Call for Consultancy: Concept Note for Capacity Assessment to Policy Forum Members

1.0 BACKGROUND INFORMATION

Policy Forum (PF) is a network of 60 civil society organizations founded in 2003. Registered as a Non-Governmental Organization (NGO) under the Non-Governmental Organizations Act, 2002 with registration number NGO/R2/00015. PF has diverse members that are drawn together by a specific interest in influencing policy processes to enhance poverty reduction, equity and democratization focusing on public money accountability at both central and local levels. Its desired change is to improve service delivery through enhanced governance and accountable use of public resources. The long-term organizational impact is to contribute to enhanced governance and accountable use of public resources by improving civil society capabilities and opportunities to influence and monitor policies. This desired organizational impact is what underpins PF's vision and mission of improved quality of life for the Tanzanian people by influencing and monitoring the implementation of policies relating to accountable use of public resources.

Policy Forum operates predominantly through two working groups, namely Budget Working Group (BWG) and Local Governance Working Group (LGWG), each bringing together members to influence budget processes through dialogue and strategic engagements through different platforms at the national and local level respectively. Additionally, the network also convenes the Tax Justice Working Group (TJWG).

2021-2024 Policy Forum Strategic plan seeks to influence policies and processes for enhanced accountability and equitable use of public resources. Given its diverse membership that spans across the country, its collaborations with government MDAs and parliament and its work with like-minded international organisations, PF is uniquely placed to play a convening role aimed at achieving greater equitable and accountable use of public resources through inclusive governance. This is to be achieved by enhancing the way the network builds upon its members ability to apply knowledge and improving on its ability to build coalitions and partnerships for advocacy to respond to the challenges seen in the advocacy arena. The sixth strategic plan will be focusing on four outcome areas as shown below;

Outcome 1: Enhanced PF members' influence in equitable use of public resources and inclusive governance through applied knowledge and adaptation.

Outcome 2: Strengthened efficient government engagement for inclusive decision making that enhances equitable and accountable use of public resources.

Outcome 3: Cultivated participatory learning and adaptation that promote partnerships for evidence-based advocacy to improve inclusive governance.

Outcome 4: Augmented PF institutional capacity to improve governance and management of resources.

2.0 RATIONALE FOR ORGANISATIONAL CAPACITY ASSESSMENT (OCA)

Leveraging on the efforts made to strengthen the PF network, in August 2021 the Secretariat and the Board of Directors conducted visits to member organisations aimed at improving the relationship between the Secretariat, Members and the Board of Directors and enhance network coordination while deepening understanding of the member's operations and interventions. A total of 6[1] members were visited and as a result, it was noted that to improve PF institutional capacity, a robust network's Organizational Capacity Assessment (OCA) focusing on PF members needs to be conducted.

The assignment shall involve a thorough assessment of the PF membership fraternity covering OCA aspects that include governance and leadership, organizational management, program management, human resource and financial management. The overall objective of this assignment is to strengthen the network governance and understand diversities within the network to manage relations for enhanced coordination of the PF's activities within and beyond the network. Specific objectives include:

a) To establish areas for capacity enhancement among members,
b) To offer recommendations regarding membership management for improved coordination of the network's activities
c) To offer recommendations on how the learning within the network can happen given the diversities within PF membership and;
d) To give recommendations on how members can co-create and establish synergy for joint activity implementation and/or fundraising.

3.0 KEY ASSESSMENT AREAS

The five aspects of the OCA will be assessed to all PF members, and will include;

3.1 Governance: Under this aspect, the assessment shall focus on reviewing PF members' governance and leadership structure within their organizations. It will assess the clarity of the organizations' motivation, purpose, and stability by reviewing its guiding principles, structure, and oversight mechanisms. The assessment will also consider reviewing the existing oversight mechanisms such as the existence of the functioning Governing Board, operational policies, procedures and compliance obligations within organizations and the government laws governing the NGO sector.

3.2. Organisation Management: The assessment will review PF members strategic and operational plans and budget and evaluate whether the available operational plans are in line with the Network's strategic goals as outlined in its SP for 2021-2024. The assessment will also assess whether members have communication and reporting mechanism to stakeholders, both communities and the secretariat.

3.3. Program Management: Assessment will evaluate members' current action/activity plans, evaluating how planned activities are executed and monitored to record results. This will also include assessing members' plans on how best they incorporate PF's network objectives and how

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[1] ANSAF, Restless Development, WACOD, CODEFA, NCA and WISE

results contribute to the realization of PF's desired goal. The actions/activity plans to be assessed must be within the Network's strategic goals outlines in its for 2021-2024.

