

ToR for Organization Capacity Assessment for Hand in Hand Eastern Africa and Hand in Hand Eastern Africa Tanzania

Hand in Hand Sweden (the Contractor) is procuring a consultancy to carry out an organization capacity assessment of Hand in Hand in Eastern Africa and Hand in Hand Eastern Africa (Tz). The assessment will look at the organizations and how they function within their specific context as well as part of the wider Hand in Hand network. It will look in to a wide range of areas, focusing more specifically on certain aspects.

Background and context

The Hand in Hand network is a group of affiliated organisations that mutually pursue a shared goal of poverty alleviation through the development of sustainable enterprises and jobs. The network targets marginalised communities in the areas of economic and social empowerment using a participatory approach aimed at helping people fight poverty and vulnerability through entrepreneurship. The member organizations are independent legal entities, registered in their respective countries of operation, with locally employed staff, statutes, and boards of directors. They typically function either as implementors of projects or as fundraisers and supporters for project implementation.

The Hand in Hand entrepreneurship and job creation approach is based on a philosophy of empowerment through skills to build small enterprises. Through providing training, skills and support we enable people living in poverty, particularly women, to build and sustain independent, market-based, economic activities. This provides a higher level of income for them and their families, which in turn contributes to greater food security; better education for children; increased access to healthcare, improved housing; and overall improved living conditions.

Hand in Hand Eastern Africa (HiH EA) is registered in Kenya as a Non-Governmental Organization (NGO). The organization started its operations in 2010 and it boasts 25 operative field offices in 40 out of 47 counties in Kenya. HiH EA is a member of the Hand in Hand Global Network that comprises affiliated organizations. HiH EA strives to work with the marginalized communities in the areas of economic and social empowerment using a participatory approach aimed at supporting people to overcome poverty and vulnerability through development of sustainable enterprises

Hand In Hand Eastern Africa-Tanzania (HiH EA-TZ) is an NGO registered in 2016 by the Ministry of Community Development and Special Groups with a mandate to operate within the United Republic of Tanzania. The NGO is part of the global Hand in Hand international

network, with independent operations within the Eastern Africa region with a mission to work for the economic and social empowerment of marginalized women, youth and men and therefore the society by supporting the creation of sustainable Enterprises and Jobs.

Hand in Hand Sweden is a Swedish civil society organisation based in Stockholm currently supporting partner organisations in Kenya, Tanzania, India, South Africa, and Afghanistan. We work with our partners through dialogue and support for capacity strengthening to ensure that our guiding principles of gender equality, climate change and environmental awareness, human rights and conflict sensitivity are interwoven into interventions we support. HiH Swe currently manages a programme portfolio of around 190 million SEK.

The three organisations are partnering to implement a joint project that is financed by the Swedish development Cooperation Agency Sida. The **Business Beyond Barriers (BBB)** project is a three-year intervention with the overall goal of engaging and strengthening grassroots democratic civil society structures through entrepreneurship and job creation.

A core aspect of the initiative is partnership and capacity building, including south-to-south knowledge exchange which strengthens the collaboration between the implementing partners in Kenya and Tanzania. The Capacity development procurement and activities are coordinated by Hand in Hand Sweden with close collaboration from project staff and the respective organisations management.

Main objectives for the assessment

The primary goal is to conduct an examination of the HiH EA and HiH EA (Tz) internal capacity, processes and practices across critical functional areas, with the purpose of analysing their ability to effectively raise and use resources—such as staff, finances, stakeholders and systems—to achieve their goals and mission.

The assessment should be specifically designed to identify strengths, areas for improvement, and strategic opportunities with emphasis on fostering long-term sustainability on both financial and impact levels. The main objectives are:

- Identify strengths and weaknesses within the organization's current capacities and systems.
- Determine specific areas that require improvement or enhancement.
- Identify and prioritise key factors that need to be addressed for the organisation to meet its objectives.
- Develop actionable recommendations that will support the organization in achieving its mission and goals more effectively.

Scope

The assignment covers capacity assessments in two HiH organisations, Hand in Hand EA and Hand in Hand EA (Tz). The assignment will be an overall assessment of capacity but will also

look into the organisations function as part of a wider Hand in Hand network. The general areas to be covered are listed below but can be reformulated depending on the assessment tool to be used. It is anticipated that some areas will be looked into more thoroughly than others. This will be determined in the description of the consultancy services attached to the contract.

- Organizational structure
- Implementation of projects
- Administrative capacity
- Human resources management
- Stakeholder Engagement and networking

Methodology

The consultant will present its proposed methodology in the tender. It is expected that the Assessment should be participatory and consultative. It should draw on available findings from previous relevant assessment initiatives within the organisations, as well as desk studies of relevant documentation, broad consultations with management, staff and stakeholders and field visits. The capacity assessment framework should recognize the multiple dimensions of capacity needed for an organisation to function effectively. It should go beyond individual capacity (relevant skills and abilities) to include organizational capacity (governance, structures, processes, etc.) as well as the broader context and environment within which the organization functions (societal capacity). Focus will be on staff, systems and processes within the head and branch offices, how they collaborate and how they relate to external stakeholders.

