



TERMS OF REFERENCE

26.05.2025

Assignment:	To conduct an end-term evaluation of WAJIBU's Strategic Plan of 2021-2025 and Prepare WAJIBU's new Strategic Plan for 2026- 2030.
Contract Duration:	60 Days (30 days per assignment).
Delivery/Product:	End-term evaluation of the Strategic Plan 2021-2025 report and development of the new Strategic Plan 2026 -2030.
Project Title:	General Support.
Scope of Coverage	Tanzania Mainland and Zanzibar.

1. About WAJIBU.

WAJIBU was founded in 2015 as a think-tank institution on Public Financial Management and registered under the NGOs Act of 2002 with Registration **No. ooNGO/R2/00056** aiming to foster an environment that supports and promotes Public Financial Accountability (PFA) for improved Public Financial Management (PFM) in Tanzania. In particular, WAJIBU believes that mobilising public/citizen engagement, elected representatives and duty-bearers to demand public financial accountability and good governance is key to consolidating the accountability efforts achieved so far in the country on reducing poverty and enhancing the country's future economic growth.

WAJIBU's Vision: "To become the best think-tank institution in the country on Public Financial Accountability for poverty reduction"

WAJIBU's Mission: To apply the Public Social Accountability Monitoring (PSAM) analytical tool to ensure that there is proper public resources management and good governance in the country. This will be accomplished by enhancing effective public financial accountability through policy advocacy and research, capacity building, and citizen engagement while building WAJIBU as a strong public financial accountability think-tank institution.

WAJIBU's Core Values: Trustworthy, Transparency, Accountable, Agility, People Centred, Excellency and Neutrality.

2. Strategic Objectives:

The current WAJIBU's SP 2021 – 2025 has four strategic objectives as follows;

- Strengthened citizen awareness in demanding transparency and accountability from duty bearers through at least 48 Civil Society Organizations dealing with financial accountability in the country.
- Enhanced capacity of strategic stakeholders (15 Media practitioners, Youth in 8 Higher Learning Institutions, 48 Civil Society Organizations dealing with financial accountability, duty bearers and elected representatives (Members of Parliaments and Ward Councillors) in the practice of Public Financial Accountability.
- Advocate for and proactively influence public financial accountability policy change.
- Strengthen WAJIBU's technical and financial capacity towards making it an effective public financial accountability think-tank institution in the country.

PART A:

CONDUCT AN END-TERM EVALUATION OF THE STRATEGIC PLAN 2021-2025

3. Objectives of the Assignment

The main objective of this assignment is to evaluate the implementation of the Strategic Plan 2021-2025. WAJIBU's Strategic Plan 2021-2025 will come to an end by December 2025. Therefore, WAJIBU intends to conduct an end-term evaluation of its Strategic Plan 2021-2025, to assess its effectiveness, efficiency, impact and sustainability of the planned interventions, results achieved in the past five years of operation, and lay the foundation for preparation of the Strategic Plan for the next five years 2026-2030. The consulting firm/individual consultant will be required, firstly, to produce the end-term evaluation report of the Strategic Plan based on its program and budget performance for the past five years. The outcome of the evaluation of the current Strategic Plan will be input into the preparation of the new Strategic Plan, which should aim at enhancing efficiency, effectiveness, impact and sustainability of WAJIBU's interventions in the coming five years from 2026 to 2030. The following are the specific objectives of the end-term evaluation exercise of the Strategic Plan 2021-2025;

