

## Terms of Reference: TFFT Strategic Plan Development for 2026-2030

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### Background/Context

The Foundation For Tomorrow (TFFT) is a dynamic and fast-growing non-governmental organization that focuses on addressing vulnerability through the power of education. We offer individual orphaned and vulnerable children the opportunity to succeed through access to quality education, healthcare, and psychosocial support, as well as life skills programs. Additionally, we work to improve the quality of instruction and school management, ensuring a widespread and sustainable impact through training educators to strive for and attain excellence in the delivery of basic education. TFFT believes that lasting systemic change begins at the community level and is proud to contribute to transforming the education landscape in Tanzania. Our newly completed initiative, The Learning Centre, is designed to expand and strengthen TFFT's long-standing commitment to the students, teachers, families, and communities we have supported for over 18 years. The Learning Centre's participatory environment enhances TFFT's existing programs, engages the community, and inspires lifelong learning. It is designed in partnership with the local government and with the support of our most steadfast partners.

To deliver on our goal of combating vulnerability through education, TFFT recognizes the value of developing a strategic plan to assess the strengths and weaknesses of our approach, as well as to consider the internal and external factors that influence the trajectory of our work. Accordingly, as part of its institutional capacity strengthening, TFFT will review the implementation of its Strategic Plan 2021-2025 and develop the next 5-year plan (2026-2030).

TFFT intends to carry out this strategic planning exercise under the guidance of a consultant. This consultant will lead the organization in establishing a design process and approach for the effective implementation of its mandate over the next five years and longer-term sustainability.

### Purpose of the Assignment

The purpose of this strategic planning process is to develop a comprehensive 5-year Strategic Plan (2026-2030) and an accompanying framework for monitoring, evaluation, accountability, and learning (MEAL). These will guide the organization's priorities, decision-making, resource allocation, and performance measurement for the next five years.

## Objectives

- To assess TFFT's current position, programs/initiatives, and operating context
- To engage key internal and external stakeholders in shaping the future direction of the organization
- To identify TFFT's strategic goals, outcomes, and priority areas for the next five years (2026-2030)
- To develop a practical and results-oriented MEAL framework for tracking progress and impact

## Scope of Work

The Consultant will be responsible for leading and facilitating the strategic planning process, including research, stakeholder engagement, synthesis, and documentation, whilst also ensuring inclusive participation and delivery of expected outputs per the agreed timeline. Specific tasks include:

### 1. Phase 1: Inception Phase

- Review existing documents (past strategic plans, annual reports, evaluations, M&E data, Theories of Change, etc.)
- Develop and agree on a detailed work plan and methodology
- Identify key stakeholders and plan engagement strategies and tools
- Hold an inception meeting with TFFT leadership and relevant teams
- Produce an Inception Report summarizing the methodology, work plan, proposed timeline, tools, and deliverables for review and approval

### 2. Phase 2: Situation Analysis

- Conduct a rapid assessment of TFFT's performance under the outgoing 5-year strategic plan, identifying key achievements, challenges, lessons learned, and areas where objectives were not met.
- Review organizational capacity, governance, programs, partnerships, and resource mobilization efforts to date
- Review and assess TFFT's existing Theories of Change at both programmatic and organisational levels
- Map internal and external factors that affect TFFT's operating environment (SWOT, PESTLE, stakeholder mapping)
- Gather insights through surveys, interviews, and focus group discussions with staff, board, partners, and stakeholders
- Analyse sector trends, policy developments, and opportunities relevant to TFFT and its mission

### 3. Phase 3: Strategy Development

- Facilitate participatory strategic planning workshops with staff, board, partners, and stakeholders
- Reconfirm/Refine TFFT's vision, mission, core values, and strategic priorities
- Identify strategic objectives, outcomes, and indicators
- Facilitate an internal consultation to define the development model of the TFFT Learning Centre aligned with the organization's long-term goals

- Develop a comprehensive Theory of Change (ToC) for 2026-2030 that integrates all program areas and incorporates the operations and strategic purpose of the TFFT Learning Centre
- Ensure alignment of ToC with the broader strategic plan and MEAL system
- Propose implementation and resource mobilization strategies, as well as ways to engage government agencies and communities more effectively

#### **4. Phase 4: MEAL Framework Development**

- Design a comprehensive MEAL Framework aligned to the strategic objectives
- Develop clear KPIs, data sources, tools, and reporting mechanisms
- Outline roles, responsibilities, and timelines for M&E activities

#### **5. Phase 5: Finalization and Validation**

- Compile and present the Draft Strategic Plan, Theory of Change, and MEAL framework for review
- Facilitate a validation session with TFFT leadership and stakeholders
- Finalize and submit all approved versions of all documents, along with an executive summary

