



Foreign, Commonwealth  
& Development Office



## Section 4 Appendix A

### CALLDOWN CONTRACT

Framework Agreement with: **Chemonics International Inc**

Framework Agreement for: **International Multi-Disciplinary Programme (IMDP)**

Framework Agreement Purchase Order Number: **PO 8373**

Call-down Contract For: **Transparency and Accountability for Inclusive Development (TAcID) in Mozambique**

Contract Purchase Order Number: **PO 10058**

I refer to the following:

1. The above-mentioned Framework Agreement dated 30<sup>th</sup> April 2019;
2. Your proposal of 24<sup>th</sup> February 2020 and subsequent clarifications: **REDACTED**.

and I confirm that FCDO requires you to provide the Services (Annex A), under the Terms and Conditions of the Framework Agreement which shall apply to this Call-down Contract as if expressly incorporated herein.

#### 1. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than **09 November 2020** ("the Start Date") and the Services shall be completed by **31<sup>st</sup> March 2024** ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

#### 2. Recipient

- 2.1 FCDO requires the Supplier to provide the Services to the Government and Citizens of Mozambique ("the Recipient").

#### 3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed **£6,907,829** ("the Financial Limit") and is inclusive of government tax, if applicable as detailed in Annex B.

#### 4. Officials

**FCDO**



## Foreign, Commonwealth & Development Office



4.1 The Contract Officer is: **REDACTED**.

4.2 The Project Officer is: **REDACTED**.

### Supplier

4.3 The Contract Officer is: **REDACTED**.

4.4 The Project Officer is: **REDACTED**.

### 5. Key Personnel

5.1 The following of the Supplier's Personnel cannot be substituted by the Supplier without FCDO's prior written consent: **REDACTED**.

### 6. Reports

6.1 The Supplier shall submit project reports in accordance with the Terms of Reference/Scope of Work at Annex A.

### 7. Duty of Care

7.1 All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:

- I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.
- II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified FCDO in respect of:
  - II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;
  - II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.
- III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.
- IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project, and must be separately identified in all financial reporting relating to the project.
- V. Where FCDO is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.



Foreign, Commonwealth  
& Development Office



## 8. Monitoring of Call-down Contract Performance

8.1 The Supplier shall comply with the performance monitoring conditions set out in Annex A.

## 9. Intellectual Property Rights: *REDACTED*.

## 9. Commercial Caveats

9.1 The following commercial caveats shall apply:

- Fees will only be paid for productive days or whilst travelling at FCDO's request.
- FCDO will not pay for a day of rest following travel, either Overseas or in the UK.
- FCDO will only pay for security services which have been mutually agreed in advance and at cost.
- FCDO will not reimburse costs for normal tools of the trade (e.g. portable personal computers).
- Rented accommodation should be used whenever possible and in particular for Long Term visits.
- Hotel accommodation should be compliant with the expenses policy and justified on the basis of Value for Money, with costs kept to a minimum.
- Receipts must be retained for all expenses.
- As detailed elsewhere in the tender documents, FCDO will only pay for expenses e.g. travel, subsistence and accommodation at actual cost within the pre-agreed policy.

## 10. Call-down Contract Signature

10.1 If the original Form of Call-down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier within 15 working days of the date of signature on behalf of FCDO, FCDO will be entitled, at its sole discretion, to declare this Call-down Contract void.

For and on behalf of

**The Secretary of State for  
Foreign, Commonwealth and  
Development Affairs**

Name:

Position:

Signature:

September 2020



Foreign, Commonwealth  
& Development Office



Date:

For and on behalf of

Name:

**Chemonics International Inc**

Position:

Signature:

Date:

Annex A – Terms of Reference

# Transparency and Accountability for Inclusive Development (TAcID) in Mozambique

1.	Introduction .....	2
2.	Objective .....	2
3.	Programme Budget, Context and Timeframe .....	3
4.	Beneficiaries and recipients .....	4
5.	Scope of Work .....	4
6.	Technical Requirements .....	6
7.	Oversight Requirements .....	10
8.	Contract Management Requirements .....	11
9.	Proposals .....	12
	Annexes .....	17
	Annex 1 - (Revised) Theory of Change .....	17
	Annex 2 - Duty of Care Assessment .....	19
	Annex 3 – Governance structures .....	20

# Transparency and Accountability for Inclusive Development

## TERMS OF REFERENCE

### 1. Introduction

The Foreign Commonwealth and Development Office (FCDO) leads the UK's work to end extreme poverty. We are tackling the global challenges of our time including poverty and disease, mass migration, insecurity and conflict. Our work is building a safer, healthier, more prosperous world for people in developing countries and in the UK.

Strengthening global peace, security and governance is one of the four objectives of the UK Aid Strategy. DFID's Economic Development Strategy already recognised that progress comes from "locally-driven initiatives to solve context-specific problems", stressing that we will "make our programmes more flexible so they learn and adapt"; and commits us to "building effective, accountable and transparent institutions".

The UK has worked with Mozambique to support its development process for years, with a strong focus on governance and human development. And we will continue this engagement as the country reaches a crossroad: whereas still poor and fragile, the discovery of abundant natural resources has the potential to transform the economy in the next decade. If managed well, the large expected cash flows from coal and natural gas can result in inclusive economic development, lifting millions of people out of poverty and putting an end to instability and aid dependency. Supporting efforts for inclusive governance, increased transparency and accountability could be key to future developments. The UK's wider engagement and development portfolio have been working in this direction over the last decade with some successes and significant lessons learnt. Other development partners have joined our efforts.

In December 2017, the then Minister of State for International Development approved a programme entitled "Transparency and Accountability for Inclusive Development (TAciD)" in Mozambique. The programme builds on the successes and lessons from previous interventions on empowerment, transparency and accountability<sup>1</sup>, and takes forward a smarter and more targeted set of interventions on these areas with stronger linkages to our portfolio and initiatives for impact. The UK will support a range of initiatives that will work with citizens, civil society, communities, the media, service users and providers, government authorities at local, provincial and national level, and accountability institutions.

