

Terms of Reference

1. Background

The evaluation of the Denmark-Tanzania development cooperation is commissioned in the context of the planned phase-out of Danish bilateral development cooperation managed by the Royal Danish Embassy (RDE) in Dar es Salaam and closure of RDE in July 2024.

Tanzania is Denmark's longest standing development partner. Since the enactment of its first law on Development cooperation (Lov om Teknisk Samarbejde med Udviklingslandene) in 1962, Tanzania has been Denmark's first, and, subsequently, biggest bilateral development cooperation partner. The current country programme (2014-19, extended to 2024) has a budget of more than DKK 2 billion. Denmark has until recently been among the top 4-6 largest bilateral development partners in Tanzania. Along with other Nordic and like-minded donors, Denmark has been one of the "stable" partners in Tanzania, even if at times relations were strained and funding flows varied. The continuity of Danish development cooperation has taken many shapes since its inception.

In terms of sectors, Denmark has most prominently supported agriculture, education, water and sanitation, energy, roads and health¹. The last decades have witnessed stronger emphasis on, for instance, democracy, good governance and human rights as well business sector development. The current country programme covers four thematic areas namely a) Economic management and fiscal governance which underpins sector specific support to health and agriculture, b) Health Sector Support focusing on the delivery of quality and equitable primary health care and sexual reproductive health and rights (SRHR), c) Business Sector Support (BSS) with focus on agribusinesses, enabling environment and access to finance, and d) Good Governance and Human Rights

¹ Key sectors of interventions since 1998 include education, health, water supply and sanitation, government and civil society, conflict, peace and security, transport and storage, social infrastructure and services, energy, energy generation and renewable sources, agriculture, forestry, industry, trade policies and regulations, business and other services, multisector aid and urban development and management, state loans and actions related to debt, general budget support, general environmental protection, development food assistance, emergency response, and banking and financial services (Cooperative and rural development bank since 1971). Tanzania is also a top recipient of research projects undertaken in collaboration between universities in Tanzania and Denmark.

(GGHR) including women's rights and social accountability. The broad range of sectors of intervention in Tanzania has shifted and evolved over time in tandem with changing context and priorities; notably broader shifts in domestic political priorities in Tanzania, in Danish development assistance as well as in overall government-donor relations. However, economic growth and poverty reduction have been a key focus since the onset of the development cooperation.

With regard to modalities, Danish development assistance has gradually moved from project towards sector support, and general budget support since Tanzania landed an agreement on debt relief in 2001². This trend resulted in more development aid being provided to and through national partners, and with more emphasis on integration and alignment with Tanzania's development priorities. While general Danish Official Development Assistance (ODA) moved towards a larger share of multilateral aid, this has been less pronounced in Tanzania than elsewhere. A wide range of additional partnership constellations have been in play over the years, from support to Danish non-governmental organisations (NGOs) and Danish labour unions, to Tanzanian government agencies, nationally established trust funds, civil society organisations (CSOs), international NGOs (INGOs) and multilateral organisations, as well as private sector actors.

The end of such a historic bilateral cooperation calls for an evaluation that takes stock of Denmark's contribution to Tanzania's development journey. While accountability is a primary intention, the evaluation represents a unique opportunity to harvest learning from a long-standing partnership and experiences built over decades. Therefore, lessons on specific issues that are of relevance to the context of today's Danish development cooperation will be sought. Localisation has been a central and growing theme in Danish development assistance. Core principles that are pursued in localisation efforts focus on supporting local capacities, processes and ownership of resources. Ways of working with localisation are being tested, spanning emergency and protracted refugee responses, democracy and human rights. These principles have been cultivated in Tanzania for many decades. Tanzania's experience with diverse and long-term partnerships could therefore provide lessons, best practices and inspiration for ongoing localisation efforts. From a methodological perspective, evaluations with such a timespan are not routine exercises. The evaluation also represents a chance to learn from its own experience and contribute with methodological reflections for the conduct of future evaluations with a long-term perspective.

² The 2013 Joint Evaluation of Budget Support examined funding flows in six priority areas from Tanzania's Poverty Reduction Strategy, which all previously had received Danish support, namely 'Agriculture, Education, Energy, Health, Roads and Water & Sanitation'.

