

CALLDOWN CONTRACT

Framework Agreement with: CowaterSogema International Inc.

Framework Agreement for: General Economic Development Framework (GEDF)

Framework Agreement Purchase Order Number: 8126

Call-down Contract For: Supporting Pastoralism & Agriculture in Recurrent & Protracted Crises (SPARC)

Contract Purchase Order Number: 10012

I refer to the following:

1. The above-mentioned Framework Agreement dated 8th February 2019;
2. Your proposal of 1st October 2019

and I confirm that DFID requires you to provide the Services (Annex A), under the Terms and Conditions of the Framework Agreement which shall apply to this Call-down Contract as if expressly incorporated herein.

1. Commencement and Duration of the Services

1.1 The Supplier shall start the Services no later than 6th January 2020 (“the Start Date”) and the Services shall be completed by 31st March 2024 (“the End Date”) unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement. Further to DFID internal approvals by March 2024, the contract may be extended to December 2025 with an additional budget of £5,000,000. Any extension awarded will also be dependent on the effective performance of the Supplier.

2. Recipient

2.1 DFID requires the Supplier to provide the Services to the DFID Country Offices in Africa and the Middle East (the “Recipient”).

3. Financial Limit

3.1 Payments under this Call-down Contract shall not, exceed £14,970,000 (“the Financial Limit”) and is inclusive of any government tax, if applicable as detailed in Annex B. As advised in paragraph 1.1 further budget of £5,000,000 may be added further to DFID approvals prior to March 2024. It should be noted that the proformas have been completed to show the full term up to December 2025 (value £19,970,000).

4. DFID Officials

4.1 The Project Officer is:
REDACTED
Inclusion and Resilience Advisor, Department for International Development, Research and Evidence Division, 22 Whitehall, London, SW1A 2EG

4.2 The Contract Officer is:

REDACTED

Department for International Development, Procurement and Commercial Department,
Abercrombie House, East Kilbride, G75 8EA

5. Sub-Contractors

DFID has consented to the appointment of the following Sub-Contractors:

REDACTED

6. Key Personnel

The following of the Supplier's Personnel cannot be substituted by the Supplier without DFID's prior written consent:

REDACTED - Consortium Executive Director

REDACTED - Research Lead

REDACTED - Programme Director

REDACTED - Programme Manager

REDACTED – PSC Member: Risk and Resilience

REDACTED – PSC Member: Pastoralism and Livestock

REDACTED – PSC Member: FCAS and Implementation

REDACTED – Senior Research Adviser

REDACTED – Strategic Knowledge Manager

REDACTED – Innovation and Learning Expert

REDACTED – Team Lead: Crisis and Pastoralism

REDACTED - Team Lead: Natural Resources and Ecologies

REDACTED - Team Lead: Governance and Political Economy

REDACTED - Team Lead: Economy and Livelihoods

REDACTED - Team Lead: People and Society

7. Reports

- 7.1 The Supplier shall submit project reports in accordance with the Terms of Reference/Scope of Work at Annex A.

8. Duty of Care

All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:

- I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.
- II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified DFID in respect of:
 - II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;
 - II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.

- III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.
- IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project, and must be separately identified in all financial reporting relating to the project.
- V. Where DFID is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

9. Call-down Contract Signature

- 9.1 If the original Form of Call-down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier within **15 working days** of the request for signature, DFID will be entitled, at its sole discretion, to declare this Call-down Contract void.

No payment will be made to the Supplier under this Call-down Contract until a copy of the Call-down Contract, signed on behalf of the Supplier, returned to the DFID Contract Officer.

Signed by an authorised signatory
for and on behalf of
The Secretary of State for
International Development

Name: REDACTED

Position: Senior Procurement Manager

Signature:

Date:

Signed by an authorised signatory
for and on behalf of the Supplier

Name:

Position:

Signature:

Date:

Section 4, Annex A

Call-down Contract

Terms of Reference

Supporting Pastoralism & Agriculture in Recurrent & Protracted Crises (SPARC)

1. Introduction

The Supporting Pastoralism¹ & Agriculture in Recurrent & Protracted Crises (SPARC) programme will help poor and vulnerable people better cope with crises and increase their resilience to recurring shocks and protracted crisis and conflict by addressing evidence gaps on the effectiveness of different programmes and policies supporting, rebuilding, and increasing the resilience of agricultural livelihoods. As a result of the programme more people will have access to quality agricultural support during protracted and recurrent crisis. The programme is described in the SPARC Business Case².

