



Foreign, Commonwealth & Development Office



CONTRACT FOR SUPPLIER SERVICES

Section 1 - FORM OF CONTRACT

CONTRACT FOR : Land Facility Main Component Lot 1
 CONTRACT REFERENCE NUMBER : ecm_6460

THIS CONTRACT is made

BETWEEN: The Secretary of State for Foreign, Commonwealth and Development Affairs at the Foreign Commonwealth and Development Office, Abercrombie House, East Kilbride, G75 8EA ("**FCDO**");

AND: Tetrattech International Development Limited ("**Supplier**") whose principal place of business, or, where the Supplier is a company, whose registered office is situate at 1 Northfield Road, Reading, Berkshire, RG1 8AH,

(and FCDO and the Supplier together shall be the "**Parties**").

WHEREAS:

- A. FCDO requires the Supplier to provide the Services to FCDO (the "Recipient"); and
- B. the Supplier has agreed to provide the Services on the terms and conditions set out in this Contract.

IT IS HEREBY AGREED as follows:

1. Documents

This Contract shall be comprised of the following documents:

Section 1	Form of Contract
Section 2	Standard Terms and Conditions
Section 3	Terms of Reference
Section 4	Special Conditions
Section 5	Schedule of Prices

2. Contract Signature

If the original Form of Contract is not returned to the FCDO Contract Officer (as identified in Section 4) duly completed (including the applicable Purchase Order Number at the top of Section 1), and signed and dated on behalf of the Supplier within **15 working days** of the date of signature on behalf of FCDO, FCDO will be entitled, at its sole discretion, to declare this Contract void.

No payment will be made to the Supplier under this Contract until a copy of the Form of Contract, signed on behalf of the Supplier, is returned to the FCDO Contract Officer.

3. Commencement Date and End Date of Initial Period

The Services shall commence on 22 April **2024** and the end date of the Initial Period shall be September 2020



Foreign, Commonwealth
& Development Office



31st December 2030

4. Financial Limit

Payments under this Contract shall not, in any circumstances, exceed **£50,000,000** exclusive of any government tax, if applicable. The Financial Limit may be increased by up to a further £60,000,000 as detailed in Section 3, Terms of Reference.

5. Programme Name

The Programme Name to which this Contract relates is **Land Facility Main Component**.

6. Time of the Essence

Time shall be of the essence as regards the performance by the Supplier of its obligations under this Contract.

Signed by an authorised signatory
for and on behalf of
The Secretary of State for Foreign,
Commonwealth and Development Affairs

Name: REDACTED

Position: REDACTED

Signature:

Date: 22/4/24

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

Name: REDACTED

Position: REDACTED

Signature:

Date: 22/4/24

Foreign, Commonwealth and Development Office (FCDO)

Standard Terms and Conditions – Service Contracts

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Preliminaries

1. DEFINITIONS AND INTERPRETATION

- 1.1 In this Contract, unless otherwise provided or the context otherwise requires, capitalised expressions shall have the meanings set out in Schedule 1 (Definitions) or the meaning set out in the relevant Schedule in which that capitalised expression appears.
- 1.2 If a capitalised expression does not have an interpretation in Schedule 1 (Definitions) or the relevant Schedule, it shall, in the first instance, be interpreted in accordance with the common interpretation within the relevant market sector/industry where appropriate. Otherwise, it shall be interpreted in accordance with the dictionary meaning.
- 1.3 The interpretation and construction of the Contract shall be subject to the following provisions:
- 1.3.1 clause headings shall not affect the interpretation or construction of the Contract;
- 1.3.2 a reference to Law includes a reference to that Law as amended, consolidated or re-enacted from time to time;
- 1.3.3 references to a **“person”** includes a natural person and a corporate or unincorporated body;
- 1.3.4 words in the singular shall include the plural and vice versa;
- 1.3.5 references to **“representations”** shall be construed as references to present facts, to **“warranties”** as references to present and future facts and to **“undertakings”** as references to obligations under this Contract;
- 1.3.6 words **“including”, “other”, “in particular”, “for example”** and similar words shall not limit the generality of the preceding words and shall be construed as if they were immediately followed by the words **“without limitation”**;
- 1.3.7 a reference to one gender shall include a reference to the other genders; and
- 1.3.8 where the context allows, references to Clauses are to clauses in this Contract and references to Sections are the sections of this Contract.
- 1.4 Except as expressly provided elsewhere in this Contract, and subject to Clause 1.5, in the event of and only to the extent of any conflict between each Section of this Contract, the conflict shall be resolved in accordance with the following order of precedence:
- 1.4.1 Section 1 (Form of Contract);
- 1.4.2 Section 4 (Special Conditions);
- 1.4.3 Section 3 (Terms of Reference);
- 1.4.4 Section 2 (Standard Terms and Conditions (except Schedule 4 (Tender)));
- 1.4.5 Section 5 (Schedule of Prices); and
- 1.4.6 Schedule 4 (Tender).
- 1.5 Where Schedule 4 (Tender) contain provisions which are more favourable to FCDO in relation to (the rest of) this Contract, such provisions of the Tender shall prevail. FCDO shall in its absolute and sole discretion determine whether any provision in the Tender is more favourable in this context.
- 1.6 In entering into this Contract FCDO is acting as part of the Crown.

2. REPRESENTATIONS AND WARRANTIES

- 2.1 The Supplier represents and warrants that:
- 2.1.1 it is validly incorporated, organised and subsisting in accordance with the Laws of its place of incorporation;
- 2.1.2 it has full capacity and authority to enter into and to perform this Contract;
- 2.1.3 this Contract is executed by its duly authorised representative;

- 2.1.4 it has all necessary consents and regulatory approvals, including in the country of performance, to enter into this Contract;
- 2.1.5 there are no actions, suits or proceedings or regulatory investigations before any court or administrative body or arbitration tribunal pending or, to its knowledge, threatened against it or any of its Affiliates that might affect its ability to perform its obligations under this Contract;
- 2.1.6 its execution, delivery and performance of its obligations under this Contract will not constitute a breach of any Law or obligation applicable to it and will not cause or result in a default under any agreement by which it is bound;
- 2.1.7 its obligations under this Contract constitute its legal, valid and binding obligations, enforceable in accordance with their respective terms subject to applicable bankruptcy, reorganisation, insolvency, moratorium or similar Laws affecting creditors' rights generally and subject, as to enforceability, to equitable principles of general application (regardless of whether enforcement is sought in a proceeding in equity or law);
- 2.1.8 all written statements and representations in any written submissions made by the Supplier as part of the procurement process, including without limitation its response to the standard selection questionnaire and invitation to tender (if applicable), its Tender and any other documents submitted remain true and accurate except to the extent that such statements and representations have been superseded or varied by this Contract or to the extent that the Supplier has otherwise disclosed to FCDO in writing prior to the date of this Contract;
- 2.1.9 it has notified FCDO in writing of any Occasions of Tax Non-Compliance and any litigation in which it is involved that is in connection with any Occasion of Tax Non-Compliance;
- 2.1.10 it has all necessary rights in and to the Licensed Software, the Third Party IPRs, the Supplier Background IPRs and any other materials made available by the Supplier (and/or any Sub-Contractor) to FCDO which are necessary for the performance of the Supplier's obligations under this Contract and/or the receipt of the Services by FCDO;
- 2.1.11 the Charges set out in Section 5 (Schedule of Prices) is/will be a true and accurate reflection of the costs and the Projected Profit Margin and the Supplier does not have any other internal financial model in relation to the Services inconsistent with the Charges;
- 2.1.12 it is not subject to any contractual obligation, compliance with which is likely to have a material adverse effect on its ability to perform its obligations under this Contract;
- 2.1.13 no proceedings or other steps have been taken and not discharged (nor, to the best of its knowledge, are threatened) for the winding up of the Supplier or for its dissolution or for the appointment of a receiver, administrative receiver, liquidator, manager, administrator or similar officer in relation to any of the Supplier's assets or revenue
- 2.2 The representations and warranties set out in Clause 2.1 shall be deemed to be repeated by the Supplier on the Commencement Date (if later than the date of signature of this Contract) by reference to the facts then existing.
- 2.3 The representations and warranties set out in this Clause 2 shall be construed as a separate representation and warranty and shall not be limited or restricted by reference to, or inference from, the terms of any other representation, warranty or any other undertaking in this Contract.
- 2.4 If at any time the Supplier becomes aware that a representation or warranty given by it under Clause 2.1 has been breached, is untrue or is misleading, it shall immediately notify FCDO of the relevant occurrence in sufficient detail to enable FCDO to make an accurate assessment of the situation.
- 2.5 the Supplier System and assets used in the performance of the Services will be:
 - 2.5.1 free of all encumbrances, any exceptions must be agreed in writing with FCDO; and
 - 2.5.2 Euro Compliant.
- 2.6 The Supplier shall at all times comply with Law in carrying out its obligations under this Contract.
- 2.7 For the avoidance of doubt, the fact that any provision within this Contract is expressed as a warranty shall not preclude any right of termination which FCDO may have in respect of breach of that provision by the Supplier.
- 2.8 Except as expressly stated in this Contract, all warranties and conditions whether express or implied by statute, common law or otherwise are hereby excluded to the extent permitted by Law.

3. FINANCIAL LIMIT

- 3.1 The components which comprise the Financial Limit are set out in Section 5 (Schedule of Prices). No expenditure may be incurred in excess of the Financial Limit and no virements between components shown in the Section 5 (Schedule of Prices) are permitted without the prior written authority of the FCDO Contract Officer.

Term of Contract

4. CONTRACT TERM

- 4.1 The duration of this Contract shall be the Term.
- 4.2 Where FCDO has specified an Extension Period in the Section 4 (Special Conditions), FCDO may extend this Contract for the Extension Period by providing written notice to the Supplier before the end of the Initial Period. The minimum period for the written notice shall be as specified in Section 4 (Special Conditions).

Provision of Services

5. OBLIGATIONS OF THE SUPPLIER

- 5.1 The Supplier shall perform all its obligations under this Contract with all necessary skill, diligence, efficiency and economy to satisfy generally accepted professional standards expected from experts and in accordance with FCDO’s Supply Partner Code of Conduct (Appendix B).
- 5.2 If the Supplier is a joint venture or an unincorporated consortium then each of the joint venture or consortium partners shall bear joint and several liability where liability may arise.
- 5.3 In performing its obligations under this Contract, neither the Supplier, nor any of its Affiliates, shall embarrass FCDO or otherwise bring FCDO into disrepute by engaging in any act or omission which is reasonably likely to diminish the trust that the public places in FCDO, regardless of whether or not such act or omission is related to the Supplier’s obligations under this Contract.
- 5.4 The Supplier shall gather, collate, and provide such information and cooperation as FCDO may reasonably request for the purposes of ascertaining the Supplier's compliance with its obligations under this Contract.
- 5.5 The Supplier shall ensure that the Services:
- 5.5.1 comply in all respects with the description of Services in Section 3 (Terms of Reference) or elsewhere in this Contract; and
 - 5.5.2 are supplied in accordance with the provisions of this Contract and the Tender.
- 5.6 The Supplier shall perform its obligations under this Contract in accordance with:
- 5.6.1 all applicable Law;
 - 5.6.2 Good Industry Practice;
 - 5.6.3 any policies provided by FCDO; and
 - 5.6.4 the Supplier’s own established procedures and practices to the extent they do not conflict with the requirements of Clauses 5.6.1 to 5.6.3.
- 5.7 An obligation on the Supplier to do, or to refrain from doing, any act or thing shall include an obligation upon the Supplier to procure that its Supplier Personnel also do, or refrain from doing, such act or thing.

Supplier Personnel and Supply Chain Matters

6. SUPPLIER PERSONNEL

- 6.1 The Supplier shall not remove or replace any Key Personnel (including when carrying out its obligations under Clause 16 (Exit Management) unless:
- 6.1.1 requested to do so by FCDO;
 - 6.1.2 the person concerned resigns, retires or dies or is on maternity or long-term sick leave;
 - 6.1.3 the person's employment or contractual arrangement with the Supplier or a Sub-Contractor is terminated by the employer for material breach of contract; or
 - 6.1.4 the Supplier obtains Approval (such Approval not to be unreasonably withheld or delayed).
- 6.2 The Supplier shall:
- 6.2.1 provide a list of the names of all Supplier Personnel requiring admission to FCDO Sites, specifying the capacity in which they require admission and giving such other particulars as FCDO may reasonably require;
 - 6.2.2 ensure that all Supplier Personnel:
 - (a) are appropriately qualified, trained and experienced to provide the Services with all reasonable skill, care and diligence;
 - (b) are vetted in accordance with Good Industry Practice and in compliance with the Staff Vetting Procedure;
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/301861/Security_Policy_for_Contractors_Consultants_Suppliers.pdf
 - (c) shall be subject to pre-employment checks that include, as a minimum, employment history for the last three years, identity checks, unspent criminal convictions and right to work (including nationality and immigration status);
 - (d) obey all lawful instructions and reasonable directions of FCDO (including, if so required by FCDO, the ICT Policy) and provide the Services to the reasonable satisfaction of FCDO; and
 - (e) comply with:
 - (i) all reasonable requirements of FCDO concerning conduct at FCDO Sites, including any security requirements; and
 - (ii) any FCDO policies, provided to the Supplier or Supplier Personnel from time to time
 - 6.2.3 subject to Schedule 2 (Staff Transfer), retain overall control of the Supplier Personnel at all times so that the Supplier Personnel shall not be deemed to be employees, agents or Contractors of FCDO;
 - 6.2.4 be liable at all times for all acts or omissions of Supplier Personnel, so that any act or omission of a member of any Supplier Personnel which results in a Default under this Contract shall be a Default by the Supplier;
 - 6.2.5 use all reasonable endeavours to minimise the number of changes in Supplier Personnel;
 - 6.2.6 subject to Clause 6.1, replace (temporarily or permanently, as appropriate) any Supplier Personnel as soon as practicable if any Supplier Personnel have been removed or are unavailable for any reason whatsoever;
 - 6.2.7 bear the programme familiarisation and other costs associated with any replacement of any Supplier Personnel; and
 - 6.2.8 procure that the Supplier Personnel shall vacate FCDO Sites immediately upon the Expiry Date.
- 6.3 If FCDO reasonably believes that any of the Supplier Personnel are unsuitable to undertake work in respect of this Contract, it may:
- 6.3.1 refuse admission to the relevant person(s) to FCDO Sites and/or
 - 6.3.2 direct the Supplier to end the involvement in the provision of the Services of the relevant person(s).
 - 6.3.3 require the Supplier to replace the relevant person(s) without direct or indirect charge to FCDO and the Supplier shall fully indemnify and hold FCDO harmless against any claims of any kind that may arise with regard to the replacement of such Supplier Personnel.

7. SUB-CONTRACTORS AND EXCLUSIVITY

- 7.1 FCDO has consented to the appointment of the Sub-Contractors set out in Section 4 (Special Conditions).
- 7.2 The Supplier shall exercise due skill and care in the selection of any Sub-Contractors to ensure that the Supplier is able to:
- 7.2.1 manage any Sub-Contracts in accordance with Good Industry Practice;
 - 7.2.2 comply with its obligations under this Contract in the provision of the Services; and
 - 7.2.3 assign, novate or otherwise transfer to FCDO or any Replacement Supplier any of its rights and/or obligations under each Sub-Contract that relates exclusively to this Contract.
- 7.3 Prior to sub-contacting any of its obligations under this Contract, the Supplier shall both act in accordance with Clause 8 below and notify FCDO and provide FCDO with:
- 7.3.1 the proposed Sub-Contractor’s name, registered office and company registration number;
 - 7.3.2 the scope of any Services to be provided by the proposed Sub-Contractor; and
 - 7.3.3 where the proposed Sub-Contractor is an Affiliate of the Supplier, evidence that demonstrates to the reasonable satisfaction of FCDO that the proposed Sub-Contract has been agreed on "arm’s-length" terms.
- 7.4 If requested by FCDO within ten (10) Working Days of receipt of the Supplier’s notice issued pursuant to Clause 7.3, the Supplier shall also provide:
- 7.4.1 a copy of the proposed Sub-Contract; and
 - 7.4.2 any further information reasonably requested by FCDO.
- 7.5 FCDO may, within ten (10) Working Days of receipt of the Supplier’s notice issued pursuant to Clause 7.3 (or, if later, receipt of any further information requested pursuant to Clause 7.4), object to the appointment of the relevant Sub-Contractor if they consider that:
- 7.5.1 the appointment of a proposed Sub-Contractor may prejudice the provision of the Services or may be contrary to the interests of FCDO under this Contract;
 - 7.5.2 the proposed Sub-Contractor is unreliable and/or has not provided reliable goods and or reasonable services to its other customers; and/or
 - 7.5.3 the proposed Sub-Contractor employs unfit persons,
- in which case, the Supplier shall not proceed with the proposed appointment.
- 7.6 If FCDO has not notified the Supplier that it objects to the proposed Sub-Contractor’s appointment by the later of ten (10) Working Days of receipt of:
- 7.6.1 the Supplier’s notice issued pursuant to Clause 7.3; or
 - 7.6.2 any further information requested by FCDO pursuant to Clause 7.4,
- the Supplier may proceed with the proposed appointment.
- 7.7 The Supplier shall ensure that all Sub-Contracts contain provisions:
- 7.7.1 requiring the Sub-Contractor to comply with the FCDO’s Supply Partner Code of Conduct (Appendix B) at all times;
 - 7.7.2 requiring the Supplier to pay any undisputed sums which are due from it to the Sub-Contractor within a specified period not exceeding thirty (30) days from the receipt of a valid invoice;

- 7.7.3 requiring that any invoices submitted by a Sub-Contractor shall be considered and verified by the Supplier in a timely fashion and that undue delay in doing so shall not be sufficient justification for failing to regard an invoice as valid and undisputed;
 - 7.7.4 conferring a right to FCDO to publish the Supplier's compliance with its obligation to pay undisputed invoices to the Sub-Contractor within the specified payment period;
 - 7.7.5 giving the Supplier a right to terminate the Sub-Contract if the Sub-Contractor fails to comply in the performance of the Sub-Contract with legal obligations in the fields of environmental, social or labour law; and
 - 7.7.6 requiring the Sub-Contractor to include in any Sub-Contract which it in turn awards suitable provisions to impose, as between the parties to that Sub-Contract, requirements to the same effect as those required by this Clause 7.7.
- 7.8 The Supplier shall:
- 7.8.1 pay any undisputed sums which are due from it to a Sub-Contractor within thirty (30) days from the receipt of a valid invoice;
 - 7.8.2 include within the Performance Monitoring Reports required under Clause 13.3 a summary of its compliance with this Clause 7.8.1, such data to be certified each quarter by a director of the Supplier as being accurate and not misleading;
 - 7.8.3 not include in any Sub-Contract any provision the effect of which would be to limit or restrict the ability of the Sub-Contractor to contract directly with FCDO, a Replacement Supplier, or with any other organisation and Sub-Contractors shall be free to assert their rights independently regarding contractual exclusivity.
 - 7.8.4 where Sub-Contracting has been Approved by FCDO, promptly provide FCDO with written confirmation from each Sub-Contractor identified within Section 4 of the Contract that they accept provisions set out at Clauses 50.1 to 50.7, which shall be included in all Supplier Sub-Contracts.

8. VISIBILITY OF SUBCONTRACT OPPORTUNITIES

- 8.1 The Supplier shall:
- 8.1.1 subject to Clause 8.3, advertise on Contracts Finder all subcontract opportunities arising from or in connection with the provision of the Goods and/or Services and/or Works above a minimum threshold of £25,000 that arise during the Term;
 - 8.1.2 within 90 days of awarding a Sub-Contract to a Sub-Contractor, update the notice on Contracts Finder with details of the successful Sub-Contractor;
 - 8.1.3 monitor the number, type and value of the Sub-Contract opportunities placed on Contracts Finder advertised and awarded in its supply chain during the Term;
 - 8.1.4 provide reports on the information at clause 8.1.3 to FCDO in the format and frequency as reasonably specified by FCDO; and
 - 8.1.5 promote Contracts Finder to its suppliers and encourage those organisations to register on Contracts Finder.
- 8.2 Each advert referred to at Cause 8.1 above shall provide a full and detailed description of the Sub-Contract opportunity with each of the mandatory fields being completed on Contracts Finder by the Supplier.
- 8.3 The obligation at Clause 8.1 shall only apply in respect of Sub-Contract opportunities arising after the Commencement Date.
- 8.4 Notwithstanding Clause 8.1, FCDO may by giving its Approval, agree that a Sub-Contract opportunity is not required to be advertised on Contracts Finder.

9. STAFF TRANSFER

- 9.1 The Parties agree that:
- 9.1.1 where the commencement of the provision of the Services or any part of the Services results in one or more Relevant Transfers, Schedule 2 (Staff Transfer) shall apply as follows:
 - (a) where the Relevant Transfer involves the transfer of Transferring FCDO Employees, Part A of Schedule 2 (Staff Transfer) shall apply;

- (b) where the Relevant Transfer involves the transfer of Transferring Former Supplier Employees, Part B of Schedule 2 (Staff Transfer) shall apply;
 - (c) where the Relevant Transfer involves the transfer of Transferring FCDO Employees and Transferring Former Supplier Employees, Parts A and B of Schedule 2 (Staff Transfer) shall apply; and
 - (d) Part C of Schedule 2 (Staff Transfer) shall not apply.
- 9.1.2 where commencement of the provision of the Services or a part of the Services does not result in a Relevant Transfer, Part C of Schedule 2 (Staff Transfer) shall apply and Parts A and B of Schedule 2 (Staff Transfer) shall not apply; and
- 9.1.3 Part D of Schedule 2 (Staff Transfer) shall apply on the expiry or termination of the Services or any part of the Services;
- 9.2 The Supplier shall both during and after the Term indemnify FCDO against all Employee Liabilities that may arise as a result of any claims brought against FCDO by any person where such claim arises from any act or omission of the Supplier or any Supplier Personnel.
- 10. DUTY OF CARE**
- 10.1 The Supplier owes a duty of care to the Supplier Personnel and is responsible for the health, safety, security of life and property and general wellbeing of such persons and their property and this includes where the Supplier Personnel carry out the Services.
- 10.2 The Supplier warrants that it has and will throughout the duration of the Contract:
 - 10.2.1 carry out the appropriate risk assessment with regard to its delivery of the Services;
 - 10.2.2 provide the Supplier Personnel with adequate information, instruction, training and supervision;
 - 10.2.3 have appropriate emergency procedures in place to enable their provision of the Services so as to prevent damage to the Supplier Personnel's health, safety, security of life and property and general wellbeing.
- 10.3 The provision of information of any kind whatsoever by FCDO to the Supplier shall not in any respect relieve the Supplier from responsibility for its obligations under this Clause 10. The positive evaluation of the Supplier's proposal for the provision of the Services and the award of this Contract is not an endorsement by FCDO of any arrangements which the Supplier has made for the health, safety, security of life and property and wellbeing of the Supplier Personnel in relation to the provision of the Services.
- 10.4 The Supplier acknowledges that the FCDO accepts no responsibility for the health, safety, security of life and property and general wellbeing of the Supplier Personnel with regard to the Supplier Personnel carrying out the Services under this Contract.
- 10.5 The Supplier will ensure that such insurance arrangements as are made to cover the Supplier Personnel, or any person employed or otherwise engaged by the Supplier, and pursuant to the Suppliers duty of care as referred to in this Clause 10, are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.
- 10.6 The costs of any insurance specifically taken out by the Supplier to support the performance of this Contract in relation to the Supplier's 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.
- 10.7 Where FCDO is providing any specific security arrangements for the Supplier or Supplier Personnel in relation to the Contract, these will be as detailed in the Section 3 (Terms of Reference).
- 10.8 The Supplier shall provide training on a continuing basis for all Supplier Personnel, in compliance with the Security Policy and the security plan.

11. PROCUREMENT OF EQUIPMENT

- 11.1 The Supplier shall ensure that procurement of goods and equipment shall:
 - 11.1.1 be undertaken in accordance with best practice principles of openness fairness and transparency;
 - 11.1.2 achieve "Value for Money" defined as the optimum combination of whole-life cost and quality to meet requirements in a fully transparent manner and the procurement may be subject to audit by FCDO;
 - 11.1.3 be carried out using strict due diligence processes that ensure the protection of FCDO's interests and reputation, with particular emphasis on anti-terrorism, anti-corruption and fraud throughout the delivery chain; and

11.1.4 be on the basis that the ownership of Equipment shall vest in FCDO, and shall be so marked.

12. USE OF AND RESPONSIBILITY FOR EQUIPMENT

- 12.1 Equipment may only be used in providing the Services and shall be safely kept and maintained. Personal use of Equipment by the Supplier is not permitted without Approval.
- 12.2 The Supplier shall keep an up to date inventory of the Equipment, its condition and location, and make such inventory available to FCDO immediately on request.
- 12.3 Subject to Clause 12.4 the Supplier shall be responsible for all loss or damage to Equipment other than that caused by fair wear and tear. The Supplier shall notify FCDO immediately the Supplier becomes aware of any loss of or damage to Equipment
- 12.4 Except as required by law or circumstance, the Supplier shall not insure Equipment. FCDO shall bear the risk in respect of loss or damage provided such loss or damage was not due to the Supplier's negligence and provided the Supplier obtains and pays to FCDO such proper compensation as may be due from any third party in respect of such loss or damage to the Equipment.
- 12.5 The Supplier shall obtain FCDO's instructions on the disposal of Equipment and comply with such instructions.