TAciD has two pillars – this tender is for pillar 1 only, which seeks to address accountability and governance issues that are undermining the delivery of basic services. Work under this pillar will support initiatives aimed at strengthening civic engagement and supporting multi-stakeholder platforms and coalitions that can drive change on these issues and contribute to improvements on the provision of key basic services.

### 2. Objective

The objective of this programme is to contribute to national efforts for *increased government transparency, accountability and responsiveness to civic demands, including through better allocation of resources and more participatory and inclusive planning and decision-making processes*. This should lead to better provision of basic services and contribute to improved human development outcomes and reduced corruption.

**To achieve its objective, pillar 1 of TAciD will support Pro-Accountability Initiatives (PAIs).** These initiatives will consist of multi-stakeholder efforts to address governance and accountability issues that are undermining access to and the quality of basic services.<sup>2</sup> These issues often involve people and organisations

---

<sup>1</sup> These programmes include: Civil Society Support Mechanism (CSSM/MASC); Citizen Engagement Programme (CEP); Dialogo (DGSP); Support to Anti-Corruption Initiatives (SACI).

<sup>2</sup> What are 'issues'? For the purpose of this programme, issues are problems that have an impact on service delivery and whose solution is not purely technical but involve governance constraints. Some examples of

at different levels of governance and service delivery – frontline, district, municipal, provincial, national. Hence, initiatives should take into account different ‘entry points’ and coalitions to support change - eg. engagement at local level is likely to lead to improved provision of services in specific areas, but these results should then be linked to and built into advocacy strategies that will help convert on the ground achievements into broader changes in the way services are delivered at scale. The programme has been designed to go beyond the delivery of ‘local improvements’ but also to contribute to institutional reforms.

### 3. Programme Budget, Context and Timeframe

The contract will be issued for an initial term of 3 years and 6 months, with the option to extend for up to an additional 2 years.

The budget for pillar 1 will be up to £6,907,829 with the potential to scale up to an additional £3m over the lifetime of the programme – however, this increase in resources is subject to our assessment of the programme performance, results and the potential to scale up initiatives, which will be done through FCDO annual reviews and other review points as required. Furthermore, there is the potential to extend the programme duration for up to 2 additional years and to increase the budget for pillar 1 by up to a further £3M – this will depend on performance and the results of an impact assessment (see below for details).

FCDO will award a contract to a single economic operator (who may be a nominated member of a group of economic operators) who will be responsible for delivering these ToRs. The contract should commence by 5<sup>th</sup> October 2020 and will run until March 2024 and will consist of two phases (i) Inception/Transition (ii) Implementation/Closure and Learning. Progress to each phase will be agreed with FCDO including budget; payment milestones and logframe:

- (i) The Inception Phase will last for up to a maximum 6 months. During this time the supplier will be expected to set up offices, formalise partnerships, carry out initial analytical work and test out the programme key approaches to delivery - a *proof of concept* for the programme's problem-driven, adaptive methodology;

The Transition Phase will take place alongside the closing month of the inception phase and will last for 1 month. The transition phase will allow time for FCDO to conduct an Inception phase review with a view to accepting the Inception Phase Report and to prepare for the start of the Implementation Phase;

- (ii) The Implementation phase is planned to start upon acceptance of the Inception phase outputs/deliverables and any necessary contract adjustments required; implementation will last for up to 3 years;

The final three months of programme implementation should be dedicated to learning and closing measures, though some PAIs might run until the end of the programme - the supplier should deliver all results by March 2024. A responsible close down/exit will be required although suppliers should retain flexibility for scale up and expansion after this point if required. This will be reviewed between FCDO and the suppliers by the end of year 2 of Implementation (Year 3 of programme) through an impact review of the programme, which should allow for timely planning and implementation of closure or extension. Any proposed extension will be

---

*these issues could include: problems in textbook procurement; absenteeism of frontline workers; lack of uptake of civic education campaigns; poor information collection and management; dysfunctional inter-governmental/cross-ministerial arrangements. Issue identification should focus on the material tangibility of the entry point (the issue or problem to be resolved), along with the assessment of the potential to change the incentives. In order to maintain local buy-in, there must be consultation over which issues are important and which could be successfully dealt with. This process will produce a long-list of potential issues. Long-list Issues will be assessed against a set of established success criteria (an inception phase task). Scale and scope will also be assessed alongside an evaluation of political tractability. A short-list will then be finalised and inform pro-accountability initiatives.*

subject to supplier performance, and approvals processes, including ministerial and financial approvals. A formal high-quality programme final report will be required, documenting overall programme results, breakdown of costs and delivery and lessons learned.

The supplier will set up the programme office in Maputo, but it is expected to implement activities at the sub-national level. This work should cover at least two additional provinces – the choice of provinces will depend on the context and the identification of opportunities for addressing governance and accountability constraints in the provision of basic services. However, we expect that at least one of these provinces will be either Nampula, Tete or Cabo Delgado – the choice of provinces will take place during Inception but can be changed afterwards if necessary, given contextual challenges. Work at the provincial level may be done through dedicated provincial offices or partnerships with local organisations.

### **Scale Up/Down**

#### **(i) Scale Up**

FCDO may scale up or extend the programme in any of the following circumstances:

1. If programme performance and results allow for the support of new/additional initiatives or the expansion/consolidation of ongoing initiatives, the budget for pillar 1 may be increased from up to £6,907,829 to up to £9,907,829 – funds could be used to expand the number of issues, coverage and/or services covered by the programme, or to scale up/consolidate successful initiatives. Annual reviews and the impact assessment will be used to monitor programme performance and decide on the increase of resources;
2. Where the programme has demonstrated a strong impact and the potential to yield greater results and the supplier's performance is acceptable under the contract the programme may be extended for up to a further 2 years and the original budget for pillar 1 may increase by up to £3M.

An impact assessment, which will be carried out by the end of year 2 of Implementation, will be used to assess the duration and value of the contract and the potential to deliver additional results that are underpinned by the outputs in these ToR.

Any extension or scale up will be subject to the supplier performance, written agreement of FCDO and the appropriate approvals.

