

PO 7114 – Section 3

TERMS OF REFERENCE

For Business Case, Design and Implementation of Accountability in Tanzania (AcT-2) Programme

1. Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind.

DFID's spend focuses in the right places, on the right things and done in the right way. The top DFID Ministerial Priorities include: a) Women and Girls - Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half of its population behind; b) Economic Growth – focusing on sustainable growth which delivers jobs and raises rural incomes; c) Golden Thread - building the institutions, the governance, building democracies, the structures that give people the spaces to live and be heard and companies the certainty to invest; and d) Humanitarian.

DFID Tanzania's overarching objective is to see Tanzania reduce the poverty of its people and become independent from aid. The current DFID's operational plan for Tanzania focuses on increasing support for the critical role that the private sector and market systems play in combating rural poverty through greater competition, investment and regional integration. DFID Tanzania (DFIDT) funding contributes to the public investment needed to make economic growth in Tanzania more inclusive and equitable. DFIDT's operational plan is aligned to the objectives set out in the government of Tanzania's five year National Strategy for Growth and the Reduction of Poverty (2010/11 to 2014/15), the Five Year Development Plan (2011/12-2015/16) and Big Results Now (BRN) priorities. It has three strategic objectives:

Wealth creation: DFID will scale up programmes to increase the incomes of the rural poor and improve rural infrastructure, increase access to finance, increase energy provision, help prepare for the effective use of gas resources, improve resilience to climate change, reduce the cost of doing business and, in our regional integration programme, reduce trade and transport costs that limit the competitiveness of Tanzanian exports.

Delivering the Millennium Development Goals: DFID will build on progress in the provision of basic services to improve service quality and address key areas where the Government of Tanzania is not able to meet the needs of the poorest

and most marginalised, concentrating in areas where we have a comparative advantage.

Getting Government to work better and helping Tanzanians hold their Government to account: DFID will help build a more accountable democratic state including supporting the electoral process that responds to people's needs, and help Tanzanian citizens access and use information on their services, entitlements and rights. DFID will also strengthen the government's ability to manage the economy and make better use of its financial resources, with the goal of ending dependence on aid.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer.

2. Strengthening Accountability in Tanzania

There continues to be considerable challenges for governance and accountability in Tanzania. The background to this is the changing nature of the political settlement. Some recent developments are seen as indicative of the political responsiveness of the ruling party and genuine progress for the formal institutions for accountability. They include: the 'Big Results Now' initiative, designed to improve the delivery of public services; the resignation of the attorney general in 2014 over the IPTL saga; increased relevance of the parliament, notably the PAC as demonstrated in the recent IPTL affair; two cabinet reshuffles in May 2012 in response to an auditor general's report, and in December 2013, after the Parliament established that the operation to save the country's elephants and rhinos violated human rights. However, the overall picture with regard to the formal institutions is one where the 'informal rules of the game' dominate formal structures of accountability.

The continuity and size of the DFID Tanzania programme has placed it at the centre of key development debates and policy formulation relating to governance and accountability. As well as the relative size of DFID's investments, the approach to governance programming also sets it apart from most other donor work in the sector. While typical donor-supported civil society operations and modalities in Tanzania tend to focus on one-off, short-term projects and civil society capacity building and / or trainings, the DFID-funded Accountability in Tanzania (AcT) programme - (www.accountability.or.tz) – was set out in 2009 with a different approach. It aimed to build civil society capacity more sustainably by channelling support through core funding and support to organisational development as opposed to short-term projects focused on specific activities largely determined by donor priorities. The support was provided in a flexible way, enabling partners to adapt to lessons emerging from activities on the ground, to react to changes in the context and capitalise on opportunities that arose. Tools drawing on political economy analysis and outcome mapping were adapted for and by partners to help ensure that work was 'politically smart', and focused on contributing to sustained behaviour change. As the AcT programme reaches the end, a good deal has been achieved. A recent documentation of

AcT's results identified 198 verified outcomes that have had societal benefits as a result of the work of AcT partners (See Annex 6).

