



TERMS OF REFERENCE (TOR)

Developing Tumaini Social Enterprise Concept Note

Covering Nutrition, Sexual and Reproductive Health (SRH), Gender-Based Violence (GBV) and IEC Materials

1. BACKGROUND AND CONTEXT

Zanzibar Maisha Bora Foundation (ZMBF) is a Non-Governmental Organization founded by H.E. Mariam H. Mwinyi, First Lady of Zanzibar and Chairperson of the Board of Trustees. The foundation works to complement the efforts of the Revolutionary Government of Zanzibar (RGoZ) in advancing inclusive socioeconomic development and improving the wellbeing of communities, particularly women and youth.

As part of its commitment to holistic community empowerment and sustainable development, ZMBF is establishing the Tumaini Social Enterprise-a multi-sectoral platform designed to integrate three critical health and social pillars:

1. Nutrition: Addressing malnutrition and promoting healthy eating habits among vulnerable populations, particularly women and children
2. Sexual and Reproductive Health (SRH): Providing accessible, quality SRH services and information to adolescents and adults
3. Gender-Based Violence (GBV) Prevention and Response: Strengthening prevention, survivor support, and community-wide engagement to eliminate GBV

To support the operationalization of Tumaini Social Enterprise, ZMBF seeks to engage a qualified consultant or consulting firm to develop a comprehensive Concept Note that outlines the enterprise's strategic direction, operational framework, revenue models and implementation roadmap.

Sn	Tender Title	Tender Reference Number
1	Developing Tumaini Social Enterprise Concept Note Covering Nutrition, Sexual and Reproductive Health (SRH), Gender-Based Violence (GBV) and IEC Materials	ZMBF/TUMAINI/PROC/2026/02.

Issue Date: 9th April 2026.

Closing Date: 21st April, 2026.

2. PURPOSE AND OBJECTIVES

The primary purpose of this assignment is to develop a detailed Concept Note for the Tumaini Social Enterprise that:

1. Articulates a clear vision, mission, and strategic objectives that integrate Nutrition, SRH, and GBV programming
2. Identifies target beneficiaries, service delivery models, and geographic scope
3. Establishes evidence-based linkages between Nutrition, SRH, and GBV outcomes
4. Develops sustainable revenue models, cost projections, and financial sustainability plans
5. Designs implementation pathways, governance structures, and monitoring & evaluation frameworks
6. Proposes comprehensive Information, Education, Communication (IEC) strategies and materials for all three pillars

3. SCOPE OF WORK

The consultant shall undertake the following key activities:

A. Situational Analysis and Needs Assessment

1. Review existing ZMBF programs, community health assessments, and stakeholder reports
2. Analyze epidemiological data on Nutrition, SRH, and GBV prevalence in target communities
3. Conduct stakeholder consultations with Government ministries, UN agencies, NGOs, community leaders, and beneficiaries
4. Map existing services, gaps, and opportunities for social enterprise integration

B. Concept Note Development

1. Define vision, mission, core values, and strategic objectives for Tumaini Social Enterprise
2. Establish integrated service delivery models linking Nutrition, SRH, and GBV prevention and response
3. Define governance structure, organizational hierarchy, roles, and responsibilities
4. Develop a 3-5 year implementation roadmap with phased expansion plans

C. IEC Materials Design and Strategy

1. Develop comprehensive IEC strategy covering all three pillars (Nutrition, SRH, GBV)
2. Design evidence-based, culturally appropriate IEC materials including:
 - a. Brochures, infographics, posters, and fact sheets for each thematic area
 - b. Audio-visual content scripts (radio spots, video concepts) on Nutrition, SRH, and GBV prevention
 - c. Mobile-friendly digital content and social media messaging strategies
 - d. Community mobilization tools and training curricula for health workers and community leaders

3. Specify production timeline, costing, distribution channels, and monitoring mechanisms for IEC materials

D. Financial and Business Sustainability Planning

1. Develop revenue models (e.g., service fees, enterprise activities, donor partnerships)
2. Conduct cost analysis and develop 5-year financial projections
3. Identify resource requirements (human, financial, infrastructure) and sustainability strategies

E. Monitoring, Evaluation, and Learning (MEL) Framework

1. Develop Results Framework with SMART indicators for Nutrition, SRH, and GBV outcomes
2. Design data collection tools and MEL systems for continuous monitoring
3. Establish quality assurance protocols and learning mechanisms for program improvement

