

Terms of Reference

Consultancy to: (i) conduct the Baseline Assessment and (ii) facilitate Programme Design - of a social franchise model for private ECD/E Daycare Centres located in low-income settings of Dar es Salaam



*Picture: Example of a privately run ECD/E daycare centre in Tandale Ward, Dar es Salaam
(Photo: Children in Crossfire Tanzania)*

1. Introduction to Children in Crossfire

Children in Crossfire is an Irish-based international NGO whose purpose is to respond to the rights and needs of young children caught in the crossfire of global poverty and injustice. In Tanzania, Children in Crossfire focuses on increasing access to quality early childhood development (ECD) supporting children's developmental needs and giving them a chance to reach their fullest potential. More information about the organisation can be found at: www.childrenincrossfire.org

2. Background

Children in Crossfire (Tanzania) is embarking on a new country strategy (2022-2026) which consolidates our direct programming and policy engagement to contribute to increased efficiency at scale, improved quality, and equitable access to opportunities for early learning in Tanzania, as aligned to Sustainable development Goal indicator 4.2.

In complement to our more established programming in supporting the improved quality of pre-primary education (PPE) in government primary schools of Tanzania, Children in Crossfire is looking to pilot a new programme initiative to support improved quality and equitable access to daycare and ECD/E opportunities in high-density low income areas of Dar es Salaam City (Dar).

Dar is one of Africa's fastest growing cities, with recent population estimates of 5.5 million. With 70% living in high density areas (DFID 2015), together with a population bulge of children under age of 5 years that constitute the 2nd largest demographic in Dar (Census 2012) and as such of whom are anticipated to number more than one million now, and a context of no public provision of daycare or early learning (ECD/E) for these children under age of 5 years¹, there is an increasing demand for and untapped potential in quality ECD/E services especially in the informal setting².

The market potential for private provision of daycare and ECD/E for young children is further demonstrated by the high proportion (54%) of registered private PPE streams across Dar (439 out of a total of 817 PPE streams, with an enrolment of 23,900 children), against a national average of only 10% non-government owned PPE streams (BEST 2021). Moreover, it is widely recognised these figures refer to licensed facilities only, and that many children attend informal PPE schools (and ECD Centres) that operate under the radar given these do not comply with the registration standards. In such a context, Dar actually reports the lowest PPE net enrolment ratio (NER) nationwide at 14.9% against a national NER average of 34.2% (BEST 2021). This indicates that there is a demand for privately provided early learning, as well as a critical gap in minimum quality standards. A confidential report (2016) on 'low-fee private schools in the slums of Dar es Salaam' points to a rapidly burgeoning market for private PPE schools with a study in two low-income areas of Dar revealing that 176 (83%) private schools out of a sample of 212 provided PPE schooling alone, moreover noting that 87% of these private PPE schools were unregistered.

Moreover, given publicly provided early learning (PPE) starts from five years of age, it also points to the significant potential for a [market systems development approach](#) to scale access to commercially viable quality private ECD/E daycare centres that also cater for children younger than five years. This is especially significant considering the informal economy whereby caregivers must earn a livelihood on a daily basis and for whom daycare provision is a basic necessity. It is also of note that there are successful models of such market systems development

¹ Pre-Primary Education (PPE) which is now a formal component of Basic Education is provided across government primary schools and developmentally targets children aged five years.

² DfID's "Dar Jobs" Business Case (2015).

approaches to childcare and early learning in the wider region with programmes such as Kidogo and Tiny Totos in Nairobi, Kenya.

Children in Crossfire (Tanzania) has sought to engage in the urban Dar setting for some time. In early 2018 we conducted a rapid assessment of the childcare market and later in 2018-19 we commissioned operational research (see [report #1](#) and [report #2](#)) of the ECD/E context in high-density Dar, including a household survey, interviews with providers and local government, and children's inputs through structured discussion. We have now been successful in securing funding from Summerhill Foundation for a pilot intervention to be implemented from 2022-2024 to support quality improvements and business model for privately provided ECD/E and daycare in low-income settings of Dar, to which end we now advertise this TOR.

