

# MAMAS' HOPE ORGANIZATION FOR LEGAL ASSISTANCE (MHOLA)

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## Adv no 007-2026

### **Consultancy for evaluation of the previous Strategic Plan and development of a new Strategic Plan for MHOLA**

#### **1. Background information**

Mama's Hope Organization for Legal Assistance (MHOLA) is a non-governmental and non-profit organization registered in Tanzania. Its mandate is to empower women, children and vulnerable groups through legal aid, human rights awareness, psychosocial support, health education and community empowerment interventions.

In 2019, MHOLA developed a five-year Strategic Plan (SP) 2020–2025 to guide organizational growth, program implementation and institutional sustainability. The strategic plan focused on creating awareness on health and rights related, legal aid services provision, psychosocial support interventions and addressing the challenge of extremely poverty to the community by increasing house hold income. On and we the other hand, the issue of organizational development and sustainability was one of the priority in the SP in question.

The implementation of the strategic plan enabled MHOLA to expand program interventions, strengthen partnerships and improve institutional systems. On the other hand, effective implementation of SP also generated lessons, opportunities, challenges and emerging priorities that require systematic assessment and reflection.

In light of the completion of the previous SP period and the changing socio-economic, legal, institutional and development context, MHOLA intends to undertake a comprehensive evaluation of the previous SP and facilitate the development of a new SP 2026-2030 to guide the organization for the next strategic period. The evaluation and strategic planning process will provide MHOLA with an opportunity to:

- Assess achievements, impact and performance of the previous strategic plan
- Identify strengths, weaknesses, opportunities and threats affecting organizational performance
- Assess organizational relevance in the current context
- Review institutional systems and capacities
- Identify strategic priorities for future programming
- Develop a clear strategic direction and implementation framework for the next strategic period.

#### **2. About MHOLA**

MHOLA was established with the purpose of addressing widespread violations of women and children's rights in Tanzania, particularly in Kagera region. Since its establishment, the organization has been implementing programs focusing on legal aid, psychosocial support,

HIV/AIDS health education, gender based violence prevention, child protection, refugee rights protection, advocacy, community mobilization and institutional strengthening.

Over the years, MHOLA has worked closely with local government authorities, community leaders, civil society organizations, development partners and grassroots communities in implementing interventions aimed at improving access to justice, strengthening protection systems and enhancing the wellbeing of women, children and vulnerable populations.

MHOLA is committed to empowering communities, especially women and children, through awareness creation on legal and human rights, socio economic empowerment, health promotion and provision of legal and counseling services.

### **Vision statement**

A Healthy Society which is free from Extreme Poverty, Gender Based Violence and Discrimination.

### **Mission statement**

MHOLA is committed to Create awareness on rights and health related issues and provision of legal and psychosocial assistance to women, children and vulnerable people who have no access to that important right.

### **Main program areas**

MHOLA currently implements interventions in the following thematic areas:

1. Provision of legal aid services
2. Reducing extremely poverty in the community through supporting Income Generating Activities (IGA)
3. Promotion of Early Child Developments

### **3. Purpose of the assignment**

The purpose of this consultancy assignment is to conduct a comprehensive evaluation of the implementation and performance of MHOLA's previous strategic plan and facilitate development of a new strategic plan that will guide the organization during the next strategic period.

The consultancy is expected to generate evidence based findings, lessons learned, strategic recommendations and a practical strategic framework that responds to current and emerging development needs and organizational priorities.

### **4. Objectives of the assignment**

The overall objective of the consultancy is to evaluate the implementation of MHOLA's previous Strategic Plan and develop a new strategic plan to guide the organization during the next strategic period.

The specific objectives of the assignment are to:

1. Assess the extent to which the objectives, targets and priorities of the previous strategic plan were achieved.
2. Identify strengths, weaknesses, opportunities and threats affecting MHOLA's performance and sustainability.

3. Assess the effectiveness of MHOLA's program approaches, partnerships, coordination mechanisms and community engagement strategies.
4. Assess the continued relevance of MHOLA's vision, mission, core values and strategic direction.
5. Facilitate participatory consultations with stakeholders to identify strategic priorities for the next strategic period.

