

**PROJECT: STRENGTHENING THE  
CONTRIBUTION OF LOCAL ACTORS  
FOR A CLIMATE RESILIENT SOCIETY  
IN ZANZIBAR**

**Terms of Reference (ToR)  
for Consultancy Services**

**Organisational Capacity Assessment (OCA) /  
Rapid Organisational Capacity Assessment  
(ROCA)**

**September 2025**

---

## 1. BACKGROUND

---

Climate Action Network (CAN) Tanzania is a not-for-profit, non-governmental organisation that has been making strides since its registration in November 2011 and August 2023 in Tanzania Mainland and Zanzibar, respectively. Operating across the rich and diverse landscapes of the Tanzania Mainland and the islands of Zanzibar, our dual headquarters in Dar es Salaam and Stone Town serve as hubs for our initiatives.

Our mission focuses on promoting climate resilience and fostering environmental sustainability while ensuring that development is equitable and inclusive. Through robust policy advocacy, we aim to influence decision-makers and drive systemic change. Our efforts include engaging with local communities to empower them and enhance their capacity to adapt to climate challenges. Additionally, we build strategic partnerships that extend beyond borders, connecting with stakeholders at national, regional, and global levels to amplify our impact.

At CAN Tanzania, our long-term vision is to cultivate a sustainable future that prioritises the well-being of both people and the planet, enabling communities to thrive in harmony with their environment.

To strengthen its institutional performance and ensure long-term sustainability, CAN Tanzania seeks to undertake an **Organisational Capacity Assessment (OCA)** and/or **Rapid Organisational Capacity Assessment (ROCA)**.

The **OCA** is a structured and participatory self-assessment tool that enables organisations to evaluate their internal capacities against established benchmarks in key functional and programmatic areas. It facilitates critical reflection, organisational learning, and the development of targeted action plans.

The **ROCA** is a time-efficient adaptation of the OCA, retaining its core elements while focusing on rapidly identifying key gaps, strengths, and priority areas for improvement. This approach is particularly useful where there are time or resource constraints.

The process will involve facilitated sessions with CAN Tanzania's management, staff, and relevant stakeholders, both at the Headquarters in Dar es Salaam and the Zanzibar sub-office, to identify strengths, gaps, performance, and priority capacity-building needs. The results will guide the formulation of a capacity-strengthening plan aligned with CAN Tanzania's strategic objectives and operational realities.

---

## 2. PURPOSE OF THE ASSIGNMENT

---

The primary purpose of this consultancy is to design, facilitate, and document a participatory Organisational Capacity Assessment / Rapid Organisational Capacity Assessment for CAN Tanzania, resulting in a practical and actionable capacity development plan.

### 2.1. *Specifically, the assessment will:*

- Provide an evidence-based analysis of CAN Tanzania's organisational strengths and weaknesses.
- Facilitate self-reflection by staff and management to promote ownership of the assessment results.
- Identify priority capacity development interventions to enhance organisational effectiveness and sustainability.
- Generate recommendations for strengthening governance, systems, policies, staffing, program delivery, and member engagement.

---

## 3. SCOPE OF WORK

---

The consultant will be expected to undertake the following:

### 3.1. *Inception Phase*

- Review relevant organisational documents (strategic plan, policies, annual reports, organisational charts, project reports, etc.).
- Develop and submit an inception report detailing the proposed methodology, work plan, and assessment tools (for both OCA and ROCA options).
- Agree with CAN Tanzania on the scope, approach, and timeframe for the assessment.

### 3.2. *Assessment Phase*

- Design and facilitate participatory self-assessment sessions with CAN Tanzania's staff and management in Dar es Salaam and Zanzibar.
- Engage relevant stakeholders, including board members, partners, and selected members of the CAN Tanzania network.

- Apply the agreed OCA/ROCA framework to assess the following key domains (*may be adjusted based on discussions*):
  - a) Governance, Structure and Leadership
  - b) Strategic Planning and Direction
  - c) Human Resources and Staffing
  - d) Financial Management and Sustainability
  - e) Program and Project Management
  - f) Resource mobilisation capacity
  - g) Monitoring, Evaluation, Learning, and Knowledge Management
  - h) Partnerships, Networking, and Member Engagement
  - i) Communication and Visibility
  - j) Compliance, Risk Management, and Safeguarding

### 3.3. *Analysis and Reporting Phase*

- Analyse the findings and identify capacity strengths, gaps, and opportunities.
- Develop a Capacity Development Plan with prioritised and time-bound recommendations.
- Prepare and present a **draft assessment report** for feedback from CAN Tanzania.
- Incorporate feedback and submit the **final assessment report**.

