

Terms of Reference: Humanitarian Emergency Response Operations and Stabilisation (HEROS) Programme

Restricted Tender

Introduction

1. The Department for International Development (DFID) and the Stabilisation Unit (SU) have outsourced some of their emergency response and operations capability since the early 1990s. The [current HEOSS contract](#) to provide this support started in May 2012, is due to end 30 April 2017, and will be extended until 31 October 2017 to allow a seamless transition from HEOSS to HEROS. DFID and the SU, as the joint beneficiaries of this contract, are now seeking to appoint a service provider to deliver the Humanitarian Emergency Response, Operations and Stabilisation Programme (HEROS). This programme will be procured under a Restricted tender process.
2. This Terms of Reference (ToR) covers both DFID and SU work packages. While DFID and SU have similar requirements; they are separate and distinct entities and require a mixture of dedicated and shared resource to meet their objectives as set out in the Scope of Work below. For DFID bidders shall ensure a world class, accountable and holistic humanitarian response capability, enabling DFID to respond rapidly, at scale, to global humanitarian emergencies and disasters; support DFID's work on protracted crises, chronic emergencies; humanitarian reform agenda. For SU, bidders shall ensure that the SU can respond quickly, efficiently and effectively to meet demand from the National Security Council (NSC) departments, during both steady state requirements and UK Government's response to crises. For both DFID and SU this shall include: a flexible response to different types of emergencies and crises; the ability to scale up and down in line with need, responding quickly and globally through effective networks and relationships; and a comprehensive system to manage information.
3. Given the ever changing and evolving global context in which this contract will be delivered, we require bidders to submit innovative bids, considering ways in which they are able to change and improve the service provided over the period of this contract based on operational experience, lessons identified throughout implementation and wider international policy and practice development. We are also seeking innovative solutions to how expertise for the work under this ToRs are delivered including having that expertise more readily available, rapidly deployable, closer to the locations of emergencies.

Objective

4. There are three overarching objectives of HEROS. All three of the following apply to the DFID work package; for SU, only the latter two apply.

- Humanitarian emergency response management for rapid onset response, protracted crises, chronic emergencies and humanitarian reform (DFID only);
- Operational capability and deployments (DFID and SU); and
- Procurement, logistics and infrastructure expertise and operational capability (DFID and SU).

Recipient

5. The primary recipients will be DFID and SU. Secondary recipients will be UK Missions and Embassies, British High Commissions and DFID Country Offices, as well as wider UK Government departments.

Scope of work

Section A. Services for DFID (paragraphs 6 to 23)

Section B. Services for Stabilisation Unit (paragraphs 24 to 44).

A. Services for DFID

6. DFID intends to increase its overall capability for humanitarian response operations to respond to at least six new rapid onset crises each year, which must include a large scale humanitarian response, in addition to dealing with protracted and chronic crises¹. These six new crises will be of varying scale, size and involvement. The following table, which is indicative only, sets out the requirements for previous responses of different scales (1 being the largest, 5 being the smallest level of engagement); links to specific Business Cases published on the Development Tracker website are also listed providing further information as needed.
7. DFID require an approach which provides a flexible and bespoke response to different types of crises. This will include delivering a high quality response to rapid onset emergencies when they occur, as well as supporting DFID's increasing involvement in protracted and chronic emergencies. Bidders should consider how different support can be offered to DFID for rapid onset, protracted and chronic emergencies, including different skill sets and mechanisms as is most appropriate.

	Response	Level of required input
1	Ebola West Africa 2014-15 (£427m)	Large scale procurement and logistics; large number of deployed staff for short and medium term appointments in the UK and overseas; heavy involvement/engagement of MOD and other Whitehall departments; UK-EMT activated; and heavy involvement in response management. Main documents related to the spend:

¹ As of 1 January 2016, DFID is currently involved in 23.

		https://devtracker.dfid.gov.uk/projects/GB-1-204890/documents and https://devtracker.dfid.gov.uk/projects/GB-1-204838/documents
2	Typhoon Haiyan Philippines 2013-15 (£77m)	Medium scale procurement and logistics; medium number of deployed staff for short and medium term appointments in UK and overseas; lighter involvement/engagement of MOD and other Whitehall departments; UK-EMT activated; and medium/heavy level of involvement in response management. (Business case: https://devtracker.dfid.gov.uk/projects/GB-1-204351/documents)
3	Earthquake Nepal 2015 (£40m)	Medium scale procurement and logistics; small number of deployed staff for short term appointments overseas; lighter involvement/engagement of MOD and other Whitehall departments; UK-EMT and UKISAR activated; shorter amount of time on response management, handing over to DFID Country Office quickly. https://devtracker.dfid.gov.uk/projects/GB-1-205028/documents
4	Conflict Gaza 2014 (£7.1m)	Limited procurement and logistics; small number of deployed staff for short term appointments overseas; no involvement/engagement of MOD, but medium level with other Whitehall departments; UK-EMT activated; and low level of involvement in ongoing response management. https://devtracker.dfid.gov.uk/projects/GB-1-204854/documents
5	Cyclone Pam Vanuatu 2015 (£3.5m)	Small scale procurement and logistics; low number of deployed staff for very short term appointments overseas; low involvement/engagement of MOD; low/medium level of involvement in response management. https://devtracker.dfid.gov.uk/projects/GB-1-204972

