

(BRN PO6751)

TERMS OF REFERENCE

**Technical Assistance to Big Result Now in Education Results Based
Programme (BRNEd P4R), Tanzania**

The Department for International Development (DFID) is the part of the UK government that manages the provision aid to poor countries and works to get rid of extreme poverty. We are working to reach the Millennium Development Goals (MDGs), the international targets agreed by the United Nations (UN) to halve world poverty by 2015.

DFID's mission is to help eradicate poverty in the world's poorest countries and this is underpinned by our set of values:

- Ambition and determination to eliminate poverty
- Ability to work effectively with others
- Desire to listen, learn and be creative
- Diversity and the need to balance work and private life
- Professionalism and knowledge

DFID wishes to work with Service Providers (SP) who embrace the above, and also demonstrate Corporate Social Responsibility (CSR) by taking account of economic, social and environmental factors. These practices, whether operated locally, regionally or internationally, should also comply with International Labour Organisation (ILO) core standards on labour and social matters.

1. Introduction

1.1. The Government of Tanzania (GoT) adopted in 2013 a transformational government results delivery model, known as Big Results Now! (BRN), with education as one of the priority sectors and an ambitious delivery plan is underway to address failing schools, poor student learning outcomes and major systemic problems. BRN has helped to strengthen the Government's policy and plans, and provides an opportunity to facilitate improved results in the sector. The overarching objective is to **improve education quality at primary and lower secondary levels.**

1.2. The World Bank, DFID and Sweden have supported design of a 'Program for Results' (P4R) approach, which is considered the instrument most suited to provide essential financial support. It aims to incentivise both national and local stakeholders to both improve and reform the education system, based upon a theory of change that places BRN achievement centre stage. This new programme will replace DFID's current education sector budget support in 2015/16.

1.3. Over four years the overall level of financial support jointly provided by the 3 development partners (DPs) is likely to total up to US\$250 million. Un-earmarked finance will be transferred to the Government Revenue Account: Bank of Tanzania, based upon achievement of Disbursement Linked Indicators (DLIs). In addition to jointly financing the DLIs, a small proportion of DFID's finance has been agreed at negotiations between DPs and GoT held in early 2014 to deploy a complementary Capacity Building and Systems Strengthening Technical Assistance support package. DFID will be the sole financier of this package.

1.4. A much more detailed discussion of the programme is provided with the Business Case document prepared for DFID's funding to the programme.

2. The Objective

2.1. DFID's support to **Big Result Now in Education Results Based Programme** (BRNEd P4R) requires a technical assistance support (TAS) service package. The selected service provider will provide technical assistance to the key GoT authorities involved with BRN in the education sector to support them to (i) implement the P4R programme approach with embedded DLIs, and (ii) undertake capacity building, planning and systems strengthening activities, aiming to improve the overall quality of basic education service delivery.

3. The Recipient

3.1. The Ministry of Education and Vocational Training (MoEVT) and Prime Minister's Office – Regional Administration & Local Government (PMO-RALG) will be the principal recipients of technical assistance, targeted upon the Education Ministry Delivery Unit¹ (MDU).

4. The Scope

4.1. The TAS will support (and assist to establish) the MoEVT P4R Co-ordination Unit (PCU) and work in conjunction with the Education Ministry Delivery Units in executing activities to implement the BRNEd P4R programme and support adoption of the BRN's performance management approach within the Tanzanian public education sector approach. This will include providing specific and drawdown inputs to the principal recipients, as well as supporting engagement with the Ministry of Finance and regional and local government education offices. The TAS shall

¹ The current arrangement is as an education sector MDU based in two locations at the MoEVT office in Dar es Salaam and in PMO-RALG's Dodoma based office. Support in both locations would be required. The government para-statal Tanzania Education Authority (TEA) also has a role in BRN Education implementation and may require support.