Other DFIDT funded programmes to support strengthened accountability in Tanzania includes: the Foundation for Civil Society (www.thefoundation-tz.org); Tanzania Media Fund (www.tmf.or.tz) and Twaweza (www.twaweza.org)

3. AcT-2 Programme Evolution

The AcT's programme approach and strategies are innovative and very well aligned with DFID's Ministerial priorities on the 'golden thread' of development – “tackling the underlying causes of poverty by supporting strong and inclusive economic, social and political institutions and empowered citizens. This will enable states to function for their citizens and citizens to lead their own development ('open societies')... focusing more on transparency, accountability and opportunity for all”.

The design of AcT-2 followed a Country Poverty Reduction Diagnosis (CPRD) conclusion that 'Tanzania has the potential to become a middle income nation. By working with Tanzania on the economic priorities, by strengthening the governance structures and accountability institutions to oversee the huge scale up of incoming resource from extractives, and by seeking to improve the effectiveness, quality and equity of service delivery, DFIDT's proposed programme of targeted development assistance has the potential to assist Tanzania move to transition at a faster pace'. AcT-2 will build on the strengths of AcT-1, but address new challenges in a very different political context

Development of a strategic case for AcT-2

Planning for AcT-2 began in late 2013. DFID Tanzania decided that a deeper analysis of context should precede a consolidated procurement for Business Case (BC), Design and Implementation. It involved a consultative analysis that clearly set out the current accountability context in Tanzania, documenting lessons emerging from the current AcT programme and setting out the need and strategic priorities for AcT-2 intervention. Through this analysis, AcT-2 strategic case was developed and subsequently approved by the Head of DFID Tanzania. The expected impact and outcome statements for AcT-2 are as outlined below.

The expected **impact** of AcT-2 is that more poor people – men and women, girls and boys – enjoy a better quality of life due to the enhanced responsiveness of the Government of Tanzania and its improved effectiveness in the use of public resources.

The expected **outcome** is that more poor people – men and women, girls and boys - have better access to social, economic, and environmental entitlements, including quality public goods and services.

4. Overall Objectives

DFID Tanzania is seeking the services of competent and qualified suppliers to deliver the following overall objectives:

- To develop a full business case for the Accountability in Tanzania (AcT-2) programme that adequately and comprehensively demonstrates how the strategic objectives and priorities set out in the approved strategic case and the International Climate Fund (ICF) concept note will be addressed;
- Upon successful completion and approval of the business case, the supplier will develop robust and efficient mechanisms to implement the approved business case in a way that delivers concrete results and sufficiently optimizes value for money (VfM) for DFID and intended beneficiaries in Tanzania.

5. AcT-2 Programme Value and Duration

AcT-2 is a five year programme (excluding BC and Design period) that is estimated to spend £38m (including costs for management, and including VAT if applicable) as grants and other services (subject to final design considerations), through eligible organizations that have the capacity and demonstrated potential to deliver specific results, to ensure the attainment of the stated outcome and impact of the AcT-2 programme. DFID reserves the right to scale up or scale down this programme based on performance, availability of budget and on-going programme needs. There is also a possibility of a 12-month extension, subject to performance, availability of funding and ongoing programme needs. Treasury funding may be available but will be considered during BC approval; organisations should however include potential bank charges for managing the fund within their proposals.

DFID expects suppliers to submit a commercial proposal for the full five and a half-year programme (assuming approx. 6 months for Business Case and inception phases, then 5 years' implementation). The costs for the Business case design should be definite and the costs for inception and implementation will be indicative. After Business Case completion and approval, DFID, together with the supplier, will revisit as necessary the costs for the inception and implementation, to ensure that they adequately reflect realistic programme costs and ongoing programme needs.

- 6. Government Tax** – It is your responsibility to establish the taxation position and how it will impact on you, both in UK and in country. Any applicable taxes must be clearly detailed on Pro Forma 3. There can be no presumption of tax exemption status. Please clearly state in your tender submissions what steps you have taken to clarify the taxation position.