8. This is in line with the expected increasing number of crises that the UK is engaging with. By expanding the UK response capability via HEROS, DFID will be able to cope with a larger number of crises simultaneously, with deeper and broader expertise, while reaching affected populations more quickly. Bidders must deliver a global reach/capability and provide significantly more assistance to enable DFID regional and country offices, and other UK Government Departments, to engage with humanitarian issues.
9. There's strong evidence that crisis situations affect men and women differently and have a significant impact on gender dynamics. Bidders will be required to comply fully with, and support DFID in meeting its obligations and objectives under the International Development (Gender Equality) Act 2014. This should include but not be limited to how they would promote gender balance and the protection and advancement of women and girls in humanitarian response. Bidders must be able to source and deploy specialist

expertise to support DFID's humanitarian responses, including on gender equality, tackling violence against women and girls, and protection. Bidders must be able to provide high quality expertise to support programming on tackling violence against women and girls, but also provide a broader range of expertise on gender in support of the 'leave no one behind' agenda.

Objective one: humanitarian emergency response management

10. Bidders will be required to, following a request from DFID, respond to, and manage a wide range of humanitarian response operations globally, including at least six new crises (or spikes in existing crises) each year, in addition to supporting ongoing protracted crisis management². Effective response operations require support in the following areas, which must be able to be scaled-up and scaled-down as required.

11. Humanitarian planning, preparedness and capacity building

- Support DFID's Conflict, Humanitarian and Security Department (CHASE), other DFID teams and Country Offices, and Whitehall partners, including Ministry of Defence, on upstream activities outside operational response, so expertise and experience informs planning, preparedness and capacity building; and conduct of operations reflects DFID humanitarian aims and objectives.
- Support DFID to prepare and plan for major humanitarian responses in prioritised countries, including where DFID does not have a Country Office, where global risk registers indicate a high risk of disaster, to build capacity and improve ability to respond to humanitarian emergencies.
- Support DFID's work with international partners, national governments and other donors to increase preparedness to respond quickly to mitigate the impact of a disaster when it occurs. This includes the establishment/maintenance of a pre-crisis network of niche technical information sources. Collaborate with the Chief Scientific Advisor's Office; establish/maintain specialist information contacts.
- Provide advice on rapid onset disasters, and support to develop, manage and improve structures, procedures and mechanisms for response ahead of time.
- Provide dedicated expertise to support DFID to learn lessons, carry out analysis and develop and disseminate new policy and guidance products on preparedness.
- Support DFID's participation in domestic and international humanitarian response exercises.
- Provide training to DFID staff as required, on key aspects of humanitarian response, such as, but not limited to crisis response management and information management.

² 80% of DFID's humanitarian spend is in response to protracted crises and chronic emergencies, including substantial interventions in the Middle East, Africa and Asia.

- Provide a broad range of technical expertise on priority humanitarian policy issues³ supporting DFID's international reform and effectiveness agenda. This should include provision of expertise and systems to operationalise priority policy areas to enable better responses by DFID and its partners, as requested by DFID.

12. Anticipation, surveillance and early warning/action

- Provide constant, 24 hours a day, seven days a week, global monitoring and on-call service. This must include scanning for international monitoring alerts, rapid notification to DFID, ensuring close linkages with other relevant UK Government Departments in this area (within 30 minutes) of events of interest, and prompt information provision and analysis in a form compatible with DFID systems and processes (typically within two hours of request).
- This monitoring and advice may prompt further requests for succinct and targeted information, and bidders shall ensure they can rapidly scale-up operations, taking into account previous lessons identified from similar emergencies. This should include, but should not be limited to the provision of recommended courses of action, including supporting DFID's management of early warning/action arrangements, collaborating with relevant partners, and providing, establishing and maintaining specialist data and mapping services.
- Make use of changes in technology and science over the contract period, amending methodologies and operating model within the contract accordingly.
- Analyse, summarise and disseminate scientific and technical information to response teams and relevant partners in emergencies, including but not limited to earth observation imagery, data management and mapping with UK and international technical partners, and humanitarian risks and early warning information to DFID. This shall include providing monthly early warning reports, tracking situations of concern and emerging risks.

13. Management, coordination and communications

14. Supplier shall:-

- Deliver a high quality and professional rapid onset international response, providing appropriate experience and expertise to undertake a wide range of operational tasks, ensuring sufficient expertise is readily available to manage response mechanisms and processes, with scope to scale up/down in line with demand/need.
- Represent DFID in liaison with partners in the UK and internationally as required. This shall include the ability to operate effectively and seamlessly with other UK Government Departments.

³ Currently these include but are not limited to resilience, preparedness, tackling violence against women and girls, cash in emergencies, protection of civilians and accountability.

