

Terms of Reference for a service provider to manage DFID's *Institutions for Inclusive Development (I4ID)* programme

1. Introduction

- 1.1. In many ways Tanzania is a success story. The strong post-independence emphasis on nation- and state-building has meant that Tanzania has avoided the conflict that has plagued almost all its neighbours. It managed a peaceful transition to multi-party politics in 1992 and the economy has grown at over 7% for more than a decade. However there are still causes for concern. Most growth has taken place away from agricultural sectors and rural areas, and has not directly benefited the poorest. There have been significant inefficiencies in public service provision. According to several indexes corruption is getting worse, and state capacity has stagnated, or possibly declined.
- 1.2. Through its *Institutions for Inclusive Development (I4ID)* programme (2016-2021), the UK is contributing up to £14 million over 5 years to strengthen democratic institutions and governance in Tanzania so that they are more inclusive and accountable, and economic growth provides more benefits for poor people. Several other donors have expressed an interest in co-funding though this has not yet been confirmed. This could lead to a significant increase in the overall available funds.

2. The objective

- 2.1. The objective of this contract is effective management of the I4ID programme, as outlined in more detail in the approved business case. The programme has two linked outcomes:
 - 1) Key democratic institutions have more capacity, and are more accountable and inclusive; and
 - 2) Government, civil society and the private sector collectively put into practice institutional arrangements that promote public interests.Together these contribute to the impact: *more accountable and inclusive Tanzanian political and government institutions.*
- 2.2. I4ID aims to demonstrate at a local, regional and national level that it is possible for government to deliver services more efficiently and effectively by working “with the grain” rather than confronting vested interests head on. As well as working with the informal system, the programme will support the formal systems of governance and accountability (e.g. elections and Parliament) and will also work with political parties, the media and civil society. Strengthened individual and institutional capacities will lead to a more inclusive political system that supports better collective outcomes for Tanzanian people.

3. The recipients

- 3.1. The beneficiaries of this contract programme will be the citizens of Tanzania, particularly the poorest, who will benefit from the achievements of the programme. The service provider will support a range of relevant organisations – including civil society, private sector, and democratic institutions such as Parliament and local government– to deliver the expected outcomes of this programme.

4. The scope

- 4.1. The I4ID service provider will be expected to manage delivery of three areas of linked programme activity: a) deepening democracy, b) collective action in the public interest, and c) research and learning.
- 4.2. **Component 1: Deepening Democracy.** This component focuses on support to the institutions of democracy and the engagement of citizens in and with these institutions. There are two outputs¹ associated with this component, each linked to thematic results areas:

Output 1: More effective, inclusive, transparent and responsive democratic institutions (MPs and parliament, elections, political parties):

- i) Election management and election oversight processes are more credible, transparent and inclusive.
- ii) Parliamentary processes are more inclusive, and Parliament is more effective in holding government to account.²
- iii) Political parties are more inclusive, and have stronger, more inclusive policy-making processes.

Output 2: The electorate is better-informed and engages more actively with democratic institutions and processes.

- iv) Citizens are more active in promoting and participating in democratic processes and asserting their democratic rights.
- v) Media is stronger and more independent, and has more capacity to report on a wider range of political issues.

Women and youth participate more actively in political activities and processes (vi) will cut across all work under this component and will be reflected in specific indicators under both outputs.

- 4.3. Work under this component should be characterised by:
- Recognition of the links between political institutions and ensuring that work in each thematic area feeds into a coherent overarching strategy for promoting political governance reform;

¹ N.B. Outputs have been adjusted since approval of the Business Case. They may be adjusted again with DFID agreement once implementation plans are finalised.

² N.B. At this stage we do not anticipate technical work with Parliament under I4ID – see Annex 1 for more detail.

- Close integration of work with formal and informal institutions, and interlinked supply and demand-side initiatives feeding into the same outputs;
- Work on improving political processes linked with relevant policy agendas for inclusive development;
- Coordination and compatibility with other initiatives;
- Project implementation that emphasises ongoing testing, learning and adjusting, and a balance between tried and tested approaches, and innovation/pilots.