7. Recipient

The direct recipient of the business case and design of AcT-2 programme is DFID Tanzania.

The “principal recipient” or ultimate beneficiaries of AcT-2 programme are the poor people, men and women, girls and boys in Tanzania.

The AcT-2 programme will support relevant organizations – civil society, NGOs, private sector, social enterprise or partnerships – with identified capacity and potential to deliver the expected outcome of this project.

8. The Scope of this assignment

This Procurement is advertised on the basis that one service provider will be selected following a competitive process to take forward this programme in 3 evolving stages:

Stage 1 – Development of the Business Case for AcT-2 programme

Stage 2 – Design of AcT-2 programme

Stage 3 – Implementation of the AcT-2 programme

There will be 2 Break Points in the contract where the selected supplier will require formal approval from DFID before starting work on the next stage; we expect to revise the ToR to reflect the outcome at each stage :

- **Break Point 1 - at the end of the Stage 1 Business Case** before starting the stage 2 Design. DFID reserves the right to cancel the contract at this stage and return to market if it deems the supplier's service to be demonstrably below the required standard. Movement to the next stage will be dependent on performance of the supplier, on-going programme needs and availability of funding.
- **Break Point 2 - at the end of the Stage 2 Design** before starting the stage 3 Implementation. DFID reserves the right to cancel the contract at this stage and return to market if it deems the supplier's service to be demonstrably below the required standard. . Movement to the next stage will be dependent on performance of the supplier, on-going programme needs and availability of funding.

A single contract will be awarded to the successful supplier combining all 3 stages and including the 2 break points indicated above, with progression from Stage 1 to Stage 2, and Stage 2 to Stage 3, subject to DFID being satisfied with

- Supplier performance in each of stages 1 & 2;
- The supplier's detailed proposal for Implementation (as provided at the end of the Design Stage) that DFID considers to be the best value option and is confident that the proposed team can deliver the outputs effectively.

Value for Money

Suppliers are required to demonstrate clear value for money at each stage of the business case, design and implementation. Suppliers are encouraged to identify Value for Money measures that can be used throughout the intervention life-span and be monitored for delivery. This is a chance for suppliers to be innovative in

how they “design value” into the programme which demonstrates how they are open, transparent and committed to the DFID Value for Money agenda.

Payment mechanism

Suppliers are encouraged to consider the most effective payment mechanism that is appropriate to promoting accountability for results and value for money under the AcT-2 programme. DFID encourages suppliers to think about payment by results mechanisms as well any other contractual model that may be appropriate to this contract, and propose them to DFID in their commercial proposal. All payment mechanisms should demonstrate value for money and be linked to clear work plans for delivery. However, DFID reserves the right to periodically review the payment model to ensure it reflects programme needs.

Suppliers are required to demonstrate that this will be an evolving ToR through each stage and will bring with it the opportunity for scale up or down.

9. The Requirements

Following award of contract to the successful supplier, stages 1, 2 & 3 will be taken forward as detailed below:

Stage 1: (Business Case)

- The Business Case (BC) must be developed as per DFID’s Smart Rules and Smart Guidance on Business Case Development . AcT-2 will build on the strengths of AcT-1, but address new challenges in a very different political context as set out in the strategic case. The business case will be structured around HM Treasury’s Five Case Model as outlined in the attached **Annex 3**. Suppliers are required to respond fully to all sections of the business case format but in a proportionate and relevant way, bearing in mind that AcT-2 seeks to builds on the tried and tested strengths of AcT-1.
- DFID’s Smart Rules and programme delivery reforms now requires greater flexibility, innovation and adaptation in programme design and delivery. This must be reflected in AcT-2 BC, including avoiding over designing/gold-plating the business case.
- A progress update on the BC must be provided to DFID within 2 weeks of the contract start date. This update will clearly set out an initial thinking on the theory of change for AcT-2, indicating how the outcome and impact set out in the strategic case (**Annex 1**) and ICF Concept Note (**Annex 2**) will be achieved. The theory of change will outline how AcT-2 investments will deliver desired outcomes and results in line with the DFID Tanzania CPRD and priorities. It will be supported by a narrative describing the strengths and limitations of the underlying evidence base. The update will also outline options to be discussed during the appraisal and set out key value for money considerations (economy, efficiency, effectiveness and equity) in selecting among the various options considered. This will include selecting measures that will be useful and feasible

to track through Annual Reviews and Project Completion Report in order to help indicate whether the intervention continues to represent good Value for Money.

