

EUROPEAID/ 119860/C/SV/multi

**LOT N° 7: Culture, Governance (incl. enhancement of the role of civil society)
and Home Affairs**

REQUEST N° 2010/231324

SPECIFIC TERMS OF REFERENCE

**FINAL EVALUATION OF THE 9 EDF TA 22
PROGRAMME TO SUPPORT NON-STATE ACTORS IN TANZANIA**

1. CONTEXT and BACKGROUND

Relevant Country Background

Tanzania is one of the few countries in Africa to have enjoyed an almost uninterrupted peaceful political development. For the most part Tanzania has enjoyed internal peace and stability and has played an important role in trying to bringing peace to neighbouring countries in the Great Lakes region. With some 120 tribes Tanzania has one of the greatest ranges of ethnic and religious diversity in the world, yet manifests a tradition of strong ethnic and religious tolerance. Though Tanzania has officially embraced multi-party democracy since the beginning of the 1990s, and has been liberalising its economy since the mid-1980s, it is politically and economically still marked by nearly three decades of African socialism and a strong one party system.

Tanzania currently has a population of over 35 million people, but it is predicted to reach 40 million by 2010. Close to 80% of the population lives in rural areas. Its per capita GDP stands at \$300. It is estimated that 36% of the population lives below the poverty line, with 87% of the poor living in rural areas and depending primarily on subsistence agriculture. There are large disparities in the distribution of poverty between the regions, ranging from 20% in some to over 50% in others.

Economic growth averaged 4% in the mid to late 1990s, rising to an average of 5.8% since 2000 and achieving 6.8% in 2005. At similar levels as Uganda, Tanzania has a fairly stable Gini co-efficient during the 1990s, reaching 0.35 in 2001, significantly lower than neighbouring Kenya. Over the past five years growth has been led by mining (15%), construction (10.2%), trade (7.2%) and communications (6.1%). The largest sector, agriculture, which contributes more than 40% of GDP and employs up to 80% of the population, grew more slowly, at an average rate of 5.1%. Trade and financial services account for about 27% of GDP, while industrial activities, including mining, account for about 12.5%.

The World bank estimates that Tanzania needs to grow by about 6% a year to meet the MDG target of halving poverty by 2015. The MKUKUTA¹ target of halving poverty by 2010 would require average growth of 8% per year. It is yet to be established the extent to which the national energy crisis, which started towards the end of 2005 will impact on economic growth and progress towards the achievement of MDG and MKUKUTA objectives.

A development strategy similar in nature to MKUKUTA has been developed for Zanzibar by the name of MKUZA. It was signed in April 2007 with a timeframe of 3 years.

Tanzania is among the signatory countries to the Cotonou Partnership Agreement – a cooperation agreement signed in June 2000 between the European Union and a group of countries in Africa, the Caribbean and the Pacific (known collectively as the ACP Group). From 2002 to 2007 Tanzania benefited from this agreement within the framework of the 9th European Development Fund (EDF). The newly initiated 10th EDF will finance EC cooperation with Tanzania in the period ahead, in line with the provisions of the new Country Strategy Paper (CSP) for 2008 - 2013. The commitment of the 10th EDF to strengthening policy engagement in Tanzania is reflected in an allocation of €23 million to the NSA sector for the period ahead.

¹Swahili acronym for the National Strategy for Growth and Reduction of Poverty (PRSP II)

Current State of Affairs in the Relevant Sector

Since the 1990s, the substantial liberalisation and the constitutional amendment of 1992 which have delinked the state from the ruling party, civil society and the private media in Tanzania have experienced remarkable growth. Whilst civil society is still said to be weak and underdeveloped, there have been several structured efforts since the end of the 1990s to organise networks of CSOs and to engage with the GOT in policy dialogue.

The Tanzanian Association of NGOs (TANGO) founded in 1988 by 22 NGOs is the largest and longest standing national umbrella organisation in Tanzania (with over 580 member organisations). The Tanzanian Coalition on Debt and Development (TCDD), a network of NGOs became known through its advocacy work around the Jubilee 2000 campaign. At present there are an estimated 5,000 NGOs and CBOs operating in Tanzania.