4.4. **Component 2: Collective action in the public interest.** Under this component, the programme will facilitate the development of sector- or issue-based coalitions cutting across government, the private sector and civil society, which will work together to overcome the obstacles to constructive collective action on issues of public interest. This collective action work will have two thematic areas of focus: i) more effective and inclusive public service provision, and ii) more inclusive economic growth.

4.5. There is one output associated with this component:

Output 3: Coalitions are taking appropriate steps to remove blockages in order to facilitate more inclusive economic growth and/or more effective and inclusive public service provision

4.6. This component should be characterised by:

- Design/selection of target growth sectors or public services, and associated coalition work (projects) to maximise potential multiplier effects and to ensure that achievements can be sustained.
- Effective facilitation, coalition-building, and relationship-building with partners ensuring that networks and coalitions –formal and informal– become effective at driving policy change.
- Development and testing of coherent results chains/theories of change for each initiative and effective management of the complex monitoring and evaluation implications for this type of programming, including effective feedback and learning processes, and tolerance for, early recognition of, and remedy for failure or underperformance of initiatives.
- Careful management of relationships with local government.
- Coordination with other DFID programmes, and with other relevant development initiatives.

4.7. **Component 3: Research and learning.** This component focuses on action, operational, thematic and issue-specific technical research that will generate knowledge about the operation of Tanzania's democratic institutions, identify problems and possible solutions, and learn lessons about supporting democratic change processes. This component will directly support the work of the programme's other two components, and will also contribute to improved policy and public debate. It is linked to one output:

Output 4: Action-ready research is used to improve understanding of the Tanzanian political arena in order to inform programming and promote better understanding of political institutions among stakeholders.

This component should be characterised by:

- Close integration with other components, clear mechanisms for learning from programme implementation experience and channels for feeding research findings into programming decisions.
- Research in service of programme needs, including linked policy research and targeted research on the barriers to, and opportunities for, promoting women's inclusion in political processes and democratic institutions in Tanzania.
- A balance between adherence to overarching strategy and responsiveness to changing programme needs.

- 4.8. The programme's geographical coverage will vary across components, with the collective action work (component 2) in particular expected to cover a range of rural and urban locations.

5. The requirements – Inception Phase (9 months)

- 5.1. Programme³ management: The service provider will deliver the following during the inception phase:

- Programme office established in Dar es Salaam, with full team of core staff. Associated policies and procedures finalised.
- Governance, programme and financial management and reporting arrangements finalised and agreed with DFID.
- Local programme title, branding and communication policies agreed with DFID.
- Procurement strategy in place and procurement plans for purchase above £100,000 agreed with DFID Commercial Adviser.
- Finalisation of the I4ID Results Framework, with outcome and output indicators, targets and milestones for the duration of the project, and a monitoring and evaluation (M&E) strategy, to be agreed with DFID.
- Detailed "value for money" (VFM) strategy and VFM indicators identified. Baseline survey designed (to be completed within 3 months of end of inception phase).
- An implementation plan for the programme, with timescales, staffing and an indicative budget forecast for the duration of the project.
- Agreed implementation payment structure (see 8.4 below).
- Development and formalisation of linkages and synergies with other DFID programmes and projects, including: *Accountability in Tanzania* (AcT) programme, *Markets for the Poor* (M4P) programme, *Tanzania Regional*

³ Throughout these ToRs "programme" is used to refer to the overarching I4ID work, while "project" is used to refer to initiatives supported through I4ID.

Economic Opportunities programme (TREO – currently under design), DFID's work with the *Foundation for Civil Society* and, depending on issues/sectors selected under component 2, the World Bank's urban programming and/or some of the basic services programmes.

5.2. Component 1: Deepening Democracy.

During the inception phase, for each thematic results area (see 4.2. above) the service provider will deliver:

- Review of key stakeholder priorities, plans and incentives.
- Analysis of previous, ongoing and planned programming, for both DFID and other donors.
- Design of programming, and associated procurement processes (including calls for proposals where appropriate) that take into account both formal and informal institutions. It is expected that by the end of the inception phase strategic plans and outline work plans will be in place for all thematic areas and the service provider will be ready to initiate procurement for all areas requiring calls for proposals or tenders.
- A cross-cutting strategy for increasing the participation of women and youth in political processes across all thematic results areas, associated with specific activities and output indicators.
- Clarification of theories of change/results chains, identification of assumptions that need to be reviewed as programming processes, and proposal for linked output and outcome indicators.