- The completed Draft BC (along with a Draft Design ToR) must be submitted to DFID within 4 weeks of the contract start date.
- The Final BC must be submitted to DFID for approval within 2 weeks of receiving DFID's final comments on the Draft BC.

Break Point 1: The contract for design will not be issued until the DFID Contract Officer has confirmed approval (in writing) of the submitted BC and the Design Proposal (following any clarification/negotiations by DFID).

However, following submission of the final BC, the supplier will be able to seek written approval from DFID to allow them to carry on with design preparatory work, so as to minimise any potential gap between business case approval and design work. Such preparatory work and associated costs must be identified in the design ToR to be submitted with a completed business case.

10. In developing the full BC, Suppliers will carry out the following key tasks:

9.1 Developing the Appraisal Case: The appraisal case explores how AcT-2 will address the need set out in the strategic case and ICF concept note in a way that optimises value for money. It appraises genuinely feasible options for achieving the objectives, including high level commercial choices, with a summary of the quality of evidence. The appraisal considers delivery mechanisms including capability and capacity, costs, and benefits, risks and likelihood of success. It concludes with a preferred option. The appraisal case should take into consideration the following:

- Address all design issues and questions as identified in the approved strategic case (**Annex 1**). Whilst the strategic case has been approved, suppliers will be required to focus it during the design to align it well to the final business case.
- Integrate/mainstream climate change and environment (CC&E) in AcT-2 business case and design through addressing all design issues and questions as set out in the attached ICF Concept Note (**Annex 2**).
- How to effectively identify and support 'start-ups' and private/social enterprise organizations as well as deploying other non-traditional approaches to deliver AcT-2 outcomes;
- Demonstrate how AcT-2 will better link, complement and add value to the existing and forthcoming DFIDT portfolio;
- Articulate clearly what AcT-2 can innovatively do to tackle specific gender issues and ensure that gender considerations are central to all aspects of what AcT-2 will deliver;
- Explore the extent and suitable approach for AcT-2 to address accountability and responsiveness issues specific to the needs of the Zanzibar;
- Ensure AcT-2 address inclusive growth/economic development issues especially as they relate to youth employment and engagement in urban and peri-urban areas;

- Set out whether and how can AcT-2 programme be more proactive in supporting the partners to ensure sustainable delivery of results?
- Ensure risk assessment is clearly embedded within the business case;
- Demonstrate how AcT-2 can innovatively promote use of technology/social media (recognising limitations);
- Set out how can AcT-2 addresses corruption as it relates to service delivery and that efforts are focussed on where specific forms of corruption constrain tangible improvements in service delivery;
- Explore the extent to which DFID's support to the role of media in strengthening domestic accountability can be effectively supported and managed under the AcT-2 programme;
- Ensure the inclusion of a Strategic Opportunity Facility (SoF) in the design of AcT-2 to give DFID and the AcT-2 programme an option to address over the course of the programme lifetime current and unplanned strategic opportunities which are not always easily known at the time of programme design
- Demonstrate how AcT-2 programme can more effectively strengthen civil society and parliament links and effectively build synergies with the forthcoming democratic governance programme;
- Ensure AcT-2 is evidence-based and clearly drawing on what works and does not work in Tanzania including building on AcT-1 lessons especially the successes of providing core funding to organizations (budget support approach), deployment of logic models and active learning through application of Outcome Mapping, Political Economy Analysis (PEA) and other tools;
- Ensure AcT-2 is designed based on global best practice in voice, empowerment and accountability with a deep demonstration of the Tanzanian context.