2. Objective

The objective of the programme is to develop evidence that will support the development of programmes, policies, technologies and systems that enable the most cost effective and efficient delivery of support to affected communities in situations of protracted and recurrent crisis, which are inclusive and equitable, and promote resilience and long-term sustainability. This will be achieved by:

a. Undertaking research in three priority areas:

- (i) How programmes delivering support to the agricultural sector can be designed and implemented more effectively. There is limited evidence of how to best protect, save and rebuild agriculture in protracted crises, a lack of evidence on what works, limited information on programme effectiveness and costs, and a lack of focus on the use of new technologies, and system innovations.
- (ii) How to provide more effective support to poor households moving out of full or direct involvement in pastoralism: research is required on how to increase the percentage of non-livestock income,
- (iii) How to provide more effective support to poor households aiming to return to pastoralism: livestock ownership is becoming increasingly concentrated, crowding out many small-scale herders who make up by far the largest share of the livestock-keeping population.

b. Supporting innovation and the use of technology in DFID and partner programmes: innovation in programmes, policies, technologies and systems will be critical in developing effective support to agriculture and pastoralist livelihoods. The programme will develop a set of priority areas for innovation and potential scaling.

¹ In this terms of reference Pastoralists includes both those who depend exclusively on livestock (pastoralists) and those who derive a portion of their income from cropping (agro-pastoralists).

² Link to BC

3. The Recipient

The programme will produce operationally relevant research that will be published in the public domain. It will be accessible to decision-makers influencing strategic investment, policy and programming to improve development outcomes for poor people at national and international levels.

The programme will coordinate with and engage DFID country offices to ensure that DFID programmes and policies build on the evidence generated from the research. DFID's country programmes provide the context for the research and building strong relationships with DFID country offices and regional teams will also enable the programme to work across HMG, for example, working closely with ambassadors in country and departments across government.

The programme will supply technical support to DFID country offices with the design, delivery, and evaluation of existing programmes. In collaboration with DFID country offices, technical and facilitation support will also be provided across HMG and to local government and coordination bodies with a view to both increasing research relevance and ensuring uptake.

The programme will include a strong component on research communication and uptake of the findings and recommendations, with a focus on knowledge sharing within DFID, across country offices and across HMG. In order to influence wider humanitarian and development actors, a focus will be placed on sharing knowledge with external actors including national governments, regional bodies, donors, NGOs, bi-lateral and multi-lateral agencies.

4. Scope

a. Management Services

Day to day management of the programme including development and implementation of programme activities, engagement and collaboration with stakeholders, financial and fiduciary risk management, management of downstream partners including related due diligence, risk management, internal monitoring, logistics and administrative duties.

Specific programme design and methodologies should be developed by bidders. The following outlines expectations for research delivery across five integrated areas:

- (i) **Implementing new research to build the evidence base where there are clear gaps in primary evidence.** Deliver research which develops both cross country / regional evidence and evidence specific to country contexts, through in-depth thematic studies and the provision of high-quality policy research and analysis.
- (ii) **Develop and support innovation, including through the use of technology, in DFID and partner programmes,** which respond to emerging policy and programme agendas.
- (iii) **Provide technical assistance** to DFID country offices in the design, delivery, and evaluation of existing programmes. In collaboration with DFID country offices, technical and facilitation support will also be provided across HMG and to local government and coordination bodies with a view to both increasing research relevance and ensuring uptake.
- (iv) **Develop and share lessons** by delivering a component, based on new or existing platforms, on knowledge management, research communication and uptake. This should focus on knowledge sharing within DFID, across country offices and across HMG, and with external actors including: governments, NGOs, bi-lateral and multi-lateral agencies.

- (v) **Make relevant and available evidence accessible to policy and decision-makers** ensuring that they have access to, and learn from, the emerging evidence. Activities should draw both on existing research and new research developed by the programme and utilise new technologies and social media to support research dissemination.

The research should be operational and policy-relevant in the focal DFID countries, and composed of a combination of evidence based, action and operational research approaches. The areas indicated for research will require a combination of research disciplines, methods, and substantial fieldwork, and bidders will be expected to provide information on the research approaches and methodologies proposed by the team in the bids submitted during this tender process. Bidders should also consider opportunities for including experimental or quasi-experimental methods and evaluation within the wider research programme, complemented by qualitative analysis (e.g. in-depth structured and semi-structured interviews, focus group discussions, personal narratives, participant observation etc.).