support the GoT to (i) establish the mechanisms and systems required to operationalise this programme's information requirements and fund flows, (ii) coalesce around BRNEd implementation problems to adjust and improve its implementation and (iii) establish sustainable capacity to effectively manage and continue to reform the public education system. The TAS will also support strengthening the sector planning through enhancing the capacity of DPPs office and resource mobilization through TEA

4.2. The TAS will also provide capacity building support to complement the BRNEd activities. The selected firm will also ensure effective harmonisation with aid support provided by other multilateral and bilateral donor institutions, in particular the Global Partnership for Education (GPE) financed Literacy and Numeracy Education Support (LANES) programme, the PEMANDU package of support for BRN implementation, the DFID financed Support to Open Government, Data and Accountability in Tanzania (SOGDAT) programme and the DFID financed EQUIP-T primary education quality support programme.

Requirements

4.3. The TAS is expected to provide technical assistance and support in the following core tasks. An ethos of knowledge transfer by professional training and support to government implementers to succeed in task delivery is required by Government.

- a. Supporting the PCU and the MDUs (and their parent ministries MoEVT and PMO-RALG) in overall programme management including general management, education sector and resource planning, quality assurance, and internal monitoring and reporting. A draft **Programme Operations Manual** will require refinement and ongoing adjustments.
- b. **Public Financial Management** (PFM) The timely operation of a sector-wide framework for priority budget disbursement for BRNEd, including sub-national fund flows. Fiduciary risk management and mitigation measures to address the capacity gaps and weaknesses identified in the Fiduciary Assessment² and emerging risk around the role of the Tanzania Education Authority (TEA) in BRNEd.
- c. A comprehensive package of **sub-national capacity building and communications** to build awareness and support of the BRNEd programme and how the P4R financial assistance is incentivising activities and supporting better, adaptive implementation. Long and short term training should also be incorporated.
- d. **Performance Management** mechanisms for adaptive implementation and course correction of the government BRNEd activity programme. This will support the redefinition of the detailed BRNEd activity plans³ in the post 2015 period, with rapid feedback loops and agile management and monitoring techniques.

² See Financial section of Business Case (Annex 1) and accompanying World Bank documentation (Annex 2)

³ Detailed BRNEd '3 feet' plans were only formulated for the 2013-2015 period, major election are due in mid-late 2015 which may also necessitate changes and adaptation. This support may not be required according to self-assessment report, see next footnote

- e. **DLI verification** The fund flows of the programme are entirely based around the need for independent and timely verification of the DLIs, some quarterly, some annually. Support to **enable this is essential**, in addition certain DLIs will require the commissioning and funding of external field verification exercises.
- f. Closely linked to the above tasks, support to enhance BRNEd monitoring and information flows from the 20,000 schools and 160+ LGAs will be vital. In addition to programmatic information, **direct beneficiary and local stakeholder feedback monitoring systems** need to be established and operationalised, that utilise a range of techniques, including exploitation of mobile communication technologies.
- g. In addition to the above defined tasks, there will also be optional support requirements to provide expertise and resources in the areas of (i) **Education Management Information Systems** development and operations to integrate in reporting needs and (ii) **Impact Evaluation** services to generate robust evidence on some of the BRNEd specific activities and the P4R's overall approach to incentivise better performance and reforms of the basic education system and (iii) strengthening Tanzania's capacity to conduct robust student learning assessments and examinations. These tasks may be supported partially or wholly by other in-country initiatives and as such are not definite requirements at this stage.
- h. Reporting to MoF, MoEVT and PMO-RALG and DPS on a quarterly basis regarding physical and financial progress achieved by the TAS.
- i. Procuring equipment, training, consultancy and call down services to cater to specific technical requirements, as and when required.

A number of the above activities are already underway as finance for the P4R instrument was approved by the World Bank in July 2014 and a range of short term consultants and technical assistance are likely to continue to be deployed to support the BRNEd programme and MDUs in the period up to mid-2015. It will be essential for the service provider to commit to continue implementing these approaches in a flexible manner, being responsive to prevailing and emerging needs. The precise nature of these ongoing activities need to be discussed during negotiations, and during inception period with government, based upon the government's multi-stakeholder self-assessment report of technical support requirements⁴.