Ultimately, we are promoting early child development, and supporting entrepreneurs and private providers to make quality improvements and run commercially viable daycare and ECD/E centres in low-income settings of Dar es Salaam. This in turn will improve the early learning and wider care experience for thousands of vulnerable young children aged below 5 years who live in poor high-density areas of one of Africa's fastest growing cities. Our goal is to improve children's school readiness, holistic development and counter the cycle of underachievement, to unleash the potential of a rapidly growing young population.

3. Rationale

Children in Crossfire is entering the inception phase spanning April-August 2022 of a new programme of work to pilot quality improvements and commercially viable models of ECD/E daycare provision in low-income high-density settings of Dar es Salaam. The inception phase has two main deliverables, namely:

- i. To design and implement the first assessment for Children in Crossfire to analyse changes over time using a repeated cross sectional study design. The study, beginning with this **baseline assessment**, will be used throughout the three-year project from 2022/23-2024/25 to assess changes and attribute them to project interventions.
- ii. To facilitate a **programme design process** that closely engages Children in Crossfire and market stakeholders to develop a markets systems approach to quality and commercially viable private provision of ECD/E daycare for children aged 3-5 years in low-income high-density Dar urban settings, outlining the potential for a tailored social franchising model.

Children in Crossfire is combining both these deliverables into one consultancy and is seeking a consultant (individuals or organisation) who can both conduct the first (baseline) assessment, as well as facilitate design of the programme model that considers ECD/E competences and small businesses efficacy in low-income high-density urban settings. We believe that combining these into one consultancy will ensure that the programme design process is deeply informed by the baseline assessment and prevailing context.

4. Objectives

The objectives of the consultancy are to:

Baseline Assessment

1. Support Children in Crossfire in the designing of a repeated cross sectional study for the pilot project in supporting ECD/E daycare models in low-income high density settings of urban Dar es Salaam.
2. Carry out the first stage of the repeated cross sectional study, the baseline assessment, in select wards of Dar es Salaam City. Specifically, the baseline study is expected to inform on the following indicators;
 - a) The quality of the daycare and early learning environment of existing privately run ECD/E daycare centres in low-income high density settings of Dar,
 - b) The extent to which ECD/E providers demonstrate good practices across key behaviours, including analysis of providers' [educators] capacity
 - c) Level of access for children aged 3-5 years especially considering equity factors, and parents' perceptions of 'quality'. This would include both supply and demand side factors of access.
 - d) The efficacy of the ECD/E daycare business model(s) and commercial viability,
 - e) The role of government structures or other associations in providing regulatory oversight and quality assurance of privately-run ECD/E daycare centres in low-income high density settings of Dar.

Programme Design

3. Facilitate a programme design process that closely engages Children in Crossfire and market stakeholders to develop a markets systems approach to supporting the quality and commercial viability of private ECD/E daycare provision in low-income high density urban settings of Dar. Specifically, the programme design process is expected to focus on:
 - a) Quality improvements that can be made to the early learning environment to meet minimum standards as per national ECD guidelines for establishing day-care centres within the contextual constraints of high-density settings and low income and erratic resource base,
 - b) Quality improvements to ECD/E provision especially considering cadre of provider(s) and mitigating potential turnover,
 - c) Innovations for increasing access of the most vulnerable children that can be adapted to a market systems approach in low-income settings (e.g. voucher schemes, disability inclusive approaches),

- d) Commercial modelling for small businesses in ECD/E provision in low-income high-density urban settings that enables investment in quality to meet minimum standards and sustainable profit margins,
- e) Transferable lessons from the wider region in small business modelling in private ECD/E daycare provision, and the potential for social franchising at scale in low-income urban settings,
- f) Policy agenda priorities for engaging the government in guidelines that uphold minimum quality standards of ECD/E and are contextually informed from a market systems development perspective so as to enable the formalisation and regulation of an informal ECD/E daycare sub-sector existing in low-income urban settings.

