



PO 6711

Evaluation Terms of Reference

Title:

Kenya Hunger Safety Nets Programme – 2 and Arid Lands Support Programme

Introduction

1. The Government of Kenya, with support from DFID Kenya and AusAID, has recently started the second phase of the Hunger Safety Nets Programme (HSNP) which focused on people living in extreme poverty in 4 counties in Northern Kenya. The first phase 2007-2013 has provided 69,000 households (496,800 people) with predictable electronic cash transfers worth approximately £13 per household per month. Independent evaluation has shown that HSNP works effectively as a safety net, particularly for the very poorest. It has helped families to be more food secure, hold onto their assets during shocks, and spend more on health.
2. HSNP 2 started in July 2013 and will run till March 2017. It will continue to focus on the same 4 counties as in HSNP phase 1. DFID plans to provide £85.59 million and this time the Government of Kenya (GoK) will also contribute funding to these transfers as part of the National Safety Net Programme (NSNP) – by 2017 it is envisaged that 49% of total programme costs will be met by the GoK. Under HSNP 2, all households in the 4 counties have been registered for bank accounts and the HSNP will together provide up to 100,000 of these households (targeting is using a combination of a proxy means test derived from the registration exercise with a Community Based Wealth Ranking with an adjustment done using the Commission of Revenue Allocation formula that incorporates the resource sharing that is currently being used by the Government of Kenya to allocate resources to the devolved county governments) with cash transfers worth approximately £17-£19 a month. The money will be provided directly into recipients' bank accounts.
3. At present there is no intention to vary the level of the cash transfer across households; however this is an issue of interest and so might change before 2017.
4. As well as the predictable cash transfers, HSNP 2 also has provision for additional Government transfers to be triggered in the event of a drought or other shock, which may be targeted at those in receipt of the monthly transfers and/ or other beneficiaries meeting requisite criteria.
5. These ToR also cover evaluation of the DFID Arid Lands Support Programme (ASP) which complements the HSNP by focusing on longer-term resilience to drought and shocks - including supporting community adaptation strategies, establishing livestock insurance, encouraging livelihoods diversification and using the HSNP mechanism to provide emergency cash transfers in times of drought. No separate evaluation of the Arid Lands Support Programme is envisaged.

6. In understanding the requirements of these ToR, it is useful to be aware that the GoK's National Safety Net Programme (NSNP) brings together all the social protection programmes in Kenya under one umbrella. The World Bank's Programme for Results (P4R) programme is supporting development of the NSNP and some of the indicators that will trigger payments to Government under this P4R programme rely on data from the HSNP programme and its evaluation.
7. Within the Government of Kenya, the National Drought Management Agency (NDMA) is responsible for leading on HSNP 2. A Programme Implementation and Learning Unit (PILU) is being created to manage and monitor HSNP 2, provide oversight of a rights and grievances mechanism for the programme and also oversee the independent evaluation covered by these ToRs. The PILU will report to the NDMA and will contain a mixture of NDMA civil servants and external counterparts with technical expertise that will be imparted to NDMA over the lifetime of the PILU.
8. DFID is separately tendering the contract for the evaluation of HSNP 2 as we want this to be independent of the PILU and ensure we get the best possible evaluation provider; however the intention is that the PILU will take on responsibility for managing the evaluation component after contracting. It will not be possible for the same contractor to be awarded both the main PILU contract and the evaluation work specified in these ToRs. . Current ToRs for the PILU are available at Annex 1 for reference purposes

Purpose and Objectives

9. **Purpose:** Independent evaluation of the 2013-2017 HSNP 2 programme is required to provide evidence on programme performance of use to: all programme implementers, DFID and Government of Kenya with regard to future decision making and accountability for funding, and the wider community interested in cash transfers nationally and internationally.
10. **Objectives:** Some broad objectives for the evaluation are:
 - a. To determine the extent of the HSNP 2 programme impacts across a range of dimensions including at the household and community level;
 - b. To determine strengths and weaknesses of operational elements of the programme and allow improvements to be made during the programme's lifetime.
 - c. To facilitate DFID Kenya and GoK decision making, in particular, to inform future targeting and the size of a sustainable caseload for the GoK which maintains an effective safety net function.
 - d. To help create a platform for wider Evaluation of work in the Arid and Semi Arid Lands (ASALs) of Kenya where the HSNP is operating. The data collected will be made available to all interested parties.
11. **Service Recipients:** NDMA and DFID will be the primary recipients of this work.

Approach to the evaluation

12. It is envisaged that the evaluation will look at both impact (through quantitative and qualitative methods) and process questions. For some questions a case study approach may be appropriate and for some issues the evaluation should take a theory-based approach and consider the underpinning theory of change and how that holds in practice. In particular, this could be useful around the interface of the HSNP and Arid Lands Support Programme. The Theory of Change for HSNP 2 is shown in Annex 2 and for the ASP in Annex 3. While we have a set of questions for the evaluation to address and a clear idea of how to approach some of the questions, the service provider will need to determine the evaluation approach for some questions and there may also be scope to add to or amend the evaluation questions over the lifetime of the evaluation.