Bidders should acquaint themselves with the latest prominent themes in DFID's research, policy, and programming and consider which and how these can be integrated into the programme. Bidders will be expected to define and implement a strategy for maximising research quality, including ensuring the quality of intermediate outputs such as working papers that are made public on websites as well as articles in peer reviewed journals.

Conducting high quality research that is operationally relevant will be challenging, and research methods will need to be adapted to different contexts, whilst also ensuring that cross country and cross sectoral conclusions can be developed.

Bidders should propose approaches that draw on the African and global expertise of other, similar types of research, and propose a model for supplying the required services. The model should offer demonstrable good value for money in its delivery of results, and the preferred supplier will need to capture and demonstrate the value for money delivered throughout the delivery of the programme.

b. Programme Delivery Services

The overall outcome of the programme will be improved programmes and policies supporting pastoralist communities, and the agricultural sector, during protracted and recurrent crisis.

The supplier will provide the appropriately skilled services and personnel to deliver the following outcomes:

- i. Evidence is used by DFID to inform programme design and influence government policies
- ii. Improved learning and knowledge sharing across DFID country offices and between development and humanitarian actions.
- iii. Increased application and use of innovation approaches in DFID and partner programmes
- iv. Evidence used by governments, donors and agencies to inform policies and practice.

Further details on the expected impact, outcomes and outputs are outlined in the Theory of Change diagram in the Appraisal Case of the Business Case.

c. Geographic focus

The target group for the programme are poor men and women, primarily in pastoralist areas of the Sahel and East Africa, and people affected by protracted and recurrent crisis in selected countries in Africa and the Middle East who can benefit from improved agricultural support.

Target countries for the programme are: East Africa (Kenya, Sudan [inc. Darfur], South Sudan, Ethiopia, Somalia, Uganda), the Sahel (Burkina Faso, Chad, Eritrea, Mali, Mauritania, Niger), Nigeria, and the Middle East (Yemen, Syria).

5. Budget and Timeframe

A contract will be issued for the full programme duration (six years). DFID has approval for the SPARC programme with a maximum total value of £19.97 million³ over six years. Due to the programme crossing multiple Spending Reviews, further approval will be required for the final £5M prior to March 2024. Bidders should show in their proposal the requested payment schedule up to £14.97M and then the further payments from April 2024 up to £19.97M total.

Indicative budget allocations for the programme are: Inception Phase: 2%; Research Implementation 65%; Technical support 18% and innovation facility 15%. Bidders are expected to provide a detailed budget breakdown within the Commercial proformas included in the ITT pack.

Suppliers should be aware of the total maximum budget for the programme and should ensure that their proposals demonstrate how they will deliver a programme up to the maximum budget for assistance in the most cost-effective way, offering high-quality assistance at the best possible price. Indicative figures should include all costs associated with the establishment of the consortium, inception costs, and management and programme costs.

All fees proposed should cover the cost of salary, overseas inducements, leave allowances, bonuses, profit, taxes, insurances, superannuation, non-working days and all other costs including, but not limited to, passports, visas and vaccinations, overheads and expenses of any nature that may be incurred.

DFID expects to link payments under this contract to performance wherever possible (i.e. 'Payment by Results'). DFID would expect payment, or at least a proportion of payment, to be linked to performance objectively assessed on a regular basis e.g. achievement of results, delivery of outputs, on budget, on time, positive feedback from country offices and other key stakeholders. The supplier is invited to suggest a performance-based payment structure in the proposal which demonstrates how their proposed payment by results model will be applied in practice. At the end of the inception phase DFID and the supplier will agree key performance indicators to monitor contract and supplier performance.

Break points provide opportunities for assessing whether the programme is meeting its aims or if early exit is necessary. There will also be two formal break points in the contract when DFID retains the right to terminate the contract or scale up or reduce the budget and scope of activities:

- 1) After the 9- month Inception Phase: progression beyond this break point will be dependent on the satisfactory delivery of the inception phase report and outputs, satisfactory performance of the Supplier, and DFID's agreements on work plans and costs.
- 2) At the end of Year 5 (March 2024): progression to the final years of the programme will be dependent on the effective performance of the Supplier, and the quality of research conduct and outputs. The Supplier should provide DFID with a Research Report that summarises the research, preliminary findings, the activities of the research and innovation facilities, and a detailed workplan for research synthesis,

³ Inclusive of taxes if applicable

dissemination, and uptake. Continuation of the programme will be subject to DFID's agreement to the workplan, and assessment of continuing value for money.

DFID will use the reports to take a formal decision at these break points whether to proceed with the programme, terminate the contract, or reduce its budget or scope. If judged inadequate, concerns will be shared in writing and formally discussed.