5. Detail of roles / team composition

5.1. The TAS will be expected to flexibly mobilise in two locations according to need and government wishes: (i) Dar es Salaam in close proximity to MoEVT, MoF and the Dar office of PMO-RALG; (ii) Dodoma, the base of PMO-RALG. Some use of government office space may be available. Long term Specialist and Advisory positions are expected to be needed, with a minimum of 18 months' work inputs

⁴ Self-assessment on Technical Support Required for Implementation of BRNEd P4R Program report, MoEVT, Feb 2015.

blend of national and international expertise. Indicative positions and suggested locations are indicated below.

5.2. More context regarding the programme, expectations and approach are given in the Business Case and accompanying World Bank documentation

Position	Role,
Chief Technical Adviser (International) (long-term, MoEVT MDU based)	Focus on 4.3 a, d, h , i
Specialist in Education Sector Planning (International/national) (long-term, MoEVT MDU based)	Focus on 4.3 a and integration of BRNEd into broader education sector plans and programmes. Periodic inputs.
PFM Specialist in the Education Sector (International/national) (long-term, MoEVT MDU based)	Focus on 4.3 b Periodic inputs.
M&E Specialist in the Education Sector (national) (long-term, MoEVT MDU based)	Focus on 4.3 e, f, g Periodic inputs.
Capacity Building and Communication Specialist in the Education Sector (national) (long-term, PMO-RALG MDU based)	Focus on 4.3 c Periodic inputs.
Technology and Data Systems Specialist in the Education Sector (national) (long-term, PMO-RALG MDU based)	Focus on 4.3 f, g Periodic inputs.

6. Constraints and Dependencies

6.1. Expenses incurred by TAS will be reimbursed by DFID Tanzania through input and output linked payments.

6.2. The Consultancy will be for a period of about 39 months (May 2015 – July 2018), a mid-term review of the BRNEd P4R programme is scheduled for mid-2016. A short inception phase will operate in the period up to July 31st 2015.

6.3. DPs will commission the independent mid-term review in consultation with GoT which will assess performance of the TAS. Necessary structural changes to the TAS team, based on feedback of the mid-term review, will be undertaken, and in case of poor performance by the TAS, this could include early closure of the contract.

6.4. A Procurement Manual will be prepared by TAS during inception phase which will be the guiding document for all sub-contracted procurement, including but not limited to goods and equipment, DLI verification services and short term consultancy services. All GoT financed BRNEd procurement will be done as per existing GoT laws and regulations; the TAS is expected to provide necessary technical/procurement support for the same.

6.5. The TAS will remain constantly engaged with the MoEVT, PMO-RALG, MOF and DPs towards effective delivery of program outputs. While substantial capacities have been built, the TAS will provide, where required, support and appropriate capacity building. Through the MDU and President's Delivery Bureau (PDB) structures, guidance on alignment with generic BRN principles and approach should be followed. The TAS provider will be expected to ensure that new approaches are tested with enough flexibility built in to ensure that interventions approaches can be effectively modified to suit on-ground conditions and challenges.

7. Reporting and Co-ordination

7.1. The TAS will be based where feasible within the PCU that are located within the offices in MoEVT (in Dar es Salaam) and PMO-RALG (in Dodoma), but may also require additional office space. The TAS will report through the PCU Co-ordinator to the Permanent Secretary (PS) PMO-RALG and PS (MoEVT). The TAS Team Leader will be jointly accountable and report to the DFID Education Advisor.

7.2. Routine strategic oversight will be provided through quarterly BRNEd steering meeting to be held with the three DPs and three lead Tanzanian Ministries which will also discuss and endorse the DLI payments prepared by the Education MDU/PCU with support from the TAS. This Committee will be co-chaired by the PS MoEVT and PMO-RALG or designated representative. The TAS will be expected to prepare and present their internal activity reports and workplans, in conjunction with the MDU's broader reporting on BRNEd.