A summary of thematic areas, indicative activities and accompanying notes is provided in Annex 2. *As part of its bid, the service provider should provide an outline indicative approach for each of the five thematic areas, plus the cross-cutting area of increasing women and youth political participation, but will have the opportunity to finalise plans during the inception phase.*

5.3. Component 2: Collective Action

The service provider will deliver the following during the inception phase:

- Criteria for the selection of issue-based collective action projects proposed and agreed. Criteria should include relevance to the programme theory of change, the potential for or existence of effective local coalitions, value for money, and synergy with other DFID and donor-funded activities.
- Drawing on problem-driven and/or sector-based studies (see component 3), identification of 3-5 initial thematic areas of focus for collective action projects, plus at least three related projects, with key actors identified.
- Technical assistance provision, coalition building and local government engagement approaches agreed with DFID.
- A process for scaling projects up or down based on implementation experience should be proposed.

As part of its bid, the service provider should outline an indicative approach to this component, but will have the opportunity to finalise plans during the inception phase.

- 5.4. Component 3: The service provider will deliver the following during the inception phase
- Overarching research strategy in place, including strategies for each of the three components and identification of possible research partners in Tanzania:
 - i. Research on governance, patronage and democracy in Tanzania.
 - ii. Action research on institutional change processes.
 - iii. Issue and sector-specific studies.
 - The research strategy is expected to include targeted research on barriers to women and youth participation.
 - Completed first phase of problem-driven and/or sector-based studies (e.g. political economy analysis) to support programme design for component 1 and identification of areas of focus for collective action projects under component 2.

As part of its bid, the service provider should outline an indicative approach to this component, but will have the opportunity to finalise plans during the inception phase.

- 5.5. At the end of the inception phase, DFID will review the proposals and, if content, approve the implementation plan and authorise implementation to begin. Early decisions may be taken on some elements if both DFID and the service provider are ready to do so. A contract amendment and revised set of terms of reference will be issued to include details of the budget and specific interventions designed during the inception phase.

6. The requirements – Implementation Phase (4 years, 3 months)

- 6.1. Programme Management: The service provider will deliver the following during the implementation phase of this contract:
- Annual Work Plans, to be approved by DFID.
 - Consistent, high quality evidence-based narrative and financial reporting meeting DFID requirements, including regular learning events with DFID and others at which the theory of change will be adjusted in the light of research and experience (See 9. Reporting).
 - Effective implementation of agreed programme strategies and work plans (to be defined and agreed by DFID during the inception phase).
 - Completion of key programme milestones and deliverables (see 8.5).
 - Grant management with appropriate policies in place to minimise fiduciary, fraud and reputational risk, and to maximise likelihood of success and value for money. Proportionate due diligence assessments should be carried out for all new partners.
 - Targeted capacity building, including support for coalition building for partners with demonstrable impact on the quality of project implementation.
 - Regular adjustment of the theory of change and of programming to reflect a) inputs from component 3 research initiatives, b) lessons learned from

programme implementation and M&E activities, including beneficiary feedback, and c) the changing Tanzanian political context. Adjustments should include scaling up of successful initiatives and closure or modification of underperforming initiatives.

- Programme-wide coordination and information-sharing arrangements and effective support for partners to disseminate the results of their work and stimulate wider and more informed debate on issues addressed by I4ID.

6.2. Given that different parts of this programme carry different levels of uncertainty and might realistically adapt (or require adjustments) at different rates, we do not anticipate uniform approaches to the different components, or even subcomponents. We are looking for a portfolio that balances high-risk programming against more established methodologies.

6.3. *As part of its bid, the service provider should specify in its tender how it will ensure that the following characteristics of I4ID are accommodated in its programme management strategy*

- Problem-driven iterative approach to programme management and decision-making.
- Identification of partners in ways that create incentives for partners to work collaboratively on common issues, particularly partners that do not normally associate.
- Inclusion not only of established non-governmental organisations but also of broader civil society representation including (but not limited to) community-based organisations and informal civil society, women and youth-facing organisations, faith-based and identity-based groups, producer groups, business forums and media.
- Strong emphasis on youth engagement in political and accountability processes to be mainstreamed across all components of I4ID.
- Encouragement for active participation of women, persons with disabilities and other disadvantaged and marginalised groups wherever possible. I4ID should also incorporate both urban and rural perspectives.
- Active encouragement of more diverse approaches, and approaches that tackle problems from new angles and from different angles at the same time.
- Encouragement of fledgling and innovative initiatives and support for emerging local leadership.
- Joint working between I4ID partners, between civil society and government, and between programme partners and other actors working in similar areas and on similar issues.