## 5. Scope of work

1. The consultant shall review relevant organizational and program documents including but not limited to: previous strategic plan, annual reports, project reports, monitoring and evaluation reports, financial reports, organizational policies and manuals, program documents, baseline and assessment reports, donor reports, organizational structure and governance documents.
2. Conduct strategic plan evaluation. The consultant shall conduct a comprehensive evaluation of the previous strategic plan.
3. Stakeholder consultations. The consultant shall conduct consultations with MHOLA board members, management and staff, beneficiaries and community members, local government authorities and other relevant stakeholders.
4. Situational and environmental analysis. The consultant shall conduct, SWOT analysis, stakeholder analysis, institutional analysis, context analysis, policy and legal environment review and analysis of emerging development issues and trends.
5. Facilitation of strategic planning workshops. The consultant shall facilitate participatory strategic planning workshops involving MHOLA stakeholders, including board members, staff, beneficiaries and partners.
6. The consultant shall also guide stakeholders in developing strategic goals and objectives, identifying key strategic interventions and prioritizing program areas for the next strategic period
7. Development of a new strategic plan. The consultant shall develop a comprehensive and results-oriented strategic plan for MHOLA to guide the organization during the next strategic period.

## 6. Evaluation criteria and guiding questions

**Relevance of the innervation.** The evaluation shall assess the extent to which MHOLA interventions responded to the actual needs and priorities of women, children and vulnerable groups.

- a) To what extent were MHOLA programs relevant to community needs?
- b) Were the interventions aligned with national policies and development priorities?
- c) Were the program strategies appropriate and responsive?
- d) Are MHOLA's vision, mission and strategic priorities still relevant?
- e) How responsive was MHOLA to emerging issues and contextual changes?

**Effectiveness.** The evaluation shall assess the extent to which the strategic objectives and expected results were achieved.

- a) To what extent were strategic objectives achieved?
- b) Which interventions were most effective and why?
- c) How effective were legal aid and rights awareness interventions?
- d) To what extent did psychosocial support programs improve wellbeing?
- e) To what extent did advocacy and community mobilization interventions contribute to change?
- f) What factors facilitated or hindered achievement of results?

**Efficiency.** The evaluation shall assess the efficiency of program implementation and utilization of resources.

- a) Were resources used efficiently to achieve intended results?
- b) Were program management systems adequate?
- c) How effective were monitoring and evaluation systems?
- d) Were implementation timelines realistic?
- e) Were partnerships and coordination mechanisms efficient?

**Impact.** The evaluation shall assess the broader and long-term effects of MHOLA interventions.

- a) What significant changes resulted from MHOLA interventions?
- b) To what extent did interventions improve women and child rights protection?
- c) Did interventions contribute to reduction of GBV?
- d) What changes occurred at community and institutional levels?
- e) What intended and unintended effects emerged?

**Sustainability.** The evaluation shall assess the likelihood of continuation of program benefits and organizational sustainability

- a) Are program results sustainable?
- b) To what extent are community structures functional and sustainable?
- c) How sustainable is MHOLA institutionally and financially?
- d) Are organizational systems adequate to support future growth?
- e) To what extent were sustainability measures integrated into interventions?

**Participation and ownership.** The evaluation shall assess stakeholder participation and ownership

- a) To what extent were stakeholders involved in program implementation?
- b) How effective was community participation?
- c) What is the level of ownership among beneficiaries?
- d) How effective were partnerships with government and other stakeholders?

**Lessons learned and best practices.** The evaluation shall identify lessons learned and best practices

- a) What are the key lessons learned?
- b) What best practices should be replicated or scaled up?
- c) What program approaches worked best?
- d) What strategic improvements are required for the future?

## 7. Methodology

The consultant is expected to propose an appropriate methodology for undertaking the assignment. The methodology should ensure participation, inclusiveness, transparency and evidence based analysis. The methodology may include: desk review, key informant interviews, focus group discussions, stakeholder consultations and field visits.

## 8. Expected deliverables

1. Draft evaluation report. The draft evaluation report shall present comprehensive findings from the assessment of the previous strategic plan implementation. The report shall provide detailed analysis of program performance, organizational achievements, effectiveness of interventions, institutional capacity, challenges encountered and factors that influenced implementation.
2. Draft strategic plan the draft. Strategic plan shall provide a comprehensive strategic framework that will guide MHOLA during the next strategic period.
3. Final evaluation report. The consultant shall submit a final evaluation report incorporating stakeholder comments.
4. Final strategic plan. The consultant shall submit the new Strategic plan (2026-2030) and its implementation budget incorporating all agreed comments and revisions.