13. A quantitative impact evaluation was undertaken under HSNP 1 which tracked beneficiaries and non-beneficiaries from 2009 to 2012 (OPM/IDS HSNP Quantitative Impact Evaluation report May 2012; OPM HSNP Quantitative Impact Evaluation report June 2013). Evaluation of HSNP 1 also considered operational elements of the programme (OPM Operational Monitoring Report, June 2013). Evaluation reports are published on the UK Government's website, HSNP's website <http://www.hsnp.or.ke/>, OPM's own website and in the World Bank micro data portal - [HSNP1- IE report](#). While we feel it is necessary under HSNP 2 to continue with some longitudinal tracking of beneficiaries and non-beneficiaries in order to learn more about the impact of the transfers on households and help improve future targeting, we are not able simply to extend the impact evaluation that has been undertaken in HSNP 1. This is because some non-beneficiaries from the earlier study are now scheduled to enter the programme and receive payments and some beneficiaries will not be eligible for payments under the new targeting approach – only 28% of phase 1 beneficiaries are included in phase 2 of the programme. Thus a different approach is envisaged under HSNP 2, although it may be that there is more that can be done drawing on the phase 1 evaluation dataset, and potentially using it as a sampling frame for the future for some questions. This dataset has been publicly lodged with the appropriate documentation at the World Bank's micro data archive if bidders wish to access it.

14. The proposal for the evaluation of impact of HSNP 2 is to draw heavily on the registration and re-registration data for the programme, enhanced with an end-line; re-registration is not the responsibility of the evaluators but the final end line data collection on a sub-sample will be. Thus there is not an immediate need to create a comprehensive baseline position for this major part of the evaluation, but rather to do comprehensive analysis of the existing data and plan for studies to respond on the additional questions which cannot be addressed in this way. There may still be a need for a baseline on some specific issues that are not sufficiently captured by the registration questionnaire as discussed later in these ToRs. The registration instrument is shown at Annex 4.

15. While there is currently an agreed commitment and accompanying budget for re-registration to take place at the end of the second year of operation of the programme, if for any reason this decision was changed, there would be implications for the design of the evaluation which would need to be addressed. This is not considered a likely issue and so it is proposed that it is only considered further should the need arise, but we do need the evaluation team to have the skills to tackle this if necessary.

16. The evaluation team will rapidly need to understand the monitoring system of HSNP 2 which may be of use for evaluation purposes and be aware of IFMIS (the Integrated

Financial Management System) used by GoK. There is also a Perception Survey of beneficiaries being undertaken (PIBHS) – where the lead is the Social Protection Secretariat. Liaison will be required with other agencies over plans for further data collection, sharing information and trying to develop a common evaluation platform to maximise the use of the evidence being generated while maintaining individual confidentiality. It is currently anticipated that the Government of Kenya’s national Integrated Household Budget Survey (KIHBS) will take place in 2015 – with fieldwork running over a year – and a reasonable sample size in the arid lands, however data from this will probably not be available until late 2016.

Evaluation Questions

17. The business case for HSNP 2 identified some key evaluation questions and listed them as ‘first’ and ‘second’ order. This list has now been refined and added to by looking also at the evaluation requirements of the NSNP, the needs of the Arid Lands Support Programme and recommendations from the annual review of DFID Kenya’s current Social Protection Programme. A few of the second order questions have been dropped as it was felt the evaluation could not really answer them.

18. The questions of interest are grouped according to the DAC evaluation criteria below. It is possible that more will emerge over time. The list covers evaluation issues relevant to HSNP and the Arid Lands Support Programme (ASP); questions particularly focused on ASP are marked with an asterisk. While some questions will be possible to address under any circumstances, there are others where our ability to address them will be contingent on what happens in practice – for example, around using the HSNP mechanism to trigger payments, and whether different transfer values are delivered (either in a triggered response, in a deliberate test, or with another funder joining the programme and offering a different size of transfer).

Impact

- a. What are the overall effects of the cash transfers in terms of: consumption¹, asset retention, well-being (proxy means test as measure), food diversity, health, education, self-esteem², comparing beneficiaries and non-beneficiaries?
- b. For which sub-groups are effects most pronounced? (taking account of poverty status, household size, family composition, geographic location, livelihood base, gender and disability)
- c. (How) Do cash transfers impact on women’s control of cash within their (often polygamous) households and their wider empowerment?
- d. How do the effects of predictable transfers compare with those of short term transfers triggered in response to acute shocks? How do the larger one off transfers some households will receive due to later than anticipated start of the programme impact on those households?
- e. Does the combination of cash transfers and wider livelihoods activities open up new livelihoods opportunities/ income generating activities for poor households? How? (need to underpin this with a broader understanding of the nature of livelihoods in these areas – no. and type of activities and how diversify when additional funds available and during times of shock?)*

¹ NSNP indicators include ‘net change in beneficiary household monthly per adult equivalent consumption expenditure’ and ‘net change in beneficiary household dietary diversity score’