3.4. Human Resources: Assessment will cover human resources aspects, assessing whether PF members have recognizable offices and employees and/or volunteers, what are the capacity, strengths and gaps within HR policies and procedures and how these could be addressed.

3.5. Financial Management; Assessment of PF members financial systems, policies and procedures and staff's skillset on the same. This assessment will also cover internal controls, financial documentation, and reporting (Audit Functions) as well as financial planning and sustainability.

Other Areas for Assessment/Information Needed

1. Membership benefits obtained through PF network,

2. How members mainstream gender equality and social inclusion dimensions in their interventions

3. Membership fee structure and payment modalities,

4. Compliance matters: challenges related to legal frameworks governing the NGO sector.

5. Network activities coordination, member participation and communication (including reporting and feedback sharing) what needs to be done to improve these aspects**.**

6. Ways to engage members more effectively to ensure robust resources mobilization.

5.0 SCOPE OF THE ASSIGNMENT

The assessment will be conducted to all PF members including those belonging to working groups i.e. Local Governance Working Group, Budget Working Group and Tax Justice Working Group.

6.0 PROPOSED METHODOLOGY

The assessment will employ qualitative methods focusing on participatory approaches to gain information and perspective from appropriate documents and selected respondents. Consultants will be required to collect, validate and analyze both primary and secondary data and produce a report final report. The assignment, hence, is anticipated to take place at two levels:

a) Primary data collection: Structured and semi-structured in-depth interviews with PF members, focus group discussions and direct observation as appropriate.

b) Secondary data collection: A desk review of self-assessment and reporting information available within PF's membership database.

6.1 Tools

Upon selection, a lead consultant is expected to work with PF Secretariat to identify operational areas, customize tools to be used, testing the tools to fit the purpose before actual data collection.

7.0 REVIEW TEAM AND EXPERTISE REQUIRED

The review will be carried out by a team of senior consultants with the following qualifications;

a. Combined extensive demonstrable professional experience in conducting organisational capacity assessment to network-based organizations which are member-led.

b. Team Leader or Key Person responsible for the review must possess a relevant professional qualification in Organisational Management preferably from the Master degree level; and demonstrate evidence of performing similar work.

c. Knowledgeable (balanced team) with competencies in relationship management, advocacy, coalition building, conflict resolution and gender expertise

d. Familiarity with member-based organizational work environment and dynamics will be an added advantage.

e. Fluent in English and at least one of the reviewers should have excellent fluency in Swahili.

f. Combined experience in the governance sector in the East Africa region and the Tanzania context in particular.

g. Ability to write clearly and concisely in English, including the ability to communicate technical study findings to a non-technical audience.

8.0 DELIVARABLES AND TIMELINES

The Review Team will prepare and submit the following key deliverables: (a) inception report with a work plan (b) Proposed tools and (c) An assessment report.

The table below shows a timeline of the different assignment milestones and deliverables that will be required from the assessors:

S/No	Assignment	Day(s)
1.	Consultation with PF Secretariat	1
2.	A work plan/inception report setting out a detailed project methodology	5
3.	Document analysis, Data collection, Report Writing and Draft Report Submission	25
4.	Validation	1
5.	Final Report Submission	5

8.1 **Report Structure**

The final review report, in English (20-25 pages excluding annexes); will include an abstract/executive summary, the main report informing of the result of the assessment as per the areas reviewed, conclusions from the review, lessons learned, challenges and recommendations for membership management and a list of updated PF members profiles in the annex list. Any additional information will be attached as annexes. The report will be submitted to Strategic Partnerships Senior Officer; electronically in draft for comments and a final draft will be submitted in both soft and hardcopy formats (2 copies) four weeks after the agreement is signed.

9.0 ACCOUNTABILITY AND ADMINISTRATIVE ARRANGEMENTS

The Consultant(s) will report to and consult with Strategic and Partnerships Senior Officer regarding the approval of all deliverables, guidance during the execution of the mandate as well as the final narrative and financial reporting.

PF Secretariat will offer administrative and logistical support which includes the following:

1. Identifying and provide potential contacts, introductory letters for data collection and coordinating for site-visits to members.

2. Provide all required documents to the Review Team

3. Provide other support as inline to terms and condition.

10. Mode of Application

The application should not exceed 5 pages and will reflect the following:

I. Technical proposal

- Understanding of the mandate

- Methodology description

- Work plan

- Providing evidence to experience to similar work (sample report)

- Description of the consultancy team (CVs as attachments)

II. Financial proposal

Interested candidates should send in their application no later than **15th March 2022** to the email address: info@policyforum.or.tz

Please note: Due to large number of applications, only shortlisted candidates will be contacted

Send your application to
      Executive Director
      Policy Forum
      P.O Box 38486
      Dar-es-Salaam
      Email: info@policyforum.or.tz