5. Scope of Work

The consultant will work with the Children in Crossfire (Tanzania) Programmes Team on the deliverables in the terms of reference. The consultant will:

Baseline Study

1. Refer to the existing logic model and monitoring, evaluation, and learning (MEL) system that Children in Crossfire has developed for our wider country programme of work in pre-primary education, including the results framework and associated tools, and support the development and finalisation of the repeated cross sectional study design which is specific and relevant to the Dar Urban ECD/E daycare project.
 - a. Geographical scope: Dar es Salaam region, specifically a sample of streets and wards representing low-income high density settings of Dar city.
 - b. Design scope: With reference to the latest [draft country programme logic model](#) focus on the learning environment, providers practice, and quality assurance in privately run ECD/E daycare centres in low income settings. Include specific lens that critically brings out equity factors including gender, the poorest quintile, and disability inclusion.
Additionally, include analysis of the business model and a risk rating around compliance, business viability in short and medium term, and quality parameters.
2. Lead the development and finalisation of all quantitative and qualitative tools and interview guides. It is recommended that the tools demonstrate alignment to IDELA (<https://idela-network.org/the-idela-tool/>) for benchmarking and comparative analysis.
3. Provide and train all enumerators on the repeated cross sectional study design and tools in order to carry out baseline data collection.
4. Test and amend the data collection tools.

5. Carry out and assure quality of data collection.
6. Carry out and assure quality of analysis.

Programme Design

7. Develop a roadmap of literature review for private ECD/E provision in low-income high density urban settings, key stakeholder consultation, situational analysis (to be further informed by the baseline), and programme design steps.
8. Develop a programme package that optimises the quality of ECD/E provision within the constraints of the prevailing context and low resources, considering:
 - a. ECD/E curriculum for children aged 3-5 Years that is developmentally appropriate and facilitates effective transitions, drawing on existing guidelines for daycare settings issued by Department of Social Welfare and Ministry of Education,
 - b. ECD/E learning environment including teaching and learning materials that facilitate learning through play and mainly focusing on locally available materials,
 - c. Training and continuous professional development for the ECD/E providers including peer support networks,
 - d. Basic approaches to supporting a gender sensitive and disability inclusive environment.
9. Develop a prototype for informing a successful model for small business in ECD/E daycare provision in low income high density urban setting, considering:
 - a. A basic business canvas potentially structured around [Doblin's ten types of innovations](#)³,
 - b. Compliance practicability with minimum regulatory frameworks,
 - c. Accessible and cost-effective options for investment loans or other micro-finance facilities for start-up and/or improvements of small businesses in ECD/E daycare,
 - d. Contextually appropriate opportunities to leverage digital technologies for business efficacy,
 - e. Approach to develop a quality brand and package of technical and business development support services for piloting a social franchise model.
10. Propose innovations to enhance equity considerations, including:

³ Doblin's Ten Types of Innovation:



- a. Potential demand-side financing mechanisms e.g. commercially sponsored voucher systems for subsidising enrolment costs of most vulnerable children,
- b. Consider a provider pathway for young adult women to secure employment.

6. Methodology

For the baseline study, the consultant will develop the methodology drawing from existing preparation work done on the Children in Crossfire MEL system, and in reference of the IDELA tool, in collaboration with the Children in Crossfire (Tanzania) Programme Team. The methodology will use mixed qualitative and quantitative methods, taking into consideration the needs of the Dar Urban results framework. The project has the opportunity to review and refine the results framework which in turn can inform the baseline methodology. The consultant will review literature and develop a research methodology as an Inception Report to be presented to Children in Crossfire.

For the programme design, the consultant will review available key literature on private ECD/E daycare provision and social franchising models as well as reference the baseline assessment to develop a situational analysis for informing programme design approach to be presented to Children in Crossfire. The programme design should consider key elements of a prototype ECD/E daycare small business in high density low income Dar urban setting, as well as approaches to develop a social franchise model that invests in minimum ECD/E quality standards, improved profitability and risk management, as well as equity considerations.

7. Deliverables and Timetable

Deliverables:

The following deliverables are expected from the consultant:

- a) **Inception Report:** The consultant shall submit an Inception Report that spans both the Baseline Assessment and Programme Design *before* signing of the Agreement detailing both the research and programme design methods, tools and work plan.

