

TERMS OF REFERENCES (ToR).

Assignment Title:	Assessing the Slow Uptake of PPP Projects in Tanzania: Identification of Root Causes and Practical Remedies.
Contract Duration:	30 working days (1 month).
Location:	Tanzania Mainland
Delivery/Product:	Research Report and Policy Brief.

1. **About WAJIBU:**

WAJIBU – Institute of Public Accountability (WAJIBU) is an NGO registered under the NGOs’ Act, 2002 (as amended). WAJIBU was founded with the purpose of fostering transparency and public accountability in the collection and use of public resources in Tanzania. In particular, WAJIBU believes that mobilizing public engagement with duty bearers on issues of public accountability and good governance is key to consolidating the accountability level achieved so far in the country for future economic growth.

To realize its purpose, WAJIBU’s initiatives focus on increasing citizen’s engagement and access to information on public financial management issues through simplification of oversight institutions’ reports, building the capacity of those involved with public financial management reforms and conducting research to support evidence-based advocacy in Tanzania.

2. **WAJIBU’s Vision:**

To become the best think-tank institution in the country on Public Financial Accountability for poverty reduction.

3. **WAJIBU’s Mission:**

To apply the Public Social Accountability Monitoring (PSAM) analytical tool to ensure that there is proper public resources management and good governance in the country. This will be accomplished by enhancing effective public financial accountability through policy advocacy and research, capacity building, and citizen engagement while building WAJIBU as a strong public financial accountability think tank institution.

4. **About the Assignment:**

In the current SP 2021 - 2025, WAJIBU is committed, among other things, to influencing changes in policy and practice to improve the environment of PFA in the country by providing evidence and actionable recommendations. In 2024, WAJIBU conducted research on Domestic Resource Mobilisation in which Public-Private

Partnerships (PPP) were identified as one of the potential sources of domestic revenue mobilisation in Tanzania. However, it was noted that some limitations and barriers hinder its implementation.

Additionally, despite the potential of PPP in revenue mobilisation, Tanzania is still facing challenges in financing its national budget needs. For example, for the year 2023/24, the actual revenue collection of the approved budget was TZS 46.5 trillion, out of which TZS 15.9 trillion, equivalent to 34.3% came from borrowing, which could have been avoided if the PPP model of investment had been implemented effectively. The Government of Tanzania has prioritised PPP as a key strategy for infrastructure development under the Five-Year Development Plan (FYDP III), the 2009 Policy and the PPP Act (2010, amended 2023). Despite this commitment, the implementation of PPP projects has been slow, with only 3 out of 80 identified projects reaching commercial closure as of May 2025 (PPP Centre Report).

Against this backdrop, WAJIBU, in collaboration with the PPP Centre intends to commission research to *Assess the Slow Uptake of PPP Projects in Tanzania: Identification of Root Causes and Practical Remedies*. The findings will inform policy dialogues and advocacy efforts to improve the PPP frameworks and strengthen PPP implementation in Tanzania.

5. Objective of the Assignment:

The main objective of the consultancy is to conduct comprehensive research on assessing the challenges hindering PPP project uptake in Tanzania and to provide actionable recommendations for enhancing PPP frameworks and practices.

6. The scope of Work:

The consultant will be responsible for:

- i. Develop research design including methodology, scope, targeted research audience, data analysis, data presentation and report writing.
- ii. Review the current PPP ecosystem in Tanzania, including existing PPP policy, legal, regulatory and institutional framework.
- iii. Analyse risk and incentive sharing practices in selected PPP projects.
- iv. Review the accounting treatment of selected public and private sector involved in PPP projects
- v. Present preliminary research findings during a stakeholder validation workshop.
- vi. Produce a final research report and policy brief that will inform WAJIBU's advocacy efforts and guide reforms aimed at improving public financial accountability and service delivery through effective PPPs.

7. Key Deliverables:

The key deliverables will include:

- i. Inception Report detailing understanding of the assignment, expertise on the research topic or a similar topic, methodology, tools, and work plan.
- ii. A set of raw and clean data obtained during the research process
- iii. Presentation of findings to stakeholders during a validation workshop.
- iv. Final research report and policy brief incorporating stakeholder inputs and policy recommendations.

