

ZANZIBAR TEACHERS' UNION



REQUEST FOR PROPOSALS (RFP) FOR CONDUCTING ZATU EVALUATION

1. INTRODUCTION

Zanzibar Teachers Union (ZATU) invites qualified and experienced consultants/consulting firms to submit proposals for conducting a comprehensive evaluation of the ZATU programs, performance, and institutional capacities. The purpose of the evaluation is to assess effectiveness, efficiency, relevance, sustainability, and impact of ZATU interventions.

2. SCOPE OF WORK

The evaluation will include, but not be limited to:

- i. Reviewing organizational strategies, policies, and operational systems.
- ii. Assessing program achievements against targets and indicators.
- iii. Evaluating institutional governance, coordination, and resource utilization.
- iv. Collecting and analyzing data from key stakeholders including ZATU members and non members at the school, local administrators and parents in community level, ZATU leadership, Staff and strategic partners through structured interviews, focus group discussion and surveys.
- v. Providing actionable recommendations for ZATU improvement.
- vi. Producing an inception report, field data collection report, draft evaluation report, and final evaluation report.

3. REQUIRED QUALIFICATIONS

Interested consultants/firms must demonstrate:

- i. Extensive experience in strategic planning and institutional evaluations, especially for trade unions and a wide range of civil society organizations.
- ii. Fluency in Swahili and English is a requirement.
- iii. Strong skills in research, data analysis, and report writing.
- iv. Knowledge of gender analyses.
- v. Experience in evaluating NGOs, civil society organizations, or trade unions is an added advantage.

- vi. Documented capacity in leading participatory discussions in focus groups
- vii. Excellent analytical, communication, and report-writing skills
- viii. A minimum of 3 years relevant professional experience.
- ix. Availability to complete the assignment within the given timeframe.

4. PROPOSAL REQUIREMENTS

Applicants must submit:

- i. A technical proposal outlining methodology, work plan, and understanding of the assignment.
- ii. A financial proposal (quotation) clearly indicating all costs divided on the evaluation fee and the direct costs.
- iii. CVs of evaluator or for team members.
- iv. Copies of registration documents (for firms) and relevant certifications.
- v. At least two (2) reference reports or similar assignments.

5. SUBMISSION GUIDELINES

All proposals must be submitted in sealed envelopes / electronic submission clearly marked:

“REQUEST FOR PROPOSAL OF ZATU EVALUATION”

and addressed to:

GENERAL SECRETARY

ZANZIBAR TEACHERS’ UNION

P.O.BOX 1497, MWANAKWEREKWE C, ZANZIBAR

TANZANIA.

Email: zatuznz@gmail.com. Website: www.zatu.or.tz.

Deadline for Submission: **2nd January 2026**.

Late submissions will not be considered.

This RFP invites qualified evaluators to submit proposal to conduct an Evaluation of ZATU 2023 – 2027 Strategic Plan. **Detailed Terms of Reference (ToR) are provided in Annex 1**

ANNEX 1

TERMS OF REFERENCE FOR THE EVALUATION OF ZATU DEVELOPMENT PROGRAMME.

1.0 Introduction

The Zanzibar Teachers' Union (ZATU) is the only recognized trade union in Zanzibar mandated to organize and represent teachers from the pre-primary to secondary education levels. As a trade union, ZATU is committed to advocating for and protecting teachers' rights and welfare in order to facilitate the delivery of equitable and quality education for all. Since its establishment in 2002, ZATU has consistently worked to organize teachers to join the union while advocating for accessible quality education and improved working conditions for all teachers, regardless of their level or place of work.

ZATU's Vision and Mission

Vision

To be a reputable teachers' union recognized for fighting for teachers' rights and ensuring that the dignity of teachers and the quality of education are strengthened.

Mission

To unite all teachers at all levels within public and private institutions to represent their demands, needs, and rights as workers both nationally and internationally.

ZATU Aims

Based on the country's laws and regulations, the union will do everything possible to achieve the following objectives:

1. To protect and promote the dignity of the teaching profession, as well as uphold ethics, knowledge, and skills at the highest level.
2. To safeguard, manage, and develop the interests of teachers' work, making it attractive for others to love.
3. To encourage teachers to work diligently and set an example of performance through integrity of character and conduct.
4. To bring teachers together for mutual acquaintance, exchange of ideas, and discussion of their challenges and achievements.
5. To ensure that employers and the community recognize the importance of the teachers' union, and that teachers have the freedom to join their union and the right to strike when necessary.
6. To ensure that employers and teachers adhere to and implement national laws and regulations related to work and existing international labor agreements.
7. To educate members and teachers on employment issues and provide legal advice when needed.
8. To motivate and ensure that teachers receive all social, economic, and health services they deserve.

9. To discuss and consult with employers regarding responsibilities, rights, and favourable working conditions for teachers, and to establish voluntary agreements with them.
10. To resolve and address disputes and complaints at the workplace, between teachers themselves, teachers and their union, teachers and employers, and employers and the union.
11. To ensure that in all workplaces, teachers are free from violence or sexual harassment, and that rights are accessible without discrimination based on race, religion, ethnicity, gender, political beliefs, region, or education. Additionally, procedures should be in place to discipline those who violate laws.
12. To motivate and assist teachers in forming various economic and social groups to improve their living conditions and combat poverty.
13. To prepare teachers to be at the forefront in fighting dangerous infectious diseases, drug abuse, and environmental degradation, to protect their health, their students, and the community at large.
14. To ensure teachers benefit sufficiently from international agreements concerning workers and teachers.
15. To collaborate with other trade unions within the country and internationally, including participation in the Zanzibar, Tanzania, and international trade union federations that address teachers' professions and interests.
16. To cooperate with all educational partners inside and outside the country to strengthen the development of education.