In appraising the above set of issues and questions, the supplier will clearly set out the following

- Concrete results to be achieved under 4 – 6 clear outputs with clear and strong intervention logic;
- A clear narrative and schematic presentation (one page visual) of theory of change for AcT-2 as per DFID requirements;
- Develop options (design and delivery) through which AcT-2 outcome and impact could be achieved
- Assess the strength of the evidence of impact for each of the feasible option as per DFID requirements
- Carry out an appraisal, setting out all identifiable costs and benefits for each feasible option, and identify the preferred option.
- Identify value for money measures that can be used throughout the intervention life-span. This will include demonstrating that administrative costs can be minimized; that management processes (including procurement procedures) are designed to maximise cost effectiveness, and that funds can be allocated based on evidence of results to ensure the greatest possible impact is achieved. A clear process for measuring value for money should be included within the monitoring framework.

- Draw on above sections to summarize the value for money case for the proposed intervention.

9.2 The Commercial Case: The appraisal case will have set out the delivery routes considered and the economic case for the preferred delivery route. The commercial case should provide more detail on arrangements for implementing the preferred delivery option and achieving value for money. Suppliers should refer to the Smart Rules and associated guidance in completing the commercial case.

9.3 The Financial Case: This set out the nature and value of expected costs. It set out any contingent factors that might influence the cost of the project based on uncertain future events. It forecast the disbursement of costs across the full life cycle of the programme. It indicate an assessment of the financial risk and fraud risk associated with the programme and define in detail how these risks will be mitigated, monitored and managed. It also set out how funds will be monitored, reported and accounted for.

9.4 The Management Case: The management case sets out arrangements necessary for successful delivery or implementation of the intervention, including procedures for monitoring and evaluation. It makes the links to the key milestones that will be delivered through the delivery plan. It includes a detailed analysis of risks and how they will be managed.

Indicative Timetable for Stage One (Business Case)

	Actions	Timeframe (from contract start date)
1.	Mobilization, Inception report and workplan	Week 1
2.	Approval of inception report and workplan by DFID	Week 1
3.	Presentation to DFID on progress updates on Business Case – outlining ToC, Options and VfM considerations	Week 2
4.	Submission of Completed Draft BC to DFID	Week 4
5.	Presentation of Draft BC to DFID	Week 5
6.	DFID Provide written comments on Draft BC	Week 7
7.	Submission of Final BC by the Supplier	Week 9
8.	BC enters internal approval process – further Suppliers inputs may be required in response to comments received from Directors or Ministers	Week 10 – Week 14

11. It is envisaged that the key outputs for stage one (business case) will include the following:

- a) A full business case for Act-2 in DFID format, in no more than 30 pages, excluding the necessary appendices such as economic appraisal/cost benefit analysis; value for money framework etc.;

- b) Indicative costed Results, Monitoring and Evaluation (M&E) Framework, including a logical framework for AcT-2 that includes ICF KPIs – fully integrated into the programme;
- c) A detailed risk matrix with clearly identified mitigation measures for AcT-2;
- d) A delivery plan for AcT-2 (as per DFID guidance);
- e) A consultation record;
- f) Again a budget for five years, including annual cash flow in pound sterling (in word and separate MS Excel file);
- g) A detailed terms of reference for the design and implementation phases