7.3. The TAS may be called upon to participate in the Got ⇔ DP education dialogue structures: the Education Sector Development Committee (ESDC) and

Technical Working Groups (TWG) and BRN Education NKRA⁵ (National Key Results Areas) meetings.

7.4. Six Monthly Supervision Mission and Annual Reviews will be jointly undertaken by DPs and GoT, aligning where feasible with the quarterly steering committee meetings. The Annual Reviews will include an Output to Purpose Review of the programme logframe. The TAS will support the MDUs in preparation of Annual Progress Reports, including an Annual Performance Assessment (APA)⁶, in advance of all Annual Reviews.

7.5. The following generic outputs are expected from this consultancy; detailed outputs and milestones will be agreed to as part of the Inception Report.

- a. Inception report: the TAS is expected to submit an inception report within 6 weeks of mobilisation of the team. The inception report will include, inter-alia, a set of outputs and milestones, to be developed in consultation with the MDUs and other key stakeholders, against which the TAS will be held accountable. The inception report should include a 3-year work plan and budget and procurement manual for sub-contracting TA.
- b. Annual Report: The TAS shall submit a concise standalone annual report at the end of each Tanzanian Financial year (July-June) to DFID. This will include physical and financial progress reporting (of the internal TAS activities, not the broader BRNEd reporting described in section 7.4) for the year under review and a workplan and budget for spending for the next 12 months. Significant amendments to the original workplan and budget proposed will need to be agreed with DPs and the MDUs.
- c. Quarterly reports (for each quarter after inception phase): on a similar basis to b) above the TAS shall submit concise quarterly reports on internal TAS activities. These reports will be submitted in a format agreed to DFID and will be used as a basis for financial payment to the TAS Service Provider.
- d. Mid-term report: the TAS is expected to support the MDUs to prepare the BRNEd P4R mid-term report by June 2016.
- e. End-term report: the TAS is expected to prepare and submit an internal end-term report by July 2018.

7.6. The annual assessment of TAS will be jointly undertaken by DFID, in consultation with the MDUs and other stakeholders. The key criteria and process for assessment will be defined in the inception period, defined around the following:

- a. Delivery of the annual workplan (20 marks)
- b. Extent of compliance of the requirement for credibly and completely verified information and data on all relevant DLIs each quarter, within 60 days of the end of that quarter⁷. (40 marks)

⁵ NKRA meetings are internal government BRN reporting structures that channel results and issues up through the MDUs and PDB to high level central government stakeholders. The scope to combine these with quarterly steering meetings will be explored with Government.

⁶ The APA is a legal requirement of the IDA financing and will be part of the annual report.

⁷ The Programme Operation Manual (POM) will define the DLI schedule, this will be drafted in mid – late 2014.

- c. Responsiveness and continuity/sustainability of staff and service provision (20 marks)
- d. Timeliness, completeness and quality of Annual Progress Reports, (including Annual Performance Assessment) defined in section 7.4. (20 marks)

Based on the assessment, the TAS will:

- If rated A (minimum 75 marks) – get the full 20% balance of the annual expenditure on fees
- If rated B (between 50 to 74 marks) – get 10% balance of the annual expenditure on fees
- If rated C (below 50 marks) – get the full 0% balance of the annual expenditure on fees

8. Timeframe

8.1. This contract will span a period of about 39 months, from around May 2015 to July 2018 with a possible extension of up to 12 months subject to need and review recommendations.

8.2. The Service Provider will work to the following timetable:

- a. Mobilisation of the Chief Technical Adviser within 4 weeks of contract agreement in 2015.
- b. Inception phase: up to July 31st 2015
- c. Implementation phase: 36 months up to July 31st 2018
- d. Programme closure: 30th September 2018