- Supplier shall deliver under severe time pressure and intense media, public and political scrutiny, often in austere and challenging conditions. Reporting to DFID, Supplier shall manage the full crisis response cycle: from alert of an emergency to exit, or closure of response programme. Supplier shall consider innovative approaches to the provision of information products in a variety of formats suitable for variety of uses for DFID, UK public/press communications, Ministerial and senior DFID management.
- enable effective response and coordination by putting in place the necessary enabling structures and systems for emergency response operations, setting out what elements are UK-based and which are based outside of the UK. This will also include how the Supplier will manage a response on behalf of DFID, including whether the Supplier needs to be embedded within DFID or off-site, with an in-situ and/or virtual Operations Room(s) capable of delivering against this ToR. Supplier acknowledges that the limited amount of space in DFID premises and has taken this into account in its bid.
- Establish and deploy appropriately skilled HQ and field team(s), including an integrated (Supplier and civil servant) field team(s), within eight hours of incident – or ahead of a crisis as required. Field team deployments must have the capacity to be self-sufficient, self-sustaining and fully managed through all aspects of full expeditionary capability, including but not limited to management, leadership, safety, security, welfare, movement, recovery and protection. Mobilise responses on behalf of DFID to major international emergencies within 12 hours.
- Provide sufficient staff and expertise to ensure effective civil-military coordination in humanitarian response, where required, at HQ and field level.
- Provide a robust approach to learning lessons/evidence and results/information gathering from UK bilateral response, and understand and apply wider global humanitarian response lessons and their impact on DFID and other's operations. The objective of the lessons function will be to enable DFID to improve and adapt future programming based on a sound understanding of what works.
- Have the ability to make use of current technology in response, adapt existing technology to niche requirements, and where necessary, develop new technology to better respond to changing response needs in current or new environments.
- Provide end to end set of technical expertise to support DFID's humanitarian response to slow onset, protracted and chronic humanitarian crises and emergencies to support DFID develop and implement programmes. Ensure sufficient capability and expertise to support DFID with spikes in protracted or chronic emergencies.
- Ensure appropriate data collection and management during the intense activity of the early stages of an emergency response, providing specialist expertise in monitoring and lesson learning, to embed monitoring and learning into the early stages of response.

Objective two: operational capability and deployments

15. Supplier is required to respond to requests and make recommendations on the best way to meet DFID's requirements. We are seeking innovative solutions in bids to respond more efficiently and effectively to different contexts. Supplier shall consider how best expertise can be provided, either through standing/surge expertise, and how to better provide multi-faceted expertise to respond to a wide range of requests from DFID, in different locations, faster. Supplier shall implement effective horizon scanning of requirements for expertise and ways to more effectively respond to those needs, including but not limited to likely needs, requirements, and ways to proactively make recommendations to DFID.
16. Supplier shall provide sufficient capability to manage the deployment of all staff responding to global emergencies on DFID's behalf as required (this must link to relevant elements of objective one and three where necessary). Supplier shall provide, establish, and manage a range of processes, systems and partnerships to enable sufficient surge support to work with DFID teams. Effective operational capability and deployment requires support in the following areas.
17. **Sourcing staff**
18. **Supplier shall: -**
- 19.
- Manage a range of processes and partnerships to source expertise to deliver against this ToR. This includes access to assessed humanitarian experts plus experts with niche humanitarian skillsets or related disciplines with experience working on humanitarian emergencies.
 - Provide expertise to meet DFID requirements for humanitarian response operations, other UK Government Departments (including Foreign and Commonwealth Office and Ministry of Defence) or other organisations in the international humanitarian system as required. This should ensure value for money is delivered and Supplier shall during the contract period evaluate how this could be delivered differently and effect the most cost-effective process for rapid/short term deployments and similarly with slow-time/longer-term deployments.
 - Manage appropriate training to ensure all staff are effectively equipped to perform a full range of response functions. This shall include current priority humanitarian issues⁴ and the potential to expand to new developing areas as identified by DFID. Personnel must have appropriate

⁴ Currently these include but are not limited to resilience, preparedness, tackling violence against women and girls, cash in emergencies, protection of civilians and accountability.

experience and skills in liaison with external organisations, including, but not limited to, the UN, Red Cross, NGOs and Governments in London and internationally.

- In line with gap analysis and shifts in programme focus, provide and establish approaches for sourcing a wider range of expertise to help DFID and others to respond to global emergencies.

20. Staff deployment/management

Supplier shall:

- Manage a range of processes and partnerships, including the management of rosters with key NGO partners, to deploy and manage specialists to meet DFID requirements.
- Support all deployed personnel through appropriate management and administrative arrangements.
- Provide/establish/maintain mechanisms to flexibly contract, equip and deploy staff in the UK and overseas, handling all aspects of their travel, costs and administration, before, during and after deployment. Provide deployment and administrative support for up to 120 staff at one time across DFID as required.
- Provide/establish/maintain suitable framework(s) to allow access to key UK niche expertise and services in an emergency intervention; UKISAR, UK-EMT and private sector partnerships under the Rapid Response Facility (RRF).
- Establish/maintain selected UN-DFID standby partnership arrangements and MoUs and provide/source/maintain a technical surge capability to support UN surge requests as deemed necessary by DFID. This shall include the capability to flexibly contract, equip and deploy staff in the UK and overseas, handling all aspects of their travel, costs and administration, before, during and after deployment. There should be a dedicated programme amount of up to £1m per financial year for staff deployments into multilateral agencies, including UN, governments and other operational agencies.
- provide detail on how Regional expertise will be managed. Regional expertise should be considered in terms of specialist knowledge and networks as well as personnel who will provide capability to a Regional crisis.

SU has a very similar requirement in this regard; please see this under the heading '*Services for SU, Objective Two*'.

21. Staff security

Supplier shall:

- Maintain security systems and expertise to assess potential risk to deployees, carrying out risk/security assessments, arranging pre-deployment training and providing security management support.