Since the late 1990s the GoT has repeatedly stated the need for civil society involvement in policy dialogue and poverty reduction efforts. Thus, citizens and NGOs were involved in the preparation of the country's Poverty Reduction Strategy Paper (PRSP), generally known by its Swahili acronym, MKUKUTA. A number of CSOs have been participating in the MKUKUTA Monitoring System since its implementation in 2005. GoT invited CSOs to the Consultative Group (CG) in 2001 for the first time. NGO groups participated in this on major reforms and developments, but many felt they were ill-prepared and lacked access to appropriate information that would have allowed them to make informed contributions. Against this background the NGO Policy Forum (NPF) was formed, which has been organising regular meetings to share and disseminate information and prepare interventions around the public expenditure review cycle (PER), the budget cycle, and local government reform. TCDD, FemAct, TGNP, and HakiElimu, amongst others, have also been organising initiatives, discussions and contributions to policy development at national level. More recently more and more organisations at district level encourage their constituencies to enter into dialogue with District level Government in order to contribute to local development planning. This is reflected in a trend whereby organisations which formerly concentrated on service delivery work only now also branch off into advocacy work in their field.

There has also been a realisation among private sector NSAs of the need to engage in policy dialogue. However, the Government has urged private sector NSAs to reach a consensus on policy issues before engaging with them. This led to the formation of the Tanzania Private Sector Foundation (TPSF) the umbrella organisation, in 1999, after a lengthy process. TPSF is now the private sector coordinator for the Tanzania National Business Council (TNBC), the only institutionalised public-private sector dialogue structure.

The Government and donors have now strengthened their commitment to strengthening the role of non-state actors in development processes. Both MKUKUTA and the CSP recognise the need for public sector accountability, and for transparent, participatory decision-making processes that are informed by the reality of ordinary people's lives and help to achieve local ownership and sustainability. Despite the positive trend the involvement and engagement of non-state actors in policy dialogue and development processes is still in its preliminary stages. Mechanisms for policy engagement by NSAs have not yet been formally institutionalised and Government has at times been reluctant to consult widely. While there are still recurring strains in the relationship between the state and NSAs in Tanzania, the Government is committed to providing an enabling environment for constructive engagement on policy issues. It recognises the legitimate role to be played by NSAs as a participant in policy

dialogue and as a monitor of national development strategies. However, much of the engagement that does currently occur is ad hoc in nature and limited in effectiveness. In the period ahead state and non-state actors must work together to develop a coherent, agreed mode for ongoing engagement, in the interests of equitable national development.

Related Programmes and Donor Support

In response to the challenges of democratic governance in Tanzania a number of Development Actors are implementing programmes designed to strengthen democratisation processes. Among those providing support to civil society are DANIDA, UNDP, DfID, the EC, Swiss Development Cooperation and HIVOS. DfID, USAID and UNDP are among those providing support to the Legislature on the mainland and in Zanzaibar, while UNDP also supports the development and improvement of communications at the presidencies. The Royal Netherland Embassy, DfID, WB, Danida and Sweden provide support to the business sector through the BEST (Business Environment Strengthening for Tanzania) programme, while Irish Aid and CIDA concentrate on improving community governance. This programme also liaises with local actors such as REPOA, Foundation for Civil Society, Policy Forum and Haki kazi who are carrying out work related to policy engagement by NSAs. By the end of 2009 a number of new governance-focused programmes have just started or are in the design phase. These include DfID's Accountability programme and upcoming programmes from Belgian Technical Cooperation and SIDA.

EC Programme to Support Non-state Actors

Project description

This final evaluation and identification concerns a €3 million programme designed to support NSA capacity development in Tanzania. Implementation of the programme concludes on 31st December 2009. The programme was initially developed through a participatory process involving a core group of NSAs (including private sector organisations, NGOs and trade unions) as well as public consultations, the office of the NAO and the European Commission. The NSA Support Programme aimed to empower non-state actors to be informed of and to contribute to the formulation, implementation, monitoring and evaluation of development policies and processes through improved dialogue with Government and better access to information. To this end its interventions focused on strengthening the capacity of NSAs to effectively engage in policy dialogue, information exchange and networking on development policies. The programme had four major result areas:

Result area 1: The programme will strengthen the institutional and technical capacity of NSAs so that they can engage more effectively with each other, with Government, with Parliament and with international development partners.