DFID also retains the right to end the contract following each annual performance review. This decision will be based on an assessment of the supplier's performance against key performance indicators; an assessment of the on-going need for technical assistance; and an assessment of the value for money delivered by the contract. DFID's decision may also be informed by findings from independent reviews of the programme.

DFID reserves the right to scale back or discontinue this programme at any point if it is not achieving the results anticipated (in line with our Terms and Conditions, and the Terms of Reference). Conversely, DFID may also scale up and/or extend the programme (subject to internal DFID approvals) should it prove to be having a strong impact and has the potential to yield better results

Bidders should set out how they will deliver efficiencies for DFID throughout the lifetime of the programme; on a continuous basis.

Value for money will be monitored throughout the life of the programme. Bids should reflect suppliers' policy on/approach to value for money and demonstrate their ability to monitor and report on this throughout the life of the programme, including identification of future savings and efficiencies that can be realised throughout the programme lifetime. Value for money indicators will be agreed between DFID and the supplier at the outset of the contract and finalised at the end of the inception phase.

Bidders should propose a flexible approach with scope to scale up and or scale down in line with performance. In addition to the overall programme, DFID may also specifically increase the contract duration and finance available for the research and innovation component of the programme should activities demonstrate strong impact and value for money. This decision will be influenced by information provided in the Research Report provided by the supplier at the end of year five of the programme. Any extension would be mutually agreed by DFID and the supplier. Decisions regarding contract scale up of value will be made on the basis of need and on the performance record of the incumbent service provider in terms of the value for money and effectiveness of interventions as well as the timely and successful delivery of high-quality programme outputs.

6. The Requirement

The work is expected to be carried out as follows **over six years**:

Inception Phase (up to nine months) during which the supplier will review identified evidence gaps and scope innovation, through a combination of literature reviews and discussion with DFID COs, country, regional and international partners. Based on these reviews, and following agreement with DFID, a detailed research agenda and plan for the innovation component will be established, including the final selection of focus countries.

The research and innovation plan will need to set out short, medium and long-term research activities, the recommended innovation strategy, and how this will be implemented and developed, and how the research and innovation will feed into ongoing programmes and policy formulation. Key activities associated with the phase will include:

- ✓ Conduct rapid evidence reviews to identify research gaps and existing resources;
- ✓ Conduct initial scoping work in focus countries to identify entry points, locations, and research gaps;
- ✓ Consult with key stakeholders (including southern partners);
- ✓ Undertake strategic mapping of priority areas and potential partnerships in support of the development of the Research and Innovation facility.
- ✓ Finalise country focuses, to be approved by DFID, and establish teams for each;
- ✓ Produce a detailed workplan that sets out delivery mechanisms, milestones, and indicative outputs for the next phase, to be agreed with DFID;
- ✓ Establish a presence in the research community with a dissemination strategy e.g. website, blogs, social media, conference attendance.
- ✓ Refine the Theory of Change and produce a Logical Framework, both to be approved by DFID. This should set out in detail how the programme activities and outputs will lead to the expected outcomes and impact and the underlying assumptions and risks;
- ✓ Complete due diligence and agreements with consortium partners;
- ✓ Produce a risk register and a risk mitigation framework, to be approved by DFID;

At the end of the inception period the supplier will justify and propose the form and structure of a research and innovation facility. The supplier will agree with DFID terms for the use for the facility to fund innovation and emerging research areas. The instrument for these funds could be via research grants or through sub-contracts.

On condition that the suppliers work meets expected standards, agreed performance-based management indicators, and DFID considers that there is still value in the programme approach, the supplier will continue to be awarded the payments agreed for the next stage of the work.

Implementation (remaining period of 5 years (at least 63 months))

Following a successful Inception phase, the contract will continue to implementation. Depending on the success of the programme, DFID might increase or decrease either the funding available or the time line of the programme. Any extension or shortening of the programme would be mutually agreed by DFID and the supplier.

During the Implementation Phase the Supplier will:

- ✓ Implement the programme per the agreed inception plan delivering rigorous and high-quality research of policy relevant evidence;
- ✓ Implement, manage and deliver technology and innovations through the innovation facility;
- ✓ Identify and engage with stakeholders (including national governments, private sector, NGOs, civil society etc.) to define priority areas for programme and policy uptake;
- ✓ Deliver and manage technical assistance and provide support to the selected DFID country offices, and identified and agreed programme stakeholders;
- ✓ Develop high-quality and peer-reviewed publications and research outputs: the number and format of these publications will be developed in the logframe during the inception phase;
- ✓ Gather and disseminate lessons and undertake activities that promote exchange and collaboration among researchers, donors, and agri-business practitioners working on harmful children's work in African agriculture;
- ✓ Undertake effective management of the programme, including: financial management, risk management, duty of care, safeguarding, and monitoring and evaluation.
- ✓ Undertake effective management of partnerships and governance, including relationships with DFID country offices and centrally managed programmes, country research partners, external partners, and research stakeholders and participants.