- Provide security advice and management of DFID's arrangements to deploy experts to bilateral missions, multilateral partners and DFID's arrangements to deploy expertise in support of UN operations around the world. This shall include evidence-based risk assessments in line with Duty of Care requirements.
- Ensure staff are security cleared to the appropriate level.

Objective three: procurement, logistics, infrastructure expertise and operational capability

22. The Supplier must provide/establish/manage an end to end procurement and logistics system responding to global emergencies on DFID's behalf as required (linking to relevant elements of objective one where necessary). This must include the capability to purchase, store, move and deliver goods within tight deadlines by road, sea and/or air in support of complex humanitarian logistics operations. The Supplier must be able to scale support up and down in line with changing needs and priorities and provide support in the following areas.
23. The Supplier shall operate as a supplier for the procurement of goods and equipment. Therefore Supplier will not act as an agent for and on behalf of DFID. While this means there will be no mandatory requirement for the contractor to follow EU Regulations on Public Procurement they will operate using the same principles of fair and open competition.

24. Procurement support

Supplier shall:-

- Maintain, replenish and house DFID's humanitarian supply stockpile to meet required specifications and standards as set by DFID and have systems and processes to source goods and equipment for urgent responses with rapid lead times. This shall enable rapid response linked to objective one and two of this ToRs. This shall also include ability to customise/innovate product selection/purchase to meet changing needs/technology. Expertise in handling dangerous goods and associated customs and aviation security issues is required.
- Work with DFID's partners to encourage best practice and support innovation in humanitarian procurement across the wider humanitarian system. Including inputting expert technical advice into logistics and procurement community of practice with NGO partners.
- In collaboration with DFID and its partners, establish the requirements for goods, including assessing need and establishing technical specifications. This will include taking responsibility for issue identification, supply, contract and framework management and cross-Government and external partner liaison.
- Develop/provide the infrastructure to consolidate goods e.g. the creation of operational packages (deployment modules, sets of non-food items etc.).

- Make improvements to DFID's global stockpile, including providing advice and inputting into internal client discussions and papers including audits, policy and strategy papers. This requires an overview of the entire supply chain, detailed knowledge of the commodities and how they will be used.
- Development, testing/inspecting and sourcing high quality innovative products. Provide an inspection capability as part of general procurement activity and with regards to the laboratory testing of goods to establish operating parameters and protecting DFID against risk.
- Provide procurement advice including market knowledge on specific commodities and follow procurement best practice and, where applicable, knowledge of appropriate rules or regulations dependent on the recipient of the advice. This should include programmatic advice consisting of the assessment of partner proposals. The supplier will be required to have the capability to run specific commodity development projects, ad hoc procurement as well as strategic agreements and tenders and will be responsible for the recording and monitoring of spend in these areas.
- Provide support to partners (UN, Red Cross, NGOs etc.) and liaison work and ad hoc advice including presentations to explain DFID objectives and activities in this area.

25. Logistics support. Supplier shall:-

- Ensure it has the capability to rapidly and with an ability to do so at all hours, mobilise supplies and personnel, from the UK and overseas, by land, sea and air to distant and difficult destinations, including managing all required customs and shipping procedures, ensuring onward assignment and supporting wider logistics cluster coordination including advice on movement of equipment to/in challenging overseas locations.
- have the capacity to manage certain specific elements of the aircraft aspects of a response e.g. obtaining and quality assuring aircraft flight documentation for both commercial and military movements; meeting and clearing goods and handover.
- Have the ability to procure/ship supplies capable of reaching 75,000 beneficiaries with most urgently needed supplies within first four days of emergency response activation.
- Run logistics and procurement field operations including: aircraft loads/unloads; managing airport operations/onward movement; warehouse establishment; asset control; partner liaison on goods handover and movement and reporting. Field operations should also include the deployment, establishment and running of in-country operational life support.
- Manage DFID's Air Brokerage Agreement and during a response provide Air Broker and Ministry of Defence liaison for the movement of goods including where relevant, engagement on the EU rebate process for air transport costs. Per response, this capability should be up to 2000mt of goods, with capacity to scale up as required.

- Maintain a website and directory of DFID stockpile products and work with NGO partners to arrange supply and delivery of these goods.

26. Operational capability. Supplier shall -

- Provide logistics advice in country through the deployment of procurement and logistics experts to provide high level liaison and planning including assessment, cluster liaison and advice to DFID country offices. Field teams shall, where necessary, be fully self-sufficient, capable of living and working on a bare site.
- Provide advice and expertise to develop innovative solutions for equipment to assist field team(s) in the delivery of projects often involving consolidation/adaptation of procured goods and equipment and delivery of any required training on the operation of equipment.
- Provide fleet management capability including the maintenance, repair and potential modification of a fleet of vehicles and plant. The supplier must undertake the management (end-to-end) of a fleet of soft-skinned, armoured and other vehicles as requested. This should cover the entire supply chain of the vehicles from procurement to disposal, which will include providing innovation/modification, procurement, inspection, ratification and re-certification.
- When required, provide Personal Protective Equipment (including body armour, helmets, eye and ear protection and safety gloves) and required deployment kit for all humanitarian response staff, including trauma medical packs, and other equipment as identified. Source/procure supply maintain and dispose of this kit as necessary. This must include the ability to provide kit at short notice to meet the requirements of unforeseen crises and the capability to issue, track and train in the use and maintenance of equipment/kit as needed.
- Provide a solution to the full management and logistical capability including the maintenance/repair, modification, resupply (including pharmaceutical), and deployment/recovery of a stand-alone, fully equipped and supplied medical platform (World Health Organisation (WHO) Emergency Medical Team (EMT) Type 2) and smaller modules (WHO EMT Type 1 and specialist cells) which DFID currently has in place. This will dock in with the other implementing partners of the programme that provide the clinical staff. This requirement needs to ensure a full complement of logistical staff deployable in the UK and overseas (into affected areas ready to deploy in eight hours) to ensure the field hospital is set-up in the affected country and maintained throughout the deployment (up to three months).
- Provide engineering (and other associated technical staff) deployment capability, including associated expertise and equipment, to carry out assessments and rapidly repair infrastructure in, or following, emergencies. This capability must be retained deployable and must be able to deploy technical expertise at short notice for emergency assessment missions, as well as follow-up personnel to oversee the design and implementation of infrastructure projects as needed. Please