---

## 4. DELIVERABLES

---

- a) Inception Report: detailing methodology, data collection tools, work plan, analysis and timelines.
- b) Facilitated Assessment Sessions to be conducted in both Dar es Salaam and Zanzibar.
- c) Draft Organisational Capacity Assessment Report to include:
  - Assessment findings (strengths, gaps, priorities).
  - Analysis per assessment domain.

- Recommended capacity-building interventions.
  - Capacity Development Plan (with timelines, responsible persons, costing and indicators).
- d) Final Assessment Report to incorporate CAN Tanzania's feedback.
- e) Capacity Development Plan to be in a practical and implementable format.

**Note:** All documents must be produced in English, using the CAN Tanzania logo

---

## 5. DURATION OF THE ASSIGNMENT

---

The assignment is expected to take 10 to 15 working days within 3 to 4 weeks, commencing from the date of contract signing. The detailed schedule will be finalised during the inception phase.

---

## 6. LOCATION

---

- **Headquarters:** Dar es Salaam, Tanzania
- **Sub-office:** Zanzibar (Unguja)
- Some work (document review, analysis, and reporting) may be done remotely.

---

## 7. REQUIRED QUALIFICATIONS AND EXPERIENCE

---

The consultant/consulting firm should possess the following qualifications:

- Master's degree in Organisational Development, Strategic Management, Social Sciences, or related field.
- Proven experience (minimum 7 years) in conducting organisational capacity assessments for NGOs/CSOs.
- Strong facilitation skills, especially in participatory methodologies.
- Knowledge of institutional strengthening, governance, performance, and change management.

- Understanding of the Tanzanian NGO context and landscape in Tanzania, preferably with experience in environmental/climate-related organisations.
- Excellent analytical, report-writing, and communication skills in English (Swahili proficiency is an advantage).

---

## 8. REPORTING AND SUPERVISION

---

The consultant will report to the **Executive Director of CAN Tanzania** and work closely with the CAN Tanzania management team. CAN Tanzania will provide all necessary organisational documents, facilitate access to stakeholders, and support logistical arrangements for the assessment sessions.

---

## 9. PAYMENT SCHEDULE

---

Payments will be made in three instalments upon submission and approval of deliverables:

- **30%** upon submission and approval of the inception report.
- **30%** upon completion of assessment sessions and submission of the draft report.
- **40%** upon submission and approval of the final report and capacity development plan.

---

## 10. APPLICATION EVALUATION CRITERIA

---

All submitted offers will be evaluated based on the following criteria.

Criteria	Weight
<b>1. Technical Proposal</b>	<b>70</b>
Proven experience in conducting organisational capacity assessments for NGOs/CSOs.	20
Knowledge of institutional strengthening, governance, and change management.	15
Understanding the Scope of Work (SoW), comprehensiveness of the methodology/approach, and organisation & completeness of the proposal	20
Soundtrack records in managing successful OCA/ROCA, preferably within the technical area of the TOR	15
<b>2. Financial Proposal</b>	<b>30</b>

---

## 11. APPLICATION PROCESS AND SUBMISSIONS

---

Interested consultants/firms should submit the following:

- Technical proposal (understanding of the assignment, methodology, work plan, and relevant experience).
- Financial proposal (including daily rates, travel, and other costs).
- CV(s) of the proposed consultant(s) at least three.
- Examples of previous similar assignments.
- Contact details of at least two referees.

**Deadline for submission:** 20<sup>th</sup> September 2025

**Submission email:** Please send all documents by email with subject “**OCA/ROCA – CAN Tanzania**” to [contact@cantz.or.tz](mailto:contact@cantz.or.tz) and copy them to Boniventure Mchomvu ([venture@cantz.or.tz](mailto:venture@cantz.or.tz))

---

## 12. CONFIDENTIALITY

---

All data, reports, and information generated during the assignment will remain the property of CAN Tanzania, governed by the organisation’s data management policy. It must not be shared with third parties without prior written consent.

### *Approval*

This ToR is approved by:

**Name:** Dr. Sixbert Mwanga

**Designation:** Executive Director

**Signature:** 

**Date:** 10 September 2025