

Section 3

Strategic Partnerships for Higher Education Innovation and Reform (SPHEIR)

Terms of Reference: Fund Manager

Introduction

1. The Department for International Development (DFID) leads the UK government's effort to fight global poverty. DFID's approach to international development is focused on delivering results, transparency and value for money in British aid particularly in fragile and conflict-affected states.
 2. DFID's Education Policy Team (EPT) believes that learning for all leads to healthy and peaceful lives and drives inclusive economic development. EPT contributes to this through:
 - **Innovation:** Using programmes and innovative thinking to share knowledge and develop practical solutions
 - **Effectiveness:** Using evidence based policy to support effective and equitable education systems
 - **Influence:** Using leadership on girls' education and learning to respond and influence new priorities
 3. DFID made a public commitment to double investment in HE Partnerships in the HMG Education Industrial Strategy (July 2013). In September 2013, DFID set up a HE Taskforce to advise on future engagement with the HE sector in its focus countries. It found that higher education can contribute to greater economic development and growth; improved public services and government effectiveness; and more equity. The taskforce recommended that DFID play a catalytic role in stimulating HE systems that are fit for the changing needs of developing countries and that DFID's future support to partnerships focus on bringing together a wider set of players to deliver clear outcomes around
 - strengthened leadership and institutional management
 - strategies for research management,
 - new and innovative teaching and learning models that improve the quality of degree training
 - increased private sector linkages – both with private providers of HE and employers
 - areas where the UK has comparative strengths, such as quality assurance, innovation, leadership and governance and particular subject specialisms to have impact at the system level.
 4. The aims of the new Strategic Partnerships for Higher Education Innovation and Reform programme are to improve:
 - the **quality and relevance, scale and affordability** of higher education in DFID focus countries (to make HE more accessible to underrepresented groups, and enable graduates to be active, productive citizens);
 - and the **performance, governance and influence** of HE systems and HE institutions in DFID focus countries (so they function effectively and produce knowledge and high quality graduates that have positive effects on inclusive growth and delivery of services).
 5. The HE Taskforce proposed this new partnerships programme as one component of a package of support signed off by DFID Ministers to address HE delivery in DFID focus countries.
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Objective

6. DFID is looking for an experienced and dynamic fund manager to design the implementation of and manage the new Strategic Partnerships for Higher Education Innovation and Reform (SPHEIR). DFID will invest a minimum of £45m over the next ten years to fund partnerships that seek to address identified issues in the HE system, including:
 - Preparation of HE systems in low income countries for the future, building on learning from other contexts
 - Attracting new types of players within the HE system, such as funding and quality assurance bodies and private sector partners (private providers and employers) to get a dynamic and multi-disciplinary group of experts to focus on solutions to complex issues, such as graduate employability
 - Testing new models of delivery at scale, including online delivery.

7. The SPHEIR represents a step change in DFIDs support to higher education partnerships, supporting new high value partnerships operating at several levels within a separate higher education institution or across a number of institutions. Depending on the demand and performance of the partnerships, there is scope to increase the level of funding up to a maximum of £100m.
 8. The Supplier will need to demonstrate value for money at all times including through demonstrating that administrative costs are efficient and that management processes are designed to maximise value for money.
 9. Full details of the Strategic Partnerships for Higher Education Innovation and Reform (SPHEIR) can be found in the Business Case.
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Recipient

10. The recipient of the fund manager services will be DFID. The recipient of the partnership funds will primarily be higher education institutions in DFID focus countries.
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Scope

