



Terms of Reference for the conduct of a SWOT and PEST Analysis of Mtandao wa Jamii wa Usimamizi wa Mitsu Tanzania (MJUMITA)

1.0 Background

1.1 Mtandao wa Jamii wa Usimamizi wa Mitsu Tanzania (MJUMITA) is a network of community groups involved in Participatory Forest Management (PFM) in Tanzania. The network provides a forum for capacity building, advocacy and communication for these groups. MJUMITA is an independent NGO and in 2007 it was legally registered under the NGO Act, 2002 with registration number 000NGO/1119. MJUMITA currently has 116 affiliated local area networks (also known as CBOs), which are made up of Village Natural Resource Committees (VNRC) and Environmental User Groups. The local level networks are registered legal entities or are in the process of being registered. MJUMITA's members are present in 12 regions, 30 districts, 452 villages representing more than 10,000 local communities involved in participatory forest management countrywide. MJUMITA operates in 6 geographical zones which are the Eastern and Coastal zone, Central Zone, Southern Highlands zone, Northern zone, Southern zone and the Western zone.

MJUMITA is in the process of updating its Strategic Plan which was formulated in 2009. The strategic plan covered period from 2009 to 2013. MJUMITA is renewing its Strategic Plan to guide the short, medium and long term development of the organisation. In order to prepare the Plan, a PEST (political, economic, social, and technological) Analysis and SWOT/C (strengths, weaknesses, opportunities, threats/Challenges) Analysis are required first and foremost.

1.2 In addition to the Strategic Plan, several other deliverables to be accomplished under MJUMITA will be informed by the SWOT and PEST Analyses. For example, preparation of the Human Resource Development and Management Plan (HRD&MP) and the new Organizational Structure

1.3 There are several political, economic, social, and technological factors which impact on MJUMITA and therefore a PEST Analysis is required to review the position and direction of

the organization in light of these factors. The PEST Analysis is conducted prior to undertaking the SWOT Analysis.

1.4 It is envisaged that the SWOT Analysis will pinpoint the strengths and weakness of MJUMITA and indicate how these can be addressed. The SWOT Analysis should also highlight the various opportunities which MJUMITA can tap and threats/challenges to work on.

1.5 MJUMITA is therefore looking for an experienced expert to conduct a detailed PEST Analysis and subsequently a SWOT Analysis of the institution in order to inform the Strategic Plan and its components, as well as other plans (e.g. HRD&M). The purpose of the consultancy is to generate findings on the current state of affairs regarding the strengths, weaknesses, opportunities and threats/challenges attending MJUMITA, as well as a good understanding of the political, economic, social and technological factors that impact on the functioning of the institutions, so that the information generated can be used to prepare other plans and strategies in keeping with the mission, vision and goals of MJUMITA.

2.0 Main Objective

The main objective of the PEST and SWOT/C Analysis is to generate findings that would inform the preparation of a Strategic Plan to guide MJUMITA over the short, medium, and long term. The analyses will also provide the required baseline data that will serve as input to other planning and development processes (for example, the Human Resource Development and Management Plan and the Organizational Structure).

2.1 Specific Objectives

The specific objectives of the SWOT Analysis are to:

- a) Assess the strengths, weaknesses, opportunities and threats/challenges facing the organization.
- b) Determine whether the current systems, policies and procedures currently in place enable or hinder the performance of the organization as a whole.
- c) Identify systems, policies, strategies and procedures that facilitate access to opportunities and reduce or manage threats.
- d) Make recommendations for the overall improvement in the organization on all fronts.
- e) Develop a directional plan of action that would serve as a framework or guide that can inform other plans and strategies and the accomplishment of Project deliverables.

3.0 Scope of the SWOT

The scope entails:

- a) Clear identification of the strengths and weaknesses of MJUMITA.
- b) Clear identification of the opportunities and threats/challenges facing MJUMITA.
- c) Clear identification of the likely threats/challenges that the institution may face and recommend mitigation measures.
- d) Propose ways and means of addressing the weaknesses and consolidating the strengths of the institution.

4.0 Scope of the PEST

The scope of the PEST entails the following:

- a) A review of the political, economic, social and technological factors that impinge on the operations of MJUMITA.
- b) Clearly identify the factors that impinge on the internal aspects of the institution and on the external environment in which the institution operates.
- c) Recommend measures that could address the factors that might negatively affect the institution and measures that could enhance MJUMITA.

5.0 Expected Results and Deliverables

The expected results and deliverables of the consultancy on the PEST and SWOT Analysis are as follows:

- a) A comprehensive review of the internal and external situation of MJUMITA to meet the objectives outlined in 2.0 and 2.1 above.
- b) A lessons learned report.
- c) Summarize the findings and provide feedback to senior management and other key stakeholders including MJUMITA staff.
- d) A directional plan of action to guide the formulation of policies and courses of action to address the concerns and issues raised in the report.
- e) Identify the resources required to implement the recommendations.

6.0 Responsibilities

- a) The consultant will be responsible for the conduct of the study and will be required to collaborate with MJUMITA senior management team.
- b) If there is more than one consultant, the Lead Consultant will provide the names and qualifications of the team who will undertake the consultancy.

- c) MJUMITA will be responsible for making available to the consultant all relevant background information and reports.
- d) The MJUMITA Executive Director will manage the consultancy.

7.0 Qualifications and Experience of the Expert or Firm

- a) Eligible consultants must be formally qualified in any the following fields: strategic planning, human resource development and management, organizational management or development, and have at least 5 years of professional experience in their field.
- b) The consultant must have experience in conducting PEST and SWOT Analyses and in designing strategies and action plans.
- c) A proven track record of developing strategic plans for organizations.
- d) A proven track record of professional execution of previous consultancies.
- e) Good knowledge of the political, economic, social and technological environment in Tanzania
- f) Excellent analytical, communication and advocacy skills.

8.0 Duration of the Consultancy

The consultancy is expected to last for 30 days from Mid November to Mid December 2015.

9.0 Application Process

A Technical Proposal (explaining how the firm/consultant intends to carry out the consultancy including methodology and timeframe) and the Financial Proposal in Tanzania Shillings should be delivered/sent to:

MJUMITA

P.O. Box 21522

Dar-es-Salaam

Or through email at mjumitaorg@mjumita.org

The closing date for submission is **5th November 2015 at 17.00 p.m.** MJUMITA reserves the right to accept or reject any submissions.