



TERMS OF REFERENCE

Organisational Capacity Assessment

and

Development of UVIWATA's Strategic Plan

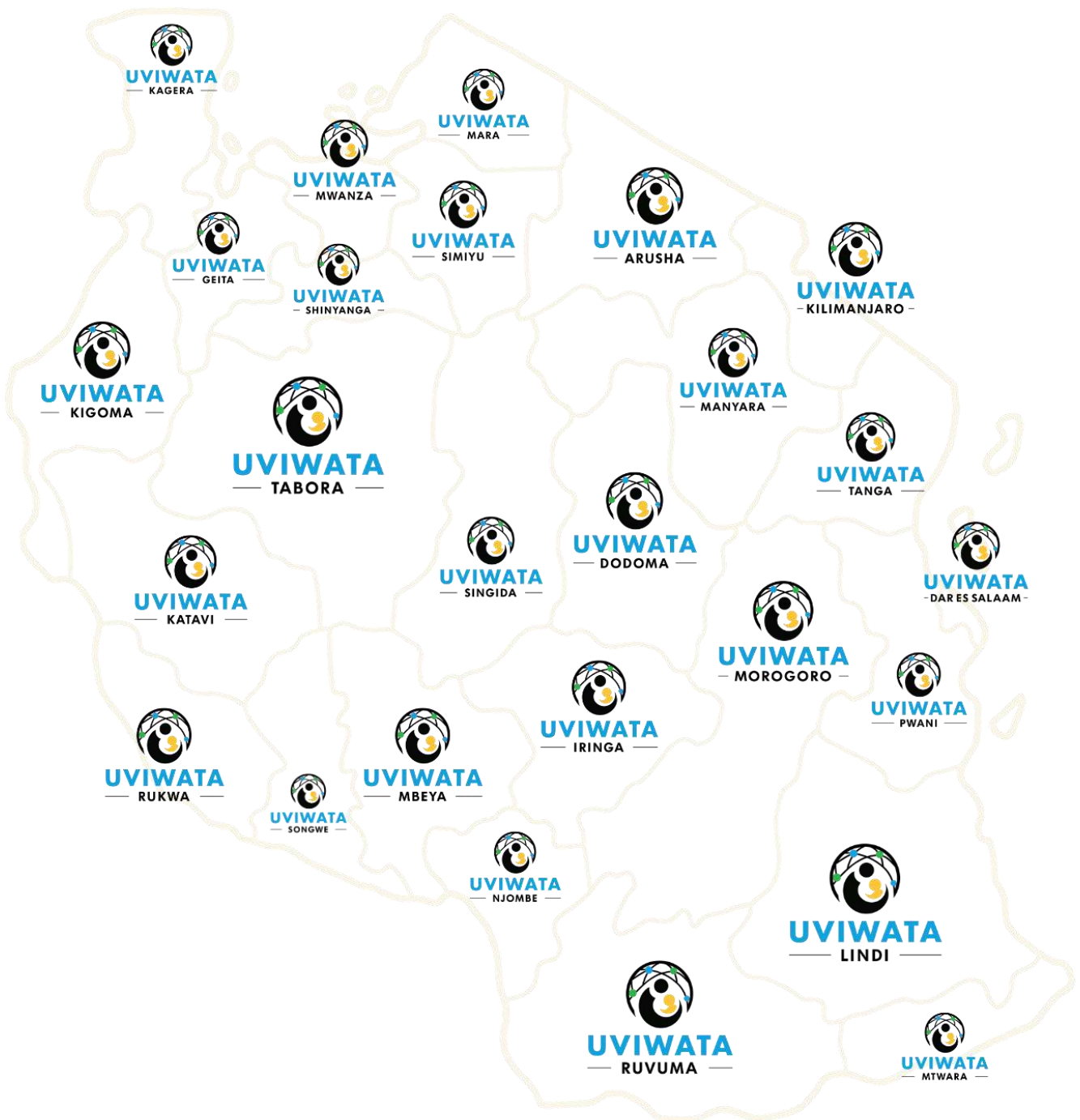
Assignment period	Geographic scope	Consultancy modality
November 2026 – June 2027	Tanzania Mainland	Consultancy firm or multidisciplinary team

Commissioned by

*UVIWATA in collaboration with UVIWATA Dar es Salaam
with technical and financial support from Children in Crossfire and other supporting
partners*



UVIWATA



Document overview

This Terms of Reference sets out the purpose, scope, process and expected outputs for an external Organisational Capacity Assessment (OCA) of UVIWATA and the development of its first comprehensive 4-Year Strategic Plan for 2027/2028–2030/2031.