² There is an NSNP indicator looking at change in self-esteem of decision makers

- f. What kind of multiplier effects are found in local economies?³
- g. Is there evidence of the programme having an impact on community relations – both within and between communities?
- h. To what extent does NDMA policy dialogue contribute to changes in the budget allocations of GoK in respect of the NSNP? (this is also a sustainability issue)

Effectiveness

- i. How well does the system based on use of HSNP registration data work as a basis for targeting the transfers and selecting households for a triggered drought response payment?
- j. How well does the rights and grievances process work?
- k. Does the new payment platform and expansion of financial services provide benefits for beneficiaries and non-beneficiaries?
- l. Do the HSNP management structures and processes work well and provide value for money?
- m. How effective is the work with NGOs to understand how communities respond to shocks under ASP? Does this get reflected in county plans?*

Efficiency

- n. Are triggered payments more/ less cost effective than longer term predictable cash transfer payments?
- o. What are the costs and benefits of HSNP 2? Can we undertake CBA using DALYs, rate of return on education, changes in welfare or assets?
- p. Do the gains associated with a package of complementary activities to support livelihoods and cash transfers represent value for money compared with just providing the cash transfers?*

Sustainability

- q. Is NDMA developing the capacity to deliver HSNP in the future?
- r. Can we learn anything about the transfer value for future transfers? Could a lower amount have a similar impact for some Households? Could more have sufficient impact to justify the extra cost?
- s. Do the reliable cash transfers build peoples' resilience to climate variability?

Relevance

- t. In areas where the HSNP is linked to other activities, is the combination of a targeted cash transfer, mechanism for additional triggered cash transfers and additional work on livelihoods an appropriate response to the situation in the 4 Counties?*
 - u. Where possible to compare, how does the cost/ impact of HSNP/ ASP compare with other interventions (e.g food aid) used to support households in the four counties?
19. With regard to addressing the **impact** questions, the HSNP 2 registration data gathered already for every household in Turkana, Marsabit, Mandera and Wajir to enable targeting of the cash transfer and provide data to allow the setting up of bank accounts for all households, is a great resource. NDMA will be managing access to the HSNP 2 registration dataset and full access will be available to meet the evaluation needs. The

³ Some interesting evaluation work around cash transfer programmes is now looking at the wider multiplier effects in local economies. One reference for more on this is: <http://www.fao.org/economic/ptop/home/methodology/en/>. 'From Protection to Production' is a research initiative jointly funded by FAO, DFID and UNICEF.

intention is also to re-register all households in 2 years' time. We thus envisage this registration/ re-registration data being used to address a number of impact evaluation questions in bullet (a) and (b) above with the evaluation contractor expected to design and undertake an appropriate end line survey to complement this.

20. Part of the NSNP is to create a 'single registry' for social protection programmes in Kenya and thus it should also be possible to compare households in the registration dataset who receive different/ multiple transfers that are recorded on the registry. It is also possible that over the life time of this programme more interventions in the 4 counties will use the HSNP registration data and provide their own data about who received programmes and with what benefits, enabling more complicated analysis which captures the reality of programming beyond the NSNP and ASP.
21. While the registration data has complete population coverage, the registration instrument does not contain as much detail as might be expected in a survey on a smaller scale – for example it has little on consumption, thus there will be some limits to the questions that can be addressed and we expect to undertake a number of smaller scale qualitative and quantitative studies, which can go into more detail in specific areas. Such supplementary studies will be able to use the registration data as a sampling frame and might include work on education, consumption patterns, livelihood diversification, climate resilience, gender impacts and effects on self-esteem.
22. It is likely that the evaluators will be able to get a few additional questions added to the re-registration questionnaire which will be of use for rounds 2 and 3. The registration data includes geo-references (not necessarily by household, but certainly by community) and so there will be interesting possibilities to link to this, information on access to schools and health facilities and other data which may be of interest in analysis. Some of the impact questions of interest go beyond the beneficiaries of transfers, to consider effects on local economies as we would like to learn more about any multiplier / spill over effects generated by the regular, or targeted/ triggered cash transfers. A study focused on this is covered within these ToRs.
23. In summary, it is currently anticipated that questions **a**, **b** and **d** will primarily be addressed through the analysis of registration/ re-registration and end line survey data –with additional work likely to be required to look at education attendance, self-esteem and consumption patterns in more detail. Special studies are also likely to be required drawing samples from the registration data to address questions **c**, **e** and **s**. Question **f** would require a separate study with appropriate methodology. A process evaluation would be required to address questions **g** and **i-m**, **q** and perhaps **h** with findings usefully emerging during programme implementation to enable improvements to be made. Questions **n-p**, would require analysis combining evaluation data on impact and effectiveness questions with cost information from monitoring work. Questions **t** and **u** would require some benchmarking against other options and wider assessment of relevant work in the ASALs. Questions **r**, **t** and **u** are probably going to be most difficult to address fully, and are contingent on what happens in practice, but we are keen to learn any lessons we can in this area. The evaluation team will be required to monitor the various aspects of risk within each of the evaluation questions/and possible outcomes.