The bilateral cooperation with Tanzania as a whole has not been evaluated before. However, engagements within thematic programmes were evaluated or reviewed at different points in time. For instance, in the health sector and for budget support, two major evaluations were carried out (for health the joint external evaluation covered the period 1990-2006). General budget support was evaluated in 2013, covering the period 2006-2011. The private sector agriculture sector support was evaluated in 2019 and an evaluation study on the enabling business environment was finalized in 2022 including Tanzania as a case (see section 11). The good governance and human rights sector is the only sector where no evaluation or review was undertaken. All evaluations commissioned by the Ministry of Foreign Affairs of Denmark (MFA) are accessible online.

In addition to existing reviews and evaluations, there is a good deal of research that has been produced over the years about Tanzania and Danish development cooperation in the country. This includes longitudinal studies and other research material authored by Danish and international researchers that will be relevant for this evaluation³.

The MFA commissioned a pre-study for this evaluation covering the whole period of the Danish development cooperation⁴. The intention was to provide an overview of key trends of the context of this cooperation. The pre-study did not include an evaluability assessment. Core elements of such an assessment will therefore be integrated in the preparatory work of this evaluation (see section 5).

2. Purpose and Objectives

As noted above, the evaluation is tasked with assessing Denmark's longest-standing development cooperation partnership. Recognising the opportunities and methodological challenges of such a long-term perspective, the **purpose** of this evaluation is to establish what difference the 60 years of Danish development cooperation has made for Tanzanian institutions, organisations and people.

³ For instance, most recently, Oxford University Press published the book: "Prosperity in rural Africa: Insights into wealth, assets and poverty from longitudinal studies in Tanzania". Other research anchored in Denmark includes but is not limited to the Danish Institute for International Studies (DIIS), the University of Copenhagen, the Rockwool Foundation, and relevant research projects supported through the Danida Fellowship Centre.

⁴ DIIS (2022): Pre-study: The political economy of Danish-Tanzanian development cooperation 1962-2021

More specifically, the objectives of this evaluation are threefold:

- **Objective 1:** To investigate and establish whether, how and for whom Danish development cooperation has contributed to change in Tanzania
- **Objective 2:** To explore and demonstrate whether/how different types of partnerships established over time have strengthened the capacities and role of Tanzanian actors in the country's development process
- **Objective 3:** To extract lessons and best practices on partnership approaches/modalities conducive to localisation, and methodological lessons for future evaluations with a longer-term perspective.

3. Scope of work

Cooperation modalities and themes of interest

Given the wide variety of sectors covered by the Danish development cooperation over the span of 60 years, and the shift in sector focus during this time span, the scope of the evaluation will be defined by themes of interest. These represent overarching themes based on sectors that Denmark has been working with under the latest bilateral country programme and/or had worked with over a longer period of time, where key results and credible contribution to change are likely to be possible to harvest and trace.

The themes of interest will allow the evaluation to look at a given theme in a 360-degree perspective irrespective of aid and partnership modalities. This should ensure that the evaluation's explorative process of key results, credible contribution to change and lessons is looked at in a more systemic and coherent manner within each theme. These overarching themes should form the basis for higher-level synthesis to meet the objectives and purpose of the evaluation. Concurrently, the themes are expected to provide a rich space for diving deeper into specific dimensions within a given theme and producing a set of case stories.

The evaluation is expected to have three **themes of interest** with areas of enquiry as a basis for harvesting results and establishing credible contributions to change. The themes of interest will include:

- **Theme 1 - Social development:** In the context of the evaluation, social development will pertain to the provision of social services with primary health care services and SRHR as the primary focus area. As Denmark had historically supported education, and water and sanitation (WASH) in a wide-ranging manner, these two areas will be of secondary focus.

- **Theme 2 - Economic development:** For the purpose of the evaluation, economic development will have its primary focus on opportunities for improved business performance, employment, including self-employment, and income generation and expansion within agriculture/agribusiness development, and access to financial and non-financial services. Given that Denmark substantially supported infrastructures in the past, the secondary focus will be transport infrastructure supporting economic development.
- **Theme 3 - Democratic governance:** While work within this field started later in the history of the Danish bilateral cooperation with Tanzania, Denmark's work with good governance and human rights has not been reviewed or evaluated previously. The evaluation is therefore an opportunity to take stock of and explore what results and change Denmark has contributed with for Tanzania. The primary focus will be on civil society development. The secondary focus will be on state and independent structures protecting human rights.

To set the scene for exploring the themes of interest, the evaluation will provide a **contextual overview** of the following for each of the themes:

- a. Collaboration with other key donors.
- b. Trends in the context/delivery and access to these services/opportunities/information considering rural and urban outreach, and outreach to women, youth and people with disability.
- c. The Danish landscape of local partnerships at national, regional and local levels spanning the different modalities used, be they through policy, reform or budget support, private operators, CSOs or university collaboration.

