



**CHRISTIAN SOCIAL SERVICES COMMISSION
(CSSC)**

**TERMS OF REFERENCE (TOR)
FOR**

CONSULTANCY SERVICES FOR INSTITUTIONAL CAPACITY STRENGTHENING OF LOCAL NGO's

Background

Christian Social Services Commission (CSSC) is an ecumenical body established in 1992 by the Christian Council of Tanzania (CCT) and Tanzania Episcopal Conference (TEC) to coordinate and strengthen the delivery of health and education services by member churches in Tanzania. CSSC coordinates a network of more than 900 church-owned health facilities, the majority of which are rural-based, contributing nearly 14% of all health facilities in Tanzania, and 1000 Church-based education institutions providing 10% of all education services offered in Tanzania.

Ministry of Health, through Global Fund Cycle 7 (GFC7) Grant support, implements essential TB/HIV Community-based Program (Oct 2025 – Dec 2026) in support of the national effort to sustain and expand community HIV and TB services. The GFC7 community-based program is implemented in collaboration with Lead CSO – Christian Social Services Commission (CSSC). The GFC7 program focuses on providing community-based TB/HIV services across 185 councils. It prioritizes peer-led service delivery and integration with Local Government Authorities.

Community-based organisations, faith-based organisations and local non-governmental organisations are central to Tanzania's HIV and TB response. They deliver prevention, treatment adherence support, community case finding, linkage to care, community-led monitoring and support to vulnerable populations, often in settings where no other service presence exists. The financing environment for these organisations is changing. The Government of Tanzania is advancing social contracting as a mechanism for engaging non-state actors in the delivery of community health and HIV services, while external support is declining and the presence of international implementing partners is reducing. Local organisations are therefore expected to assume greater implementation responsibility and, increasingly, to access domestic public financing alongside donor funding.

Institutional capacity gaps among local implementing organisations are consistently documented through routine oversight processes, including supportive supervision, financial spot checks, audit findings and sub-recipient reporting. These recur across governance and board oversight, financial management and internal control, procurement, grant compliance, monitoring and evaluation, digital reporting, and sustainability planning. Where such gaps persist, they affect programme quality, financial accountability and donor compliance, and in several cases, they represent the binding constraint on an organisation's eligibility to hold a grant or a social contract directly.

Objective of the assignment

The overall objective is to strengthen the institutional capacity of twenty selected local NGOs implementing community HIV and TB interventions, so that they can manage publicly and donor-funded programmes to recognised fiduciary and reporting standards, and are better positioned to access social contracting, domestic financing and other funding opportunities.

Specific objectives

No.	Objective	Verifiable output by 30 November 2026
1	Assess the institutional capacity of 20 NGOs against a standardised, scored tool and agree a costed improvement plan with each organisation	20 baseline capacity profiles and 20 signed institutional improvement plans
2	Strengthen financial management, procurement, internal control and grant and contract compliance systems	40 finance and programme staff trained; 20 Finance and Internal Control Manuals and 20 Procurement Manuals formally adopted

No.	Objective	Verifiable output by 30 November 2026
3	Strengthen governance, board oversight, organisational accountability and sustainability planning	40 Board members and Executive Directors trained; 20 institutional sustainability self-assessments; 20 Safeguarding Policies adopted
4	Strengthen monitoring, evaluation, data quality and digital reporting into national systems	40 M&E and data staff trained; 20 M&E standard operating procedures in use; DHIS2 and UCS reporting demonstrated per organisation

Scope boundary

Given the compressed implementation period, the assignment is deliberately confined to the institutional systems that determine whether an organisation can receive, manage and account for public or donor funds. The Consultant shall not treat the assignment as general organisational development.

Within scope	Outside scope
Governance and board oversight systems	Strategic planning and organisational restructuring
Financial management, internal control and procurement systems	Accounting software procurement or installation
Grant and contract compliance, including audit preparedness	Statutory audit of participating organisations
Monitoring, evaluation, data quality and digital reporting	Design of new programme interventions or service models
Safeguarding policy and accountability systems	Investigation of safeguarding cases
Sustainability and funding readiness self-assessment	Proposal writing on behalf of participating organisations

Scope of work

The Consultant shall deliver six work packages within the field implementation period.

