

OPEN MIND TANZANIA (OMT)

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**Terms of Reference to Review OMT Policies and Strategic Plan to
Re-Align with the Current and Future Needs of the Organization -
Extended**

1.0. Background

Open Mind Tanzania (OMT) is non-political, nonprofit, and non-religious and service oriented organization. It was first registered by the Ministry of Home Affairs in 2006 with certificate number *SO. 15518*, under the Socialites Act *CAP 337 R.E. 2002*. In 2016, the organization changed its legal status and was reregistered as a Non-Governmental Organization (NGO) under the NGO Act.24, 2002 with a certificate of compliance and registration number 00NGO/0008896.

Over the last 14 years of its existence, OMT has undertaken several reforms and reviews of its internal and external operational systems and policies to align itself to the ongoing socio-economic needs, and position itself as a competence organization that could deliver value-added services to beneficiaries. Up until 2013, Open Mind Tanzania became one of the partners under Youth Employment Initiative in Dar es Salaam (YEID) and so, OMT had to undergo internal capacity building under the guidance of FIC. Among the necessary internal reforms and capabilities development for OMT, since 2013 include development of internal policies and guidelines to meet present and future organizational needs.

In line with YEID programme, OMT has implemented a number of projects under phases I and II over the years 2014 to 2019. Now, implementing phase 3, in which most of its operational activities are undertaken online. Along with the above, since 2015, the government of Tanzania has enacted a number of Laws, national policies and institutional reforms that necessitated NGOs compliance and re-positioning of activities. These include national youth priority development focal areas such as youth in agribusiness, interest free loan under Local Government Administration, etc. However, for the years under YEID implementation, a number of institutional capacity GAPS for OMT were identified;

especially under the “*Organizational Capacity Assessment*” report of 2017. Those worthy attention, include unaligned policies, mission and vision in the organization, etc. Majority of OMT’s policies were developed in 2013. With the ongoing national reforms, some of the policy sections are obsolete; OMT has to comply and re-align itself internally and externally. As a result, there is urgent need to review its policies and operational guidelines.

2.0. Main Objective/ scope of work

The main objective of this assignment is to review some of OMT policies and operational guidelines, including sections of the Strategic Plan. This will go along with either merging some of the policies or eliminating some of obsolete sections in the policies, collecting inputs, opinion and ideas from OMT stakeholders, analyzing recommendations and suggestions from previous reports such OCA report 2017, Dar Entrepreneurship Forum 2019, internal stakeholders’ meeting reports and review some of the National Policies so as to re-align OMT policies and activities within the current national institutional frameworks.

2.1. Specific Objectives:

The essence of this assignment is to review some of the following OMT policies so as to be aligned with the current and future operational needs of the organization. The following key inputs will guide the consultant in the reviews:

- The Government focus on youth development has changed. The priority focus is now on agribusiness and small industries development.
- The National socio-economic situation of Tanzania has undergone several reforms. Thus, a lot has changed and needs to be re-aligned.
- The OMT’s Strategic Plan (SP) is half implemented. Thus, it needs review. Also, there are OMT stakeholders’ opinions and recommendations which were given after the SP was already in implementation. They need to be incorporated in the reviews
- OMT registration status has changed from Societies Ordinance in which it was formerly registered under Associations to NGO Act in 2017. Thus, OMT is operating as full NGO.
- Key operating Costs in most OMT policies are outdated. Majority of the policies were developed in 2013; the cost of US Dollar against TZS was 1:1500. Now it is 1:2300.
- To analyze the key recommendations by OCA report and fit them within OMT policies and current operational frameworks.
- To analyze and incorporate the recommendations made on the YEID Baseline survey 2017 into different OMT policies.
- To analyze overlapping policies and advice on areas for either merging or eliminating some of the sections. For example, the Financial Manual and Procurement Guide, etc.

- The Civic space of NGOs operations in Tanzania has been adjusted over the last 5 years.
- OMT's capacity to manage project has changed from TZS 10 million in 2013 to TZS 100 mil by 2020.

2.2. Timeframe

- This assignment is aimed to be completed within 30 days from the date of signing of contract.
- The Contract shall be read in conjunction with these Terms of Reference.

2.3. Reporting

The consultancy will work closely with OMT management and the Secretariat. All reports and communications should be directed to the OMT General Secretary: lilianjohn33@yahoo.com and a copy to Executive Director: dendunguru@yahoo.co.uk.

2.4. Deliverables

- The consultant will have to provide first draft of written report consistent with the TORs (reviewed policies) including areas of recommendations and options, summarizing the feedback (either in main report or as an annex), containing full observations and general and specific recommendations on the policies.
- Final reports: based on selected 5 policies under review (Financial Manual, Procurement Guidelines, Organizational Description, Organizational Structure and Strategic Plan).

3.0. Individual Consultant Qualifications

The Consultant should be a holder of Master degree in Management, Human Resource Management, Law, Public Administration, Business Management or any other relevant qualifications. Experience in operating with NGOs, youth employment projects and carrying out organizational management reviews is essential. Consultant should have experience and knowledge of Tanzania youth policies and operational context in the areas of youth development. References for previous similar work are essential. Strong experience in youth employment and entrepreneurship skills is a must.