#### **(ii) Scale Down**

FCDO reserves the right to scale down or discontinue this programme at any point in line with the Terms and Conditions. Scaling down is at FCDO's discretion, and may occur for a number of reasons, including but not limited to a change in the security and/or political circumstances of the country; Political Economy Reasons; or shortage of funds.

FCDO may vary or scale down the contract for Political Economy Reasons. A Political Economy Reason is a change in the situation of the security, government stability, corruption, or delays in key, necessary government engagement in the specific areas in question which are such that they affect the effective delivery in the specific areas (rather than generally) in a way and it is not possible to make a reasonable adjustment to the programme in an appropriate timeframe.

## **4. Beneficiaries and recipients**

The main beneficiaries of this contract will be the citizens of Mozambique, particularly poor and vulnerable groups. Programme activities should engage with and benefit directly these groups. Furthermore, we recognise the growing importance of young people to Mozambique's future. Suppliers should ensure that their activities actively engage the youth.

## **5. Scope of Work**



Programme delivery will consist of three main components:

- i. Programme Management and Administration;
- ii. Technical Assistance;
- iii. Monitoring, Evaluation and Learning.

#### i. Programme Management and Administration

The Supplier will provide day-to-day management of the programme, including intervention design and development, and implementation of activities through the programme budget, financial and fiduciary risk management, managing downstream partners and their related due diligence, risk management, internal monitoring, monitoring and learning, and logistical and administrative duties.

#### ii. Technical Assistance

The supplier will be directly responsible for delivering the programme's four key outputs:

- i) **Pro-Accountability Initiatives (PAIs) identified and designed.** This will build on the work from the Inception phase, which should provide a 'proof of concept' of the programme. This output will then include (but will not be limited to):
  - a. Delivery of regular analytical work to map out changes to the context that can have an impact in the delivery of basic services. These will include (but not be limited to): Political Economy Analysis (PEAs), Everyday Political Analysis and other political analyses' tools; governance, including sectoral, assessments; stakeholder analysis;
  - b. Drawing on analytical work, the agreed criteria/frameworks and the initial set of basic services (inception phase tasks), a short-list of issues that could be addressed through PAIs will be produced;
  - c. Drawing on the short-list of issues, concept notes for PAIs will be drafted for years 1 and 2, and a pipeline of potential PAIs will be built to be fully developed later on year 3 and possible extension years;
  - d. Once concept notes are approved by the respective governance structures, costed implementation plans for PAIs will be developed, which will detail a clear approach to monitoring progress and learning.
- ii) **Pro-accountability Initiatives (PAIs) implemented based on adaptive approach of testing and incorporating learning.** This work will depend on each PAI, but should include:
  - a. Multi-stakeholder engagement at sub-national and national level;
  - b. Use of adaptive approaches of testing and incorporating learning to improve programme delivery, results and to inform strategic choices.
- iii) **Innovative approaches for civic engagement piloted, with a focus on the use of digital tools.** The programme should pilot innovative approaches to civic engagement, drawing on successful experiences elsewhere and on the potential of digital tools too, for example, empower citizens, improve monitoring of services, improve information flows;
- iv) **Lessons and evidence from PAIs and innovative approaches identified and disseminated, driving adaptation, replication and/or uptake of approaches and results.** The programme's success depends on:
  - a. the replication and/or uptake of its adaptive approach by other organisations ('communities of practice');
  - b. the impact of its results beyond the programme sites (scale).

Further information can be found in the Theory of Change document attached at Annex A.

### iii. Monitoring, Evaluation and Learning

The supplier will develop a Monitoring, Evaluation and Learning (MEL) strategy and a comprehensive Results Framework (RF) during the Inception phase. The RF should include logical framework indicators compliant with FCDO requirements. However, this will be designed in such a way that supports the adaptive management approach required for this programme i.e. high level outcomes will be fixed, but output level indicators will be more flexible and will build in measurement of learning and adaption across the programme – meaning that the programme is assessed on the *what* it is achieving but also on the *how* it is going about implementation.

Alongside a results framework, we also encourage use of alternative approaches to programme monitoring and learning as part of the programme's results framework. This should be able 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, disability, youth, and conflict mitigation; d) ways of working including learning feedback loops and coalition building. In line with FCDO's commitment to inclusion of women, people with disabilities 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.

Monitoring of the programme should incorporate both partners' performance and compliance and the processes of change the project seeks to work it. It should also 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 contribute to. **Most importantly, it should also facilitate reflection on the programme's approach, and enable the project manager and partners to recognise what is not working and make course corrections during implementation.** FCDO does not expect that every pro-accountability initiative will succeed, so the monitoring system needs to enable the project manager to recognise and manage failure effectively.

This programme is housed within FCDO Mozambique's TAcID programme, which will have its own overarching RF and M&E framework. The supplier is expected to contribute to discussions on the development of the TAcID RF and MEL strategy and to agree on a methodology that allows the programme to make appropriate contributions to the TAcID results framework.

Annual reviews will be a critical part of the programme learning and will also be used to decide whether there is the potential to scale up activities and the programme's resource envelope (up to an additional £ 3m over the lifetime of the programme) subject to performance and all necessary approvals. The supplier should commission an independent impact review (end of year 2 of Implementation), which will look at programme results at outcome level and the programme's Theory of Change, assessing the assumptions, the coherence of the different components and the effectiveness of the management arrangements. The impact review will inform the decision on whether to extend the programme.