There will be a break point at the end of financial year 2023/24. On condition that the suppliers work meets expected standards, and that DFID considers that there is value in moving to a dissemination and engagement phase, the supplier will continue to be awarded funding.

Bidders are required to propose the specific research they would implement, consistent with the programme's objectives, scope of work, and indicative programme outcomes and outputs as outlined in the theory of change in the business case.

Bidders should clearly demonstrate that their proposed interventions are based on evidence and expertise (e.g. drawing on similar types of research) and indicate why their proposed approach will be effective. The proposal should include: A Theory of Change for how the interventions will lead to anticipated results; the risks associated with the interventions and how the risks will be mitigated. Where there is limited evidence for the proposed interventions, assumptions should be clearly presented.

Bidders should also identify and outline indicative results that will be delivered by the research, including end-of-project targets and intermediate timed milestones. Results should be based on evidence of what works, and bidders should set out any results that they propose to achieve and set out how they will monitor and provide evidence of the results that they are achieving.

Bidders must establish strong baselines for the results that will be delivered by the intervention and report and provide evidence of those activities which contribute towards and demonstrate value for money (qualitative and quantitative measures). The Supplier will be expected to report on key indicators during the life of the programme. Additional indicators and further disaggregation may be agreed from time to time between the Supplier and DFID.

The proposal should also set out how the bidder will monitor progress, learn from experience and adapt interventions if necessary. Bidders should demonstrate how their approach will be flexible and adaptable, enabling activities to be turned on or off, scaled up or down, or refocused in response to changes in the programme environment including demand and the delivery of results.

Management and Governance

The ideal supplier would form a research consortium, bringing together a group of institutions and individuals (from the North and South)⁴. The consortium's Lead ("The Supplier") will be responsible for establishing a governance structure and arrangements that meet the needs of the programme, and for the strategic direction, management and delivery of the programme including: clear management and governance structure for ensuring effective partnership; demonstration of financial management capacity; a clear risk strategy; value for money, and fiduciary risk management procurement; monitoring and reporting; a clear strategy for communication and reporting to DFID; the production of high quality and quality assured primary research; and expertise in the management of an innovation facility.

Bidders should consider the following when setting out the governance, management, operation and organisational structure for the programme in their proposal:

- The Supplier is encouraged to consider innovative partnerships in the delivery of the programme. This could include academic and research institutes, international organisations, civil society, and commercial organisations. Partnerships with Southern research institutes are encouraged.

⁴ The term 'global South' is typically used to refer collectively to all low- and middle-income countries. A 'southern researcher' is anyone employed within a low- or middle-income country to conduct research. A 'northern researcher' refers to researchers from any high-income country

- The Supplier will have oversight of programme delivery by any other partners/ consortium members and should have substantial expertise in managing large scale research programmes, and in delivering high quality, academic research outputs. Responsibilities within the consortium will be further discussed and agreed during the Inception Phase.
- Research Manager(s) should have expertise and managing a consortium including: negotiation and sub-contracting; managing complex programmes; financial and progress reporting; quality assurance; and risk management and mitigation.
- The consortium should be composed of a multidisciplinary team which includes, where appropriate, southern researchers.
- The consortium should include personnel that between them cover a wide range of skills and expertise including: agriculture sector specialists; researchers with expertise of working in: pastoralist areas; protracted and recurrent crisis, and conflict; climate change, conflict and political economy experts; researchers with local contextual knowledge; and organisations with expertise in providing technical support, policy analysis, and engaging with local and national governments, donors, development and humanitarian agencies.

The consortium should be led by a Consortium Executive Director (CED), who will provide managerial and intellectual leadership, and be the first point of contact for DFID, and remain accountable for all programme delivery. The CED will lead development of the research strategy and ensure coordination and coherence between all themes. DFID's preference is that this is a full-time post and that the CED is an employee of the Lead Supplier. The CED should be named in ITT bids, and bidders must guarantee their availability if the bid is successful. If the named CED is unavailable after conclusion of the ITT competition, DFID reserves the right to appoint a different supplier.