Scope of work

24. At the end of the 6 month Inception phase, there will be a contract break point to review Inception Outputs. Progress to the Implementation Phase will be subject to the satisfactory performance of the service provider, delivery of Inception outputs and the continuing needs of the Programme. There will be a further break point at the conclusion of the annual review of the programme in September 2015, to allow an on-going assessment of the successful operation of the evaluation work and progress against objectives.
25. The main implementation phase will run from June 2014 to March 2017. The evaluation team will be responsible for evaluation design, new fieldwork and all associated logistics and for analysis and reporting in order to address the questions identified above.
26. In undertaking this evaluation work, DFID's ethical principles for Evaluation and Research should be upheld (see Annex 5). Quality assurance to ensure a high standard of design and reporting is expected within the Evaluation team, but will also be available at certain stages through DFID's external quality assurance service (SEQAS) which provides comments on evaluation terms of reference, design papers and reports. DFID country teams are required to use this service and DFID will facilitate its use. DFID expects all evaluations to adhere to DAC quality standards.
27. During implementation it may be that some sharing of resources or facilities will be possible between this team, the PILU and NDMA to achieve cost efficiencies (e.g. on the costs of security advice or office space if required by field workers in the 4 counties).
28. Please note that DFID expects all data collected under this programme will be made available in anonymised format, to other users, within 12 months of the last data collection period in a data repository.
29. Proposed outputs and governance mechanisms are outlined below, followed by some information on timelines.

Outputs

30. While a full list of timed outputs cannot be produced at this stage, it is envisaged that outputs will include:
 - **Inception report** – setting out:
 - Management processes by which the team will deliver effectively including issues of working with the PILU, risk identification and management, mechanisms for identifying and approving new evaluation work where new issues emerge
 - Evaluation design and budget for all elements of work envisaged to ensure that all evaluation questions are addressed and proposed timeline for all evaluation activities
 - Communication strategy for evaluation products and processes under HSNP and also to help foster the potential of the wider evaluation platform offered by the data we have and will be collecting
 - Outputs for the remainder of the contract – to be agreed as the basis for on-going contract management

- Participation in **quarterly Peer Review meetings** and preparation of papers for this as appropriate, including budget information, work plan, progress update by evaluation element, evaluation designs for elements not agreed at the outset, reports/ analysis papers, dissemination plans, ideas for further studies/ analysis
- **Individual study designs** – to address the full range of evaluation questions.
- **High quality data collection for an impact evaluation end-line** (first quarter of 2017) and other studies in the agreed workplan.
- **An annual progress update** – this will contain a detailed progress update against the agreed workplan and will be used in the annual review process.
- **Dissemination events linked to baseline or final data of interest**
- **Participation in learning events** – The service provider will be expected to actively look for opportunities to share evaluation findings and help build a community of interest around the local knowledge base to which they are contributing. This would include collaborating with other development partners on key evaluation workshops and learning events of which no fewer than 10 meetings/ events would be anticipated over the lifetime of the contract
- **Draft final reports and final reports for publication for all separate studies** (unless decisions are made to merge some of these in one publication). Summaries of all studies.
- Making publicly available, anonymised **datasets** for all quantitative studies on the WB microdata portal or another similar site as agreed.