Overall Organization of Assessment process

It is envisaged that this assessment process will be organized as follows:

1. Consultants are approached for submission of applications.
2. Selection of the consultant. (January 2026)
3. The signing of the contract with the Consultant. The contract will include key sections relating to the payment terms, duration of the assignment and description of consultancy service to be delivered. (End January 2026)
4. The Contractor and the Consultant will discuss and agree on the workplan and assignment methodology within 2-3 days of submission.
5. The Consultant will execute the assignment as per the agreed workplan. Necessary revisions to the plan should be communicated and agreed upon in writing. (February/March 2026)
6. A draft report by the Consultant will be presented to the staff at the respective assessed organisations for validation and feedback.
7. The Consultant will facilitate IRL workshops with the stakeholders (HiH Sweden, HiH EA, HiH EA (Tz)) to present their findings and recommendations, and support design of action plans. (March 2026)

8. A final OCA and capacity building plan will be presented to the same parties as above by April 15th.

Deliverables

1. An organizational capacity assessment report for HiH EA and HiH EA (Tz) with actionable recommendations for improvement. The report will cover each organization separately, and in relation to the wider Hand in Hand network, including recommendations for improving synergies and collaboration within the network.
2. IRL and/or on-line Workshops to present recommendations and facilitate design of plans to implement recommendations.
3. Summary of planned actions based on recommendations in the report, including prioritization and timeline.

Timeframe

The assignment will take place during Q1 of 2026 with visits and interviews with respective organizations taking place in February/March 2026, and the action plan development workshop taking place in March.

Time frame: 45 mandays taking place within a period starting on February 9th and ending on April 15th.

Assessment Process, Roles and Responsibilities

- Work plan and methodology for each assessed organization will be shared with the assessed organizations and HiH Sweden in a digital workshop to allow for feedback and course correction.
- Draft reports: The draft reports will be shared with respective Hand in Hand organizations for validation and feedback
- Hand in Hand Sweden is the contracting part for the assessments.
- The assessed organisations will provide requested documentation and information, and make sure staff are available for interviews and workshops.

Key criteria for applicants

- The tenderers must be able to prove through registration documents and/or annual reports that they have been operational in the area of the assignment for no less than 5 years.
- The tenderers must have a documented track record of conducting organizational capacity assessments in the country(ies) of implementation.
- Lead consultant should have minimum of 7 years experience within the area of organizational capacity strengthening including at least 3 years experience of conducting capacity assessments.

- The tenderers must demonstrate relevant technical capacity for the assignment
- The firm must be able to mobilize human resource/staff based in the country(ies) of implementation.
- The tenderer should present a proposal that delivers highest possible value for the budget allocated.

Additional merits

- Has experience from capacity assessments of livelihood organizations in country(ies) of implementation.
- Ability to take on the assignment for both countries with locally mobilised staff

Lots

The assignment is divided into two lots, Lot 1 comprises capacity assessment of Hand in Hand EA and Lot 2 a capacity assessment in Hand in Hand EA (Tz). The proposal may cover one or both lots.

Budget and payment

The allocated budget for each lot is 8500 US Dollars, including VAT and all related taxes.

The price quoted in the contractor proposal should be in US Dollars (USD) and shall cover all costs (including VAT) involved to perform the requirements specified in these Terms of Reference with the highest standard of quality and accuracy, including:

- Experts' work/time.
- costs for travel, accommodation and per diem
- Accommodation and subsistence allowances during data collection, outreach, and consultations
- Any costs associated with the analysis, translation, printing, and presentation of the assignment's deliverables and development of action plans
- The contract will be on a fixed-price basis.

Submission of proposal

Interested parties can submit a proposal through e-mail to the following address programmes@handinhandsweden.se by **January 12th 2026**, specifying "Capacity Assessment Assignment Lot X" in the subject line, meaning either lot 1 or 2, OR both lots. The consultant agencies/bidders are asked to provide:

1. A letter of interest.
2. A technical proposal that describes data gathering and sampling methods for the organisational capacity assessment.
3. A proposed process and timeframe for the capacity assessment, validation and presentation of findings and development of action plan.
4. an indication of the environmental management measures that the economic operator will be able to apply when performing the contract.

5. a description of the technical facilities, equipment, accreditations and means available to the tenderer to for ensuring quality;
6. A financial proposal the assignment(s) in USD
7. A list of the principal services provided and supplies delivered in the past three (3) years, with the nature of the services, the sums, dates and clients, public or private, accompanied upon request by statements (references) issued by the clients, with a description providing sufficient details on their relevance to the selection criteria;
8. Curriculum Vitae of the main consultant(s), outlining relevant education, expertise and experiences.
9. Documents supporting professional and technical capacity
10. Designation of the Team Leader for the evaluation with contact details.

Candidates or tenderers must certify on honour in their tenders that they are not in any of the situations listed in section 3.2 in Annex 1, Procurement Provisions