



Terms of Reference

21.07.2023

1. KEY INFORMATION

Assignment Title:	Mid -Term Review of the WAJIBU Strategic Plan 2021-2025
Contract Duration:	90 days
Location:	Dar es salaam
Delivery/Product:	Final Report of the Mid -Term Review of the WAJIBU Strategic Plan 2021-2025

2. BACKGROUND & CONTEXT:

Accountability and good governance have been core concepts that the post-independence government in Tanzania has been agonizing over in order to address key development problems facing its population. Recent national commitment to reduce poverty calls for, among other things, close cooperation between many actors in both public and private sectors. This cooperation underlies the whole idea of being accountable in managing public resources while enhancing good governance. The government therefore has the responsibility to utilize and manage the scarce public resources at its disposal in providing services to communities that shall improve their daily lives. The establishment of WAJIBU – Institute of Public Accountability is conceived to be in line with the government's emphasis on accountability in the proper use of public resources.

WAJIBU - Institute of Public Accountability is a reputable think-tank institution which was founded in 2015 with the purpose of fostering an environment that supports and promotes good governance and public financial accountability (PFA) in Tanzania. WAJIBU works to empower citizens and their representatives to demand proper accountability and good governance on the collection and use of public resources. It mobilizes public engagement with duty bearers and elected representatives (Members of Parliament, Councillors and Street/Village chairpersons) on issues of public accountability and good governance. WAJIBU performs different roles to support and promote good governance and PFA in the country.

WAJIBU's 1st Strategic Plan 2017-2021 was successfully implemented. An end-term evaluation was conducted in 2020 to establish its effectiveness, relevance and efficiency of its implementation. The End-Term evaluation was mainly contributed by the changes in the NGO's registration requirements ordered by the government to all NGOs in the country as stipulated in the NGO Act of 2002. The End-Term evaluation of the SP 2017-2021 was conducted to achieve the following specific objectives;

- a. Inform Management decisions on strategic positioning for the remaining part of the Strategic Plan implementation,
- b. Serve as an input to WAJIBU's learning and future reflections on the full implementation of the strategic plan 2017 – 2021,
- c. Look at the progress towards achieving WAJIBU's strategic outcomes,
- d. Inform our funding partners; the results which may be used to evaluate programs and funding partnerships,
- e. Act as a springboard for the preparation of the next SP for 2021 to 2025, and
- f. Draw lessons learnt from the implementation of the strategic plan 2017-2021.

The End-Term evaluation recommended that, WAJIBU needs to come up with a new 2nd Strategic Plan 2021-2025 given the changes in the NGO registration requirements of a company limited by guarantee to an NGO. Also, the need to improve WAJIBU's Theory of Change, develop its MEL Framework, strengthen its fund raising strategy as well as improving its engagement and communication strategy with partners, CSOs and Government for sustainability purposes. All these recommendations were implemented by WAJIBU's Management team and approved by its Board of Directors and endorsed by the AGM.

3. WAJIBU'S SECOND STRATEGIC PLAN 2021- 2025

WAJIBU prepared its 2nd five-year Strategic Plan (2021-2025) to meet its mandated functions of ensuring that citizens, elected representatives and other stakeholders are active and able to hold duty bearers accountable on the collection, distribution and use of public resources. The Strategic Plan provides a general framework for action, a way to determine priorities, make wise choices and allocate resources to achieve the agreed and approved WAJIBU's vision, mission and strategic objectives.

4. THE MID-TERM EVALUATION

WAJIBU's second Strategic Plan 2021-2025 has been implemented for the past 2.5 years. The 2nd SP seeks to ensure that citizens, elected representatives and other stakeholders are active and able to hold the duty bearers accountable on the collection, distribution and use of public resources. The 2021-2025 strategic plan focuses on four main outcome areas as follows:

- Outcome 1:** Citizens and CSOs are engaged in demanding for public financial accountability from duty bearers,
- Outcome 2:** Capacity of media, youth, NGOs, duty bearers and elected representatives in the practice of public financial accountability enhanced,
- Outcome 3:** Changes in policy to improve the environment of PFM practice and public financial accountability influenced, and
- Outcome 4:** WAJIBU's technical and financial capacity towards making it an effective Public Financial Accountability think-tank institution strengthened.