Training was offered to address a range of NSAs capacity strengthening needs. Capacity building interventions primarily availed of experience, appropriate tools and best practice that were available within Tanzania. The training undertaken aimed for medium-term improvements in the quality of contributions to policy dialogue by NSAs, for example, by improving their research and analytical capabilities, and developing their presentation and negotiation skills. The programme also pursued longer term gains in terms of improved collaboration between NSAs by strengthening communication and networking activities. The training provided also aimed at institutional strengthening and development. Learning platforms around policies, reforms, and other pertinent issues were organised at the initiative of NSAs, allowing the exchange of experience, the identification best practices, and the sharing of lessons learnt. In addition, a peer review mechanism was introduced in a limited number of cases for NSAs to improve their internal governance and strengthen their

engagement with others. Throughout its implementation period, the programme's capacity building interventions involved more than 500 local organisations in all parts of the country.

Result area 2: The programme will improve communication and access to information, in order to enhance collaboration and networking among NSAs, at and between all levels.

Policy Resource Centres were developed with host organisations (Zonal Focal Centres) at seven locations throughout the country with the objective of responding to the demand for information of NSAs at all levels. The ZFC Policy Resource Centres gather information and make it accessible to NSAs and interested individuals within their area, as well as linking up with other Resource Centres and networks. They also initiate and contribute to the production of popularised versions of development policies and strategies, to media interventions, and to civic education initiatives. Information from national and international fora is also to be made available, while locally generated information is channelled to appropriate regional and national networks. By the end of the programme the Central Resource Centre had been transferred to Mzumbe University, where it will still be accessible to NSAs, while also complementing a planned post-graduate academic course for NSAs. The ZFCs continue to function as independent entities facilitating information sharing by NSAs.

Result area 3: The programme will help to develop consolidated mechanisms to facilitate engagement and to structure dialogue between government and NSAs.

The programme aimed to improve the quality of dialogue between NSAs and the government by developing appropriate non-imposed mechanisms and modalities for engagement. It tried to develop and facilitate discussions around a code of conduct, with the view of providing a transparent framework for engagement between state and non-state actors. The programme also facilitated reflection and discussion regarding the development of a national NSA coordinating body which was intended to focus on dialogue between NSAs and Government in relevant sectors, on strategies and on policies. This body was intended to link actors in the private sector, civil society, trade unions and other non-state sectors to enable better coordination and higher standards of engagement with the state.

Result area 4: The programme will create conditions for NSAs to fully participate in the programming, implementation and monitoring of EC supported programmes.

Tripartite meetings between NSAs, the European Commission and the Government were organised in relation to areas that have received EC funding in the past, or could potentially benefit from them in future. Such meetings were designed to explore ways of structuring NSA involvement in the programming, implementation and monitoring of the 10th EDF country programme. They also enabled NSAs to engage in processes related to the EPA negotiations. The programme provided some funds for demand driven research and initiatives designed to increase public accountability, such as training in policy monitoring, and influence the direction of development cooperation. This result area, however, had a very limited budget, which limited the scope of what was possible.

Target groups of the project's initiatives

The main target group of this programme was a broad and diverse constituency of NSAs, comprising private sector, civil society and trade union institutions throughout the country. As the main purpose of the programme was to strengthen NSAs for their engagement with Government and to ensure better dialogue between the two parties, the importance of involving representatives from local and central government in relevant activities was also recognised from the start.

To facilitate implementation, eight ‘zones’ were targeted throughout the country, with Zonal Focal Centres (ZFCs) being established in Dar es Salaam (Central Resource Centre), Arusha, Mwanza, Kigoma, Mbeya, Masasi, Unguja and Pemba². The ZFCs, or its functions were hosted within existing organisations selected by local NSAs. The ZFCs play an important role in generating and disseminating policy-related information and organising intervention activities within their areas, for instance, by facilitating training. The ongoing operation of the ZFCs is expected to be a lasting legacy of the programme.