8. Qualification and experience of the consultant:

The consultant (must be a firm) should have a team lead who possesses the following qualifications;

- i. A holder of a Master's Degree with a solid academic background and professional experience in the field of public finance and accounting, with expertise in government financial systems, PPP, budgeting processes, and fiscal accountability mechanisms.
- ii. The firm must demonstrate experience in conducting at least five research projects of a similar nature.
- iii. Strong knowledge of PPP frameworks and implementation issues in developing countries with an accountant/auditor registered with the NBAA.
- iv. Lead consultant must have a deep understanding of international standards, frameworks, and best practices related to PPP, such as those established by the International Monetary Fund (IMF) and the World Bank.
- v. Lead consultant must have expertise and knowledge in qualitative and quantitative research methodologies.
- vi. Familiarity with government institutions and key PPP stakeholders in Tanzania will be an added advantage

9. Timeline:

The timeline of this assignment is expected to be from 20th October to 30th November 2025. This will include a validation meeting and submission of the final research report to WAJIBU.

10. Payment procedure:

The consultancy fee will be paid in three instalments as follows:

Instalment	% of payment
1 st instalment:	40% payable after submitting the inception report and being approved for data collection.
2 nd Instalment:	20% payable after the consultant has submitted the first draft report.
3 rd Instalment:	40% payable after the consultant has submitted the final report and being approved.

11. Bidding procedure:

All eligible firms are required to submit the tender bidding documents (technical and financial proposal to WAJIBU. The tender bidding documents should include, but not be limited to:

Part A: Technical Proposal

The technical proposal for the assignment should contain at a minimum the following;

- i. Firm experience, reputation, and experience in previous similar assignments (research, report reviews, surveys, impact studies on PPP, public financial or social accountability are added advantages),
- ii. Understanding of the terms of reference, a narrative concept for undertaking the assignment and quality of the proposal
- iii. Methodology and approach,
- iv. Qualification of Key Personnel (Lead Consultant and Key Experts) on the assignment and especially on the Public Financial Accountability topic in general.
- v. All the tender documents must be stamped with the official organisational stamp and be signed by the Chief Executive Officer.
- vi. Description of the work plan for the assignment, and
- vii. Statement on the firm’s commitment to complying with the safeguarding principles on protection from sexual exploitation, abuse and harassment (PSEAH).

Part B: Financial Proposal

The financial proposal for the assignment should contain in a minimum, the detailed budget for implementing the assignment showing;

- i. The technical fee and number of input days for each expert,
- ii. Reimbursable costs required to implement the assignment, detailed into quantity and unit price, and

iii. Any relevant taxes and duties.

The financial proposal must contain the following administrative and legal documents:

- a. Scanned copy of the firm's TIN and other relevant registration certificates,
- b. Scanned copy of the firm's business registration license,
- c. Scanned copy of the firm's Tax Clearance Certificate for any of the past two years, and
- d. Evidence of issuance of EFD or Focalized Tax Invoice.

12. Evaluation Criteria:

The evaluation of this assignment will cover three stages,

Stage 1: Proposals will be assessed their responsiveness to the minimum administrative and legal compliance in line with Section 11 – Part B. Technical and financial proposals will not be evaluated if any of the minimum administrative and legal compliance requirement is not satisfied.

Stage 2: Proposals will be assessed against technical qualifications as highlighted in with Section 11 Part A: Technical Proposal. Proposals scoring below 70% out of 100% will not be subjected to financial evaluation.

Stage 3: The financial evaluation in line with the requirements of the financial proposal in Section 11 – Part B.

13. Contact Address:

The tender bidding documents (technical and financial proposals) should be submitted in hard copies or soft copies to WAJIBU before 07th October 2025 (10:00 am), and the opening of the bids will be at 10:10 am. Tender bidders are welcome to the tender opening event. All tender documents should be addressed to:

Executive Director,
WAJIBU – Institute of Public Accountability
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