Item	Specification
Commissioning organisation	UVIWATA
Collaborating association	UVIWATA Dar es Salaam
Supporting partner	Children in Crossfire
Organisational coverage	National governance and shared secretariat, UVIWATA Dar es Salaam, and a representative sample of regional associations
Assignment period	November 2026 to June 2027
Strategy period	July 2027 to June 2031
Working languages	English and Kiswahili
Reporting arrangement	Multi-Stakeholder OCA and Strategic Planning Steering Committee

1. Background and institutional context

Children in Crossfire Tanzania is supporting the strengthening of Tanzania's childcare system, with particular attention to the quality, accessibility, inclusion and sustainability of daycare services. An important part of this work is enabling daycare owners and childcare workers to establish credible representative institutions that can advance their collective interests while contributing to improved childcare quality, safeguarding and the development and wellbeing of Tanzanian children. This work also recognises that childcare provision is predominantly undertaken by women and that gender-related inequalities can affect their representation, leadership, working conditions, access to finance and opportunities for professional and enterprise development.

UVIWATA was formally registered in 2026 as a national association representing daycare owners, childcare workers and their regional associations. Its establishment represents an important step towards a nationally coordinated voice for the childcare sector. UVIWATA is expected to provide leadership in member representation and support, regional association development, workforce and childcare quality improvement, policy engagement, partnership building, responsible enterprise development, learning and innovation. Given the gender composition of the childcare workforce and the relationship between childcare, women's employment and the care economy, UVIWATA has an important responsibility to ensure that its governance, organisational systems, member services and programmes promote gender equality and respond to the priorities of women daycare owners and childcare workers.

The association is intended to coordinate and support 26 regional associations across Tanzania Mainland. These structures are at different stages of formation, registration, compliance, membership development and organisational maturity. UVIWATA Dar es Salaam is the most established regional structure and has played a central role in mobilising daycare providers, supporting training and engaging with government and other sector actors. At the same time, it has historically operated with limited institutional systems and incomplete compliance arrangements. The development of the national and regional structure therefore provides an important opportunity to integrate equitable representation, meaningful participation and gender-responsive leadership arrangements from the outset.

Before commissioning an external assessment, UVIWATA, UVIWATA Dar es Salaam and Children in Crossfire considered it necessary to establish essential institutional foundations. The incubation support has included legal establishment and compliance; the first national election of UVIWATA's leadership; development of government relationships; participation in childcare policy, curriculum and quality processes; establishment of a secretariat shared by the national and Dar es Salaam associations; and recruitment of an initial secretariat team.

The incubation has also supported emerging financial, operational, human-resource and data-protection systems; a digital strategy and membership-management platform; provider training and member engagement; and early partnerships with technical, business-development and financial actors, including ADC Tanzania and Equity Bank. This work has positioned UVIWATA to begin moving from formation towards national institutional development and delivery. As these structures and systems remain at an early stage, the OCA and strategic planning process provides a timely opportunity to undertake a structured gender diagnostic and ensure that gender priorities are incorporated into UVIWATA's institutional development, capacity strengthening and strategic direction for 2027/28–2030/31.

2. Rationale

UVIWATA is entering a critical transition. It must move from being a newly registered and externally incubated association to becoming a capable, representative and increasingly sustainable national institution. This requires clarity about what capacity currently exists, what the national mandate demands, how national and regional structures should work together, and which capabilities must be developed first.

The assignment therefore combines organisational assessment and strategic planning. The OCA will establish a shared and independently verified understanding of UVIWATA's current position. Its findings will then be translated into a sequenced Capacity Development Plan and used to shape the organisational assumptions, priorities and implementation arrangements of the 2027/28–2030/31 Strategic Plan.

The four-year strategy period is intended to provide an ambitious but manageable first planning cycle for an emerging national institution. It will also align UVIWATA's strategic direction with the implementation periods of the second National Multisectoral Early Childhood Development Programme and the Tanzania Gender Equality Forum, both expected to conclude in June 2031, and broadly with the first tenure of UVIWATA's elected national leadership.

3. Purpose and objectives

3.1. Purpose

The purpose of the consultancy is to undertake an independent, participatory and evidence-based assessment of UVIWATA's organisational capacity and to use the findings to facilitate development of a realistic, costed and measurable Four-Year Strategic Plan for 2027/28 - 2030/31. The process should strengthen ownership among the national leadership, secretariat, regional associations and members, while providing a credible basis for institutional development, partnership and resource mobilisation. The strategic plan should demonstrate alignment and strategic contribution to Tanzania's sectoral strategies including the follow-on programmes to the National Multisectoral Early Childhood Development Programme (NMECDP), and the Tanzania Generational Equality Forum (TGEF).

3.2. Overall objective

To support UVIWATA to transition from an incubated national association into a capable, representative, accountable, strategically focused and increasingly sustainable national institution that advances the childcare agenda in the interests of daycare owners and childcare workers and for the benefit of Tanzanian children.

3.3. Specific objectives

a) Establish an organisational capacity baseline.