Baseline Study

- b) Submit **draft Baseline Report and make Presentation** of the key findings to Children in Crossfire.
- c) Submit **final Baseline Report** incorporating key feedback.

Programme Design

- d) Submit **Situational Analysis Report** on ECD/E daycare in low-income high-density urban Dar.

- e) Conduct workshop and submit **draft package for minimum ECD/E standards** for ECD/E daycare in low-income high-density urban Dar.
- f) Conduct workshop and submit **draft Programme Design Report and make Presentation of the ECD/E daycare prototype and social franchise model** to Children in Crossfire.
- g) Submit **final Programme Design Report** incorporating key feedback.

For both the Baseline and Programme Design reports, the consultant shall submit final reports in both hard copies and electronic copies along with all survey data (in Excel or SPSS compatible formats), transcripts of the FGDs, KIIs, any photographs, and ethical approval where applicable.

The full consultancy is anticipated to involve **approximately 55 consultant days**, provisionally broken down as:

- **approximately 5 consultant days for the Inception Report,**
- **approximately 22 consultant days for the Baseline Study, and**
- **approximately 28 consultant days for the Programme Design**

The full consultancy work is due to be completed latest **by 31st August 2022**.

The consultant will be expected to complete the following, together with indicative schedule:

Action	Result	Indicative Days	Indicative Date
Meet with Children in Crossfire staff to review the ToR and begin methodology.	Clear understanding by all. Documentation received by consultant.	n/a	By 29-Apr 2022
Draft Inception Report	Documentation review, submission and presentation of draft inception report outlining consultant's interpretation of ToR, detailing methods and approach to be used across both the Baseline Study and Programme Design, and providing detailed costed work plan for the work.	3	By 08-May 2022
Inception Report signed off by Children in Crossfire	Redrafting incorporating feedback, and sign off of inception report.	2	By 15-May 2022
Total (Inception Report)		5	By 15-May 2022
Baseline Study			
Tool development	Tools for data collection developed, and translated (including review of the existing tools).	3	By 29-May 2022
Research permit secured	Research permit and fieldwork approval secured.	n/a	
Data collection team established	Enumerators identified, trained on the methodology and tools.	1	

Action	Result	Indicative Days	Indicative Date
Tool finalisation	Tools tested, refined, and finalised. Signed off by Children in Crossfire.	2	
Data collection	Field team collecting data as per the methodology, quality assured.	6	By 05-June 2022
Analysis	Data input, cleaned, and data presented in Excel for Children in Crossfire use.	3	By 19-June 2022
Draft Report for the Baseline Study	Baseline findings presented verbally, draft report submitted.	4	
Consultant incorporating feedback and finalising Baseline Study Report	Children in Crossfire inputs feedback and incorporated; final draft submitted and signed off by Children in Crossfire.	3	By 30-June 2022
Total (Baseline Study)		22	By 30-June 2022
Programme Design			
Situational Analysis - Literature Review (part one): on private ECD/E daycare provision	Review of the available relevant literature on private childcare in low income urban settings considering technical and business development analyses	3	By 29-May 2022
Situational Analysis - Literature Review (part two): on social franchising models	Review of the available relevant literature on social franchising models in low income urban settings	3	
Situational Analysis – Field based (part one): Baseline Study of Dar urban childcare	This aspect draws from the Baseline Assessment to fulfil the situational analysis in Dar urban setting	n/a	(By 05-June 2022)

