

Terms of Reference: External Board Evaluation

Background to Malaria Consortium

Established in 2003, Malaria Consortium (MC) is one of the world's leading international non-governmental organisations specialising in the comprehensive prevention, control and treatment of malaria and other communicable diseases among under privileged populations. MC is a UK-based organization implementing programmes in nine countries in Africa and Asia, supporting preventative care and treatment for essential health services. As leading technical research and implementing organization, we work closely with national health ministries at national and sub-national level to support the control and management of malaria, child survival and neglected tropical diseases. Our areas of expertise include:

- disease prevention, diagnosis and treatment, control and elimination, focussing on malaria, neglected tropical diseases and maternal and new-born health.
- innovation in vector control and research into drug resistance and resilience treatments health systems strengthening including strengthening routine health information systems.
- research, monitoring, and evaluation leading to best practice.
- Pioneering work in community health services, including integrated community case management (iCCM) and social and behaviour change.
- digital health solutions for strengthened community delivery and disease surveillance and data driven decision-making
- national and international advocacy and policy development.

Geographical Presence

Malaria Consortium supports programmes in four regions:

- Southeast Asia: Cambodia, Thailand and Myanmar
- Southern and East Africa: Uganda, South Sudan, Ethiopia and Mozambique
- West & Central Africa: Burkina Faso, Chad, Togo and Nigeria
- Head Office: London

Background to Consultancy

Malaria Consortium is a UK registered charity that is governed by a Board of Trustees. The Board of Trustees take the major strategic decisions for the organisation, in alignment with Malaria Consortium's aims and values. Day-to-day operational decision-making is delegated to the Chief Executive, who is supported by members of the Global Management Group to ensure Malaria Consortium achieves its strategic objectives. Malaria Consortium has two locally registered entities: one in Nigeria, Malaria Public Health Ltd and one in Uganda.

As part of routine governance best practice, the Board of Malaria Consortium is now seeking a specialist consultant or firm with expertise in board evaluation, strategic oversight and future readiness to conduct an external, independent evaluation.

Job Purpose

Overall Objective

To provide an independent, evidence-based assessment of the effectiveness of the Board of Trustees in discharging its duties under UK charity law, relevant governance codes and overall best practice. Alongside assessing the effective of the Board in governing the charity in a manner that is strategic, accountable, and aligned with its charitable purposes. The evaluation aims to determine how well the Board and Committees fulfil its responsibilities for oversight, decision-making, risk management, and leadership; identify strengths and areas for development; and offer practical recommendations that will enhance governance, improve Board performance, and support the charity's long-term sustainability and impact.

This evaluation will also assess the governance structure, Board's readiness and fit to navigate and assist the organisation to navigate the rapidly evolving external landscape, ensuring the charity is strategically positioned for future challenges and opportunities as an international non-governmental organisation (INGO).

Specific Objectives

Part 1

- **Assess Board Effectiveness**
Evaluate how effectively the Board fulfils its strategic, fiduciary, and oversight responsibilities, including compliance with UK charity law, the Charity Governance Code, and the organisation's governing documents.
- **Examine Governance Structures and Processes**
Review the suitability, clarity, and efficiency of governance structures, committee arrangements, decision-making processes, and mechanisms for Board oversight of organisational performance, risk, and safeguarding.
- **Evaluate Board Composition and Capability**
Assess whether the Board's composition, diversity, expertise, and succession planning sufficiently support the charity's mission and future direction as an INGO in global health.
- **Review Board Dynamics and Culture**
Examine how the Board functions as a collective leadership body, including Board culture, behaviours, meeting effectiveness, quality of challenge and support, and the strength of the Board–Executive relationship.
- **Review Risk, Assurance, and Compliance Frameworks**
Assess the adequacy of the Board's approach to risk management (including operational, financial, reputational, and safeguarding risks), internal controls, assurance mechanisms, and regulatory compliance relevant to both UK charity operations and international programming.
- **Evaluate Accountability and Stakeholder Engagement**
Review how the Board ensures transparency, accountability, and meaningful engagement with beneficiaries, partners, donors, and global health stakeholders.