The **areas of enquiry** for each theme will comprise:

- a. The partnership approach/modalities for working with different Tanzanian state and non-state partners at national, regional and local levels.
- b. Institution building of state and non-state partners looking at i) the strategic, organisational, management, and programmatic capacities, systems and processes of partners including practices regarding gender, age and diversity (GAD), transparency and accountability, and ii) the role and position of partners to deliver on their mandates.
- c. Key results and Danish contribution to critical change and shifts in policy and norms, behaviour and practices that had wider implications for Tanzania's development pathway within the themes of interest and beyond.

Gender considerations will be systematically looked at for all areas of enquiry.

The themes of interests and areas of enquiry will be revisited and finalised during the inception phase following a portfolio analysis of the Danish development cooperation. Given that sectors evolved over time, it is foreseen that the areas of enquiries under each theme will differ for the different periods of the evaluation in line with the periodization envisaged in section 5.

In addition to bilateral cooperation managed by RDE, cooperation modalities have included strategic partnership agreements (SPA) with Danish CSOs, business and trade instruments, university/research collaboration, and regional initiatives as for instance the Unleashing Youth Entrepreneurship initiative in Tanzania, Uganda and Kenya. The encompassing nature of Denmark's engagement in Tanzania also requires a prioritisation of the cooperation modality in the scope of the evaluation. The primary focus will be bilateral cooperation managed by RDE. Other cooperation modalities (e.g. support to SPA with Danish CSOs, universities) will be a secondary focus of the evaluation and dealt with as part of a given theme of interest as relevant. In line with the above, a theme of interest will therefore cover different modalities within the defined hierarchy of focus. Regional initiatives and humanitarian aid will not be covered by the evaluation.

Timeframe

The evaluation is expected to cover the whole period of Danish development cooperation with (what is now) Tanzania from 1962/63 to 2022. This longer-term perspective of 60 years entails methodological challenges that must be carefully considered and weighed against what is credible and feasible.

Geographic scope

The ongoing country programme primarily comprises engagements that do not target specific regions in Tanzania, and several are considered to have national outreach. There are 26 regions in Tanzania including mainland and Zanzibar. In the absence of a compiled overview of the geographic distribution of the Danish portfolio per theme of interest, the geographic scope of the evaluation will need to be thoroughly considered and defined in the inception phase in dialogue with RDE and the MFA. It is expected that the evaluation's geographic scope will include two regions as a minimum in addition to Dar es Salaam.

Evaluation criteria

The key evaluation question to be answered by the evaluation is an impact question: What difference did the Danish cooperation make and for whom, in the form of contribution to change. However, the nature of change that will be explored will include outcome level change (effectiveness) and impact level change (impact) to the extent credible contribution to change can be established in relation to the themes of interest. Relevance and sustainability considerations are embedded in the evaluation objective when

seeking to establish contribution to change for the long-term benefit of Tanzania's development pathway as defined by national development priorities. Coherence is dealt with in the evaluation's approach of considering the portfolio of Danish initiatives within themes of interest, and considerations made in terms of partnerships with donors for each of the themes. Efficiency will not be examined in the evaluation.

4. Evaluation questions

The key evaluation questions (EQs) to be addressed are outlined below.

EQ1. What are the key results of Denmark's 60 years of development cooperation with Tanzania and how did they contribute to change, intended or unintended?

EQ2. In what way has this change been critical for Tanzania's development pathway over the course of 60 years, engendered systemic change and/or led to effects that endure today?

EQ3. Who benefited from this change, as institutions, and groups/individuals, and how?

EQ4. What are the key features of Denmark's partnership approach and landscape overtime, and how did this support national, regional and local capacities, systems and/or processes in driving Tanzania' development pathway overtime?

EQ5. What lessons and best practices can inform Danish development cooperation on approaches to local partnerships that are conducive to localisation efforts?

EQ6. What lessons can this evaluation contribute with for the future design and implementation of an evaluation with a long-term perspective?

During the inception phase, the EQs will be unpacked and unfolded for each of the themes of interest in line with the approach and methodology described in section 5.

5. Approach and methodology

The evaluation will be guided by the approach and methodology presented in this section.

Approach

Given that the current Danish bilateral development cooperation in Tanzania will be phasing out, the evaluation will look back and seek to establish the contribution of 60-years of Danish development cooperation to change in Tanzania. Its formative dimension is limited to lessons learned on partnerships, as well as methodological reflections for the future conduct of evaluations with a long-term perspective. The evaluation does not intend to seek to establish attribution.