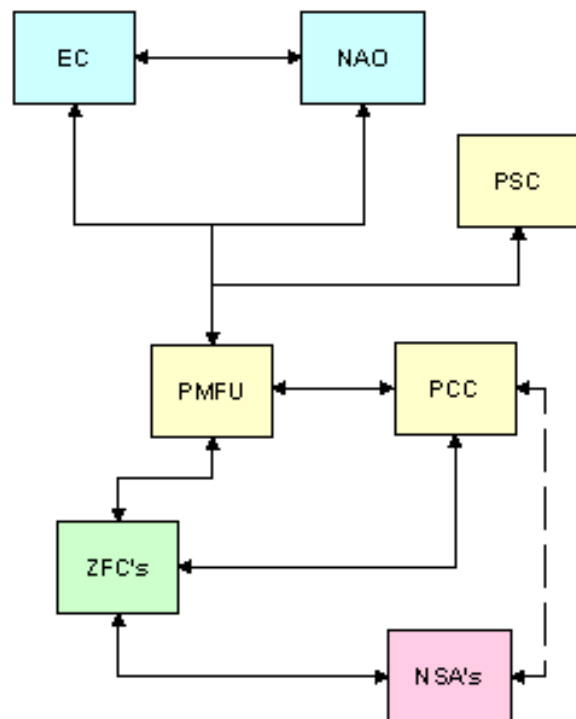
Project Management: Responsible bodies

The Contracting Authority of the NSA Programme is the NAO for EDF in the Ministry of Finance, which has the overall responsibility for implementation of the programme. Management of programme implementation on a day-to-day basis is the responsibility of the Programme Management & Facilitation Unit (PMFU³). The performance of the PMFU is monitored by the National Authorising Officer (NAO) for EDF at the Ministry of Finance and the EC Delegation to Tanzania.

Management structure

The **Programme Steering Committee** (PSC⁴) oversees, supervises and validates the overall direction and policy of the programme. It ensures that the programme is in line with broad national priorities, and oversees that duplication with other efforts and initiatives is avoided. The PSC guarantees coherence between objectives and activities during the implementation and decides on adjustments / reorientations whenever required and appropriate. The PSC verifies the proposed programme estimate and approves annual work plans and budgets presented by the PMFU. It also receives and reviews financial and progress reports and makes public statements on the progress of the programme.

The **Programme Coordinating Committee** (PCC) functions as the referee point and interlocutor for all NSAs in this programme. It has an advisory function to the PMFU on the overall programme, on the development of concepts and direction / structure of, and implementation of the individual programme activities (including the concept for the operation of the policy resource centre and its partners upcountry, the themes for learning platforms, etc.) This committee represents the broad NSA constituency and keeps them informed of programme issues. The PCC facilitates the creation of synergies with other initiatives and interventions with a concern to avoid duplication of efforts. It actively collaborates in the dissemination of information on the programme and assists with the distribution of relevant programme outputs through the channels of the respective



² Unguja and Pemba are the constituent parts of Zanzibar.

³ Five members of staff and one technical assistant with focus on compliance with EC rules and regulations

⁴ It is composed of representatives from Government, NSAs (from outside the programme and from PCC) and the EC Delegation.

constituencies and networks of its members. The PCC evolved out of the initial Task Force Group (TFG⁵) which played a key role in programme design, though no new TOR or set of rules was drawn up to reflect its changed purpose. The PCC agrees on eligibility / selection and evaluation criteria for organizations and networks / associations to benefit from the individual activities, for tenders and calls for proposals proposed by the PMFU.

The **Programme Management and Facilitation Unit (PMFU)** manages the imprest account and draws up and implements consecutive programme estimates, awards contracts and grants, commits expenditure and makes the corresponding payments. It facilitates programme implementation by preparing annual work programmes under the cost estimates for submission to the PSC, and it initiates, prepares, organises, facilitates, and manages the implementation of activities of the programme with the exception of evaluations and audits (latter two contracted by the EC). The PMFU agrees on eligibility / selection and evaluation criteria for organisations and networks / associations to benefit from individual activities, for tenders and calls for proposals with the NSA PCC. It actively liaises with NSAs, and other agencies engaged in civil society/NSA support, and coordinates with concern to avoid duplication of efforts. It facilitates dialogue between actors and stakeholders of the programme. It also monitors programme implementation by providing technical and financial reports to the PSC, NAO and EC Delegation. It contributes to the preparation of audits and evaluations contracted by the EC Delegation. It explores options of securing funding for the period after the programme expires.