## 6. Technical Requirements

TAcID will be delivered over two separate stages. The technical requirements for each stage are as follows:

**(1.i) Inception Phase** *(The below should be used to determine the milestone payments for the inception phase and where possible the implementation phase.)*

The Inception phase will last for up to 6 months from the contract start date. During this time the supplier will be required to deliver the following:

- a.) Inception phase work plan agreed on (Month 1);
- b.) Programme office in Maputo established and fully staffed (Month 1);
- c.) Local programme title, branding and communications policies developed and agreed with FCDO (Month 2);
- d.) Completion of a general PEA update for Mozambique establishing consistency with the programme outline approach (Months 2);

- e.) Agreement on the criteria for the selection of provinces, with two provinces selected (Month 2);
- f.) Initial set of national and sub-national partnerships formalised (Months 1-2);
- g.) MEL system and strategy approved, with a revised Theory of Change, Logframe and Baseline (Month 2);
- h.) Value for Money strategy agreed with FCDO (Month 2);
- i.) Agreement on an inclusion approach for the programme, with a baseline of engagement with relevant stakeholder groups and beneficiaries (including youth, women and persons with disabilities) established (Month 3);
- j.) Governance structures established with ToRs and membership, and at least one meeting held (Months 1/4);
- k.) Agreement on different approaches to multi-stakeholder engagement at sub-national and national level, with a mix of more established methodologies and newer, higher-risk and less-established approaches (Months 3);
- l.) Agreement of framework/template to design PAIs, including:
  - a. Criteria for the selection of sectors/services, which should give priority to sectors/services where FCDO is active on (e.g. WASH, health);
  - b. Criteria for the drafting of the long-list and short-list of potential issues for pro-accountability initiatives;
  - c. Coherence of overall approach and complementarity between initiatives (Months 3);
- m.) Choice of one sector/service, an initial short-list of issues developed via overall PEA, analytical work and appropriate consultation (Months 3);
- n.) Drafting of specific sector/issue PEA and other analytical work on one selected issue (Month 3);
- o.) Design of first pro-accountability initiative through a concept note and costed workplan, and approval of full development and implementation of PAI by Steering Committee (Month 4);
- p.) Development and implementation of first PAI through a test, learn, adapt cycle (Month 4/5);
- q.) Agreement on the PbR risk share and Delivery Profile for year 1 of implementation (Month 6).
- r.) Agree on an approach to innovation and civic engagement, with criteria for selection of interventions and a pipeline of possible initiatives (Month 5);
- s.) Submission and acceptance of the costed work-plan for the first period of the implementation phase (Month 6);
- t.) Agree on influencing and advocacy strategies (vertical integration)<sup>3</sup> (Month 5);
- u.) Inception report delivered, including with preliminary lessons from first PAI (Month 6);

#### **(l.ii) Transition Phase**

- a.) Inception Phase Review (Months 6);
- b.) Any necessary contract amendments issued (Months 6).

#### **(II.i) Implementation Phase**

The Implementation Phase will last for up to 3 years from the end of the inception phase. The precise details of the implementation phase will be developed and agreed in the inception phase. However, the supplier will be expected to complete:

- a) Submission and approval of workplans (annual);
- b) Effective implementation of agreed work plans leading to delivery of programme outputs and outcomes;
- c) Regular adjustment of the logframe and monitoring frameworks to reflect lessons learned and evolution of the programme (annual);

Throughout implementation, the supplier will:

---

<sup>3</sup> Fox, J. (2016) *Scaling Accountability through vertically integrated civil society policy monitoring and advocacy*, Working Paper 2016, Making All Voices Count.

- i. Identify governance and accountability issues that undermining key basic services (which will be agreed on at inception) around which coalitions of change can emerge to drive sustainable improvements. In order to inform the choice of issues, the supplier is expected to map out the services in which FCDO is active on (e.g. WASH; health); carry out political economy analysis and other analytical work; map out governance and accountability issues that are undermining access to and the quality of these services; identify specific issues for politically-informed initiatives (long and short-list of issues);
- ii. Foster multi-stakeholder initiatives that bring together government, civil society, accountability institutions, media and other groups to address governance and accountability issues affecting service delivery. The supplier should also make a conscious effort to engage with social groups that have significant social legitimacy, but that are often left out of such initiatives – eg. Religious and traditional authorities; self-help groups; peasants associations; trade unions. For this work, the supplier should consider a combination of approaches, e.g. technical expertise; facilitation; coalition-building; media campaigns; small grants/seed funding and innovative pilots;
- iii. Facilitate and support others to implement ‘change strategies’. The supplier’s role is to promote multi-stakeholder coalitions and build vertical and horizontal linkages between organisation/institutions and individuals. One of the success criteria of the programme will be the extent to which Mozambique change agents are working effectively together to influence the implementation of policies and institutional reforms that will improve service provision and have a positive impact on people’s lives.
- iv. Pilot innovative civic engagement tools and approaches;
- v. Bring initiatives to scale through communities of practice, advocacy strategies and others;

Given the complexity and uncertainties around the country’s context and ‘what works’ on this area, the supplier should take a flexible, politically-informed, locally-led and adaptive approach. There is evidence from our previous interventions and from other FCDO-funded programmes that civic engagement and multi-stakeholder approaches that bring together state and non-state actors to deal with specific issues and address collective action problems can improve governance and accountability and lead to improvements in service delivery and development outcomes.<sup>4</sup> However, this evidence is context-specific, and limited, particularly for institutional changes. **Therefore, we recognise that pathways to success are likely to be emergent and variable, and that a deliberate problem-driven approach to programme implementation, with instrumental use of testing and learning, is necessary.** Thus, learning and using evidence to inform programme decisions and interventions will need to be at the heart of the programme. Successful initiatives should be scaled up, whereas underperforming interventions should be closed.

**Pro-accountability initiatives (PAIs) are expected to contribute to “significant and relevant institutional changes” – relevant to transparency, accountability and responsiveness improvements.** Though it is not possible to anticipate the exact nature of the institutional changes that will be supported by the programme, key ‘measures of success’ of the institutional change at the outcome level might include:

- i. *Evidence that non-state and state actors are working together (multi-stakeholder processes) to resolve issues and monitor progress – linking up sub-national (local, district, provincial) and national levels (in the areas, sectors and issues addressed by the programme);*
- ii. *Establishment of ‘communities of practice’ on successful initiatives for improved governance and accountability of service delivery;*
- iii. *Consolidation of effective spaces, processes, practices of inclusive and participatory planning and decision-making across different levels (municipal, district, provincial, national);*
- iv. *Improved ‘ways of working’ for service delivery between national and sub-national levels (eg. more efficient and effective planning; better data gathering and sharing, including citizen feedback) (in the sectors and issues addressed by the programme);*

---

<sup>4</sup> These programmes include the State Accountability and Voice Initiative (SAVI Nigeria) (and its successor Partnership to Engage, Reform and Learn – PERL) and Pyoe Pin (Burma/Myanmar).

