Funder Safeguarding Collaborative

Request for expressions of interest

Strategy evaluation and development

Background and purpose

Launched in 2021, Funder Safeguarding Collaborative (FSC) is a global network of philanthropic funders driving action to strengthen safeguarding and promote organisational practices that keep people safe from harm.

From its origins as a small group of aligned funders, FSC has grown rapidly and is now a diverse global network of more than 130 philanthropic organisations that collectively manage an annual grant-making budget of over $9 billion.

As the only philanthropic-support organisation dedicated to safeguarding, FSC offers high-quality, specialised support tailored to the unique needs of its members. All knowledge and income generated through its work is reinvested into the network, helping transform grant-making practices for the better. This includes investment in research and the co-creation of good practice standards for safeguarding in grant-making which will be launched in Spring 2027 and will be central to FSC's work moving forward.

In 2024 we developed our first formal strategy and theory of change. This strategy comes to an end in 2027, and we therefore seek consultancy support to deliver an organisational development process that will help assess performance under the current strategy, review the suitability of the current operating model, and support development of a new strategy for the next phase. The consultancy is intended to generate robust analysis, practical recommendations and a clear basis for decision-making by our Steering Committee and leadership.

Scope of work

The consultancy team will be expected to deliver three interlinked workstreams: (1) an external evaluation of FSC's work under the current strategy; (2) a review of the current operating model, including: hosting arrangement, business model, membership model and staffing structure; and (3) facilitation of the development of a new strategy and theory of change, including an implementation roadmap and a MEL Framework. The third workstream includes the facilitation of online and in person workshops with the FSC team and Steering Committee

Expected deliverables

- Inception note setting out methodology, scope, workplan and stakeholder engagement approach
- External evaluation report with findings, conclusions and recommendations
- Operating model review and options paper covering hosting arrangement, business model, membership model and staffing
- Draft strategy document with a theory of change, strategic priorities and objectives

- Implementation roadmap and MEL framework

Indicative timeline

We have assessed that this process requires approximately 60 consulting days over a period of 8-10 months.

Timing	Milestone	Approx no. of consulting days	Key outputs / decision points
February 2027	Consultant team onboarded	2	Contract signed, timelines reviewed and agreed upon. Key documents provided, onboarding meeting
February 2027	Inception and scoping	5	Confirmed objectives, methodology, governance arrangements, stakeholder engagement plan and key evaluation questions.
February-May 2027	External evaluation	20	Document review, interviews, member consultation, analysis and presentation of emerging findings.
April-June 2027	Operating model review	12	Review of business model, hosting relationship, membership model and staffing, with options development and discussion of implications with Steering Committee and FSC's funders.
April-September 2027	Strategy development	18	Synthesis of evidence, strategic choices, consultation, drafting and refinement of the new strategy. Strategy workshop
September-October 2027	Steering Committee review point	1	Presentation of draft recommendations and strategy for Steering Committee discussion and feedback.
November 2027	Finalisation	2	Final reports, strategy document, implementation roadmap and agreement on next steps.

Reporting and governance

The consultant team will report updates on a regular basis to FSC Executive Director, as their main point of contact, and interact with members of the FSC team and Steering Committee throughout the assignment. The consultant team will be expected to participate in regular check-ins, provide brief progress updates, and present interim and final findings at agreed decision points.

The consultancy is expected to commence on the 1st of February 2027 and run for approximately eight months, with detailed timing to be agreed at inception. The consultant team should propose an appropriate sequencing of the three workstreams and identify points for Steering Committee review and decision-making during the process.

Desired expertise

FSC is seeking a team of experts with the needed skills and experience to cover the three strands outlined in the scope of work. This includes but is not limited to:

- Background and expertise in supporting work in capacity strengthening/ organisational development for civil society organisations, including organisations working globally.
- Experience developing philanthropic TOC, strategy and MEL frameworks.
- Experience working with philanthropy infrastructure and membership organisations.
- Experience with nonprofit financing models, business model development and fundraising
- Understanding of fiscal sponsorship models and hosting arrangements
- Commitment to, and experience leading, equitable and participatory approaches to planning processes.
- Ability to creatively facilitate remote and in person meetings, as well as gather insights from the field remotely, when necessary.
- Previous experience with similar projects.

Selection criteria

- Demonstrated understanding of organisational development, strategy review and operating model design in nonprofit, philanthropic or membership-based settings
- Track record of delivering external evaluations and strategy development processes with boards and senior leadership teams
- Strength of proposed methodology, including stakeholder engagement and facilitation approach
- Relevant expertise of the proposed consultants or team members
- Ability to deliver clear, practical and well-evidenced recommendations
- Value for money and feasibility of the proposed timeline and resourcing
- Familiarity with safeguarding and collaborative or network-based organisational models would be an advantage.

Proposal submission requirements

- A brief technical proposal describing understanding of the assignment, proposed methodology (including disclosure of the proposed use of any AI tools), workplan and team composition for each of the three workstreams
- Relevant examples of similar assignments delivered
- CVs or biographies of the proposed consultant or team members
- A detailed budget and fee proposal
- Proposed availability and confirmation of ability to work within the indicative timeframe and availability to travel for in-person facilitation of a workshop.

Deadline for submission is 14th December 2026. We expect interviews to take place in early January 2027.

Please submit your applications to fsc_info@fundersafeguardingcollaborative.org with the subject line: strategy development and evaluation.