



Terms of Reference

A Review of Sustainability of Civil Society Organizations in Tanzania: Related Implications and Potentials

1.0 BACKGROUND INFORMATION AND CONTEXT

Switzerland's Cooperation Strategy for Tanzania

The Embassy of Switzerland under the Swiss Development Cooperation (SDC) portfolio is working through its various programmes to contribute towards poverty reduction in Tanzania. SDC's current country programme (2021-2025) has the overall objective to: *“empower young people, especially poor young women, to advance socially and economically, thus enabling them to be a main driver of Tanzania's move to an equitable and stable middle-income country, and contributing to regional stability and prosperity”*. The specific programme outcome areas are i) Strengthening state institutions ii) Protecting and promoting civic space and iii) Improving youth livelihoods.

The Swiss Embassy in Tanzania has been supporting civil society engagement through its Governance programmes both directly and indirectly aiming at improving service delivery through empowering Civil Society Organisations (CSOs) and citizens to demand for accountability and transparent public resource management. One way of achieving this has been by empowering civil society and the media to be able to deliver and capture the results from interventions more effectively. Switzerland recognizes CSOs' important intermediary role in promoting empowerment, participation, inclusion, and citizen-state engagement.

Context of Civil Society Organizations

The Civil Society sector in Tanzania is quite old dating back to pre-independence days. However, CSOs have actively emerged following the establishment of the National NGOs Policy in 2001 and the NGOs Act No. in 2002 amended from time to time. Since then, the number of NGOs (and CSOs) has progressively grown to more than 2000 at present.

An assessment of Civil Society and Donor Support in Tanzania commissioned by the Swiss Embassy in Tanzania in 2022 revealed that most, if not all CSOs have thrived on funding from Donors (Development Partners - DPs) since their establishment. After two decades of support, almost all remain highly donor dependent and can still not sustain their operations without substantial donor assistance. Donors have provided CSOs with institutional (basket/core) funding and project (earmarked) funds albeit the latter to a lesser extent. However, funding to CSOs in Tanzania has significantly declined over the recent past, assumedly due the long-lasting economic impact of the covid-19 pandemic and the Ukraine-Russia conflict. As such, some donors are reducing their grant sizes, other big players leaving the country, and an overall move

by most DPs from the basket funding modality towards project funding. This limits the amount of funding that goes into CSOs' institutional development, with direct implications on their overall sustainability. Therefore, the questions on what long-term sustainability of CSOs (both at national and local level) entails and what the related implications and potentials are is increasingly becoming relevant.

The changes in the CSO funding landscape calls for reflection on alternative funding mechanisms that may help build more grounded sustainability for civil society engagement. It is also relevant to assess how to improve CSOs' position and connections with other parts of the society, including governmental bodies and citizens.

With regards to sustained relevance of CSOs, the assessment recommended a change in how governance work is framed, with a focus on thematic/service delivery issues as entry points instead of "good governance" issues, however with good governance results in perspective as this might help to enhance CSO impact as well as to reduce the perceived threat that sometimes comes from the established power holders.

Government efforts

Most CSOs in Tanzania are legally registered as NGOs. The government of Tanzania has recently launched the first National Strategy for Sustainability of Non-governmental Organizations 2022-2026. This implies that the government recognizes the role NGOs and more generally CSOs play in contributing to the country's development objectives, although some restrictive laws affecting civic space still remain in place. Hence the necessity to define what needs to be done by all key stakeholders in order to create a more conducive environment that enhances CSOs ability to fulfil their mandate.

2.0 PURPOSE AND SCOPE OF THE REVIEW

Purpose and Objectives

Sustainability is becoming more important for civil society and civil society organisations as they have been facing an increasing range of political, regulatory, organisational, and financial challenges over the recent past. The objectives of this assignment therefore are:

1. To define what a CSO is in the Tanzanian context within the broader concept of civil society.
2. To assess and define what sustainability means and entails for the Tanzanian CSOs, including real case examples from different sectors/ thematic focus.
3. To investigate and provide recommendations on:
 - i) Alternative effective programmatic and funding mechanisms and modalities, which may help building more grounded sustainability for Tanzania's CSOs.

- ii) How development partners could improve CSOs' position and connections with key stakeholders, such as the government (e.g., through its NGO sustainability Strategy) and citizens as their main constituencies.

Scope of work

This review is commissioned to contribute to the preparation of a new civil society support programme in Tanzania. The assignment will look into the sustainability of local CSOs registered in Tanzania mainland, and shall consider both Dar es Salaam and non- Dar es Salaam-based organizations comprising both “weak” and “strong” organizations. The scope must include youth-led and woman-led organizations.