- v. *Increased prioritisation of basic service delivery by national and sub-national governments (in plans; budgets; human resource allocation; allocation of funds to frontline services - in the areas and sectors addressed by the programme);*
- vi. *More financial and human resources being allocated, released and effectively used to address issues and implement basic services that have been identified as a priority by citizens – at national, provincial, district and municipal level (in the areas and sectors addressed by the programme);*
- vii. *Evidence of improved service delivery (in the areas, sectors and issues addressed by the programme);*

These 'measures of success' should reflect the programme's focus on inclusion. Bidders are expected to show how their proposed approach and likely results will benefit poor and vulnerable groups (particularly women and people with disabilities) and the youth.

Specific deliverables will be agreed at inception and throughout implementation (see contract management section). And although the programme's objective is to contribute to institutional changes, results at output level are critical to trigger positive change and will be monitored and measured. These outputs will include:

#### **Output 1: Pro-accountability initiatives (PAIs) identified and designed**

- i. Regular analytical work to map out changes to the context and further opportunities to support PAIs through (but not limited to): Political Economy Analyses (PEAs), Everyday Political Analysis and other political analyses; governance, including sectoral, assessments; stakeholder analysis;
- ii. Identify governance and accountability issues that undermining key basic services (which will be agreed on at inception) around which coalitions of change can emerge to drive sustainable improvements. In order to inform the choice of issues, the supplier is expected to map out the services in which FCDO is active on (e.g. WASH; health); carry out political economy analysis and other analytical work; map out governance and accountability issues that are undermining access to and the quality of these services; identify specific issues for politically-informed initiatives (long and short-list of issues);
- iii. Concept notes for PAIs drafted, *clearly articulating how each one will contribute to the outcome; their linkages to service delivery programmes, particularly from FCDO, and reform processes; setting out a theory of change (change strategy) for the specific initiatives, inputs and outputs, how progress and results will be monitored, and how learning and adaptation will be embedded in the work:*
  - a. *The portfolio should mix higher-risk and potentially higher-impact initiatives and initiatives that consist of more established approaches and 'quick wins' (e.g. Building on existing work, well-known tools and approaches, and scaling them up for impact);*
- iv. Once concept notes approved, costed implementation plans for PAIs developed, with a clear approach to monitoring progress and learning;
- v. *It is expected that at least six pro-accountability initiatives will be identified, designed and implemented during the course of the programme. However, some initiatives might be identified, designed but not approved for implementation. And the number of PAIs that will be implemented can increase depending on the context and political space to drive change, and available resources.*

#### **Output 2: Pro-accountability initiatives implemented based on adaptive approach of testing and incorporating learning**

- i. *Delivery of the portfolio of PAIs;*
- ii. Foster multi-stakeholder initiatives that bring together government, civil society, accountability institutions, media and other groups to address governance and accountability issues affecting service delivery. The supplier should also make a conscious effort to engage with social groups that have significant social legitimacy, but that are often left out of such initiatives – eg. Religious and traditional authorities; self-help groups; peasants associations; trade unions. For this work, the

supplier should consider a combination of approaches, e.g. technical expertise; facilitation; coalition-building; media campaigns; small grants/'seed funding' and innovative pilots;

- iii. *Tracking and tracing of programme's contribution to reform processes and institutional changes at sub-national and national level, particularly in relation to their impact on improvements in service delivery;*
- iv. *An iterative approach to testing, learning and adapting fully operational.*

**Output 3: Innovative approaches for civic engagement, including through digital tools, designed and implemented.**

- i. Innovative approaches to civic engagement designed and piloted, drawing on successful experiences elsewhere and on the potential of digital tools to, for example, empower citizens, improve monitoring of services, improve information flows.

**Output 4: Lessons and evidence from initiatives identified and disseminated, driving replication and/or uptake of approaches and results by other organisations (state and non-state)**

- i. Media and advocacy strategies should be intrinsic parts of each PAI. However, the Supplier is also expected to consolidate learning and results from different initiatives and stimulate wider discussion. The Supplier should demonstrate how it will use lessons and results to:
  - a. Drive the replication and/or uptake of the programme's adaptive approach (eg. establishment of communities of practice);
  - b. Influence the uptake and scaling up of the programme's results to drive broader institutional reforms (scale)

## **ii Closure and Learning**

The closure and learning phase will last for up to 3 months and will require:

- i. Delivery and agreement of the final project report (last month of programme);
- ii. Programme learning report completed, and lessons learned disseminated with relevant stakeholders (last month of programme).

## **7. Oversight Requirements**

### **a) Governance**

Responsibility for programme performance and results will rest with the supplier with oversight and approvals when required from the SRO and the assigned FCDO Programme staff.

The programme governance arrangements will include a steering committee; an advisory committee and a management committee - **for details of the governance arrangements see Annex 3.**

**The Steering Committee (SC)** will be led by FCDO and will focus on strategic issues and direction of the programme, including the approval of the pro-accountability initiatives prior to development and implementation, and their progress. It should meet at least twice a year.

**The Advisory Committee** will provide guidance to the supplier around the country context.

**The Management Committee** will follow the implementation of the programme. The committee will meet quarterly and will consist of representatives from: FCDO; supplier; programme management team; other funders; and, when necessary, local implementing partners.

### **b) FCDO Co-Ordination**

A FCDO governance adviser will be the Senior Responsible Owner (SRO) for the programme, working with a programme officer, based in Maputo will be responsible for the day-to-day oversight and management of the programme

### **c) Collaboration.**

To ensure that accountability work complements and reinforces other FCDO development initiatives, this programme will coordinate with other programmes within FCDO Mozambique. These are expected to include programmes from the Governance and Inclusive Growth team, particularly on economic governance, and human development programmes.