In implementing these four outcome areas, there are two (2) cross-cutting themes which are climate change and Gender that WAJIBU uses to complement its efforts in realizing impact. The implementation of the 2021-2025 Strategic Plan has been defined by four broad sets of outputs:

- Output 1:** To strengthen citizens' understanding of accountability issues through CSOs engagement resulting in demanding for more transparency and accountability.
- Output 2:** To enhance capacity of media, youth, CSOs, duty bearers and elected representatives in the practice of PFA through enhanced capacity of CSOs and Media in tracking issues of public financial accountability.
- Output 3:** To influence policy change in improving the environment of PFA in the country.
- Output 4:** To strengthen WAJIBU's technical and financial capacity towards making it as an effective PFA think tank institution.

4.1 Rationale -Why mid-term review?

The aim of the mid-term review is to assess the achievements made by WAJIBU in relation to the strategic objectives for the first half period of the implementation of the plan, contributions made

or results achieved through outputs coming from its work, outcomes and where possible contribution (impact) to policy decisions and practices on the deliverables so far.

The results of the mid-term review will contribute to improve areas of intervention for WAJIBU and inform what should be adjusted to stay on course for the remaining period of implementing the strategic plan. The review is expected also to deliver key lessons across the four outcome areas of WAJIBU in order to inform the remaining implementation of the SP 2021-2025.

4.2 Objectives of the Mid-Term Review

Overall objective

Nearly halfway through its programme, WAJIBU wishes to engage in a review and reflection process that fosters learning and feeds plans and strategic decisions on the remaining period of implementation (2023-2025) of the SP. It will pave the way for improved programme delivery for the remaining programme duration and propose amendments (if any) required in programme design, implementation arrangements and/or institutional linkages in order to contribute to its key objectives effectively and sustainably.

Specific objectives

- a. Assess the implementation of the programme against the relevance, effectiveness, efficiency, and sustainability criteria as well as identify related issues and recommend any course corrections;
- b. **Relevance** - Has there been any change since the programme was formulated that might have affected its relevance? If so, what are these changes and to what extent the project has managed to adapt to ensure it remains relevant?
- c. Assess the **effectiveness** and **efficiency** of the programme activities delivery, partnerships and collaboration with other actors, quality of engagement with state actors and other decision makers like the Parliament, and development partners
- d. Provide an assessment of the status of indicators/achievements at output and outcome levels and provide answers to the MEL/learning questions.
- e. Through a participatory approach, assess the relevance of the theory of change, in light of the progression of the programme at mid-term. Include in the assessment of the theory of change, the evaluation of the implementation of the programme's cross-cutting issues (safeguarding from sexual exploitation, abuse and harassment (SEAH); fraud and corruption; gender and social inclusion).
- f. Provide recommendations on any changes (corrections) of the programme theory of change, and on the operationalization of the cross-cutting issues.

4.3 Scope

This mid-term review will involve Central Government, Local Government and Public Authorities, Universities and Higher Learning Institutions, Civil Society Organizations, national and subnational media houses based in WAJIBU geographical areas of operations (26 Regions of Mainland Tanzania).

The mid-term review will also be limited to WAJIBU's Theory of Change with a thorough review of the pathways to change, logical framework, MEAL and other programmatic tools.

4.4 Timeframe

The mid-term review will commence on 15th August 2023 and all key consultations and deliverables must end on 15th November 2023.