7. Constraints and dependencies

7.1. While the team composition should be defined by the service provider (see 8.1 below), the service provider will need to ensure that a full programme team is available for the full duration of the programme, with key personnel based full time in Tanzania. The quality of human resources service providers include in their offers will be a key element in the evaluation process and a source of

competitive advantage compared to other bidders. Any attempt to change key personnel post-award will be regarded as a significant variation in terms of their tendered offers and may have commercial ramifications.

- 7.2. Once the programme is underway, “key personnel” (including those supplying the service provider’s specialist knowledge for thematic areas under component 1) should not be replaced without DFID approval. As 2020 is an election year in Tanzania, key personnel changes would only be considered by DFID at that stage in the most exceptional circumstances.
- 7.3. The service provider must be self-supporting and responsible for its own activities. It should not rely on DFIDT transport, offices, facilities or logistical or administrative support, although DFIDT can provide visa letters for visiting staff if required.

8. Implementation requirements

- 8.1. Team Structure: The service provider should propose in its bid a programme management team structure including roles and responsibilities, and expertise required for each post. The service provider should specify the individuals who will take up key positions. Personnel arrangements should be finalised during the programme inception phase, and agreed by DFID. The service provider is encouraged to consider partnerships with local and/or international organisations as needed to ensure coverage of the full range of skills and experience required to implement this programme.

Wherever feasible, implementation of key initiatives should be led from within the I4ID programme management team, although sourcing of specialist external expertise may be required in some circumstances. In particular, it is expected that the thematic nature of collection action initiatives may require the service provider to bring additional expertise into the core team as target sectors or issues are identified in the inception phase.

- 8.2. Budgeting and contracts: Up to £14m of UK funding has been allocated to the I4ID programme over 5 years (2016-2021). DFID will retain £0.5m of this total for monitoring and evaluation purposes. Of the remaining £13.5m, DFID anticipates spending at least £10m through this contract, with a decision on whether to release remaining funds to be taken in July 2019 based on an assessment of the performance and continued relevance (or otherwise) of the programme’s components and sub-components. At that point DFID will also decide whether to seek a Business Case extension for additional funding to support high performing initiatives under the same contract. The service provider should prepare a bid based on a 5 year contract for up to £10m, but is required to demonstrate its understanding that this will be an evolving ToR through each stage and will bring with it the opportunity for scale up or down. The bid should also indicate how the service provider will be able to absorb additional funding while using economies of scale to minimise increases in management costs.

8.3. DFID is the lead donor and will hold the contract with the service provider. Several other donors have expressed an interest in co-funding though this has not yet been confirmed. Please note this could lead to a significant increase in the overall available funds but DFID will retain overall control of programme delivery.

- 8.4. The approximate distribution of funding across components is:
- Component 1, Output 1 (elections, parliament, political parties) – 25%
 - Component 1, Output 2 (civic activism, media) – 30%
 - Component 2, Output 3 (collective action)– 35%
 - Component 3, Output 4 (research and learning) – 10%

The service provider may recommend a different distribution for consideration by DFID during the inception phase. DFID also reserves the right to adjust the balance across components depending on the effectiveness of implementation.

- 8.5. Payment and contracting mechanisms: Service providers are encouraged to consider the most effective payment mechanism that is appropriate to promoting flexibility, innovation *and* accountability for results and value for money under the I4ID programme, and to outline the proposed mechanism as part of their commercial proposal. Final arrangements will be agreed during the inception phase. DFID has the following guidance to offer:
- We recommend an input-based payment mechanism for the inception phase as deliverables at that stage are mainly process driven.
 - Given the need for flexibility during the implementation phase offset, we have a preference for a hybrid contract that incorporates some aspects of output-based contracting/payment by results (PbR), paying particular attention to ensuring that incentives to innovate and take risks are preserved.
 - DFID reserves the right to periodically review the payment model to ensure it reflects programme needs.