see 'DFID's developing policies and approaches and additional information relating to HEROS programme'.

- The supplier shall provide support for UK International Search and Rescue (UKISAR) deployment capability including obtaining the aircraft for movement (more information on DFID's UKISAR programme can be found here: <https://devtracker.dfid.gov.uk/projects/GB-1-203423>).

B. Services for the SU

27. The two, of the three, overarching HEROS objectives which apply to the SU are:
- i. Operational capability and deployments: contract, deploy and manage high quality stabilisation expertise
 - ii. Procurement, logistics and infrastructure services and expertise
28. The supplier shall establish an efficient and effective system to support SU in delivering a wide range of stabilisation response operations globally, including in fragile and conflict-affected states, in support of bi-lateral and multi-lateral missions. The supplier shall provide a comprehensive and flexible service, including manpower and assets, to fulfil requirements both at a steady state and when surge capacity is required. The SU will retain overarching project management responsibility for each task.

Objective two: Operational capability and deployments - SU component

29. The supplier shall deliver sufficient core capacity and capability to manage the safe and efficient deployment of core SU personnel, external experts and UK Government staff (civil servants, possibly military, serving Police Officers) in support of NSC objectives, meeting requirements in both a steady state and in response to global emergencies.
30. Where there is a need for civilian expertise to be deployed, SU will identify a suitable individual for the task from the Civilisation Stabilisation Group (CSG), which is an SU-owned roster of technical experts who can be placed under contract to complete SU taskings on behalf of HMG. The CSG was commissioned in February 2010, in order to 'further strengthen our ability to offer rapid help in rebuilding countries after conflict or disaster'. The SU will retain ownership of recruitment to the CSG, and recruitment from the CSG to individual tasks, in order to ensure that expertise always meets government priorities. The supplier shall establish an efficient and effective system to rapidly contract, prepare, deploy, sustain and recover such civilian expertise, primarily in support of bi-lateral stabilisation missions but also to multilateral missions as required. The supplier shall take on the duty of care responsibilities as the employer of the civilian expert with all that this entails.
31. **The supplier will provide and maintain an interactive** Personnel Management System (PMS) for the SU to support the smooth oversight,

tasking and management of over 1000 Civilian Stabilisation Group (CSG) members. The PMS will facilitate the live management of SU workflows, processes and tasks. It will:

- be accessible directly by CSG members as well as SU staff;
- store a personal profile for each member. Each profile needs to have a summary page, as well as more detailed information variables including training, vetting, other experience and skills and learning and development information;
- include a sophisticated search function that will cross reference skills, experience and availability for tasks, as well as an automated function that will inform members and SU staff when a deadline is approaching or has lapsed with a function for reminders; and
- enable the ready extraction of management information in a readable format.

SU will require well-supported provisions for on-going system maintenance, and changes to the system and technical support. SU requires this system to be live within four months of the commencement of the HEROS transition period. With respect to the PMS, any reports, documents, or information produced by or on behalf of the Supplier relating to the Contract and all intellectual property rights therein shall be the property of the Crown. The Supplier will assign to the Crown all intellectual property rights in the above mentioned material generated by the Supplier in the performance of the Contract and waive all moral rights relating to such materials.

32. The supplier is responsible for the Duty of Care for such Deployable Civilian Experts (DCEs) whilst deployed as the employing body. The duty of care for civil servants, military, and serving police officers will be retained by the SU, their home department or constabulary.
33. The supplier shall provide deployment and administrative support for an estimated 350 – 550 deployments overall per year, and support an estimated 150 – 300 deployees undertaking tasks at any one time. This includes, but is not limited to, DCEs, civil servants, police, military and those on short-term contracts across the SU's HEROS requirement in the UK and overseas. These are indicative figures; the contractor may be required to support and facilitate levels of activity outside these requirements. Please refer to Procurement and Deployment Management Information at Annex N.
34. **The supplier will provide administrative support for the pre-deployment process, as follows:**
 - Organisation of briefings.
 - Ensure Deployable Civilian Experts (DCE) are security cleared to the appropriate standard for the task as advised by the SU. For example Baseline Personnel Security Standard (BPSS), Security Check (SC) and Developed Vetting (DV). Where the DCE does not already hold this

clearance, the supplier shall undertake all activity necessary in order to process and obtain security clearance prior to deployment.