WP1 Baseline capacity assessment and improvement planning (September)

- Adapt and validate a standardised organisational capacity assessment tool covering governance, financial management, procurement, human resources, safeguarding, monitoring and evaluation, compliance and programme management, scored on a common scale so that it can be re-applied at the end of the period.
- Conduct on-site institutional assessment of all 20 participating NGOs, using four assessors working in pairs.
- Produce a capacity profile for each organisation, with a numerical baseline score by domain and a narrative of principal gaps.
- Agree a prioritised, costed institutional improvement plan with each organisation, signed by the Executive Director and the Board Chair.

Deliverables: validated assessment tool; 20 baseline capacity profiles; 20 signed institutional improvement plans.

WP2 Governance, leadership and sustainability readiness (October — two zonal events)

- Board roles and responsibilities, fiduciary duty, and the separation of governance from management.
- Risk management and strategic oversight of publicly and donor-funded programmes.
- Organisational accountability, conflict of interest, and safeguarding obligations at board level.
- Resource mobilisation and sustainability, including social contracting requirements, domestic financing mechanisms, donor mapping and partnership development.
- Completion by each organisation of a structured institutional sustainability and funding readiness self-assessment.

Deliverables: 40 Board members and Executive Directors trained; 20 completed sustainability and funding readiness self-assessments; workshop report.

WP3 Financial management, compliance, monitoring and digital reporting (October — two zonal events)

- Days 1–2 — donor and public financing compliance requirements; budget management and variance control; procurement rules, thresholds and documentation; internal controls and segregation of duties; asset management; financial reporting; audit preparedness.

- Days 3–4 — monitoring and evaluation systems and indicator reporting; data quality assessment method and practice; DHIS2 and UCS reporting workflows; dashboard use and data visualisation; documentation and records standards.
- Practical clinic on both tracks, worked through using each organisation's own ledgers, procurement files and reports, producing an agreed follow-up action list per organisation that feeds directly into WP4.

Deliverables: 40 finance and M&E staff trained; workshop report with 20 organisation-specific follow-up action lists.

WP4 Institutional systems development and mentorship (November — two rounds)

- Issue a template pack to each organisation covering three priority documents: Finance and Internal Control Manual, Procurement Manual, and Safeguarding Policy. A monitoring and evaluation standard operating procedure is drawn from the WP3 workshop output.
- Round 1 (early November) — on-site coaching, adaptation of templates to the organisation's structure and thresholds, and review of progress against the institutional improvement plan.
- Round 2 (late November) — follow-up on agreed actions, formal Board sign-off of institutional documents, and re-scoring of the organisation against the baseline assessment tool.
- Each visit produces a short mentorship report recording actions agreed, actions completed and outstanding items.

Deliverables: 40 mentorship reports; 60 institutional documents adopted with Board sign-off; 20 M&E SOPs adopted; 20 re-scored capacity profiles.

WP5 Closeout, validation and dissemination (late November)

- One-day national meeting bringing together participating organisations and CSSC to validate assessment findings, compare baseline and end-period capacity scores, and share practice across the twenty organisations.
- Documentation of lessons learned and of practices that proved transferable between organisations.

Deliverables: validation and dissemination meeting held on or before 30 November 2026; meeting report.

WP6 Reporting and handover (December)

- Capacity change analysis comparing baseline and end-period scores by domain, across the cohort and by organisation.
- Final consultancy report covering activities delivered, outputs achieved, capacity movement, constraints encountered and recommendations for follow-on institutional support.
- Handover of all assessment tools, templates, training materials, capacity data and organisational records to CSSC.

Deliverables: capacity change analysis; final consultancy report; complete handover pack — all by 15 December 2026.

Methodology and approach

The assignment shall follow a diagnose–build–embed–verify sequence. Each participating organisation moves through all four stages within the implementation period. The Consultant may propose refinements in the technical proposal provided the outputs in Section 2 are met in full.

