

Terms of Reference

CoST Tanzania Governance Review

1. Introduction

The CoST International Secretariat is seeking a consultant(s) to carry out a governance review of the CoST Tanzania programme.

CoST is a UK registered charity with a Board of Trustees that has outsourced the management of the programme to Engineers Against Poverty. DFID is providing up to £7 million to CoST between April 2015 and July 2020 as part of the [Infrastructure for Cities and Economic Development Programme](#)¹ (ICED). The Dutch Ministry of Foreign Affairs is providing €1m between October 2018 and December 2021 as part of its economic development programme. This second contribution to CoST follows a similar grant between July 2014 and December 2017.

2. Background

CoST works with government, industry and civil society to promote the disclosure of information on public and public/private investment in infrastructure. This information helps to inform and empower stakeholders (e.g. citizens, NGOs, media and Parliamentarians) and enables them to hold decision-makers to account. Strengthening accountability helps to identify and prevent corruption, mismanagement and inefficiency. Ultimately, this results in better value for money and better-quality infrastructure and services. CoST is currently supporting work in 14 countries, including five fragile and conflict affected states. An overview of CoST's operational approach and its main features can be found [here](#).

Tanzania was one of eight countries that successfully completed a three-year pilot from 2008 – 2011. It has then struggled to scale up its CoST Programme since then but did publish an Assurance report on three infrastructure projects in 2018 and has begun to engage with citizens as part of a rural access programme. The programme is led by a Multi-Stakeholder Group with representatives from government, civil society and the private sector. As CoST Tanzania is not a legal entity, the National Construction Council has hosted the programme since the pilot commenced in 2008 providing a secretariat function that helps to deliver the programmes activities.

3. Purpose of the review

The International Secretariat is currently providing £70,000 in grant funding to support the CoST Tanzania programme over a 12-month period. The funding is governed by a grant agreement between the International Secretariat, the MSG and National Construction Council as the host organisation.

The International Secretariat recently became concerned about recent decisions regarding the financial and operational management of the programme. This has led it to commission this governance review.

The International Secretariat is simultaneously commissioning a financial audit of the CoST Tanzania programme. The governance review and financial audit will be commissioned separately, but consultants may bid for and combine the two pieces of work. If the pieces of work are undertaken by different consultants, each one will be expected to liaise with the other.

¹ ICED is a complex, multi-component and multi-partner programme. The programme was designed to respond to the key constraints to sustainable growth and economic development through developing and delivering large-scale programming in the energy, urban and infrastructure sectors.

4. Aim & objectives of the review

The aim of the review is to examine existing governance arrangements, understand how those arrangements enable and/or inhibit effective management of the programme and to make recommendations about how the arrangements could be improved to help ensure effective management and maintain high ethical standards.

The aim will be met by delivering the following objectives:

- a. Determine if MSG members, Secretariat staff and the host organisation have acted with integrity, adopted values and created a culture which has enabled CoST Tanzania to meet its objectives and maintain partner and stakeholder confidence.
- b. Consider if MSG members understand the need for CoST Tanzania to observe high ethical standards and be transparent in all that it does and that they undertake their duties accordingly.
- c. Explore if the MSG makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control, risk-assessment and management systems are set up and monitored.
- d. Examine activities related to the recent recruitment of staff, appointment of consultants and the use of grant funding from the International Secretariat and identify any causes for concern.
- e. If causes for concern are identified, recommend how each issue should be resolved.
- f. Identify the strengths and weaknesses of the current governance arrangements within the tripartite framework (i.e. MSG, National Secretariat and Host Organisation).
- g. Recommend how the governance arrangements and related management procedures can be improved within the current tripartite framework including how the MSG is constituted, the responsibilities of the MSG, Host and Secretariat, how decisions are made, payments authorised, how conflicts of interest are managed and staff / consultants recruited and employed.

To meet the objectives, the consultant will undertake a range of tasks including but not limited to:

- h. Review the current CoST Tanzania MSG terms of reference, operational, recruitment and financial procedures and the current grant agreement with the International Secretariat and identify how each document was developed.
- i. Review the process for the recruitment of the assurance officer, the assurance team and other employees or consultants recruited since January 2017.
- j. Review the minutes of MSG meetings and other relevant documents to identify how programme decisions are taken, implemented and monitored.
- k. Interview MSG members (current and former), national secretariat staff (current and former), NCC officials and a few external stakeholders to obtain their views on matters related to this review.
- l. Discuss with the auditor any areas of concern in the management of grant funding.

Recommend any other tasks that would help to meet the objectives.

5. Indicative programme

Depending on team availability, it is envisaged that the governance review would take place in October and November 2019. The exact schedule of work will be agreed with the consultant. The review will be Tanzania based but we are open to appointing a consultant from other parts of the region.

An anticipated schedule is set out below, with key activities in bold:

Item	Date
<ul style="list-style-type: none"> Meet with representatives of the International Secretariat, MSG and NCC (the working group) to discuss the methodology and aims of the review Submit a final approach, methodology, timetable etc. for discussion 	Week 1
<ul style="list-style-type: none"> Undertake desk study and interviews 	Weeks 2 - 4
<ul style="list-style-type: none"> Check in meeting with the working group to discuss progress and emerging findings 	End of week 4
<ul style="list-style-type: none"> Provide draft report for comment to the International Secretariat, NCC and MSG 	End of week 5
<ul style="list-style-type: none"> Review by the International Secretariat, NCC and MSG 	Weeks 6 & 7
<ul style="list-style-type: none"> Provide final report to the International Secretariat 	End of week 8

6. Deliverables

The final report will inform the future governance arrangements for the CoST Tanzania programme. The final report should be no longer than 25 pages including annexes if required.

7. Budget

The supplier will need to provide a detailed budget with costs broken down by tasks and a timeline indicating when deliverables will be completed. We anticipate that the assignment will take no more than 20 days' work over the two-month period.

8. Selecting the review team

The CoST International Secretariat is seeking to identify an expert(s) who will be able to undertake this review. The expert(s) are likely to have a background in multi-stakeholder initiatives, governance and transparency and accountability. Prospective consultants should submit proposals that include the following information:

- Demonstrate their understanding of the task of no longer than 1 page
- A methodology of no longer than 3 pages that structures the review and meets the objectives.
- CVs of the review team (no longer than 2 pages per person)
- An outline programme for the review indicating time and resources to deliver the scope of work.
- A statement of availability to do the work in the restricted time available and conflict of interest declaration
- Budget including day rates and expenses

Proposals will be assessed by working group consisting of a representative from the International Secretariat, MSG and NCC on an 80% technical and 20% price basis. This group will then review the outputs from the review.

The deadline for proposals is 1700 East Africa time Friday 27th September 2019.

Please email proposals to Olive Kabatwairwe, CoST Africa Regional Manager, o.kabatwairwe@infrastructuretransparency.org. Please contact Olive for any clarifications or further information.

9. Data and information sources

The CoST Tanzania Secretariat and the International Secretariat will provide progress reports, notes and minutes of meetings, financial reports and the operational procedures for the programme. It will also provide a list of potential interviewees and can facilitate interviews if required.