Contract Governance

13. MONITORING OF CONTRACT PERFORMANCE

- 13.1 Unless Section 4 (Special Conditions) specifies that obligations relating to the monitoring of Contract performance shall be those set out in Section 3 (Terms of Reference), the remaining provisions of this Clause 13 shall apply.
 - 13.2 Within twenty (20) Working Days of the Commencement Date the Supplier shall provide FCDO with details of how the process in respect of the monitoring and reporting of the performance of the Supplier's obligations under this Contract will operate between the Parties and the Parties will endeavour to agree such process as soon as reasonably possible.
 - 13.3 The Supplier shall provide FCDO with performance monitoring reports ("**Performance Monitoring Reports**") in accordance with the process and timescales agreed pursuant to Clause 13.2 above which shall contain, as a minimum, the following information:
 - 13.3.1 details of compliance with its obligations under Clause 7.8.2
 - 13.3.2 details of compliance with any additional obligations set out in Section 3 (Terms of Reference);
 - 13.3.3 details of compliance with its obligations under Annex 1b of Section 2 (Contractual Annual Compliance Declaration); and
 - 13.3.4 such other details as FCDO may reasonably require from time to time.
 - 13.4 The Parties shall attend meetings to discuss Performance Monitoring Reports ("**Performance Review Meetings**") on a monthly basis (unless otherwise agreed). The Performance Review Meetings will be the forum for the review by the Supplier and FCDO of the Performance Monitoring Reports. The Performance Review Meetings shall (unless otherwise agreed):
 - 13.4.1 take place within one (1) week of the Performance Monitoring Reports being issued by the Supplier;
 - 13.4.2 take place at such location and time (within normal business hours) as FCDO shall reasonably require unless otherwise agreed in advance;
 - 13.4.3 be attended by the Supplier's Contract Officer and the FCDO's Project Officer; and
 - 13.4.4 be fully minuted by the Supplier. The prepared minutes will be circulated by the Supplier to all attendees at the relevant meeting and also to the FCDO Project Officer and any other recipients agreed at the relevant meeting. The minutes of the preceding month's Performance Review Meeting will be agreed and signed by both the Supplier's Contract Officer and the FCDO's Project Officer at each meeting.
 - 13.5 In order to assess the level of performance of the Supplier, FCDO may undertake satisfaction surveys in respect of the Supplier's provision of the Services and FCDO shall be entitled to notify the Supplier of any aspects of their performance of the provision of the Services which the responses to the satisfaction surveys reasonably suggest are not in accordance with this Contract.
- 14. PROGRESS & FINANCIAL REPORTS**
- 14.1 Where progress and financial reports are to be submitted under the Contract, the Supplier shall render those reports at such time and in such form as may be specified by FCDO or where not specified by FCDO, as otherwise agreed between the Parties.

15. OPEN BOOK ACCOUNTING AND AUDIT

- 15.1 The Supplier shall keep and maintain for seven (7) years after the expiry of the Term (or as long a period as may be agreed between the Parties), full and accurate records and accounts of the operation of this Contract including the Services provided under it, any Sub-Contracts and the amounts paid by FCDO.
- 15.2 If so stated in Section 3 (Terms of Reference), FCDO shall be entitled to apply the principles of open book contract management set out in Procurement Policy Note 05/16 (<https://www.gov.uk/government/publications/procurement-policy-note-0516-open-book-contact-management>), or any other replacement guidance or policy issued from time to time to this Contract. FCDO shall apply the appropriate tier level which, in FCDO's reasonable opinion, is commensurate with the delivery model of the Services and the Supplier shall comply with the principles etc. (as more particular described in the OBMC guidance).
- 15.3 The Supplier shall:
- 15.3.1 keep the records and accounts referred to in Clause 15.1 in accordance with Good Industry Practice and Law; and
- 15.3.2 afford FCDO and/or its Auditors access to the records and accounts referred to in Clause 15.1 at the Supplier's premises and/or provide records and accounts (including copies of the Supplier's published accounts) or copies of the same, as may be required by any of the Auditors from time to time during the Term and the period specified in Clause 15.1, in order that the Auditor(s) may carry out an inspection to assess compliance by the Supplier and/or its Sub-Contractors of any of the Supplier's obligations under this Contract including in order to:
- (a) verify the accuracy of the Charges and any other amounts payable by FCDO under this Contract (and proposed or actual variations to them in accordance with this Contract);
 - (b) verify the costs of the Supplier (including the costs of all Sub-Contractors and any third party suppliers) in connection with the provision of the Services;
 - (c) verify the Open Book Data;
 - (d) verify the Supplier's and each Sub-Contractor's compliance with the applicable Law;
 - (e) identify or investigate an actual or suspected Prohibited Act, impropriety or accounting mistakes or any breach or threatened breach of security and in these circumstances FCDO shall have no obligation to inform the Supplier of the purpose or objective of its investigations;
 - (f) identify or investigate any circumstances which may impact upon the financial stability of the Supplier and/or any Sub-Contractors or their ability to perform the Services;
 - (g) obtain such information as is necessary to fulfil FCDO's obligations to supply information for parliamentary, ministerial, judicial or administrative purposes including the supply of information to the Comptroller and Auditor General;
 - (h) review any books of account and the internal contract management accounts kept by the Supplier in connection with this Contract;
 - (i) carry out FCDO's internal and statutory audits and to prepare, examine and/or certify FCDO's annual and interim reports and accounts;
 - (j) enable the National Audit Office to carry out an examination pursuant to Section 6(1) of the National Audit Act 1983 of the economy, efficiency and effectiveness with which FCDO has used its resources;
 - (k) review any records relating to the Supplier's performance of the provision of the Services and to verify that these reflect the Supplier's own internal reports and records;
 - (l) verify the accuracy and completeness of any information delivered or required by this Contract;
 - (m) review the Supplier's quality management systems (including any quality manuals and procedures);
 - (n) review the Supplier's compliance with any standards referred to in this Contract or applicable to the provision of the Services;

- (o) inspect any of FCDO’s assets, including FCDO’s IPRs, equipment and facilities, for the purposes of ensuring that any of FCDO’s assets are secure and that any register of assets is up to date; and/or
 - (p) review the integrity, confidentiality and security of FCDO Data.
- 15.4 FCDO shall use reasonable endeavours to ensure that the conduct of each audit does not unreasonably disrupt the Supplier or delay the provision of the Services save insofar as the Supplier accepts and acknowledges that control over the conduct of audits carried out by the Auditor(s) is outside of the control of FCDO.
- 15.5 Subject to the Supplier’s rights in respect of Confidential Information, the Supplier shall on demand provide the Auditor(s) with all reasonable co-operation and assistance in:
 - 15.5.1 all reasonable information requested by FCDO within the scope of the audit;
 - 15.5.2 reasonable access to sites controlled by the Supplier and to any Supplier Equipment used in the provision of the Services; and
 - 15.5.3 access to the Supplier Personnel.
- 15.6 The Parties agree that they shall bear their own respective costs and expenses incurred in respect of compliance with their obligations under this Clause 15, unless the audit reveals a Default by the Supplier in which case the Supplier shall reimburse FCDO for the FCDO’s reasonable costs incurred in relation to the audit.

16. EXIT MANAGEMENT

- 16.1 On reasonable notice at any point during the Term, the Supplier shall provide to FCDO and/or its potential Replacement Suppliers (subject to the potential Replacement Suppliers entering into reasonable written confidentiality undertakings), the following material and information in order to facilitate the preparation by FCDO of any invitation to tender and/or to facilitate any potential Replacement Suppliers undertaking due diligence:
 - 16.1.1 details of the Service(s);
 - 16.1.2 a copy of the Register, updated by the Supplier up to the date of delivery of such Registers;
 - 16.1.3 an inventory of FCDO Data in the Supplier's possession or control;
 - 16.1.4 details of any key terms of any third party contracts and licences, particularly as regards charges, termination, assignment and novation;
 - 16.1.5 a list of on-going and/or threatened disputes in relation to the provision of the Services;
 - 16.1.6 all information relating to Transferring Supplier Employees or those who may be Transferring Supplier Employees required to be provided by the Supplier under this Contract such information to include the Staffing Information as defined in Schedule 2 (Staff Transfer); and
 - 16.1.7 such other material and information as FCDO shall reasonably require,(together, the “**Exit Information**”).
- 16.2 The Supplier acknowledges that FCDO may disclose the Supplier's Confidential Information to an actual or prospective Replacement Supplier or any third party whom FCDO is considering engaging to the extent that such disclosure is necessary in connection with such engagement (except that FCDO may not disclose any Supplier’s Confidential Information which is information relating to the Supplier’s or its Sub-Contractors’ prices or costs).
- 16.3 if the Exit Information materially changes from the Exit Information previously provided and it could reasonably adversely affect:
 - 16.3.1 the provision of the Services; and/or
 - 16.3.2 the delivery of the exit services/exit plan; and/or
 - 16.3.3 any re-tender exercise by FCDO,then the Supplier shall notify FCDO within a reasonable period of time and consult and shall consult with FCDO regarding such proposed material changes and provide complete updates of the Exit Information on an as-requested basis as soon as reasonably practicable and in any event within ten (10) Working Days of a request in writing from FCDO.
- 16.4 The Exit Information shall be accurate and complete in all material respects and the level of detail to be provided by the Supplier shall be such as would be reasonably necessary to enable a third party to:

- 16.4.1 prepare an informed offer for those Services; and
- 16.4.2 not be disadvantaged in any subsequent procurement process compared to the Supplier (if the Supplier is invited to participate).
- 16.5 The Supplier shall, within three (3) months after the Commencement Date, deliver to FCDO an Exit Plan which:
 - 16.5.1 sets out the Supplier's proposed methodology for achieving an orderly transition of the Services from the Supplier to FCDO and/or its Replacement Supplier on the expiry or termination of this Contract;
 - 16.5.2 complies with the requirements set out in Clause 16.7 below;
 - 16.5.3 is otherwise reasonably satisfactory to FCDO.
- 16.6 The Parties shall use reasonable endeavours to agree the contents of the Exit Plan. If the Parties are unable to agree the contents of the Exit Plan within twenty (20) Working Days of its submission, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.
- 16.7 Unless otherwise specified by FCDO, the Exit Plan shall set out, as a minimum:
 - 16.7.1 how the Exit Information is obtained;
 - 16.7.2 the management structure to be employed during both transfer and cessation of the Services;
 - 16.7.3 the management structure to be employed whilst carrying out the activities to be performed by the Supplier as identified in the Exit Plan;
 - 16.7.4 a detailed description of both the transfer and cessation processes, including a timetable;
 - 16.7.5 how the Services will transfer to the Replacement Supplier and/or FCDO, including details of the processes, documentation, data transfer, systems migration, security and the segregation of FCDO's technology components from any technology components operated by the Supplier or its Sub-Contractors (where applicable);
 - 16.7.6 details of contracts (if any) which will be available for transfer to FCDO and/or the Replacement Supplier upon the Expiry Date together with any reasonable costs required to effect such transfer (and the Supplier agrees that all assets and contracts used by the Supplier in connection with the provision of the Services will be available for such transfer);
 - 16.7.7 proposals for the training of key personnel of the Replacement Supplier in connection with the continuation of the provision of the Services following the Expiry Date charged at rates agreed between the Parties at that time;
 - 16.7.8 proposals for providing FCDO or a Replacement Supplier copies of all documentation:
 - (a) used in the provision of the Services and necessarily required for the continued use of the Replacement Services, in which the Intellectual Property Rights are owned by the Supplier; and
 - (b) relating to the use and operation of the Services;
 - 16.7.9 proposals for the assignment or novation of the provision of all services, leases, maintenance agreements and support agreements utilised by the Supplier in connection with the performance of the supply of the Services;
 - 16.7.10 proposals for the identification and return of all Equipment in the possession of and/or control of the Supplier or any third party (including any Sub-Contractor);
 - 16.7.11 proposals for the disposal of any redundant Services and materials;
 - 16.7.12 procedures to:
 - (a) deal with requests made by FCDO and/or a Replacement Supplier for Staffing Information pursuant to Schedule 2 (Staff Transfer);
 - (b) determine which Supplier Personnel are or are likely to become Transferring Supplier Employees; and
 - (c) identify or develop any measures for the purpose of the Employment Regulations envisaged in respect of Transferring Supplier Employees;

- 16.7.13 how each of the issues set out in this Clause 16 will be addressed to facilitate the transition of the Services from the Supplier to the Replacement Supplier and/or FCDO with the aim of ensuring that there is no disruption to or degradation of the Services;
- 16.7.14 proposals for the supply of any other information or assistance reasonably required by FCDO or a Replacement Supplier in order to effect an orderly handover of the provision of the Services.

PAYMENT AND TAXATION

17. Charges

- 17.1 In consideration of the Supplier carrying out its obligations under this Contract, including the provision of the Services, FCDO shall pay the undisputed Charges in accordance with the pricing and payment profile set out in Section 5 (Schedule of Prices) and the invoicing procedure set out in Clause 22.
- 17.2 If FCDO fails to pay any undisputed Charges properly invoiced under this Contract, the Supplier shall have the right to charge interest on the overdue amount at the applicable rate under the Late Payment of Commercial Debts (Interest) Act 1998, accruing on a daily basis from the due date up to the date of actual payment, whether before or after judgment.

18. VAT

- 18.1 The Charges are stated exclusive of VAT, which shall be added at the prevailing rate as applicable and paid by FCDO following delivery of a Valid Invoice.
- 18.2 The Supplier shall indemnify FCDO on a continuing basis against any liability, including any interest, penalties or costs incurred, which is levied, demanded or assessed on FCDO at any time (whether before or after the making of a demand pursuant to the indemnity hereunder) in respect of the Supplier's failure to account for or to pay any VAT relating to payments made to the Supplier under this Contract. Any amounts due shall be paid in cleared funds by the Supplier to FCDO not less than five (5) Working Days before the date upon which the tax or other liability is payable by FCDO.

19. RETENTION AND SET OFF

- 19.1 FCDO may retain or set off any amount owed to it by the Supplier against any amount due to the Supplier under this Contract or under any other agreement between the Supplier and FCDO.
- 19.2 If FCDO wishes to exercise its right pursuant to Clause 19.1 it shall give at least 21 days’ notice of its intention to do so, setting out the reasons for retaining or setting off the relevant Charges.
- 19.3 The Supplier shall make any payments due to FCDO without any deduction whether by way of set-off, counterclaim, discount, abatement or otherwise unless the Supplier has obtained a sealed court order requiring an amount equal to such deduction to be paid by FCDO to the Supplier

20. SUPPLIER PROFIT

- 20.1 On completion of each Contract Year (or on a six-monthly basis if requested by FCDO giving reasonable written notice), and for any Variation, the Supplier is required to send a written report (the “**Actual Profit Margin Report**”) in an overall format determined by FCDO but to include an updated cost pro-forma template, setting out the Actual Profit Margin including any change to the Projected Profit Margin.
- 20.2 Where the Actual Profit Margin Report identifies that the Supplier has exceeded the Projected Profit Margin over the period set out in the Actual Profit Margin Report (“the **Exceeded Amount**”), the Parties shall agree within a reasonable period of time following receipt by FCDO of the Actual Profit Margin Report how the Exceeded Amount should be apportioned. Where the Parties are unable to agree FCDO shall be entitled to require the Supplier to do any of the following:
 - 20.2.1 pay FCDO an amount equal to the difference between the Projected Profit Margin and the Exceeded Amounted; or
 - 20.2.2 redirect an amount equal to the difference between the Projected Profit Margin and the Exceeded Amounted back in to the programme being delivered as part of the Services; or
 - 20.2.3 adjust the Charges.

21. SATISFACTORY PERFORMANCE

- 21.1 Payments made pursuant to Clause 17.1 are subject to the satisfactory performance by the Supplier of its obligations under the Contract as determined by the FCDO Project Officer in addition to verification by the FCDO Project Officer that all prior payments made to the Supplier under this Contract were properly due.
- 21.2 If for any reason the Services are not provided in accordance with this Contract, or FCDO is dissatisfied with the performance of this Contract, FCDO, without prejudice to any other rights or remedies howsoever arising, shall be entitled to withhold payment of the applicable Charges for the Services that were not so provided until such time as the applicable Services are provided in accordance with this Contract.
- 21.3 Should FCDO determine after paying for a particular part of the Services that this has not been provided in accordance with this Contract, FCDO may recover, or withhold from further payments, an amount not exceeding the applicable Charges paid for that part of the Service until the unsatisfactory part of the Services is remedied to FCDO's satisfaction.

22. PAYMENTS & INVOICING INSTRUCTIONS

- 22.1 Subject to FCDO being satisfied that the Supplier is or has been carrying out their duties, obligations and responsibilities under this Contract, the applicable Charges shall be paid within 30 days of receipt of an undisputed Valid Invoice and payment shall be made in sterling in the UK or any other currency in any other country as determined from FCDO from time to time.
 - 22.2 Expenses (if any) arising in foreign currency shall be reimbursed at the exchange rate stated in OANDA (www.oanda.com) on the Friday immediately preceding the date on which the purchase was made or services acquired by the Supplier or, if this took place on a Friday, at the rate so stated on that day.
 - 22.3 Unless otherwise expressly provided in Section 4 (Special Conditions) or Section 5 (Schedule of Prices), invoices should be submitted electronically monthly in arrears to the Accounts Payable Section, FCDO Financial Management Group e-invoicing@FCDO.gov.uk, and in accordance with this Clause 22.
 - 22.4 FCDO shall unless otherwise expressly provided in Section 4 (Special Conditions) make payments due by direct credit through the UK Bank Clearing Systems (BACS). For an invoice to be valid, it must contain:
 - 22.4.1 details of the bank account to which payments are to be made (i.e. name and address of bank, sort code, account name and number).
 - 22.4.2 the date of the invoice;
 - 22.4.3 a unique invoice number;
 - 22.4.4 the period(s) to which the relevant charge(s) relate;
 - 22.4.5 the correct reference for this Agreement and the purchase order to which it relates;
 - 22.4.6 a contact name and telephone number of a responsible person in the supplier's finance department;
 - 22.4.7 a detailed breakdown of the Services and the appropriate Charges and supported by any other documentation required by FCDO to substantiate the invoice.
 - 22.5 All Valid Invoices should correspond with the budget lines identified in Section 5 (Schedule of Prices) of this Contract.
 - 22.6 FCDO may request proof of purchase in respect of any item and shall be entitled to refuse to meet a claim if this cannot be provided.
 - 22.7 Where an invoice is not a Valid Invoice it may be rejected by FCDO and in any event shall be liable to query and delay in payment. FCDO reserves the right to not pay any amount due in respect of any invoice received by FCDO more than 90 days after the day of the Supplier becoming entitled to invoice for the payment to which it relates.
- 23. UNITED KINGDOM INCOME TAX AND NATIONAL INSURANCE CONTRIBUTIONS**
- 23.1 Where the Supplier or any Supplier Personnel are liable to be taxed in the UK or to pay national insurance contributions in respect of consideration received under this Contract, the Supplier shall:
 - 23.1.1 at all times comply with the Income Tax (Earnings and Pensions) Act 2003 and all other statutes and regulations relating to income tax, and the Social Security Contributions and Benefits Act 1992 and all other statutes and regulations relating to national insurance contributions, in respect of that consideration;

- 23.1.2 indemnify FCDO against any income tax, national insurance and social security contributions and any other liability, deduction, contribution, assessment or claim arising from or made in connection with the provision of the Services by the Supplier or any Supplier Personnel.

24. TAX COMPLIANCE

- 24.1 If, at any point during the Term, an Occasion of Tax Non-Compliance occurs, the Supplier shall:
 - 24.1.1 notify FCDO in writing of such fact within 5 Working Days of its occurrence;
 - 24.1.2 promptly provide to FCDO:
 - (a) details of the steps which the Supplier is taking to address the Occasion of Tax Non-Compliance and to prevent the same from recurring, together with any mitigating factors that it considers relevant; and
 - (b) such other information in relation to the Occasion of Tax Non-Compliance as FCDO may reasonably require.

Intellectual Property, Security and Information

25. INTELLECTUAL PROPERTY RIGHTS

- 25.1 Save as expressly granted elsewhere under this Contract:
 - 25.1.1 FCDO shall not acquire any right, title or interest in or to the Intellectual Property Rights of the Supplier or its licensors, namely:
 - (a) the Supplier Background IPR; and
 - (b) the Third Party IPR.
 - 25.1.2 the Supplier shall not acquire any right, title or interest in or to the Intellectual Property Rights of FCDO or its licensors, including the:
 - (a) FCDO Background IPR;
 - (b) FCDO Data;
 - (c) Project Specific IPRs; and
 - (d) Programme Name and any rights and interests in it at all times.
- 25.2 Where either Party acquires, by operation of Law, title to Intellectual Property Rights that is inconsistent with the allocation of title set out in Clause 25.1, it shall assign in writing such Intellectual Property Rights as it has acquired to the other Party on the request of the other Party (whenever made).
- 25.3 Neither Party shall have any right to use any of the other Party's names, logos or trade marks on any of its products or services without the other Party's prior written consent.
- 25.4 Any Project Specific IPRs created under this Contract shall be owned by FCDO. FCDO grants the Supplier a licence to use any FCDO Background IPR and Project Specific IPRs for the purpose of fulfilling its obligations under this Contract during its Term.
- 25.5 Subject to Clause 25.7, to the extent that it is necessary to enable FCDO to obtain the full benefits of ownership of the Project Specific IPRs, the Supplier hereby grants to FCDO and shall procure that any relevant third party licensor shall grant to FCDO a perpetual, irrevocable, non-exclusive, assignable, royalty-free licence to use, sub-license and/or commercially exploit any Supplier Background IPRs or Third Party IPRs that are embedded in or which are an integral part of the Project Specific IPR Items.
- 25.6 The Supplier shall promptly notify FCDO if it is reasonably believes that it will be unable to grant or procure the grant of the licences set out in Clause 25.5 above and the Supplier shall provide full details of the adverse effect this may have on FCDO's use of the Project Specific IPRs.
- 25.7 Where the Supplier is unable to comply with Clause 25.5, the Supplier shall refrain from embedding or integrating any Supplier Background IPRs and/or Third Party IPRs with the Project Specific IPRs in such a way that could affect FCDO obtaining full benefit of the ownership of those Project Specific IPRs, except where FCDO has provided express written Approval to do so.

- 25.8 The Supplier shall, during and after the Term, on written demand, indemnify FCDO against all Losses incurred by, awarded against, or agreed to be paid by FCDO (whether before or after the making of the demand pursuant to the indemnity hereunder) arising from an IPR Claim.
- 25.9 If an IPR Claim is made or anticipated, the Supplier must at its own expense and FCDO's sole option, either:
- 25.9.1 procure for FCDO the rights in Clause 25.5 without infringing the IPR of any third party; or
- 25.9.2 replace or modify the relevant item with non-infringing substitutes with no detriment to functionality of performance of the Services.

26. SECURITY REQUIREMENTS

- 26.1 The Supplier shall comply, and shall procure that the Supplier Personnel comply, with the Security Policy and any security plan requested by FCDO, and the Supplier shall ensure that the security plan produced by the Supplier fully complies with the Security Policy.
- 26.2 The Supplier shall ensure that it keeps up to date with the latest version of the Security Policy.
- 26.3 If the Supplier believes that a change to the Security Policy will have a material and unavoidable cost implication to the Services it may submit a variation in accordance with Clause 38. In doing so, the Supplier must support its request by providing evidence of the cause of any increased costs and the steps that it has taken to mitigate those costs. Any change to the Charges shall then be agreed in discussion with the FCDO Contract Officer.
- 26.4 Until and/or unless a change to the Charges is agreed by FCDO pursuant to Clause 26.3 the Supplier shall continue to perform the Services in accordance with its obligations and for the Charges applicable prior to any change request.

27. MALICIOUS SOFTWARE

- 27.1 The Supplier shall, as an enduring obligation throughout the Term, use the latest versions of anti-virus definitions available from an industry accepted anti-virus software vendor to check for and delete Malicious Software from the ICT Environment.
- 27.2 Notwithstanding Clause 27.1 if Malicious Software is found, the Parties shall co-operate to reduce the effect of the Malicious Software and, particularly if Malicious Software causes loss of operational efficiency or loss or corruption of FCDO Data, assist each other to mitigate any losses and to restore the Services to their desired operating efficiency.
- 27.3 Any cost arising out of the actions of the Parties taken in compliance with the provisions of Clause 27.2 shall be borne by the Parties as follows:
- 27.3.1 by the Supplier where the Malicious Software originates from the Supplier Software, the Third Party Software or the FCDO Data (whilst the FCDO Data was under the control of the Supplier); and
- 27.3.2 by FCDO if the Malicious Software originates from the FCDO Software or the FCDO Data (whilst FCDO Data was under the control of FCDO).

28. TRANSPARENCY

- 28.1 The Parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of Clause 30 (Freedom of Information), the content of this Contract is not confidential information. FCDO shall be responsible for determining in its absolute discretion whether any of the content of the Contract is exempt from disclosure in accordance with the provisions of the FOIA.
- 28.2 Notwithstanding any other term of this Contract, the Supplier hereby gives their consent for FCDO to publish the Contract in its entirety, including from time to time agreed changes to the Contract, to the general public.
- 28.3 FCDO may consult with the supplier to inform its decision regarding any exemptions with regard to FOIA but FCDO shall have the final decision in its absolute discretion.
- 28.4 The Supplier shall assist and cooperate with FCDO to enable FCDO to publish this Contract.
- 28.5 The Supplier acknowledges that FCDO endorses/supports the requirements of the IATI standard and shall assist and cooperate with FCDO, to enable the Supplier to understand the different elements of IATI implementation and to comply with the different data, policy and technical considerations that need to be taken into account.
- 28.6 The Supplier shall:

- 28.6.1 publish information data to the IATI standard, that relates to a specific activity in a single, common, electronic format for the transparent, accurate, timely and comprehensive publishing of data, on all activities in the delivery chain, in the delivery of development cooperation and humanitarian aid; and
- 28.6.2 provide all necessary assistance as reasonably requested by FCDO to enable FCDO to respond to the IATI requirements.
- 28.7 The Supplier shall maintain an up-to-date and accurate record of named downstream delivery partners in receipt of FCDO funds and/or FCDO funded inventory or assets. This record should demonstrate how funds flow from initial source to end beneficiaries. This record should be made available to FCDO upon written request and within the time set out in the request. This record should be updated by the Supplier;
 - 28.7.1 as required in the terms of reference;
 - 28.7.2 annually;
 - 28.7.3 when there are material changes in the delivery chain; and
 - 28.7.4 as part of the project completion process.