A strong **research-orientation** is sought. Meta-analysis(es) will include the identification, classification, review, analysis and synthesis of existing documents, as well as the documentation of the evaluation process. The evaluation's research-orientation should not involve the production of new research. It is expected that the research work linked to the identification, classification and review of documents will be an essential component and pre-requisite for the evaluation design as described under the methodology section, as well as a meta-analysis of the earlier years of the Danish development cooperation, where data sources are likely to be scanty.

The evaluation is expected to build on a **chain referral sampling approach** when identifying its data sources as these are not yet fully defined. Data availability will depend on the type and quality of documentation available and access to key stakeholders for the whole period of the evaluation.

In terms of documentation, the MFA electronic archiving system was launched in 2005. Documentation for the period 1962-2005 is accessible in the national archive with a few exceptions. For all the years covered by the evaluation, the annual MFA reports on development cooperation are available⁵ and should be reviewed. The MFA is currently producing a long list of documents on the Danish cooperation with Tanzania that are electronically accessible, and has generated an archive list of documentation that pre-dates the electronic archive. For electronically accessible documents, the MFA has compiled a generic repository of key documents available, which need to be screened and sorted for relevance by the evaluation team. For documents that precede the electronic archive, the evaluation team would need to visit the national archives to screen, sort and compile relevant documents.

⁵ For earlier years, hard copies are available. These are expected to be digitalized prior to the start of the evaluation.

With regard to stakeholders, the MFA is drafting a shortlist of key MFA staff based in Denmark, who previously worked in Tanzania and other external actors (e.g. researchers, former Danida advisors). These will be consulted during the design and implementation of the evaluation. The evaluation team is expected to complete the shortlist of key stakeholders and documentation, and compile a comprehensive list of relevant persons/institutions to be consulted in collaboration with RDE and persons consulted during the inception phase. It is crucial that all stakeholders on the list are contacted to confirm their availability to participate in the evaluation. This approach should ensure that the evaluation has a final list of MFA staff (current and previous), partners and other key stakeholders at an early stage, in light of the start of the phase-out of staff by end December 2023 and closing down of RDE in July 2024.

A **differentiated approach** to the evaluation design will be needed given the length of the evaluation period and variance in data availability. A periodization of the Danish development cooperation is envisaged. This will require the development of timelines to reflect key milestones for change in the context, strategic priorities and modalities over the 60 years of cooperation⁶. The Danish Institute for International Studies (DIIS) pre-study provides a good starting point for such an exercise. It provides information on the evolution of Denmark's sector interventions and aid modalities in Tanzania since the beginning of the cooperation. However, the information is not compiled to give an overview. The development of timelines will therefore be complemented by a portfolio analysis covering the 60 years of development cooperation. These timelines are expected to be visualised and presented in a manner where the different elements affecting the definition of the periods of the evaluation (e.g. contextual developments, change in priorities or modalities) can be compared. The timelines will be matched against the availability and accessibility of data sources. The exercise is expected to lead to a well justified and realistic periodization of the evaluation timeframe, a refinement of the scope of the evaluation presented in section 3, and a differentiated approach to data collection and analysis methods for the different periods and themes of interest. Periodization may entail differentiated attention to specific areas of enquiry within a given theme of interest for the different periods.

A **mix of inductive and deductive approaches** are foreseen. An inductive approach is expected during the inception phase. Input from the documentary review and feedback from consultations with key stakeholders in Denmark and Tanzania should produce a mapping of key results and shape the final contours of the evaluation framework, methodology, methods and tools. The evaluation framework will comprise an overall framework based on which the overall synthesis of findings will be made in line with the EQs specified in the ToR across the themes of interest. Nested/embedded frameworks for each of the themes of interest will address the

⁶ Mayne, J. (2019): Contribution analysis and the long-term perspective: Challenges and opportunities.

unfolded versions of the EQs for each of the themes to draw the contribution pathway envisaged. The deductive approach should however not discount any unintended results, be they negative or positive, or overlook emerging findings that are assessed to be significant vis à vis the purpose of the evaluation. The emergence of such observations will be discussed with the MFA even if they do not directly fall within the thematic or modality scope of the evaluation to assess whether they should be part of the evaluation.

