Terms Of Reference

Consultancy to Conduct the Board Effectiveness and CEO Performance Evaluation

Organization: Hand in Hand Eastern Africa Tanzania
Assignment: Board Effectiveness and CEO Performance Evaluation
Type of Assignment: External Consultancy
Location: Tanzania
Duration: Approximately 4–6 weeks
Reporting To: Board Chair / Board-designated representative
Application Deadline: 14th September 2026

1. Background

Hand in Hand Tanzania (HIH-TZ) is part of the Hand in Hand global network, working to reduce poverty through enterprise development, job creation and sustainable livelihoods.

As the organization continues to strengthen its institutional capacity, governance systems and strategic impact, effective leadership and governance are critical to achieving its mission and ensuring long-term organizational sustainability.

The Board of Directors has an important role in providing strategic leadership, governance oversight, fiduciary accountability, risk oversight and guidance to management. At the same time, the Chief Executive Officer (CEO) is responsible for providing effective organizational leadership and ensuring the implementation of the organization's strategy and decisions of the Board.

Hand in Hand Tanzania is therefore commissioning its **first formal Board Effectiveness and CEO Performance Evaluation**. This exercise is intended to establish a baseline of Board and CEO performance, identify strengths and areas requiring improvement, and provide practical recommendations to strengthen governance, leadership and organizational performance. As this is the organization's first formal evaluation, the process will be **developmental and forward-looking, focusing on opportunities for learning and improvement**. The evaluation will provide a foundation for establishing a regular annual evaluation process and continuous improvement culture.

2. Purpose Of the Assignment;

The overall purpose of the consultancy is to provide an **independent and objective assessment of the effectiveness of the Board and the performance of the CEO**, and to recommend practical measures for strengthening governance, leadership and organizational performance.

Specific objectives are to:

- Assess the effectiveness of the Board in fulfilling its governance, oversight and strategic responsibilities.
- Assess the Board's contribution to organizational strategy, sustainability and impact.
- Review the effectiveness of Board structures, meetings, committees and decision-making processes.
- Assess the Board–management relationship, including clarity of roles, communication and accountability.
- Assess the CEO's performance against agreed responsibilities, organizational priorities and strategic objectives.
- Identify key strengths, gaps and development priorities for both the Board and CEO.
- Develop practical recommendations and improvement actions.
- Recommend a framework for conducting future annual Board and CEO evaluations.

3. Scope of the Assignment

A. Board Evaluation

The evaluation should consider the Board's effectiveness in areas including:

- Governance, fiduciary responsibility and compliance.
- Strategic leadership and oversight.
- Board composition, skills and competencies.
- Quality and effectiveness of Board meetings and decision-making.
- Effectiveness of Board committees, where applicable.
- Role and effectiveness of the Board Chair.
- Board–management relationship and clarity of roles.
- Risk management, accountability, organizational resilience and oversight of impact.
- Board contribution to the organization's long-term strategic direction.

B. CEO Performance Evaluation

The CEO evaluation should consider performance in relation to the CEO's agreed responsibilities, organizational strategy and Board expectations, including:

- Strategic leadership and execution of organizational priorities.
- Organizational performance and programme impact.
- Financial stewardship and resource management.
- Resource mobilization and organizational resilience.
- Leadership of people, culture and organizational development.
- Governance, accountability and relationship with the Board.
- Stakeholder, donor and partner engagement.
- Decision-making, communication, integrity and leadership effectiveness.
- Overall achievement of agreed objectives and priorities.

The consultant should ensure that the **Board evaluation and CEO evaluation remain distinct**, while also identifying relevant linkages between Board effectiveness and executive leadership.

4. Approach and Methodology

The consultant is expected to propose an appropriate methodology that ensures independence, objectivity, confidentiality and meaningful participation.

The methodology is expected to include, as appropriate:

- Review of relevant organizational and governance documents.
- Structured Board self-assessment.
- Confidential interviews with Board members and relevant stakeholders.
- CEO self-assessment and performance review.
- Review of CEO objectives, organizational strategy and relevant performance information.
- Analysis and synthesis of findings.
- Validation of key findings with the appropriate Board representative.
- Presentation of findings and recommendations to the Board.

