



Consultancy to Lead Strategic Planning Process (2028–2032) For Mwambao Coastal Community Network Tanzania

1. Background

Mwambao Coastal Community Network Tanzania (Mwambao) works to support healthy Tanzanian coastal and marine ecosystems where coastal communities are recognized as capable and effective resource managers with equitable benefits from their resources.

Mwambao's vision is:

Healthy Tanzanian coastal and marine ecosystems where coastal communities are recognized as capable and effective resource managers with equitable benefits from their resources.

Mwambao's mission is:

To facilitate coastal communities in Tanzania to maintain healthy marine ecosystems and practise diversified livelihoods through actively and responsibly participating in the sustainable co-management of their marine resources.

Mwambao works from the principle that sustainable coastal and marine resource management is only achievable when communities have meaningful resource access rights, management responsibilities, and the capacity to govern resources effectively.

Mwambao operates in northern Tanzania and Zanzibar (Unguja and Pemba), working with small-scale fishing communities. The organization currently supports approximately 103 communities and has a staff team of 80 people.

Central to Mwambao's work is strengthening community-based marine governance institutions. Mwambao supports communities in establishing practices to effectively and efficiently manage fisheries and coastal ecosystems and improve local marine governance.

Mwambao's current strategic approach is built around five strategic objectives

- Improved marine and coastal resource governance and ecosystem condition at the local level
- Promote improved local livelihoods through sustainable enterprises
- Supportive policy, legal, and business environments for inclusive conservation
- Community networks established that promote knowledge sharing, advocacy, and inclusion of diverse stakeholder groups
- Supportive Legislation and Policy



As Mwambao enters its next phase of organizational development, it seeks support to undertake an inclusive strategic planning process that will result in a five-year strategic plan (2028–2032), supported by a clear Theory of Change, science-based Monitoring, Evaluation and Learning (MEL) framework, organizational capacity assessment, and realistic strategic implementation pathways.

2. Purpose of Consultancy

Mwambao seeks an experienced strategic planning consultant/facilitator to lead an inclusive six-month strategic planning process resulting in a five-year Strategic Plan (2028–2032).

The purpose of the consultancy is to support Mwambao to critically reflect on its current approach, define strategic priorities for the next phase of organizational development, with a practical strategy that strengthens existing and defines new transformative approaches, with the goal of healthy ecosystems, empowered communities, and sustainable livelihoods.

The process will ensure alignment between:

- Mwambao’s vision, mission, and values;
- Existing programmes and approaches;
- Community-based marine governance priorities;
- Evidence and learning generated through Mwambao’s MEL systems;
- Future organizational ambitions and strategic choices.
- Opportunities that have arisen through new unrestricted funding

Packages to support major components of the work to be accomplished during this consultancy are described in the scope of work below, however the consultant is free to suggest additional components that will help the team to think “outside the box” to achieve objectives.

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.

3. Scope of Work

3.1. Project Inception

The consultant will participate in a project Inception Meeting with Mwambao’s Senior Management Team (SMT).

The inception meeting will, among others:

- i. Establish reporting and communication lines with identified Mwambao staff;
- ii. Review the consultant’s proposed process and methodology and timelines;



- iii. Agree on target groups for all stages of the strategic planning process.
- iv. Ensure alignment with the concurrent organisation development consultancy that will take place over the same time period.

The consultant will then produce a detailed **Inception Report** based on the deliberations and outcomes of the Inception Meeting.

3.2. Internal Reflection

The consultant will facilitate an internal organizational reflection process that focuses on what has been done, what has been achieved, and what Mwambao has fallen short on. The process will include a critical analysis of what were the enablers for success, and what were the causes for challenges and failures.

The internal reflection process must promote transparency, inclusivity, and the ability to be self-critical. As part of the reflection process, the consultant will incorporate outcomes of a 2-day leadership (SMT) retreat which set the foundation for internal reflection and visioning.

The consultant will facilitate the process with Mwambao staff, employing appropriate methods such as focus-group discussions, interviews and workshops.

Output:

- Internal Reflection report including methodology, findings, and recommendations.

3.3. Situational Analysis

The consultant will conduct a situational analysis process that focuses on the state of coastal and marine resources in Tanzania Mainland and Zanzibar, existing policy and regulatory frameworks, community involvement in marine resources management, and progress and gaps.

Secondly, the consultant will provide a regional and global context for community-led marine resources management, referencing regional policies, strategies, and commitments. The consultant will also place community-led marine resources on a global context, mapping out global conventions and commitments that may inform local action.

The consultant will then juxtapose the national, regional and global contexts against Mwambao's organizational practices, assessing how such external factors inform Mwambao's ability to succeed in its mission, by conducting a SWOT analysis focusing on:

- Mwambao's strengths and unique selling point now and into the future;
- Areas where improvements could be made, identifying the barriers to success;



- External threats that Mwambao has been exposed to, and how changes and trends create risks to Mwambao's work
- External factors (changes and trends) that may create opportunities for Mwambao's work and growth.

The consultant will conduct the situational analysis by engaging Mwambao's staff, board of directors, and key external stakeholders (including donor partners, government, and community representatives). The consultant may also propose other tools such as producing a Community Co-management Status Matrix.

Output:

- A comprehensive Situational Analysis Report

3.4. Vision, Mission and Goals

The consultant will facilitate a process to revise and update Mwambao's Vision, Mission and Goals, drawing from the outcomes of the Internal Reflection and Situational Analysis processes.

The process will ensure wide consultation with Mwambao staff and board of directors, and will promote inclusive participation.

Vision

The Vision will define the environment Mwambao wants to create in the context of community-led marine resources management. The Vision will acknowledge the role of external factors and stakeholders in bringing the Vision to reality.