- i. Assess the effectiveness and efficiency of WAJIBU's annual performance based on the execution of the annual operational plans and budgets implemented during the life span of the Strategic Plan 2021/2025.
- ii. Review the alignment of WAJIBU's vision, mission and core values to see whether they are keeping up with the comprehensive transformation taking place in the country's Public Financial Management arena, including the Tanzania Development Vision 2025.
- iii. Evaluate the overall impact of WAJIBU's interventions based on the current Strategic Plan's 4 strategic objectives and the execution of its Monitoring Evaluation and Learning framework.
- iv. Based on the findings, identify the existing gaps, challenges or missed opportunities with potential areas of focus and improvements for each of the 4 SP's Strategic Objectives,
- v. Assess how WAJIBU's interventions through the implementation of the four (4) strategic objectives of its current Strategic Plan have impacted on the appropriate Sustainable Development Goal's,
- vi. Identify and recommend new objectives to be included in the new Strategic Plan 2026/30.
- vii. Assess the sustainability of WAJIBU's interventions given the past funding landscape.
- viii. Preparation of the end-term evaluation report of the Strategic Plan 2021 - 2025, which will be used in the preparation of the new WAJIBU's Strategic Plan for 2026-2030.

4. Scope and Methodology of the End-term Evaluation Report:

The end-term evaluation will cover the effectiveness of the interventions implemented under the 2021-2025 Strategic Plan targeting key stakeholders such as government officials, Members of Parliament, Ministries, Departments and Executive Agencies (MDAs) Higher learning Institutions, Media, Civil Society Organizations, Citizens (through Public Expenditure Tracking System groups), Public Authorities and Other Bodies in categories of women, youth, people with disabilities. Data collection and analysis techniques will be applied in order to achieve the objectives stipulated above.

The end-term evaluation will have the following key areas of analysis;

Relevance:

- To what extent did WAJIBU's Public Financial Management interventions align with the requirements and priorities of the beneficiaries and development partners' policies?
- Were WAJIBU's interventions in line with the country's development strategies (FYDPs, PFMRPs, SGDs) and the operating legal framework of the government of Tanzania and the international policies?
- Are the 4 SP strategic objectives relevant in the current socio-economic and political context? (*In other words, are they still fit for purpose?*).
- Was the engagement advocacy approach through evidence-based research effective?
- Did WAJIBU's MEL Framework address the obligatory demands for results?

Efficiency:

- What is the general impression on value for money in relation to WAJIBU's results of the implementation period?

- How flexible were the interventions in adapting to the changing citizen demands?
- How did WAJIBU coordinate with other similar interventions from other Civil Society Organizations to encourage synergy and avoid overlaps?
- Was there operational effectiveness in WAJIBU's organisation and governance instruments, donor contractual obligations that assisted in achieving the results?
- What is the added value of WAJIBU's interventions as a think-tank organization relative to other Civil Society Organization players in the Public Financial Management and Public Financial Accountability space?
- How was the approach of using Civil Society Organization/Non Government Organization partners and media in WAJIBU's program implementation effective?

Effectiveness:

- To what extent have the lessons learnt and stakeholders' feedback received on what worked well, and what has not, have contributed to improving and/or adjusting projects/programmes planning?
- What are the major factors which have influenced the achievement or non-achievement of the 4 strategic objectives of the Strategic Plan 2021-2025?
- How has WAJIBU's budget execution contributed to the achieved results?

Impact:

- What is the overall direct or indirect, negative or positive impact of the 2021-2025 Strategic Plan?
- Did WAJIBU take timely measures to address the unplanned negative or recognize the unintended positive impacts?
- What were the risks that influenced positively or negatively the achievement of the impact?

Sustainability:

- Are there elements/indications that the benefits (outcomes) of WAJIBU's interventions are sustainable at the community level? If yes, how? If no, why not?
- How far is the Public Financial Management intervention embedded at the local and institutional structures, especially in Higher Learning Institutions, Community Radios, Civil Society Organizations, and government institutions with which WAJIBU is partnering?

5. Primary audience and users of the end-term evaluation report of the Strategic Plan.

The results obtained from the end-term evaluation report will primarily be used to support the preparation of the 2026-2030 Strategic Plan. The evaluation report will also be used by donors who fund WAJIBU to assess the extent to which WAJIBU has been on track in achieving its intended results for the past five years. The challenges, lessons learned and gaps/opportunities for future interventions will also be addressed and used by various stakeholders to learn and address Public Financial Management challenges in Tanzania.