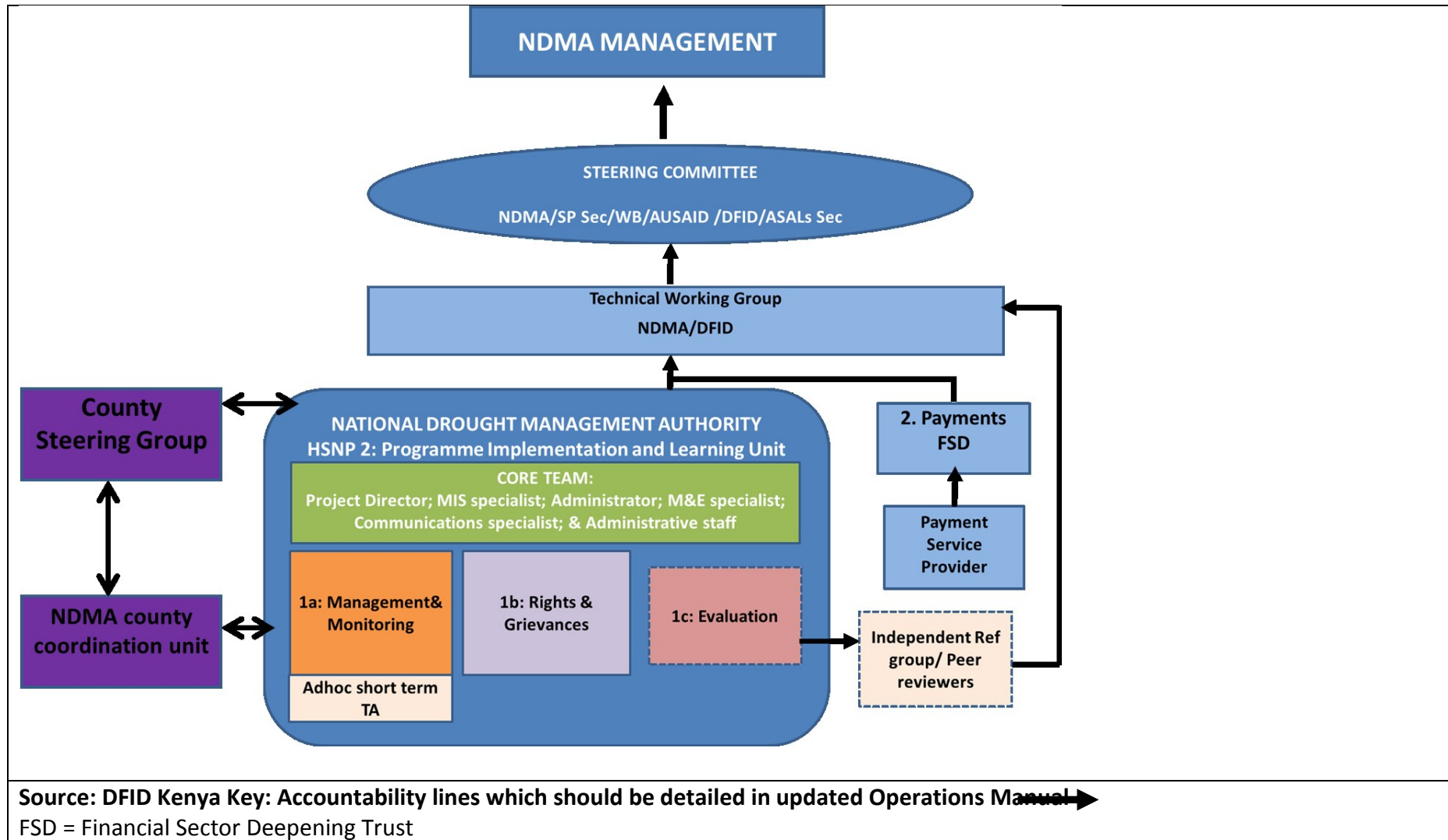
Governance mechanisms

31. After its award, the Evaluation contract will be managed by the PILU and it will be critical for the two teams to establish detailed ways to work together effectively. Procedures for effective joint working will be developed and documented during the inception phase and agreed with the identified PILU supplier. However, the general governance structure is shown in figure 1 below with the evaluation component – 1(c) being managed by the PILU – 1(a).
32. The PILU itself will have a Technical Working Group (TWG) comprising representatives of NDMA and DFID which will meet monthly and this will also cover the evaluation component in terms of day to day decisions.
33. The evaluation function will maintain independence from the PILU through a Peer Review body which will also provide technical input.
34. It is envisaged that the Peer Review Body overseeing the evaluation function will meet quarterly to discuss progress, technical issues, and communication of findings and release funds if required for studies (full ToRs for the group and its members will be developed during inception). It is expected that this will be comprised of:
 - 1 DFID technical representative
 - 1 NDMA technical representative
 - 1 technical representative from the GoK Social Protection Secretariat (NSNP)
 - 1 representative of the Technical Working Group (TWG) for the PILU (to provide continuity between these groups)
 - 1 independent academic expert in cash transfer evaluations

Representatives from the evaluation team will be invited to attend Peer Review Body meetings on a need basis and depending on the agenda.

35. The PILU will also have a Steering Group that meets quarterly and considers big picture work planning issues and policy. It is expected that the independent academic expert involved in the evaluation Peer Review Group will also join this group to ensure that lessons are fed in appropriately.
36. Other representatives may be invited to meetings of any of these groups depending on agendas.
37. Within DFID, a member of DFID Kenya's Social Protection Team (SPEAR) and an Evaluation Adviser in the Accountability and Results Team in Kenya will coordinate work on this contract. The evaluation adviser is likely to sit on the Peer Review Group while a representative of SPEAR will sit on the TWG. Additional advice and support will be obtained from elsewhere in DFID as required.
38. It is likely that the evaluation team may have multiple partners across different geographies and with different skills. High quality internal management will be expected.

Figure 1: Proposed schematic of the HSNP 2 management, accountability and institutional relationships and structures



Timeframe

39. This contract will be issued for 2.5 years (28 months), commencing in December 2014 and ending in March 2017.
40. For some impact questions, the baseline data collection (registration) has taken place between September 2012 and June 2013 and the re-registration (mid line) is expected to take place mid-2015. The follow up data collection with a subset of households will have to take place in early 2017 to allow analysis and writing up before the HSNP 2 programme ends in March 2017.
41. In bidding for this work, evaluation teams should set out how they would plan to timetable other studies to maximise learning and spread deliverables within the timeframe available.