- Provide accurate financial estimates for the duration of the task and ensure SU approval.
- Undertake formal contracting of the required personnel to deploy as a DCE. The supplier will be the DCE's employer.
- Arrange visas and other country-specific documentation prior to the deployment, or as directed by the SU, for DCEs, SU core staff and other deployees as needed.
- Provide all relevant kit and equipment to the DCE (PPE, Medical kit, laptops, clothing etc).
- Arrange for pre-deployment and ongoing healthcare support, including vaccinations, health checks, medical insurance, psychological assessments as required by the SU.
- Arrange all relevant travel and accommodation for the deployment.
- Provide a 24hr, 7 days a week contact point for DCEs deployed in country.
- Organise and arrange all post-task de-briefing activity including health and psychological assessments as required.

The supplier shall work to tight deployment timescales, depending on the context of the deployment:

Situation	Timescale: from tasking to deployment
Crisis response	Within 24 hours
Urgent response	Within 72 hours
Routine response	Within 5 days

Provide comprehensive security and safety support

35. The supplier shall develop and provide a robust safety, security and risk assessment service for all SU deployments, including DCEs, civil servants, police, military personnel and others as required. This will take into account the platform (e.g. UK Government or multi-lateral owned) including in-country assessments as needed, the environment, the location, the task and the individual deployee.

36. The supplier will be responsible for:

- Provision of an embedded security team which is necessary for the SU to operate within its fast-paced operational context. This team will provide prompt and accurate security and Duty of Care assessments in line with UK Government standards as directed by SU, in line with SU's Security Framework. This will incorporate:
 - a. **Threat Assessment.** This assessment should, for each deployment, take into account the nature of the work, the experience / qualifications of the deployee, the key threats / risks, the vulnerability to these threats and the mitigations provided by the field security platform;

- b. **Platform Assessment.** An assessment of the security platform should also be completed for deployments to non-UK Government platforms. The Supplier shall be willing to conduct field visits as required, in order to develop a detailed understanding of all aspects of security management.
- c. **Appropriate Equipment.** The supplier shall carry out an assessment of what safety equipment is appropriate for a deployment and provide this to deployees.⁵
- d. **Informed Consent.** The supplier shall ensure that risk owners and deployees make decisions with a comprehensive understanding of threats, mitigations and levels of residual risk. For each deployment, the supplier shall assess: the threat / risk assessment; details of the task; the training, qualifications and experience of the selected deployee; the nature of the field security platform; and any specific safety and security instructions for the deployment in order to brief the deployee.
- e. **Monitoring.** The supplier shall support SU to ensure that it effectively meets its responsibility for continued adherence to the assessed security management system. This could include such feedback as: regular reporting from individual deployees; end of tour debriefs; security advisor assessment visits; field visits by core staff; incident reports; and contingent leader updates;
- Provision of security support to emergency crisis responses. This includes provision of a range of support, including country assessments, platform assessment, Close Protection advice, kit and capability recommendations and pre-deployment briefings, at very short notice and to operational requirements
- The ability to represent the SU on all matters of security within Whitehall and across the bi-lateral and multi-lateral missions to which the SU deploys. This includes the provision of updates to SU management (SLT) in order to ensure the SU's requirements are reflected in UK Government structures (e.g. One-HMG). Representation should be in line with the requirements and guidelines of the Head of Deployments or the SU's Deputy Head (Ops).
- Provide security staff that are, or will be, cleared to DV level.

Additional surge support; provision of expertise and capacity to meet fluctuating needs

- 37. **Internal surge support to be provided by the supplier:** The recruitment, within short timeframes and with the right level of clearance (SC) flexible, short term support to the SU i.e. administrative assistance, security specialist advice, contract management, medical awareness training, logistical and communications support - to meet unexpected/short term assignments and temporary increases in demands placed on the SU.

⁵ Typically this will include an individual medical emergency trauma pack and personal protection equipment consisting of body armour, helmet and eye protection. Additional items may include mosquito nets, repellent, tracking devices, GPS, sleeping bags, satellite phones and hearing defence;

38. **External surge crisis support to be provided by the supplier:** The recruitment of the right people, in short timeframes and with the right level of clearance (generally SC) and facilitating their deployment as part of an urgent crises response is a requirement of this contract. The supplier will establish an effective system to provide emergency support in response to domestic and overseas crises, including:
- Deployment of a self-sufficient, self-sustaining, fully managed, appropriately qualified, security cleared and equipped team within 48 hours of identification of crisis situation. This shall include, but not limited to necessary communications systems, a forward operating platform providing the required accommodation (if needed), logistical support and security assurance with senior level oversight and engagement.
 - The ability to scale up/down in response to a number of complex/enduring crises with the support as outlined above; and
 - Effective, timely and efficient de-mobilisation in consultation with SU colleagues when the situation calls for it.

Objective three: Procurement, logistics and infrastructure expertise and operational capability – SU component

39. The supplier shall operate as a supplier for the procurement of goods and equipment for the SU. Therefore they will not act as an agent for and on behalf of DFID. While this means there will be no mandatory requirement for the contractor to follow EU Regulations on Public Procurement they will be expected to operate using the same principles of fair and open competition.
40. The supplier shall establish an end-to-end procurement and logistics system to ensure that required kit and equipment is delivered to the right place at the right time ensuring procurement best practice and value for money. The Supplier shall provide details on how the support can be scaled up and down, in line with changing needs and priorities, and provide support in the following areas:
41. **Provide systems and processes to source goods and equipment for urgent responses**
- The supplier shall:
- Provide a service of procurement, stock management and logistics expertise with surge support available to enable scale up in times of increased demand.
 - Provide flexible, efficient, scalable and value for money solutions to ensure that goods and equipment get to the appropriate place within set timeframes.