## 8. Contract Management Requirements

### a) Contract Award

FCDO will award a contract to a single economic operator who may be the lead member of a group of economic operators (lead supplier). The lead supplier will represent and coordinate the other members of a group of economic operators and any other economic operators on which it relies to deliver the different aspects of the programme. Where a tender is submitted on behalf of a group of economic operators, the tender should identify the single economic operator who will contract with FCDO. The party with sole contractual obligations towards FCDO will be responsible for ensuring the implementation and reporting of all agreed interventions, achievement of results targets, for financial management and full acceptance of financial risks, for carrying out due diligence and risk management of consortia and downstream partners.

### b) Review Points

Programme performance will be constantly monitored throughout the duration of the programme through results reporting and formal Annual Reviews.

FCDO reserves the right to terminate the contract if programme performance is not satisfactory.

In addition to the Annual Reviews, there will be formal review points in the contract:

- (i) At the end of the inception phase ('transition phase');
- (ii) At the end of the second year of implementation (year 3 of programme).

Inception phase		Transition Phase  Review point (Month 6)	Implementation phase		Impact review  Review point ( <i>Decision on extension</i> )	Implementation phase	
							Close-out and learning phase or extension (2 years)
Year 0			Year 1	Year 2		Year 3	
Months 1-2	Months 3-6		12 months	12 months		12 months	

The review points will involve a substantive discussion on performance against targets, KPIs and challenges.

### c) Contract Model

This contract will be a Payment by Results contract with most payments being made for progress against the logframe outputs through proposed milestones. Milestones will be agreed by FCDO and the Supplier i) at end-inception; ii) on an annual basis and will allow flexibility to adjust/move personnel to complete activities if required. These milestones will need to clearly reflect progress towards the programme outputs underpinned by the theory of change.

At tender stage Suppliers will be invited to propose a PbR approach including their proposed share of risk should milestones fail to be completed. A minimum (and non-negotiable) amount of 25% of payment retention against logframe outputs through proposed milestones for Inception will be required as part of the commercial criteria. Suppliers will also be required to commit to their level of share of risk for implementation based on the categorisation of risk. (C4). At the end of Inception, the risk share for the Implementation phase will be agreed between Supplier and FCDO and will be reviewed thereafter on an annual basis. Payment will be dependent on the successful achievement of the supplier's performance against agreed output milestones – for both Inception and Implementation phases. The proposed milestones throughout Implementation must demonstrate to FCDO a clear share of risk across all outputs, taking account of risk to both the supplier and FCDO. This is critical to

the success of the programme and will be an important part of assessing if the services provided move from Inception to Implementation and thereafter from one year to the next.

d) Value for Money and Risk management

FCDO will expect suppliers to report on and monitor VfM on a quarterly basis. A risk management log will be maintained by the supplier, proactively recording risks associated with programme delivery and identifying mitigation measures. VFM reviews of supplier performance will be conducted annually by FCDO Mozambique, as well as at quarterly review meetings.

e) Quarterly reviews and Key Performance Indicators

FCDO will set out the specified agenda items to be covered each quarter and related reporting requirements, including progress on Key Performance Indicators, including milestones/outputs; supply chain/ delivery chain management; due diligence assessment of partners; team performance; risk management, spend to date and financial performance. The full list of KPIs will be finalised during Inception phase.

f) Supply Chain management

Bidders will be required to map out their supply chain and provide a narrative on their planned management and reporting of the chain. Discussion of the delivery chain map and management of the supply chain will be a standing item at each quarterly meeting during the contract. It is important to cover all risks and opportunities related to the supply chain as part of the aim of driving continuous improvement.

g) Financial accounting information

Independent audits will be commissioned by FCDO annually to ensure accountability of funds and verification of outputs.

h) Inception Report.

The Inception Report will be delivered by month 8 of the programme. The report must not exceed 35 pages and will provide details of the achievements of the inception phase deliverables as set out at Section 6.1 Inception Phase Requirements. FCDO will conduct an Inception Review during the Transition Phase and progress to the Implementation Phase will be subject to FCDO's approval of the Supplier's performance and Inception Phase activities and report.

i) Implementation Reports

The supplier will be responsible for reporting progress and finances to FCDO, including but not limited to:

- i. *Quarterly narrative reports (maximum 25 pages) to be submitted by the 21<sup>st</sup> of the last month of each quarter and will include updates on:*
  - a. *Activities and work plan targets;*
  - b. *Logframe results and other monitoring frameworks;*
  - c. *Financial Reporting: monitoring quarterly spend, including against agreed milestones, and forecasting for the next quarter;*
- ii. *Annual narrative reports (maximum of 40 pages) due within one month of the end of the reporting period, including information on progress against results and recommendations for adjustments to the approach. Reporting should be focused primarily on progress of pro-accountability initiatives and processes of change;*
- iii. *Rolling 12 month costed Work Plans to be submitted by the 15<sup>th</sup> of the second to last month in the project year.*
- iv. *Additional contributions as required to TAcID's annual reviews, ad-hoc reviews and research;*
- v. *Annual audit reports for the project from an audit firm approved by FCDO Mozambique plus independent audit reports from a sample of partners receiving funding from the project.*

## 9. Proposals



FCDO intends to award a contract to a single legal entity that will be responsible for delivering the full contract. The supplier should identify in the tender a senior representative with whom any contract management issues will be escalated.

The Supplier will be required to provide full details of the supply chain map of all economic operators on whom the supplier relies for delivery of the contract. The supply chain map shall include the estimated proportion and volume of spend likely to go to each different party engaged in project delivery. The Supplier will take on full responsibility for conducting adequate due diligence of these economic operators and for sharing the results of this with FCDO. They are also responsible for ensuring that the quality of work produced is to the required standards and the risk sits with the Supplier in respect of issues with any other entities to whom work is subcontracted.

It is likely that additional subcontractors, particularly for specialisms or emerging priority areas, may need to be added throughout the life of the programme. The supplier will be required to demonstrate a robust process for identifying and selecting the best expertise. Subcontractors can only be amended or added with FCDO written prior permission.