29. CONFIDENTIALITY

- 29.1 Except to the extent set out in this Clause 29 or where disclosure is expressly permitted elsewhere in this Contract, each Party shall:
 - 29.1.1 treat the other Party's Confidential Information as confidential and safeguard it accordingly;
 - 29.1.2 not disclose the other Party's Confidential Information to any other person without the owner's prior written consent.
- 29.2 Clause 29.1 shall not apply to the extent that:
 - 29.2.1 such disclosure is a requirement of Law applicable to the Party making the disclosure, including any requirements for disclosure under the FOIA, the Environmental Information Regulations and associated codes of practice pursuant to Clause 30 (Freedom of Information);
 - 29.2.2 such information was in the possession of the Party making the disclosure without obligation of confidentiality prior to its disclosure by the information owner;
 - 29.2.3 such information was obtained from a third party without obligation of confidentiality;
 - 29.2.4 such information was already in the public domain at the time of disclosure otherwise than by a breach of this Contract; or
 - 29.2.5 it is independently developed without access to the other Party's Confidential Information.
- 29.3 The Supplier may only disclose FCDO's Confidential Information to the Supplier Personnel who are directly involved in the provision of the Services and who need to know the information, and shall ensure that such Supplier Personnel are aware of and shall comply with these obligations as to confidentiality.
- 29.4 The Supplier shall not, and shall procure that the Supplier Personnel do not, use any of FCDO's Confidential Information received otherwise than for the purposes of this Contract.
- 29.5 At the written request of FCDO, the Supplier shall procure that those members of the Supplier Personnel referred to in Clause 29.3, respectively sign a confidentiality undertaking prior to commencing any work in accordance with this Contract.
- 29.6 Nothing in this Contract shall prevent FCDO from disclosing the Supplier's Confidential Information:
 - 29.6.1 on a confidential basis to any Central Government Body for any proper purpose of FCDO or of the relevant Central Government Body;
 - 29.6.2 to Parliament and Parliamentary Committees or if required by any Parliamentary reporting requirement;
 - 29.6.3 to the extent that FCDO (acting reasonably) deems disclosure necessary or appropriate in the course of carrying out its public functions;

- 29.6.4 on a confidential basis to a professional adviser, consultant, supplier or other person engaged by any of the entities described in Clause 29.6.1 (including any benchmarking organisation) for any purpose relating to or connected with this Contract;
- 29.6.5 on a confidential basis for the purpose of the exercise of its rights under this Contract, including the Audit Rights, its step-in rights pursuant to Clause 15 (Open Book Accounting and Audit), its rights to appoint an advisor pursuant to Clause 47 (Dispute Resolution) and any rights set out in Clause 16 (Exit Management);
- 29.6.6 on a confidential basis to a proposed Successor Body in connection with any assignment, novation or disposal of any of its rights, obligations or liabilities under this Contract; or
- 29.6.7 for the purpose of the examination and certification of FCDO's accounts,

and for the purposes of the foregoing, references to disclosure on a confidential basis shall mean disclosure subject to a confidentiality agreement or arrangement containing terms no less stringent than those placed on FCDO under this Clause 29.

- 29.7 Nothing in this Clause 29 shall prevent either party from using any techniques, ideas or know-how gained during the performance of the Contract in the course of its normal business to the extent that this use does not result in a disclosure of the other party's Confidential Information or an infringement of IPR.

30. FREEDOM OF INFORMATION

- 30.1 The Supplier acknowledges that FCDO is subject to the requirements of the FOIA, the Environmental Information Regulations and associated codes of practice and shall assist and cooperate with FCDO to enable FCDO to comply with its Information disclosure obligations.
- 30.2 The Supplier shall and shall ensure that its Sub-Contractors shall:
 - 30.2.1 transfer to FCDO all Requests for Information that it receives as soon as practicable and in any event within two (2) Working Days of receiving a Request for Information;
 - 30.2.2 provide FCDO with a copy of all Information in its possession, or power in the form that FCDO requires within five (5) Working Days (or such other period as FCDO may specify) of FCDO's request; and
 - 30.2.3 provide all necessary assistance as reasonably requested by FCDO to enable FCDO to respond to the Request for Information within the time for compliance set out in section 10 of the FOIA or regulation 5 of the Environmental Information Regulations.
- 30.3 FCDO shall be responsible for determining in its absolute discretion and notwithstanding any other provision in this Contract or any other agreement whether the Commercially Sensitive Information and/or any other Information is exempt from disclosure in accordance with the provisions of the FOIA, the Environmental Information Regulations and associated codes of practice.
- 30.4 In no event shall the Supplier respond directly to a Request for Information unless expressly authorised to do so by FCDO.
- 30.5 The Supplier acknowledges that FCDO may, acting in accordance with any code of practice issued pursuant to Section 45 of FOIA ("the Code"), be obliged under the FOIA, or the Environmental Information Regulations to disclose information concerning the Supplier or the Services:
 - 30.5.1 in certain circumstances without consulting the Supplier;
 - 30.5.2 following consultation with the Supplier and having taken their views into account;
 - 30.5.3 provided always that where Clause 30.5.1 applies FCDO shall, in accordance with any recommendations of the Code, take reasonable steps, where appropriate, to give the Supplier advanced notice, or failing that, to draw the disclosure to the Supplier's attention after any such disclosure.
- 30.6 The Supplier shall ensure that all Information is retained for disclosure in accordance with Clauses 30.7 and 30.8 and shall permit FCDO to inspect such records as requested by FCDO from time to time.
- 30.7 The Supplier shall, during this Contract and for a period of at least seven years following the expiry or termination of this Contract, retain and maintain all Information:
 - 30.7.1 in accordance with Good Industry Practice and Law;

- 30.7.2 in chronological order;
- 30.7.3 in a form that is capable of audit;
- 30.7.4 at its own expense.

30.8 Wherever practical, original Information shall be retained and maintained in hard copy form.

31. OFFICIAL SECRETS ACT

31.1 The Supplier shall, and shall ensure that the Supplier Personnel shall, comply with any relevant obligations arising under the Official Secrets Acts 1911 to 1989.

32. FCDO DATA

- 32.1 The Supplier shall not delete or remove any proprietary notices contained within or relating to FCDO Data.
- 32.2 The Supplier shall not store, copy, disclose, or use FCDO Data except as necessary for the performance by the Supplier of its obligations under this Contract or as otherwise expressly authorised in writing by FCDO.
- 32.3 To the extent that FCDO Data is held and/or processed by the Supplier, the Supplier shall supply that FCDO Data to FCDO as requested by FCDO in the format(s) specified by FCDO.
- 32.4 Upon receipt or creation by the Supplier of any FCDO Data and during any collection, processing, storage and transmission by the Supplier of any FCDO Data, the Supplier shall take responsibility for preserving the integrity of FCDO Data and preventing the corruption or loss of FCDO Data.
- 32.5 The Supplier shall perform secure back-ups of all FCDO Data and shall ensure that up-to-date back-ups are stored off-site in accordance with the Security Policy. The Supplier shall ensure that such back-ups are available to FCDO at all times upon request, with delivery times as specified by FCDO.
- 32.6 The Supplier shall ensure that the system on which the Supplier holds any FCDO Data, including back-up data, is a secure system that complies with the Security Policy.
- 32.7 If FCDO Data is corrupted, lost or sufficiently degraded as a result of the Supplier’s Default so as to be unusable, FCDO may:
 - 32.7.1 require the Supplier (at the Supplier’s expense) to restore or procure the restoration of FCDO Data to the extent and in accordance with the Business Continuity and Disaster Recovery Provisions specified in the Security Policy and the Supplier shall do so as soon as practicable but not later than three days following a written request from FCDO; and/or
 - 32.7.2 itself restore or procure the restoration of FCDO Data, and shall be repaid by the Supplier any reasonable expenses incurred in doing so to the extent and in accordance with the requirements specified in the Business Continuity and Disaster Recovery provisions specified in the Security Policy.
- 32.8 If at any time the Supplier suspects or has reason to believe that FCDO Data has or may become corrupted, lost or sufficiently degraded in any way for any reason, then the Supplier shall notify FCDO immediately and inform FCDO of the remedial action the Supplier proposes to take.
- 32.9 The Supplier shall obtain and maintain certification under the HM Government Cyber Essentials Scheme.

33. PROTECTION OF PERSONAL DATA

- 33.1 The Parties acknowledge that the factual activity carried out by each of them in relation to their obligations under this Contract will determine the status of each Party under the Data Protection Legislation. A Party may act as “Joint Controller” or a “Controller” or a “Processor” of certain Personal Data under this Contract. The Parties shall detail the envisaged status in Appendix A of the Terms of Reference (at Section 3 of the Contract) and update it where appropriate.
- 33.2 **Where a Party is Processing on behalf of the other Party who is the Controller**
 - 33.2.1 The Parties acknowledge that for the purposes of the Data Protection Legislation, FCDO is the Controller and the Supplier is the Processor unless otherwise specified in Appendix A of the Terms of Reference (at Section 3 of the contract). The only processing that the Processor is authorised to do is listed in Appendix A of the Terms of Reference by the Controller and may not be determined by the Processor.
 - 33.2.2 The Processor shall notify the Controller immediately if it considers that any of Controller's instructions infringe the Data Protection Legislation.

- 33.2.3 The Processor shall provide all reasonable assistance to the Controller in the preparation of any Data Protection Impact Assessment prior to commencing any processing. Such assistance may, at the discretion of the Controller, include:
- (a) a systematic description of the envisaged processing operations and the purpose of the processing;
 - (b) an assessment of the necessity and proportionality of the processing operations in relation to the services.
 - (c) an assessment of the risks to the rights and freedoms of Data Subjects; and
 - (d) the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
- 33.2.4 The Processor shall, in relation to any Personal Data processed in connection with its obligations under this Agreement:
- (a) process that Personal Data only in accordance with the Appendix A referred to in Clause 33.2.1, unless the Processor is required to do otherwise by Law. If it is so required the Processor shall promptly notify the Controller before processing the Personal Data unless prohibited by Law;
 - (b) ensure that it has in place Protective Measures, which are appropriate to protect against a Data Loss Event, which the Controller may reasonably reject (but failure to reject shall not amount to approval by the Controller of the adequacy of the Protective Measures) having taken account of the:
 - a. nature of the data to be protected;
 - b. harm that might result from a Data Loss Event;
 - c. state of technological development; and
 - d. cost of implementing any measures;
 - (c) ensure that:
 - I. the Processor Personnel do not process Personal Data except in accordance with this Agreement (and in particular Appendix A referred to in Clause 33.2.1);
 - II. it takes all reasonable steps to ensure the reliability and integrity of any Processor Personnel who have access to the Personal Data and ensure that they:
 - a. are aware of and comply with the Processor's duties under this clause;
 - b. are subject to appropriate confidentiality undertakings with the Processor or any Sub-processor;
 - c. are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third Party unless directed in writing to do so by the Controller or as otherwise permitted by this Agreement; and
 - d. have undergone adequate training in the use, care, protection and handling of Personal Data; and
 - (d) not transfer Personal Data outside of the EU unless the prior written consent of the Controller has been obtained and the following conditions are fulfilled:
 - a. the Controller or the Processor has provided appropriate safeguards in relation to the transfer (whether in accordance with GDPR Article 46 or LED Article 37) as determined by the Controller;
 - b. the Data Subject has enforceable rights and effective legal remedies;
 - c. the Processor complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to assist the Controller in meeting its obligations); and
 - d. the Processor complies with any reasonable instructions notified to it in advance by the Controller with respect to the processing of the Personal Data;

- (e) At the written direction of the Controller, delete or return Personal Data (and any copies of it) to the Controller on termination of the Agreement unless the Processor is required by Law to retain the Personal Data.

- 33.2.5 Subject to clause 33.2.6, the Processor shall notify the Controller without due delay and in any event within 48 hours if it:
- a. receives a Data Subject Access Request (or purported Data Subject Access Request);
 - b. receives a request to rectify, block or erase any Personal Data;
 - c. receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
 - d. receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Agreement;
 - e. receives a request from any third Party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or
 - f. becomes aware of a Data Loss Event.
- 33.2.6 Taking into account the nature of the processing, the Processor shall provide the Controller with full assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under clause 33.2.5 (and insofar as possible within the timescales reasonably required by the Controller) including by promptly providing:
- a. the Controller with full details and copies of the complaint, communication or request;
 - b. such assistance as is reasonably requested by the Controller to enable the Controller to comply with a Data Subject Access Request within the relevant timescales set out in the Data Protection Legislation;
 - c. the Controller, at its request, with any Personal Data it holds in relation to a Data Subject;
 - d. assistance as requested by the Controller following any Data Loss Event;
 - e. assistance as requested by the Controller with respect to any request from the Information Commissioner's Office, or any consultation by the Controller with the Information Commissioner's Office.
- 33.2.7 The Processor shall maintain complete and accurate records and information to demonstrate its compliance with this clause. This requirement does not apply where the Processor employs fewer than 250 staff, unless:
- a. the Controller determines that the processing is not occasional;
 - b. the Controller determines the processing includes special categories of data as referred to in Article 9(1) of the GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the GDPR; and
 - c. the Controller determines that the processing is likely to result in a risk to the rights and freedoms of Data Subjects.
- 33.2.8 Where the Supplier is the Processor it shall allow for audits of its Data Processing activity by the FCDO or its FCDO's designated auditor.
- 33.2.9 Each party shall designate its own Data Protection Officer if required by the Data Protection Legislation.
- 33.2.10 Before allowing any Sub-processor to process any Personal Data related to this Agreement, the Processor must:
- a. notify the Controller in writing of the intended Sub-processor and processing;
 - b. obtain the written consent of the Controller;
 - c. enter into a written agreement with the Sub-processor which give effect to the terms set out in this clause 33.2 such that they apply to the Sub-processor; and

- d. provide the Controller with such information regarding the Sub-processor as the Controller may reasonably require.

33.2.11 The Processor shall remain fully liable for all acts or omissions of any Sub-processor.

33.2.12 The Controller may, at any time on not less than 30 Working Days’ notice, revise this clause by replacing it with any applicable Controller to Processor standard clauses or similar terms forming part of an applicable certification scheme (which shall apply when incorporated by attachment to this Agreement.

33.2.13 The Parties agree to take account of any guidance issued by the Information Commissioner’s Office. FCDO may on not less than 30 Working Days’ notice to the Processor amend this agreement to ensure that it complies with any guidance issued by the Information Commissioner’s Office.

33.3 **Where the Parties both Control Personal Data Independently**

33.3.1 With respect to Personal Data which a Party acts as Controller but which is not under the Joint Control (because the Parties determine the means and purposes of processing Personal Data independently of each other) each Party undertakes to comply with the applicable Data Protection Legislation in respect of their Processing of such Personal Data as Controller and with this Clause 33.3.

33.3.2 Taking into account the state of the art, the costs of implementation and the nature, scope, context and purposes of processing as well as the risk of varying likelihood and severity for the rights and freedoms of natural persons, each Party shall, with respect to its processing of Personal Data as independent Controller, implement and maintain appropriate technical and organisational measures to ensure a level of security appropriate to that risk, including, as appropriate, the measures referred to in Article 33(1)(a), (b), (c) and (d) of the GDPR, and the measures shall, at a minimum, comply with the requirements of the Data Protection Legislation, including Article 32 of the GDPR.

33.3.3 Each Party shall promptly (and without undue delay) notify the other Party if in relation to any Personal Data processed by it as independent Controller in the performance of its obligations or the exercise of its rights under this Contract if:

- (a) it receives a complaint, notice or communication which relates to either Party's actual or alleged non-compliance with the Data Protection Legislation; or
- (b) it becomes aware of a Personal Data Breach;

and shall provide the other Party with such assistance and cooperation as is reasonably requested by the other Party in order to address and resolve the complaint, notice, communication or Personal Data Breach.

33.3.4 In respect of any losses, cost claims or expenses incurred by either Party as a result of a Personal Data Breach (**the “Claim Losses”**): the Party responsible for the relevant breach shall be responsible for the Claim Losses.

33.3.5 The Parties agree to erase Personal Data from any computers, storage devices and storage media that are to be retained as soon as practicable after it has ceased to be appropriate for them to retain such Personal Data under applicable Data Protection Law Legislation and their privacy policy (save to the extent and for the limited period) that such information needs to be retained by the a Party for statutory compliance the purposes of complying with Law or as otherwise required by this Contract), and taking all further actions as may be necessary or desirable to ensure its compliance with Data Protection Law Legislation and its privacy policy

33.4 **Where the Parties are both Controllers of Personal Data Jointly**

33.4.1 Where the Parties jointly determine the purposes of means of processing Personal Data in accordance with GDPR Article 26, the Parties shall identify the applicable Personal Data under Joint Control in Appendix A and the Parties shall enter into a Joint Controller Agreement based on the terms outlined in Appendix B in replacement of Clause 33.2-33.3 which shall not apply for any such the Personal Data under Joint Control.

34. **PUBLICITY AND BRANDING**

34.1 The Supplier shall not:

- 34.1.1 make any press announcements or publicise this Contract or its contents in any way; or

- 34.1.2 use FCDO’s name or brand (including the ‘UK aid logo’) in any promotion, marketing, communications or announcement of orders;
without the prior written consent of the FCDO.
- 34.2 Where and to the extent that FCDO has provided consent pursuant to Clause 34.1, then the Supplier:
 - 34.2.1 shall collaborate with FCDO and proactively look for ways to build support for development and raise awareness of FCDO’s funding.
 - 34.2.2 shall explicitly acknowledge FCDO’s funding, in written and verbal communications about activities related to the funding, to the public or third parties, including in announcements, and through use, where appropriate, of FCDO’s “UK aid – from the British people” logo (‘UK aid logo’) in accordance with FCDO standards for use of the UK aid logo, unless otherwise agreed in advance by FCDO and in all cases subject to security and safety considerations of the Supplier.
 - 34.2.3 shall provide a visibility statement of how and when they or Sub-Contractors will acknowledge funding from FCDO and where they will use the UK aid logo. The Supplier shall include reference to this in its progress reports and annual reviews.
 - 34.2.4 may use the UK aid logo in conjunction with other donor logos, and where the number of donors to a programme or project is such as to make co-branding impractical, acknowledgement of funding from FCDO shall be equal to that of other co-donors making contributions of equivalent amounts to the programme or project.

Liabilities

35. LIMIT OF LIABILITY

- 35.1 Neither Party limits its liability for:
 - 35.1.1 death or personal injury caused by its negligence, or that of its employees, agents or Sub-Contractors (as applicable);
 - 35.1.2 fraud or fraudulent misrepresentation by it or its employees;
 - 35.1.3 breach of any obligation as to title implied by section 12 of the Sale of Goods Act 1979 or section 2 of the Supply of Goods and Services Act 1982; or
 - 35.1.4 any liability to the extent it cannot be limited or excluded by Law.
- 35.2 Subject to Clause 35.1, the Supplier’s total aggregate liability in respect of all Losses (whether in tort, contract or otherwise) incurred by FCDO under or in connection with the Contract as a result of Defaults by the Supplier shall not exceed the Financial Limit unless a different amount has been stated in Section 4 (Special Conditions) in which case that amount shall apply.
- 35.3 Subject to Clause 35.1, FCDO’s total aggregate liability in respect of all Losses (whether in tort, contract or otherwise) shall not exceed one hundred thousand pounds (£100,000).
- 35.4 Subject to Clause 35.1 neither Party be liable to the other for any:
 - 35.4.1 loss of profits, turnover, savings business opportunities, revenue or damage to goodwill (in each case whether direct or indirect); and/or
 - 35.4.2 indirect, special or consequential loss or damage of any nature and howsoever caused, even if the losses were reasonably foreseeable or the Party has been advised of the possibility of such losses occurring.
- 35.5 Subject to Clause 35.2, and notwithstanding Clause 35.4, the Supplier acknowledges that FCDO may, amongst other things, recover from the Supplier the following losses incurred by FCDO to the extent that they arise as a result of a Default by the Supplier:
 - 35.5.1 any additional operational and/or administrative costs and expenses incurred by FCDO, including costs relating to time spent by or on behalf of FCDO in dealing with the consequences of the Default;
 - 35.5.2 any wasted expenditure or charges;
 - 35.5.3 the additional cost of procuring Replacement Services for the remainder of the Term, which shall include any incremental costs associated with such Replacement Services above those which would have been payable under this Contract;
 - 35.5.4 any compensation or interest paid to a third party by FCDO; and

35.5.5 any fine, penalty or costs incurred by FCDO pursuant to Law.

36. INDEMNITY

- 36.1 Subject to Clauses 35.1 to 35.5 (inclusive), the Supplier shall indemnify FCDO in respect of any Losses howsoever arising out of or in consequence of negligent acts or omissions by the Supplier or the Supplier Personnel or any claims made against FCDO by third parties in respect thereof and in relation to this Contract.
- 36.2 The Supplier shall not be responsible for any injury, loss, damage, cost or expense if and to the extent that it is caused by the negligence or wilful misconduct of FCDO or FCDO’s employees, or by breach by FCDO of its obligations under the Contract.

37. INSURANCE

- 37.1 The Supplier shall effect and maintain insurances in relation to the performance of its obligations under this Contract in accordance with Schedule 3 (Insurance Requirements).
- 37.2 The Supplier shall ensure that its Sub-Contractors shall effect and maintain insurances (where appropriate) in relation to the performance of their obligations under any Sub-Contracts appropriate to Services being provided.
- 37.3 The terms of any insurance or the amount of cover shall not relieve the Supplier of any liabilities arising under this Contract.

Control of Contract

38. VARIATIONS

- 38.1 Either Party may request a variation to this Contract provided that such variation does not amount to a material change of this Contract within the meaning of the Regulations and the Law. Such a change once implemented is hereinafter called a **“Variation”**.
- 38.2 A Party may request a Variation at any time by sending the request in writing to the relevant Contract Officer. The request shall contain sufficient information setting out:
- 38.2.1 the extent of the proposed Variation and any additional cost that may be incurred; and
- 38.2.2 a formal, technical and commercial justification.
- 38.3 In the event that the Parties are unable to agree a change to the Contract that may be included in a request of a Variation or response to as a consequence thereof FCDO may:
- 38.3.1 agree to continue to perform its obligations under this Contract without the Variation; or
- 38.3.2 terminate this Contract with immediate effect, except where the Supplier has already fulfilled part or all of the provision of the Services in accordance with this Contract or where the Supplier can show evidence of substantial work being carried out to provide the Services under this Contract, and in such a case the Parties shall attempt to agree upon a resolution to the matter. Where a resolution cannot be reached, the matter shall be dealt with under the Dispute Resolution Procedure.
- 38.4 If the Parties agree the Variation, the Variation shall be effected upon both Parties signing the Contract Amendment Letter (Appendix A) and the Supplier shall implement such Variation and be bound by the same provisions so far as is applicable, as though such Variation was stated in this Contract. FCDO shall not be liable for any costs for any additional activity or otherwise undertaken by the Supplier where the Parties have not agreed in writing in an executed Contract Amendment Letter in accordance with this Clause 38 for such costs to be incurred or for the additional activity to be undertaken. The Supplier shall promptly return on request by FCDO, any monies which FCDO may have paid the Supplier in respect of activities or payments which have not been authorised by FCDO in accordance with this Clause 38.

39. ASSIGNMENT AND NOVATION

- 39.1 The Supplier shall not assign, novate or otherwise dispose of or create any trust in relation to any or all of its rights, obligations or liabilities under this Contract without Approval.
- 39.2 Subject to Clause 39.1, the Supplier may assign to a third party (“the Assignee”) the right to receive payment of the Charges or any part thereof due to the Supplier under this Contract (including any interest to which FCDO is liable under the Late Payments of Commercial Debts (Interest) Act 1998). Any assignment under this Clause 39.2 shall be subject to:
- 39.2.1 deduction of any sums in respect of which FCDO exercises its right of recovery under Clause 19 (Retention and Set Off);

39.2.2 all related rights of FCDO under the Contract in relation to the recovery of sums due but unpaid; and

39.2.3 FCDO receiving notification under both Clauses 39.3 and 39.4.

39.3 In the event that the Supplier assigns the right to receive the Charges under Clause 39.2, the Supplier shall notify FCDO in writing of the assignment and the date upon which the assignment becomes effective.

39.4 The Supplier shall notify FCDO of the assignee's contact information and bank account details to which FCDO shall make payment.