Areas of focus and key indicative questions

Given below are the **main areas of focus** of this study and their respective indicative guidance questions:

- a) CSOs Sustainability:
 - i) **Context for CSOs and Regulatory framework:** What is a civil society organization and what are the main legal frameworks governing CSOs in the Tanzanian context? To what extent do the current CSO context and regulatory frameworks in Tanzania benefit their sustainability? What needs to change in the current environment to make CSOs more sustainable?
 - ii) **Perspectives on sustainability:** Scholars and experts argue that there are different perspectives on sustainability. Any analysis of sustainability needs to acknowledge these different perspectives, as well as the way they complement each other. Which are the different perspectives on CSO sustainability in the Tanzanian development, socio-economic and political context?
 - iii) How can donors' support to CSOs in Tanzania contribute to improve their sustainability? What are the pros and cons of the **different donor funding modalities** (core funding, earmarking, project funding, etc.)?
 - iv) Is there room for **earmarking portion of donors' funding towards CSOs' own sustainability**? What will be pros and cons of this approach? Does donors' funding instruments allow for such provision? How could CSOs use the sustainability fund?
 - v) More evidence is emerging about challenges CSOs around the world are facing relative to the sustainability of their organisations, both financially and in respect to their impact. What are the current **experiences and lessons** on how CSOs, in Tanzania and in similar contexts, are responding to these challenges?
- b) CSOs Structural/systemic dimensions and approaches:
 - i) How can the different aspects of sustainability be built into the **governance fabric** and management system of CSOs?
 - ii) What are the main ingredients required for CSOs to improve their **impact**? How can CSOs influence policies at national level and enhance service delivery at local level?

- iii) Some evidence suggests that CSOs prefer to work as sole organizations rather than in **networks and coalitions**. What are the incentives for CSOs to develop new or strengthen existing networks/partnerships/coalitions?
- iv) Most researches on sustainability indicate that there is a strong need for **funding diversification**. Identifying new financial resources (e.g., through new and diverse funding partnerships) will allow CSOs to reduce their dependency from donors. Which type of CSOs have a realistic perspective to become financially independent and which do not?

3.0 METHODOLOGY

The team is expected to employ mixed methodologies such as desk review, interviews with key stakeholders, field visits to collect ground-level information and/or use of facilitated workshops. The details of the methodology shall be proposed by the bidders and agreed with the Embassy during the inception presentation.

During the desk research, the Embassy will provide some internal documents relevant to the review such as relevant strategies, project documents, and evaluations from main donors supporting CSOs programming in Tanzania.

4.0 REPORTING DELIVERABLES

The consultants are expected to produce the following deliverables:

- Inception report: the report should outline the methodology of the review, key questions, identification of key stakeholders, timeline.
- Draft report: to be submitted after the mission to Tanzania.
- Debriefing to the Embassy staff: presentation of the draft report.
- Debriefing to other donors, CSOs and any other relevant stakeholders: presentation of the draft report.
- Final report: it shall contain a brief description of the applied work methodology as well as key findings, case studies and recommendations. The report shall be written in English (Arial 11) and not exceed 20 pages of main content (excluding executive summary and annexes).

5.0 QUALIFICATIONS

The assignment requires an expert team comprised of an international/regional and a local expert. The international/regional expert has the overall lead for the assignment and the deliverables, while the local expert supports the assessment in terms of thematic and contextual knowledge, contacts and logistics for the in-country visit and interviews. The consultancy team will closely liaise with the Swiss Embassy for the duration of the assignment.

Required profile of the international/regional expert:

- PhD or Master's Degree in economics, political science, public policy, development studies, or related fields.

- Demonstrated familiarity with international literature on civil society development and democratic governance and experience in reviewing, collecting and creating a comprehensive synthesis of information in an efficient way (relevant experience with similar assignments).
- At least 10 years of experience in analyzing the context of public sector governance (dynamics, implementation, accountability mechanisms), local service delivery in developing countries, civil society engagement and the roles of CSOs and NGOs. Proven knowledge of sustainability aspects (also in terms of management strategies) is a strong asset.
- Previous work experience in the Tanzanian context and knowledge of current local policy discussions and the social and political context (and its regional and international dimension) are strong assets.
- Excellent skills in spoken and written English; Swahili is a major asset (for candidates who don't speak Swahili, the proposal needs to contain a strategy on how access to resources in Swahili is ensured).