Requirements

42. We are looking for a service provider who is capable of:
 - Scoping out a full evaluation plan
 - Designing all elements of the evaluation
 - Analysing the large dataset available to produce a baseline for many of the questions posed above and after re-registration, addressing these questions
 - Conducting and analysing additional smaller scale fieldwork – both qualitative and quantitative, taking targeted samples from the registration dataset
 - Designing the sample and questionnaire for and conducting the final end line survey and producing final consolidated evaluation findings addressing the key questions raised.
 - Undertaking process evaluation
 - Taking a theory or case based approach where appropriate
 - Doing analysis of the multiplier effects of the transfer in local economies
 - Sharing evidence and lessons in a compelling way and encouraging wider use of the evaluation platform.
43. In responding to these ToRs, bidders are expected to demonstrate their expertise in cash transfer programmes, capacity in undertaking high quality evaluation relevant to this contract, and to detail how the evaluation questions identified could be addressed. Proposals for the end line study linked to the registration data should be presented. As well as expertise in evaluation design and analysis, we will be looking for demonstration of how high quality, and cost effective fieldwork will be achieved. The evaluators will also need to show that they have the management capability to deliver against these ToRs, working effectively with the PILU, NDMA and other partners. Attention should be given to how the team will consult and communicate effectively with stakeholders on plans, designs and reports and the systems required for managing risks and ensuring quality.

Budget

A budget of between £1m-£2m is available to cover the full range of activities outlined in the ToR. Bidders are reminded that competitiveness of fees and expenses will be a key consideration in the criterion used to assess proposals (see paragraph 47).

44. In costing this work we would like to see:

- A clear cost for analysis and reporting envisaged in addressing the impact questions using registration and re-registration data, including baseline and follow up reports.
- A clear proposal for conducting an end line, including sample design and size and costs associated with this fieldwork, analysis and reporting. The Service Provider will report directly to the PILU (as per figure 1 above) on all contractual issues and as a bare minimum; Quarterly progress financial and narrative reports to the PILU against agreed workplans and key contractual deliverables.
- A clear proposal and costs for process evaluation to address the issues raised.
- A clear proposal and costs for the work assessing the extent of any multiplier effect.
- Proposals for how additional studies to address the questions raised would be undertaken, including potentially theory based evaluation and case studies and what the costs would be.
- An estimate of the management overhead for running this evaluation programme and interacting with stakeholders and the PILU
- An estimate for dissemination activities not covered elsewhere
- Quality assurance costs for products should be integrated into the product costs.
- Any additional costs envisaged.

Eligibility to undertake this work

45. Only pre-qualified providers identified under the **Global Evaluation Framework Agreement – Thematic Group (Wealth Creation)** are eligible to bid. Service Providers are also required to declare any conflict of interest with relevance to Clause 15 of the Invitation to Tender (ITT) Instructions.
46. This mini competition via the above stated framework will be evaluated on the basis of a Technical 60% and Commercial 40% split. Sub Criteria questions and weightings are detailed in Volume 1 Appendix 1 Evaluation Criteria. Please ensure that responses are consistent with the criteria numbering in your submissions.
47. Bids from the pre-qualified providers will be evaluated against the weighted criteria detailed in the attached Volume 1 Appendix 1 Evaluation Criteria document.

Duty of Care

48. It is essential that evaluators are aware of DFID's Duty of Care (DoC) policy and take appropriate security precautions. DFID has recently launched the new 'Duty of Care to Suppliers' policy. This policy aims to clarify DFID's position in relation to Duty of Care (DoC) and how it will be addressed as part of our risk management and procurement processes. The policy has a particular focus on Suppliers who will be operating in

dangerous environments. A DoC risk assessment is included at Annex 6. Further information is available on the DoC document contained in Annex 5.

49. The Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

DFID will share available information with the Supplier on security status and developments in-country where appropriate.

All Supplier Personnel will be offered a security briefing by the British Embassy/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.

A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their Personnel on arrival.

The 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 and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The Supplier must ensure their Personnel receive the required level of training and complete a UK government approved hostile environment training course (SAFE) or] safety in the field training prior to deployment.

Tenderers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID (see Annex 5 of this ToR). They must confirm in their Tender that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an 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 Tender will be viewed as non-compliant and excluded from further evaluation.

Acceptance of responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence Tenderers should consider the following questions:

- a) Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
- b) Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- c) Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
- d) Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
- e) Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- f) Have you appropriate systems in place to manage an emergency / incident if one arises?

Contractual Arrangements

The key break points for the contract will be: on completion of the Inception Phase; and thereafter annually (during annual reviews) until the end of the contract. Continuation following a break point will be subject to the satisfactory performance of the Supplier during the preceding period and the continuing needs of the programme. If DFID decides not to proceed, the contract will be terminated at no cost to DFID.

With regard to the Implementation phase, we will expect any tendered costs/milestones to apply but note they can be revised if necessary with our agreement, on completion of the

inception phase. Any such revisions must be clearly identified, costed and resourced within the Inception report.

DFID reserves the right to terminate the agreement at no cost to DFID, if terms cannot be agreed for the Implementation Phase.