During the Inception Phase, the Supplier will establish a non-executive Programme Steering Committee (PSC). The PSC will not make executive decisions, but will advise on strategy, taking an overview of the programme and its progress. The Supplier will develop PSC Terms of Reference and prospective membership in consultation with DFID and provide secretariat support to the PSC.

Responsibilities of the PSC will include: technical advice on design and delivery of components; review the Inception Report and Research Reports and provide advice to the DFID Senior Responsible Owner (SRO); provide technical advice on key outputs; identify opportunities and strategies for synthesis and uptake; and provide a challenge as well as a Quality Assurance function.

DFID will be a member of this PSC but DFID will not be bound to act on its advice. Other members could include respected international figures from the research, civil society, and agri-business communities. Executive authority, including all final decisions regarding budgets, work plans and strategy, will be retained by DFID.

The PSC will be expected to meet half-yearly and/or at key milestones. It will receive and discuss proposed work plans, review activities and progress (including draft research outputs) and discuss any significant issues that require input from the PSC members. The PSC will review the Inception Report at the end of the 9-month Inception Phase and the final programme research Report after Year 5. The CED will prepare and submit the documentation for the PSC's consideration.

Knowledge and Expertise

The Supplier is expected to have, knowledge and expertise in the following technical and managerial areas:

a) Programme implementation and management

- Designing and managing complex, multi-disciplinary, multi-country research programmes, including evidence synthesis, mixed methods approaches, and research uptake.
- Specialist expertise in the following: the agriculture sector; pastoralism; protracted and recurrent crisis; conflict; climate change; the provision of technical support; management of innovation funds / facilities and policy analysis.
- Expertise in quantitative and qualitative research methodologies.
- Relevant expertise of overcoming difficult research challenges and experimenting with innovative methodologies.
- Leadership capacity to innovate, maintain operational flexibility, monitor delivery, assure performance, incentivise cross-disciplinary working, ensure programme coherence, represent the research programme to external audiences, and be directly accountable for programme performance to research funder.

b) Delivery of high-quality research outputs

- Designing and implementing quality assurance and peer review processes for research production.
- Research communication, including use of social media.
- Research publication including peer-reviewed journals and other research products.
- Demonstrated use of plain English in research outputs.

c) Involvement of southern partners in planning and implementation of research programmes

- Research delivery through multi-country consortia or networks, including southern (where feasible) and northern researchers and other partners and contractors.
- Quality assurance of delivery by multi-country partners.

d) Getting research into use, i.e. delivering and effectively communicating well-grounded policy advice to achieve impact

- Developing and implementing effective research uptake strategies, including demonstrating impact.
- Leading the synthesis of new knowledge with existing knowledge to produce usable products with clear advice for agri-businesses in developing countries;

e) Effective financial and technical management of multi-country research programmes.

- Design and implementation of financial management and administration systems for research programmes, including due diligence, safeguarding, duty of care, legal and other compliance, and management of fiduciary risk.
- Designing and implementing competitive processes to commission research such as research grant competitions.
- Framing and demonstrating value for money in research.

The Supplier should demonstrate how they will meet the above criteria and how this will be sustained throughout the lifetime of the contract.

Management of the Research and Innovation funding facility

After the Inception Phase, the Supplier will have developed a facility through which to award funding to other organisations. This will enable effective development of the innovation component, and for any research or capacity gaps to be filled if they emerge from the inception analysis, enabling the Supplier to adapt to changing circumstances.

Potential structures for use of the facility include: grant competitions / challenge funds run by the Supplier and the provision of sub-contracts to organisations outside to undertake specific area of research on behalf of the Supplier. The final approach and range of instruments to be used for the facility will be proposed and justified by the Supplier and agreed by DFID during the Inception Phase.

The facility will be accessible to the Supplier during the main research period after the Inception Phase to Year 5. This will take the form of a fund to be used during the course of the programme. Each use of the facility will need to be justified and agreed between the Supplier and DFID. The Supplier is expected to develop a governance mechanism for the use of the funds which ensures quality assurance, including through peer review.

Research Capacity Building

1. Where appropriate, the Supplier should place emphasis on **linking Northern and Southern organisations and/or researchers and other stakeholders** to design and implement a high-quality research programme.
2. Initiatives to strengthen skills and systems of individuals and organisations may be included in the delivery of the research strategy and pursuit of research excellence, such as development, import (from other fields) or adaptation of novel research methods, tools and analytical approaches, research ethics, quality assurance, and also in research management themes such as financial and staff management, compliance, and quality assurance.
3. In general, we see these as part of the lead Supplier's quality assurance in delivering the research programme to the expected standard, not as an explicit programme of research capacity development.
4. Limited orientation and training of policy makers and other targeted audiences for specific research streams may be included in the research uptake strategy to engage stakeholders and facilitate policy uptake.