11. It is anticipated that the first demonstration partnerships will be presented to the steering committee for approval by the end of inception phase. The remaining funds will be allocated through open calls ahead of the mid-term review, which is scheduled for late 2018, with further calls through the remainder of the programme should DFID decide to scale up support.
12. Partnerships worth between £1m and £5m over 5 years should involve several public/private actors, potentially across more than one country and be tied to specific reform agendas within the HE system, e.g. institutional governance, accreditation, quality of pedagogy, internet access. Partnerships will need to demonstrate a direct link to policy making and economic transformation outcomes.
13. DFID expects a balanced portfolio consisting of partnerships with a range of values, duration, locations and outcomes.
14. Economic ties between Emerging Powers and low-income countries are growing rapidly. Partnerships involving institutions in emerging powers with relevant HE experience and practice can complement north-south and south-south partnerships, especially as many of these countries have experience of building and expanding their domestic HE capacity. Partnerships can harness this knowledge and experience to deliver stronger more sustainable outcomes for low income countries.
15. SPHEIR will be delivered in 3 distinct phases:

Inception

16. This phase will focus on establishing the fund:
 - Designing and agreeing the criteria and application processes
 - Designing and agreeing the management requirements including establishing policies, processes and systems to implement the programme.
 - Designing the draft evaluation requirements to be agreed with the evaluation manager when they are in place.
 - Stimulating demand in the sector at central and country level for the shift towards a different partnerships approach (new modes of delivery; new players; more strategic partnerships with greater ambition and scale)
 - Establishing a pipeline of suitable partnerships (Having 2 or 3 trailblazing partnerships that showcase the shifts: ambition, quality and scale);
 - Launching the first call for partnerships

Implementation

- Completing the assessment process for the first round of proposals, and selecting the first partnerships
- Launching the second call for partnerships, completing the assessment process, and selecting the first partnerships

- Proactively managing the partnerships, working closely with them to ensure initiatives are on track and problems resolved on an ongoing basis
- Ensuring robust monitoring and learning processes are in place and gathering evidence to support the evolution of the fund including a decision on final funding levels.
- Initial review of the delivery model, incentives and criteria following the first call for partnerships
- Contribution to the mid-term evaluation process

Scale Up

17. Focussed on the potential upscaling of the programme if DFID decides to increase the level of funding available through the programme.
 - Select the final set of partnerships (subject to additional funds being available)
 - Managing the successful partnerships, working closely with them to ensure initiatives are on track and seeing them through to a successful conclusion
 - Ensuring robust monitoring and learning processes are being implemented
 - Drawing out best practice and learning and disseminating this within DFID and across the sector
 - Successful close down of the programme
18. Due to the iterative nature of the programme the Fund Manager will need to:
 - Be competitive, to drive high performance and to ensure that only the best partnerships are funded
 - Take an agile approach and be responsive and flexible so that the programme can adapt to emerging evidence and trends from ongoing monitoring, evaluation, reporting and learning that feeds back into the programme.
 - Be structured with clear criteria and incentives to engage a full range of actors
 - Be straightforward with a clear rationale for its model and approach while minimising the level of complexity needed to achieve the overarching aims
19. The Fund Manager will need to demonstrate leadership qualities to drive the programme and act as a catalyst for change in the sector. This will require the Fund Manager to be:
 - Linked into the right networks including in DFID focus countries to effectively communicate the vision and ambition of the programme to the sector.
 - Proactively identifying and brokering partnerships and opportunities for change.
 - Thinking creatively about how to drive change within the sector – not just through existing mechanisms but developing new solutions and better ways of doing things
20. The Fund Manager will need to provide a specialist team capable of delivering both the technical and administrative requirements of the programme. This may be through a single supplier or a number of suppliers working together as a consortium. Consortium bids will be required to nominate a lead agency to represent the consortium in any communication with DFID. Consortium bids will also be expected to demonstrate how they will ensure coherence and consistency across the range of organisations.
21. The Fund manager will need to demonstrate that it has or can mobilise a strong in-country network to engage directly with DFID country offices, partnerships and the wider sector and that they have significant experience and expertise of working with the HE sector in developing countries. The Fund Manager will need to ensure that the SPHEIR complements DFID bilateral country programmes.
22. The impact, outcome and outputs of the SPHEIR are set in the logical framework (logframe) but will be refined by the Fund Manager in collaboration with DFID once the first partnerships to be funded have been agreed. The logframe will continue to be refreshed and updated at least after each subsequent set of partnerships are agreed, and on an annual basis as part of the annual review process by the Fund Manager to ensure it continues to accurately reflect the programme.
23. The Fund Manager will need to take an active role in seeking out and supporting the development of the best partnerships, ensuring that a full range of actors are engaged including actively engaging governments to leverage wider engagement in partnerships. In particular, the Fund Manager will need to pro-actively identify an initial set of demonstration partnerships that showcase the potential of the programme and signal the step change in approach that the programme is aiming to bring about.