Delivery sequence

Stage	What happens	How it is evidenced
Diagnose (September)	On-site assessment of all 20 organisations against a scored instrument; agreement of a costed improvement plan with each	Baseline capacity profile with domain scores; improvement plan signed by Executive Director and Board Chair
Build (October)	Two clustered workshops per zone, delivered by audience; practical clinics using each organisation's own records	Attendance records; per-organisation follow-up action lists produced during the clinic
Embed (November)	Two on-site mentorship rounds; templates adapted to each organisation and taken through Board approval	Mentorship reports; institutional documents evidenced by Board minute or signed resolution
Verify (Nov–Dec)	Re-scoring on the baseline instrument; validation meeting; capacity change analysis	Re-scored profiles using the same instrument; validation meeting report; final analysis

Design principles

- Depth over coverage. Each of the twenty organisations completes the full cycle and is visited on site at least three times — once for assessment and twice for mentorship.
- Zonal clustering. Participants are drawn into two geographic zones to reduce travel time and cost and to make on-site mentorship feasible within the period.
- Training clustered by audience, not by theme. Governance content is delivered to Board Chairs and Executive Directors; finance, compliance, M&E and digital reporting are delivered together to Finance and M&E Officers. Each organisation is mobilised twice, not four times.
- Systems built on site, not in the classroom. Templates are issued at workshop stage and adapted to each organisation during mentorship, with Board approval as the completion condition.
- Same instrument at both ends. Baseline and end-period scoring use the identical tool, so that capacity movement is measurable rather than asserted.

Methods

- Document review of governance instruments, financial and procurement records, M&E systems and reporting outputs at each organisation.
- Structured interviews with Board representatives, Executive Directors, finance, programme and M&E staff.
- Participatory scoring workshops with each organisation's management team to agree baseline scores and priority actions.
- Facilitated training using adult learning methods, case-based exercises and the organisations' own records.
- On-site coaching and accompaniment during mentorship rounds.
- Verification through re-scoring, documentary evidence of Board approval, and demonstration of reporting into DHIS2 and UCS.

Quality assurance

- The Lead Consultant is the single point of accountability to CSSC and shall quality-assure every deliverable before submission.
- Assessment scoring shall be conducted by assessors working in pairs, with a documented moderation step to ensure consistency of scoring across organisations.
- CSSC reserves the right to accompany any assessment, workshop or mentorship visit.

Required team composition and qualifications

Proposals shall present a team of four, comprising a lead consultant and three subject matter experts. Individual consultants may apply provided they present a complete team meeting the requirements below. One person may not hold two of the four positions.

Lead Institutional Capacity Strengthening Consultant — 65 days

Responsibilities: overall technical lead and quality assurance; adaptation of the assessment tool; leads assessment and improvement planning; facilitates across both workshop series; leads mentorship; produces all reports and is the single point of accountability to CSSC.

Minimum requirements

- Master's degree in organisational development, public health, business administration, development studies, or a closely related field.
- At least ten years of professional experience in institutional capacity strengthening of civil society organisations, of which at least five in Tanzania.
- Demonstrated experience leading at least three organisational capacity assessment assignments using a structured, scored instrument.
- Working knowledge of donor grant architecture, sub-recipient requirements and compliance expectations, and familiarity with social contracting arrangements in Tanzania.
- Demonstrated experience managing a multi-disciplinary consultancy team and delivering to fixed deadlines.
- Fluency in English and Kiswahili, written and spoken.

Subject Matter Expert — Financial Management, Procurement and Compliance — 15 days

Minimum requirements

- Bachelor's degree in accounting, finance or a related field; professional qualification (CPA, ACCA or equivalent) is required.
- At least seven years of experience in financial management, internal control or audit within donor-funded or publicly funded programmes.
- Demonstrated experience developing finance manuals, procurement manuals or internal control frameworks for non-governmental organisations.
- Familiarity with donor financial reporting and audit requirements.

Subject Matter Expert — Governance, Leadership and Sustainability — 10 days

Minimum requirements

- Bachelor's degree in law, governance, organisational development, public administration or a related field; postgraduate qualification an advantage.
- At least seven years of experience in NGO governance, board development or organisational leadership.
- Demonstrated experience facilitating board-level training and developing governance or safeguarding policies.
- Familiarity with sustainability planning, social contracting and domestic financing mechanisms for non-state actors.