Default and Termination

40. FCDO REMEDIES FOR DEFAULT

40.1 Remedies

40.1.1 Without prejudice to any other right or remedy of FCDO howsoever arising if the Supplier commits any Default of this Contract then FCDO may (whether or not any part of the Services have been provided) do any of the following:

- (a) at FCDO's option, give the Supplier the opportunity (at the Supplier's expense) to remedy the Default together with any damage resulting from such Default (where such Default is capable of remedy) or to supply Replacement Services and carry out any other necessary work to ensure that the terms of this Contract are fulfilled, in accordance with the FCDO 's instructions;
- (b) carry out, at the Supplier's expense, any work necessary to make the provision of the Services comply with this Contract;
- (c) if the Default is a material Default that is capable of remedy (and for these purposes a material Default may be a single material Default or a number of Defaults or repeated Defaults - whether of the same or different obligations and regardless of whether such Defaults are remedied - which taken together constitute a material Default):
 - (i) instruct the Supplier to comply with the Rectification Plan Process;
 - (ii) suspend this Contract (whereupon the relevant provisions of Clause 45 (Partial Termination, Suspension and Partial Suspension) shall apply) and step-in to itself supply or procure a third party to supply (in whole or in part) the Services;
 - (iii) without terminating or suspending the whole of this Contract, terminate or suspend this Contract in respect of part of the provision of the Services only (whereupon the relevant provisions of Clause 45 (Partial Termination, Suspension and Partial Suspension) shall apply) and step-in to itself supply or procure a third party to supply (in whole or in part) such part of the Services.

40.1.2 Where FCDO exercises any of its step-in rights under Clauses 40.1.1 (c) (ii) or 40.1.1 (c) (iii), FCDO shall have the right to charge the Supplier for and the Supplier shall on demand pay any costs reasonably incurred by FCDO (including any reasonable administration costs) in respect of the supply of any part of the Services by FCDO or a third party and provided that FCDO uses its reasonable endeavours to mitigate any additional expenditure in obtaining Replacement Services.

40.2 Rectification Plan Process

40.2.1 Where FCDO has instructed the Supplier to comply with the Rectification Plan Process pursuant to 40.1.1 (c) (i):

- (a) the Supplier shall submit a draft Rectification Plan to FCDO for it to review as soon as possible and in any event within 10 (ten) Working Days (or such other period as may be agreed between the Parties) from the date of FCDO's instructions. The Supplier shall submit a draft Rectification Plan even if the Supplier disputes that it is responsible for the Default giving rise to the FCDO's request for a draft Rectification Plan.
- (b) the draft Rectification Plan shall set out:
 - (i) full details of the Default that has occurred, including a root cause analysis;
 - (ii) the actual or anticipated effect of the Default; and
 - (iii) the steps which the Supplier proposes to take to rectify the Default (if applicable) and to prevent such Default from recurring, including timescales for such steps and for the rectification of the Default (where applicable).

- 40.2.2 The Supplier shall promptly provide to the FCDO any further documentation that the FCDO requires to assess the Supplier's root cause analysis. If the Parties do not agree on the root cause set out in the draft Rectification Plan, either Party may refer the matter to be determined by an expert in accordance with Dispute Resolution Procedure.
- 40.2.3 FCDO may reject the draft Rectification Plan by notice to the Supplier if, acting reasonably, it considers that the draft Rectification Plan is inadequate, for example because the draft Rectification Plan:
- (a) is insufficiently detailed to be capable of proper evaluation;
 - (b) will take too long to complete;
 - (c) will not prevent reoccurrence of the Default; and/or
 - (d) will rectify the Default but in a manner which is unacceptable to FCDO.
- 40.2.4 FCDO shall notify the Supplier whether it consents to the draft Rectification Plan as soon as reasonably practicable. If FCDO rejects the draft Rectification Plan, FCDO shall give reasons for its decision and the Supplier shall take the reasons into account in the preparation of a revised Rectification Plan. The Supplier shall submit the revised draft of the Rectification Plan to FCDO for review within five (5) Working Days (or such other period as agreed between the Parties) of the FCDO's notice rejecting the first draft.
- 40.2.5 If FCDO consents to the Rectification Plan, the Supplier shall immediately start work on the actions set out in the Rectification Plan.

41. FINANCIAL DISTRESS

- 41.1 The Supplier acknowledges and agrees that the financial stability and solvency of the Supplier and its key Sub-Contractors is critical to the successful delivery of the Services and that any deterioration or potential deterioration of their financial position may have an adverse effect on the performance of the Contract. The Supplier shall monitor its own financial standing and that of its key Sub-Contractors on a regular basis throughout the term using a Financial Monitoring Plan and shall report on this to FCDO.
- 41.2 The Financial Monitoring Plan shall be designed by the Supplier to ensure that FCDO has an early and clear warning indicator of any financial distress of the Supplier and key Sub-Contractors which may affect the Services; such design to be proportionate for the circumstances; taking into account the nature of the Services and the identity of the suppliers.
- 41.3 Except where FCDO has agreed otherwise, the Supplier shall within four (4) weeks of the Commencement Date, prepare and submit via the Project Officer for Approval by FCDO, a Financial Monitoring Plan which shall set out the Supplier's proposals for the monitoring and reporting of its financial stability, and the financial stability of its key Sub-Contractors to FCDO on a regular basis throughout the Term.
- 41.4 The Financial Monitoring Plan may include (but shall not be limited to):
- 41.4.1 A summary of the Supplier's and key Sub-Contractors' financial positions at the date of submission of the Financial Distress Plan and on a regular basis thereafter to FCDO (including credit ratings, financial ratios, details of current liabilities, value of marketable securities, cash in hand and bank, account receivables etc.);
 - 41.4.2 An objective means of measuring the Supplier and key Sub-Contractor's financial standing on a regular basis throughout the Term against historical financial standing to show trend (including use of credit ratings, financial ratios and/or other financial indicators);
 - 41.4.3 The Supplier's proposals for reporting financial standing to FCDO (including the template reporting forms which the Supplier intends to use);
 - 41.4.4 The frequency of monitoring and reporting activity;
 - 41.4.5 Provision of reporting lines for the supply chain to notify FCDO of incidents of non-payment of valid and undisputed invoices;
 - 41.4.6 Any other provisions which in the reasonable opinion of the Supplier may be required by FCDO to assess current financial standing of the Supplier and key Sub-Contractors and which enable quick and easy assessment of any movement in financial standing.

- 41.5 The Supplier shall make any reasonable amendments to the Financial Monitoring Plan as may be requested by FCDO and shall resubmit it for Approval. If Approved by FCDO, the Supplier shall promptly implement the Financial Monitoring Plan throughout the Term.
- 41.6 In addition to its obligations under the Financial Monitoring Plan, the Supplier shall promptly notify FCDO in writing if any of the following “Financial Distress Events” occurs in respect of the Supplier or a key Sub-Contractor:
- 41.6.1 there is a material deterioration of its financial standing;
 - 41.6.2 the appointment of an administrator or receiver;
 - 41.6.3 late filing of statutory accounts with Companies House;
 - 41.6.4 it issues a profits warning or other similar public announcement about a deterioration in its finances or prospects;
 - 41.6.5 it is being publicly investigated for improper financial accounting and reporting, fraud or any other financial impropriety;
 - 41.6.6 it commits a material breach of covenant to its lenders;
 - 41.6.7 a key Sub-Contractor not being paid any sums properly due under a specified invoice that is not subject to a genuine dispute;
 - 41.6.8 it is subject to any claims, litigation, investigations, actions or decisions in respect of financial indebtedness.
- 41.7 In the event of a Financial Distress Event occurring, then the Supplier shall and shall procure that any affected key Sub-Contractor shall, as soon as reasonably practicable review the effect of the Financial Distress Event on the continued performance of the Services under this Contract and provide a report to FCDO. Where FCDO reasonably believes that the Financial Distress Event is likely to adversely impact on the performance of the Services, the Supplier shall submit to FCDO for Approval a Financial Distress Service Continuity Plan as soon as is reasonably practicable and shall provide any further financial information as FCDO may reasonably require to assess financial standing and risks.
- 41.8 If FCDO acting reasonably considers that the Financial Distress Service Continuity Plan is insufficient to remedy the effects of the Financial Distress Event on the Service, then it may require the Supplier (and/or key Sub-Contractor) to redraft and resubmit an improved and updated plan or may require the issue to be escalated via the Dispute Resolution Procedure.
- 41.9 If FCDO Approves the Financial Distress Service Continuity Plan, then the Supplier shall execute and continue to review the plan (with submissions to FCDO for Approval where it is updated).
- 41.10 Where the Parties agree that the Financial Distress Event no longer adversely affects the delivery of the Services, the Supplier shall be relieved of its obligations in respect of the current Financial Distress Service Continuity Plan.
- 41.11 FCDO shall be entitled to terminate this Contract for material Default if:
- 41.11.1 The Supplier fails to notify FCDO of a Financial Distress Event in accordance with Clause 41.6;
 - 41.11.2 FCDO and the Supplier fail to agree a Financial Distress Service Continuity Plan or any updates to a plan within a reasonable timescale (taking into account the effects of the Financial Distress Event on the Services);
 - 41.11.3 The Supplier fails to comply with the terms of the Financial Distress Service Continuity Plan or any updates to the plan.
- 42. FORCE MAJEURE**
- 42.1 Subject to the remainder of this Clause 42, a Party may claim relief under this Clause 42 from liability for failure to meet its obligations under this Contract for as long as and only to the extent that the performance of those obligations is directly affected by a Force Majeure Event. Any failure or delay by the Supplier in performing its obligations under this Contract which results from a failure or delay by an agent, Sub-Contractor or supplier shall be regarded as due to a Force Majeure Event only if that agent, Sub-Contractor or supplier is itself impeded by a Force Majeure Event from complying with an obligation to the Supplier.
- 42.2 The Affected Party shall as soon as reasonably practicable issue a Force Majeure Notice, which shall include details of the Force Majeure Event, its effect on the obligations of the Affected Party and any action the Affected Party proposes to take to mitigate its effect.
- 42.3 If the Supplier is the Affected Party, it shall not be entitled to claim relief under this Clause 42 to the extent that consequences of the relevant Force Majeure Event:

- 42.3.1 are capable of being mitigated by any of the provision of any Services but the Supplier has failed to do so; and/or
- 42.3.2 should have been foreseen and prevented or avoided by a prudent provider of services similar to the Services, operating to the standards required by this Contract.
- 42.4 Subject to FCDO's right to terminate set out in Clause 42.5, the Parties shall at all times following the occurrence of a Force Majeure Event and during its subsistence use their respective reasonable endeavours to prevent and mitigate the effects of the Force Majeure Event. Where the Supplier is the Affected Party, it shall take all steps in accordance with Good Industry Practice to overcome or minimise the consequences of the Force Majeure Event.
- 42.5 Where FCDO receives a Force Majeure Notice, from the date of receipt of the Force Majeure Notice, FCDO may, at its sole discretion, either suspend this Contract for a period of up to six (6) months ("the Suspension Period") or terminate this Contract forthwith.
- 42.6 The Affected Party shall notify the other Party as soon as practicable after the Force Majeure Event ceases or no longer causes the Affected Party to be unable to comply with its obligations under this Contract.
- 42.7 Relief from liability for the Affected Party under this Clause 42 shall end as soon as the Force Majeure Event no longer causes the Affected Party to be unable to comply with its obligations under this Contract and shall not be dependent on the serving of notice under Clause 42.6.
- 42.8 If by the end of the Suspension Period the Parties have not agreed a further period of suspension or re-instatement of the Contract, this Contract shall terminate automatically.

43. TERMINATION WITHOUT DEFAULT OF THE SUPPLIER

- 43.1 FCDO may, at its sole discretion, terminate this Contract, at any time by issuing a Termination Notice to the Supplier giving at least thirty (30) Working Days written notice (unless stated differently in Section 4 (Special Conditions)).

44. TERMINATION WITH DEFAULT OF THE SUPPLIER

- 44.1 FCDO may terminate this Contract for material Default by issuing a Termination Notice to the Supplier where:
 - 44.1.1 any representation or warranty given by the Supplier pursuant to Clause 2 (Representations and Warranties) is materially untrue or misleading, and the Supplier fails to provide details of proposed mitigating factors which in the reasonable opinion of FCDO are acceptable;
 - 44.1.2 FCDO expressly reserves the right to terminate this Contract for material Default;
 - 44.1.3 the Supplier commits any material Default of the Contract which is not, in the reasonable opinion of FCDO, capable of remedy; and/or
 - 44.1.4 the Supplier commits a Default, including a material Default, which in the opinion of FCDO is remediable but has not remedied such Default to the satisfaction of FCDO in accordance with the Rectification Plan Process.
- 44.2 For the purpose of Clause 44.1, a material Default may be a single material Default or a number of Defaults or repeated Defaults (whether of the same or different obligations and regardless of whether such Defaults are remedied) which taken together constitute a material Default.
- 44.3 FCDO may, without prejudice to its other rights, including but not limited to the right to claim for Losses incurred, issue a Termination Notice where:
 - 44.3.1 the Supplier or any Supplier Personnel, either directly or through their servants or agents or Sub-Contractors breaches any of their obligations under this Contract; or
 - 44.3.2 the Supplier, Supplier Personnel, servants, agents or Sub-Contractors, or any person acting on their behalf has committed an offence under the Bribery Act 2010 or the Terrorism Act 2000 in breach of Clauses 48 or 49 of this Contract; or
 - 44.3.3 FCDO has the right to terminate under Clause 38.3.2; or
 - 44.3.4 the Supplier is an individual or a partnership and at any time:
 - (a) becomes bankrupt; or

- (b) is the subject of a receiving order or administration order; or
- (c) makes any composition or arrangement with or for the benefit of the Supplier's creditors; or
- (d) makes any conveyance or assignment for the benefit of the Supplier's creditors; or
- (e) the warranty given by the supplier pursuant to Clause 24 (Tax Compliance) is materially untrue; or
- (f) the Supplier commits a material breach of its obligation to notify FCDO of any Occasion of Tax Non-Compliance as required by Clause 24 (Tax Compliance); or
- (g) the Supplier fails to provide details of proposed mitigating factors which in the reasonable opinion of FCDO, are acceptable; or

44.3.5 the Supplier is a company and:

- (a) an order is made or a resolution is passed for the winding up of the Supplier; or
- (b) a receiver or administrator is appointed in respect of the whole or any part of the undertaking of the Supplier; or

44.3.6 the Supplier is a partnership or a company and there is a Change of Control.

44.3.7 there is an occurrence of any of the statutory provisos contained in Regulation 73(1)(a)-(c) of the Regulations.

44.4 Where this Contract is terminated in accordance with this Clause 44, the Supplier shall without prejudice to FCDO's other remedies, take any steps necessary to terminate the provision of the Services in a timely and orderly manner and in compliance with Clause 16 (Exit Management) but shall not be entitled to any further payment in relation to this Contract.

45. PARTIAL TERMINATION, SUSPENSION AND PARTIAL SUSPENSION

45.1 Where FCDO has the right to terminate this Contract, FCDO shall be entitled to terminate or suspend all or part of this Contract provided always that, if FCDO elects to terminate or suspend this Contract in part, the parts of this Contract not terminated or suspended can, in FCDO's reasonable opinion, operate effectively to deliver the intended purpose of the surviving parts of this Contract.

45.2 Any suspension of this Contract under Clause 45.1 shall be for such period as FCDO may specify and without prejudice to any right of termination which has already accrued, or subsequently accrues, to FCDO.

45.3 The Parties shall seek to agree the effect of any Variation necessitated by a partial termination, suspension or partial suspension in accordance with the procedure set out in Clause 38 (Variation), including the effect that the partial termination, suspension or partial suspension may have on the provision of any other Services and the Charges, provided that the Supplier shall not be entitled to:

- 45.3.1 an increase in the Charges in respect of the provision of the Services that have not been terminated if the partial termination arises due to the exercise of any of FCDO's termination rights under Clause 44 (Termination With Default of the Supplier) except Clause 43 (Termination Without Default of the Supplier); and
- 45.3.2 reject the Variation.

46. CONSEQUENCES OF EXPIRY OR TERMINATION

46.1 Where this Contract has been terminated pursuant to Clause 43 (Termination Without Default of the Supplier), the Supplier shall:

- 46.1.1 take such steps as are necessary to terminate the provision of the Services or any part of the Services (including suspending or terminating any Sub-Contracts) in a cost-effective, timely and orderly manner;
- 46.1.2 act in accordance with Clause 16 (Exit Management); and
- 46.1.3 provide to FCDO, not more than 60 days after FCDO notifies the Supplier of the termination of this Contract an account in writing with detailed supporting evidence, stating:
 - (a) any costs, if any, due before the date of termination, which cannot be avoided by the Supplier using reasonable endeavours; and

- (b) costs to be expended after the date of termination which the Supplier necessarily incurred in the proper performance of this Contract and which the Supplier cannot reasonably avoid or recover using reasonable endeavours;

and, subject to Approval, FCDO shall pay such amount stated pursuant to Clause 46.1.3 to the Supplier within 30 days of receipt from the Supplier of a Valid Invoice in respect of the amount due.

- 46.2 Where this Contract is terminated under Clause 44 (Termination with Default of the Supplier) and FCDO makes other arrangements for the provision of Services FCDO may recover from the Supplier pursuant to Clause 19 (Retention and Set Off) or otherwise, the cost reasonably incurred of making those other arrangements and any additional expenditure incurred by FCDO throughout the remainder of the Term provided that FCDO shall take all reasonable steps to mitigate such additional expenditure.
- 46.3 Where this Contract is terminated for any reason, save as expressly provided in this Contract:
 - 46.3.1 termination or expiry of this Contract shall be without prejudice to any rights, remedies or obligations accrued under this Contract prior to termination or expiration and nothing in this Contract shall prejudice the right of either Party to recover any amount outstanding at the time of such termination or expiry; and
 - 46.3.2 termination of this Contract shall not affect the continuing rights, remedies or obligations of FCDO or the Supplier under Clauses 15, 16, 17, 18, 19, 21, 22, 25, 28, 29, 30, 31, 32, 33, 35, 36, 46, 47, 52 and 57, and the provisions of Schedule 2 (Staff Transfer) of this Section 2 and any relevant clauses listed under Section 4 (Special Conditions), and, without limitation to the foregoing, any other provision of this Contract which expressly or by implication is to be performed or observed notwithstanding termination or expiry shall survive the Expiry Date.

MISCELLANEOUS AND GOVERNING LAW

47. DISPUTE RESOLUTION PROCEDURE

- 47.1 The Parties will attempt in good faith to negotiate a settlement to any Dispute between them arising out of or in connection with this Contract. If the matter is not resolved by negotiation within 45 days of when either Party first made contact in respect of the same, the Parties will refer the Dispute to mediation in accordance with CEDR (Centre for Effective Dispute Resolution in London, UK) procedures. If the parties fail to agree terms of settlement within 90 days of the initiation of the procedure the Dispute may be referred to an arbitrator as agreed between the parties or failing such agreement as may be nominated by the President of the Law Society of England and Wales upon application of any Party. The initiation of the procedure is defined as the written request to CEDR by any Party for mediation provided that such request is copied to the other Party.
- 47.2 The decision of the arbitrator shall be final and binding on both Parties.
- 47.3 The seat and place of arbitration shall be London.

48. PREVENTION OF FRAUD AND BRIBERY

- 48.1 The Supplier represents and warrants that neither it, nor to the best of its knowledge any Supplier Personnel, any person acting on their behalf, have at any time prior to the Commencement Date:
 - 48.1.1 committed a Prohibited Act or been formally notified that it is subject to an investigation or prosecution which relates to an alleged Prohibited Act; and/or
 - 48.1.2 been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act.
- 48.2 The Supplier, Supplier Personnel, or any person acting on their behalf shall not during the Term:
 - 48.2.1 commit a Prohibited Act; and/or
 - 48.2.2 do or suffer anything to be done which would cause FCDO or any of FCDO’s employees, consultants, suppliers, Sub-Contractors or agents to contravene any of the Relevant Requirements or otherwise incur any liability in relation to the Relevant Requirements.
- 48.3 The Supplier shall during the Term:
 - 48.3.1 establish, maintain and enforce, and require that its Supplier Personnel establish, maintain and enforce, policies and procedures which are adequate to ensure compliance with the Relevant Requirements and prevent the occurrence of a Prohibited Act;

- 48.3.2 keep appropriate records of its compliance with its obligations under Clause 48.3.1 and make such records available to FCDO on request.
- 48.4 The Supplier shall immediately notify FCDO in writing if it becomes aware of any breach of Clause 48.1 and/or Clause 48.2, or has reason to believe that it has or any Supplier Personnel, servants, agents or Sub-Contractors, or any person acting on their behalf have:
- 48.4.1 been subject to an investigation or prosecution which relates to an alleged Prohibited Act;
- 48.4.2 been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act; and/or
- 48.4.3 received a request or demand for any undue financial or other advantage of any kind in connection with the performance of this Contract or otherwise suspects that any person or party directly or indirectly connected with this Contract has committed or attempted to commit a Prohibited Act.
- 48.5 The Supplier warrants and represents to FCDO that to the best of its knowledge, that neither the Supplier, Supplier Personnel, servants, agents or Sub-Contractors, or any person acting on their behalf:
- 48.5.1 has given, offered or agreed to give or accepted, any gift or consideration of any kind as an inducement or reward for doing or for bearing to do or for having done or forborne to do any act in relation to the obtaining or execution of any contract or for showing or forbearing to show favour or disfavour to any person or entity in relation to any contract; or
- 48.5.2 has entered into any contract in connection with which commission has been paid or agreed to be paid by or to the Supplier or Supplier Personnel or on their behalf or to their knowledge unless, before such contract was made, particulars of any such commission and of the terms of any agreement for the payment of such commission were disclosed in writing to FCDO, whose written consent was subsequently given to such payment.
- 48.6 Neither the Supplier or the Supplier Personnel or any person acting on their behalf shall accept for their own benefit or pass on for the benefit of partner government, recipient or end user, any trade commission, discount, voucher scheme, re-sale or similar payment or benefit in connection with this Contract.
- 48.7 Where the Supplier or Supplier Personnel, or any person acting on their behalf, does any of the acts mentioned in Clause 48.5 or commits any offence under the Bribery Act 2010, with or without the knowledge of the Supplier, in relation to this Contract or any other contract with the Crown, FCDO shall be entitled:
- 48.7.1 to terminate the Contract with immediate effect by written notice to the Supplier and recover from the Supplier the amount of any Losses resulting from the termination;
- 48.7.2 to recover from the Supplier the amount or value of any such gift, consideration or commission;
- 48.7.3 to recover from the Supplier any other Losses sustained as a result of any breach of this Clause 48, whether or not the Contract is terminated.
- 48.8 FCDO, the Supplier and the Supplier Personnel shall immediately and without undue delay inform each other of any event that interferes or threatens to materially interfere with the successful delivery of the Services, whether financed in full or in part by FCDO, including credible suspicion of/or actual fraud, bribery, corruption or any other financial irregularity or impropriety.
- FCDO has an expert fraud investigation unit, that should be contacted in the first instance at reportingconcerns@fcdo.gov.uk or +44 (0)1355 843747. All suspicions will be treated with the utmost confidentiality.

49. ANTI-TERRORISM REGULATIONS

- 49.1 In accordance to the Terrorism Act 2000 and all subsequent regulations pursuant to this Act, the Supplier will assure itself to the best of its knowledge that UK funding, including financial assets or economic resources is not made available, either directly or indirectly to, or for the benefit of persons, groups or entities listed in accordance with European Council Regulation EC/2580/2001 (as amended) and/or the Terrorism (United Nations Measures) Orders 2009 of the United Kingdom, or contravene the provisions of those and any subsequent applicable terrorism legislation.
- 49.2 The Supplier represents and warrants that neither it, nor to the best of its knowledge any Supplier Personnel, servants, agents or Sub-Contractors, or any person acting on their behalf, have at any time prior to the Commencement Date and/or during the term of this Contract appeared on the Home Office Proscribed Terrorist Organisations List.
- 49.3 The Supplier shall immediately notify FCDO in writing if it becomes aware of any breach of Clause 49.1 and/or Clause 49.2, or has reason to believe that it has or any Supplier Personnel, servants, agents or Sub-Contractors, or any person acting on their behalf have:
- 49.3.1 been subject to an investigation or prosecution which relates to an alleged infringement of Clause 49.1 and/or Clause 49.2;

- 49.3.2 been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts.
- 49.4 Where the Supplier or any of his employees, servants, agents or Sub-Contractors, or any person acting on their behalf, breaches any of the acts mentioned in Clause 49.1 and/or Clause 49.2 commits any offence under the Terrorism Act 2000, with or without the knowledge of the Supplier, in relation to this Contract or any other contract with the Crown, FCDO shall be entitled:
- 49.4.1 to terminate the Contract with immediate effect by written notice to the Supplier and recover from the Supplier the amount of any loss resulting from the termination;
- 49.4.2 to recover from the Supplier any other loss sustained as a result of any breach of this Clause 49, whether or not the Contract has been terminated.