6. Composition of the evaluation team

The end-term evaluation team will consist of the team leader (lead consultant), supported by other key experts. The team will work directly with WAJIBU's program and Monitoring Evaluation and Learning staff, led by the Research and Program Manager. The team will also be supported by a technical committee formed by WAJIBU's Executive Director, to advise, review the data collection instruments including the report of the end-term evaluation. In some circumstances, with clear justifications, the applicant/consultant may propose a different team composition which will be up for discussion and approval by WAJIBU. However, the involvement of WAJIBU's staff in the process is mandatory.

7. Expected Deliverables

- Comprehensive and robust end-term evaluation plan that will allow extensive assessment of WAJIBU's work for the past five years.
- Proposed workplan and detailed budget for undertaking the assignment (the end-term evaluation report preparation).

- Robust data collection tools, analysis and presentation plan.
- Validation process of the end-term evaluation report.
- Data table showing progress of each strategic indicator against the set goals.
- Concrete achievable deliverables and timelines/ inception report.

8. The Proposed Report Structure of the End-term Evaluation

The consultant/firm is required to deliver a detailed final report that will be subject for approval. The report will contain the following as minimum:

- a) Table of contents,
- b) Executive summary,
- c) Introduction,
- d) Objectives of the end-term evaluation and/or limitations,
- e) The design and methodology,
- f) Ethical considerations,
- g) Findings of the end-term evaluation,
- h) Challenges, risks and lessons learnt from the evaluation,
- i) Recommendations from the Strategic Plan 2021-2025 end-term evaluation,
- j) Recommendations for the New Strategic Plans 2026-2030 preparation,
- k) Conclusion
- l) References
- m) Annexes

PART B:

PREPARATION OF THE NEW STRATEGIC PLAN 2026-2030

In order to derive efficiency, impact and sustainability of WAJIBUs' interventions in the coming SP for 2026 to 2030, WAJIBU's aims at preparing its new Strategic Plan 2026-2030 taking into consideration of its formal presence in Zanzibar as is elaborated in the following main and key objectives.

The following are the objectives of the preparation of the WAJIBU's new Strategic plan 2026-2030.

9. The Main Objective of Preparing the New Strategic Plan 2026-2030:

To prepare the new Strategic Plan 2026-2030 for the purpose of achieving efficiency, impact and sustainability of the interventions and WAJIBU's operations in both Tanzania Mainland and Zanzibar.

Key Objectives:

- To use key findings of the end-term evaluation to inform the preparation of the new WAJIBU Strategic Plan 2026-2030,
- To conduct a baseline survey and establish parameters for strategic indicators, targets and objectives of the new strategic plan.
- To conduct a Strength Weakness Opportunity and Threat analysis of WAJIBU to establish the Public Financial Management agenda setting position of WAJIBU in the sector, at the country and international levels,
- To review WAJIBU's organizational structure and establish its relevance, effectiveness, efficiency and applicability to establish the necessity or otherwise of proposing a better and more suitable organogram for a think-tank Public Financial Management organization,
- To conduct stakeholders mapping and establish the relevance, effectiveness, efficiency and the applicability of partnerships/ coalitions of like-minded partners in the context of Public Financial Management implementation in the country,

- To review relevant PFM policies, guidelines and strategies from government institutions such as National Audit Office of Tanzania/ Office of the Controller and Auditor General of Zanzibar, Prevention and Combating Corruption Bureau/ Zanzibar Anticorruption and Economic Crimes Authority , Ministry of Finance, President Office -Regional Administration and Local Government, President's Office Public Service Management and Good Governance's, Public Procurement Regulatory Authority, and Ministry of Constitution and Legal Affairs for WAJIBU to use in its strategic direction/ focus and its alignment in improving Public Financial Management in Tanzania mainland and Zanzibar,
- To review the theory of change and establish its relevance, effectiveness, efficiency and applicability to create an appropriate one for a think-tank type organization like WAJIBU,
- To review the implementation strategy for the program interventions and operations of WAJIBU establish its relevance, effectiveness, efficiency and application in order to create one,
- To review the existing Monitoring Evaluation and Learning framework and establish its relevance, effectiveness, efficiency and applicability to create an appropriate one for a think-tank type organisation like WAJIBU,
- To review the existing risk matrix framework and establish its relevance, effectiveness, efficiency and applicability to create an appropriate one for a think-tank type organisation like WAJIBU,
- To provide the most efficient and effective technological framework to drive the strategies for program implementation for a think–tank organization like WAJIBU,
- To establish resource opportunities for the next five years' implementation of the Strategic Plan 2026 – 2030, given the rapidly changing funding ecosystem,