Participatory and consultative approaches are expected. The revision and finalisation of the evaluation design will include consultations with the MFA as the primary end-user on issues related to the evaluation framework, methodology, methods and tools. During implementation, dialogue and consultation with MFA will be sought in the event of any change in direction or adjustments needed to the approach or methodology. This should ensure an alignment of expectations during the evaluation process. The participatory approach should also be applied in the choice of stakeholders to be consulted to ensure that different perspectives and voices are included in the evaluation (e.g. men and women, youth, government and non-governmental actors, local and national).

Methodology

The evaluation will have three main phases, notably i) an inception phase, ii) an implementation phase and iii) a reporting and dissemination phase.

Inception phase

This phase will be a critical and intensive phase of the evaluation. In addition to the complexity of designing an evaluation with a long-term perspective, there is a need to undertake extensive preparatory work to establish the informational basis of the evaluation and pave the way for informed methodological choices. The inception phase will therefore consist of two sub-phases: a mapping phase followed by an evaluation design phase that includes the revision and finalisation of the evaluation design proposed in the tenders.

a) Mapping

As the Tanzania country programme was never evaluated, there is currently no consolidated overview of the Danish development cooperation in Tanzania overtime. The informational basis for the evaluation has not been screened and assessed since no evaluability assessment was carried out. This calls for an extensive and comprehensive documentary review and consultations with key stakeholders at the onset of the evaluation process.

This sub-phase is meant to do the following:

- Identify, screen, sort and do a review of key existing literature in the form of studies, research, evaluations and reports covering the whole period of the evaluation, in addition to documents provided by the MFA. A communication exercise may be undertaken in 2023 to mark the achievements of Danish development cooperation in Tanzania as part of RDE's phase-out plan. The exercise will involve cases and other communication material that the evaluation should consider as an additional data stream. Social media, other media or relevant big data should be also considered as a data source.
- Determine the informational basis of the evaluation over the 60 years of cooperation
- Undertake a portfolio analysis of Danish development cooperation with Tanzania for the period 1962-2022 looking at the volume of Danish development assistance overtime, its position compared to total ODA, and its distribution by modality, sectors of intervention, and projects/programmes within these sectors. A typology by themes of interest and modality, as well as a geographic distribution of the portfolio for each of the themes of interest will be needed for refining the scope of the evaluation and defining the geographic sampling and coverage for data collection.
- Develop and visualise timelines showing critical developments and/or tipping points since the start of Danish development cooperation in Tanzania in relation to the following elements: (i) The Tanzanian context and national development priorities; (ii) The donor landscape in Tanzania, aid modalities and key sectors of intervention; (iii) The context of Danish strategic priorities, aid modalities and sectors of intervention; (iv) Other key milestones that may emerge from the literature review,
- Determine the periodization phases of the evaluation considering the combination of the features examined above. These phases will define the overall periods of the evaluation and will include sub-periods for the specific themes, since sector interventions were launched at different points in time.
- Produce a list of key results (outcome and impact level) for the themes of interest over the periods of the evaluation based on documentation reviewed and consultations with the shortlist of stakeholders, indicating those that could tentatively become case stories for further exploration during data collection.

The result of the mapping phase will be documented, presented and discussed with MFA in Copenhagen, along with thoughts for adjustments of the design of the evaluation proposed in the tenders.

b) Finalisation of evaluation design

Considering the periods of the evaluation and its informational basis, this sub-phase will revise and refine the evaluation framework, methodology, methods and tools proposed in the tender. It will include a 2-week field visit to Tanzania in October/November 2023

(excluding travel days) with the participation of the MFA/ELK evaluation manager. Due to the phase-out, most RDE staff are likely to have left their position by December 2023.

The evaluation design sub-phase is expected to do the following:

- Revisit and revise the evaluation design proposed in the tender, including the conceptual and analytical framework for the evaluation, and methods for data collection and analysis and reporting. It is expected that the evaluation will have an overall evaluation framework that will be unfolded and adapted to the themes of interest. This means that theme-specific nested frameworks are envisaged as part of the overall evaluation framework. The process will happen in tandem with the unpacking of the EQs. It is expected that EQs 1 to 5 will be adapted for each of the themes of interest and unfolded accordingly. This should generate findings at the level of each of the three themes. These findings will be analysed at theme level and subsequently synthesised across the themes in view of answering the overarching EQs. EQ 6 is not theme-specific.
- Articulate the methodology and milestones for documenting the evaluative work, process and reflections in view of generating higher level methodological learning.
- Differentiate data collection and analysis methods for the different periods of the evaluation. This should be clearly described for the overall and nested frameworks proposed.
- Hold design workshops with RDE/MFA and consultations with key stakeholders in Tanzania to test the feasibility and relevance of the proposed revision of the evaluation design including the overall and nested frameworks.
- Harvest additional key documentation from Tanzania, expand and confirm the list of stakeholders that will be accessible for consultations during the data collection phase in collaboration with RDE staff.
- Finalise the revised evaluation design.
- Propose and agree on the outline of the evaluation report with MFA including annexes and case stories.