50. SAFEGUARDING

50.1 For the purposes of this Clause 50, **“Reasonable Measures”** shall mean:

all reasonable endeavours expected to be taken by a professional and prudent supplier in the Supplier’s industry to eliminate or minimise risk of actual, attempted or threatened exploitation, abuse and harassment (including Sexual Abuse, Sexual Exploitation and Sexual Harassment) and whether or not such conduct would amount to a criminal offence in the United Kingdom or an offence under the laws of the territory in which it takes place (together **“Serious Misconduct”**) as is reasonable and proportionate under the circumstances. Such endeavours may include (but shall not be limited to):

- (a) clear and detailed policies and guidance for Supplier Personnel, Supplier Providers and where appropriate, beneficiaries;
- (b) developing, implementing and maintaining a safeguarding plan throughout the term (including monitoring);
- (c) provision of regular training to Supplier Personnel, Supplier Providers and where appropriate, beneficiaries
- (d) clear reporting lines and whistleblowing policies in place for Supplier Personnel, Supplier Providers and beneficiaries,
- (e) maintaining detailed records of any allegations of Serious Misconduct and regular reporting to FCDO and the Appropriate Authorities (where relevant) of any such incidents;
- (f) any other Good Industry Practice measures (including any innovative solutions),

- 50.2 The Supplier shall take all Reasonable Measures to prevent Serious Misconduct by the Supplier Personnel or any other persons engaged and controlled by it to perform any activities under this Agreement (**“Supplier Providers”**) and shall have in place at all times robust procedures which enable the reporting by Supplier Personnel, Supplier Providers and beneficiaries of any such Serious Misconduct, illegal acts and/or failures by the Supplier or Supplier Personnel to investigate such reports.
- 50.3 The Supplier shall take all Reasonable Measures to ensure that the Supplier Personnel and Supplier Providers do not engage in sexual activity with any person under the age of 18, regardless of the local age of majority or age of consent or any mistaken belief held by the Supplier Personnel or Supplier Provider as to the age of the person. Furthermore, the Supplier shall ensure that the Supplier Personnel and Supplier Providers do not engage in ‘transactional sex’ which shall include but not be limited to the exchange of money, employment, goods, or services for sex and such reference to sex shall include sexual favours or any form of humiliating, degrading or exploitative behavior on the part of the Supplier Personnel and the Supplier Providers. For the avoidance of doubt, such ‘transactional sex’ shall be deemed to be Serious Misconduct in accordance with Clause 50.1.
- 50.4 The Supplier shall promptly report in writing any complaints, concerns and incidents regarding Serious Misconduct or any attempted or threatened Serious Misconduct by the Supplier Personnel and Supplier Providers to the FCDO Investigations Department at reportingconcerns@fcdo.gov.uk or +44 (0)1355 843747, and where necessary, the Appropriate Authorities.
- 50.5 The Supplier shall fully investigate and document all cases or potential cases of Serious Misconduct and shall take appropriate corrective action to reduce the risk and/or eliminate Serious Misconduct being committed by the Supplier Personnel and Supplier Providers (which may include disciplinary action, termination of contracts etc.), such investigations and actions to be reported to FCDO as soon as is reasonably practicable
- 50.6 The Supplier shall not engage as Supplier Personnel or Supplier Provider for the purposes of the Services any person whose previous record or conduct known to the Supplier (or reasonably ought to be known by a diligent supplier which undertakes the appropriate checks) indicates that they are unsuitable to perform the Services and/or where they represent an increased and unacceptable risk of committing Serious Misconduct.
- 50.7 The Supplier shall comply with all applicable laws, legislation, codes of practice and government guidance in the UK and additionally, in the territories where the Services are being performed, relevant to safeguarding and protection of children and vulnerable adults, which the Supplier acknowledges may include vetting of the Supplier Personnel by the UK Disclosure and Barring Service in respect

of any regulated activity performed by the Supplier Personnel (as defined by the Safeguarding Vulnerable Groups Act 2006 (as amended)) and/or vetting by a local equivalent service. Where FCDO reasonably believes that there is an increased risk to safeguarding in the performance of the Services, the Supplier shall comply with any reasonable request by FCDO for additional vetting to be undertaken.

50.8 Failure by the Supplier to:

- 50.8.1 put in place preventative measures to eliminate and/or reduce the risk of Serious Misconduct; or
- 50.8.2 fully investigate allegations of Serious Misconduct; or
- 50.8.3 report any complaints to FCDO and where appropriate, the relevant authorities (including law enforcement)

shall be a material Default of this Contract and shall entitle FCDO to terminate this Contract with immediate effect.

51. **DISCRIMINATION**

- 51.1 The Supplier shall not unlawfully discriminate either directly or indirectly against protected characteristics such as race, colour, ethnic or national origin, disability, sex or sexual orientation, religion or belief, or age and without prejudice to the generality of the foregoing the Supplier shall not unlawfully discriminate within the meaning and scope of the provisions of all relevant legislation including the Equality Act 2010, the International Development (Gender Equality) Act 2014 or other relevant or equivalent legislation, or any statutory modification or re-enactment thereof. The Supplier shall ensure that in its delivery of the Services, it has due regard for the advancement of equal opportunity and promotes good relations between people who share a protected characteristic and those who do not, as required by the equality legislation.
- 51.2 The Supplier shall adhere to the current relevant codes of practice or recommendations published by the Equality and Human Rights Commission. The Supplier shall take all reasonable steps to secure the observance of these provisions and codes of conduct by all suppliers, employees or agents of the Supplier and all suppliers and Sub-Contractors employed in the execution of this Contract.
- 51.3 The Supplier will comply with any request by FCDO to assist FCDO in meeting its obligations under the Equality Act 2010 and to allow FCDO to assess the Supplier's compliance with its obligations under the Equality Act 2010.
- 51.4 Where any investigation is concluded or proceedings are brought under the Equality Act 2010 which arise directly or indirectly out of any act or omission of the Supplier, its agents or Sub-Contractors, or Supplier Personnel, and where there is a finding against the Supplier in such investigation or proceedings, the Supplier will indemnify FCDO with respect to all costs, charges and expenses (including legal and administrative expenses) arising out of or in connection with any such investigation or proceedings and such other financial redress to cover any payment FCDO may have been ordered or required to pay to a third party.

52. **LAW AND JURISDICTION**

- 52.1 This Contract shall be governed by and interpreted in accordance with English Law and shall be subject to the exclusive jurisdiction of the Courts of England and Wales.

53. **ENVIRONMENTAL REQUIREMENTS**

- 53.1 The Supplier shall provide the Services and any goods & equipment required under the Contract in accordance with applicable national and international laws, including those of the country or countries in which the Services or goods & equipment are to be provided, and FCDO's environmental operations policy, which is to conserve energy, water and other resources, reduce waste, phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment.
- 53.2 The Supplier shall work with FCDO and the populations that are potentially affected by its operations under the Contract regarding any environmental issues that could affect the sustainable development provisions of the International Development Act (2002), comply with special conditions as stipulated in the Terms of Reference and carry out any reasonable additional request to ensure the protection of the environment, society and the economy throughout the contract period.
- 53.3 The Supplier shall ensure it has the requisite expertise and controls to identify and mitigate all factors that may affect compliance with the conditions outlined in Clauses 53.1 and 53.2 as a result of its own operations or those of Sub-Contractors working on its behalf.
- 53.4 The Supplier shall promptly notify FCDO of any changes in potential material adverse effects from its operations under the Contract and of the occurrence of any incident or accident related to the Project that has or is likely to have a significant adverse effect on the environment.

- 53.5 Nothing in Clauses 53.1 to 53.3 shall relieve the obligations of the Supplier to comply with its statutory duties and Good Industry Practice.
- 54. CONFLICT OF INTEREST**
- 54.1 Neither the Supplier nor any of the Supplier Personnel shall engage in any personal, business or professional activity which conflicts or could conflict with any of their obligations in relation to this Contract.
- 54.2 The Supplier and the Supplier Personnel shall notify FCDO immediately of any actual or potential conflict together with recommendations as to how the conflict can be avoided.
- 54.3 The Supplier shall establish and maintain appropriate business standards, procedures and controls to ensure that no conflict of interest arises between Services undertaken for FCDO and that undertaken for other clients. The Supplier shall avoid knowingly committing any acts which are likely to result in any allegation of impropriety against FCDO, including conflicts of interest which are likely to prejudice their independence and objectivity in performing the Contract, howsoever arising.
- 54.4 The Supplier shall notify FCDO immediately of any circumstances of which it becomes aware which give rise or potentially give rise to a conflict with the Services and shall advise FCDO of how they intend to avoid such a conflict arising or remedy such situation. The Supplier shall, subject to any obligations of confidentiality it may have to third parties, provide all information and assistance reasonably necessary (at the Supplier's cost) that FCDO may request of the Supplier in order to avoid or resolve a conflict of interest and shall ensure that at all times they work together with FCDO with the aim of avoiding a conflict or remedy a conflict.
- 54.5 Pursuant to Clause 54.4, FCDO shall have the right to require that the Supplier puts in place Ethical Walls and will ensure and satisfy FCDO that all information relating to the Contract and to the Services (including all working papers, draft reports in both tangible and intangible form) are not shared or made available to person(s) other than Supplier Personnel and that such matters are not discussed by any person(s) other than Supplier Personnel.
- 54.6 In the event of a failure to maintain the Ethical Walls as described above arising during the course of this Contract, FCDO reserves the right to immediately terminate the Contract on giving written notice to the Supplier.
- 55. WAIVER**
- 55.1 A waiver of any of the terms and/or conditions of this Contract shall be valid only where it is agreed expressly in writing and signed by the parties. No failure or delay by a Party to exercise any right or remedy provided under this Contract or by law shall constitute a waiver of that or any other right or remedy, nor shall it preclude or restrict the further exercise of that or any other right or remedy. No single or partial exercise of such right or remedy shall preclude or restrict the further exercise of that or any other right or remedy.
- 56. ENTIRE AGREEMENT**
- 56.1 The Contract constitutes the entire agreement between the Parties relating to the subject matter of the Contract. The Contract supersedes all prior negotiations, representations and undertakings, whether written or oral, except that this Clause 56.1 shall not exclude liability in respect of any fraudulent misrepresentation.
- 56.2 The Supplier is not the agent of FCDO and has no authority to represent and shall not purport to represent or enter into any commitments on behalf of FCDO in any respect.
- 56.3 Nothing in this Contract is intended to make nor shall it make FCDO the employer of the Supplier or any of the Supplier Personnel.
- 56.4 All communications by the Supplier relating to the Contract must be addressed to the FCDO Contract Officer whose name and address is given in Section 4 (Special Conditions).
- 57. THIRD PARTY RIGHTS**
- 57.1 The provisions of paragraphs 2.1 and 2.6 of Part A, paragraphs 2.1, 2.6, 3.1 and 3.3 of Part B, paragraphs 2.1 and 2.3 of Part C and paragraphs 1.4, 2.3 and 2.8 of Part D of Schedule 2 (Staff Transfer) (together the **"Third Party Provisions"**) confer benefits on persons named in such provisions other than the Parties (each such person a **"Third Party Beneficiary"**) and are intended to be enforceable by Third Parties Beneficiaries by virtue of the Contracts (Rights of Third Parties) Act 1999 (**"CRTPA"**).
- 57.2 Subject to Clause 57.1, a person who is not a Party to this Contract has no right under the CRTPA to enforce any term of this Contract but this does not affect any right or remedy of any person which exists or is available otherwise than pursuant to that Act.
- 57.3 No Third Party Beneficiary may enforce, or take any step to enforce, any Third Party Provision without the prior written consent of FCDO, which may, if given, be given on and subject to such terms as FCDO may determine.

57.4 Any amendments or modifications to this Contract may be made, and any rights created under Clause 57.1 may be altered or extinguished, by the Parties without the consent of any Third Party Beneficiary.

58. NOTICES

58.1 Except as otherwise expressly provided within this Contract, any notices sent under this Contract must be in writing. For the purpose of Clause 58, an e-mail is accepted as being "in writing".

58.2 Subject to Clause 58.3, the following table sets out the method by which notices may be served under this Contract and the respective deemed time and proof of service:

Manner of delivery	Deemed time of delivery	Proof of Service
Email (Subject to Clauses 58.3 and 58.4)	9.00am on the first Working Day after sending	Dispatched as a pdf attachment to an e-mail to the correct e-mail address without any error message
Personal delivery	On delivery, provided delivery is between 9.00am and 5.00pm on a Working Day. Otherwise, delivery will occur at 9.00am on the next Working Day	Properly addressed and delivered as evidenced by signature of a delivery receipt
Royal Mail Signed For™ 1 st Class or other prepaid, next Working Day service providing proof of delivery	At the time recorded by the delivery service, provided that delivery is between 9.00am and 5.00pm on a Working Day. Otherwise, delivery will occur at 9.00am on the same Working Day (if delivery before 9.00am) or on the next Working Day (if after 5.00pm)	Properly addressed prepaid and delivered as evidenced by signature of a delivery receipt

58.3 The following notices may only be served as an attachment to an email if the original notice is then sent to the recipient by personal delivery or Royal Mail Signed For™ 1st Class or other prepaid in the manner set out in the table in Clause 58.2:

58.3.1 any Termination Notice (Clause 43 (Termination Without Default of the Supplier) and Clause 44 (Termination With Default of the Supplier)); and

58.3.2 any notice in respect of:

- (a) partial termination, suspension or partial suspension (Clause 45 (Partial Termination, Suspension and Partial Suspension)),
- (b) waiver (Clause 55 (Waiver)); or
- (c) Default.

58.4 Failure to send any original notice by personal delivery or recorded delivery in accordance with Clause 58.3 shall invalidate the service of the related e-mail transmission. The deemed time of delivery of such notice shall be the deemed time of delivery of the original notice sent by personal delivery or Royal Mail Signed For™ 1st Class delivery (as set out in the table in Clause 58.2) or, if earlier, the time of response or acknowledgement by the other Party to the email attaching the notice.

58.5 Clause 58 does not apply to the service of any proceedings or other documents in any legal action or, where applicable, any arbitration or other method of dispute resolution.

58.6 For the purposes of Clause 58, the address and email address of each Party shall be as specified in Section 4 (Special Conditions).

SCHEDULE 1: DEFINITIONS

Unless otherwise provided or the context otherwise requires the following expressions shall have the meanings set out below:

“Actual Profit Margin” means the actual profit achieved during the relevant period set out in Clause 20.1;

“Affected Party” the Party seeking to claim relief in respect of a Force Majeure Event;

“Affiliate” in relation to a body corporate, any other entity which directly or indirectly Controls, is Controlled by, or is under direct or indirect common Control with, that body corporate from time to time;

“Approval” means the prior written consent of FCDO and **“Approve”** and **“Approved”** shall be construed accordingly;

“Auditor” means:

- (a) FCDO’s internal and external auditors;
- (b) FCDO’s statutory or regulatory auditors;
- (c) the Comptroller and Auditor General, their staff and/or any appointed representatives of the National Audit Office;
- (d) HM Treasury or the Cabinet Office;
- (e) any party formally appointed by FCDO to carry out audit or similar review functions; and
- (f) successors or assigns of any of the above.

“Appropriate Authorities” means any and/or all of (as may be relevant under the circumstances) the UK government bodies and/or government bodies/agencies in the territory where Serious Misconduct may have or is suspected of having taken place, which have responsibility for safeguarding, recording, investigating, enforcing and/or determining allegations of Serious Misconduct and which may include (but shall not be limited to), the FCDO, the National Crime Agency, UK Police force, local territory police forces, and social services.

“Central Government Body” a body listed in one of the following sub-categories of the Central Government classification of the Public Sector Classification Guide, as published and amended from time to time by the Office for National Statistics:

- (a) Government Department;
- (b) Non-Departmental Public Body or Assembly Sponsored Public Body (advisory, executive, or tribunal);
- (c) Non-Ministerial Department; or
- (d) Executive Agency;

“Change of Control” means a change of control within the meaning of Section 450 of the Corporation Tax Act 2010;

“Charges” means the charges raised under or in connection with this Contract from time to time, which shall be calculated in a manner that is consistent with Schedule 5 (Schedule of Prices) and the eligible cost guidance.

“Commencement Date” means the date identified in Section 1 Form of Contract.

“Commercially Sensitive Information” the information listed in Section 4 (Special Conditions) comprising the information of a commercially sensitive nature relating to the Supplier, its intellectual property rights or its business of which the Supplier has indicated to FCDO that, if disclosed by FCDO, would cause the Supplier significant commercial disadvantage of material financial loss.

“Confidential Information” means all Personal Data and any information, however it is conveyed, that relates to the business, affairs, developments, trade secrets, know-how, personnel and suppliers of either party, including all intellectual property rights, together with all information derived from any of the above, and any other information clearly being designated as being confidential (whether or not it is marked “confidential”) or which ought reasonably be considered to be confidential.

“Contract” means this agreement between FCDO and the Supplier consisting of this Section 2 (Standard Terms and Generals) and any attached Schedules and Appendices

“Contract Amendment Letter” means the form set out in Appendix A.

“Contract Officer” means the person named in Section 4 who is responsible for all contractual aspects of the Contract.

“Contracts Finder” means the Government’s publishing portal for public sector procurement opportunities.

“Control” means control in either of the senses defined in sections 450 and 1124 of the Corporation Tax Act 2010 and **“Controlled”** shall be construed accordingly;

“Controller, Processor, Data Subject, Personal Data, Personal Data Breach, Data Protection Officer” take the meaning given in the GDPR.

“Data Protection Legislation” (i) the GDPR, the LED and any applicable national implementing Laws as amended from time to time (ii) the DPA 2018 [subject to Royal Assent] to the extent that it relates to processing of personal data and privacy; (iii) all applicable Law about the processing of personal data and privacy.

“Data Protection Impact Assessment”: an assessment by the Data Controller of the impact of the envisaged processing on the protection of Personal Data.

“Data Loss Event”: any event that results, or may result, in unauthorised access to Personal Data held by the Contractor under this Agreement, and/or actual or potential loss and/or destruction of Personal Data in breach of this Agreement, including any Personal Data Breach.

“Data Subject Access Request”: a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data.

“DPA 2018” means the Data Protection Act 2018

“Default” means any breach of the obligations of the Supplier (including but not limited to including abandonment of this Contract in breach of its terms) or any other default (including material Default), act, omission, negligence or statement of the Supplier, of the Supplier Personnel howsoever arising in connection with or in relation to the subject-matter of this Contract and in respect of which the Supplier is liable to FCDO;

“Delivery Chain” means all of the Supplier’s Sub-Contractors, Supplier Providers and partners involved in delivering a specific good, service or change for the purposes of the Services provided under this Agreement, down to the end beneficiary;

“FCDO Background IPR” means:

- a) IPRs owned by FCDO before the Commencement Date, including IPRs contained in any of FCDO's know-how, documentation, software, processes and procedures;
- b) IPRs created by FCDO independently of this Contract; and/or
- c) Crown Copyright which is not available to the Supplier otherwise than under this Contract;

“FCDO Data” means (a) the data, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, and which are: (i) supplied to the Supplier by or on behalf of FCDO; or (ii) which the Supplier is required to generate, process, store or transmit pursuant to this Contract; or (b) any Personal Data for which FCDO is the Data Controller.

“FCDO System” FCDO's computing environment (consisting of hardware, software and/or telecommunications networks or equipment) used by FCDO or the Supplier in connection with this Contract which is owned by FCDO or licensed to it by a third party and which interfaces with the Supplier System or which is necessary for FCDO to receive the Services;

“Dispute” any dispute, difference or question of interpretation arising out of or in connection with this Contract, including any dispute, difference or question of interpretation relating to the Services, failure to agree in accordance with the Variation Procedure or any matter where this Contract directs the Parties to resolve an issue by reference to the Dispute Resolution Procedure;

“Dispute Resolution Procedure” means the dispute resolution procedure set out in Clause 47;

“DOTAS” means the Disclosure of Tax Avoidance Schemes rules which require a promoter of tax schemes to tell HM Revenue & Customs of any specified notifiable arrangements or proposals and to provide prescribed information on those arrangements or proposals within set time limits as contained in Part 7 of the Finance Act 2004 and in secondary legislation made under vires contained in Part 7 of the Finance Act 2004 and as extended to National Insurance Contributions by the National Insurance Contributions (Application of Part 7 of the Finance Act 2004) Regulations 2012, SI 2012/1868 made under s.132A Social Security Administration Act 1992.

“Employee Liabilities” means all claims, actions, proceedings, orders, demands, complaints, investigations (save for any claims for personal injury which are covered by insurance) and any award, compensation, damages, tribunal awards, fine, loss, order, penalty, disbursement, payment made by way of settlement and costs, expenses and legal costs reasonably incurred in connection with a claim or investigation including in relation to the following:

- a) redundancy payments including contractual or enhanced redundancy costs, termination costs and notice payments;
- b) unfair, wrongful or constructive dismissal compensation;
- c) compensation for discrimination on grounds of sex, race, disability, age, religion or belief, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation or claims for equal pay;
- d) compensation for less favourable treatment of part-time workers or fixed term employees;
- e) outstanding debts and unlawful deduction of wages including any PAYE and National Insurance Contributions in relation to payments made by FCDO or the Replacement Supplier to a Transferring Supplier Employee which would have been payable by the Supplier or the Sub-Contractor if such payment should have been made prior to the Service Transfer Date;
- f) claims whether in tort, contract or statute or otherwise;
- g) any investigation by the Equality and Human Rights Commission or other enforcement, regulatory or supervisory body and of implementing any requirements which may arise from such investigation;

“Employment Regulations” means the Transfer of Undertakings (Protection of Employment) Regulations 2006 (SI 2006/246) as amended or replaced or any other Regulations implementing the Acquired Rights Directive;

“Employment Business” means an employment agency is an organization which matches employers to employees. In all developed countries there is a publicly funded employment agency and multiple private businesses which also act as employment agencies.

“Environmental Information Regulations” means the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issues by the Information Commissioner or relevant Government Department in relation to such regulations;

“Ethical Walls” means a process for avoiding conflicts of interest by limiting disclosure of information to certain individuals within an organisation, thereby building a metaphorical wall between the holders of information and colleagues who represent interests or hold opinions which conflict.

“Euro Compliant” means that:

- (i) the introduction of the euro within any part(s) of the UK shall not affect the performance or functionality of any relevant items nor cause such items to malfunction, end abruptly, provide invalid results or adversely affect FCDO’s business;
- (ii) all currency-reliant and currency-related functions (including all calculations concerning financial data) of any relevant items enable the introduction and operation of the euro; and
- (iii) in particular each and every relevant item shall, to the extent it performs or relies upon currency-related functions (including all calculations concerning financial data):
 - (a) be able to perform all such functions in any number of currencies and/or in euros;
 - (b) during any transition phase applicable to the relevant part(s) of the UK, be able to deal with multiple currencies and, in relation to the euro and the national currency of the relevant part(s) of the UK, dual denominations;
 - (c) recognise accept, display and print all the euro currency symbols and alphanumeric codes which may be adopted by any government and other European Union body in relation to the euro;
 - (d) incorporate protocols for dealing with rounding and currency conversion;
 - (e) recognise data irrespective of the currency in which it is expressed (which includes the euro) and express any output data in the national currency of the relevant part(s) of the UK and/or the euro; and
 - (f) permit the input of data in euro and display an outcome in euro where such data, supporting FCDO’s normal business practices, operates in euro and/or the national currency of the relevant part(s) of the UK.

“Equipment” means any equipment, computer hardware or software, materials, goods and vehicles and associated services necessarily required for the implementation of the Services, which the Supplier cannot reasonably be expected to provide, which are financed or provided by FCDO for use by the Supplier.

“Exit Management” services, activities, processes and procedures to ensure a smooth and orderly transition of all or part of the Services from the Supplier to FCDO and/or a Replacement Supplier.

“Exit Plan” the plan produced and updated by the Supplier during the Term in accordance with Terms of Reference and Clause 16;

“Expiry Date” means:

- (a) the end date of the Initial Period or, if exercised, the end date of any Extension Period; or
- (b) if this Contract is terminated before the date specified in (a) above, the earlier date of termination of this Contract;

“Extension Period” means such period or periods up to a maximum of the number of years in total as may be specified by FCDO, pursuant to Clause 4.2 and in Section 4 (Special Conditions);

“Financial Limit” means the amount specified in Section 1 (Form of Contract) and is the maximum amount of Charges paid by FCDO and which FCDO has agreed are duly payable under this Contract for the receipt of the Services.

“FOIA” means the Freedom of Information Act 2000 and any subordinate legislation made under this Act from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government Department in relation to such legislation.

“Force Majeure Event” any event outside the reasonable control of either Party affecting its performance of its obligations under this Contract arising from acts, events, omissions, happenings or non-happenings beyond its reasonable control and which are not attributable to any wilful act, neglect or failure to take reasonable preventative action by that Party, including acts of God, riots, war or armed conflict, acts of terrorism, acts of government, government or regulatory bodies, fire, flood, storm

or earthquake, or disaster but excluding any industrial dispute relating to the Supplier or the Supplier Personnel, servants, agents or Sub-Contractors, or any person acting on their behalf or any other failure in the Supplier's or a Sub-Contractor's supply chain;

"Force Majeure Notice" a written notice served by the Affected Party on the other Party stating that the Affected Party believes that there is a Force Majeure Event;

"Former Supplier" means a supplier supplying services to FCDO before the Relevant Transfer Date that are the same as or substantially similar to the Services (or any part of the Services) and shall include any Sub-Contractor of such supplier (or any Sub-Contractor of any such Sub-Contractor);

"GDPR" the General Data Protection Regulation (*Regulation (EU) 2016/679*).

"General Anti-Abuse Rule" means (a) the legislation in Part 5 of the Finance Act 2013; and (b) any future legislation introduced into parliament to counteract tax advantages arising from abusive arrangements to avoid national insurance contributions.

"Good Industry Practice" at any time the exercise of that degree of care, skill, diligence, prudence, efficiency, foresight and timeliness which would be reasonably expected at such time from a leading and expert supplier of services similar to the Services to a customer like FCDO, such supplier seeking to comply with its contractual obligations in full and complying with applicable Laws;

"Halifax Abuse Principle" means the principle explained in the CJEU Case C-255/02 Halifax and others.

"HM Government Cyber Essentials Scheme" means the HM Government Cyber Essentials Scheme as further defined in the documents relating to this scheme published at <https://www.gov.uk/government/publications/cyber-essentials-scheme-overview>

"IATI" means the International Aid Transparency Initiative standard and is a technical publishing framework allowing data to be compared. It is designed to report forward-looking aggregate budget information for the reported organisations, and planned future budgets to recipient institutions or countries.