Assess UVIWATA's current institutional maturity, functionality, strengths, gaps and risks across governance, structure, compliance, management, finance, people, programmes, safeguarding, membership, digital systems, partnerships, learning and sustainability. The assessment will examine both the existence of systems and the extent to which they are understood, resourced and consistently applied.

b) Clarify the national and regional institutional model.

Examine the roles, authority, accountability and working relationships of the national governance structure, shared secretariat, UVIWATA Dar es Salaam, other regional associations and members. The work will identify which functions should be performed nationally or regionally and what minimum standards, coordination, resources, representation and dispute-resolution arrangements are needed.

c) Define a practical capacity development pathway.

Translate assessment findings into prioritised immediate, medium-term and longer-term actions. The resulting Capacity Development Plan will set out responsibilities, sequencing, indicative resources, milestones and indicators, including the transition of appropriate functions from Children in Crossfire's incubation support to UVIWATA.

d) Develop UVIWATA's strategic direction for 2027/28 - 2030/31.

Facilitate an inclusive process to confirm UVIWATA's identity, mandate, strategic positioning, theory of change, priorities and intended results. The process will incorporate deeper analysis of contemporary childcare-sector evidence, national policies and plans, regional learning, stakeholder interests, sector opportunities and the roles of complementary or potentially competing actors. The strategy will balance member representation, childcare quality and safeguarding, workforce and enterprise development, policy engagement, partnerships, digital transformation and organisational sustainability. It will also demonstrate UVIWATA's relevance and strategic contribution to national sectoral plans, including the NMECDP and TGEF.

e) Integrate gender equality into UVIWATA's institutional development and strategic direction

Undertake a gender diagnostic examining how gender norms, roles, power relations and structural barriers affect UVIWATA's governance, leadership, secretariat, regional associations, membership, organisational systems, partnerships and programmes. The findings will inform the Organisational Capacity Development Plan and ensure that gender equality priorities, responsibilities, resources and measurable results are integrated into the 2027/28 - 2030/31 Strategic Plan from the outset.

f) Establish arrangements for implementation and accountability.

Produce a measurable results framework, national and regional implementation model, high-level costing, resource-mobilisation and sustainability framework, risk arrangements, and mechanisms for annual planning, performance review, learning and adaptation.

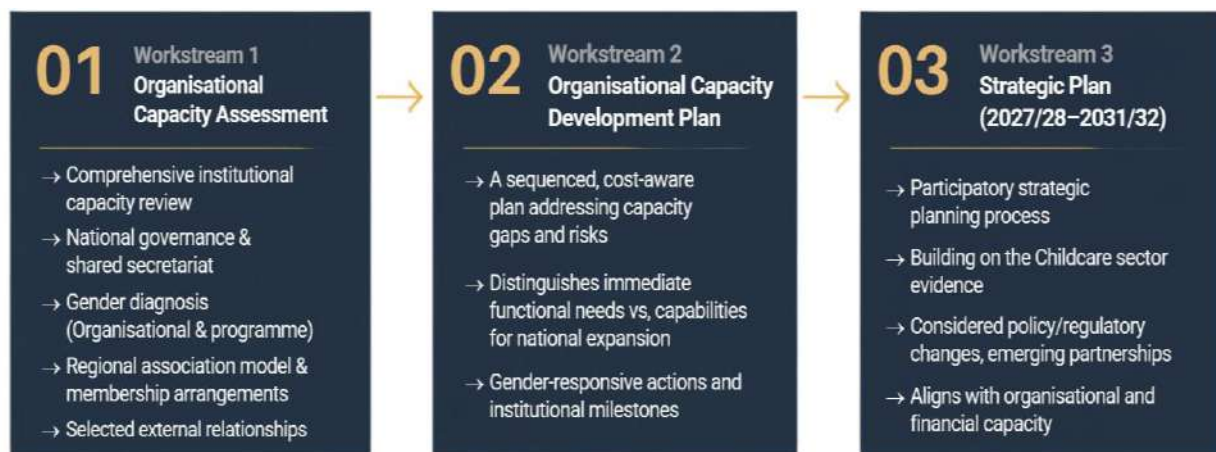
4. Intended users and use of findings

The primary users will be UVIWATA's elected leadership, the shared secretariat, UVIWATA Dar es Salaam, the other regional associations and UVIWATA's members. Children in Crossfire, relevant government institutions, local authorities, technical partners, financial institutions, funders and other childcare-sector actors will be secondary users where appropriate.

The findings will guide institutional strengthening, clarify responsibilities, inform annual planning and budgeting, support partnership and resource mobilisation, and provide a baseline for monitoring organisational development. The Strategic Plan will provide the common direction through which the national secretariat and regional associations align their contribution to the childcare agenda.

5. Scope of the assignment

The assignment comprises three connected workstreams. They should be undertaken as one coherent process, with evidence and decisions flowing from one workstream to the next.