24. Sustainability is an important aspect of the SPHEIR. The Fund Manager should spend the full allocation of funds by the end of the programme (unless otherwise agreed with DFID), but will need to think beyond this date to avoid investing money in unsustainable partnerships. A key aim of the programme will be to establish partnerships that lead to sustained impact beyond the funding provided by DFID.
25. The Fund Manager will need to disburse funds to partnerships and claim reimbursement from DFID. An advance funding mechanism may be available where no other alternatives are available and the Fund Manager can demonstrate how such a mechanism delivers the best value approach for DFID. Payments for the Fund Manager's fees and expenses will be made in arrears – no advance facility is available for this element of funds.
26. DFID prefers the fund manager to make payments to partnerships quarterly in arrears, although more regular monthly payments may be preferable for some partnerships. There may be legitimate circumstances for monthly payments to be made in advance to not-for-profit organisations. The Fund Manager will assess and agree applications for advance payments from individual partnerships, liaising with DFID as appropriate. The Fund Manager will be expected to minimise the number of partnerships being paid in advance. The fund manager will be expected to implement a performance linked payment model with partnerships where appropriate.
27. Any interest accrued by the Fund Manager stemming from balances held through advance payments of grant funds can be used to offset any bank charges incurred through the normal operations of the account. Any interest over and above such bank charges will remain the property of DFID.
28. All financial management should be aligned to DFID financial years (Apr-Mar).
29. Payments to commercial organizations must be through contracts.
30. All digital¹ content produced by the Fund Manager is subject to UK government digital principles as set out by the Government Digital Service (GDS). All digital developments should:
 - put the needs of users first
 - learn from and improve these services over time
 - be freely available for other DFID programmes to use

For more information see <https://www.gov.uk/designprinciples>.

31. The fund manager should consider the use of digital elements to maximise value for money while ensuring the programme remains inclusive and fully accessible. Any proposed digital elements will require approval in line with DFID's [Smart Rules](#).
32. The Fund Manager should not propose unnecessary bespoke systems or tools to implement instead make use of existing and freely available systems and tools in all aspects of the programme where possible.
33. The Fund Manager must apply transparency standards in line with the UKAid Transparency Guarantee by ensuring the publication of all programme information and data in line with the relevant categories of International Aid Transparency Initiative (IATI). The fund manager must ensure that all partnerships are also IATI compliant.

Requirements

34. The Fund Manager is responsible for delivering the following outputs:

¹ Digital is defined as any service provided through the internet to citizens, businesses, civil society or non-government organisations. This includes, but is not limited to information services, websites, transactional services, web applications (eg maps), mobile apps, and extranets. For DFID this includes services provided by others but funded by DFID programme spend.