"ICT Environment" means the FCDO System and the Supplier System;

"Information" has the meaning given under Section 84 of the Freedom of Information Act 2000; including all information of whatever nature, however conveyed and in whatever form, including in writing, orally, by demonstration, electronically and in a tangible, visual or machine-readable medium (including CD-ROM, magnetic and digital form);

"Initial Period" means the initial term of this Contract from the Commencement Date to the end date of the initial term stated in Section 4 (Special Conditions);

"Intellectual Property Rights" or "IPRs" means

- (a) copyright, rights related to or affording protection similar to copyright, rights in databases, patents and rights in inventions, semiconductor topography rights, trade marks, rights in Internet domain names and website addresses and other rights in trade names, designs, Know-How, trade secrets and other rights in Confidential Information;
- (b) applications for registration, and the right to apply for registration, for any of the rights listed at (a) that are capable of being registered in any country or jurisdiction; and

all other rights having equivalent or similar effect in any country or jurisdiction;

"IPR Claim" means any claim of infringement or alleged infringement (including the defence of such infringement or alleged infringement) of any IPR, used to provide the Services or as otherwise provided and/or licensed by the Supplier (or to which the Supplier has provided access) to FCDO (including any claims arising from the publication of the Project Specific IPRs as open source) in the fulfilment of its obligations under this Contract

"Joint Control" means Personal Data which under the Control of Joint Controllers in accordance with GDPR Article 26;

"Joint Controllers" means where two or more Controllers jointly determine the purposes and means of processing;

"Key Personnel" means the individuals (if any) identified as such in Section 4 (Special Conditions);

"Key Performance Indicators" or "KPIs" means a set of quantifiable measures that FCDO and Supplier will use to measure the performance of the Services provided by the Supplier under the Contract (as defined in Section 3 Terms of Reference).

"Law" means any applicable law, statute, bye-law, regulation, order, regulatory policy, guidance or industry code, rule of court or directives or requirements of any Regulatory Body, delegated or subordinate legislation or notice of any Regulatory Body;

"LED" means Law Enforcement Directive (*Directive (EU) 2016/680*)

“Licensed Software” all and any Software licensed by or through the Supplier, its Sub-Contractors or any third party to FCDO for the purposes of or pursuant to this Contract, including any Supplier Software, Third Party Software and/or any Specially Written Software;

“Losses” means all losses, liabilities, damages, costs, expenses (including legal fees), disbursements, costs of investigation, litigation, settlement, judgment, interest and penalties whether arising in contract, tort (including negligence), breach of statutory duty, misrepresentation or otherwise and **“Loss”** shall be interpreted accordingly;

“Malicious Software” any software program or code intended to destroy, interfere with, corrupt, or cause undesired effects on program files, data or other information, executable code or application software macros, whether or not its operation is immediate or delayed, and whether the malicious software is introduced wilfully, negligently or without knowledge of its existence;

“Milestone” an event or task described in the Implementation Plan which, if applicable, shall be completed by the relevant Milestone Date;

“Milestone Payment” a payment identified in Section 5 to be made following the issue of a Milestone Achievement Certificate;

“Occasion of Tax Non-Compliance” means:

- (a) any tax return of the Supplier submitted to a Relevant Tax Authority on or after 1 October 2012 is found on or after 1 April 2013 to be incorrect as a result of:
 - i) a Relevant Tax Authority successfully challenging the Supplier under the General Anti-Abuse Rule or the Halifax Abuse Principle or under any tax rules or legislation that have an effect equivalent or similar to the General Anti-Abuse Rule or the Halifax Abuse Principle;
 - ii) the failure of an avoidance scheme which the Supplier was involved in, and which was, or should have been, notified to a Relevant Tax Authority under the DOTAS or any equivalent or similar regime; and/or
- (b) any tax return of the Supplier submitted to a Relevant Tax Authority on or after October 2012 gives rise, on or after 1 April 2013, to a criminal conviction in any jurisdiction for tax related offences which is not spent at the Effective Date or to a civil penalty for fraud evasion.

“Open Book Data” means complete and accurate financial and non-financial information which is sufficient to enable FCDO to verify the Charges already paid or payable and Charges forecast to be paid during the Term, including details and all assumptions relating to costs.

“Overhead” means those amounts which are intended to recover a proportion of the Supplier’s or the Sub-Contractor’s (as the context requires) indirect corporate costs;

“Parties” and **“Party”** have the meanings respectively given in Section 1 of this Contract;

“Performance Indicators” means the Key Performance Indicators and the subsidiary Performance Indicators;

“Personal Data” means personal data (as defined in the Data Protection Act 1998) which is Processed by the Supplier or any Sub-Contractor on behalf of FCDO or a Central Government Body pursuant to or in connection with this Contract;

“Process” has the meaning given to it under the Data Protection Legislation but, for the purposes of this Contract, it shall include both manual and automatic processing and **“Processing”** and **“Processed”** shall be interpreted accordingly;

“Processor Personnel” means all directors, officers, employees, agents, consultants and contractors of the Processor and/or of any Sub-Processor engaged in the performance of its obligations under this Agreement.

“Programme Name” means the name given to the programme to which this Contract relates as identified in Section 1 (Form of Contract);

“Prohibited Act” has the meaning;

- (a) to directly or indirectly offer, promise or give any person working for or engaged by FCDO a financial or other advantage to:
 - (i) induce that person to perform improperly a relevant function or activity; or
 - (ii) reward that person for improper performance of a relevant function or activity;
- (b) to directly or indirectly request, agree to receive or accept any financial or other advantage as an inducement or a reward for improper performance of a relevant function or activity in connection with this Contract;
- (c) an offence:
 - (i) under the Bribery Act 2010 (or any legislation repealed or revoked by such Act);

- (ii) under legislation or common law concerning fraudulent acts; or
- (iii) defrauding, attempting to defraud or conspiring to defraud FCDO; or
- (d) any activity, practice or conduct which would constitute one of the offences listed under
- (e) above if such activity, practice or conduct had been carried out in the UK;

“Project” means a set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or team to meet specific objectives within defined time, cost and performance parameters

“Project Officer” means the person named in Section 4 who is responsible for issuing instructions and dealing with all correspondence in connection with the technical aspects of the Contract;

“Project Specific IPRs” means:

- a) Intellectual Property Rights in items created by the Supplier (or by a third party on behalf of the Supplier) specifically for the purposes of this Contract and updates and amendments of these items including (but not limited to) database schema; and/or
- b) IPR in or arising as a result of the performance of the Supplier’s obligations under this Contract and all updates and amendments to the same,

but shall not include the Supplier Background IPR;

“Projected Profit Margin” means the profit the Supplier expects to achieve over the Term as set out in Schedule 5 (Schedule of Costs);

“Protective Measures”: appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it.

“Register” means a register which sets out full details of:

- (a) any assets used by the Supplier in connection with the provision of the Services, including details of:
 - (i) make, model and asset number;
 - (ii) ownership and status as whether the assets are used exclusively for the provision of the Services;
 - (iii) condition and physical location; and
 - (iv) use (including technical specifications); and
- (b) Sub-Contracts and other relevant agreements (including relevant software licences, maintenance and support agreements and equipment rental and lease agreements) required for the performance of the Services;

“Regulations” means the Public Contracts Regulations 2015 as amended or replaced from time to time;

“Regulatory Bodies” means those government departments, regulatory, statutory and other entities, committees and bodies which, whether under statute, rules, regulations, codes of practice or otherwise, are entitled to regulate, investigate, or influence the matters dealt with in this Contract or any other affairs of FCDO and “Regulatory Body” shall be construed accordingly;

“Relevant Requirements” all applicable Law relating to bribery, corruption and fraud, including the Bribery Act 2010 and any guidance issued by the Secretary of State for Justice pursuant to section 9 of the Bribery Act 2010;

“Relevant Tax Authority” means HM Revenue & Customs, or, if applicable, a Tax Authority in the jurisdiction in which the Supplier is established.

“Relevant Transfer” means a transfer of employment to which the Employment Regulations applies;

“Relevant Transfer Date” means, in relation to a Relevant Transfer, the date upon which the Relevant Transfer takes place;

“Replacement Services” any services which are the same as or substantially similar to any of the Services and which FCDO receives in substitution for any of the Services following the expiry or termination or partial termination of this Contract, whether those services are provided by FCDO internally and/or by any third party;

“Replacement Sub-Contractor” means a Sub-Contractor of the Replacement Supplier to whom Transferring Supplier Employees will transfer on a Service Transfer Date (or any Sub-Contractor of any such Sub-Contractor);

“Replacement Supplier” any third party service provider of Replacement Services appointed by FCDO from time to time;

“Request for Information” a request for information or an apparent request under the FOIA, the Environmental Information Regulations and associated codes of practice;

“Security Policy” means HMG’s security policy, as updated periodically by the Cabinet Office, which can be accessed at <https://www.gov.uk/government/collections/government-security> , or as notified to the Supplier from time to time;

“Service Transfer” means any transfer of the Services (or any part of the Services), for whatever reason, from the Supplier or any Sub-Contractor to a Replacement Supplier or a Replacement Sub-Contractor;

“Service Transfer Date” means the date of a Service Transfer;

“Services” means the services set out in the Terms of Reference (Section 3).

“Sexual Abuse” means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions, and all sexual activity with someone under the age of 18, regardless of local age of majority or consent under the laws of the territory in which it takes place and regardless of any mistaken belief (by the relevant individual) as to the age of a child;

“Sexual Exploitation” means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes. Includes profiting monetarily, socially, or politically from sexual exploitation of another;

“Sexual Harassment” means unwelcome sexual advances (also but not exclusively without touching). It includes requests for sexual favours, or other verbal or physical behaviour of a sexual nature, which may create a hostile or offensive environment.

“Sites” any premises (including FCDO premises, the Supplier’s premises or third party premises):

- (a) from, to or at which:
 - (i) the Services are (or are to be) provided; or
 - (ii) the Supplier manages, organises or otherwise directs the provision or the use of the Services; or
- (b) where:
 - (i) any part of the Supplier System is situated;
 - (ii) any physical interface with FCDO System takes place;

“Software” Specially Written Software, Supplier Software and Third Party Software;

“Specially Written Software” means any software (including database software, linking instructions, test scripts, compilation instructions and test instructions) created by the Supplier (or by a Sub-Contractor or other third party on behalf of the Supplier) specifically for the purposes of this Contract, including any modifications, configuration, customisation, or enhancements to Supplier Software or Third Party Software created specifically for the purposes of this Contract;

“Staffing Information” means in relation to all persons identified on the Supplier's Provisional Supplier Personnel List or Supplier's Final Supplier Personnel List, as the case may be, such information as FCDO may reasonably request (subject to all applicable provisions of the DPA), but including in an anonymised format:

- (a) their ages, dates of commencement of employment or engagement, gender and place of work;
- (b) details of whether they are employed, self employed contractors or consultants, agency workers or otherwise;
- (c) the identity of the employer or relevant contracting party;
- (d) their relevant contractual notice periods and any other terms relating to termination of employment, including redundancy procedures, and redundancy payments;
- (e) their wages, salaries, bonuses and profit sharing arrangements as applicable;
- (f) details of other employment-related benefits, including (without limitation) medical insurance, life assurance, pension or other retirement benefit schemes, share option schemes and company car schedules applicable to them;
- (g) any outstanding or potential contractual, statutory or other liabilities in respect of such individuals (including in respect of personal injury claims);
- (h) details of any such individuals on long term sickness absence, parental leave, maternity leave or other authorised long term absence;
- (i) copies of all relevant documents and materials relating to such information, including copies of relevant contracts of employment (or relevant standard contracts if applied generally in respect of such employees); and

(j) any other “employee liability information” as such term is defined in regulation 11 of the Employment Regulations;

“Staff Vetting Procedure” means HMG’s procedures and departmental policies for the vetting of Personnel whose role will involve the handling of information of a sensitive or confidential nature or the handling of information which is subject to any relevant security measures, including, but not limited to, the provisions of the Official Secrets Act 1911 to 1989.

“Sub-Contract” means any contract or agreement (or proposed contract or agreement) to which a third party:

- a) provides the Services (or any part of them);
- b) provides facilities or goods and services necessary for the provision of the Services (or any part of them); and/or
- c) is responsible for the management, direction or control of the provision of the Services (or any part of them);

“Sub-Contractor” means any person other than the Supplier, who is a party to a Sub-Contract and the servants and agents of that person;

“Sub-processor”: any third Party appointed to process Personal Data on behalf of that Processor related to this Agreement.

“Successor Body” means a body which is not a Central Government Body or if a body which is not a Central Government Body succeeds FCDO;

“Supplier” means the person(s), partnership(s) or company (ies) with whom this Contract is placed and as identified in Section 1 (Form of Contract);

“Supplier Background IPRs” means;

- (a) Intellectual Property Rights owned by the Supplier before the Effective Date, for example those subsisting in the Supplier's standard development tools, program components or standard code used in computer programming or in physical or electronic media containing the Supplier's Know-How or generic business methodologies; and/or
- (b) Intellectual Property Rights created by the Supplier independently of this Agreement, which in each case is or will be used before or during the Term for designing, testing implementing or providing the Services but excluding Intellectual Property Rights owned by the Supplier subsisting in the Supplier Software;

“Supplier Personnel” means any person (including Key Personnel) instructed pursuant to this Contract to undertake any of the Supplier's obligations under this Contract, including the Supplier's employees, agents and Sub-Contractors.

“Supplier Provider” means persons engaged and/or controlled by or on behalf of the Supplier pursuant to any activities undertaken by the Supplier under this Agreement.

“Supplier Software” means any software which is proprietary to the Supplier (or an Affiliate of the Supplier which is or will be used by the Supplier or any Sub-Contractor for the purposes of providing the Services or is embedded in and in respect of such other software as required to be licensed in order for FCDO to receive the benefit of and/or make use of the Services;

“Supplier System” the information and communications technology system used by the Supplier in implementing and performing the Services including the Software, the Supplier Equipment, configuration and management utilities, calibration and testing tools and related cabling (but excluding FCDO System);

“Tender” means the tender submitted by the Supplier to FCDO a copy of which is annexed or referred to in Schedule 4 (Tender);

“Term” means the term of this Contract from the Commencement Date until the Expiry Date;

“Termination Notice” means a written notice of termination given by one Party to the other, notifying the Party receiving the notice of the intention of the Party giving the notice to terminate this Contract on a specified date and setting out the grounds for termination;

“Third Party IPRs” means Intellectual Property Rights owned by a third party but excluding Intellectual Property Rights owned by the third party subsisting in any Third Party Software;

“Third Party Software” means any software which is proprietary to any third party (other than an Affiliate of the Supplier) or any open source which is or will be used by the Supplier for the purposes of providing the Services)

“Transferring FCDO Employees” those employees of FCDO to whom the Employment Regulations will apply on the Relevant Transfer Date;

“Transferring Former Supplier Employees” in relation to a Former Supplier, those employees of the Former Supplier to whom the Employment Regulations will apply on the Relevant Transfer Date;

“Transferring Supplier Employees” means those employees of the Supplier and/or the Supplier’s Sub-Contractors to whom the Employment Regulations will apply on the Service Transfer Date;

“Valid Invoice” means an invoice issued by the Supplier to FCDO and containing the information set out in Clause 22.4;

"Variation" means a properly executed variation to the Contract in compliance with Clause 38;

“Variation Procedure” means the procedure set out in Clause 38;

“VAT” means value added tax in accordance with the provisions of the Value Added Tax Act 1994; and

“Working Day” means any day other than a Saturday, Sunday or public holiday in England and Wales.

SCHEDULE 2: STAFF TRANSFER

1. DEFINITIONS

In this Schedule 2, the following definitions shall apply:

“Admission Agreement”	An admission agreement in the form available on the Civil Service Pensions website immediately prior to the Relevant Transfer Date to be entered into by the Supplier where it agrees to participate in the Schemes in respect of the Services;
“Eligible Employee”	any Fair Deal Employee who at the relevant time is an eligible employee as defined in the Admission Agreement;
“Fair Deal Employees”	those Transferring FCDO Employees who are on the Relevant Transfer Date entitled to the protection of New Fair Deal (and, in the event that Part B of this Schedule 2 applies, any Transferring Former Supplier Employees who originally transferred pursuant to a Relevant Transfer under the Employment Regulations (or the predecessor legislation to the Employment Regulations), from employment with a public sector employer and who were once eligible to participate in the Schemes and who at the Relevant Transfer Date become entitled to the protection of New Fair Deal);
“Former Supplier”	a supplier supplying services to FCDO before the Relevant Transfer Date that are the same as or substantially similar to the Services (or any part of the Services) and shall include any Sub-Contractor of such supplier (or any Sub-Contractor of any such Sub-Contractor);
“New Fair Deal”	the revised Fair Deal position set out in the HM Treasury guidance: <i>“Fair Deal for staff pensions: staff transfer from central government”</i> issued in October 2013 including any amendments to that document immediately prior to the Relevant Transfer Date;
“Notified Sub-Contractor”	a Sub-Contractor identified in the Annex to this Schedule 2 to whom Transferring FCDO Employees and/or Transferring Former Supplier Employees will transfer on a Relevant Transfer Date;
“Replacement Sub-Contractor”	a Sub-Contractor of the Replacement Supplier to whom Transferring Supplier Employees will transfer on a Service Transfer Date (or any Sub-Contractor of any such Sub-Contractor);
“Relevant Transfer”	a transfer of employment to which the Employment Regulations applies;
“Relevant Transfer Date”	in relation to a Relevant Transfer, the date upon which the Relevant Transfer takes place;
“Schemes”	the Principal Civil Service Pension Scheme available to Civil Servants and employees of bodies under Schedule 2 of the Superannuation Act 1972 (and eligible employees of other bodies admitted to participate under a determination under section 25 of the Public Service Pensions Act 2013), as governed by rules adopted by Parliament; the Partnership Pension Account and its (i) Ill health Benefits Scheme and (ii) Death Benefits Scheme; the Civil Service Additional Voluntary Contribution Scheme; and the Designated Stakeholder Pension Scheme and “alpha” introduced under The Public Service (Civil Servants and Others) Pensions Regulations 2014;
“Service Transfer”	any transfer of the Services (or any part of the Services), for whatever reason, from the Supplier or any Sub-Contractor to a Replacement Supplier or a Replacement Sub-Contractor;
“Service Transfer Date”	the date of a Service Transfer or, if more than one, the date of the relevant Service Transfer as the context requires;

“Supplier's Final Supplier Personnel List”	a list provided by the Supplier of all Supplier Personnel who will transfer under the Employment Regulations on the Service Transfer Date;
“Supplier's Provisional Supplier Personnel List”	a list prepared and updated by the Supplier of all Supplier Personnel who are at the date of the list wholly or mainly engaged in or assigned to the provision of the Services or any relevant part of the Services which it is envisaged as at the date of such list will no longer be provided by the Supplier;
“Transferring FCDO Employees”	those employees of FCDO to whom the Employment Regulations will apply on the Relevant Transfer Date;
“Transferring Former Supplier Employees”	in relation to a Former Supplier, those employees of the Former Supplier to whom the Employment Regulations will apply on the Relevant Transfer Date; and
“Transferring Supplier Employees”	those employees of the Supplier and/or the Supplier’s Sub-Contractors to whom the Employment Regulations will apply on the Service Transfer Date.

2. INTERPRETATION

Where a provision in this Schedule 2 imposes an obligation on the Supplier to provide an indemnity, undertaking or warranty, the Supplier shall procure that each of its Sub-Contractors shall comply with such obligation and provide such indemnity, undertaking or warranty to FCDO, Former Supplier, Replacement Supplier or Replacement Sub-Contractor, as the case may be.

PART A

TRANSFERRING FCDO EMPLOYEES AT COMMENCEMENT OF SERVICES

1. RELEVANT TRANSFERS

- 1.1 FCDO and the Supplier agree that:
 - 1.1.1 the commencement of the provision of the Services or of each relevant part of the Services will be a Relevant Transfer in relation to the Transferring FCDO Employees; and
 - 1.1.2 as a result of the operation of the Employment Regulations, the contracts of employment between FCDO and the Transferring FCDO Employees (except in relation to any terms disapplied through operation of regulation 10(2) of the Employment Regulations) will have effect on and from the Relevant Transfer Date as if originally made between the Supplier and/or any Notified Sub-Contractor and each such Transferring FCDO Employee.
- 1.2 FCDO shall comply with all its obligations under the Employment Regulations and shall perform and discharge all its obligations in respect of the Transferring FCDO Employees in respect of the period arising up to (but not including) the Relevant Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions which in any case are attributable in whole or in part to the period up to (but not including) the Relevant Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between: (i) FCDO; and (ii) the Supplier and/or any Notified Sub-Contractor (as appropriate).

2. FCDO INDEMNITIES

- 2.1 Subject to Paragraph 2.2, FCDO shall indemnify the Supplier and any Notified Sub-Contractor against any Employee Liabilities arising from or as a result of:
 - 2.1.1 any act or omission by FCDO in respect of any Transferring FCDO Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring FCDO Employee occurring before the Relevant Transfer Date;
 - 2.1.2 the breach or non-observance by FCDO before the Relevant Transfer Date of:
 - (a) any collective agreement applicable to the Transferring FCDO Employees; and/or
 - (b) any custom or practice in respect of any Transferring FCDO Employees which FCDO is contractually bound to honour;
 - 2.1.3 any claim by any trade union or other body or person representing the Transferring FCDO Employees arising from or connected with any failure by FCDO to comply with any legal obligation to such trade union, body or person arising before the Relevant Transfer Date;
 - 2.1.4 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring FCDO Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising before the Relevant Transfer Date; and
 - (b) in relation to any employee who is not a Transferring FCDO Employee and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from FCDO to the Supplier and/or any Notified Sub-Contractor as appropriate, to the extent that the proceeding, claim or demand by the HMRC or other statutory authority relates to financial obligations arising before the Relevant Transfer Date.
 - 2.1.5 a failure of FCDO to discharge, or procure the discharge of, all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring FCDO Employees arising before the Relevant Transfer Date;

- 2.1.6 any claim made by or in respect of any person employed or formerly employed by FCDO other than a Transferring FCDO Employee for whom it is alleged the Supplier and/or any Notified Sub-Contractor as appropriate may be liable by virtue of the Employment Regulations and/or the Acquired Rights Directive; and
- 2.1.7 any claim made by or in respect of a Transferring FCDO Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring FCDO Employee relating to any act or omission of FCDO in relation to its obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the failure by the Supplier or any Sub-Contractor to comply with regulation 13(4) of the Employment Regulations.
- 2.2 The indemnities in Paragraph 2.1 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Supplier or any Sub-Contractor (whether or not a Notified Sub-Contractor) whether occurring or having its origin before, on or after the Relevant Transfer Date including any Employee Liabilities:
 - 2.2.1 arising out of the resignation of any Transferring FCDO Employee before the Relevant Transfer Date on account of substantial detrimental changes to his/her working conditions proposed by the Supplier and/or any Sub-Contractor to occur in the period from (and including) the Relevant Transfer Date; or
 - 2.2.2 arising from the failure by the Supplier or any Sub-Contractor to comply with its obligations under the Employment Regulations.
- 2.3 If any person who is not identified by FCDO as a Transferring FCDO Employee claims, or it is determined in relation to any person who is not identified by FCDO as a Transferring FCDO Employee, that his/her contract of employment has been transferred from FCDO to the Supplier and/or any Notified Sub-Contractor pursuant to the Employment Regulations or the Acquired Rights Directive then:
 - 2.3.1 the Supplier shall, or shall procure that the Notified Sub-Contractor shall, within 5 Working Days of becoming aware of that fact, give notice in writing to FCDO; and
 - 2.3.2 FCDO may offer (or may procure that a third party may offer) employment to such person within 15 Working Days of receipt of the notification by the Supplier and/or any Notified Sub-Contractor, or take such other reasonable steps as FCDO considers appropriate to deal with the matter provided always that such steps are in compliance with Law.
- 2.4 If an offer referred to in Paragraph 2.3.2 is accepted, or if the situation has otherwise been resolved by FCDO, the Supplier shall, or shall procure that the Notified Sub-Contractor shall, immediately release the person from his/her employment or alleged employment.
- 2.5 If by the end of the 15 Working Day period specified in Paragraph 2.3.2:
 - 2.5.1 no such offer of employment has been made;
 - 2.5.2 such offer has been made but not accepted; or
 - 2.5.3 the situation has not otherwise been resolved,the Supplier and/or any Notified Sub-Contractor may within 5 Working Days give notice to terminate the employment or alleged employment of such person.
- 2.6 Subject to the Supplier and/or any Notified Sub-Contractor acting in accordance with the provisions of Paragraphs 2.3 to 2.5 and in accordance with all applicable proper employment procedures set out in applicable Law, FCDO shall indemnify the Supplier and/or any Notified Sub-Contractor (as appropriate) against all Employee Liabilities arising out of the termination of employment pursuant to the provisions of Paragraph 2.5 provided that the Supplier takes, or procures that the Notified Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities.
- 2.7 The indemnity in Paragraph 2.6:
 - 2.7.1 shall not apply to:
 - (a) any claim for:
 - (i) discrimination, including on the grounds of sex, race, disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation, religion or belief; or

- (ii) equal pay or compensation for less favourable treatment of part-time workers or fixed-term employees,

in any case in relation to any alleged act or omission of the Supplier and/or any Sub-Contractor; or
 - (b) any claim that the termination of employment was unfair because the Supplier and/or Notified Sub-Contractor neglected to follow a fair dismissal procedure; and
- 2.7.2 shall apply only where the notification referred to in Paragraph 2.3.1 is made by the Supplier and/or any Notified Sub-Contractor (as appropriate) to FCDO within 6 months of the Commencement Date.
- 2.8 If any such person as is referred to in Paragraph 2.3 is neither re-employed by FCDO nor dismissed by the Supplier and/or any Notified Sub-Contractor within the time scales set out in Paragraph 2.5 such person shall be treated as having transferred to the Supplier and/or any Notified Sub-Contractor and the Supplier shall, or shall procure that the Notified Sub-Contractor shall, comply with such obligations as may be imposed upon it under applicable Law.