12. Stage 2: Design

- On receipt of formal approval of the BC subject to DFID internal processes from the Contract Officer, work can start on full design of AcT-2. The Design should fully consider the areas highlighted in the approved Design ToR. These are likely to include: The overall AcT-2 Delivery Model and Approach; Grants Management Strategy and Plan; Updated Risk matrix and mitigation measures; Overall approach to risks monitoring and management; Updated Logframe; Monitoring Evaluation Strategy and Plan; Communication strategy and plan; Outreach Strategy and plan; Learning Strategy and plan; VfM strategy and approach; Annual Implementation Plan; Annual Cash Flow; Programme governance and decision making protocols; Reporting protocol and format; Updated delivery plan for AcT-2 (as per DFID guidance)
- The design will include a clear, budgeted monitoring and evaluation framework and plan and the monitoring and evaluation lesson learning approach to be used. The monitoring and evaluation framework and strategy will be key to evaluate results, impact and attribution, to generate new data and to provide evidence and lessons on what works and does not.
- At the end of the Design Stage the Supplier must provide a detailed and fully costed proposal for Implementation (including a Draft Implementation ToR – in line with DFID's standard Invitation to Tender (ITT) instructions (copy provided at Annex X) and DFID Terms of Reference Guidance (copy at Annex Y).
- The Implementation proposal must be provided within 3-4 months of receiving DFID's formal approval of the BC
- **Break Point 2:** The contract for implementation will not be issued until the DFID Contract Officer has confirmed approval (in writing) of the Design work and the Implementation Proposal (following any clarification/negations by DFID).

However, the supplier will be able to seek written approval from DFID to allow them to carry on with implementation preparatory work, so as to minimise any potential gap between design approval and implementation work. Such preparatory work and associated costs must be identified in the final implementation proposal.

• **13. Stage 3 (Implementation)**

- On receipt of formal approval of the Implementation Proposal, a mobilisation date will be agreed in writing with the Contract Officer.
- The original contract will be amended to include the final Implementation ToR, agreed costs, contract end date and any other detail DFID considers necessary to ensure effective delivery.
- The supplier will be responsible for the effective and timely implementation and management of the AcT-2 programme as detailed in the approved Implementation ToR which will include funds disbursement and pre-financing costs.
- Neither the selected supplier nor its employees or associates including sub-contractors will be eligible to receive grants funds due to the conflict of interest this would present.
- The contract will be subject to ongoing reviews by DFID through the following reporting requirements:
 - Annual work plans (it may be necessary to review and update these every six months). Progress in delivering these plans especially at activity and output levels shall be reported quarterly to DFID in an agreed format;
 - Mandatory financial reports will include an annual forecast of expenditure (the budget) disaggregated monthly – for the financial year April to March. These should be updated on a monthly basis. A quarterly comparison of budget with expenditure will be required;
 - Financial reports will present data by outputs as well as by type of expenditure. The detailed requirement will be agreed with DFID during the design phase;
 - Quarterly progress reports will be prepared for discussion with DFID outlining the view from the supplier as to the progress towards delivering the workplan milestones. An update of the risk will also be provided;
 - At the end of each year, a detailed annual report will be submitted; this will include the results of the performance reporting against the logical framework indicators. A more detailed update of the risk analysis will be presented together with any recommendations to modify the risk mitigation strategy. Annual report format will largely follow the DFID programme annual review format as per the Smart Rule guidance;
 - External Mid-term and end-term programme review/evaluation will be required.

The Supplier will be required to have in place cost effective ways to manage the transition process for each of the Stages 1 to 3 and have core members of the Business Case & Design Team available to liaise with DFID as necessary and undertake any refinements requested in relation to Documents submitted by the Supplier.

14. Methodology

As part of the ITT selection criteria, the Suppliers are required to submit a robust proposal on the methodology to be employed, considering the scope of this assignment and the proposed delivery under the three stages. A list of important documents for review is set out under the annexes section below. A visit to Tanzania to meet with DFID and key stakeholders for interviews is required for the business case development. Suppliers will be required to fully engage/consult with DFID cross-cutting advisors for VfM, Economics, Results/M&E, Social Development, Climate Change, Anti-corruption and Commercial - at both the inception stage and the final stage of the business case development including responding fully to their comments so as to ensure full compliance with DFID's requirements - this is an internal mandatory quality assurance requirement. Relevant Advisors at Policy Division and Civil Society Departments in UK will also need to be consulted. In addition, the final business case for Act-2 will need to be quality assured by DFID's Quality Assurance Unit in UK. Externally, suppliers will be required to consult with selected key organizations and actors in Tanzania, including from government, other donors and politicians.

For the implementation stage, a registered office in Dar es Salaam to house the necessary full-time staff and support facilities will be required.