Action	Result	Indicative Days	Indicative Date
Situational Analysis - Field-based (part two): review of other models regionally and in Dar where these exist	Potential field visit of comparative models for childcare and social franchising in low-income high density settings of the East Africa region <i>*Children in Crossfire will seek to separately fund this, where funding not secured, consultancy team to both conduct virtual review and explore other types of social franchise in Dar es Salaam</i>	n/a	By 12-June 2022
Present draft Situational Analysis Report	Finalise draft report and Present Situational Analysis Report to a select stakeholder setting, and incorporate feedback	4	By 30-June 2022
Conduct workshop #1 to develop package of ECD/E minimum standards for ECD/E daycare provision in low-income urban Dar	Conduct workshop for select stakeholder setting that develops the developmentally appropriate minimum package for ECD/E daycare provision in low-income urban Dar drawing off systemic guidelines, good practices, and prevailing context and resources base.	3	By 04-July 2022
Conduct workshop #2 for ECD/E daycare prototype design and to develop social franchise framework for private ECD/E daycare provision in low-income urban Dar	Conduct workshop for select stakeholder setting that: <ul style="list-style-type: none"> • outlines key technical, market systems and regulatory considerations for ECD/E daycare small business prototype • develops framework for social franchise approach to support private ECD/E daycare prototype in low-income high density urban Dar that also promotes equity considerations 	4	By 15-July 2022

Action	Result	Indicative Days	Indicative Date
Document package of ECD/E minimum standards for ECD/E daycare provision in low-income urban Dar	Drawing from the workshop, situational analysis, and consultancy expertise, document the package of ECD/E minimum standards for ECD/E day care provision in low-income urban Dar. <i>* CiC Programmes Team will provide close technical support to refine and document the minimum package</i>	3	By 31-July 2022
Draft Programme Design Report on ECD/E daycare prototype and social franchise model outline	Drawing from the workshops, situational analysis, and consultancy expertise, document the ECD/E daycare small business prototype for low-income high density settings of urban Dar and possible social franchise model to provide technical and business development support to a network of ECD/E daycare providers. Document to be presented verbally, draft report submitted.	4	By 31-July 2022
Consultant incorporating feedback and finalising Programme Design Report	Children in Crossfire inputs feedback and incorporated; final draft submitted and signed off by Children in Crossfire.	4	By 21-August 2022
Total (Programme Design)		28	By 21-Aug 2022
TOTAL CONSULTANCY DAYS (PROVISIONAL)		55	By 31-Aug 2022

8. Experience and Qualifications of the Consultant

The consultant must have the following:

Baseline Study

- Extensive demonstrable experience in developing and carrying out repeated cross sectional studies (baselines, midlines, endlines) to industry quality standards.
- Extensive demonstrable expertise in both participatory quantitative and qualitative evaluation research methodologies including tool development, interview skills, and training and management of enumerators.
- Documented and demonstrated strong analytical skills for data analysis and presentation.
- Previous experience of results based management / mixed methods research in social development in Tanzania.
- Able to advise and facilitate the procurement of necessary research permit for this type of study.
- A degree, preferably master's or PhD, in both social sciences and/or research methods.

Programme Design

- Extensive demonstrable experience of markets systems development approaches in small businesses oriented to provision of social products (preferably in health or education).
- Extensive demonstrable experience in assessing small business commercial viability and ability to develop and advise on a business canvas considering key innovation types.
- Understanding of demand-side financing mechanisms in markets systems to promote equitable access in urban poor settings.
- Understanding of principles to social franchising of small businesses engaged in commercial provision of social products in low-income high-density urban settings.
- A degree, preferably master's or PhD, in business administration especially applicable to small business enterprises.

General

- Previous experience / expertise in early childhood development and early learning.
- Excellent proficiency in both Swahili and English languages, written and oral, and a very high standard of report writing (examples must be provided).

Applications may be received from consultancy firms or individual consultants. Consultancy firms must be VAT registered and have valid business licences. Withholding tax shall be deducted from the consultancy fee.

9. Child Protection and Safeguarding Statements

Child protection is a term used to describe the responsibilities and activities undertaken to prevent or to stop children being abused or ill-treated. It is Children in Crossfire's duty and responsibility to reduce the risks of abuse to the children who we have contact with and keep them safe from harm.

The consultancy firm or individual consultant should include statements in the proposal on how s/he will ensure ethics and child protection throughout the assignment and especially during the fieldwork. Consultant/s should also specify other ethical protocols to be followed during the due course of the assessment and program design.

Consultants are expected to take consent of the respondents before taking interview, conducting of focus group discussion, and taking of photographs, and ask if photographs, verbatim or case stories could be used in report and for public dissemination. Such consent must be documented and submitted to Children in Crossfire along with the final report.