4.5 Methodology:

The medium-term review is an important learning process to inform WAJIBU, Members, Development Partners and other stakeholders on progress so far made, challenges and lessons to enable effective implementation of the SP 2021-2025 for the remaining period of implementation. Various methodologies will be applied during the review, including but not limited to:

- a. Desk review of relevant WAJIBU documents, including Strategic Plan; progress/performance reports Annual Plans, Publications, Media coverage, Annual reports, various policies/framework/strategy papers for focus areas, monitoring and review frameworks, performance indicators, guidelines, tools and training programmes and activities and other relevant documents.
- b. The review process will also benefit from conducting open discussion and interviews or questionnaires with the following proposed stakeholders:
 - CSO's and NGO's
 - WAJIBU Members and Board of Directors
 - PFM Stakeholders (CSOs, FBOs, Government, LGAs)
 - Oversight Institutions (CAG, PCCB, PPRA)
 - Media engagement (community radios, social media, newspapers)
 - Higher Learning Institutions

- Development partners
 - Parliament (PAC, LAAC, PIC, Budget Committee)
 - WAJIBU staff
 - Other relevant groups or individuals as the review team might see it appropriate.
- c. Group meetings for consultations and validation of findings can be used. These would allow for a better understanding of WAJIBU's operational environment, the strength, weaknesses, constraints, challenges and opportunities open in the current Strategic Plan.

4.6 Mid-Term Review Indicative Questions:

- a. Is WAJIBU's SP 2021 -2025 effective in promoting Public Financial Accountability in Tanzania and beyond?
- b. To what extent is WAJIBU's Theory of Change contributing in achieving its four strategic objectives?
- c. To what extent have WAJIBU's Annual Operational Plans and their targets linked with the Strategic Plan 2021-25?
- d. What is the best proposed Annual Operational Plan model to be adopted in order to realize the SP's four Objectives?
- e. How have WAJIBU's Annual Operational Plans been implemented over the period of 2.5 years?
- f. Does the level of implementation of the SP 2021 – 25 so far reflect the time and resources spent? (2.5 years) and has the Annual Operational Plan been used efficiently and effectively in contributing to the achievements of the SP's four objectives?
- g. To what extent is WAJIBU effective in managing its financial integrity, compliance and mobilization of its resources to realize the remaining part of the SP?
- h. What are the main recommendations and lessons learnt in the preparation of the second half of the strategic plan by considering the current operating context?

4.7 Key Review Areas:

The review will in particular analyse and assess the following:

a. The Effectiveness of the implementation of the plan:

In determining the level of achievement, the mid-term review shall assess the results and progresses of the Strategic Plan 2021- 2025 . The review will focus on how effective the approaches and activities are leading to the intended outputs and outcomes versus planned outputs and outcomes for the previous and the remaining period of the SP.

Indicative Questions:

- Assess the main factors in operations and management that have facilitated or impeded the programme in achieving its intended objectives.
- Suggest future interventions for WAJIBU's successful SP implementation to its completion.
- Review WAJIBU's systems for budgeting and financial management and assess whether these are in line with international standards.
- Assess the procurement and other administrative systems to ensure that they are in line with best practices in the industry.

b. The Efficiency of WAJIBU's Work

The review shall also assess the results achieved against resources used (value for money). It should assess whether WAJIBU's systems and processes (including budgeting, financial management information and decision-making structures) enabled WAJIBU to ensure that resources are used efficiently.

Indicative Questions:

- Has the implementation of the Strategic Plan been reasonably and efficiently given its resource envelope?
- Were the strategies and activities implemented economically worthwhile, given possible alternative uses of available resources?
- Could the resources allocated to various activities have been used for other, more worthwhile purposes in relation to WAJIBU's mandate?
- What are the proposed recommendations for improvement if any?

c. Impact of the SP's Implementation

The review shall measure the positive and negative changes results of the implementation of the first half of the 2021-2025 Strategic Plan, whether directly or indirectly, intended or unintended. This includes main impacts and effects resulting from WAJIBU's interventions.

Indicative Questions:

- To what extent have the resulting analysis and research products influenced policy practices in the period of implementation of the Strategic Plan?
- Have the results achieved contributed to the overall goal of promoting public accountability and good governance in Tanzania?.
- What do stakeholders consider as the more effective engagement channel or method when it comes to dissemination of WAJIBU's work and/or products? (i.e Accountability reports, CASFAR, Newsletters, Publications, etc).
- Have there been unintended consequences from any of WAJIBU's accountability activities?
- What could WAJIBU do more to influence policy change?
- How could WAJIBU engage government meaningfully without compromising its position as a think – tank/watchdog institution on public financial accountability in the country?

d. Sustainability of the Strategic Plan

The review should assess the sustainability of WAJIBU to implement its strategic plan i.e., how does WAJIBU continue to be a relevant think-tank institution in its operations.