Consultants are encouraged to propose additional areas of assessment that they consider appropriate based on their experience.

5. Expected deliverables

The selected consultant will be expected to provide:

a) Inception Report;
Including the proposed methodology, evaluation framework, tools, workplan and timeline.

b) Board Evaluation Report; Providing:
- Overall assessment of Board effectiveness.
- Key strengths and areas for improvement.
- Priority governance and effectiveness issues.
- Practical recommendations.

c) CEO Performance Evaluation Report; Providing:
- Assessment against agreed responsibilities and priorities.
- Key achievements and strengths.
- Areas requiring improvement.
- Leadership and development priorities.
- Recommendations for the next performance period.

d) Improvement and Development Action Plans
A practical action plan for:

- Strengthening Board effectiveness.
- Supporting CEO performance and development.

e) Board Presentation
Presentation of key findings, conclusions and recommendations to the Board.

f) future evaluation framework

Recommendations for establishing a manageable/programmatic, HIH can implement annually and a more in detpth every 2-3 years as a triangulation Board and CEO evaluation process that the organization can go through .

6. Expected Outcome

The consultancy should enable Hand in Hand Tanzania to:

- Understand the current strengths and effectiveness of its Board.
- Obtain an objective assessment of CEO performance.
- Identify priority areas for governance and leadership improvement.
- Strengthen Board–management effectiveness.
- Establish clear development priorities for the Board and CEO.
- Establish a credible baseline against which future evaluations can be measured.
- Introduce a sustainable annual Board and CEO evaluation process.

7. Consultant Qualifications and Experience

The assignment should be undertaken by an experienced consultant or consultancy firm with demonstrated expertise in governance, Board effectiveness and executive performance evaluation.

The consultant/team should have:

- Relevant advanced academic qualifications in governance, leadership, organizational development, management, business administration, human resources or a related field.
- At least **7 years of relevant professional experience**.
- Demonstrated experience conducting Board effectiveness evaluations.
- Demonstrated experience conducting CEO/Executive Director performance evaluations.
- Strong understanding of NGO/non-profit governance.
- Experience working directly with Boards and senior executives.
- Excellent analytical, facilitation and report-writing skills.
- Strong understanding of confidentiality and ethical handling of sensitive information.
- Experience working in Tanzania or East Africa will be an advantage.

Consultants should provide examples of **at least three relevant assignments** and references from previous clients.

8. Proposal Requirements

Interested consultants/firms should submit:
Technical Proposal
Including:

- Understanding of the assignment.
- Proposed methodology and approach.
- Proposed workplan and timeline.
- Key deliverables.

Consultant/Firm Profile
Including:

- Relevant experience.
- Similar assignments undertaken.
- Proposed team and CVs.
- Client references.

Financial Proposal
A clear breakdown of professional fees and any other anticipated costs, including applicable taxes.

➢ Duration And Timeline

The assignment is expected to take approximately **6–8 weeks** from the date of commencement.

The consultant should propose a detailed workplan as part of the technical proposal.

The anticipated process will include:

Inception → Document Review → Data Collection → Analysis → Draft Findings → Validation → Final Reports → Board Presentation

➢ Reporting Arrangements

The consultant will report primarily to the **Board Chair or a Board-designated representative**.

The CEO and management will support the consultant by facilitating access to relevant organizational information and logistical arrangements.

The final findings will be presented to the Board.

- **Application Process**

Interested consultants or consultancy firms should submit their technical and financial proposals, together with the required supporting documents, to: Email: **info@handinhandea.or.tz**

Subject: *Application – Board Effectiveness and CEO Performance Evaluation Consultancy*

Deadline: 20th September 2026

Only shortlisted consultants will be contacted.

Hand in Hand Eastern Africa Tanzania reserves the right to accept or reject any proposal and is not obliged to select the lowest financial proposal.