3. SUPPLIER INDEMNITIES AND OBLIGATIONS

- 3.1 Subject to Paragraph 3.2 the Supplier shall indemnify FCDO against any Employee Liabilities arising from or as a result of:
- 3.1.1 any act or omission by the Supplier or any Sub-Contractor in respect of any Transferring FCDO Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring FCDO Employee whether occurring before, on or after the Relevant Transfer Date;
 - 3.1.2 the breach or non-observance by the Supplier or any Sub-Contractor on or after the Relevant Transfer Date of:
 - (a) any collective agreement applicable to the Transferring FCDO Employees; and/or
 - (b) any custom or practice in respect of any Transferring FCDO Employees which the Supplier or any Sub-Contractor is contractually bound to honour;
 - 3.1.3 any claim by any trade union or other body or person representing any Transferring FCDO Employees arising from or connected with any failure by the Supplier or any Sub-Contractor to comply with any legal obligation to such trade union, body or person arising on or after the Relevant Transfer Date;
 - 3.1.4 any proposal by the Supplier or a Sub-Contractor made before the Relevant Transfer Date to make changes to the terms and conditions of employment or working conditions of any Transferring FCDO Employees to their material detriment on or after their transfer to the Supplier or the relevant Sub-Contractor (as the case may be) on the Relevant Transfer Date, or to change the terms and conditions of employment or working conditions of any person who would have been a Transferring FCDO Employee but for their resignation (or decision to treat their employment as terminated under regulation 4(9) of the Employment Regulations) before the Relevant Transfer Date as a result of or for a reason connected to such proposed changes;
 - 3.1.5 any statement communicated to or action undertaken by the Supplier or any Sub-Contractor to, or in respect of, any Transferring FCDO Employee before the Relevant Transfer Date regarding the Relevant Transfer which has not been agreed in advance with FCDO in writing;
 - 3.1.6 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring FCDO Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on or after the Relevant Transfer Date; and
 - (b) in relation to any employee who is not a Transferring FCDO Employee, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from FCDO to the Supplier or a Sub-Contractor, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on or after the Relevant Transfer Date;
 - 3.1.7 a failure of the Supplier or any Sub-Contractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring FCDO Employees in respect of the period from (and including) the Relevant Transfer Date;

- 3.1.8 any claim made by or in respect of a Transferring FCDO Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring FCDO Employee relating to any act or omission of the Supplier or any Sub-Contractor in relation to their obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from FCDO's failure to comply with its obligations under regulation 13 of the Employment Regulations; and
- 3.1.9 a failure by the Supplier or any Sub-Contractor to comply with its obligations under Paragraph 2.8 above.
- 3.2 The indemnities in Paragraph 3.1 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of FCDO whether occurring or having its origin before, on or after the Relevant Transfer Date including, without limitation, any Employee Liabilities arising from FCDO's failure to comply with its obligations under the Employment Regulations.
- 3.3 The Supplier shall comply, and shall procure that each Sub-Contractor shall comply, with all its obligations under the Employment Regulations (including its obligation to inform and consult in accordance with regulation 13 of the Employment Regulations) and shall perform and discharge, and shall procure that each Sub-Contractor shall perform and discharge, all its obligations in respect of the Transferring FCDO Employees, from (and including) the Relevant Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions and any other sums due under the Admission Agreement which in any case are attributable in whole or in part to the period from and including the Relevant Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between FCDO and the Supplier.

4. INFORMATION

The Supplier shall, and shall procure that each Sub-Contractor shall, promptly provide to FCDO in writing such information as is necessary to enable FCDO to carry out its duties under regulation 13 of the Employment Regulations. FCDO shall promptly provide to the Supplier and each Notified Sub-Contractor in writing such information as is necessary to enable the Supplier and each Notified Sub-Contractor to carry out their respective duties under regulation 13 of the Employment Regulations.

5. PRINCIPLES OF GOOD EMPLOYMENT PRACTICE

- 5.1 The Parties agree that the Principles of Good Employment Practice issued by the Cabinet Office in December 2010 apply to the treatment by the Supplier of employees whose employment begins after the Relevant Transfer Date, and the Supplier undertakes to treat such employees in accordance with the provisions of the Principles of Good Employment Practice.
- 5.2 The Supplier shall, and shall procure that each Sub-Contractor shall, comply with any requirement notified to it by FCDO relating to pensions in respect of any Transferring FCDO Employee as set down in:
 - 5.2.1 the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector of January 2000, revised 2007;
 - 5.2.2 HM Treasury's guidance "Staff Transfers from Central Government: A Fair Deal for Staff Pensions of 1999;
 - 5.2.3 HM Treasury's guidance "Fair deal for staff pensions: procurement of Bulk Transfer Agreements and Related Issues" of June 2004; and/or
 - 5.2.4 the New Fair Deal.
- 5.3 Any changes embodied in any statement of practice, paper or other guidance that replaces any of the documentation referred to in Paragraphs 5.1 or 5.2 shall be agreed in accordance with the Variation Procedure.

6. PENSIONS

The Supplier shall, and/or shall procure that each of its Sub-Contractors shall, comply with the pensions provisions in the following Annex.

ANNEX TO PART A: PENSIONS

1. PARTICIPATION

- 1.1 The Supplier undertakes to enter into the Admission Agreement.
- 1.2 The Supplier and FCDO:
 - 1.2.1 undertake to do all such things and execute any documents (including the Admission Agreement) as may be required to enable the Supplier to participate in the Schemes in respect of the Fair Deal Employees;
 - 1.2.2 agree that the arrangements under paragraph 1.1 of this Annex include the body responsible for the Schemes notifying FCDO if the Supplier breaches any obligations it has under the Admission Agreement;
 - 1.2.3 agree, notwithstanding Paragraph 1.2.2 of this Annex, the Supplier shall notify FCDO in the event that it breaches any obligations it has under the Admission Agreement and when it intends to remedy such breaches; and
 - 1.2.4 agree that FCDO may terminate this Contract in the event that the Supplier breaches the Admission Agreement:
 - (a) and that breach is not capable of being remedied; or
 - (b) where such breach is capable of being remedied, the Supplier fails to remedy such breach within a reasonable time and in any event within 28 days of a notice from FCDO giving particulars of the breach and requiring the Supplier to remedy it.
- 1.3 The Supplier shall bear its own costs and all costs that FCDO reasonably incurs in connection with the negotiation, preparation and execution of documents to facilitate the Supplier participating in the Schemes including without limitation current civil service pensions administrator on-boarding costs.

2. FUTURE SERVICE BENEFITS

- 2.1 The Supplier shall procure that the Fair Deal Employees, shall be either admitted into, or offered continued membership of, the relevant section of the Schemes that they currently contribute to, or were eligible to join immediately prior to the Relevant Transfer Date and the Supplier shall procure that the Fair Deal Employees continue to accrue benefits in accordance with the provisions governing the relevant section of Schemes for service from (and including) the Relevant Transfer Date.
- 2.2 The Supplier undertakes that should it cease to participate in the Schemes for whatever reason at a time when it has Eligible Employees, that it will, at no extra cost to FCDO, provide to any Fair Deal Employee who immediately prior to such cessation remained an Eligible Employee with access to an occupational pension scheme certified by the Government Actuary's Department or any actuary nominated by FCDO in accordance with relevant guidance produced by the Government Actuary's Department as providing benefits which are broadly comparable to those provided by the Schemes on the date the Eligible Employees ceased to participate in the Schemes.
- 2.3 The Parties acknowledge that the Civil Service Compensation Scheme and the Civil Service Injury Benefit Scheme (established pursuant to section 1 of the Superannuation Act 1972) are not covered by the protection of New Fair Deal.

3. FUNDING

- 3.1 The Supplier undertakes to pay to the Schemes all such amounts as are due under the Admission Agreement and shall deduct and pay to the Schemes such employee contributions as are required by the Schemes.
- 3.2 The Supplier shall indemnify and keep indemnified FCDO on demand against any claim by, payment to, or loss incurred by, the Schemes in respect of the failure to account to the Schemes for payments received and the non-payment or the late payment of any sum payable by the Supplier to or in respect of the Schemes.

4. PROVISION OF INFORMATION

The Supplier and FCDO respectively undertake to each other:

- 4.1 to provide all information which the other Party may reasonably request concerning matters referred to in this Annex and set out in the Admission Agreement, and to supply the information as expeditiously as possible; and
- 4.2 not to issue any announcements to the Fair Deal Employees prior to the Relevant Transfer Date concerning the matters stated in this Annex without the consent in writing of the other Party (not to be unreasonably withheld or delayed).

5. INDEMNITY

The Supplier undertakes to FCDO to indemnify and keep indemnified FCDO on demand from and against all and any Losses whatsoever arising out of or in connection with any liability towards the Fair Deal Employees arising in respect of service on or after the Relevant Transfer Date which relate to the payment of benefits under and/or participation in an occupational pension scheme (within the meaning provided for in section 1 of the Pension Schemes Act 1993) or the Schemes.

6. EMPLOYER OBLIGATION

The Supplier shall comply with the requirements of Part 1 of the Pensions Act 2008, section 258 of the Pensions Act 2004 and the Transfer of Employment (Pension Protection) Regulations 2005 for all transferring staff.

7. SUBSEQUENT TRANSFERS

The Supplier shall:

- 7.1 not adversely affect pension rights accrued by any Fair Deal Employee in the period ending on the Service Transfer Date;
- 7.2 provide all such co-operation and assistance as the Schemes and the Replacement Supplier and/or FCDO may reasonably require to enable the Replacement Supplier to participate in the Schemes in respect of any Eligible Employee and to give effect to any transfer of accrued rights required as part of participation under New Fair Deal; and
- 7.3 for the applicable period either:
 - 7.3.1 after notice (for whatever reason) is given, in accordance with the other provisions of this Contract, to terminate the Agreement or any part of the Services; or
 - 7.3.2 after the date which is two (2) years prior to the date of expiry of this Contract,
ensure that no change is made to pension, retirement and death benefits provided for or in respect of any person who will transfer to the Replacement Supplier or FCDO, no category of earnings which were not previously pensionable are made pensionable and the contributions (if any) payable by such employees are not reduced without (in any case) the prior approval of FCDO (such approval not to be unreasonably withheld). Save that this sub-paragraph shall not apply to any change made as a consequence of participation in an Admission Agreement.

8. BULK TRANSFER

- 8.1 Where the Supplier has set up a broadly comparable pension scheme in accordance with the provisions of paragraph 2.2 above of this Annex, the Supplier agrees to:
 - 8.1.1 fully fund any such broadly comparable pension scheme in accordance with the funding requirements set by that broadly comparable pension scheme's actuary or by the Government Actuary's Department;
 - 8.1.2 instruct any such broadly comparable pension scheme's actuary to, and to provide all such co-operation and assistance in respect of any such broadly comparable pension scheme as the Replacement Supplier and/or FCDO may reasonably require, to enable the Replacement Supplier to participate in the Schemes in respect of any Fair Deal Employee that remain eligible for New Fair Deal protection following a Service Transfer;
 - 8.1.3 allow, in respect of any Fair Deal Employee that remains eligible for New Fair Deal protection, following a Service Transfer, the bulk transfer of past service from any such broadly comparable pension scheme into the Schemes on a day for day service basis and to give effect to any transfer of accrued rights required as part of participation under New Fair Deal, for the avoidance of doubt should the amount offered by the broadly comparable pension scheme be less than the amount required by the Schemes to fund day for day service ("the Shortfall"), the Supplier agrees to pay the Shortfall to the Schemes; and
 - 8.1.4 indemnify FCDO on demand for any failure to pay the Shortfall as required under Paragraph 8.1.3 above.

PART B

TRANSFERRING FORMER SUPPLIER EMPLOYEES AT COMMENCEMENT OF SERVICES

9. RELEVANT TRANSFERS

- 9.1 FCDO and the Supplier agree that:
- 9.1.1 the commencement of the provision of the Services or of any relevant part of the Services will be a Relevant Transfer in relation to the Transferring Former Supplier Employees; and
 - 9.1.2 as a result of the operation of the Employment Regulations, the contracts of employment between each Former Supplier and the Transferring Former Supplier Employees (except in relation to any terms disapplied through the operation of regulation 10(2) of the Employment Regulations) shall have effect on and from the Relevant Transfer Date as if originally made between the Supplier and/or Notified Sub-Contractor and each such Transferring Former Supplier Employee.
- 9.2 Subject to Paragraph 6, FCDO shall procure that each Former Supplier shall comply with all its obligations under the Employment Regulations and shall perform and discharge all its obligations in respect of all the Transferring Former Supplier Employees in respect of the period up to (but not including) the Relevant Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions which in any case are attributable in whole or in part in respect of the period up to (but not including) the Relevant Transfer Date) and the Supplier shall make, and FCDO shall procure that each Former Supplier makes, any necessary apportionments in respect of any periodic payments.

10. FORMER SUPPLIER INDEMNITIES

- 10.1 Subject to Paragraphs 2.2 and 6, FCDO shall procure that each Former Supplier shall indemnify the Supplier and any Notified Sub-Contractor against any Employee Liabilities arising from or as a result of:
- 10.1.1 any act or omission by the Former Supplier in respect of any Transferring Former Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Former Supplier Employee arising before the Relevant Transfer Date;
 - 10.1.2 the breach or non-observance by the Former Supplier arising before the Relevant Transfer Date of:
 - (a) any collective agreement applicable to the Transferring Former Supplier Employees; and/or
 - (b) any custom or practice in respect of any Transferring Former Supplier Employees which the Former Supplier is contractually bound to honour;
 - 10.1.3 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring Former Supplier Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising before the Relevant Transfer Date; and
 - (b) in relation to any employee who is not a Transferring Former Supplier Employee and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Former Supplier to the Supplier and/or any Notified Sub-Contractor as appropriate, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations in respect of the period to (but excluding) the Relevant Transfer Date;
 - 10.1.4 a failure of the Former Supplier to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Former Supplier Employees in respect of the period to (but excluding) the Relevant Transfer Date;
 - 10.1.5 any claim made by or in respect of any person employed or formerly employed by the Former Supplier other than a Transferring Former Supplier Employee for whom it is alleged the Supplier and/or any Notified Sub-Contractor as appropriate may be liable by virtue of this Contract and/or the Employment Regulations and/or the Acquired Rights Directive; and

- 10.1.6 any claim made by or in respect of a Transferring Former Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Former Supplier Employee relating to any act or omission of the Former Supplier in relation to its obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the failure by the Supplier or any Sub-Contractor to comply with regulation 13(4) of the Employment Regulations.
- 10.2 The indemnities in Paragraph 2.1 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Supplier or any Sub-Contractor whether occurring or having its origin before, on or after the Relevant Transfer Date including, without limitation, any Employee Liabilities:
 - 10.2.1 arising out of the resignation of any Transferring Former Supplier Employee before the Relevant Transfer Date on account of substantial detrimental changes to his/her working conditions proposed by the Supplier or any Sub-Contractor to occur in the period from (and including) the Relevant Transfer Date; or
 - 10.2.2 arising from the failure by the Supplier and/or any Sub-Contractor to comply with its obligations under the Employment Regulations.
- 10.3 If any person who is not identified by FCDO as a Transferring Former Supplier Employee claims, or it is determined in relation to any person who is not identified by FCDO as a Transferring Former Supplier Employee, that his/her contract of employment has been transferred from a Former Supplier to the Supplier and/or any Notified Sub-Contractor pursuant to the Employment Regulations or the Acquired Rights Directive then:
 - 10.3.1 the Supplier shall, or shall procure that the Notified Sub-Contractor shall, within 5 Working Days of becoming aware of that fact, give notice in writing to FCDO and, where required by FCDO, to the Former Supplier; and
 - 10.3.2 the Former Supplier may offer (or may procure that a third party may offer) employment to such person within 15 Working Days of the notification by the Supplier and/or the Notified Sub-Contractor or take such other reasonable steps as the Former Supplier considers appropriate to deal with the matter provided always that such steps are in compliance with applicable Law.
- 10.4 If an offer referred to in Paragraph 2.3.2 is accepted, or if the situation has otherwise been resolved by the Former Supplier and/or FCDO, the Supplier shall, or shall procure that the Notified Sub-Contractor shall, immediately release the person from his/her employment or alleged employment.
- 10.5 If by the end of the 15 Working Day period specified in Paragraph 2.3.2:
 - 10.5.1 no such offer of employment has been made;
 - 10.5.2 such offer has been made but not accepted; or
 - 10.5.3 the situation has not otherwise been resolved,

the Supplier and/or any Notified Sub-Contractor may within 5 Working Days give notice to terminate the employment or alleged employment of such person.
- 10.6 Subject to the Supplier and/or any Notified Sub-Contractor acting in accordance with the provisions of Paragraphs 2.3 to 2.5 and in accordance with all applicable proper employment procedures set out in Law, FCDO shall procure that the Former Supplier indemnifies the Supplier and/or any Notified Sub-Contractor (as appropriate) against all Employee Liabilities arising out of the termination of employment pursuant to the provisions of Paragraph 2.5 provided that the Supplier takes, or shall procure that the Notified Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities.
- 10.7 The indemnity in Paragraph 2.6:
 - 10.7.1 shall not apply to:
 - (a) any claim for:
 - (i) discrimination, including on the grounds of sex, race, disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation, religion or belief; or
 - (ii) equal pay or compensation for less favourable treatment of part-time workers or fixed-term employees,

- in any case in relation to any alleged act or omission of the Supplier and/or any Sub-Contractor; or
 - (b) any claim that the termination of employment was unfair because the Supplier and/or Notified Sub-Contractor neglected to follow a fair dismissal procedure; and
- 10.7.2 shall apply only where the notification referred to in Paragraph 2.3.1 is made by the Supplier and/or any Notified Sub-Contractor (as appropriate) to FCDO and, if applicable, the Former Supplier, within 6 months of the Commencement Date.
- 10.8 If any such person as is described in Paragraph 2.3 is neither re-employed by the Former Supplier nor dismissed by the Supplier and/or any Notified Sub-Contractor within the time scales set out in Paragraph 2.5, such person shall be treated as having transferred to the Supplier or Notified Sub-Contractor and the Supplier shall, or shall procure that the Notified Sub-Contractor shall, comply with such obligations as may be imposed upon it under the Law.

11. SUPPLIER INDEMNITIES AND OBLIGATIONS

- 11.1 Subject to Paragraph 3.2, the Supplier shall indemnify FCDO and/or the Former Supplier against any Employee Liabilities arising from or as a result of:
- 11.1.1 any act or omission by the Supplier or any Sub-Contractor in respect of any Transferring Former Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Former Supplier Employee whether occurring before, on or after the Relevant Transfer Date;
 - 11.1.2 the breach or non-observance by the Supplier or any Sub-Contractor on or after the Relevant Transfer Date of:
 - (a) any collective agreement applicable to the Transferring Former Supplier Employee; and/or
 - (b) any custom or practice in respect of any Transferring Former Supplier Employees which the Supplier or any Sub-Contractor is contractually bound to honour;
 - 11.1.3 any claim by any trade union or other body or person representing any Transferring Former Supplier Employees arising from or connected with any failure by the Supplier or a Sub-Contractor to comply with any legal obligation to such trade union, body or person arising on or after the Relevant Transfer Date;
 - 11.1.4 any proposal by the Supplier or a Sub-Contractor prior to the Relevant Transfer Date to make changes to the terms and conditions of employment or working conditions of any Transferring Former Supplier Employees to their material detriment on or after their transfer to the Supplier or a Sub-Contractor (as the case may be) on the Relevant Transfer Date, or to change the terms and conditions of employment or working conditions of any person who would have been a Transferring Former Supplier Employee but for their resignation (or decision to treat their employment as terminated under regulation 4(9) of the Employment Regulations) before the Relevant Transfer Date as a result of or for a reason connected to such proposed changes;
 - 11.1.5 any statement communicated to or action undertaken by the Supplier or a Sub-Contractor to, or in respect of, any Transferring Former Supplier Employee before the Relevant Transfer Date regarding the Relevant Transfer which has not been agreed in advance with FCDO and/or the Former Supplier in writing;
 - 11.1.6 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring Former Supplier Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on or after the Relevant Transfer Date; and
 - (b) in relation to any employee who is not a Transferring Former Supplier Employee, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Former Supplier to the Supplier or a Sub-Contractor, to the extent that the proceeding, claim or demand by the HMRC or other statutory authority relates to financial obligations arising on or after the Relevant Transfer Date;
 - 11.1.7 a failure of the Supplier or any Sub-Contractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Former Supplier Employees in respect of the period from (and including) the Relevant Transfer Date;

- 11.1.8 any claim made by or in respect of a Transferring Former Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Former Supplier Employee relating to any act or omission of the Supplier or any Sub-Contractor in relation to obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the Former Supplier's failure to comply with its obligations under regulation 13 of the Employment Regulations; and
- 11.1.9 a failure by the Supplier or any Sub-Contractor to comply with its obligations under Paragraph 2.8 above.
- 11.2 The indemnities in Paragraph 3.1 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Former Supplier whether occurring or having its origin before, on or after the Relevant Transfer Date including, without limitation, any Employee Liabilities arising from the Former Supplier's failure to comply with its obligations under the Employment Regulations.
- 11.3 The Supplier shall comply, and shall procure that each Sub-Contractor shall comply, with all its obligations under the Employment Regulations (including without limitation its obligation to inform and consult in accordance with regulation 13 of the Employment Regulations) and shall perform and discharge, and shall procure that each Sub-Contractor shall perform and discharge, all its obligations in respect of all the Transferring Former Supplier Employees, on and from the Relevant Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions and any other sums due under the Admission Agreement which in any case are attributable in whole or in part to the period from (and including) the Relevant Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between the Supplier and the Former Supplier.

12. INFORMATION

The Supplier shall, and shall procure that each Sub-Contractor shall, promptly provide to FCDO and/or at FCDO's direction, the Former Supplier, in writing such information as is necessary to enable FCDO and/or the Former Supplier to carry out their respective duties under regulation 13 of the Employment Regulations. Subject to Paragraph 6, FCDO shall procure that the Former Supplier shall promptly provide to the Supplier and each Notified Sub-Contractor in writing such information as is necessary to enable the Supplier and each Notified Sub-Contractor to carry out their respective duties under regulation 13 of the Employment Regulations.

13. PRINCIPLES OF GOOD EMPLOYMENT PRACTICE

- 13.1 The Supplier shall, and shall procure that each Sub-Contractor shall, comply with any requirement notified to it by FCDO relating to pensions in respect of any Transferring Former Supplier Employee as set down in:
 - 13.1.1 the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector of January 2000, revised 2007;
 - 13.1.2 HM Treasury's guidance "Staff Transfers from Central Government: A Fair Deal for Staff Pensions of 1999;
 - 13.1.3 HM Treasury's guidance: "Fair deal for staff pensions: procurement of Bulk Transfer Agreements and Related Issues" of June 2004; and/or
 - 13.1.4 the New Fair Deal.
- 13.2 Any changes embodied in any statement of practice, paper or other guidance that replaces any of the documentation referred to in Paragraph 5.1 shall be agreed in accordance with the Variation Procedure.

14. PROCUREMENT OBLIGATIONS

Notwithstanding any other provisions of this Part B, where in this Part B FCDO accepts an obligation to procure that a Former Supplier does or does not do something, such obligation shall be limited so that it extends only to the extent that FCDO's contract with the Former Supplier contains a contractual right in that regard which FCDO may enforce, or otherwise so that it requires only that FCDO must use reasonable endeavours to procure that the Former Supplier does or does not act accordingly.

15. PENSIONS

The Supplier shall, and shall procure that each Sub-Contractor shall, comply with the pensions provisions in the following Annex.

ANNEX TO PART B: PENSIONS

1. PARTICIPATION

- 1.1 The Supplier undertakes to enter into the Admission Agreement.
- 1.2 The Supplier and FCDO:
 - 1.2.1 undertake to do all such things and execute any documents (including the Admission Agreement) as may be required to enable the Supplier to participate in the Schemes in respect of the Fair Deal Employees;
 - 1.2.2 agree that the arrangements under paragraph 1.1 of this Annex include the body responsible for the Schemes notifying FCDO if the Supplier breaches any obligations it has under the Admission Agreement;
 - 1.2.3 agree, notwithstanding Paragraph 1.2.2 of this Annex, the Supplier shall notify FCDO in the event that it breaches any obligations it has under the Admission Agreement and when it intends to remedy such breaches; and
 - 1.2.4 agree that FCDO may terminate this Contract for material default in the event that the Supplier breaches the Admission Agreement:
 - (a) and that breach is not capable of being remedied; or
 - (b) where such breach is capable of being remedied, the Supplier fails to remedy such breach within a reasonable time and in any event within 28 days of a notice from FCDO giving particulars of the breach and requiring the Supplier to remedy it.
- 1.3 The Supplier shall bear its own costs and all costs that FCDO reasonably incurs in connection with the negotiation, preparation and execution of documents to facilitate the Supplier participating in the Schemes including without limitation current civil service pensions administrator on-boarding costs.