HOW TO APPLY: - Extended

Interested consultant (s) and or organization (s) should send their expression of interest with a detailed execution plan and budget, CV and relevant attachments, demonstrating ability, readiness and experience towards this assignment for consideration by the business closure of 25th August, 2020 to: Coordinator: dendunguru@yahoo.co.uk and General Secretary: lilianjohn33@yahoo.com

Note: Only electronic submission will be accepted.

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ANNEXES:

i. Formal policies and their implementation

The assessment team identified different documents which exist to guide the day-to-day operations. A total of 14 policy and strategic documents were identified and reviewed. The documents are identified in text box 1.

Text Box: OMT Policy and Strategic Documents

- i. The Constitution of OMT (Founding & Revised Versions)
- ii. HR Policy and Procedure Manual
- iii. Financial Policy
- iv. Guidelines for Communication, Documentation and Networking
- v. Resource Mobilization Plan
- vi. Resource Mobilization Strategy
- vii. Gender Code Declaration
- viii. Employment Curriculum – TOT
- ix. Activities Schedule for Tackling Employment Issues
- x. Financial Manual
- xi. Procurement Guide
- xii. OMT Partners & Donors Directory
- xiii. M & E System
- xiv. Organization Structure

ii. Observations from Previous Assessments eg. OCA

The existing documents offer a good starting point for enhancing compliance and controlling the day-to-day operations to ensure efficiency, objectivity, and consistency. Some of the documents were comprehensive and provide clear and detailed guidelines. These include the constitution, HR policy and procedure manual, financial policy, and the financial procedures manuals. On the other hand, some were found to be patchy and lacking details while some were overlapping or replicating what is already covered by other policy documents. Table 2 summarizes the status of the documents based on the assessment and the proposed action for each of the documents.

Status of the policy and strategic documents in place

Document	Description	Recommended
i. The Constitution of OMT (Founding & Revised Versions)	Relevant, comprehensive, self sufficient	None
ii. Human Resources Policy and Procedure Manual (HRPPM).	Relevant, comprehensive, self-sufficient. Not effectively implemented	None
iii. Financial Policy	Relevant and comprehensive, but does not provide details for operationalization of the policies. Not effectively implemented	Merge with financial manual
iv. Guidelines for	Relevant, but lacks sufficient information and	Develop and detail

Communication, Documentation and Networking	details. Not effectively implemented. Needs to have details on external communication and the distinction between an official and personal communication.	
v. Resource Mobilization Plan	Relevant, but is not comprehensive. It also lacks some details	Be merged with the resource mobilization strategy (5 years)
vi. Resource Mobilization Strategy	Relevant, but sounds like a one-year plan instead of a strategy. It should be revised to show how the resources should be mobilized and who should be responsible, what techniques should be used to mobilize resources. Should be aligned with the strategic plan	Needs to be revised. Mobilization plan to be modified every year
vii. Gender Code Declaration	Relevant, but it is not a comprehensive policy. It needs to be carefully revised. There were questions to whether it is being implemented.	To develop as part of the general code of conduct
viii. OMT profile	This document is relevant and important, but it has outdated and redundant information	Be rewritten, merge with the organization structure
ix. Activities Schedule for Tackling Employment Issues	This document is also redundant. It is not a strategic or policy document. It could be merged with the M&E policies and procedures/guidelines	Merge with the M&E guidelines- Update often
x. Financial Manual	It is relevant and comprehensive. The financial procedure manual is very important, but there were some concerns that some of the procedures are rarely followed.	Merge with the financial policy into a policy and procedure manual.
xi. Procurement Guide	The procurement guide is relevant, but does not provide a comprehensive set of rules and principles to be followed in making procurement. It needs to be aligned with the financial policies and extended into a comprehensive procurement policy and procedure manual.	To be extended in line with the financial policies and procedures.
xii. OMT Partners & Donors Directory	This is not an independent policy or Strategic document. It should be part of the resource mobilization strategy and plan	Merge with resource mobilization strategy
xiii. M & E System	The M&E system is relevant (or policies). However, needs to be fine-tuned with other OMT policies. It currently reads like a project specific guideline and not an organization's policy. Implementation is still ineffective.	To revise in line with the organization structure and effectively implement.
xiv. Organization Structure	This is not a policy or strategic document on its own. It has to be part of all the documents. Redundant. The structure needs to be reorganized as the operations have grown and become complex.	Merge with the profile –update often. To be revised as soon as possible.

iii. Policies currently not in place

Following the review of the documents identified in subsection 3.2.3, the team realized that some of the documents did not either qualify to stand on their own as policies or they had critical deficiencies, which make them of little use. The existence of these documents as 'policies' was identified as a potential shortfall since they could be referred to in their generality, but their content and substance could not help the organization implement the desired intentions. The team, therefore, identifies the key policies and guidelines that need to be fully developed within the next five years to strengthen and enhance the institutional capacity of OMT.

- i. Organizational ethics and code of conduct
- ii. Membership, leadership, and succession policy
- iii. Communication, information, and documentation policy
- iv. Creative works, innovation and intellectual property policy
- v. Volunteering and hosting policy
- vi. Partnership and collaborative engagement policy
- vii. Property and assets management policy
- viii. Gender policy
- ix. Computer policy

The consultant and the team recommends that a detailed review of the present policies should be done to avoid repetition, overlaps, and contradiction within the existing policies. These policies may also be integrated through the revision of the already existing policies.