Where specialist advice is required, the lead supplier must consult with FCDO on the ToRs, form of contract and requirements, and agree these in writing in advance

FCDO require that the lead supplier effectively engages with local partnerships through their contracting arrangements. This is particularly important in the interests of embedding sustainable systems in each country and region and driving continued value for money. Suppliers should consider involving SMEs/Micro<sup>5</sup> organisations in the tender. FCDO welcomes tenders which involve SMEs/Micro organisations that otherwise work independently from the lead supplier, particularly if the SME/Micro-organisation is currently engaged in delivering services or programmes relevant to this bid. Furthermore, involvement of regional/local based organisations is recommended in order to ensure local and contextual understanding and expertise as well as to support the wider market development of organisations in Africa for longer term sustainability

#### I) Core Team Composition

The core team should be based in Maputo with representation and/or partners at sub-national level – in at least two provinces, which should include one of these provinces: Nampula, Tete or Cabo Delgado. The core team should comprise primarily of full-time staff; however, suppliers should propose the composition of the core team to optimise programme results and value for money.

The core team should be able to lead the delivery of all outputs of the programme, and we expect the core team to have all the necessary skills for this work. However, given the nature of the issues addressed by the programme, additional expertise may be necessary to support the implementation of activities. FCDO's preference is for a lean core team of full-time personnel with the right expertise, rather than a larger team of part-time team members. It will also be important for suppliers to provide assurance and due diligence of any sub-contracted partners as appropriate. We recognise, though, that there are many ways to deliver this Terms of Reference and welcome suggestions from suppliers on the delivery model which will maximise programme results and value for money. The Supplier should propose a team structure that demonstrates the skill set demanded by each of the output requirements and capacities of the team should meet the following requirements:

**Team leader:** The team leader (to be based full-time in Mozambique) should be able to demonstrate how they will utilise their considerable knowledge and expertise to benefit the programme. The programme needs a team leader with a proven track record that demonstrates:

- Proven leadership skills, with preferably recent involvement of leading an issues-based, problem-driven programme with express skills to facilitate coalitions of change approaches, adapt

---

<sup>5</sup> The Companies' Act SME definition requires that two out of three characteristics are met – turnover (less than £25m), employees (less than 250), and gross assets (less than £12.5m).

programmes based on learning and more than five years of working on similar programmes in contexts similar to Mozambique;

- Proven skills in governance and working politically to influence change, particularly related to service delivery;
- Capacity, influence and personal integrity to convene stakeholders and shape national policy implementation;

**Team composition:** It is envisaged that the Supplier's core team should demonstrate a mix of the following capabilities and expertise:

- Political economy capability throughout the programme, delivered by the core team, with support of short-term international experts. The team should have skill and expertise in delivering politically informed programmes using a coalition of change approach, facilitating locally-led change processes, with demonstrable change;
- Expertise in implementing adaptive programmes and using appropriate monitoring & learning strategies (e.g. strategy testing, search frames) to help in defining results and produce evidence that can be used to inform adaptations to TAcID's implementation in real time and used to assess the programmes contribution to observed changes;
- Capability to provide media and advocacy advice across the programme to ensure development and delivery of effective change strategies of PAIs and to influence broader change beyond each initiative;
- Strong understanding of Mozambique, its political economy and cultural context, particularly as related to power relations between elites and the public and constraints to change;
- Demonstrable skill of working with, and empowering of, local civil society organisations, media and state institutions and other relevant actors in the coalition;
- Strong knowledge of ICT/digital tools and approaches for civic engagement, governance and accountability;
- Familiarity with FCDO's strategies, priorities and working practices as they apply both in Mozambique and more broadly;
- Strong financial management and financial reporting skills, and a track record of delivering value for money;
- Demonstrable experience of key staff working with the lead supplier or consortium members is desirable.

## II. Extended Team

Additionally, as part of the wider team, suppliers are expected to propose an Extended Team for additional project development and technical expertise to meet the demands from the programme, design and implement the pro-accountability initiatives. This extended team is envisaged to be required on an ad-hoc and occasional basis and may not be required to be resident in country throughout the programme. A key feature of the programme is its ability to be flexible and adaptive therefore the exact nature and anticipated draw down of this extended team cannot currently be estimated. For example, **the selection of sectors and issues for pro-accountability initiatives will influence specific additional technical expertise that will be required to drive the implementation of PAIs.** Suppliers will be asked to provide discounts against agreed Framework rates for any additional staff required using the expert bands on the framework as part of their commercial bid and will need to demonstrate how they will flexibly but reliably meet the demand for extended team inputs in a responsive way. Suppliers in their bid should set out how they will identify and demonstrate need when it comes to extended team members.

## III. Local Content

The supplier is also expected to maximise local content and knowledge in part through the use of local partners and sub-contractors (it is expected that the pool of local sub-contractors used will expand through the life of the contract). Through this contract, we want to build local capacity so that a competitive intermediary market exists for when FCDO exits and for non-FCDO funded work.

#### IV. In-Country Presence

It is expected that the Supplier will maintain a presence in Maputo and in two provinces, one of which will be Nampula, Tete or Cabo Delgado. This presence can range from embedded staff in local partners offices; partnerships with local organisations or the establishment of a local project office if justified. FCDO recognises some specialists may need to be brought in to lead the implementation of PAIs and for specific pieces of work for shorter trips; however, this must be in line with the above.

#### V. Duty of Care

The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this Contract. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

The Supplier is responsible for ensuring appropriate safety and security briefings for all their Personnel working under the Contract and ensuring that their Personnel register and receive security briefings. Travel advice is also available on the FCO website (<https://www.gov.uk/foreign-travel-advice/mozambique> ) and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

Bidders must develop their ITT response on the basis of being fully responsible for Duty of Care in line with the details provided above. They must confirm that:

- i. They fully accept responsibility for Security and Duty of Care;
- ii. They understand the potential risks and have the knowledge and experience to develop an effective risk plan;
- iii. They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

The subjective assessment of Duty of Care is placed at Annex 2 to this Terms of Reference. Please note that this risk assessment will be re-examined at the point of transition between the design phase and the implementation phase. If at any stage there are concerns that the Supplier cannot manage Duty of Care then they may be precluded from operating in that region. The ability of the Supplier to manage Duty of Care shall remain a pre-condition of the contract.

#### General Data Protection Regulation

General Data Protection Regulations (GDPR) - Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Appendix 1 and the standard clause 33 in section 2 of the contract.