42. **Vehicle requirements**

The supplier shall:

- Provide access to a fleet of One-HMG compliant Civilian Protection Vehicles (CPV)⁶ at varying degrees of readiness (see below) suitable for global deployment in support of SU. Readiness states as follows:

Maintain 6 vehicles at immediate notice to move:

6 at 72 hours' notice to move

6 at 1 week notice to move

6 at 2 weeks' notice to move

- Provide a clear process for the supply of further CPVs within a timely manner.
- Provide a clear process for the onward movement and return of CPVs to the fragile and hostile environments to which SU deploys.⁷

43. Source, procure, supply, maintain and dispose of Personal Protective Equipment (PPE) as necessary, at short notice if required

The supplier shall:

- Ensure that each deployee is deployed with the necessary PPE to ensure that the SU is fully compliant with its duty of care responsibilities.⁸
- Provide access to a stock of PPE for male and female deployees in a range of sizes (for vests, helmets, eye protection, ear protection, gloves), with 50 sets, in a range of sizes, available to be issued immediately and at all times.
- Ensure that additional PPE can be provided in a timely manner.
- Maintain a stock 50 Trauma packs available for immediate issue to deployees.⁹
- Ensure that additional Trauma packs can be provided in a timely manner.

44. Procure, transport and advise on non-lethal equipment

The supplier shall:

- Develop an end-to-end process for the procurement, assessment and transportation of non-lethal equipment (including but not limited to: tentage, climate-survival equipment, police uniforms and soft/hard-skinned vehicles).
- Liaise with Her Majesty's Treasury (HMT) and other government departments for approval on consigning to appropriate recipients such as other Government programmes, partner Governments etc.¹⁰

⁶ See Annex D: 'AV Technical Specification'

⁷ See Annex E: SU Deployments Map

⁸ See Annex F: 'Personal Protective Equipment' and Annex G: 'Hostile Environment Standard Pattern (HESP) Body Armour and Ballistic Helmet'

⁹ Trauma packs must contain medical and first aid equipment to the quantity and standard defined and approved by SU for each deployment.

¹⁰ See Annex H: 'Managing Public Money', Her Majesty's Treasury. In particular, Annex 4.12 of the document, 'Gifts'.

- Travel alongside non-lethal equipment to foreign countries, including fragile and conflict affected states.

45. Support with Communications and Information Systems (CIS)

The supplier shall:

- Provide scalable capability to provide independent communications capacity to support the forward deployment of core SU staff, including the provision of a secure link back to the UK.
- Provide a 24/7 manned operations room, with ability to monitor and respond to communications and SU issued GPS tracking devices activations.
- Provide Satellite Telephone provision for individuals deploying, in accordance with Duty of Care requirements.

46. Technical advice to support establishment of bespoke platforms in hostile environments

The supplier shall:

- Provide dedicated subject matter expert advice in relation to exporting, importing and the international logistics requirements of specialist equipment.
- Provide expert advice on the processes of moving specialist equipment - including police weapons - used by the SU across international borders, in terms of both civilian and military authorities.
- Maintain and develop relationships with suppliers of services and equipment under the direction of the SU CIS and Logistics team.
- Provide the capacity to establish a platform overseas, including the personnel to run it.

Constraints and Dependencies

- The supplier shall be aware of all iterations and requirements of the UK Development Acts of Parliament, and must support DFID in meeting those requirements where relevant.
- The supplier shall ensure capability to respond and react to changes in the remit and structure of DFID and SU.
- The supplier shall ensure the ability to host DFID and other Government Department staff, ensuring connectivity with IT and other systems as needed. This will include working with DFID and SU to ensure appropriate security clearances for the supplier's systems and people.
- The supplier shall be capable of operating as an off-site capability, without impacting on their services or communications. The supplier is reminded of the limited amount of space in both DFID and SU premises and should therefore; take this into account in their operations .
- The supplier shall offer advice in the best interests of UK Government and its policies, handling privileged information with absolute confidentiality.

- The supplier is willing to operate as part of UK Government, with any publicity regarding their provision of this service provided under the contract, requiring explicit permission from DFID and/or SU.

Tender Requirements

47. Recognising the wide range of tasks included in the HEROS programme, DFID welcomes bids from a wide range of bidders including, but not limited to, consortia and prime bidders with a supply chain. Bids should comply with DFID procedures and all relevant safety, environmental and other legislative requirements, including meeting the requirements of all Development Act(s) requirements currently in place, and relevant statutory requirements.
48. Bidders should explain their approach to contract management, operational management and risk, security and issues/incident management. This will form part of the tender evaluation process.
49. The TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006" as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014) are likely to apply to this contract. Indications from the current supplier suggest a currently to be confirmed number of staff are wholly occupied in providing services to DFID. The number and job descriptions of staff will be provided to suppliers prior to tender.