Subject Matter Expert — Monitoring, Evaluation and Digital Systems — 15 days

Minimum requirements

- Bachelor's degree in statistics, monitoring and evaluation, public health, information systems or a related field.
- At least seven years of experience in M&E system design, data quality assessment and reporting for HIV or TB programmes.
- Demonstrated working proficiency in DHIS2 and in Tanzania's Unified Community System (UCS).
- Experience developing M&E standard operating procedures and conducting data quality assessments at facility or community level.

Firm-level requirements

- Legal registration in Tanzania, with a valid business licence and Tax Identification Number.
- Valid Tax Clearance Certificate from the Tanzania Revenue Authority.
- At least three comparable assignments completed in the last five years, with contactable references.
- Audited financial statements for the last two financial years, or equivalent evidence of financial standing.
- A safeguarding policy and a code of conduct applicable to all personnel deployed under this assignment.

Institutional and reporting arrangements

Progress review meetings will be held monthly, in person or virtually, at dates agreed at the kick-off meeting.

- CSSC will provide the final list of twenty participating organisations, their zonal allocation, and letters of introduction.
- The Consultant is responsible for all logistics, travel, workshop organisation, venue arrangements and materials production, within the contract value.
- The Consultant shall provide their own equipment, software and working space. No office accommodation will be provided.

Proposal requirements

Technical and financial proposals shall be prepared and submitted as two entirely separate documents. Any financial information appearing in the technical proposal will result in disqualification.

Technical proposal (maximum 20 pages excluding CVs and annexes)

- Understanding of the assignment and of the institutional capacity context for local NGOs in Tanzania.
- Proposed methodology, including the approach to capacity assessment, scoring and moderation, workshop delivery and on-site mentorship, structured against the diagnose–build–embed–verify sequence at Section 5.
- Draft organisational capacity assessment tool, or a description of the instrument the Consultant proposes to adapt, including the scoring scale.
- Detailed work plan and activity schedule aligned to the deliverables in Section 6.
- Team composition table showing each position, named individual, and days allocated.

- CVs of all four proposed team members, maximum four pages each.
- Three references for comparable assignments completed in the last five years, with client name, contact person and telephone or email.
- Firm registration documents, tax clearance and safeguarding policy as listed in Section 7.5.
- A signed declaration of any actual, potential or perceived conflict of interest, including any current or prior relationship with organisations likely to participate.

Financial proposal

- Total cost in Tanzanian Shillings, inclusive of all professional fees, per diem, travel, workshop costs, venue hire, materials, communication, administration and applicable taxes.
- Detailed budget broken down by the six work packages, showing for every line the unit cost, number of persons or units, number of days and quantity.
- Separate identification of professional fees, per diem, travel, workshop costs, venue and materials, and administration.
- A budget narrative explaining the basis of each rate applied.
- Validity period of the financial proposal, which shall be no less than sixty days from the submission deadline.

Evaluation criteria

Proposals will be evaluated on a combined technical and financial basis, weighted 70 per cent technical and 30 per cent financial.

Criterion	Marks	Weighting
Understanding of the assignment and of the institutional capacity context	10	
Technical methodology, including assessment instrument, scoring approach and mentorship model	25	
Work plan realism and alignment to the deliverable schedule	10	
Qualifications and experience of the Lead Consultant	15	
Qualifications and experience of the three subject matter experts	20	
Demonstrated track record on comparable assignments, with references	15	
Technical total	100	70%
Financial proposal	100	30%

CSSC reserves the right to seek clarification, to interview shortlisted candidates, to verify references, and to accept or reject any proposal without incurring liability.

Application Package and Procedures:

Applications must include the following components;

- Technical and financial proposals shall be submitted as two separate electronic files, clearly labelled. Hard copies will not be accepted.
- All proposals should be electronically submitted to procurement@cssc.or.tz copying director@cssc.or.tz. With the title **Consultancy for Institutional Capacity Strengthening of Local NGOs**.
- Only shortlisted bidders will be contacted.

Executive Director
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The deadline for the submission is 1600hrs East Africa Time on 26th August 2026.

This advert can also be accessed through <https://cssc.or.tz/>