Establishing the fund

- Establish the fund management team structure and governance as agreed by DFID to fulfil programme objectives
- Prepare and agree with DFID a strategic programme plan including an annual work plan
- Implement an information and data system for storing and managing all programme data. This should be based on existing, freely available systems and tools where possible. It should allow collaboration and data to be shared with DFID, the evaluation manager and any other relevant stakeholders. DFID will remain the owner of the content and it should be transferred back to DFID at the end of the programme.
- Agree with DFID, in collaboration with the evaluation manager, a programme level logframe. This should include identifying the specific data and information requirements to report against agreed indicators, with appropriate metrics and KPIs to measure success. The identification and collection of this data should build upon existing data standards and be compatible across the HE portfolio and wider HE sector.
- Prepare and agree with DFID a communications and marketing strategy and related material to promote the programme. The strategy should explicitly demonstrate how potential partnerships will be attracted and engaged. Establish the associated systems, policies, guidance, templates and tools to implement the strategy and commence promotion.
- Develop and agree with DFID a performance and financial management for SPHEIR fund manager strategy including the establishment of associated systems, policies, guidance, templates and tools.
- Establish appropriate programme funding mechanisms, including a sole bank account for this programme, to receive and administer DFID funds as agreed with DFID.
- Design and agree with DFID a performance management and reporting strategy including the associated systems, policies, guidance, templates and tools needed to implement it. The strategy should cover performance of the SPHEIR fund manager, the programme and individual partnerships including how poor performance will be managed.
- Design and agree with DFID a financial management and reporting strategy including the associated systems, policies, guidance, templates and tools needed to implement it. The strategy should cover the SPHEIR fund manager, the programme and individual partnerships. It should allow for monthly, quarterly and annual budgeting, forecasting and reporting and explicitly demonstrate how poor financial management will be managed.
- Design and agree with DFID funding criteria and an assessment framework for selecting partnerships to include as a minimum the following assessments by the Fund Manager: value for money; organizational/management; environmental; education; social; innovation; and; sustainability.
- Design and agree with DFID an appropriate and proportionate competitive fund process including associated systems, policies, guidance, templates and tools, to receive applications for DFID approval.
- Establish procurement and contracting procedures to ensure the principles of open and fair competition are appropriately applied.
- Develop and agree with DFID, a DFID's existing funding agreement to include any additional clauses or conditions that are necessary to ensure high performance and adequately protect DFID funds
- Design and agree with DFID an appropriate and proportionate risk strategy including the associated systems, policies, guidance, templates and tools needed to implement it. The strategy should include (but not be limited to) details of:
 - a due diligence process to assess the capacity and capability of partnerships to fulfil partnership outcomes and meet fund requirements;
 - an audit process covering all aspects of partnership delivery and management
 - a risk management process (including a programme level risk matrix) covering risks at all levels of the programme
 - A clear mechanism for managing Conflict of Interest between the DFID, the Steering Committee, the fund manager (including any potential consortia members), the evaluation manager and potential partnership members
 - Climate and environment risk
- Design and agree with DFID a performance linked payment approach for partnerships including the associated systems, policies, guidance, templates and tools
- Support the Evaluation Manager in the design of an evaluation and learning strategy to be agreed by DFID.
- Attend regular meetings with DFID programme team
- Respond to requests from DFID on an ongoing basis with rigour and evidence and in a timely manner.
- Develop a value for money strategy, based on DFID's value for money policy, including indicators to be tracked throughout the programme

- Design a risk based approach to providing the necessary support to partnerships during start up to ensure they can deliver proposed results and meet financial and narrative reporting strategy
- Design and agree with DFID a clear exit strategy for each of the contract break points and the end of the programme
- Propose a strategy for scaling up the fund towards the maximum level of funding.
- Develop and agree with DFID a clear Fraud and Anti-Corruption policy for the programme which is actively communicated and monitored with a clear escalation policy established with DFID.
- Ensure all strategies, systems, policies, processes, guidance and templates and tools take account of DFID's [Smart Rules](#) and support DFID to seek the necessary internal approvals prior to use, e.g. Digital spend approval.

Managing the Fund

- Implement the strategic programme plan and annual work plan
- Implement the agreed communications and marketing strategy
- Provide a robust country level support and monitoring function through the provision of country level education and financial monitors.
- Implement the agreed risk strategy including proactive management of the risk matrix for submission to DFID on a quarterly basis with key programme risks reviewed on a weekly basis in joint management meetings with DFID.
- Monitor the programme logframe and refresh regularly, at least on an annual basis to measure progress and performance. If the FM has concerns about progress and performance against the logframe, these will be communicated to the DFID programme team and appropriate actions proposed and agreed.
- Collect and aggregate data from funded partnerships to report consolidated results to DFID against the agreed logframe.
- Develop and agree with DFID, guidance to help partnerships to track Value for Money throughout the life of the partnership.
- Implement the agreed performance and financial management for SPHEIR fund manager strategy
- Gather and disseminate lessons learned and report these to the Steering Committee and DFID to agree the evolution of programme objectives, approach and management.
- Support the evaluation manager to develop the evidence base for the HE sector
- Submit one invoice per quarter to DFID covering all management fees based on actual expenditure and to include a 3 month forecast.
- Submit one invoice per quarter to DFID covering all partnership funds based on agreed milestone payments to include list of actual expenditure, monthly advanced payment requested (where applicable) and 3 month forecast. All payment requests must be detailed on an individual partnership basis.