10. Scope and Methodology of the New Strategic Plan Preparation:

The 2026 -2030 Strategic Plan preparation scope will target key stakeholders such as government officials, public oversight institutions, Members of Parliament, Ministries, Departments and Executive Agencies (MDAs), Local Government Authorities, Higher learning Institutions, Media, Civil Society Organizations, Citizens (through PETS groups), Public Authorities and Other Bodies. The stakeholders' categories should be all-inclusive embracing women, youth, people with disabilities, and marginalised communities. Data collection and analysis techniques will be applied in order to achieve the key objectives stipulated above.

The methodology applicable for the Strategic Plan preparation will therefore utilise the information from the end-term evaluation report, basically for the mainland, but not limited to conducting a baseline survey using the following approach, given the variance of stakeholders, especially for the Tanzania mainland and Zanzibar.

Relevance:

- Is WAJIBU's operational expansion relevant, effective, sustainable and resourceful for both the Tanzania mainland and Zanzibar?
- How relevant have WAJIBU's Public Financial Management interventions conformed with the needs and priorities of the beneficiaries, country and donor policies in Tanzania mainland and Zanzibar?
- What needs to change to make WAJIBU more adaptive and more relevant in the country's Public Financial Accountability and Public Financial Management in the context of Tanzania mainland and Zanzibar?

Efficiency:

- Will WAJIBU require two separate Theories of Change, one for Tanzania mainland and the other for Zanzibar for efficiency purposes?
- How efficient are the interventions in adapting to the changing needs in the context of Tanzania mainland and Zanzibar?
- What are the operational efficiencies that enable the achievement of results?
- What is the added value of WAJIBU's interventions as a think-tank organization relative to other CSO players in the Public Financial Management and Public Financial Accountability space for both mainland and Zanzibar?

Effectiveness:

- How effective is WAJIBU's research and evidence-based advocacy? To what extent have the lessons learnt and stakeholder's feedback received on what worked well, and what has not, contributed to improving and/or adjusting future advocacy and research work?
- Is WAJIBU's Monitoring Evaluation and Learning Framework effective enough to address the results the challenges for both Tanzania mainland and Zanzibar's interventions?
- Is WAJIBU's Risk Matrix effective to mitigate risks? What needs to be improved?

Impact

- What is the current state of Public Financial Management in Zanzibar and are there prospects to envisage impact in that landscape?
- What is the impact of WAJIBU's work in Tanzania mainland and what is the envisaged impact for Zanzibar?

Sustainability

- To what extent are WAJIBU's interventions ensuring long-term sustainable lessons and impact?
- The impact of WAJIBU's interventions in Tanzania mainland and Zanzibar, can it be guaranteed in the long-term given its reliance on the government oversight institutions' reports?
- Is the Non Government Organization's /Civil Society Organization's competitive funding market situation sustainable and what are the future options that require strategic thinking?
- Is the technological advancement favorable to WAJIBU's work, What are the adaptation options towards embracing technology?

11. Primary audience and users of the review report and the new Strategic Plan.

This SP will primarily be used by WAJIBU and its partners in the improvement of its interventions. The SP's developing procedure will be guided by the consulting team and supported by WAJIBU's staff. The Strategic Plan 2026-2030 will also be used by donors who fund the strategic objectives implementation process in Tanzania mainland and Zanzibar.