4. EXPECTED DELIVERABLES

1. Detailed Situational Analysis Report including stakeholder consultation findings
2. Comprehensive Concept Note for Tumaini Social Enterprise (30–40 pages) covering all sections outlined above
3. Draft IEC Materials Package including:
 - a. At least 5 infographics/posters (one per thematic focus area plus integrated messaging)
 - b. 3 brochures on Nutrition, SRH, and GBV (2–3 pages each, culturally adapted)
 - c. Scripts for 3 radio spots (60–90 seconds each) on key thematic messages
 - d. 3 concept notes for short-form video content (YouTube/social media)
 - e. Digital content and social media messaging calendar (3 months sample)
 - f. Training toolkit for health workers and community mobilizers on all three pillars
4. 5-Year Financial Projections and Sustainability Plan
5. MEL Framework with Results Framework, indicators, data collection tools, and monitoring schedule
6. Inception Report (5 pages) outlining approach, timeline, and stakeholder engagement plan
7. Final presentation and technical brief (10–15 slides) for ZMBF leadership and stakeholders

5. CONSULTANT QUALIFICATIONS AND EXPERIENCE

1. Bachelor's degree or higher in Public Health, Social Enterprise Development, Business Administration, Health Services Management, or related field

2. Minimum 5 years of experience in health program development, social enterprise design, or development sector programming
3. Demonstrated expertise in at least two of the three focus areas (Nutrition, SRH, or GBV programming)
4. Proven experience developing concept notes, business plans, and strategic frameworks for NGOs or health programs
5. Strong experience in IEC material design, health communication, or behavior change communication
6. Knowledge of M&E frameworks, Results-Based Management, and data-driven decision-making
7. Excellent report writing and presentation skills in English
8. Experience working with ZMBF, Government of Zanzibar, UN agencies, or similar organizations is an advantage
9. Fluency in Swahili is highly desirable

6. TIMELINE AND DELIVERABLE SCHEDULE

The assignment is expected to be completed within 12 weeks from the contract start date, with the following phased schedule:

Phase	Key Activities	Timeline	Deliverables
Phase 1: Inception	Document review, stakeholder mapping, consultation planning	Week 1–2	Inception Report
Phase 2: Analysis	Situation analysis, stakeholder consultations, data synthesis	Week 3–6	Situational Analysis Report
Phase 3: Drafting	Concept Note drafting, IEC strategy development, financial planning	Week 7–9	Draft Concept Note & IEC Materials
Phase 4: Finalization	Stakeholder feedback integration, finalization, presentation preparation	Week 10–12	Final Deliverables & Presentation

7. BUDGET AND COMPENSATION

Qualified consultants and consulting firms are invited to submit a detailed financial proposal including:

1. Professional fee (fixed or daily rate with number of days)
2. Operational expenses (travel, accommodation, communications, materials)
3. IEC material production costs (design, printing, photography/videography)
4. Contingency (10% of total budget)

8. SUBMISSION OF PROPOSALS

Interested consultants and consulting firms must submit the following:

1. Technical Proposal (15–20 pages) outlining approach, methodology, and work plan
2. CV(s) with relevant experience and references (minimum 2 professional references)
3. Financial Proposal with itemized budget breakdown
4. Portfolio of previous work (concept notes, IEC materials, social enterprise documents)
5. Company registration documents and tax certificate (for firms)

All proposals must be submitted in sealed envelopes clearly marked with the Tender Reference Number and physically delivered to the address below or sent electronically as a single ZIP file (containing both technical and financial proposals) to **recruitment@zmbf.or.tz** no later than **21st April 2026**.

Physical Address:

Chief Executive Officer
 Zanzibar Maisha Bora Foundation (ZMBF)
 P.O. Box 904, Migombani, Zanzibar
 Tel: +255 24 223 2167 | Website: www.zmbf.or.tz

Email Submission:

recruitment@zmbf.or.tz

9. EVALUATION CRITERIA

Proposals will be evaluated as follows:

Evaluation Criteria	Weight (%)
Technical expertise and approach (methodology, work plan, timeline)	40%
Relevant experience and qualifications	30%
Quality and relevance of portfolio examples	20%
Cost-effectiveness and budget reasonableness	10%

10. GENERAL TERMS AND CONDITIONS

- i. Applicants must clearly indicate the specific assignment/Annex they are applying for.
- ii. ZMBF reserves the right to accept or reject any application and is not bound to provide reasons for its decision.
- iii. Late or incomplete submissions will not be considered.
- iv. Only shortlisted consultants, firms, or suppliers will be contacted.

Released by



The Chief Executive Officer