



Terms of Reference for an Organisational Development Consultant: Mwambao Coastal Community Network September 2026

1. Background and Context

Mwambao Coastal Community Network was established in 2010 to help communities in Tanzania's coastal areas develop strong and effective local resource management systems and governance institutions that support livelihoods and sustain marine ecosystems. From a founding team of two part-time employees and a small start-up grant, Mwambao has grown into a leading actor in community-led marine conservation in Tanzania, with a substantial full-time team and established offices in Unguja and Pemba (Zanzibar), and Tanga and Pangani (mainland Tanzania).

This growth in staff numbers, geographic spread, funding partnerships, and the diversity of programmes and approaches — has brought both opportunity and strain. Structures, systems, and ways of working that served a small founding team are being tested by the demands of a larger, multi-site organisation with an increasingly complex portfolio.

Mwambao is now embarking on the development of its next organisational strategy, building on its current 2023–2027 Strategic Plan. The Board and Senior Management Team (SMT) recognise that a new strategy can only succeed if the organisation itself is ready to deliver it: if its people, teams, systems, culture, and leadership are aligned with, and capable of, the ambitions the strategy will set out.

2. Purpose of the Consultancy

Mwambao is seeking an organisational coach and development consultant to support and help ready us as an organisation as we develop and launch our new strategy. The coach-advisor will liaise with our strategy development team as they review and develop our new strategy, in carrying out an organisational readiness assessment. They will make recommendations for enhancing how Mwambao works together as an organisation — in terms of competencies, teams, systems, performance, communications, management and leadership. They will work with our senior management team to review and enhance our culture, as the foundation of Mwambao. Thereafter, with ongoing agreement, they may provide coaching and other organisational development support for the organisation.

3. Objectives

The specific objectives of this consultancy are to:

1. Observe the strategy development process while assessing Mwambao's organisational readiness to launch and implement the new strategy, identifying strengths to build on and gaps to address.
2. Provide evidence-based, prioritised, and practical recommendations to strengthen organisational competencies, team functioning, systems and processes, performance management, internal communications, Internal policies, and management and leadership capability for improving accountability, compliance and the organisation's ability to mobilize and manage resources effectively.
3. Recommend organisational systems necessary to manage and adapt to internal programmatic changes and changes created by external factors.
4. Support the Senior Management Team to review, articulate, and actively strengthen Mwambao's organisational culture, ensuring it remains the foundation of the organisation as it grows and changes.
5. Identify ongoing coaching needs and organisational development support to the SMT, and where agreed, to other staff and teams, through the strategy development and launch period and beyond.

4. Scope of Work

The consultancy will be delivered in three overlapping phases, with the option of a further coaching phase (to be mutually agreed). The phasing below is indicative; the consultant is invited to propose refinements in their technical proposal.

Phase 1: Inception and Organisational Readiness Assessment (Months 1–4)

- Hold inception meetings with the CEO, SMT, and the strategy development team to agree on the approach, work plan, expectations, communications arrangements, deliverables, target groups and ways of working, and prepare an inception report (month 1).
- Liaise closely with the strategy development team so that the readiness assessment informs, and is informed by, the strategy review and development process. Attend a strategic planning workshop (month 4) and define special skills that might be required by any change in strategic approach.
- Review key documents, including the current Strategic Plan, organisational structure, HR policies and manuals, board and management reports, staff surveys, hiring policies and relevant evaluations.
- Conduct a participatory organisational readiness assessment, using a mix of methods such as:
 - confidential one-to-one interviews and focus group discussions with staff at all levels and across all offices (Unguja, Pemba, Tanga, Pangani);

- interviews with Board members and, where appropriate, selected external partners;
- a structured staff survey;
- observation of key organisational routines (e.g. SMT meetings, cross-office coordination meetings).
- The assessment should examine in a prioritised manner: Organisational structure and role clarity; staff competencies and capability gaps; team effectiveness within and across offices; management and leadership practices; systems and processes (including HR, finance, planning, and M&E); performance management and accountability; internal communication and information flow; organisational culture and values in practice; and staff wellbeing, motivation, and retention, relationship with other NGOs, community, donors and governments. Note that Mwambao and MCCC Ltd. are sister organisations operating in different government environments (Tanzania mainland and Zanzibar) under the 'Mwambao' umbrella, raising both opportunities and challenges.
- Consult with a range of Mwambao partners either individually or via a questionnaire or similar approach
- Produce and present an Organisational Readiness Assessment report with clear findings and prioritised, actionable recommendations, and facilitate a validation and sense-making session with the SMT and strategy development team.