12. Composition of the review team for Extension.

The Strategic Plan preparation will consist of the team leader (lead consultant), supported by other key experts and WAJIBU staff, Management and Board Members. The team will work directly with WAJIBU's program and Monitoring Evaluation and Learning staff led by the Research & Program Manager. The team will also be supported by a technical committee formed by WAJIBU's Executive Director to advise, review the data collection instruments including reports for SP preparation. In some circumstances, with clear justifications, the consultant may propose a different member composition which will be up for discussion and approval by WAJIBU. However, the involvement of WAJIBU's staff in the process is mandatory for both stages of the end-term review and new SP preparation.

13. Expected Deliverables.

The consultant is required to deliver a quality strategic plan for the period 2026-2030 to WAJIBU which will be subjected to a validation and approval process by the Board of Directors and Annual General Meeting of WAJIBU.

14. The Proposed Structure of the New Strategic Plan 2026-2030

The consultant is required to deliver a detailed strategic plan of 2026-2030 that will be subject to validation and approval. The Strategic Plan 2026-2030 will contain the following as a minimum:

The new Strategic Plan 2026-2030 Report Structure:

- a. Table of contents
- b. Executive summary
- c. Introduction to WAJIBU, Governance Structure, Operation Area,

- d. Situational Analysis of Public Financial Management, Strength Weakness Opportunity and Challenges analysis, Stakeholders Analysis, Risk Matrix
- e. Vision, Mission, Core Values, Theory of Change
- f. Strategic Objectives, Targets, Key performance Indicators, strategies
- g. Implementation Framework
- h. Risk Framework
- i. Financing Framework and Sustainability Strategies
- j. Results Framework
- k. Strategic Plan evaluation and Review
- l. Key information/ contacts/ digital platforms

15. Desirable Qualifications

Must be a Tanzanian or Tanzanian-led company with the lead consultant having the identified qualifications of;

- Key consultant to possess advanced degree (Master’s or Ph.D.) in Economics, Accountancy, Public Administration, Finance, Governance or Political Science.
- At least one team member who with a Master’s Degree in Monitoring, Evaluation and Learning from a recognised institution.
- Proven track record of experience in conducting research, New Strategic Plan preparation, baseline surveys or mid/end-term project evaluations, especially for governance, budget analysis, gender equality and public financial management organisations.
- Deep understanding of Tanzania’s Public Financial Management policies, NGO Governance, Strategic plans, Vision, Government Circulars, Guides, Public Financial Management Laws and Non Government Organization Regulations and any existing national policies on public financial management, procurement transparency and accountability.
- Demonstrated knowledge and experience in using mixed method designs to evaluate development programs and government’s development projects.
- Experience in working on program planning and evaluation for civil society organizations (CSOs), Think-Tanks, or citizen-led initiatives related to financial transparency and governance.
- Proficiency in quantitative and qualitative research methods, data collection and analysis tools, report writing, strategic thinking/ creativity.
- In-depth knowledge of Tanzanian socio-economic, cultural, and political dynamics and their implications for public financial governance and citizen empowerment.
- In-depth understanding of the Sustainable Development Goals, the Tanzania Vision 2050 process, the East African Community governance structures, etc
- Strong skills in engaging diverse stakeholders, including government officials, Civil Society Organization’s, Board Members, Community leaders, and international development partners.
- Ability to work sensitively in diverse communities and maintain confidentiality and ethical standards in data collection, analysis and reporting.
- Ability to manage timelines, deliverables, and budgets effectively for the task
- Strong written and verbal communication skills in English and Swahili for clear reporting, presentations, and community-level interaction.

16. Timelines.

The end-term evaluation of the Strategic Plan 2021-2025 is scheduled to take place between the months of June and July 2025, and the preparation of the New Strategic Plan is expected to take place between August and September 2025, subject to the agreed terms.

17. Payment procedures

The consultancy fee will be paid as follows:

For the End-Term Evaluation:

Installment	Percentage
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1 st Installment:	20% of the consultancy fee after signing the contract
2 nd Instalment:	30% of the consultancy fee is payable after the consultant has submitted the final report of the end-term evaluation report.
3 rd Instalment:	50% of the consultancy fee is payable after the consultant has submitted the final new SP report.