*To support the Consultant in the conduct of the strategic planning process, the TFFT team will:*

- Provide all the necessary background documents
- Facilitate access to stakeholders
- Facilitate the Inception meeting
- Support in organizing workshops
- Provide feedback throughout the strategic planning process
- Host the Validation workshop

### **Deliverables**

- Inception Report – outlining methodology, tools, work plan, and timeline
- Situation Analysis Report – summarizing reviews from internal and external scans
- Draft 5-year Strategic Plan (2026-2030)
- Draft MEAL Framework
- Final 5-Year Strategic Plan (with strategic priorities, implementation plan, and risk matrix), along with an Executive Summary
- Final MEAL Framework (including indicators, tools, data plan, and reporting schedule)
- Presentation and validation sessions for TFFT staff, leadership, and board

### **Timeline**

The assignment will be conducted over a period of eight (8) weeks, starting on **1<sup>st</sup> September 2025**. A detailed work schedule will be agreed upon during the inception phase.

### **Required Qualifications (for consultant/team)**

- Solid experience in strategic planning for non-profit organizations like TFFT
- Strong facilitation and stakeholder engagement skills
- Demonstrated knowledge of M&E systems and frameworks

- Familiarity with the East African/Tanzanian context
- Excellent analytical and writing skills

#### **Additional Requirements for Non-Tanzanian Applicants**

- Must have a legal standing to operate in Tanzania as an individual consultant or through a registered business entity
- Responsible for ensuring compliance with immigration and labor regulations (e.g., obtaining necessary work permits if required)
- Be aware that **15% professional withholding tax** may be applied to fees in line with Tanzanian tax laws

## **Contents of the Proposal**

The proposal must be concise and should include the following components:

### **1. Experience of the Consultant on similar projects**

Description of the previous experience in similar projects, if you are applying as an individual consultant. If applying as a group or firm, please provide your company profile and the CVs of those who will deliver the service, including previous experience in strategic planning and development. At least two examples of similar work undertaken by the consultant/s should be presented as an annex to your proposal.

### **2. Experience of the Consultant on similar client groups**

For this section, include a description of previous experience working with NGOs in Tanzania or East Africa involved in similar work as TFFT's (MVCs, children and youth, education, scholarship, teacher training). Please also include contact details for at least two references who could confirm the applicant's suitability for this type of work.

### **3. Preliminary description of methodology and implementation plan**

Please provide the following:

- A description of the proposed methods/tools/information sources to be used
- A description of how each of the proposed methods/tools/information sources will achieve the assignment's objectives
- A detailed work plan, including tasks, timelines, key activities, and stakeholder engagement strategies
- Budget for work to be undertaken (submitted in a single Excel worksheet and broken down into personnel, fees, travel, and other)

**For planning and budgeting purposes**, note that the TFFT operation and its key informants or key stakeholders are concentrated mostly in the Arusha region, specifically in Arusha District, Arusha City, and Meru District. The TFFT offices and the Learning Centre are located at Ndurumanga Estate in Usa River.

## **Budget and Payment**

- **This assignment is budgeted for up to USD10,000, including VAT**

- Payments will be given in tranches based on the submission of key deliverables: 20% of the final cost after delivery and acceptance of the Inception Report, 40% of the final cost after delivery and acceptance of the draft 5-year Strategic Plan and draft MEAL Framework; 40% of the final cost after submission of all finalised and approved versions of the 5-year Strategic Plan and MEAL Framework, including summarized version for external stakeholders.
- Payments shall be by cheque or bank transfer.
- Penalty: The Consultant is subject to:
  - A 15% reduction of the total agreed cost if the final deliverables are submitted two weeks after the agreed-upon timelines, without a just and reasonable explanation; and,
  - Withholding of the final payment (40%) until receipt and approval of all deliverables.

## Selection Criteria

The selection process will be based on a weighted average of the quality and relevance of the preliminary proposal (60%) and the applicant/s's background and experience (40%).

## Proposal Submission

Proposals are due by **August 10th, 2025**, and should be submitted by email to Noah Kayanda, Managing Director, at [Noah@TheFoundationForTomorrow.org](mailto:Noah@TheFoundationForTomorrow.org).

Applications will be reviewed on a rolling basis, and shortlisted applicants may be invited to attend a video conference interview **on or before August 22<sup>nd</sup>**. Final candidates will be asked to attend an in-person interview in Arusha, Tanzania, no later than **August 27th**. Candidates should endeavour to be available on these dates.

Any questions or clarification about this assignment should be sent to the email address above, with "TFFT Strategic Planning Consultancy" in the subject line.