The Service Provider will be remunerated on a milestone payment basis. DFID is seeking to agree an output based payment plan for this contract, where payment will be explicitly linked to supplier performance and effective delivery of programme outputs as indicated above. Service Providers should propose how they best envisage this model to work for both phases. The payment plan for the implementation phase will be finalised during the inception period.

DFID will agree Key Performance Indicators with the service provider and are likely to include: quality and delivery; management, financial; personnel; and innovation indicators. You should propose a suite of KPIs for the inception period as part of your bid. The KPIs for the implementation period will be agreed by the end of inception. You should note that these Key Performance Indicators (KPI's) will be linked to a percentage of the fees payable under this contract. The percentage will be agreed by the end of the inception and is expected to be a minimum of 5%

Annexes

The following annexes are attached:

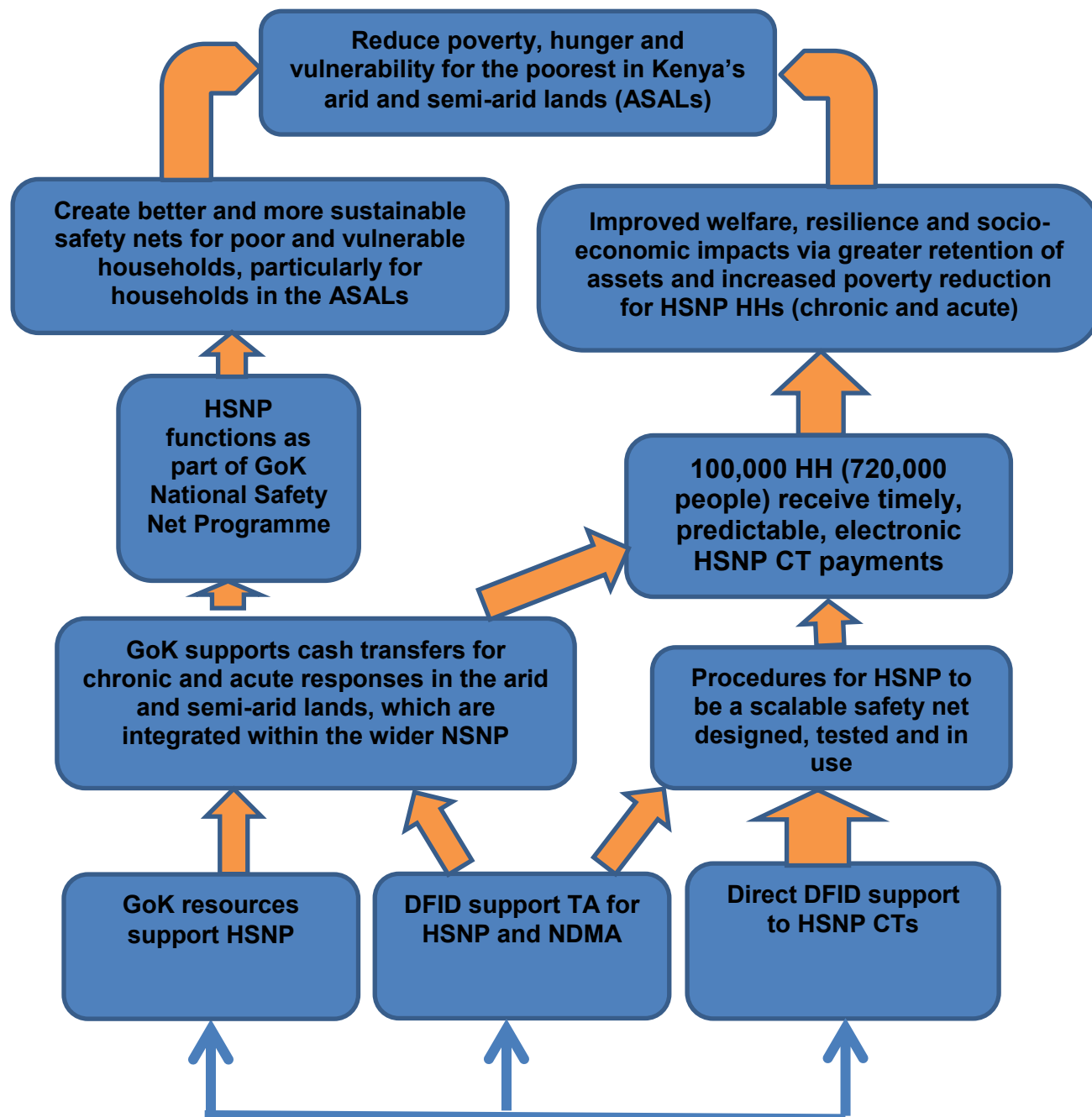
- 1) Terms of Reference for PILU
- 2) ToC for HSNP 2
- 3) ToC ASP
- 4) Registration questionnaire
- 5) Duty of care for suppliers document
- 6) Duty of Care Risk assessment
- 7) Ethics principles for evaluation and research -
<https://www.gov.uk/government/.../file/.../dfid-ethics-prcpls-rsrch-eval.pdf>