The assignment will be delivered through three closely connected workstreams as summarized above:

- Workstream 1 will establish an evidence-based understanding of UVIWATA's current institutional capacity, including its national governance and shared secretariat, relationship with UVIWATA Dar es Salaam, regional association and membership arrangements, and selected external relationships. The assessment will include a gender diagnostic across UVIWATA's governance, leadership, staffing, membership, organisational systems, programmes and partnerships.
- Drawing directly on these findings, Workstream 2 will develop a sequenced and cost-aware Organisational Capacity Development Plan that prioritises immediate institutional functionality while building the capabilities required for responsible national expansion. Gender-related institutional actions will be clearly identified and assigned responsibilities, resources, timeframes, milestones and indicators.
- The third workstream will use the assessment findings, capacity priorities and wider consultation process to develop UVIWATA's first Four-Year Strategic Plan.

This workstream will include:

- A deeper desk review of contemporary childcare evidence, including relevant situation analyses, research, policy documents, investment cases and position papers from Tanzania and the wider region.

- ii. Analysis of relevant learning from sector actors and platforms, including sources such as Tiny Totos and the Global Schools Forum community of practice on childcare financing, where applicable.
- iii. Stakeholder and political-economy analysis covering government institutions, member organisations, funders, technical partners, private-sector actors, networks, complementary organisations and potential competitors.
- iv. Internal consultations and workshops involving UVIWATA's leadership, secretariat, regional associations and members.
- v. External engagement with government and other childcare-sector stakeholders to test the strategic direction and strengthen alignment with national priorities.
- vi. Gender-responsive strategic priorities, outcomes, indicators, targets and budgets informed by the gender diagnostic.
- vii. Practical team-building activities integrated into the workshop process to strengthen trust, relationships and shared responsibility across the emerging organisation.

Note: *Budget has already been allocated for internal and external strategic planning workshops. Applicants should therefore distinguish professional facilitation costs from venue and workshop costs expected to be met directly by the commissioning organisation.*

6. Organisational and geographic coverage

The assessment will cover UVIWATA's national governance, the secretariat shared with UVIWATA Dar es Salaam, UVIWATA Dar es Salaam itself, a representative sample of other regional associations, and the mechanisms through which members participate in and hold the association accountable. It will also examine relevant relationships with Children in Crossfire, government and selected strategic partners.

During inception, the consultant will propose a regional sampling approach that balances national representation and practical depth. The sample should reflect differences in geography, urban and rural context, organisational maturity, compliance status, membership size and current activity. The purpose is not to rank regions, but to understand the range of capacity conditions that UVIWATA's national model must accommodate.

7. Approach and methodological requirements

The process must be participatory, independent, evidence-based and utilisation-focused. It should recognise the organisation's early stage of development and create sufficient space for candid reflection without becoming punitive. The consultant may adapt a recognised organisational capacity framework, but it must be suitable for a newly established membership organisation operating through regional associations and working within a child-sensitive sector.

The assessment should combine document review, structured organisational self-assessment, key informant interviews, group discussions, member consultation, observation and verification of selected systems. Self-assessment scores must be tested

against documentary and interview evidence. The analysis should distinguish between formal arrangements, partial implementation and consistent institutional practice.

The consultant will undertake the gender diagnostic using the Gender Diagnostic Toolkit as the principal reference framework, appropriately contextualised to UVIWATA and Tanzania's childcare sector. The diagnostic will combine sex-disaggregated organisational and membership data, document and policy review, governance and workforce analysis, programme and budget review, and consultations examining participation, decision-making, influence, access to opportunities and distribution of organisational benefits. The consultant should also document practical learning from applying the toolkit and identify recommendations that may inform its future use.

Consultation methods must create safe and appropriate opportunities for women and underrepresented groups to speak independently where power relationships may inhibit open participation. The methodology should consider facilitation arrangements, language, timing, accessibility, travel, digital access, care responsibilities and the potential influence of senior leaders or employers on participants' responses.

The strategic planning stage should include a substantive external context and sector analysis. This will examine childcare needs and trends, the care economy, national development and ECD priorities, childcare policy and regulation, gender equality, workforce conditions, provider enterprise development, financing, digital innovation, safeguarding and inclusion. It should identify sector opportunities, emerging partnerships, strategic actors, potential collaborators and competitors, and implications for UVIWATA's positioning.

The process will include stakeholder mapping and structured external engagement, including with relevant government institutions, sector networks, development partners, provider organisations and private-sector actors. The Strategic Plan should demonstrate how UVIWATA will align with and contribute to relevant national plans while maintaining priorities that are realistic for its organisational stage and resources.