17. To conduct research on educational matters, teachers, students, and the community, as well as to analyze and implement various educational research from within and outside the country for the benefit and development of teachers in Zanzibar.

18. To monitor, evaluate, and measure the level of education and teachers' interests according to national and international standards, and to advise the ministry with the aim of improving and advancing education.

2.0 Rationale

ZATU operates its activities to achieve on its aims systematically. To guide its operations and initiatives, ZATU has developed and implemented strategic plans spanning five years. As the current Strategic Plan (2023–2027) approaches its end, a new plan covering the period from 2028 to 2032 must be developed. In preparation for this, ZATU intends to conduct a comprehensive evaluation of the 2023–2027 Strategic Plan in early 2026. This evaluation will assess the achievements and challenges encountered during the implementation period and generate recommendations to inform the design of a more effective plan for the next five years.

The evaluation will pay particular attention to the key objective of ensuring that 51% of members in the public sector qualify for the collection of the shop agency fee. The findings will guide the development of a results-oriented strategic plan that strengthens the union's impact and benefits its members more effectively.

Recognizing that the ZATU Strategic Plan 2023–2027 is approaching its end, it is necessary to gain a clear understanding of the achievements and challenges of its implementation in order to develop a well-informed plan ensuring the achievability

of the next five-year Strategic Plan (2028 – 2032). Therefore, the evaluation findings and recommendations will be used as a foundation for developing the new Strategic Plan for 2028–2032.

3.0 Evaluation objectives and scope of work

3.1 Evaluation objectives

- i. To identify the areas where ZATU has performed well in relation to the Strategic Plan objectives, activities, and implementation strategies.
- ii. To determine the areas where ZATU has underperformed, based on the set objectives, performance indicators (targets), and strategies used during the implementation of the Strategic Plan.
- iii. To assess the extent to which the implemented activities have engaged both members and non-members in promoting ZATU's visibility and impact at the grassroots level.
- iv. To evaluate the effectiveness, efficiency, and sustainability of ZATU's systems and structures (including governance, management, Monitoring and Evaluation system,) used by ZATU to implement the Strategic Plan.

3.2 Scope of work

The evaluator will assess:

- i. All components of ZATU's Strategic Plan and their implementation status with focus on communication mechanism, member services and women and youth inclusion.

- ii. Institutional systems including governance (SRs, branch leaders, zonal leaders, committees and national leaders), organizational structure, staffing, financial and administrative systems.
- iii. Stakeholder engagement, particularly at the school (ZATU members and non-members) and community levels (local administrators and parents).
- iv. Partnerships and external relationships influencing program delivery.
- v. Resource utilization, value-for-money, and sustainability mechanisms.
- vi. Both qualitative and quantitative outcomes.

4.0 Methodology

The evaluator is expected to propose a detailed methodology, which should include:

- i. Desk review of key documents (Strategic Plan, progress reports, meeting minutes, etc.)
- ii. Key informant interviews with ZATU leadership (SRs, branch, zonal, committees including women committee and national leaders), staff, and strategic partners.
- iii. Focus group discussions with members and non-members at the grassroots level.
- iv. Surveys and questionnaires
- v. Analysis of performance indicators and targets.

5.0 Deliverable

The evaluator will produce:

- i. **Inception Report** outlining the methodology, tools, and work plan.
- ii. **Draft Evaluation Report** with preliminary findings and recommendations.
- iii. **Report and presentations** for validation meetings
- iv. **Final Evaluation Report** incorporating feedback from stakeholders.
- v. **Presentation** of key findings and recommendations to ZATU leadership and stakeholders.
- vi. **Executive Summary** suitable for publication or stakeholder circulation.

6.0. Timeline

The evaluation is expected to take approximately 16 weeks, starting from the date of contract signing where final report is expected at latest 15th May 2026.

7.0 Qualifications and Experience required

- i. Extensive experience in strategic planning and institutional evaluations, especially for trade unions and a wide range of civil society organizations.
- ii. Strong understanding of labor unions, civil society organizations, or membership-based associations.
- iii. Excellent analytical, communication, and report-writing skills.
- iv. Fluency in Swahili and English is a requirement.
- v. Documented capacity in leading participatory discussions in focus groups

- vi. Knowledge of gender analyses.
- vii. Experience in evaluating trade unions will be advantageous
- viii. A minimum of 3 years relevant professional experience.
- ix. Availability to complete the assignment within the given timeframe.

8.0. Reporting process and nature of the Evaluation Results

8.1 Reporting process of the Evaluation Results

The reporting system will be at three levels;

i. Internal discussion

- On a discussion forum with ZATU staff

ii. During Validation workshop

- Presentation with ZATU team and development partners

iii. Final reporting

- Presentations during ZATU meetings and with ZATU Staff and development partners.

8.2 Nature of the report

- i. The final report should be in two versions (English and Swahili) of the length of 40-50 pages long, including preliminary pages such as an executive summary (not more than 2 pages) and back matter such as references and appendices
- ii. The final report should be in the form of soft copy which is comprehensive in a report format.

9.0 Budget and payment terms

- i. 50% upon approval of the inception report and 100% of the direct cost
- ii. 25% upon submission of the draft report
- iii. 25% upon acceptance of the Final Report.

10.0 Submission Instructions

The evaluator will submit:

- i. Technical proposal
- ii. Financial proposal including evaluation fee and direct costs described.
- iii. CV(s) for the evaluator or for all members of a team.
- iv. Sample of previous evaluation reports

Submit to: zatuznz@gmail.com

Deadline: 2nd January 2026.