Phase 2: Recommendations and Action Planning (Month 5)

- Working with the SMT, translate the assessment findings into a prioritised Organisational Development (OD) Action Plan, sequenced to align with the strategy development timeline and launch.
- Advise on 'quick wins' versus longer-term structural changes, and on what should be in place before the new strategy is launched.
- Support the SMT to communicate the findings and plan to staff in a way that builds trust, transparency, and engagement.

Phase 3: Culture and Leadership Work with the Senior Management Team (Months 6)

- Facilitate a structured process with the SMT to review and enhance Mwambao's organisational culture, including:
 - surfacing the lived culture as experienced across offices and levels of the organisation;
 - revisiting Mwambao's values (keeping promises, pioneering change, equity and equality, empowerment, stewardship) and how they are embodied in everyday behaviour, decisions, and systems;
 - identifying aspects of culture to protect and strengthen, and aspects that need to evolve as the organisation grows;

- agreeing concrete commitments and practices through which the SMT will model and embed the desired culture.
- Provide a team coaching plan to the SMT to strengthen its collective functioning, decision-making, and role as the custodian of Mwambao's culture. Prepare 6-18 months staff coaching plan including methodology and staff department, key developments needed, time frame and expected outputs and present back to SMT.
- Review the organizational organogram that will facilitate accountability, the smooth flow of communication, compliance, etc., as well as the structure that will respond to current and future needs, such as re-granting opportunities, etc.

Phase 4 (potential): Organisational Development Support (Months 7–18, by ongoing agreement - no detail required in proposal)

- *Provide individual leadership coaching to SMT members and other agreed staff.*
- *Provide team coaching and facilitation support for key organisational moments (e.g. strategy launch, staff retreats, cross-office learning events).*
- *Advise on the implementation of the OD Action Plan, including support to the design or strengthening of specific systems (e.g. performance management, internal communications, staff development).*
- *Conduct periodic light-touch reviews of progress (e.g. at 12 and 18 months) and adjust support accordingly.*
- *Support the organisation to build internal OD capacity so that dependence on external support reduces over time.*

5. Approach and Working Principles

The consultant is expected to work in a way that is consistent with Mwambao's values and community-based ethos. Specifically, we expect:

- **A participatory and strengths-based approach** that engages staff as active contributors, not subjects of study.
- **Cultural sensitivity** — fluency in the Tanzanian and Swahili coastal organisational context, with work conducted in English and Kiswahili as appropriate.
- **Confidentiality and psychological safety** — clear protocols so that individuals can speak honestly without fear of retribution or repercussion.
- **A systems perspective** — attending to how structure, behaviour, relationships, and culture interact, rather than treating issues in isolation.
- **Practicality** — recommendations that are realistic for a growing, donor-funded NGO, and sequenced to what the organisation can absorb.
- **Capacity transfer** — deliberate efforts to build the skills of Mwambao staff and leave behind tools the organisation can continue to use.

6. Deliverables

#	Deliverable	Indicative timing
1	Inception report, including detailed methodology and workplan	End of Month 1
2	Organisational Readiness Assessment report	End of Month 4
3	Validation session with SMT and strategy development team	Month 4
4	Prioritised Organisational Development Action Plan	End of Month 5
5	Culture review and enhancement framework, co-developed with the SMT	Month 6
6	SMT team coaching plan and individual coaching sessions	Months 6
7	End-of-engagement report, including tools handed over and recommendations for sustaining the work	Month 6

All reports will be submitted in English in electronic format. Deliverables will be reviewed and approved by the CEO (or designate) before payment of linked instalments.