Selection process

- Launch calls for partnerships and implement the competitive fund process
- Sift applications for funding, scoring against the agreed set of funding criteria
- Present funding recommendations to DFID and the Steering Committee as part of each selection round. The Steering Committee will provide advice and recommendations to DFID. The DFID programme team will take final funding decisions.
- Provide feedback to unsuccessful partnerships
- Implement the agreed due diligence process prior to the final agreement of partnerships.
- Negotiate and sign grant agreements/contracts with successful applicants. Where the term 'Fund Manager' is mentioned in grant arrangements/contracts with fund recipients it is understood that the fund manager (and not DFID) are responsible for the related tasks.

Managing the partnerships

- Implement the agreed financial management and reporting process.
- Implement the agreed performance linked payment approach for partnerships
- Implement the agreed performance management and reporting strategy
- Ensure robust and transparent assessment and supervision of funded partnerships, including proper fiduciary oversight so that they are delivered in line with contractual requirements. In situations where organisations do not have appropriate policies in place, the FM will identify these to DFID and propose mitigation mechanisms and/ or appropriate penalties or actions.

- Provide hands on induction support to all partnerships to ensure they are fully briefed in the requirements of the funding agreement and have robust financial and performance management process in place to deliver against these requirements.
- Ensure all successful proposals have concrete M&E plans designed to collect systematic baseline data; consistently monitor progress against milestones and targets in the programme logframe and a plan for conducting an end of partnership survey to facilitate the project completion report.
- Negotiate realistic and stretching targets for all partnerships undertaking performance linked payments and apply in line with best good practice – making sure DFID is made aware of the related cash/resource budget implications. Develop and implement performance linked payment indicators, in line with good practice, to ensure funding is disbursed on achievement of programme outcomes where possible.
- Work with partnerships to develop bespoke indicators to measure the economy, efficiency and effectiveness of the partnerships.
- Monitor partnership compliance with internationally approved transparency guidelines and principles applied by DFID in relation to programme funds and report to DFID on progress. The FM will propose interventions to deliver compliance.
- Ensure the correct and proper close-down of partnerships in line with approved plans.
- The Fund Manager will be responsible for all financial aspects of the programme.
- Submission of due diligence assessments, with risk mitigation strategies where necessary, to demonstrate to DFID that the Fund Manager has satisfied themselves that the risk of financing the partnership is sufficiently low or manageable prior to contract award.
- Negotiating and agreeing budgets with DFID for all approved funding.
- Confirming that proposed funding reflects Value-for-Money by using benchmarks, cost comparisons and agreeing formal efficiency savings targets.
- Confirming prescribed match-funding and managing match-funding throughout the life-time of each contract/grant.
- Producing, issuing and signing contracts/grant agreements.
- Providing partnerships with advice on use of the UKaid logo and ensuring it is applied according to the DFID guidelines, including seeking approval of digital spend where necessary
- Checking, verifying and authorizing all claims, ensuring funds are claimed in accordance with agreed budgets. Ensure that any unspent funds at the end of the partnerships are returned to the fund manager Client Account and reimbursed to DFID)
- Disbursement of funds to ensure valid claims are paid within agreed timeframes.
- Agreeing with DFID prior to authorising appropriate budget amendments.
- Checking and verifying annual expenditure reports for all projects submitted with the annual narrative reports.
- Implement the agreed audit process
- Receiving Annual Audited Accounts from all fund recipients and verifying that the programme funds were expended in accordance with the agreed terms of the contract/grant. Actively pursuing those partnerships who fail to submit annual financial expenditure reports and Annual Audited Accounts on time. The Fund Manager will report any concerns about reports to DFID.
- Dealing with ad hoc enquiries relating to the project.
- Producing quarterly and annual financial returns for the programme showing amounts disbursed, broken down into individual partnerships in DFID's financial year period.
- The Fund Manager will need to work with the Evaluation Manager (once appointed) to ensure that all successful proposals have concrete M&E plans designed to collect systematic baseline data; consistently monitor progress against milestones and targets in the SPHEIR and a plan for conducting an end of project survey to facilitate the project completion report.