Research Ethics

1. It is essential that any research conducted under this programme adheres to appropriate ethical practices. Implementing partners should adhere to **clear, best practice ethical guidelines and academic ethics protocols** (e.g. confidentiality, disclosure, adequate and informed prior consent, explicitly ensuring 'do no harm'). The Supplier will be required to demonstrate adherence to DFID research and ethical guidelines.⁵
2. Strengthening ethical practice for research should form a part of any capacity building efforts. All research team members and members of organisations involved in programme delivery should be carefully selected and receive specialised training and on-going support in research ethics.

⁵ <https://www.gov.uk/government/publications/dfid-ethics-principles-for-research-and-evaluation>

3. Allied to ensuring best practice in research ethics, DFID expects the Supplier to ensure that clear ethical standards in research management are established, communicated, complied with, and monitored, including in relation to financial management and people management, by all agents involved in research delivery and particularly all recipients of UK aid funds.

Reporting and Contract Management

The Supplier will report directly to DFID. DFID management will be led by the Agricultural Research Team within the Research and Evidence Division. DFID will contract one supplier for the programme who will be responsible for delivering the full Terms of reference. The supplier should identify a senior representative(s) with whom any contract management issues may be escalated.

The Supplier will be expected to produce Annual Reports using DFID's standard format. This will form the basis of the programme's Annual Review. DFID carries out Annual Reviews of all its programmes to assess progress against the objectives contained in the logframe, and to check if the programme is on track or if any adjustments need to be made.

The Supplier will be required to deliver effective financial management and will need to demonstrate value for money at all stages of the programme. This will include demonstrating that administrative costs can be minimised and that programme activities are designed to maximise cost-effectiveness. The research programme will be expected to report on value for money measures integrated into the programme and this will be assessed during DFID Annual Reviews.

The Supplier will maintain regular dialogue with DFID's programme management team, guided by DFID's Procurement and Commercial Department, to ensure compliance with all terms and conditions set out in the contract before formal agreement is sought from DFID's contract office. This includes on best practice financial management, including timely and accurate financial forecasting and invoicing and cost control; and effective contract management, including early notification on any proposed changes to the contract.

The Supplier will also be expected to use their judgment to alert DFID to any new or escalating risks that are likely to impact on the programme, and/or arising opportunities for delivering more benefits that occur outside of regular reporting timeframes.

Evaluation

During the life of the programme DFID expects to conduct one or more evaluations or evaluative assessments. The Supplier is expected to cooperate with any DFID evaluation and to provide in good time any information requested by the evaluator.

The Supplier will work with any appointed Evaluation Supplier and furnish the Evaluation Supplier with requested programme information and data. The Supplier will be expected to have some flexibility to adapt monitoring in response to evaluator recommendations

General Requirements

Upholding the International Development Act (Gender Equality) 2014

The Supplier will uphold the **UK International Development (Gender Equality) Act 2014** throughout its operations and is expected to give due consideration to gender equality

throughout its activities in order to empower and protect women and girls and support gender equality. The Supplier will be expected to monitor, evaluate, and address the intended and unintended impacts of interventions on women and girls where relevant. The Supplier will be required to demonstrate how they will ensure gender equality throughout all activities. Details will be finalized during the Inception Phase.

Environmental Considerations

The Supplier should ensure due consideration is given to the environmental impact of all work undertaken, both in terms of minimising any direct negative impacts, and the extent to which research findings contribute to positive environmental management.

Specific attention should be paid to ensuring individuals travel by economy class and reducing carbon footprint through, for example, using recycled paper and minimising printing and other waste. Where possible, the Supplier should assess the value for money of using digital technologies for communication to avoid excessive travel.

Safeguarding

Suppliers should have appropriate policies and procedures in place to expressly prohibit sexual exploitation and abuse, and physical and emotional violence. This includes protocols for reporting and addressing such acts

The Supplier should keep DFID updated on safeguarding issues in their reporting and whenever new risks arise.

Due Diligence

DFID undertakes due diligence assessments of all organisations funded. It will assess whether the Supplier has the necessary policies, processes, governance systems and resources including human resources with the right skills and expertise to manage DFID funds, for the purpose they were awarded, and to deliver the programme successfully. This will include the proposed arrangements between the consortium-lead and its associated consortium members. This may include site office visits.