## 9. Duration of the assignment

The assignment is expected to be completed within a period of thirty (25) working days from the date of contract signing.

## 10. Tentative work schedule

Activity	Number of days
Briefing on the strategic planning process and deliberating with MHOLA management and on the TOR and harmonizing expectations:	2
Reviewing of the relevant internal MHOLA documents, national policies, initiatives:	5
Conducting Primary and secondary data collection using mixed methods, i.e. desktop research, interviews and visits:	5
Conducting Data management, Analysis and reporting writing 1st draft	4
Dissemination and submission of the report to the Board and Management staff and selected other key stakeholders:	1
Development of the a new SP (Pre-planning and planning processes) setting the strategic direction of MHOLA and determining implementation plan and budget:	5
Presenting the Final draft to the Board members and MHOLA Staff for validation and approval	2
Printing the final version of SP and Its budget	1
Total	25 days

## 11. Reporting arrangements

The consultant shall report directly to the executive director of MHOLA. The consultant shall work closely with MHOLA management, staff and designated focal persons throughout the assignment. All reports and deliverables shall be submitted to MHOLA for review and approval.

### **13. Responsibilities of parts**

MHOLA shall:

- Provide relevant organizational and program documents
- Facilitate access to stakeholders and beneficiaries
- Coordinate meetings and workshops
- Provide logistical support where necessary
- Review reports and provide feedback
- Facilitate communication with relevant stakeholders
- Effect payment costs of the work/assignment

The consultant shall:

- Conduct the assignment professionally and independently
- Ensure confidentiality of information
- Use appropriate and participatory methodologies
- Deliver high quality outputs within agreed timelines
- Facilitate inclusive stakeholder engagement
- Incorporate stakeholder feedback into final deliverables.

### **13. Available Budget and payment plan**

The total available budget for the exercise is up Tsh 13,500.000 inclusive of all costs relating to the assignment like consultant fees, traveling cost, DSA (accommodation and food) and stationary.

Payment of the fee will be made in two installments:

- 50% at signing of the contract
- 50% after submission of final report

### **14. Qualifications and experience of the consultant**

The consultant should possess the following qualifications:

- At least master degree in development studies, strategic management, organizational development, public administration, social sciences, monitoring and evaluation or related fields.
- At least five years of demonstrated experience in strategic planning and organizational development;
- Proven experience in conducting organizational and program evaluations
- Experience working with NGOs, civil society organizations and development programs
- Strong understanding of gender, human rights, governance and community development issues.
- Excellent analytical and report writing skills
- Ability to synthesize complex information and Strong facilitation and communication skills

## 15. Proposal submission requirements

Interested consultant should submit:

1. Technical proposal including
2. Financial proposal including
3. Company or consultant profile.
4. Curriculum vitae (CVs) of key personnel.
5. Samples of previous similar assignments.
6. At least three professional references.

## 16. Ethical considerations

The consultant shall:

- Ensure confidentiality and privacy of respondents
- Obtain informed consent during interviews and discussions
- Ensure non-discrimination and inclusiveness
- Respect organizational policies and procedures
- Maintain professionalism and integrity throughout the assignment.

## 17. Ownership of documents

All reports, tools, data and documents produced under this assignment shall remain the property of MHOLA. The consultant shall not publish or share any information obtained during the assignment without prior written authorization from MHOLA.

## 18. Expected outputs of the assignment

At the end of the assignment, MHOLA is expected to have:

1. A comprehensive evaluation report of the previous strategic plan
2. Clear findings, lessons learned and strategic recommendations
3. A well-defined organizational strategic direction
4. A comprehensive and practical New Strategic Plan
5. A strengthened implementation and monitoring framework

## 19. Submission of applications

Interested consultants or consulting firms should submit their technical and financial proposals electronically to: [info@mhola.or.tz](mailto:info@mhola.or.tz) Copy to [s.malauri@mhola.org](mailto:s.malauri@mhola.org) and [t.bujiku@mhola.org](mailto:t.bujiku@mhola.org)

The subject line should read: "**Consultancy for Evaluation of Strategic Plan and Development of new Strategic Plan for MHOLA.**"

Deadline for submission: 5<sup>th</sup> June 2026 at 5.00pm

Only shortlisted candidates will be contacted.

**BY Managements**