Required profile of the national expert:

- Degree in public administration, social or political sciences or another relevant field
- Experience in the field of civil society and democratic governance programming and support
- Good understanding of donor funding landscape
- Sound understanding of the political, social and economic context of Tanzania
- Strong analytical skills and experience with political-economy analysis
- Excellent communication and written English; excellent knowledge of Kiswahili
- Good organizational skills
- Good facilitation skills

Suitability and Award criteria:

The table below gives a sample of the award criterion that will be used to select the most suitable team of consultants to execute this assignment:

Award criteria	Weighting
Proven knowledge and experience in the work of Civil Society Organizations (CSOs) particularly in the Tanzanian context	30%
Experience in developing, facilitating and implementing assignments of this nature	20%
Relevancy of the proposed methodology and approaches	25%
Cost of offered consultancy service	25%

6.0 DURATION AND IMPLEMENTATION TIMELINE

The assignment should take place in November-December 2023. The following table gives an indicative overview of the potential work schedule and allocated time. The bidders shall propose a more detailed timeline in form of a workplan.

<i>Task / Activity</i>	<i>No. of days international/regional consultant</i>	<i>No. of days local consultant</i>
Desk Research & analysis	4	2
Other preparatory activities	1	1
Inception report/presentation	1	1
Field assessments and elaboration of draft findings	10	10
Briefing and debriefing at Swiss Embassy and with donors and civil society	2	2
Report writing	6	4
International travel	2	
Total amount (maximum) per expert	25	20

The mandate is expected to start by 15th November 2023. The international/regional consultant is expected to commit to an in-country visit.

The Swiss Embassy in Tanzania in consultation with the team leader/local expert will provide support in the identification of suitable interview partners and/or organizing the workshops and will share relevant contact details where needed.

7.0 HOW TO APPLY

Proposals to apply must be written in English and contain the following to be considered complete and eligible for the tender process:

- Scan of signed letter (including the date) confirming the availability of the potential consultant during the intended timeframe of the mandate, and including a self-declaration of ability to carry out the mandate.
- Curriculum Vitae of all members of the consultancy team involved.
- Technical Proposal covering the foreseen methodology and approach of the review.
- Outline of costs (Financial Proposal) for the consultancy service divided by components, including logistics and security.

Contracting Authority

Embassy of Switzerland in Tanzania

Swiss Agency for Development and Cooperation
79, Kinondoni Road
P.O. Box 2454, Dar es Salaam, Tanzania
www.eda.admin.ch/daressalaam

→ All bids shall be sent in PDF format via email to jacquiline-gatera.ngoma@eda.admin.ch (cc: consuelo.natale@eda.admin.ch) by **November, 3rd 2023** with the subject line “**Application for CSO Sustainability Review**”.

→ Clarification questions shall be sent within **seven days** from the publishing date of this call.

8.0 CONTRACTING

The winning team of consultants shall enter into a contract with the Embassy of Switzerland in Tanzania managed by the relevant programme officer.

Formality of procedure

Procurement in the invitation to tender is in accordance with the Federal Ordinance of December 11, 1995 on the Swiss Office of Public Procurement, FOPP, SR 172.056.11. The submitted bids must meet the following instructed requirements and are subjected to these conditions:

- The Financial Proposal shall be provided in accordance with the consultant's proposed work fashion and working days.
- Costs shall be listed in USD currency consistently.
- A consultant - either individual or company - of Tanzanian nationality will be subjected to a withholding tax of 5% (on fees), while non-Tanzanian national will be charged with a 15% tax (on fees). For international consultants from any OECD country - either individual or company - the withholding tax is not applicable.
- Taxes, charges and social security contributions will be applicable in accordance with local legislation.
- It is the responsibility of the consultant(s) to ensure the organizational aspects of the field missions (including accommodation bookings, visa applications, etc.). The Embassy of Switzerland in Tanzania can offer assistance, advice and facilitation of contacts if needed.
- The consultant is required to provide proof of legal status in the country of engagement.
- The consultant must possess valid work permits or equivalent authorizations (before onset of travel) to carry out work and reside in the respective country.
- The winning bidder will be required to provide the following administrative information to be verified and validated before the contract is awarded:
 - Corporate persons, companies:
 - Certificate of registration/incorporation of the company.
 - Latest Tax Compliance Certificate of the company.
 - Copies of academic certificates of proposed consultant(s).
 - Natural person, freelancers, individuals:

- Latest Tax Compliance Certificate

Bidders should read the attached Annexes along with these ToRs which include:

EITHER:

- Offer form for local mandate (Consultant from non-OECD countries)
- General condition for Condition for local mandate
- Code of conduct

OR:

- Offer form for mandate type B (Consultant from OECD countries)
- General condition for Mandate type B
- Code of conduct