2. DESCRIPTION OF THE ASSIGNMENT

2.1. Global Objective

The result of the evaluation will be an assessment of the efficiency, effectiveness, impact and viability of the project in order to document the resources used, results achieved and progress towards objectives. The objective is to generate lessons about the project which can be used to improve future designs.

2.2. Specific Objective(s)

The purpose of this contract to assess the overall impact of the NSA Support Programme, with reference to the provisions of the programme's Financing Agreement, log-frame and work-plan. The Programme should be evaluated using the standard assessment criteria included in Annex n. I, with particular focus on questions of **longer term impact and sustainability**.

Due reference should be made to the finding and recommendations of the programme's Mid-Term Review. In addition to assessing the tangible impact of the programme, the final assessment should draw out the key lessons learned from the experience of the NSA Support Programme and, on that basis, make a series of informed recommendations to guide the design of future EU support to NSAs in Tanzania under EDF 10.

The consultant will assess the:

1. Relevance and quality of the programme design.
2. Appropriateness of implementation modalities and the management structures.

⁵ This core group/reference group of NSA was called NSA Task Force Group (TFG) during the drafting period of the NSA Programme. When it was adopted at a large meeting with over 100 NSA representatives in October 2006 it was re-endorsed, and its name changed to Programme Coordinating Committee (PCC) for the implementation of the NSA Programme.

3. Overall efficiency of programme implementation.
4. Overall effectiveness of programme implementation.
5. Overall impact of the programme on its intended target constituency of NSAs, including considerations of sustainability and the potential for complementary follow-on support.
6. Draw out the key lessons of the programme experience and make informed recommendations for future NSA support by the EU (building upon successes achieved and mitigating in the future against constraints encountered).

2.3. Requested Services, including Suggested Methodology

A Consultant is required to carry out a Final Evaluation of the EC financed NSA Support Programme. This study is required under the terms of the Financing Agreement n. 9519/TA under which the EC committed a total grant of Euro 3 million from the 9th EDF resources.

The Evaluator will undertake a comprehensive, consultative assessment of the NSA Support Programme's overall appropriateness, effectiveness and efficiency, drawing out key lessons and, on that basis, presenting recommendations to guide the nature of forthcoming EDF 10 support to Non State Actors in Tanzania.

More specifically, the Evaluator will:

- Review relevant documents pertaining to the broader environment of the programme, including the current Country Strategy Paper, Mkukuta (National Poverty Reduction Strategy), EC Review of Capacity Building Support to NSAs, etc.
- Review all relevant key programme documents, including the Financing Agreement, the reports of the Mid-Term Review & other monitoring missions, implementation reports, programme strategies, relevant TOR (eg, for ZFCs), MOUs, workshop reports, plans for the development of a national NSA Platform, Code of Conduct, etc.
- Meet with a representative sample of NSA beneficiaries from different parts of the country to learn about their experience of the programme and to assess its impact on their capacity for, and commitment to, policy engagement.
- Meet with representatives of at least three Zonal Focal Centres outside of Dar to assess the ongoing effectiveness of these structures in responding to the needs of NSA users. Within Dar, meet with representatives of Mzumbe University to assess the ongoing operation of the NSA Resource Centre and judge the prospects/or implementation of a post-graduate NSA academic course due to commence next academic year.
- Meet with representatives of the Programme Coordinating Committee, the Programme Steering Committee, the Ministry of Finance (NAO's office) and the EC Delegation to discuss their experience of the programme from inception to closure, and get their views on options for future support to NSAs in Tanzania by the EU. In so doing, look closely at issues related to the demarcation of authority and the allocation of responsibility in programme management.
- Contact former staff of the PMFU / Central Resource Centre to learn of their experience of managing programme implementation. In particular, document their experiences of successes they achieved and constraints they encountered in fulfilling their role as programme managers.
- Assess the suitability and effectiveness of the overall programme management and implementation structure, paying particular attention to decision-making processes, supervisory systems, reporting channels and mechanisms for information sharing. Also

consider the question of ownership and motivation in this exercise, particularly as they might be relevant to any future programme.