Suppliers are directed towards the guidance on DFID Enhanced Due Diligence, particularly with reference to safeguarding.⁶

Disability

For DFID, disability inclusive development means that people with disabilities are systematically and consistently included in, and benefit from, international development. Suppliers should outline their approach to disability inclusion and how people with disabilities will be consulted and engaged throughout the project.

UK Aid Branding

Partners that receive funding from DFID must use the UK aid logo on their development and humanitarian programmes to be transparent and acknowledge that they are funded by UK taxpayers. Partners should also acknowledge funding from the UK government in broader communications, events, and publications, but no publicity is to be given to this contract without prior written consent of DFID.

⁶ <https://www.gov.uk/government/publications/dfid-enhanced-due-diligence-safeguarding-for-external-partners>

Digital Spend

All digital context produced by the supplier 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>

The Supplier 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 and Digital Strategy.

The Supplier should not propose unnecessary bespoke systems or tools, and instead should make use of existing and freely available systems and tools in all aspects of the programme where possible.

Transparency

DFID requires supplier receiving and managing funds to release open data on how this money is spent in a common, standard, and re-useable format, and to require this level of information from immediate sub-contractors, sub-agencies, and partners.

The Supplier will publish to the **International Aid Transparency Initiative (IATI) standard**⁷ on all its DFID funding within six months of the start of this Arrangement. DFID expects the Partner to publish to the IATI standard on all its non-DFID funding and for Downstream Partners to publish to the IATI standard on their funding. The intention of this commitment is to allow traceability throughout the delivery chain.

Open data

The programme will include substantial fieldwork to generate new data. Datasets generated, both quantitative and qualitative, are expected to be anonymised and be made public according to the terms of DFID's research open and enhanced access policy.

Delivery Chain Mapping

Delivery chain mapping is a process that identifies and captures, usually in visual form, the name of all partners involved in delivering a specific good, service, or charge, ideally down to the end beneficiary. It should also include the actions and activities required to manage regular and exceptional risk throughout the network to reduce exposure and vulnerability.

Suppliers will also be able to demonstrate a full and comprehensive approach and methodology for undertaking due diligence and taking on the risk management of all downstream delivery partners. DFID may request specific audits of the project and all project partners to be undertaken.

In advance of any release of funds, suppliers will be required to produce a delivery chain risk map which should, where possible, identify all partners (funding and non-funding e.g. legal/contributions in kind) involved in the delivery of a programme. Risk maps should be reviewed and updated periodically, in line with agreed programme monitoring processes and procedures. As a minimum, it should include details of:

- The name of all downstream delivery partners and their functions.
- Funding flows (e.g. amount, type) to each delivery partner

⁷ <http://www.aidtransparency.net/>

- High level risks involved in programme delivery, mitigating measures and associated controls.

Duty of Care

The supplier is responsible for the safety and well-being of their personnel 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. In case of a situation where new security information, which is not in the public domain or would not be easily obtained by the supplier, is made known to DFID, a named person from the contracted organisation should be responsible for being in contact with DFID to ensure information updates are obtained. This named individual should be responsible for monitoring the situation.

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.

This Procurement will 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).

Bidders 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 prepared by DFID. They must confirm in their tender that:

- a. They fully accept responsibility for security and duty of care.
- b. They understand the potential risks and have the knowledge and expertise to develop an effective risk plan.
- c. They have the capability to manage their duty of care responsibilities throughout the life of the contract.
- d. They will give responsibility to a named person in their organisation to liaise with DFID and work with DFID to monitor the security context for the evaluation.

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.

Tenderers are asked also to confirm the below within the technical proposal.

- 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?

Appendix A: of Contract Section 3 (Terms of Reference) Schedule of Processing, Personal Data and Data Subjects

This schedule must be completed by the Parties in collaboration with each-other before the processing of Personal Data under the Contract.

The completed schedule must be agreed formally as part of the contract with DFID and any changes to the content of this schedule must be agreed formally with DFID under a Contract Variation.

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract.</p> <ol style="list-style-type: none"> 1. The Parties acknowledge that Clause 33.2 Protection of Personal Data and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of Personal Data necessary for the administration and/or fulfilment of this contract". 2. For the avoidance of doubt the Supply partner shall provide anonymised data sets for the purposes of reporting on this project and so DFID shall not be a Processor in respect of anonymised data as it does not constitute Personal Data.

The completed schedule must be agreed formally as part of the contract with DFID and any changes to the content of this schedule must be agreed formally with DFID under a Contract Variation.