Suppliers should specify their proposed approach as part of their bids, and should be aware that value for money criteria will factor in an assessment of the proposed PbR offer. In their proposal, the service provider should give an indication of the sorts of deliverables/payment milestones that they anticipate to put in place for implementation but definitive arrangements will be agreed during the inception phase (see 5.1 above). Bidders should bear in mind that payment milestones should make a meaningful contribution to delivery of the outputs, going beyond simply providing reports or activity based deliverables, and should show contribution to change/impact.

- 8.6. Monitoring and Evaluation: DFID will establish a separate M&E contract for I4ID, which will provide for an independent mid-term review and end-of-programme evaluation. It will also set up technical assistance to DFID for monitoring and evaluation linked to I4ID, including inputs to the design/review of the results framework, review of targets and milestones, and quality control

assessments on milestone reporting. The service provider is expected to work collaboratively with DFID and its M&E supplier external expert(s) in these areas.

- 8.7. The service provider will develop its M&E strategy and a comprehensive Results Framework (RF) during the Inception phase. The RF should include output indicators compliant with DFID annual reporting requirements, but we encourage use of alternative approaches to results management that may be more appropriate for this type of programme to capture a) the qualitative changes the programme is working towards, b) the programme's secondary contributions to targeted sectors/programmes, c) the programme's responsiveness on cross-cutting issues such as gender equity, social inclusion and conflict mitigation and d) ways of working including learning feedback loops and coalition building. In line with DFID's commitment to inclusion of women and young people, the results framework should include specific indicators linked to engagement of women/youth under each output, and should systematically factor in beneficiary feedback as part of its adaptive programming approach.
- 8.8. DFID recognises that adaptive programming poses challenges for forward planning and M&E. As programming is adjusted, output indicators will also require regular adjustment. Given that performance against output indicators not only forms the basis for DFID annual review scoring but may well also be linked to payments, milestone revisions should be carried out in consultation with the service provider, the M&E supplier (see 8.6. above) and key external stakeholders, notably potential beneficiaries and partners.
- 8.9. Monitoring for the programme needs to incorporate both partners' performance and compliance and the processes of change the programme seeks to generate. It should aim to capture not only the contributions and achievements of individual initiatives but also the collective outputs and outcomes that the programme as a whole is able to generate, intentional as well as unintentional. It should facilitate reflection on the programme's approaches, and, particularly for component 2, enable the programme manager and partners to recognise what is not working and make course corrections during implementation. DFID does not expect that every initiative will succeed, so the monitoring system needs to enable the programme manager to recognise, manage and learn from failure effectively.
- 8.10. The service provider is responsible for ensuring that both it and its partners monitor and report on fraud, in line with DFID's zero tolerance policy.

As part of its bid, the service provider should provide a summary in its tender of how it will monitor for compliance and programme performance purposes. It should also provide an overview of how it will approach M&E for programme outputs and outcomes, and how it will approach adjustment of output indicators/milestones, but will have the opportunity to finalise plans during the inception phase.

- 8.11. Dissemination and Communications: The service provider should support local partners to disseminate the results of project activities and stimulate wider discussion of the issues it is working on, especially research produced by the programme. *The service provider should specify in its bid the approach it proposes for this role.*
- 8.12. The team will be expected to produce communication materials summarising some of the stories of change in the programme for a wider audience inside and outside Tanzania. The service provider may, from time to time, need to produce briefings for DFID, British High Commission and other representatives of the international community. There need to be clear distinction drawn between communications and independent research.
- 8.13. The team should also support local partners to track local media coverage of issues dealt with in the programme, and, where relevant, engage with parliamentarians for parliamentary debates. Summaries of this tracking should be submitted to DFID with six-monthly narrative reporting, and whenever major relevant events or significant achievements are documented.