Part 2

- **Assess Strategic Oversight**
Evaluate how effectively the Board provides strategic direction and oversight of long-term planning, to enable the organisation to meet its current mission and vision.
- **Assess Future Readiness**

Evaluate how effectively the Board acts to ensure the charity is well-positioned to respond to emerging trends, risks, & opportunities in the external environment alongside positioning itself to support the Malaria Consortium of 5 years' time.

Part 3

• **Identify Areas for Improvement and Provide Recommendations**

Provide clear, prioritised, and actionable recommendations for strengthening governance practices, enhancing Board performance, and improving the charity's resilience and readiness for its evolving role as an INGO

Outputs

- In-depth session with the Governance Committee to present final report.
- Conduct a workshop with the full Board once the evaluation has been completed.
- Comprehensive final report including gap analysis, recommendations and implementation plan (12–18 months) with owners and milestones.

Approach & Schedule

It is anticipated that the evaluation will take place within the routine Board quarterly cycle over September to December 2026.

Malaria Consortium is prepared to consider other relevant approaches to achieve the objectives and/or some limited amendments to the schedule outlined below.

1. Inception, Planning. Agree Deliverables & Milestone
2. Document Review
3. Meeting Observation
4. Stakeholder Engagement
5. Analysis & Benchmarking
6. Reporting & Facilitation

Reporting Line

- Chief Executive on behalf of the Governance Committee

Other Key Relationships

- Board of Trustees
- Chair of the Board and Deputy Chair of the Board/ Chair of the Governance Committee
- Chief Executive
- Senior Executive Assistant

Contractual Terms

The consultancy will be home-based for desk work and virtual meetings in September – December 2026. The selected firm will prepare an overall work plan at the beginning of the assignment, which will be discussed and agreed with the supervisor/s.

- Place of work: Desk-based
- Type of contract: Consultancy contract

- Fees: Professional fees
- Insurance: Professional indemnity insurance or relevant insurance is a pre-requisite
- Equipment: Should have own computing and broadband facilities for remote collaborations

Qualifications and Requirements

- Demonstrable experience of delivering governance evaluations for a UK registered charity with income over £50million GBP, preferably an international non-profit organisation.
- Strong knowledge of UK charity governance requirements, including the Charity Governance Code, Charity Commission expectations, and trustee legal duties.
- Proven track record in designing and delivering mixed-method evaluations, including surveys, interviews, document analysis, and observation.
- Ability to synthesise complex information into clear, actionable insights.
- Experience advising or working with Boards, senior leaders, or governance committees.
- Ability to analyse Board performance in relation to organisational strategy, risk management, and long-term sustainability.
- Understanding of governance structures available to UK registered charities operating globally and anticipated trends.
- Demonstrable experience of proposing actions to prepare a Board.
- Fluency in oral and written English is required.
- Ability to confirm independence, confidentiality and no recent or current conflicts of interest.

How to apply

Interested companies are requested to submit:

- A cover letter expressing interest and outlining relevant experience
- A proposal including professional fees in US\$ or GBP£ that expands in detail on the approach & schedule noted earlier
- A CV of the professional/s assigned to this work
- Note that we will require you to have professional indemnity insurance or relevant insurance
- Proposals will be evaluated based on the following attributes
 - Relevant experience and expertise
 - Proposed approach
 - Cost-reasonableness
- **Submission Deadline:** Proposals must be submitted by 12:00 GMT/BST on Tuesday 28th July 2026.

Please submit your application any time before the deadline to: tenders@malariaconsortium.org, with '**MC-UK-Board Evaluation**' as subject of the email(s).

Annex A: Overall Governance Structure included for information. The scope of this evaluation is on Malaria Consortium the UK registered charitable company and does not include related entities.