8. Indicative phases

a) Inception and design

Confirm intended uses, reconstruct the institutional journey, map stakeholders, agree regional sampling, refine the assessment matrix and establish the work plan, ethics, safeguarding and quality-assurance arrangements.

b) Organisational assessment

Undertake document review, self-assessment, interviews, group discussions, member consultation, regional engagement and verification of selected organisational systems.

c) Validation and capacity planning

Present preliminary findings, verify factual accuracy, discuss capacity ratings and root causes, identify institutional risks and agree the priorities that will form the Capacity Development Plan.

d) Strategic planning

Undertake the childcare-sector evidence review, stakeholder and political-economy analysis, and internal and external consultations. Facilitate strategic planning and

team-building workshops, review UVIWATA's strategic identity, make strategic choices, develop the theory of change, define results and implementation arrangements, and prepare the costing and sustainability framework.

e) Finalisation and endorsement

Circulate draft products, facilitate validation, incorporate agreed comments, document unresolved issues and support formal endorsement by UVIWATA's authorised governance body.

9. Strategic planning requirements

The Strategic Plan should establish a clear organisational identity and a limited number of realistic strategic priorities. It should explain UVIWATA's value to members, children, government and the wider childcare ecosystem and national programmes, and make explicit choices about functions that will be performed nationally, regionally (as in sub-nationally), directly or through partnership.

The strategy must recognise that daycare centres are both essential childcare services and, in many cases, small informal women-led enterprises. Enterprise development, financial inclusion and membership growth should therefore be pursued in ways that strengthen childcare quality, safeguarding and inclusion rather than weaken them. The strategy should also define reasonable boundaries around UVIWATA's role in quality assurance, provider information, financial referral and digital services so that association membership is not misrepresented as regulatory certification.

The theory of change should distinguish results directly controlled by UVIWATA, results it can significantly influence, and wider sector changes to which it contributes with government and other actors. The implementation framework should clarify national and regional responsibilities, annual planning and budgeting, partnership requirements, organisational-development milestones, review arrangements and the conditions under which more complex functions may be assumed.

The costing should provide sufficiently credible estimates to support prioritisation and resource mobilisation. It should cover core institutional costs as well as strategic activities, identify funding gaps and consider realistic combinations of membership income, grants, partnerships and appropriate earned income.

10. Deliverables

The consultant will produce the deliverables summarised below. Detailed content and acceptance expectations are provided in Annex 3. All final products must be submitted in editable Microsoft Word, Excel and PowerPoint formats, as applicable, together with PDF versions.

No.	Deliverable	Purpose
1.	Inception report and final tools	Confirms methodology, sample, work plan, OCA framework, Gender Diagnostic Toolkit application, ethics and quality arrangements.

No.	Deliverable	Purpose
2.	Preliminary OCA and gender diagnostic findings package	Enables factual verification, discussion of capacity findings, review of gender-related findings and identification of institutional risks.
3.	Draft and final OCA report	Provides the evidence-based capacity baseline, conclusions and prioritised recommendations.
4.	Organisational Capacity Development Plan	Translates findings into sequenced actions, responsibilities, resources, milestones and indicators.
5.	Strategic context and options paper	Presents childcare-sector evidence, stakeholder and political-economy analysis, member priorities, sector opportunities, strategic actors, potential collaborators and competitors, strategic choices and organisational implications.
6.	Draft and final Strategic Plan, 2027/28–2030/31	Sets UVIWATA's strategic direction, theory of change, priorities, gender equality approach, implementation model and sustainability framework.
7.	Results, implementation and costing framework	Provides indicators, targets, responsibilities, annual milestones, costs, funding assumptions and risks, including gender-responsive indicators, targets and budget provisions.
8.	Validation and final assignment package	Records validation and provides the complete final assignment package.
9.	Gender diagnostic toolkit learning note	Summarises experience applying the Echidna toolkit, contextual adaptations made, key lessons and recommendations for future application. This may be submitted as an annex to the OCA report.

11. Assignment Indicative timeframe

The assignment will commence following completion of the procurement and contracting process. It will progress through inception, organisational assessment, gender diagnostic, stakeholder consultations, capacity-development planning and strategic planning before final validation and formal endorsement. The table below summarises indicative timeframe.

Period	Key milestone
By 15 th September 2026	TOR advertised and call for proposals opened.
By 4 th October 2026	Deadline for submission of proposals.
By 24 th October 2026	Shortlisting and interviews completed.
End of October 2026	Due diligence and contracting completed.
By 20 th November 2026	Inception, document review, stakeholder mapping and finalisation of methodology and tools.
End of November 2026	Inception Report reviewed and approved.
By 29 th January 2027	National, regional, member and external stakeholder consultations, including the gender diagnostic, completed.
By 24 th February 2027	Data analysis completed and preliminary findings presented.
By 31 st March 2027	OCA and gender diagnostic findings validated and capacity-development priorities agreed.
By 30 th April 2027	Sector analysis, strategic planning workshops and team-building activities completed.
By 20 th May 2027	Draft OCA Report, Capacity Development Plan and Strategic Plan submitted
By 9 th June 2027	Final validation workshop completed and stakeholder feedback consolidated.
By 10 th June 2027	Final deliverables endorsed by UVIWATA's authorised governance body and formally submitted.
From July 2027	Implementation of the Four-Year Strategic Plan begins.