Mission

The mission calls into action the Vision of Mwambao, and must set out clear and realistic outcomes, by considering, but not limited to:

- Who or what are the beneficiaries of Mwambao's work?
- What actions are necessary to support the identified beneficiaries?
- What are the desired outcomes of our work?
- What is the geographical scope of our work?

Goals

The Goals will focus and expand on the desired outcomes of Mwambao's work, and will set steps towards achieving the identified Mission.

The Goals will describe what success looks like and what tangible results to be achieved within a defined period.



Output

- Well defined Vision, Mission and Goals

3.5. Theory of Change

The consultant will facilitate a process to identify local and national needs to be attended to by Mwambao, leading to the development of a set of thematic programmes to respond to such local and national needs, by:

- 1) Facilitating the development of a revised **Theory of Change**, that articulates:
 - How Mwambao's interventions contribute to sustainable marine resource management;
 - The pathways connecting:
 - Strong community institutions;
 - Improved marine governance;
 - Sustainable resource use;
 - Community benefits;
 - Ecosystem outcomes;
 - Mechanisms of sustaining conservation and social change beyond projects
 - Key assumptions, risks, and external factors.

The process should integrate:

- Scientific evidence;
 - Community knowledge;
 - Lessons learned from Mwambao's programmes;
 - Existing MEL learning.
- 2) Revise and/or develop new thematic pillars to guide Mwambao's work
 - 3) Set realistic objectives and targets specifically with the input of the MEL team.

Output:

- Mwambao updated Theory of Change, thematic pillars, objectives and targets.

3.6. Value Proposition

The consultant will facilitate Mwambao's identification of our Unique Selling Point (USP), which will describe Mwambao's unique role and advantages as a local NGO working in community-led marine resources management. The process will involve an honest reflection on what makes Mwambao stand out, and how our USP can ensure Mwambao achieves the greatest impact into the future.

It is expected that this process will draw from stakeholders' and partners' experience and perception of Mwambao, enriching the process of developing a Value Proposition.



Output

- A defined USP and Value Proposition

3.7 Strategic Execution Scenarios

The consultant will facilitate development of two to three strategic execution scenarios for Mwambao's leadership review.

Each scenario should explore trade-offs related to:

- Geographic scale;
- Depth of engagement;
- Organizational ambition;
- Resource requirements;
- Partnerships;
- Risk;
- Regranting;
- Expected outcomes.

The scenarios should support informed decision-making by Mwambao leadership and stakeholders.

Output:

- Strategic Execution Scenarios Paper

3.7. Drafting of Mwambao Strategic Plan 2028–2032

Based on the results of the steps completed above, the consultant will develop the content for a visually engaging brochure-style document suitable for:

- Communities;
- Government partners;
- Donors;
- Conservation partners;
- Internal teams.

The Strategic Plan should include, among others:

- Vision, mission and goals;
- Strategic priorities;
- Theory of Change;
- Thematic Areas
- Strategic outcomes;



- Programme approach and objectives;
- Implementation considerations;
- Strategic choices and priorities.

With guidance from Mwambao, the consultant will share the Draft Strategic Plan with agreed stakeholders for review, such as select government officials, funding and strategic partners, and community representatives. Feedback will be consolidated into a pre-final document which will be reviewed by Mwambao and identified strategic partners.

The consultant will produce a Final Strategic Plan and submit it to Mwambao.

Output:

- Final five-year Strategic Plan content

4. Deliverables

No.	Description	Indicative Timeframe
1.	Inception Report	Month 1: One week after Inception Meeting
2.	Internal Reflection Report	Month 2
3.	Situational Analysis Report	Month 2
4. *	Vision, Mission, and Goals	Month 4
5. *	Theory of Change	Month 4
6. *	Value Proposition	Month 4
7. *	Strategic Execution Scenario Paper	Month 4
8.	Draft Strategic Plan 2028-2032	Month 5
9.	Final Strategic Plan 2028-2032	Month 6

* It is envisaged that 4, 5, 6 and 7 will be addressed together with the team during a one-week workshop to be held in month 4.

5. Duration, Level of Effort, and Location

The consultancy is expected to occur over approximately **six months**, with an estimated level of effort of **60 days**.

- 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 consultations, SMT workshops, staff consultations, and key facilitation moments.

- Mwambao office will be responsible for travel and accommodation arrangements, to be agreed as part of the implementation plan. Travel and accommodation budget to be included in the Financial Proposal.

6. 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) will be held to review progress, surface emerging issues, and adjust plans as needed.

7. Consultant Profile

The consultant/team should demonstrate:

Required experience:

- Leading strategic planning processes for conservation, development, or community-based organizations;
- Strong facilitation skills;
- Experience with participatory approaches;
- Experience developing Theory of Change frameworks;
- Experience supporting organizations to make strategic choices and manage trade-offs;
- Understanding of conservation, fisheries, coastal governance, or community-based natural resource management.

Desirable:

- Experience in East Africa;
- Experience working with small-scale fisheries or coastal communities;
- Experience working with organizations of similar scale and complexity.

6. 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 a period covering eight months;
 - 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].
 3. At least one written document resulting from past work processes

7. 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) and track record of developing NGO strategic plans	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.

8. 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.



9. Fees and Other Costs

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

No.	Description	Payment
1.	Inception Report	10%
2.	Internal Reflection Report	20%
3.	Situational Analysis Report	30%
4.	Vision, Mission, and Goals	
5.	Theory of Change	
6.	Value Proposition	
7.	Strategic Execution Scenario paper	
8.	Draft Strategic Plan 2028-2032	15%
9.	Final Strategic Plan 2028-2032	25%

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

10. How to Apply

Proposals should be submitted through this [link](#) no later than 30th September 2026, 18.00hrs EAT. The start date for the assignment is planned for 15 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.