Communications, engagement and reporting

- Market the programme, proactively identify and promote investment opportunities and proposals.
- Maintain a professional and responsive relationship with the DFID programme team
- Maintain professional and responsive relationships with DFID country offices, particularly in all countries where partnerships are operational, and other relevant DFID departments
- Maintain relationship with the SPHEIR Steering Committee
- Establish and maintain a strong and collaborative relationship with the dedicated Evaluation Manager
- Liaise with the DFID web team as necessary to create a specific area of a website to disseminate lessons and establish and maintain a case study database.

- Contract on behalf of DFID an internationally reputable audit firm to conduct independent annual audits of the Fund Managers sole programme bank account and selected partnerships as needed.

Closing the fund

- Complete all financial and narrative reporting and close down partnerships
- Transfer all programme data back to DFID
- Return any outstanding funds back to DFID. The fund manager will be liable for all unaccounted for funds.

Reporting and Monitoring and Evaluation

35. Key Performance Indicators (KPIs) will be agreed between DFID and the successful bidder during the post-tender clarification stage and before formal contracting. These will ensure that the management of the contract is undertaken as transparently as possible and to ensure that there is clarity of roles and responsibilities between the DFID programme team and the Fund Manager.

Annual reporting

36. The fund manager will produce a range of annual financial and narrative reports including:
- An annual narrative report with updated logframe aligned with DFID corporate reporting requirements and dates. This report should include an annex with a results, risk and finance summary for each individual partnership.
 - An annual budget profile and monthly forecasts for both partnership funds and management fees for the next 12 months by 1 March each year.
 - An annual financial statement showing the agreed budget and the actual spend for both partnership funds and management fees for the preceding 12 months by 15 April each year.
 - An annual independently audited financial statement for the partnership funds account by 30 June each year.
 - A project completion report no later than 3 months after the completion of the final partnership or 31 December 2021, whichever is earliest. This report should include an annex with a results and finance summary for each individual partnership.
37. The fund manager will develop and agree with DFID a format for each of the reports during the inception phase of the programme.

In year reporting

38. The fund manager will produce a range of in year financial and narrative reports including:
- Monthly forecast and spend updates for both partnership funds and management fees.
 - Monthly reports against the annual workplan
 - Quarterly results, finance and risk summary dashboard

Evaluation

39. An Evaluation Manager will be contracted to ensure an effective evaluation is planned and prepared as an embedded part of the programme cycle. DFID aims to have the Evaluation Manager in place to lead on the development of an evaluation strategy by the end of inception phase working closely with the Fund Manager and DFID to ensure a coherent approach.
40. The evaluation manager will also lead the delivery of the mid-term and final evaluations, although the Fund Manager will be required to make some specific contributions. The precise timings, roles and responsibilities will be agreed as part of the evaluation strategy.
41. The Fund Manager will be responsible for supporting successful bidders throughout the monitoring cycle. This will include:
- Helping bidders finalise what data to collect and how to collect it, balancing quantitative and qualitative data and using a variety of methodologies;
 - Ensuring adherence to aid effectiveness principles and cost-effectiveness;
 - Quality assuring the data and progress reports;
 - Aggregating the data and progress reports into regular overall progress reports for DFID and other stakeholders set against milestones and targets in the logframe;
 - Aggregating end of project data into an overall project completion report; and

- Updating the logframe annually at the annual review stage in coordination with the Evaluation Manager using recommendations made by DFID.