Implementation phase

This will consist of the data collection and data analysis phases. It is expected that the bulk of data collection in the field will entail field work in Tanzania for a minimum period of four weeks per theme for each of the specialists and consultants. It is expected the specialists and consultants will carry out the field work jointly during this period. Field work will be complemented by remote meetings (e.g. previous MFA staff or partner representatives, relevant donors or organisations), in-depth and additional documentary review, and data extraction as needed.

An in-depth and systematic documentary review in the form of a meta-analysis is envisaged for the earlier years of cooperation in line with the periods set during the inception phase. The meta analysis will cover the earlier years of cooperation with focus on the given themes covered by the evaluation.

Data collection and analysis will be done for each of the themes of interest in line with the frameworks developed during the inception phase. The process will seek to establish credible contribution to change within the relevant theme. Data collection and analysis for the different themes are expected to take place in parallel across the periods of the evaluation.

Reporting and dissemination phase

The reporting phase of the evaluation include a compilation of preliminary findings and conclusions from a) data analysis at the thematic level and b) higher level synthesis across themes, and c) draft and final evaluation reports.

Preliminary findings will be presented for discussion before the submission of the draft evaluation reports. This will take place in a physical meeting in Copenhagen. The final outline of the evaluation report and its annexes will also be confirmed. Based on feedback received from these discussions, the evaluation team will then share draft evaluation reports with the MFA including annexes. These annexes must include thematic assessments for the themes of interest that form the basis for findings, conclusions and lessons learned in the core evaluation report, case stories and documentation of the evaluation process.

The draft evaluation report will be discussed at an ERG meeting, after which the MFA and ERG will be typically given two weeks to provide written comments. The draft evaluation reports will then be finalised and presented to MFA within two weeks. This will include a summary sheet of the evaluation for broader communication.

Following the submission of the final report, a dissemination phase may include a public meeting on the Danish-Tanzanian partnership to be held in Copenhagen. The evaluation team will be responsible for organising the event in dialogue with MFA, who will ensure access to a meeting venue. Expenses linked to the planning and organisation of the public meeting should be accounted for in the budget and include expenses linked to the participation of the team leader and lead researcher.

6. Outputs and timetable

The following **outputs** are expected in the course of the Assignment:

- Presentations of findings from the mapping phase and propositions for adjustments for the periodization of the evaluation and revision of the evaluation design proposed in the tenders.
- Draft and final inception reports. This will present the process of the inception phase and compile findings from the two-sub phases including the periodization process and a final evaluation design comprising a finalised evaluation scope, conceptual and analytical frameworks, an evaluation matrix indicating the evaluation questions, criteria and data sources, as well as the detailed methodology for field work and meta-analysis(es), data collection and analysis methods and tools, final lists of documentation and stakeholders to be consulted, an updated work plan and evaluation report outline and annex content. Furthermore, it will list identified and potential issues relating to conflicts of interest and solutions to ensure the independence and impartiality of the evaluation.
- A preliminary findings paper and a verbal debriefing.
- Draft evaluation report(s) including annexes.
- Notes for dissemination workshop.
- Final report, not exceeding 50 pages excluding executive summary and annexes.

The inception report, the findings papers and the draft evaluation report will be discussed in ERG in Copenhagen before approval by ELK.

The **timetable** is as follows:

Task(s)	Date/Period	Responsible (& Involved)
Signing of Agreement	End June /Start July 2023	ELK and ET
Initiation of assignment and start-up meeting in Copenhagen	August 2023	ET, (ELK)
Inception mapping	August-September 2023	ET
Presentations of mapping findings and proposed	Start October 2023	ET

adjustments to evaluation design		
Inception field visit including design workshops	Mid/End October 2023	ET, (ELK)
Draft inception report (and meeting in the ERG)	October-December 2023	ET, (ELK and ERG)
Final inception report	January 2024	ET, (ELK)
Data collection including field visit	February-March 2024	ET
Data analysis and preliminary synthesis	April-May	ET
Preliminary findings paper forwarded and discussed in the ERG	May 2024	ET, (ELK and ERG)
Synthesis and report writing including thematic annexes and documentation of the evaluation process	June-July 2024	ET
Draft evaluation report and meeting in ERG	August 2024	ET, (ELK and ERG)
Feedback on 1 st draft report	September 2024	ELK, (ERG)

Revised and Final evaluation report	October 2024	ET
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The final evaluation report will also serve as the Completion Report, cf. Section 1.01 of the Agreement.