12. Governance and management of the assignment

12.1. Multi-Stakeholder Steering Committee

UVIWATA will establish a Multi-Stakeholder OCA and Strategic Planning Steering Committee to provide balanced oversight of the assignment. The Committee will strengthen institutional ownership, ensure that national and regional perspectives are considered, and provide an objective forum for reviewing the evidence and advising on the organisational implications of the findings.

Representation	Member Category	Proposed role
UVIWATA national leadership	Principal member	Chair and institutional owner of the process

Representation	Member Category	Proposed role
UVIWATA secretariat	Principal member	Committee Secretary and official assignment focal point.
Children in Crossfire	Principal member	Incubation, technical and supporting-partner perspective
Commissioner for Social Welfare, or designated representative	Advisory members	Government policy, regulatory and childcare-systems perspective.
Tanzania Early Childhood Development Network (TECDEN)	Advisory members	Independent sector-network perspective, institutional learning and national-subnational coordination experience

The Committee may invite additional technical advisers to particular meetings where specialised expertise is required. Such advisers will not become permanent decision-making members.

12.2. Functions of the Committee

The consultant will report technically to the Steering Committee. The UVIWATA secretariat will serve as the official administrative and communication focal point. All comments on deliverables will be consolidated before being shared with the consultant.

A quorum will be achieved through participation of the agreed principal members. The availability of invited government and network representatives should not delay routine meetings or approval processes.

The Steering Committee will validate and advise on the products, but formal approval of the Strategic Plan will remain with UVIWATA's authorised governance body.

13. Ethics, safeguarding and data protection

The consultant must comply with applicable Tanzanian law and the safeguarding, ethical and data-protection requirements communicated by UVIWATA and its supporting partners. Participation must be voluntary and based on informed consent. Information should be collected only where necessary, stored securely, accessed only by authorised team members and reported in a way that protects individuals from identification, retaliation or disadvantage.

The consultant must establish safe arrangements for receiving and referring safeguarding disclosures, and serious concerns must be reported through agreed channels. Direct consultation with children is not automatically required. Any proposed engagement with children must be separately justified, ethically designed and approved in writing before it takes place.

The methodology must account for differences in power and access. Consultation arrangements should enable meaningful participation by women daycare owners and childcare workers, informal and emerging providers, persons with disabilities, providers serving low-income communities, less-established regions and members who do not hold formal leadership positions.

14. Independence, confidentiality and conflicts of interest

The consultant must disclose any previous or current relationship with Children in Crossfire, UVIWATA, UVIWATA Dar es Salaam, their leaders or significant partners, including involvement in developing systems that will be assessed. Previous involvement will not necessarily result in exclusion, but it must be transparently managed.

Information accessed through the assignment will remain confidential and may be used only for the agreed purpose. The consultant may not publish, reproduce or use findings externally without prior written permission. Sensitive personnel, financial and safeguarding information should not be included in generally circulated reports unless it is necessary, lawful and appropriately protected.

15. Required consultant profile

The assignment is best suited to a consultancy firm or multidisciplinary team combining organisational development, strategic planning, finance and operations, monitoring and learning, safeguarding, gender equality and inclusion expertise.

The team must demonstrate substantial experience working with civil-society organisations, membership bodies, networks or federations in Tanzania. Experience in comparable contexts may provide additional value but will not replace the requirement for a deep understanding of Tanzania's institutional, policy and political-economy environment.

The Team Leader should hold a relevant postgraduate qualification and have at least ten years of organisational-development experience, including leadership of comparable OCA and strategic planning assignments.

The team must include a Gender Equality and Social Inclusion Specialist, or demonstrate equivalent senior expertise within the proposed team. This expertise should include organisational gender diagnostics, gender-responsive governance, programme and budget analysis, participatory consultation and integration of gender results into strategies, theories of change, indicators and costing frameworks.

Collectively, the team must demonstrate knowledge of childcare, early childhood development and the care economy. Familiarity with childcare-enterprise development, financing, digital systems and member-based organisations will be an additional advantage.

Professional fluency in English and Kiswahili is required within the team.

16. Proposal submission and evaluation

Applicants should submit separate Technical and Financial proposals. Importantly, the Technical Proposal should not exceed 10 pages less CVs and any appendices. It should demonstrate understanding of the assignment, describe the proposed OCA and strategic planning methodologies, explain the regional and member consultation approach, present the work plan and team composition, and set out safeguarding, ethics, quality-assurance and risk-management arrangements. It should include curriculum vitae, and 2 best samples of comparable work, three professional references, and a declaration of conflicts of interest.

The Financial Proposal should be presented in Tanzanian shillings and identify professional fees, level of effort, applicable taxes, travel, accommodation, workshops, communication and other costs. It should clearly state costing assumptions and provide a total fixed price. Detailed evaluation criteria are provided in Annex 4.