Implementation Requirements

50. The following implementation requirements must be considered in the bid:
 - How to deliver rapid responses to crises often integrating with other UK Government departments, partner governments, INGOs etc; and
 - How to ensure alignment with DFID and SU to avoid any duplication of effort and ensure efficiency.

Performance Requirements

51. Bidders shall propose a contract management plan to effectively measure performance against objectives and activities set out in this TOR, this should include proposed Key Performance Indicators. The final KPIs and contract management plan will be agreed with the winning bidder during the transition period.
52. The contract management plan should also confirm:
 - how the bidder will keep SU and DFID informed of performance and operational issues; and
 - how management of the contract will support and integrate with DFID's Key Supplier Management Programme
53. As part of the contract management plan, bidders should incorporate contract management meetings and, in addition, senior management meetings (six monthly/annually).

Reporting Requirements

54. Preparation of financial forecasts to meet DFID and SU reporting requirements. Bidders should propose systems and processes based on the most up-to-date technology to provide DFID and SU with comprehensive, accurate, detailed and up-to-date financial and activity reporting and management information as required with supporting analysis of trends and reconciliation of financial forecasts to enable timely decision making.
55. This information will enable DFID and SU to understand the value for money over the life of the project.

Transition Plan

56. The supplier shall provide a detailed transition plan and work with DFID and the incumbent supplier to ensure continuity of service during transition period under the new Contract

Timeframe

57. The contract mobilisation phase will begin in July 2017 to allow for an up to six month transition period. Full operational capability is expected to be from 01 November 2017 and will run for five years with extension options up to a maximum of two years.
- a. Due to the long duration of the Programme, the Contract must have adequate provision for variation to adapt to changes that occur during the life of the Programme. DFID and SU, as a condition of proceeding from one phase to the next, have the right to request changes to the Contract, including the Services, the Terms of Reference and the Contract Price to reflect lessons learned, or changes in circumstances, policies or objectives relating to or affecting the Programme.
 - b. The key review points for the Programme and Contract are; after 6 months of full operational capability, after 12 months of full operational capability, and thereafter annually until the end of the contract. Continuation following a review point will be subject to the satisfactory performance of the supplier during the preceding period, and the continuing needs of the Programme.

Duty of Care

58. The supplier is responsible for the safety and well-being of all 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 be responsible for the provision of suitable security arrangements for their domestic and business property.

59. All supplier personnel will be offered a security briefing by the British Embassy/DFID/SU Rep on arrival. All such personnel must register with their respective Embassies to ensure they are included in emergency procedures.
60. The supplier is responsible for ensuring appropriate safety and security briefings for all personnel working under this contract and ensuring that personnel register and receive briefing as outlined. Travel advice is available on the FCO website and the supplier must ensure they are up to date with the latest position.
61. This procurement is likely to 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 to deliver the contract (subject to travel clearance being granted).
62. This procurement will require the supplier to operate in conflict-affected areas, parts of which 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 to deliver the contract (subject to travel clearance being granted).
63. The supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for 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 shall ensure personnel receive appropriate and proportionate level of training for deployment, including completing a UK government approved hostile environment training course (SAFE, HEAT or equivalent) or safety in the field training prior to deployment when required to discharge their duty of care requirements.
64. Duty of care is always the responsibility of the employer, but in some exceptional circumstances the risk mitigation may be shared between partners, including DFID and SU. When such a situation arises the provisions will be reflected in the ToR for the individual.
65. Tenderers must develop their SQ response and tender (if invited to tender) on the basis of being fully responsible for Duty of Care in line with the details provided and the initial example risk assessment matrices prepared by DFID

and SU (see Annex J and K of this ToR). They must confirm in their SQ response that:

- They fully accept responsibility for security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

66. If you are unwilling or unable to accept responsibility for security and Duty of Care as detailed, your SQ will be viewed as non-compliant and excluded from further evaluation. 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 SQ.

Background

67. Humanitarian and stabilisation needs are rising globally, with major crises happening simultaneously in more complex environments and contexts. In the past decade, the number of people targeted for humanitarian assistance has doubled to 70 million per year, while funding requirements have increased by 600% in the same period. DFID is active in both rapid onset and large protracted crises working closely with national and international partners. Globally DFID are working with host governments to build resilience and ensure local and regional preparedness and response. However, many countries are not yet sufficiently resilient: many crises and conflicts range across national borders and the international system is struggling to respond fast enough to the full range of emergencies.

68. SU is a cross-government civil-military centre of expertise mandated by the National Security Council (NSC) to support delivery of HMG's conflict, stabilisation and security objectives. It is funded from the Conflict, Stability and Security Fund (CSSF), and reports through the National Security Adviser to the NSC and the Prime Minister. The SU does not set policy but does provide advice and support to the rest of Government. It uses DFID's operating platform for its IT, HR, procurement and financial management; reporting to the DFID Accounting Officer.

69. In response to global trends, SU has broadened its support to more National Security Council (NSC) departments; responded to a significant increase in demand for capability; and responded to an expanded level of ambition for multilateral deployments. UK Government can now build on a more effective set of strategies, internal structures, joint funding and joint programmes to deliver even greater effect. We will continue to focus our efforts in fragile and conflict-affected countries where the risks are high, UK interests are most at stake and where we are able to have impact.

List of Annexes

Annex A – CHASE-SU Tender Scenarios

Annex B - Procurement and Deployment Data

Annex C - Bank Guarantee Template

Annex D – Parent Company Guarantee