7. Team Composition

The Consultant's evaluation team (ET) will consist of the Key Staff described in this section.

The ET must consist of six specialists with international development experience:

- Team Leader, senior evaluation specialist
- Research Lead, senior researcher
- Evaluator, public financial management specialist
- Evaluator, social development specialist
- Evaluator, private sector development specialist
- Evaluator, governance and human rights specialist

In addition, in Tanzania the ET must include up to four consultants with national development experience, covering the following themes of interest:

- Public financial management
- Social development
- Private sector development Agriculture/agri-business development
- Governance and human rights

The qualifications of the Key Staff are outlined in Section B (below).

8. Management

The Client's management (ELK)

The evaluation will be managed by the Evaluation, Learning and Quality (ELK) Department in the MFA. The management will:

- Coordinate with all relevant evaluation stakeholders and be the contact point for communication with the ET, keeping RDE informed of all the steps.
- Ensure that quality control is carried out throughout the evaluation process. In so doing, ELK may make use of external peer reviewers.
- Provide feedback to the ET. Comment on draft versions of the outputs, including the inception reports, the work plan, findings paper, and the evaluation reports and annexes. Approve final reports.
- Organise and participate in meetings of the ERG.
- Participate in evaluation workshops, including possibly an open dissemination workshop towards the end of the evaluation as noted above in section 6/reporting and dissemination phase
- Organise presentation of evaluation results and follow-up on the evaluation for the internal Danida Programme Committee (the responsible department drafts the management response).
- Advise relevant stakeholders on matters related to the evaluation.

The Consultant's evaluation team (ET)

The ET will carry out the Assignment based on the Agreement and will:

- Prepare and carry out the evaluation according to this Appendix 1, the approved inception report, the OECD-DAC Evaluation Quality Standards and the Danida Evaluation Guidelines.
- Be responsible to ERG and ELK for the findings, conclusions, and recommendations of the evaluation.
- Ensure that quality assurance is carried out and documented throughout the evaluation process according to the Consultant's own Quality Assurance Plan (as described in the tender).
- Report to ELK regularly about progress of the evaluation.
- Organise and coordinate meetings and studies, and other key events, including debriefing sessions and/or validation workshops after each country visit.

Evaluation Reference Group (ERG)

The ERG will be established and chaired by ELK. RDE in Dar es Salaam Tanzania will participate, as will relevant departments in the MFA. Other members will include representatives of the Danish Institute for International Studies (DIIS) and relevant NGOs and experts.

The mandate of the ERG is to provide advisory support and inputs to the evaluation, e.g., through comments to draft reports. The ERG will work with direct meetings, e-mail communication, and video-conferencing.

The main tasks of the ERG are to:

- Comment on the draft outputs including inception report, draft findings paper, the draft evaluation report.
- Support the implementation of the evaluation and promote the dissemination of the evaluation conclusions and recommendations.

Other key stakeholders may be consulted at strategic points in time of the evaluation either through mail correspondence or through participation in stakeholder meetings/workshops.

Eligibility

The Danida Evaluation Guidelines and the DAC Quality Standards for Development Evaluation require the following shall apply:

- In situations where conflict of interest could occur, Key Staff are excluded from participation in the Assignment if their participation puts into doubt the independence and impartiality of the evaluation.
- The Consultant or Key Staff, participating in the preparation or implementation of the tendered evaluation assignment, are excluded from participation in the Assignment if their involvement constitutes unfair competition.

In view of the long timeframe of this specific evaluation, eligibility will be exceptionally examined in line with the following:

- The Consultant shall ensure that the ET is able to work freely and without interference.

- If the Consultant has been involved in the implementation of Danida-funded activities/projects/programmes in Tanzania, the Consultant shall ensure that its prior involvement does not put into doubt the independence and impartiality of the evaluation (e.g., that the specific activities/projects/programmes are evaluated by autonomous sub-contractors or freelance consultants without interference from the Consultant).
- If Key Staff have been involved in the implementation of Danida-funded activities/projects/programmes in Tanzania, the Consultant shall ensure that their participation does not put into doubt the independence and impartiality of the evaluation (e.g., that the Key Staff will not be involved in the evaluation of the specific activities/projects/programmes which they previously have been involved in).