7. Duration, Level of Effort, and Location

- The initial contract will cover **Phases 1–3 (approximately 6 months)**, with an estimated level of effort of **40 days**. *Phase 4 will be agreed separately based on progress and mutual agreement, with a possible additional 30 days over the following 12 months.*
- The work will require a combination of **on-site presence** at Mwambao's offices (Unguja, Pemba, Tanga, and Pangani) and **remote work**. The consultant should propose an appropriate balance; in-person presence is expected for the assessment fieldwork, SMT culture work, and key facilitation moments.
- Mwambao office will be responsible for travel and accommodation arrangements, to be agreed as part of the implementation plan.

8. Reporting and Management

- The consultant will jointly report to the **Chief Executive Officer** and **Chief Technical Advisor**.
- A small internal reference group (including SMT representation and a member of the strategy development team) will be established to liaise with the consultant and review deliverables.
- Regular check-in meetings (at least monthly during Phases 1–3) will be held to review progress, surface emerging issues, and adjust plans as needed.

9. Qualifications and Experience of the Consultant

The successful consultant (or consulting team) will demonstrate:

Essential

- An advanced degree in organisational development, organisational psychology, human resources, management, or a related field, or equivalent professional experience.
- At least **8–10 years' experience** in organisational development, organisational assessment, and change management, with a strong track record of similar assignments.
- Demonstrated experience conducting organisational readiness or capacity assessments using participatory, mixed-method approaches.
- Recognised coaching training and/or credentials, with substantial experience coaching senior leaders and leadership teams.
- Experience working with NGOs or civil society organisations, ideally in East Africa; understanding of the donor-funded NGO operating environment.
- Strong facilitation skills, including experience of culture and values work with senior teams.
- Excellent written and spoken English; working knowledge of Kiswahili is a strong advantage.
- High levels of integrity, discretion, and intercultural sensitivity.

Desirable

- Experience supporting organisations through strategy development and strategy launch processes.
- Familiarity with community-based natural resource management or conservation organisations.
- Experience building internal OD/HR capacity within growing organisations.

10. Proposal Submission Requirements

Interested consultants should submit:

1. **A technical proposal** (maximum [10] pages) setting out:
 - understanding of the assignment and its context;
 - proposed methodology and workplan for Phases 1–3, and an indicative approach to Phase 4;
 - the proposed balance of on-site and remote work;
 - relevant experience, with at least two examples of comparable assignments;
 - CV(s) of the consultant(s) who will undertake the work;

- contact details for **two professional referees**.
- 2. **A financial proposal** detailing daily professional fees, number of days per phase and projected needs for travel and accommodation, quoted in [USD/TZS].

11. Evaluation Criteria

Proposals will be evaluated against the following criteria:

Criterion	Weighting
Understanding of the assignment and quality of proposed methodology	30%
Relevant experience of the consultant(s), including coaching and OD track record	30%
Experience with comparable organisations and contexts (NGO, East Africa)	20%
Value for money	20%

Shortlisted candidates will be invited to an interview (in person or online) before final selection.

12. Confidentiality and Ethics

The consultant will be privy to sensitive personal and organisational information. They will be required to sign a confidentiality agreement, to store all data securely, and to ensure that no individual's contributions are attributed without their explicit consent. The consultant will declare any actual or potential conflicts of interest. All materials, notes, and reports produced under this assignment remain the property of Mwambao.

13. Payment Terms and Costs

Payment will be made in instalments linked to approved deliverables, indicatively:

- 20% on approval of the inception report;
- 30% on approval of the Organisational Readiness Assessment report;
- 20% on approval of the OD Action Plan;
- 30% on completion of Phase 3 deliverables.

Phase 4 payment terms will be agreed upon at the point of contracting that phase if appropriate.



Other costs such as economy level air travel, business visa (in case of external consultants) will be reimbursed by Mwambao directly. Local travel and overnight expenses will be reimbursed as per Mwambao policy.

NOTE: 15% with-holding tax (WHT) will be subtracted from the overseas consultant fees and 5% WHT for National Consultants. This is in line with Tanzania government regulations

14. How to Apply

Proposals should be submitted using this [link](#) no later than 30th September 2026, 18.00hrs EAT. The start date for the assignment is planned for 14th October 2026.

For any enquiries, please contact Juma Mohamed: juma.mohamed@mwambao.or.tz.

Mwambao reserves the right to accept or reject any proposal, and to annul the selection process at any time prior to contract award, without incurring any liability. Only shortlisted candidates will be contacted.