42. The Evaluation Manager will be responsible for:

- Developing the evaluation strategy
- Evaluating the impact of the Strategic Partnerships for Higher Education Innovation and Reform programme
- Evaluate the impact of any new additional programmes under DFID's HE portfolio
- Develop the evidence base for HE

Timeframe

43. The contract will be let for 6 years with the option to extend for a further 4 years. There will be break points in the programme where the Supplier will require formal approval from DFID before starting

- Break Point 1 – at the end of the inception phase after 6 months
- Break Point 2 – at the end of the implementation phase of the programme (end of year 4)

44. Movement from one stage to the next will be dependent on DFID's acceptance of the design of the programme at the end of the inception phase, satisfactory performance and progress of the Supplier against the outputs specified in the agreed workplan and adequate political and security context for continued implementation of the programme. DFID will seek the advice from the Steering Committee prior to taking a decision on moving between stages.

45. All partnerships must be fully completed and closed by 31 December 2025. This includes:

- All partnership funds must be disbursed and fully accounted for
- All partnership reporting must be fully completed and submitted

DFID coordination

46. A DFID programme team, based in the Education Policy Team (EPT), consisting of the Programme Manager, Education Advisor and Programme Officer will have the day-to-day oversight and management of the Fund Manager on all aspects of the programme. The Fund Manager will report directly to the DFID programme manager.

47. A SPHEIR Steering Committee will be established to provide leadership and advice to the programme particularly on key decisions including but not limited to agreeing criteria, selection of partnerships, scaling up of funds and monitoring and evaluation. The committee will consist of individuals representing DFID, the UK and international higher education sector and the private sector. The Steering Committee will provide advice to DFID on all major decisions.

Duty of Care

48. 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.

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

- 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.

50. 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.
51. This Procurement may require the Supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm>. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).]
52. This Procurement may require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. Travel to many zones within the region will be subject to travel clearance from the UK government in advance. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).
53. 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 where appropriate complete a UK government approved hostile environment or safety in the field training prior to deployment.
54. Tenderers must develop their PQQ Response and Tender (if Invited to 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 prepared by DFID (see Annex A of this ToR). They must confirm in their PQQ Response that:
- They fully accept responsibility for Security and Duty of Care.
 - They have made a full assessment of security requirements.
 - They have the capability to provide security and Duty of Care for the duration of the contract.
55. If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your PQQ will be viewed as non-compliant and excluded from further evaluation.
56. Acceptance of responsibility must be supported with evidence of Duty of Care capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, interested Suppliers should respond in line with the Duty of Care section in Form E of the Pre-Qualification Questionnaire (PQQ).
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Duty of Care Risk Assessment (October 2014)

Country	Security Category	Violent Crime and Civil Disorder	Terrorism
Afghanistan	5	4	5
Bangladesh	3	3	3
Burma	2	2	1
Cambodia	2	2	2
DR Congo	4	5	2
China	2	2	1
Egypt	4	2	4
Ethiopia	3	2	3
Ghana	3	3	1
India	2	2	3
Indonesia	4	3	4
Iraq	5	5	5
Jordan	4	2	4
Kenya	5	5	4
Lebanon	4	3	4
Lesotho	2	2	1
Liberia	4	4	2
Libya	4	3	4
Malawi	3	3	2
Morocco	3	2	3
Mozambique	3	3	3
Nepal	2	2	1
Nigeria	4	4	4
Pakistan	5	3	5
Palestine	3	3	4
Rwanda	2	2	3
Sierra Leone	3	3	2
South Sudan	4	4	4
Somalia	5	2	5
South Africa	4	4	2
Sudan	4	3	4
Syria	4	3	4
Tanzania	3	4	3
Tunisia	3	3	3
Uganda	3	3	3
Yemen	4	3	5
Zambia	2	3	2
Zimbabwe	3	3	1