Decisions on whether a conflict of interest or unfair competition exists rest with the Client and are made on a case-by-case basis.

Therefore, the Consultant must submit a declaration of prior and ongoing involvement from the Consultant (Appendix 10A) and each involved Key Staff (Appendix 10B).

The Consultant and Key Staff shall provide all necessary information of relevance to the Client's decision-making process, including identified and potential issues relating to conflicts of interest.

The Consultant is obliged to carefully consider the eligibility of all individual Key Staff and inform the Client of any potential issues relating to conflicts of interest.

Throughout the Assignment, the Consultant shall implement effective solutions, including all requested by the Client, to ensure the independence and impartiality of the evaluation. The Consultant shall inform the Client in the event the independence and impartiality of the evaluation is jeopardised during the evaluation process.

The Consultant's home office support

The Consultant's home office shall provide the following, to be covered by the Consultant's overhead:

- General home office administration and professional back-up.
- Quality assurance (QA) in accordance with the quality management and quality assurance system described in the tender. ELK may request documentation for the QA undertaken in the process.

9. Budget

The total budget for the Assignment is maximum DKK 4.5 million net of VAT. This includes all fees and reimbursable expenses required for the performance of the Consultant's Services, including surveys, field trips and workshops. It is the responsibility of the Consultant to ensure that the Services and outputs specified above, and all other tasks specified (by the Client and/or the Consultant) are performed within the Contract Price and the specified Ceiling Amounts.

The Client will cover the expenditures incurred for preparing the final evaluation report for publication as well as any additional dissemination activities in Denmark (other than the public meeting on Danish-Tanzania partnership where the Consultant should account for expenses linked to the planning and organisation, excluding access to a meeting venue) as and if agreed upon.

10. Security

Security risks are not foreseen in Tanzania. If the Client and the Consultant agree that close protection is required during the Assignment, the Consultant shall use the security company provided by MFA, regardless of whether staff from MFA participate in the missions in an area of conflict or an area with high security risks. The Consultant hence accepts and agrees to use the security company used for close protection by MFA and accepts and agrees that this security company will carry out protection to the full satisfaction of the Consultant, as indicated in Section 19.03 of the Agreement. If the Client and the Consultant agree that close protection is required during the Assignment, the Client will determine a fixed budget for the expenses to be paid to the security company, but the Client will reimburse the actual expenses to be paid to the security company. The Consultant shall in a timely manner keep the Client informed in case the expense exceeds the budgeted amount.

If the Client and the Consultant do not agree on the need for close protection, the Consultant shall appoint its own security company, cf. Section 19.03 of the Agreement, if the Assignment involves missions in an area of conflict or an area with high security risks without the participation of staff from MFA.

11. Background documents

The below background documents can be found online on [Evaluation reports and other publications \(um.dk\)](#) unless otherwise specified:

- Ministry of Foreign Affairs of Denmark (2021): Evaluation study: Trends and lessons learned on improving framework conditions for private sector development in the global south
- Ministry of Foreign Affairs of Denmark (2019): Evaluation of the private agricultural sector support (PASS), Tanzania
- Ministry of Foreign Affairs of Denmark (2016): Evaluation of capacity development in Danish development assistance, Tanzania country study
- Ministry of Foreign Affairs of Denmark (2016): Evaluation of Danida support to value chain development (Tanzania as desk based case)
- European Commission (2013): Joint evaluation of budget support to Tanzania, 2006-2012: Lessons learned and recommendations for the future (<https://www.oecd.org/derec/ec/Joint-Evaluation-of-Budget-Support-to-Tanzania-Lessons-Learned-and-Recommendations-for-the-Future-Vol1.pdf>)
- Ministry of Foreign Affairs of Denmark (2013): Evaluation of Danida supported research on agriculture and natural resource management 2006-2011
- Ministry of Foreign Affairs of Denmark (2009): Evaluation of Danish support to financial services in Tanzania
- Oxford University Press (2021): [Prosperity in Rural Africa?: Insights into Wealth, Assets, and Poverty from Longitudinal Studies in Tanzania | Oxford Academic \(oup.com\)](#)

The below documents are enclosed:

- Danish Institute for International Studies (2022): Pre-study: The political economy of Danish-Tanzanian development cooperation 1962-2021
- Ministry of Foreign Affairs of Denmark (2007): Joint external evaluation of the health sector in Tanzania, 1999-2006