



TANGANYIKA CHRISTIAN REFUGEE SERVICE

TERMS OF REFERENCE (TOR) FOR DEVELOPMENT OF TCRS STRATEGIC PLAN

2025-2029

1. Background

Tanganyika Christian Refugee Service (TCRS) has been a pivotal organization in providing humanitarian relief and fostering sustainable development in Tanzania for 60 years. With the current strategic plan concluding in 2024, TCRS aims to develop a new five-year strategic plan (2025-2029) that aligns with evolving national and global development agendas, enhances resilience and self-reliance for vulnerable communities, and leverages TCRS's strengths in humanitarian, empowerment and advocacy work.

2. Purpose of the Consultancy

The consultant will lead the development of a comprehensive strategic plan that builds on lessons from the 2020-2024 strategy, aligns with TCRS's, vision, mission, values, and objectives, and incorporates insights from relevant stakeholders. The strategy will include:

- a) **Programme Strategy:** Articulating TCRS's thematic focus areas, geographic priorities, and programmatic goals.
- b) **Operational Roadmap:** Identifying the operational and capacity-building needs to support programmatic objectives.

3. Scope of Work

The scope of the consultancy includes:

- a) Conduct a situational analysis covering policy, socio-economic, and environmental trends impacting TCRS's work.
- b) Facilitate consultations with key stakeholders, including TCRS Board of Trustees, staff, partners, government agencies, and beneficiaries.
- c) Formulate goal, objectives and a Theory of Change (ToC) model for TCRS's strategic framework that aligns with long-term goals.
- d) Formulate end and intermediary Outcomes
- e) Draft the Programme Strategy (12-15 pages), detailing:
 - Priority themes (e.g., Emergency support, DRR, Livelihoods, WASH).
 - Programmatic approaches and geographic focus.
 - Integration of cross-cutting issues (e.g., gender, environmental sustainability).
 - Result frame work



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- Monitoring and evaluation for accountability and learning (MEAL)
- f) Create an Operational Roadmap with clear milestones for:
 - Organizational capacity and staffing requirements.
 - Risk analysis and management strategies.
 - Financial planning to fund the strategy.
 - Increase funding base by adapting new investment opportunities

4. Deliverables

The consultant will be expected to deliver the following:

- a) Situational Analysis and Stakeholder Engagement Report.
- b) Draft Strategy Document.
- c) Draft Operational Roadmap.
- d) Finalized TCRS Strategic Plan 2025-2029.
- e) Donor-friendly summary.

5. Methodology

a. Preparation and Analysis

- Review TCRS's current strategic plan, internal reports, and the Endline 2020-2024 Strategy report.
- Conduct interviews, focus groups and workshop for a comprehensive stakeholder engagement.

b. Drafting

- Produce drafts for the Strategy and Operational Roadmap.
- Integrate findings from stakeholder consultations and situational analysis.

c. Review and Finalization

- Present drafts to TCRS leadership for feedback.
- Finalize the strategy and provide a donor-friendly summary.

6. Timeline

- The consultancy will commence in mid-November 2024, with the final deliverables due February 28th 2025.



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7. Selection criteria for consultant

The consultant should have:

- a) Proven experience in strategic planning for humanitarian or development organizations.
- b) Expertise in developing Theory of Change models and programmatic strategies.
- c) Knowledge of Tanzania's development context and TCRS's thematic areas.
- d) Strong facilitation skills for stakeholder engagement.

8. Reporting: The consultant will report to the TCRS Director and work closely with designated TCRS staff.

9. Budget: The budget will cover consultancy fees, travel, stakeholder engagement sessions, and reporting expenses.

10. Submission of details

Interested consultants are requested to submit:

- Academic qualifications
- Relevant services undertaken in the past three (3) years
- Proposed methodology
- Proposed work plan
- Report outline
- Evaluation of team composition and task assignment/roles
- Registration and other relevant statutory documents.
- A detailed Financial proposal.
- A CV and evidence of past experience in similar assignments.
- At least two references from recently clients.



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11. Deadline

Applications should be submitted by Friday 22nd November 2024. Only shortlisted candidates will be contacted for further discussions.

TCRS has the right to accept or reject the proposal and the contract canceled, in case any illegal or corrupt practices are connected with the award or the execution of the contract

Interested qualified consultants/or consultancy firms are invited to submit applications to:

The Director,

Tanganyika Christian Refugee Service (TCRS),

P.O. Box 3955,

Dar es Salaam.

Email: mail@tcrs.or.tz