The final proposal should be submitted by email to UVIWATA at: jobs@uviwata.org and copying in: jobstz@childrenincrossfire.org with the subject line: “Proposal – UVIWATA OCA and Strategic Plan”. A short cover letter should indicate the candidate’s availability to undertake the assignment within the proposed timescale.

Closing date for applications: end of day, Wednesday 30 September 2026.

17. Indicative payment schedule

Milestone	Payment
Approval of inception report, methodology and tools	30%
Acceptance of draft OCA report and Capacity Development Plan	20%
Acceptance of draft Strategic Plan, results framework and costing	30%
Acceptance of all final products following validation and endorsement	20%

18. Ownership of products

UVIWATA will have unrestricted rights to use the final assessment tools, OCA report, Capacity Development Plan, Strategic Plan, results and implementation framework, costing framework and presentation materials. Detailed intellectual-property arrangements will be confirmed in the consultancy agreement.

The OCA report may contain sensitive institutional information and will not automatically be made public. UVIWATA may publish the Strategic Plan and a separate public summary following formal approval.

19. Expected result and follow-up

By the end of the assignment, UVIWATA should have an independently validated capacity baseline, clearer national and regional institutional arrangements, a prioritised capacity-development pathway, and an agreed strategic direction for 2027/28 - 2030/31. The final products should collectively enable UVIWATA to plan, mobilise resources, manage partnerships, strengthen accountability and monitor its institutional development over time.

UVIWATA should subsequently conduct annual reviews of the Capacity Development Plan and Strategic Plan, a formal mid-term review in 2029, and an end-of-strategy evaluation in 2031. A lighter repeat OCA may be incorporated into the mid-term review to measure organisational progress and adjust capacity priorities.

Annex 1. Organisational capacity assessment framework

This annex identifies the minimum domains to be covered. The consultant may refine the framework during inception, provided that all areas below remain substantively addressed and the final framework is proportionate to UVIWATA's stage and mandate.

Sn	Domain	Minimum focus
1.	Identity and strategic direction	Mandate, legal identity, vision, values, positioning, relevance and understanding of organisational purpose.
2.	Legal and statutory compliance	Registration, governing instruments, statutory reporting, employment, tax, social security, data protection and organisational records.
3.	Governance and leadership	Representation, elections, oversight, decision-making, succession, conflicts of interest, leadership culture and accountability.
4.	National-regional architecture	Allocation of functions, affiliation, regional autonomy, coordination, reporting, shared systems, resource-dependency, minimum standards and dispute resolution.
5.	Membership and accountability	Eligibility, categories, records, fees, benefits, participation, communications, complaints, member satisfaction and prevention of elite capture.
6.	Organisational structure and people	Structure, staffing, job roles, recruitment, qualifications and compensation, induction, performance management, learning, wellbeing and continuity.
7.	Programme and member services	Programme design, planning, quality, implementation, training, member support, grant and partnership delivery.
8.	Finance and internal controls	Budgeting, accounting, banking, approvals, procurement, assets, reporting, audit, fraud prevention and fiduciary readiness.
9.	Sustainability and resource mobilisation	Cost structure, membership income, grants, partnerships, earned income, fundraising capability and dependence risks.
10.	Safeguarding and childcare quality	Child safeguarding, safer recruitment, conduct, reporting and referral, member standards, quality improvement and boundaries with regulation.
11.	Gender, disability and inclusion	Gender analysis of governance, leadership, membership, staffing, organisational culture, decision-making and influence; equitable recruitment, remuneration, progression and staff wellbeing; gender-responsive programme and member-service design; gendered barriers to finance, technology, training and representation; prevention of discrimination, sexual harassment, exploitation and abuse; accessibility and disability inclusion; intersectionality; sex- and disability-disaggregated

Sn	Domain	Minimum focus
		data; gender-responsive budgeting; and accountability to underserved providers, workers, caregivers and children.
12.	Digital systems and data governance	System ownership, access controls, data quality, consent, privacy, cybersecurity, maintenance, affordability and responsible use of provider information.
13.	Monitoring, accountability and learning	Results frameworks, data collection, member feedback, reporting, research, knowledge management, learning and adaptation.
14.	Government, policy and partnerships	Government relations, policy influence, member consultation, partnership strategy, due diligence, agreements and reputational risk.
15.	Communications and public accountability	Internal and external communication, brand, transparency, consent, public representation and crisis communication.
16.	Risk and institutional resilience	Legal, financial, operational, safeguarding, digital and reputational risks, business continuity and dependency on individuals or partners.

Indicative maturity scale

Level #	Level	Interpretation
1.	Foundational	Capability is absent, informal or highly dependent on individuals. Significant exposure exists.
2.	Emerging	Initial arrangements exist but are incomplete, insufficiently documented or inconsistently applied.
3.	Developing	Core systems are being implemented, but important gaps in consistency, capability or evidence remain.
4.	Established	Systems are appropriate, understood, resourced and consistently applied, with reliable evidence of functionality.
5.	Sustainable and adaptive	Systems are institutionalised, regularly reviewed and capable of supporting learning, national coordination and responsible growth.