Indicative Questions:

- What programs should WAJIBU focus on in terms of it being sustainable given its current organogram?
- How are the current resource mobilization approaches effective in ensuring that WAJIBU is sustainable?
- What more could be done to ensure WAJIBU has enough resources to complete the remaining part of the 2021-2025 Strategic Plan and ensure a smooth transition towards the end-term strategy.

e. Findings, Lessons Learnt and Recommendations

The review shall draw key lessons and provide recommendations for completing the current strategy and in formulating the 3rd Strategic Plan for 2026 - 2031.

Indicative Questions:

- How should WAJIBU improve on opportunities and its strengths to realize its mandate for meaningful results?

- How should WAJIBU link its MEL Framework and its SP for the remaining period of projects implementation?
- Given the two fully implemented operational plans, how many projects should WAJIBU implement in a year to achieve meaningful results?

4.8 Review Team

It is highly desirable that the review team should include competent consultants with:

- a. Knowledge of NGO's in the Tanzanian context,
- b. Knowledge of running think tank institutions and how they operate,
- c. Expertise in organisational development,
- d. Experts in Policy advocacy and lobbying,
- e. Experts in fundraising strategy and fundraising proposal development,
- f. Expertise in outcome harvesting,
- g. Expertise in public financial management, and
- h. Experience in carrying out review of a developmental work or project.

4.9 Deliverables:

- a. Inception Report to include the understanding of the assignment, methodology, questions, and budget;
- b. Draft Mid-Term Review Report
- c. The final Mid-Term Review Report
- d. Proposed Revised Theory of Change, Logical Framework, and Risk Matrix

4.10 List of key documents to be reviewed

- a. WAJIBU's 2021 – 2025 Strategic Plan;
- b. Review End-term report for the previous Strategic Plan 2017 – 2019;
- c. List of completed and ongoing reports, researches/analysis – Accountability reports, CASFAR; etc
- d. List of key stakeholders to be visited for interviews;
- e. Annual work plans (2020, 2021, 2022, 2023);
- f. Annual Operational and Financial Reports from 2021 to 2022;
- g. Key outputs produced – MEL Framework;
- h. Financial Policy/Manual;

- i. Human Resource Policy/Manual;
- j. Procurement Manual & Annual Procurement Plans;
- k. Partnership arrangements e.g. MoUs, Contracts with Partnering CSOs and Media houses; and
- l. Newsletters and publicity shared information. i.e. Press releases.

5. **BIDDING PROCEDURE:**

You are required to submit the tender bidding documents (Technical Proposal and Financial and Administrative proposal each sealed in a separate envelop) to WAJIBU – Institute of Public Accountability on **03rd August 2023 (11:00 am)**. WAJIBU will evaluate financial and administrative proposals for bidders which have scored 70% and above in the technical proposal. The sealed tender bidding documents should include but not limited to:

Part A: Technical proposal(80% Score):

- Interpretation of the Terms of Reference;
- Methodology;
- Review and quality assurance plan;
- Description of the work plan; and
- Relevant experience of the Team on the assignment.

Part B: Financial and Administrative proposal (20% Score):

- Budget;
- Scanned copy of your TIN number and other relevant registration certificates;
- Scanned copy of your Business Registration and license;
- Evidence of issue of the EFD and/or fiscalised Invoice; and
- Scanned copy of your Tax Clearance certificate for the past two years.

There will be a tender opening session on **03rd August 2023 (11:30am)** at WAJIBU's Offices, of which bidders are encouraged to send a representative.

6. **ADDRESS:**

The sealed tender bidding documents should be submitted in two hard copies to the following address:

Executive Director
WAJIBU – Institute of Public Accountability
P.O. Box 13486,
Dar-es-Salaam – Tanzania.

Location: Block B Mikocheni, Off Rose Garden Road, Ndovu Street, House No. 10,
Kinondoni – Dar es Salaam.

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