9. Reporting

- 9.1. The I4ID management team will report on a quarterly basis throughout the inception period, and will submit a Final Inception Report for approval by DFID Tanzania (DFIDT) within 9 months of signing of the contract, covering the following (see also 5.1. to 5.5.):
- Full organogram plus ToRs and staff biographies for all key positions.
 - I4ID draft Theory of Change, Results Framework, M&E strategy and VFM strategy. Baseline survey design and plan in place to ensure completion within 3 months after the inception phase.
 - Risk Matrix and risk mitigation approach
 - Implementation plan including detailed work plan for the first 12 months of the implementation phase and outline work plan for the rest of the programme.
 - **Component 1: Deepening Democracy.** Programme implementation strategies (including outline work plans and procurement plans) for all major subcomponents (see 5.2). Cross-cutting strategy for increasing the participation of women and youth.
 - **Component 2: Collective Action.** Criteria for selection and approval of projects, a proposed methodology for identifying suitable projects and an agreed approvals process. TA provision, coalition building and local government engagement approaches. A first set of collective action sectors or services (3-5) and associated projects (minimum 3). (See 5.3)
 - **Component 3: Research and Learning.** Overarching research strategy for the life of the programme, including key research areas and questions, criteria for selection of research initiatives and shortlist of partners. (See 5.4)

- 9.2. Once the parameters of the programme have been established, unless otherwise agreed during the Inception phase, the following documentation will be required as standard:
- Six-monthly narrative reporting due within 1 month of the end of the reporting period, including a report on progress against results and recommendations for adjustments to the approach. Reporting should be focused primarily on processes of change and it is expected that the programme's theory of change will be adjusted regularly to reflect learning.
 - Six-monthly financial reporting. While we recognise –and intend to provide– day-to-day flexibility for the service provider for programme implementation, we still expect periodic reporting on costs in order to review those costs against impact in order to inform ambition and content of milestone-setting going forward.
 - Annual Work Plans, including financial forecasts to be submitted to DFID for approval at least 30 days before the start of each 12 month period. A shorter planning timeframe for higher risk or more adaptive and experimental components may be agreed during the inception phase.
 - Biannual risk reviews.
 - Additional contributions as required to I4ID annual reviews, ad hoc reviews and research and mid-term and final evaluations.
 - Annual audit reports for the programme from an audit firm approved by DFID Tanzania, plus independent audit reports from a sample of partners receiving funding from the programme.
- 9.3. Formal meetings will take place between the service provider and DFID at least quarterly and further meetings will be carried out ad hoc on a more regular basis, particularly during the inception phase and early part of the implementation phase.
- 9.4. All documentation relating to the programme will need to be filed and archived, and consideration given to how this material might be transferred to DFID on completion of the programme. In addition, such information should be ready for sharing with DFID at any time, if requested. DFID adheres to principles of transparency and accountability, and complies with UK Right to Information legislation. We encourage our partners to take a transparent and proactive approach to information disclosure.

10. Time frame

- 10.1. The service provider is expected to start work by **30 April 2016**. The contract will be for a period of 5 years, up to **29 April 2021**. By **31 January 2016**, the service provider is expected to deliver the Inception Report as detailed under 8.1. At the end of the inception phase there will be a break point to review inception outputs. Progress to the implementation phase will be subject to the satisfactory performance of the service provider, delivery of Inception outputs and the continuing needs of the programme. A second break point in July 2019 will be used as an opportunity for DFID, in conjunction with the service provider, to

review programme plans ahead of anticipated general elections in 2020, and to make any changes to plans and/or the balance of programming as required. As discussed under 8.2 above, this break point will also be used as an opportunity to decide whether to release additional funds to support high-performing initiatives.

11. DFID co-ordination

- 11.1. The I4ID management team will report to the designated DFID Tanzania Governance Adviser and Programme Manager. The Governance Adviser will be responsible for oversight of all programmatic aspects of I4ID on behalf of DFIDT. Contract administration and payments will be managed by the Programme Manager on behalf of DFIDT.

12. Background – see attached Business Case

13. Duty of Care

- 13.1. The Supplier is responsible for the safety and well-being of their personnel and third parties affected by their activities, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
- 13.2. DFID will share available information with the Supplier on security status and developments in-country where appropriate.
- 13.3. The Supplier is responsible for ensuring appropriate safety and security briefings for all of their personnel and ensuring that their personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their personnel) are up to date with the latest position.
- 13.4. The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Services (such as working in dangerous environments etc.). The Supplier must ensure their personnel receive safety in the field training prior to deployment if judged necessary.
- 13.5. Tenderers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID (Annex 1). They must confirm in their Tender that:
- They fully accept responsibility for security and duty of care.
 - They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
 - They have the capability to manage their duty of care responsibilities throughout the life of the contract.