- Assess the likely impact of creating a National NSA Coordinating Platform and advise on the desirability of future EU support for the creation of such a structure.
- Assess the experience with and management of EDF contracting procedures by the PMFU, ONAO and EC Delegation with a concern for efficiency and effectiveness of procedures followed under the NSA Support Programme. Draw out any lessons about the suitability of using Direct Decentralised Operations together with Programme Estimates for the management of a programme of this nature.
- Conduct a feedback and validation meeting with key programme stakeholders to present preliminary findings prior to departure.

Produce a comprehensive Evaluation Report covering the areas highlighted in section 2.2 including a set of explicit recommendations regarding the nature of EU support to NSAs under EDF 10. The report should identify the key successes achieved and challenges encountered in programme implementation, in each case presenting recommendations to build upon or address them, as the case may be, in any future programmes.

2.3.1. Geographical Area to be Covered by the Consultants

The Evaluator should spend time in Dar es Salaam to meet with representatives of the Programme Coordinating Committee, the NAO and the Delegation of the European Commission, as well as former staff of the Programme Management & Facilitation Unit (PMFU). He/She should also try to consult some members of the Programme Steering Committee, and with some NSAs that have not actively participated in the programme but either indirect beneficiaries, or organisations working in the same field to assess to what extent the programme is known (recognised and appreciated), consults and coordinates with related initiatives, and its impact as perceived by players not directly involved in its implementation. He / She will also undertake travel to at least three of the provincial target zones to meet with NSA beneficiaries and assess the programme's impact at local level.

2.4. Required Outputs

- Ensure that the views of a representative selection of programme stakeholders, including NSA beneficiaries from different parts of the country, have been heard and fairly reflected in the evaluation process.
- Ensure that programme management modalities and structure are critically analysed and assessed in terms of their impact on programme quality. On this basis produce recommendation for suitable management modalities for any future programme of the same nature.
- Identify the key successes achieved and challenges encountered in programme implementation, drawing out the key lessons to be learned and, based upon them, making recommendations on the nature of future EU support to NSAs in Tanzania.
- Present to the Contracting Authority a comprehensive Final Evaluation Report covering the areas outlined in section *Specific Objective* above.

3. EXPERTS PROFILE

3.1. Number of requested experts per category and number of man-days per expert

The assignment will be undertaken by one (1) category senior consultant over twenty (20) days.

3.2. Profiles Required

Qualifications and Skills

- Education at least up to a Post Graduate Degree in Political Science, Social Science, Public Administration or in a field relevant to the assignment

General Professional Experience required

- At least 10 years professional experience in the field of governance (incl. the role of civil society) and / or public administration in developing countries, preferably in East Africa.

Specific Professional Experience required

- Proven sound working experience with EDF Procedures for programme estimates financed by the European Development; contract procedures for EC external actions; EC's Project Cycle Management integrated approach and logical framework is an absolute requirement.
- Good understanding of the Cotonou Agreement, particularly in relation to the envisaged role of Non-State Actors in formulating and monitoring development processes.
- A personal record of at least 3 evaluation missions of EU funded programmes or projects in the field of Good Governance, NSAs, Civil society Support Programmes, Civic Education and Democratisation, preferably in Sub-Saharan Africa.
- Prior work experience in management of NSA, local governance and civic education programmes a definite asset.
- Excellent facilitation, consultation and analytical skills (proven by relevant experience).
- Proficient knowledge of standard computer software (MS word, Excel and project management software)

Language Skills

- Excellent oral and written communication skills in English
- Working knowledge of Swahili would be a distinct advantage.

Nationality

- EU (27) member-state or ACP nationality.