Annex 1 – ToR for the PILU



HSNP PILU ToR 14
Jan (2).doc

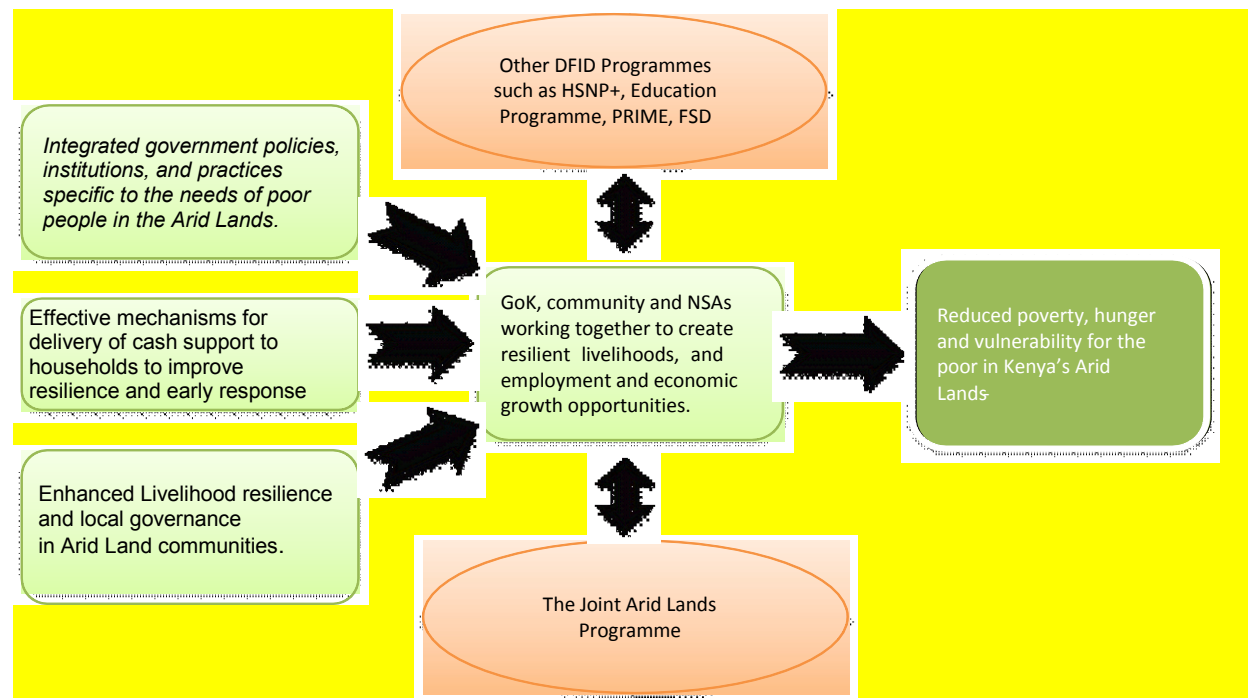
Annex 2: Theory of change for preferred option



Assumptions:

1. GoK is active and willing to continue to engage in the SP sector; 2. Funding support by GoK is in the spirit of EDE MTP commitments; 3. HSNP 2 will adequately support the programme delivery and NDMA with required operational implementation capacity to produce required results and ability to manage risks; and 4. Contingency financing for rapid emergency responses by GoK are in place. To note: Size of the arrows indicates strength of evidence to support this link.

Annex 3 ToC for Arid Lands Support Programme



Annex 4 – Registration questionnaire



PMT Targeting Form
20130821.xlsx

Annex 5 – Duty of care to suppliers document



DFID duty of care to
suppliers policy.pdf

Annex 6 – Duty of Care risk assessment

DFID Overall Country Risk Assessment matrix - Location: Kenya

Date of assessment & assessing official: **April 2014, British High Commission (Nairobi)**

| Theme | Risk Score | Risk Score |
|---------------------------|---|---|
| | Kenya (excluding areas listed separately) | Mandera, Wajir, Tana River, Daadab and Garissa plus anywhere else within 60km of the Somali border (including areas North of Pate Island on the coast) ⁴ |
| OVERALL RATING | 4 | 4 |
| FCO travel advice | 4 | 4 |
| Host nation travel advice | Not available | Not available |
| Transportation | 4 | 4 |
| Security | 4 | 4 |
| Civil unrest | 3 | 4 |
| Violence/crime | 5 | 4 |
| Terrorism | 4 | 5 |
| Espionage | 4 | 2 |
| War | 1 | 3 |
| Hurricane | 1 | 1 |
| Earthquake | 1 | 1 |
| Flood | 2 | 1 |
| Medical Services | 3 | 3 |

| | | | | |
|--------------------|---------------|---------------|--|---------------------|
| 1 Very Low risk | 2 Low risk | 3 Med risk | 4 High risk | 5 Very High risk |
| | | | SIGNIFICANTLY GREATER THAN NORMAL RISK | |

⁴ For these areas specific travel advice should be sought. Wajir is currently less problematic than other areas listed here