10. Budget

The budget will be according to Children in Crossfire's payment schedule and the consultant's offer.

Financial proposals should fall within **an upper ceiling of USD 35,000 (US Dollars thirty five thousand only)** inclusive of gross consultancy fee and consultant's basic direct costs. Withholding tax shall be deducted by Children in Crossfire from the consultancy fee.

The budget for workshops related to Programme Design will be budgeted and funded separately by Children in Crossfire.

Indicative payment schedule:

- 20% of the total consultancy fee, and 100% of the direct costs on the sign-off of Inception Report.
- 40% of the total consultancy fee on sign-off of Final Baseline Report.
- 40% of the total consultancy fee on the sign-off of Final Programme Design Report.

11. Tendering Procedures

Children in Crossfire invites eligible consultants to submit technical and financial proposals to undertake this work.

Proposals should include a brief description of:

1. A section outlining an understanding of the assignment and Children in Crossfire's requirements.
2. Description of the proposed methodology to be used for both the Baseline Study and the Programme Design, with particular emphasis on how the consultant will deliver against the full scope of work and deliverables set out in clause 7.
3. A summary setting out consultant's expertise and experience directly responding to the full range of experience and qualifications set out in clause 8.
4. An overview of the individual / individuals who will deliver the services including a CV/CVs that demonstrate only relevant experience (please don't list unrelated experience). If more than one consultant is proposed in a single bid, the proposal must provide clear details of the team composition in relation to key tasks.
5. Fee proposal based on daily rates, VAT inclusive where applicable. If more than one consultant is proposed, the proposal must provide a clear split of individual consultants' daily rates and proposed day allocation per task.
6. Direct costs to be listed separately or may be included in the fee. Direct costs listed separate from the fee will only be reimbursed upon retirement of valid EFD receipts.
7. **One (best) example** of similar work undertaken by the consultant(s) in repeated cross sectional study designs – ie, baselines, midlines, or endlines. Please compress the documents to small file sizes.
8. **One (best) example** of similar work undertaken by the consultant(s) in developing markets systems for development products preferably for small businesses in social services provision. Please compress the documents to small file sizes.
9. Contacts for at least three reference(s) whom would be able to confirm and substantiate suitability of consultant for this type of remit, applicable both to baseline research and markets systems development work.
10. Scan of valid business licence (for consultancy companies).

Proposals should not exceed 10 pages, excluding CVs, budget and evidence of written work.

12. Selection Criteria

The following criteria will be used to evaluate the proposals:

Any proposal exceeding the upper budget ceiling of USD 35,000 will be rejected.

1. The offer will be assessed according to whether the proposal demonstrates an understanding of the requirements of the assignment, and the methods proposed are in conformity with the needs of Children in Crossfire as reflected in the Terms of Reference:
 - a. Quality and relevance of the proposed methodology for Baseline Study **(15%)**
 - b. Quality and relevance of the proposed methodology for Programme Design **(15%)**
2. Expertise and experience in relation to research methodology and the use of mixed methods for baseline assessment **(20%)**
3. Expertise and experience in relation to markets systems for development approaches in low-income urban settings, preferably with regard social services, noting experience in social franchising will be an added advantage **(20%)**
4. Expertise and experience in relation to early childhood development context in Tanzania, noting early childhood education experience will be an added advantage **(10%)**
5. Evidence provided of analytical skills and report writing in evaluation studies **(10%)**
6. Evidence provided of analytical skills and business modelling for small businesses **(10%)**

13. Application

A proposal (no more than 10 pages) including the elements described above in the Objectives and Scope of Work should be submitted by email to the Country Director, Children in Crossfire, Tanzania: jobstz@childrenincrossfire.org indicating in the subject line: “**Proposal – Baseline Assessment and Programme Design for Dar Urban ECD/E daycare project**”. A short cover letter should indicate the candidate’s availability to undertake the assignment within the proposed timescale for the consultancy.

The closing time for receipts of applications is **end of day Tuesday 19th April 2022** local time in Tanzania.