A. For the Preparation of the New Strategic Plan 2026-2030

Installment	Percentage
1 st Instalment:	10% of the consultancy fee after signing the contract
2 nd Instalment:	40% of the consultancy fee after an inception report approved for data collection.
3 rd Instalment:	20% of the consultancy fee is payable after the consultant has submitted the first draft of the New SP2026-2030.
4 th Instalment:	30% of the consultancy fee is payable after the consultant has submitted the final SP 2026-2030.

18. Bidding procedure:

All eligible firms/individual consultants are required to submit the tender bidding documents (technical and financial) proposals to WAJIBU. The tender bidding documents should include but not be limited to:

PART A: Technical Proposal:

The technical proposal for the assignment should contain a minimum of the following;

- a. Provide evidence with a reference letter to demonstrate personal or firm experience, reputation, and experience in previous similar assignments (research done, report reviews, surveys, impact studies on public financial or social accountability),
- b. Understanding of the Terms of Reference, quality of the proposal & methodology for both assignments,
- c. Qualification of Key Personnel (Lead Consultant and Key Experts) on the assignment and especially on Public Financial Accountability in general.
- d. One narrative inception for undertaking each of the assignments,
- e. Description of the work plan for both assignments, and
- f. Statement of the firm's/consultant's commitment to complying with the safeguarding principles on protection from sexual exploitation, abuse, and harassment (PSEAH).
- g. Proposed review and quality assurance plan.

PART B: Financial Proposal and Administrative Compliance

The financial proposal and Administrative Compliance for the assignment should contain a minimum of the following;

- a. Detailed Budget for implementing both assignments,
- b. Scanned copy of your TIN and other relevant registration certificates,
- c. Scanned copy of a valid Business Registration
- d. Scanned copy of valid Business licence
- e. Scanned copy of your Tax Clearance Certificate for the past two years,
- f. Evidence of issuance of EFD or Fiscalized Tax Invoice.

19. Evaluation Criteria

The evaluation of the assignment will have three stages,

- a. Checking for Administrative and legal compliance,
- b. Conducting a Technical evaluation in line with the requirements of the technical proposal,
- c. Conducting a Financial evaluation in line with the requirements of the financial proposal – using the Quality and Cost-Based approach.

Scores in the evaluation

S/N	Criteria	Scores
	Technical proposal	
i.	Evidence of personal or Firm experience, reputation, and experience in previous similar assignments (researches conducted – 5 marks, report reviews – 5 marks, surveys – 5 marks, project impact assessments on public financial or social accountability – 5 marks),	20
ii.	Understanding of the terms of reference – 5 marks, quality of the proposal 5 marks & methodology – 5 marks,	15
iii.	Qualification of Key Personnel (Lead Consultant - 5, MEL expert 5 marks and Key Experts – 5 marks) on the assignment and especially on Public Financial Accountability topic in general.	15
iv.	One narrative of concept for undertaking both assignment.	20
v.	Description of the work plan for the assignment	15
vi.	Statement on the firm's/consultant's commitment to complying with the safeguarding principles on protection from sexual exploitation, abuse, and harassment (PSEAH).	5
vii.	Proposed review and quality assurance plan	10
Total score for technical proposal		100

NOTE

Technical proposal will carry 80% marks and financial proposal 20%marks. For a bid to qualify for the financial evaluation must have to get 80%marks on the technical proposal.

20. How to bid

The tender bidding documents in two envelopes of Technical Proposal and Financial Proposal, signed and stamped, should be submitted physically or scanned and sent via email by 06th June 2025 (10:00 am), and the opening of the bids will immediately take place on the same day at 10:30 am. Tender bidders are welcome for the tender opening. All documents should be addressed to:

Executive Director,

WAJIBU – Institute of Public Accountability,

Rose Garden Road, 10 Tancom Street, Mikocheni,

**P.O. Box 13486,
Dar-es-Salaam – Tanzania,
Email: procurement@wajibu.or.tz,
Tell: +255 736 666 916,**