15. Nominated Personnel

The quality of resources you include in your offer will be a key element in the evaluation process and a source of competitive advantage for you compared to other bidders. You are therefore required to commit resources to your offer. Any attempt to change key resources that are attached to your offer, post-award, will be regarded as a significant variation in terms of your tendered offer and may have commercial ramifications. In terms of staff retention, if the "Key personnel" are still within the employment of the supplier, they should not be replaced without DFID consent and approval.

16. Timeframes and period

We tentatively envision the following timeframes for the Act-2 full design process:

- Procurement and contracting of the preferred supplier: Jan – Aug 2015
- Business case development, QA and approval: Sept. to Nov. 2015

- The Design of the proposed AcT-2 Programme: Dec. 2015 to March 2016.
- The envisaged period for the actual implementation of the programme is April 2016 to March 2021.

17. Coordination

The Suppliers will report to DFID Tanzania Governance Advisor responsible for the AcT programme. The supplier's Team Leader will have ultimate responsibility for the timely completion of all deliverables to a high standard. DFID's CC&E and Anti-corruption Advisors will support the Governance Advisor to ensure CC and Environment and Anti-corruption are sufficiently addressed. DFID Tanzania Governance Programme Manager will have an overall responsibility to ensure all Smart Rule requirements are adhered to and lead on all aspects of financial management as required. DFID Tanzania Commercial Advisor will provide any necessary technical support and advice during the procurement and programme roll out. Procurement and Commercial Department (PCD) will lead on the tendering process and provide all necessary support throughout the design and management of the identified supplier. DFID Tanzania Governance Team Leader will have an overall quality assurance responsibility.

Duty of Care

- The supplier is responsible for the safety and well-being of their personnel and third parties affected by their activities under the contract, including appropriate security arrangements for their domestic and business property
- DFID will share available information with the supplier on security status and developments in-country, including reference to the latest BHC travel advice available on the Foreign and Commonwealth Office website for Tanzania
- Supplier is responsible for ensuring appropriate safety and security briefings for all of their personnel working under this contract and ensuring that their personnel register with their respective Embassies to ensure they are included in emergency procedures
- Tenderers must develop their PQQ Response and Tender (if invited to Tender) on the basis of being fully responsible for Duty of Care in line with the details provided under this section and must confirm in their PQQ Responses that:
 - They fully accept responsibility for Security and Duty of Care
 - They understand the potential risks and have the knowledge and experience to develop effective risk plan
 - They have the capability to manage their Duty of Care responsibilities throughout the life of the contract
- If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your PQQ will be viewed as non-compliant and excluded from further evaluation
- Acceptance of responsibility must be supported with evidence of Duty of Care capability and DFID reserves the right to clarify any aspect of this evidence.

18. Annexes

<ul style="list-style-type: none"> • Annex 1: AcT-2 Strategic Case • Annex 2: ICF Concept Note for AcT-2 • Annex 3: DFID's Smart Guide to Business Case Structure 	<ul style="list-style-type: none"> • Annex 4: AcT Context Mapping and Lesson Documentation – October 2014 • Annex 5: AcT Evaluation Report (to be available in Jan 2015) • Annex 6 – AcT Results Documentation • Annex 7 – DoC Assessment • Annex 8 – DFID Smart Rules
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19. Background

AcT-2 Strategic Case and ICF Concept Note for AcT-2 are the main background documents, along with annexes 4, 5 and 6 above

20. Other Information

Projects that AcT 2 will be expected to harmonise and promote cross-learning includes:

- Twaweza (www.twaweza.org)
- Foundation for Civil Society (www.thefoundation-tz.org)
- Institutions for Inclusive Development (I4ID) Strengthening Tanzania Anti-Corruption Actions (STACA)
- Selected Human Investment Team (HIT) Programmes – to be identified during the BC and Design Stages
- Selected Sustainable Growth Team Programmes – to be identified during the BC and Design Stages
- Selected Results and Aid Effectiveness (RAE) Team's programmes – to be identified during the BC and Design Stages