3.3. Working language(s)

The working language and language of all written correspondence between the Contractor and the Contracting Authority will be English. Consultations with primary and secondary beneficiaries outside Dar es Salaam urban area will most likely be in Ki-Swahili.

3.4. Conflict of Interest

The basic principle is that there is no automatic conflict of interest (Point 2.2.3.9. User Guide for the Framework Contract Beneficiaries). The Consortium/Contractor, and the experts suggested in their offer, shall have had no prior direct or indirect involvement in either the preparation or the implementation of the Programme to Support Non-state Actors in Tanzania.

4. LOCATION AND DURATION

4.1. Starting Period

The consultant is expected to take up duty mid of July 2010.

4.2. Foreseen Finishing Period or Duration

The total duration of the assignment is 20 days of which:

- At least three full weeks (15 working days) on mission in the country
- the remainder at own work station for mission preparation and report drafting

4.3. Location(s) of Assignment

The mission will take place in Dar-es-Salaam, Tanzania, under the guidance of EU Delegation and in conjunction with the National Authorizing Officer's office. Field missions will be required to assess the impact and sustainability of the programme activities in at least three focal zones up-country (out of Masasi, Mbeya, Kigoma, Mwanza, Arusha, Pemba, Unguja). Home station for the finalisation of the final evaluation report.

5. REPORTING

5.1. Content

The mission's key output will consist of an **evaluation report** which should mirror the above evaluation criteria with particular focus on questions of impact and sustainability. The report should be of maximum 40 pages main text, excluding annexes.

A **preliminary version of the evaluation report** should be provided to the EU Delegation to Tanzania in 5 hard copies as well as in soft copy (MS Word, Excel) by email to the Evaluation Task Manager, within 10 working days from the date of departure of the mission.

If satisfied with the basic professional quality of the draft and compliance with the terms of reference, the Task Manager circulates the draft report for comments to the stakeholders and partner country stakeholders as appropriate.

On receipt of all comments from services, delegation and other concerned bodies by the stipulated deadline, the EU Delegation checks them and sends them to the consultants with its own comments for consideration and any necessary revision of the text.

A **final report** duly incorporating the comments received from the EU Delegation and competent government authorities and stakeholders on the preliminary final report, is to be presented within 10 working days from the receipt of the Delegation's comments on the provisional version. The final report will be submitted to the EU Delegation to Tanzania in 8 hard copies, as well as in a virus-free electronic form (MS Word, Excel) on CD-ROM and email.

The Delegation will then carry out a final check that comments have been reasonably considered, that the terms of reference have been respected and a good professional standard of accuracy, balance, penetration, realism and clear drafting have been maintained.

5.2. Language

The language of reporting will be English.

6. ADMINISTRATIVE INFORMATION and REQUIREMENTS

6.1 Items to foresee under ‘Reimbursable’

Local travel costs: A provision of € 1,790 should be included under reimbursable for inter-city travel to visit at least three of the seven zonal focal centers (located in Arusha, Mwanza, Kigoma, Mbeya, Masasi, Unguja and Pemba). The per diems include already intra-city travel so they are not eligible once more under reimbursable, should the team hire a vehicle for the entire period of the assignment, car hire costs will only be reimbursed in relations to the inter-city travels foreseen in the assignment.

International Travel: A provision of € 2,000 should be included under reimbursable for international travel. International travel to the place of mission and back is considered to start at the closest station/airport to the expert’s residence and to end at the airport of destination.

Stakeholders consultations or Workshop: A provision of € 3,500 should be included under reimbursable for workshop and stakeholders consultations costs. This shall include where necessary the hire of fully equipped conference facilities, refreshments to the participants and basic transport allowance for the stakeholders.

Secretarial and interpreter services: An estimated € 1,600 shall be included.

As per instructions available at

http://ec.europa.eu/europeaid/work/procedures/framework_contract/beneficiaries/index_en.htm

office supplies and communications are covered in the fees and may not be recovered again in the reimbursables.

6.2 Tax and VAT arrangements

In general the contract will be free from taxes and duties in Tanzania, except for goods and services, purchased by the Consultant on the local market, on which taxes and duties have already been levied.