Annex 2. Principal assessment and strategic questions

Theme	Principal question
Institutional role	What unique role should UVIWATA perform within Tanzania's childcare ecosystem, and how should it balance member interests, childcare quality, safeguarding and enterprise development?
Governance	Are mandates, decision-making powers, oversight, representation, elections, succession and accountability arrangements sufficiently clear and functional?
National-regional model	Which functions should be centralised nationally or retained regionally, and what affiliation, minimum standards, resource dynamics, reporting and dispute-resolution arrangements are required?
Membership	Who should be eligible, what value should membership provide, and how can UVIWATA represent informal and emerging providers while preventing exclusion and elite capture?
Gender equality and organisational responsiveness	How do gender roles, power relations and structural inequalities affect participation, representation, leadership, employment, membership experience, access to services and programme benefits within UVIWATA and its regional associations, and what organisational and strategic changes are required to address these inequalities?
Operational readiness	Are UVIWATA's structure, staffing, systems and management practices appropriate for its current stage and intended national role?
Financial capacity	Can UVIWATA responsibly manage membership income, grants, partnerships and service revenue, and what sustainability model is realistic?
Safeguarding and quality	What responsibilities and boundaries should UVIWATA maintain when supporting provider quality, handling concerns and communicating information about members?
Digital capacity	Are digital ownership, consent, access, data security, maintenance and inclusion arrangements sufficient, and which functions should be prioritised?
Partnership and policy role	How should UVIWATA consult members, engage government, select partners and manage political, financial, conflict-of-interest and reputational risks?
Transition and growth	Which capabilities are needed immediately, which are required for national expansion, and what should transfer progressively from Children in Crossfire's incubation support?
Strategic direction	What should UVIWATA prioritise between 2027/28 and 2030/31, what should it defer, and what results can it credibly control, influence or contribute to?
Implementation	What national-regional delivery, financing, accountability, learning and adaptation arrangements are needed to make the strategy implementable?

Annex 3. Detailed deliverables and acceptance requirements

Sn	Deliverable	Required content	Acceptance emphasis
1.	Inception report and tools	Refined purpose and assessment matrix; methodology and sampling; stakeholder plan; work plan and level of effort; OCA framework; tools; ethics, safeguarding, data management, limitations, risk and quality arrangements.	Approved before substantive fieldwork begins.
2.	Preliminary OCA findings	Capacity profile; strengths and material gaps; national-regional findings; institutional risks; areas of agreement and disagreement; immediate issues; presentation for validation.	Evidence is triangulated, ratings are explained and factual verification is enabled.
3.	OCA report	Executive summary; context and methodology; limitations; findings by domain; gender analysis; maturity analysis; root causes; institutional dependencies; risks; conclusions and prioritised recommendations.	Recommendations are clearly derived from findings, assigned, sequenced and proportionate.
4.	Capacity Development Plan	Baseline status; capacity objective; actions (including gender-related actions); responsibility; support required; timeframe; indicative cost; indicator; verification; dependency and risk. Organised by first 100 days, first and second year, and longer term.	Plan is practical, cost-aware and clearly distinguishes UVIWATA, regional, CiC and partner responsibilities.
5.	Strategic options paper	Sector context and stakeholder analysis; member priorities; opportunities and threats; alternative choices; organisational and financial implications; matters requiring leadership direction.	Submitted and discussed before the first full strategy draft.
6.	Strategic Plan, 2027/28–2030/31	Identity and mandate; context; value proposition; theory of change; strategic priorities and results; national-regional model; partnerships; Gender Mainstreaming Strategy; safeguarding and inclusion; digital and data governance; risk; learning; costing and sustainability.	Priorities are realistic, coherent and linked to OCA findings and consultation evidence.
7.	Results and implementation framework	Indicators, baselines, targets, annual milestones, activities, responsibilities, data sources, reporting frequency, assumptions, risks, costs, available resources and funding gaps.	Provided in an editable spreadsheet, with a practical 2027/28 transition or first-year plan.
8.	Final package	Validation report; final OCA; Capacity Development Plan; Strategic Plan; results and costing framework; risk register; presentations; public summary; tools; anonymised consultation summary; comment-response matrix.	All agreed comments are addressed or transparently recorded, and editable source files are complete.

Annex 4. Proposal evaluation framework

Sn	Criterion	Weight
2.	Quality and appropriateness of the OCA methodology	15%
3.	Quality of the strategic planning methodology	15%
4.	Participation, regional sampling and member-engagement approach	10%
5.	Relevant organisational-development and strategic-planning experience	15%
6.	Qualifications and experience of the proposed team	15%
7.	Gender equality, inclusion and safeguarding	10%
8.	Financial proposal and value for money	20%
	Total	100%