	Week 1–2	Inception report
Review of organizational documentation, previous draft materials, and all relevant strategic references/Documents	Week 3–4	Diagnostic/desktop review report
Stakeholder consultations and analysis	Week 5–8	Consultation Summary Note / Analytical Brief
Preparation of first draft of the Four-Year Strategic Plan	Week 9–12	Draft Four-Year Strategic Plan
Preparation of first draft of the Biennial Action Plan	Week 13–14	Draft Biennial Action Plan
Preparation of first draft of the Performance Management Framework/Tool	Week 15–16	Draft Performance Management Framework/Tool
Preparation of first draft of the Communication Plan	Week 15–16	Draft Communication Plan
Validation/review sessions with WDO and relevant stakeholders	Week 17–18	Validation Feedback Report
Finalization of all documents	Week 19–21	Final approved Four-Year Strategic Plan, Final Biennial Action Plan, Final Performance Management Framework/Tool and Final Communication Plan
Orientation session for WDO team on implementation and use of the strategic planning framework	Week 22	Orientation / Training Summary Note

All deliverables shall be evidence-based, clearly structured, professionally presented, and practical for institutional use. Outputs shall be aligned with WDO's mandate, responsive to Member State priorities, and developed in a manner that supports ownership, implementation, performance monitoring and effective institutional communication.

Method of Payment:

Payments will be disbursed by bank transfer upon satisfactory completion and formal acceptance of agreed deliverables.

Each payment tranche shall additionally be subject to no-objection from the IsDB Regional Hub of Cairo (RHC Cairo) prior to disbursement. The total contract amount shall not exceed the budget approved by IsDB for this component under TA Grant ZZZ2686. WDO will confirm the agreed ceiling with IsDB prior to issuing the consultant contract.

The remuneration of the consultant shall be structured as follows:

- **20%** upon submission and acceptance of the **Inception Report, Diagnostic / Desk Review Report, and Consultation Summary Note;**
- **30%** upon submission and acceptance of the **draft strategic planning package**, comprising:
 - Draft Four-Year Strategic Plan;
 - Draft Biennial Action Plan;
 - Draft Performance Management Framework/Tool; and
 - Communication Plan.
- **50%** upon submission and acceptance of the **final approved strategic planning package**, comprising:
 - Final Four-Year Strategic Plan;
 - Final Biennial Action Plan;
 - Final Performance Management Framework/Tool; and
 - Communication Plan and completion of the validation and orientation process.

D. REQUIRED QUALIFICATIONS AND EXPERIENCE

Education:

An advanced university degree in strategic management, public administration, public policy, international relations, gender and development studies, social sciences, business administration, or a related field.

Work Experience:

1. At least 10 years of progressively relevant experience at governmental, regional, and/or international level in strategic planning and strategy development, organizational development, institutional strengthening, or related areas;
2. Demonstrated experience in developing strategies, corporate plans, action plans, or institutional performance frameworks for intergovernmental organizations, public institutions, or development organizations;
3. Sound understanding of the social, economic, political, and institutional environment of OIC Member States;

4. Proven experience in facilitating strategic planning processes, participatory workshops, and high-level stakeholder consultations;
5. Experience in results-based management, performance measurement, or institutional performance systems is highly desirable; and
6. Experience working in or with multicultural and intergovernmental settings, including engagement with senior leadership and diverse institutional stakeholders, is an asset.

Languages:

1. Excellent spoken and written English is required.
2. Fluency in Arabic and or French is highly desirable.

E. TECHNICAL AND FUNCTIONAL COMPETENCIES

1. Strong analytical and conceptual thinking skills;
2. Excellent drafting, editing and presentation skills;
3. Ability to facilitate effective consultations, workshops and participatory planning processes;
4. Strong organizational and planning skills, with the ability to manage multiple tasks and deliver within agreed timelines;
5. Ability to lead and support institutional planning and change processes in a structured and practical manner;
6. Ability to work effectively with multidisciplinary and multicultural stakeholders;
7. Strong interpersonal skills and ability to engage credibly with senior leadership, technical teams, Member States, and partner institutions;
8. Ability to synthesize complex information into clear, practical, and results-oriented recommendations and planning tools; and
9. Ability to translate strategic analysis into realistic implementation frameworks and performance management tools.

F. PROFESSIONAL CONDUCT AND WORKING APPROACH

The consultant shall be expected to carry out the assignment in a manner that reflects high standards of professionalism and is consistent with WDO's institutional values. In particular, the consultant/firm shall demonstrate:

1. Collaboration and constructive engagement with WDO management, staff, and stakeholders;
2. Respect for individual, institutional, and cultural diversity;
3. Clear, timely, and professional communication throughout the assignment;
4. Strong results-oriented approach to the delivery of outputs;
5. Ability to build and maintain effective working relationships with relevant internal and external stakeholders and;
6. Sensitivity to the institutional and intergovernmental context in which WDO operates.

G. SUBMISSION REQUIREMENTS AND ADDITIONAL INFORMATION

Interested individual consultants shall submit the following:

1. Curriculum vitae (CV) of the individual consultant applying for the assignment;
2. Brief technical proposal outlining the consultant's understanding of the assignment, proposed methodology, work plan, timeline, and approach to consultation and delivery of the strategic planning package;
3. Examples of relevant previous work, including strategic plans, action plans, performance management frameworks/tools, or similar assignments undertaken;
4. Financial proposal is mandatory with;
5. Contact details of at least two professional references, if requested by WDO during the selection process.

Additional information:

1. Interested individuals must submit all documents, and any other required supporting documents, to info@wdo-odf.org
2. Only shortlisted applicants will be contacted;
3. WDO may request documentary evidence of academic qualifications, professional experience, and previous assignments at any stage of the selection process;
4. Any materials submitted by applicants may be used solely for the purpose of evaluating suitability for this assignment and will be treated in accordance with WDO's applicable procedures; and
5. Selected consultant will be engaged in accordance with ISDB and WDO's applicable procurement, contracting, and administrative procedures.