6.3 Fees, per diems and working hours

The assignment is for a total of 20 working days including 2 days travel time for take up of duty and each international expert for each in-country mission.

The working hours (Article 21 of the General Conditions) are defined from 7:30 to 17:00, five (5) working days/week, as per local business/government working hours but may vary in agreement with the Contracting Authority according to the requirements of the service. Time sheets showing the days worked and the days in country will be signed by the Contracting Authority and submitted with the request for final payment.

Per diems will be paid for the duration of the stay in Tanzania (excluding any leave days) at the rate applicable at the time of request (see EuropeAid website). For the national expert, per diems will only be paid for missions outside the usual place of residence and/or work.

To be noted that the 7th of July is Public Holiday.

6.4 The Offer

The offer of the Consortium should contain:

- A financial offer (fee-based) as per request for services
- CVs of the expert proposed
- Individual statement of exclusivity and availability signed by each of the expert
- The methodology foreseen by the Consortium to conduct the assignment (max. 5 pages)

For all other administrative provisions reference is made to the Guidelines and templates available at: http://ec.europa.eu/europeaid/work/framework-contract/commission2007/index_en.htm

ANNEX I – EVALUATION ASSESMENT CRITERIA

a. Relevance

- i. assess the appropriateness of the project design in relation to the problems to be resolved both when the project was designed, and at the time of the evaluation.
- ii. assess the projects coherence with the EC's Country Strategy Paper and the National Indicative Programme.
- iii. assess the quality of the Logical Framework originally foreseen in the financing Agreement and as reviewed in the Programme Estimates and the clarity and internal consistency of the stated overall objectives, purpose and results
- iv. assess whether the objectively verifiable indicators of achievement (OVIs) were well-chosen.
- v. review and comment on the relevance of the project in relation to the Government policy and the real needs of the intended beneficiaries.
- vi. comment on the complementarity and coherence of the PMU with relevant activities undertaken elsewhere by government and other donors.
- vii. provide an analysis of sustainability of the project, including the financial and economic sustainability, the environmental impact and benefits to both men and women.

b. Efficiency

- viii. review the performance of the management of the project in terms of the quality of day-to-day management, including: (1) management of the budget (2) management of personnel, information, property (3) report production (4) management of the cost estimate (5) respect for deadlines.
- ix. assess the partner country contributions from local institutions and government, target beneficiaries and other local parties.
- x. assess to what extent the costs of the project have been justified by the benefits that have been generated.
- xi. review the quality of Programme monitoring undertaken by the beneficiaries, the programme management unit/supervisory ministry, the contracting authority and the office of the EC.

c. Effectiveness

- xii. assess whether the planned benefits have been delivered and received, as perceived mainly by the key beneficiaries, but also the contracting authority, the office of the EC and other concerned parties.
- xiii. assess whether the balance of responsibilities between the various stakeholders was appropriate.
- xiv. assess whether any shortcomings were due to a failure to take account of cross-cutting or over-arching issues such as gender, environment and poverty during implementation.

d. Impact

- xv. calculate, compile and analyse the **quantifiable** results achieved by the programme against the set indicators. The analysis should take into account the initial baseline values, the results achieved after completion of the project and an estimate value of the indicators if the project was not undertaken
- xvi. examine to what extent the planned overall objective, purpose and results have been achieved, and assess how far that was directly due to the PMU.
- xvii. assess to what extent Gender related, environmental and poverty related impacts were achieved.
- xviii. Examine positive and negative, primary and secondary long-term effects produced by the intervention, directly or indirectly, intended or unintended.

e. Sustainability

- xix. assess how far all stakeholders were consulted on the objectives from the outset, and whether they agreed with them and remained in agreement throughout the duration of the project.
- xx. review and comment on the sustainability of the project. This should include an analysis of the level of political support from the various Ministries and an indication of whether the Government is likely to continue funding any of the initiatives. Comments and recommendations should also focus on sustainability and continuity of the project with the EU strategy to be implemented under the 10EDF.
- xxi. Assess the probability of continuation of benefits from this intervention after EC assistance has been completed, including the probability of continued long-term benefits and the resilience to risk of the net benefit flows over time.