## Appendix A: of Terms of Reference

### Schedule of Processing, Personal Data and Data Subjects

This schedule must be completed by the Parties in collaboration with each other before the processing of Personal Data under the Contract.

Description	Details
<b>Identity of the Controller and Processor for each Category of Data Subject</b>	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract</p> <ol style="list-style-type: none"> <li>1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the <b>Parties are independent Controllers</b> in accordance with Clause 33.3 in respect of <b>Personal Data</b> necessary for the administration and / or fulfilment of this contract.</li> <li>2) For the avoidance of doubt the Supplier shall provide <b>anonymised data</b> sets for the purposes of reporting on this project and so FCDO shall not be a Processor in respect of anonymised data as it does not constitute Personal Data.</li> </ol>

## Transparency and Accountability for Inclusive Development (TAciD) in Mozambique



**There are important assumptions behind the programme's theory of change.** A key assumption is that it will be possible to link pockets of change/effectiveness (in facilities; sectors; geographical areas) to broader institutional reforms through well designed advocacy strategies. Additionally, the ToC assumes that there will be spaces and processes for civic engagement and for joint work between state and non-state actors; that informed citizens, government officials and other groups will be willing to engage, work together and support change; that coalitions across state and society will drive improvements in public goods, and not only in their own interests; that government will have resources to address problems/issues identified by pro-accountability initiatives; that decentralisation reforms will continue, allowing for local engagement on service delivery and ensuring local government capacity to respond to demands; and that instability and conflict will not prevent programme activities. The ToC also assumes linkages to sectoral programmes, which should help address issues identified by the pro-accountability initiatives. In addition to provide comments on these assumptions, the supplier should also propose an approach to test and review them at inception, adapting the ToC accordingly, including through the identification of intermediate outcomes, and then to monitor and adapt the ToC throughout implementation.

## Annex 2 - Duty of Care Assessment

The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

The Supplier is responsible for ensuring appropriate safety and security briefings for all their Personnel working under this contract. 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.

Theme	FCDO Risk score
OVERALL RATING	3
FCO travel advice	3
Host nation travel advice	Not available
Transportation	3
Security	3
Civil unrest	3
Violence/crime	3*
Espionage	2
Terrorism	3 (significantly HIGHER in certain areas of the country – may be AMBER area as per Travel Advice)
War	3**
Hurricane	3*****
Earthquake	1
Flood	2***
Medical Services	4****

1 Very low risk	2 Low risk	3 Medium risk	4 High risk	5 Very high risk
Low		Medium	High risk	

\* Most cases will go unreported and unknown to the authorities and public. Street crime is a risk in parts of Maputo and other cities. Car-jackings and house robberies are infrequent but do occur.

\*\* A Peace Accord between Renamo and the Government of Mozambique was signed in August 2019. However, attacks are still taking place in the central region in the provinces of Sofala and Manica (see our Travel Advice on the link below). Up to the north of the country in Cabo Delgado province, violent conflicts are taking place and there's no clear information of the reasons behind it and the Government has been minimising the impact. However, this is unlikely to escalate to a full-blown civil war.

\*\*\* Continuous torrential rains for over two weeks are being experienced in the north of the country and this has resulted in a cut off of the northern Cabo Delgado province in the following areas: flood waters washed out pillars causing several sections of a major bridge over Montepuez river in **Quissanga district** to collapse. The rains also washed out a bridge over the Messalo river in **Muidumbe district**. Serious flooding happens in two to three years intervals in the following areas: Inkomati and Limpopo Rivers in the south; Zambeze valley in the central region, Messalo and Megaruma rivers in the north.

\*\*\*\* 3 in major cities (Maputo/Matola, Beira and Nampula) and 4 in other cities, outside villages and provinces (Inhambane/Gaza/Manica/Tete/Lichinga e Pemba).

\*\*\*\*\* Recently cyclones Idai and Keneth hit heavily the central provinces of Sofala, Nampula and Cabo Delgado. Due to its geographical localization, Mozambique may be affected by other cyclones in future.

For further information please consult the FCO travel advice:

<https://www.gov.uk/foreign-travel-advice>

### ***Annex 3 – Governance structures***

#### **Steering Committee Role**

The programme Steering Committee (SC) will be led by FCDO and will bring together TAcID's two pillars for strategic coherence. Members will include: FCDO's SRO, Project Officer, the leads from the 2 pillars, and a representative from the British High Commission. We will also invite representatives from other funders, if others join the programme. As necessary, other colleagues from FCDO working on service delivery and economic governance/public financial management/extractives will participate, as well as other colleagues from across HMG (HC; Deputy HC; programme officers). The SC will meet on a six-monthly basis (and more regularly if necessary) and will focus on strategic issues and direction of the programme. Its main role with respect to the programme will include:

- i. Ensuring that TAcID is delivering its agreed outcomes and development impact;*
- ii. Ensuring coherence amongst the components and further work needed from other FCDO programmes;*
- iii. Monitoring performance: reviewing and commenting on the programme's work plans and progress reports;*
- iv. Assessing performance against work plans and adherence to the objectives of the programme; achievement of Value for Money and discuss variations and changes in response to external and/or internal challenges;*
- v. Reviewing funding requirements;*
- vi. Overseeing any evidence building and research related to the programme.*

#### **Advisory Committee Role**

The Advisory Committee will be established by the supplier to provide guidance to the supplier on the pro-accountability initiatives and the country context. One of the managing agent's KPIs will be an expectation that they act on the advice of the advisory committee. This committee will meet six-monthly (or more frequently if required) and will include the programme's SRO; project officer; representatives from the supplier; knowledgeable Mozambican academics, civil society and government representatives and a selection of FCDO Mozambique advisors (e.g. governance, health, WASH, livelihoods). The committee will be led by one of its external members (non-FCDO; non-supplier). Involvement of advisors working across different programmes will help ensure that the initiatives complement investments across the portfolio.

#### **Management Committee Role**

The management committee will follow the implementation of the programme. The committee will meet quarterly to review progress and will consist of representatives from: FCDO; supplier; programme management team; other funders; and, when necessary, local implementing partners.