13.6. Acceptance of responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, tenderers should consider the following questions:

- Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
- Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
- Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
- Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- Have you appropriate systems in place to manage an emergency / incident if one arises?

Annex 1: DFID Overall Project/Intervention - Summary Risk Assessment Matrix:**Project/intervention title:** Institutions for Inclusive Development (I4ID)**Location:** Tanzania**Date of assessment:** October 2015

Theme	DFID Risk score
Country/Region	Tanzania
OVERALL RATING⁴	3
FCO travel advice	1
Host nation travel advice	N/A
Transportation	3
Security	3
Civil unrest	2
Violence/crime	4
Terrorism	3
War	1
Hurricane	1
Earthquake	3
Flood	2
Medical Services	3
Nature of Project/Intervention	3

1 Very Low risk	2 Low risk	3 Med risk	4 High risk	5 Very High risk
Low		Medium	High Risk	

⁴ The Overall Risk rating is calculated using the MODE function which determines the most frequently occurring value.

Annex 2: Component 1 Thematic Areas

Thematic Area	Indicative activities	Notes
i) Election management and election oversight are more credible, transparent and inclusive.	a. Technical assistance to election management bodies	DFID promotes an electoral cycle approach but also recognises that some activities will need to be designed/put in place nearer to the 2020 elections depending on shifts in political context. Technical assistance to election management bodies should be considered, with a particular focus on niche areas for assistance, but may not be the most appropriate use of programme funds. Design should only be followed by implementation if deemed feasible. Election observation options should consider both general and specialist observation (e.g. media monitoring, violence tracking, campaign finance). Programming should take into consideration the 2015 European Union Election Observation Mission recommendations.
	b. Election Observation	
	c. Promotion of peaceful elections in 2020	
ii) Parliamentary processes are more inclusive, and Parliament is more effective in holding government to account.	a. Civil society engagement with Parliament.	The design process for civil society engagement with parliamentary processes should look at whether a “Parliamentary Scorecard” approach is feasible/appropriate in the current context. It should also consider options for youth engagement in policy development, including “Future Generations” initiatives, and for supporting the women’s caucus within Parliament and other cross-party structures for women MPs. DFID currently supports UNDP’s Legislative Strengthening Project (LSP), which ends in June 2016. A decision on a second phase for LSP has not yet been taken. <u>At this stage we do not anticipate technical work with Parliament under I4ID but we do not rule out the option in future, particularly for engagement in niche specialist areas.</u>
iii) Political parties are more inclusive, and have stronger, more inclusive policy-making processes.	a. Internal party strengthening	We expect the design and implementation processes for internal party strengthening to be closely linked given their dependence on developing relationships with the parties and on party buy-in to proposed initiatives. Areas to cover include democratic internal structures and practices, use of research, party manifestos/policy-making and support for women/young candidates but the design should take into account expressions of from the political parties and may vary from this initial scope as a result.
	b. Women and youth (e.g. political engagement, work with candidates)	
	c. Party agent training	
	d. Cross-party engagement	

iv) Citizens are more active in promoting and participating in democratic processes, and asserting their democratic rights.	a. Promotion of active citizenship	<p>With this component DFID aims to move away from traditional civic and voter education approaches and to explore the role of citizen activism in deepening democracy and raising democratic expectations. We are looking for innovative approaches with long-term perspectives, which both reflect and build on sustainable social activism networks. Any pre-election voter education should be rooted in –and consistent with– this approach.</p> <p>Engagement with women and youth may be programmed separately or integrated into the core active citizenship work provided it is still given sufficient weight. Options for innovative use of ICT should be considered where appropriate.</p>
	b. Engagement of women	
	c. Engagement of youth	
	d. Voter education/mobilisation	
v) Media is stronger and more independent, and has more capacity to report on a wider range of political issues.	a. Journalist training	<p>The indicative activities here should be considered as a departure point only – we are interested in innovative approaches to strengthening media quality and independence in Tanzania.</p>
	b. media monitoring	