2. FUTURE SERVICE BENEFITS

- 2.1 If the Supplier is rejoining the Schemes for the first time, the Supplier shall procure that the Fair Deal Employees shall be either admitted to or offered continued membership of the relevant section of the Schemes that they became eligible to join on the Relevant Transfer Date and shall continue to accrue or accrue benefits in accordance with the provisions governing the relevant section of the Schemes for service from (and including) the Relevant Transfer Date.
- 2.2 If staff have already been readmitted to the Schemes, the Supplier shall procure that the Fair Deal Employees, shall be either admitted into, or offered continued membership of, the relevant section of the Schemes that they currently contribute to, or were eligible to join immediately prior to the Relevant Transfer Date and the Supplier shall procure that the Fair Deal Employees continue to accrue benefits in accordance with the provisions governing the relevant section of the Schemes for service from (and including) the Relevant Transfer Date.
- 2.3 The Supplier undertakes that should it cease to participate in the Schemes for whatever reason at a time when it has Eligible Employees, that it will, at no extra cost to FCDO, provide to any Fair Deal Employee who immediately prior to such cessation remained an Eligible Employee with access to an occupational pension scheme certified by the Government Actuary's Department or any actuary nominated by FCDO in accordance with relevant guidance produced by the Government Actuary's Department as providing benefits which are broadly comparable to those provided by the Schemes on the date the Eligible Employees ceased to participate in the Schemes.
- 2.4 The Parties acknowledge that the Civil Service Compensation Scheme and the Civil Service Injury Benefit Scheme (established pursuant to section 1 of the Superannuation Act 1972) are not covered by the protection of New Fair Deal.

3. FUNDING

- 3.1 The Supplier undertakes to pay to the Schemes all such amounts as are due under the Admission Agreement and shall deduct and pay to the Schemes such employee contributions as are required by the Schemes.
- 3.2 The Supplier shall indemnify and keep indemnified FCDO on demand against any claim by, payment to, or loss incurred by the Schemes in respect of the failure to account to the Schemes for payments received and the non-payment or the late payment of any sum payable by the Supplier to or in respect of the Schemes.

4. PROVISION OF INFORMATION

The Supplier and FCDO respectively undertake to each other:

- 4.1 to provide all information which the other Party may reasonably request concerning matters (i) referred to in this Annex and (ii) set out in the Admission Agreement, and to supply the information as expeditiously as possible; and
- 4.2 not to issue any announcements to the Fair Deal Employees prior to the Relevant Transfer Date concerning the matters stated in this Annex without the consent in writing of the other Party (not to be unreasonably withheld or delayed).

5. INDEMNITY

The Supplier undertakes to FCDO to indemnify and keep indemnified FCDO on demand from and against all and any Losses whatsoever arising out of or in connection with any liability towards the Fair Deal Employees arising in respect of service on or after the Relevant Transfer Date which relate to the payment of benefits under and/or participation in an occupational pension scheme (within the meaning provided for in section 1 of the Pension Schemes Act 1993) or the Schemes.

6. EMPLOYER OBLIGATION

The Supplier shall comply with the requirements of the Pensions Act 2008, section 258 of the Pensions Act 2004 and the Transfer of Employment (Pension Protection) Regulations 2005 for all transferring staff.

7. SUBSEQUENT TRANSFERS

The Supplier shall:

- 7.1 not adversely affect pension rights accrued by any Fair Deal Employee in the period ending on the Service Transfer Date;
- 7.2 provide all such co-operation and assistance as the Schemes and the Replacement Supplier and/or FCDO may reasonably require to enable the Replacement Supplier to participate in the Schemes in respect of any Eligible Employee and to give effect to any transfer of accrued rights required as part of participation under the New Fair Deal; and
- 7.3 for the applicable period either
 - 7.3.1 after notice (for whatever reason) is given, in accordance with the other provisions of this Contract, to terminate the Agreement or any part of the Services; or
 - 7.3.2 after the date which is two (2) years prior to the date of expiry of this Contract,
ensure that no change is made to pension, retirement and death benefits provided for or in respect of any person who will transfer to the Replacement Supplier or FCDO, no category of earnings which were not previously pensionable are made pensionable and the contributions (if any) payable by such employees are not reduced without (in any case) the prior approval of FCDO (such approval not to be unreasonably withheld). Save that this sub-paragraph shall not apply to any change made as a consequence of participation in an Admission Agreement.

8. BULK TRANSFER

- 8.1 Where the Supplier has set up a broadly comparable pension scheme in accordance with the provisions of paragraph 2.2 above of this Annex, the Supplier agrees to:
 - 8.1.1 fully fund any such broadly comparable pension scheme in accordance with the funding requirements set by that broadly comparable pension scheme's actuary or by the Government Actuary's Department;
 - 8.1.2 instruct any such broadly comparable pension scheme's actuary to, and to provide all such co-operation and assistance in respect of any such broadly comparable pension scheme as the Replacement Supplier and/or FCDO may reasonably require, to enable the Replacement Supplier to participate in the Schemes in respect of any Fair Deal Employee that remain eligible for New Fair Deal protection following a Service Transfer;
 - 8.1.3 allow, in respect of any Fair Deal Employee that remains eligible for New Fair Deal protection, following a Service Transfer, the bulk transfer of past service from any such broadly comparable pension scheme into the Schemes on a day for day service basis and to give effect to any transfer of accrued rights required as part of participation under New Fair Deal, for the avoidance of doubt should the amount offered by the broadly comparable pension scheme be less than the amount required by the Schemes to fund day for day service ("the Shortfall"), the Supplier agrees to pay the Shortfall to the Schemes; and
 - 8.1.4 indemnify FCDO on demand for any failure to pay the Shortfall as required under Paragraph 8.1.3 above.

PART C

NO TRANSFER OF EMPLOYEES AT COMMENCEMENT OF SERVICES

1. PROCEDURE IN THE EVENT OF TRANSFER

- 1.1 FCDO and the Supplier agree that the commencement of the provision of the Services or of any part of the Services will not be a Relevant Transfer in relation to any employees of FCDO and/or any Former Supplier.
- 1.2 If any employee of FCDO and/or a Former Supplier claims, or it is determined in relation to any employee of FCDO and/or a Former Supplier, that his/her contract of employment has been transferred from FCDO and/or the Former Supplier to the Supplier and/or any Sub-Contractor pursuant to the Employment Regulations or the Acquired Rights Directive then:
 - 1.2.1 the Supplier shall, and shall procure that the relevant Sub-Contractor shall, within five (5) Working Days of becoming aware of that fact, give notice in writing to FCDO and, where required by FCDO, give notice to the Former Supplier; and
 - 1.2.2 FCDO and/or the Former Supplier may offer (or may procure that a third party may offer) employment to such person within fifteen (15) Working Days of the notification by the Supplier or the Sub-Contractor (as appropriate) or take such other reasonable steps as FCDO or Former Supplier (as the case may be) considers appropriate to deal with the matter provided always that such steps are in compliance with applicable Law.
- 1.3 If an offer referred to in Paragraph 1.2.2 is accepted (or if the situation has otherwise been resolved by FCDO and/or the Former Supplier), the Supplier shall, or shall procure that the Sub-Contractor shall, immediately release the person from his/her employment or alleged employment.
- 1.4 If by the end of the fifteen (15) Working Day period specified in Paragraph 1.2.2:
 - 1.4.1 no such offer of employment has been made;
 - 1.4.2 such offer has been made but not accepted; or
 - 1.4.3 the situation has not otherwise been resolved,the Supplier and/or the Sub-Contractor may within five (5) Working Days give notice to terminate the employment or alleged employment of such person.

2. INDEMNITIES

- 2.1 Subject to the Supplier and/or the relevant Sub-Contractor acting in accordance with the provisions of Paragraphs 1.2 to 1.4 and in accordance with all applicable employment procedures set out in applicable Law and subject also to Paragraph 2.4, FCDO shall:
 - 2.1.1 indemnify the Supplier and/or the relevant Sub-Contractor against all Employee Liabilities arising out of the termination of the employment of any employees of FCDO referred to in Paragraph 1.2 made pursuant to the provisions of Paragraph 1.4 provided that the Supplier takes, or shall procure that the Notified Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities; and
 - 2.1.2 subject to paragraph 3, procure that the Former Supplier indemnifies the Supplier and/or any Notified Sub-Contractor against all Employee Liabilities arising out of termination of the employment of the employees of the Former Supplier referred to in Paragraph 1.2 made pursuant to the provisions of Paragraph 1.4 provided that the Supplier takes, or shall procure that the relevant Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities.
- 2.2 If any such person as is described in Paragraph 1.2 is neither re-employed by FCDO and/or the Former Supplier as appropriate nor dismissed by the Supplier and/or any Sub-Contractor within the fifteen (15) Working Day period referred to in Paragraph 1.4 such person shall be treated as having transferred to the Supplier and/or the Sub-Contractor (as appropriate) and the Supplier shall, or shall procure that the Sub-Contractor shall, comply with such obligations as may be imposed upon it under Law.
- 2.3 Where any person remains employed by the Supplier and/or any Sub-Contractor pursuant to Paragraph 2.2, all Employee Liabilities in relation to such employee shall remain with the Supplier and/or the Sub-Contractor and the Supplier shall indemnify FCDO and any Former Supplier, and shall procure that the Sub-Contractor shall indemnify FCDO and any Former Supplier, against

any Employee Liabilities that either of them may incur in respect of any such employees of the Supplier and/or employees of the Sub-Contractor.

2.4 The indemnities in Paragraph 2.1:

2.4.1 shall not apply to:

- (a) any claim for:
 - (i) discrimination, including on the grounds of sex, race, disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation, religion or belief; or
 - (ii) equal pay or compensation for less favourable treatment of part-time workers or fixed-term employees,

in any case in relation to any alleged act or omission of the Supplier and/or any Sub-Contractor; or
- (b) any claim that the termination of employment was unfair because the Supplier and/or any Sub-Contractor neglected to follow a fair dismissal procedure; and

2.4.2 shall apply only where the notification referred to in Paragraph 1.2.1 is made by the Supplier and/or any Sub-Contractor to FCDO and, if applicable, Former Supplier within 6 months of the Commencement Date.

3. PROCUREMENT OBLIGATIONS

Where in this Part C FCDO accepts an obligation to procure that a Former Supplier does or does not do something, such obligation shall be limited so that it extends only to the extent that FCDO's contract with the Former Supplier contains a contractual right in that regard which FCDO may enforce, or otherwise so that it requires only that FCDO must use reasonable endeavours to procure that the Former Supplier does or does not act accordingly.

PART D
EMPLOYMENT EXIT PROVISIONS

1. PRE-SERVICE TRANSFER OBLIGATIONS

- 1.1 The Supplier agrees that within twenty (20) Working Days of the earliest of:
- 1.1.1 receipt of a notification from FCDO of a Service Transfer or intended Service Transfer;
 - 1.1.2 receipt of the giving of notice of early termination or any Partial Termination of this Contract;
 - 1.1.3 the date which is twelve (12) months before the end of the Term; and
 - 1.1.4 receipt of a written request of FCDO at any time (provided that FCDO shall only be entitled to make one such request in any six (6) month period),
- it shall provide in a suitably anonymised format so as to comply with the DPA, the Supplier's Provisional Supplier Personnel List, together with the Staffing Information in relation to the Supplier's Provisional Supplier Personnel List and it shall provide an updated Supplier's Provisional Supplier Personnel List at such intervals as are reasonably requested by FCDO.
- 1.2 At least thirty (30) Working Days prior to the Service Transfer Date, the Supplier shall provide to FCDO or at the direction of FCDO to any Replacement Supplier and/or any Replacement Sub-Contractor:
- 1.2.1 the Supplier's Final Supplier Personnel List, which shall identify which of the Supplier Personnel are Transferring Supplier Employees; and
 - 1.2.2 the Staffing Information in relation to the Supplier's Final Supplier Personnel List (insofar as such information has not previously been provided).
- 1.3 FCDO shall be permitted to use and disclose information provided by the Supplier under Paragraphs 1.1 and 1.2 for the purpose of informing any prospective Replacement Supplier and/or Replacement Sub-Contractor.
- 1.4 The Supplier warrants, for the benefit of FCDO, any Replacement Supplier, and any Replacement Sub-Contractor that all information provided pursuant to Paragraphs 1.1 and 1.2 shall be true and accurate in all material respects at the time of providing the information.
- 1.5 From the date of the earliest event referred to in Paragraph 1.1, the Supplier agrees, that it shall not, and agrees to procure that each Sub-Contractor shall not, assign any person to the provision of the Services who is not listed on the Supplier's Provisional Supplier Personnel List and shall not without the approval of FCDO (not to be unreasonably withheld or delayed):
- 1.5.1 replace or re-deploy any Supplier Personnel listed on the Supplier Provisional Supplier Personnel List other than where any replacement is of equivalent grade, skills, experience and expertise and is employed on the same terms and conditions of employment as the person he/she replaces;
 - 1.5.2 make, promise, propose, permit or implement any material changes to the terms and conditions of employment of the Supplier Personnel (including any payments connected with the termination of employment);
 - 1.5.3 increase the proportion of working time spent on the Services (or the relevant part of the Services) by any of the Supplier Personnel save for fulfilling assignments and projects previously scheduled and agreed;
 - 1.5.4 introduce any new contractual or customary practice concerning the making of any lump sum payment on the termination of employment of any employees listed on the Supplier's Provisional Supplier Personnel List;
 - 1.5.5 increase or reduce the total number of employees so engaged, or deploy any other person to perform the Services (or the relevant part of the Services); or
 - 1.5.6 terminate or give notice to terminate the employment or contracts of any persons on the Supplier's Provisional Supplier Personnel List save by due disciplinary process,

and shall promptly notify, and procure that each Sub-Contractor shall promptly notify, FCDO or, at the direction of FCDO, any Replacement Supplier and any Replacement Sub-Contractor of any notice to terminate employment given by the Supplier or

relevant Sub-Contractor or received from any persons listed on the Supplier's Provisional Supplier Personnel List regardless of when such notice takes effect.

- 1.6 During the Term, the Supplier shall provide, and shall procure that each Sub-Contractor shall provide, to FCDO any information FCDO may reasonably require relating to the manner in which Services are organised, which shall include:
 - 1.6.1 the numbers of employees engaged in providing the Services;
 - 1.6.2 the percentage of time spent by each employee engaged in providing the Services;
 - 1.6.3 the extent to which each employee qualifies for membership of any of the Schemes or any broadly comparable scheme set up pursuant to the provisions of paragraph 2.2 of the Annex (Pensions) to Part A of this Schedule 2 or paragraph 2.3 of the Annex (Pensions) to Part B of this Schedule 2 (as appropriate); and
 - 1.6.4 a description of the nature of the work undertaken by each employee by location.
- 1.7 The Supplier shall provide, and shall procure that each Sub-Contractor shall provide, all reasonable cooperation and assistance to FCDO, any Replacement Supplier and/or any Replacement Sub-Contractor to ensure the smooth transfer of the Transferring Supplier Employees on the Service Transfer Date including providing sufficient information in advance of the Service Transfer Date to ensure that all necessary payroll arrangements can be made to enable the Transferring Supplier Employees to be paid as appropriate. Without prejudice to the generality of the foregoing, within five (5) Working Days following the Service Transfer Date, the Supplier shall provide, and shall procure that each Sub-Contractor shall provide, to FCDO or, at the direction of FCDO, to any Replacement Supplier and/or any Replacement Sub-Contractor (as appropriate), in respect of each person on the Supplier's Final Supplier Personnel List who is a Transferring Supplier Employee:
 - 1.7.1 the most recent month's copy pay slip data;
 - 1.7.2 details of cumulative pay for tax and pension purposes;
 - 1.7.3 details of cumulative tax paid;
 - 1.7.4 tax code;
 - 1.7.5 details of any voluntary deductions from pay; and
 - 1.7.6 bank/building society account details for payroll purposes.

2. EMPLOYMENT REGULATIONS EXIT PROVISIONS

- 2.1 FCDO and the Supplier acknowledge that subsequent to the commencement of the provision of the Services, the identity of the provider of the Services (or any part of the Services) may change (whether as a result of termination or Partial Termination of this Contract or otherwise) resulting in the Services being undertaken by a Replacement Supplier and/or a Replacement Sub-Contractor. Such change in the identity of the Supplier of such Services may constitute a Relevant Transfer to which the Employment Regulations and/or the Acquired Rights Directive will apply. FCDO and the Supplier further agree that, as a result of the operation of the Employment Regulations, where a Relevant Transfer occurs, the contracts of employment between the Supplier and the Transferring Supplier Employees (except in relation to any contract terms disapplied through operation of regulation 10(2) of the Employment Regulations) will have effect on and from the Service Transfer Date as if originally made between the Replacement Supplier and/or a Replacement Sub-Contractor (as the case may be) and each such Transferring Supplier Employee.
- 2.2 The Supplier shall, and shall procure that each Sub-Contractor shall, comply with all its obligations in respect of the Transferring Supplier Employees arising under the Employment Regulations in respect of the period up to (but not including) the Service Transfer Date and shall perform and discharge, and procure that each Sub-Contractor shall perform and discharge, all its obligations in respect of all the Transferring Supplier Employees arising in respect of the period up to (and including) the Service Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions and all such sums due as a result of any Fair Deal Employees' participation in the Schemes which in any case are attributable in whole or in part to the period ending on (and including) the Service Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between: (i) the Supplier and/or the Sub-Contractor (as appropriate); and (ii) the Replacement Supplier and/or Replacement Sub-Contractor.
- 2.3 Subject to Paragraph 2.4, where a Relevant Transfer occurs the Supplier shall indemnify FCDO and/or the Replacement Supplier and/or any Replacement Sub-Contractor against any Employee Liabilities arising from or as a result of:

- 2.3.1 any act or omission of the Supplier or any Sub-Contractor in respect of any Transferring Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Supplier Employee whether occurring before, on or after the Service Transfer Date;
- 2.3.2 the breach or non-observance by the Supplier or any Sub-Contractor occurring on or before the Service Transfer Date of:
 - (a) any collective agreement applicable to the Transferring Supplier Employees; and/or
 - (b) any other custom or practice with a trade union or staff association in respect of any Transferring Supplier Employees which the Supplier or any Sub-Contractor is contractually bound to honour;
- 2.3.3 any claim by any trade union or other body or person representing any Transferring Supplier Employees arising from or connected with any failure by the Supplier or a Sub-Contractor to comply with any legal obligation to such trade union, body or person arising on or before the Service Transfer Date;
- 2.3.4 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring Supplier Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on and before the Service Transfer Date; and
 - (b) in relation to any employee who is not identified in the Supplier's Final Supplier Personnel List, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Supplier to FCDO and/or Replacement Supplier and/or any Replacement Sub-Contractor, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on or before the Service Transfer Date;
- 2.3.5 a failure of the Supplier or any Sub-Contractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Supplier Employees in respect of the period up to (and including) the Service Transfer Date);
- 2.3.6 any claim made by or in respect of any person employed or formerly employed by the Supplier or any Sub-Contractor other than a Transferring Supplier Employee identified in the Supplier's Final Supplier Personnel List for whom it is alleged FCDO and/or the Replacement Supplier and/or any Replacement Sub-Contractor may be liable by virtue of this Contract and/or the Employment Regulations and/or the Acquired Rights Directive; and
- 2.3.7 any claim made by or in respect of a Transferring Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Supplier Employee relating to any act or omission of the Supplier or any Sub-Contractor in relation to its obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the failure by FCDO and/or Replacement Supplier to comply with regulation 13(4) of the Employment Regulations.
- 2.4 The indemnities in Paragraph 2.3 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Replacement Supplier and/or any Replacement Sub-Contractor whether occurring or having its origin before, on or after the Service Transfer Date, including any Employee Liabilities:
 - 2.4.1 arising out of the resignation of any Transferring Supplier Employee before the Service Transfer Date on account of substantial detrimental changes to his/her working conditions proposed by the Replacement Supplier and/or any Replacement Sub-Contractor to occur in the period on or after the Service Transfer Date; or
 - 2.4.2 arising from the Replacement Supplier's failure, and/or Replacement Sub-Contractor's failure, to comply with its obligations under the Employment Regulations.
- 2.5 If any person who is not identified in the Supplier's Final Supplier Personnel List claims, or it is determined in relation to any person who is not identified in the Supplier's Final Supplier Personnel List that his/her contract of employment has been transferred from the Supplier or any Sub-Contractor to the Replacement Supplier and/or Replacement Sub-Contractor pursuant to the Employment Regulations or the Acquired Rights Directive, then:
 - 2.5.1 FCDO shall procure that the Replacement Supplier shall, or any Replacement Sub-Contractor shall, within five (5) Working Days of becoming aware of that fact, give notice in writing to the Supplier; and
 - 2.5.2 the Supplier may offer (or may procure that a Sub-Contractor may offer) employment to such person within fifteen (15) Working Days of the notification by the Replacement Supplier and/or any and/or Replacement Sub-

Contractor or take such other reasonable steps as it considers appropriate to deal with the matter provided always that such steps are in compliance with Law.

- 2.6 If such offer is accepted, or if the situation has otherwise been resolved by the Supplier or a Sub-Contractor, FCDO shall procure that the Replacement Supplier shall, or procure that the Replacement Sub-Contractor shall, immediately release or procure the release of the person from his/her employment or alleged employment.
- 2.7 If after the fifteen (15) Working Day period specified in Paragraph 2.5.2 has elapsed:
 - 2.7.1 no such offer of employment has been made;
 - 2.7.2 such offer has been made but not accepted; or
 - 2.7.3 the situation has not otherwise been resolved

the Replacement Supplier and/or Replacement Sub-Contractor, as appropriate may within five (5) Working Days give notice to terminate the employment or alleged employment of such person.
- 2.8 Subject to the Replacement Supplier and/or Replacement Sub-Contractor acting in accordance with the provisions of Paragraphs 2.5 to 2.7, and in accordance with all applicable proper employment procedures set out in applicable Law, the Supplier shall indemnify the Replacement Supplier and/or Replacement Sub-Contractor against all Employee Liabilities arising out of the termination of employment pursuant to the provisions of Paragraph 2.7 provided that the Replacement Supplier takes, or shall procure that the Replacement Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities.
- 2.9 The indemnity in Paragraph 2.8:
 - 2.9.1 shall not apply to:
 - (a) any claim for:
 - (i) discrimination, including on the grounds of sex, race, disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation, religion or belief; or
 - (ii) equal pay or compensation for less favourable treatment of part-time workers or fixed-term employees,

in any case in relation to any alleged act or omission of the Replacement Supplier and/or Replacement Sub-Contractor; or
 - (b) any claim that the termination of employment was unfair because the Replacement Supplier and/or Replacement Sub-Contractor neglected to follow a fair dismissal procedure; and
 - 2.9.2 shall apply only where the notification referred to in Paragraph 2.5.1 is made by the Replacement Supplier and/or Replacement Sub-Contractor to the Supplier within six (6) months of the Service Transfer Date.
- 2.10 If any such person as is described in Paragraph 2.5 is neither re-employed by the Supplier or any Sub-Contractor nor dismissed by the Replacement Supplier and/or Replacement Sub-Contractor within the time scales set out in Paragraphs 2.5 to 2.7, such person shall be treated as a Transferring Supplier Employee.
- 2.11 The Supplier shall comply, and shall procure that each Sub-Contractor shall comply, with all its obligations under the Employment Regulations and shall perform and discharge, and shall procure that each Sub-Contractor shall perform and discharge, all its obligations in respect of any person identified in the Supplier's Final Supplier Personnel List before and on the Service Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions and such sums due as a result of any Fair Deal Employees' participation in the Schemes and any requirement to set up a broadly comparable pension scheme which in any case are attributable in whole or in part in respect of the period up to (and including) the Service Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between:
 - 2.11.1 the Supplier and/or any Sub-Contractor; and
 - 2.11.2 the Replacement Supplier and/or the Replacement Sub-Contractor.

- 2.12 The Supplier shall, and shall procure that each Sub-Contractor shall, promptly provide to FCDO and any Replacement Supplier and/or Replacement Sub-Contractor, in writing such information as is necessary to enable FCDO, the Replacement Supplier and/or Replacement Sub-Contractor to carry out their respective duties under regulation 13 of the Employment Regulations. FCDO shall procure that the Replacement Supplier and/or Replacement Sub-Contractor, shall promptly provide to the Supplier and each Sub-Contractor in writing such information as is necessary to enable the Supplier and each Sub-Contractor to carry out their respective duties under regulation 13 of the Employment Regulations.
- 2.13 Subject to Paragraph 2.14, where a Relevant Transfer occurs FCDO shall procure that the Replacement Supplier indemnifies the Supplier on its own behalf and on behalf of any Replacement Sub-Contractor and its sub-contractors against any Employee Liabilities arising from or as a result of:
- 2.13.1 any act or omission of the Replacement Supplier and/or Replacement Sub-Contractor in respect of any Transferring Supplier Employee identified in the Supplier’s Final Supplier Personnel List or any appropriate employee representative (as defined in the Employment Regulations) of any such Transferring Supplier Employee;
 - 2.13.2 the breach or non-observance by the Replacement Supplier and/or Replacement Sub-Contractor on or after the Service Transfer Date of:
 - (a) any collective agreement applicable to the Transferring Supplier Employees identified in the Supplier’s Final Supplier Personnel List; and/or
 - (b) any custom or practice in respect of any Transferring Supplier Employees identified in the Supplier’s Final Supplier Personnel List which the Replacement Supplier and/or Replacement Sub-Contractor is contractually bound to honour;
 - 2.13.3 any claim by any trade union or other body or person representing any Transferring Supplier Employees identified in the Supplier’s Final Supplier Personnel List arising from or connected with any failure by the Replacement Supplier and/or Replacement Sub-Contractor to comply with any legal obligation to such trade union, body or person arising on or after the Service Transfer Date;
 - 2.13.4 any proposal by the Replacement Supplier and/or Replacement Sub-Contractor to change the terms and conditions of employment or working conditions of any Transferring Supplier Employees identified in the Supplier’s Final Supplier Personnel List on or after their transfer to the Replacement Supplier or Replacement Sub-Contractor (as the case may be) on the Service Transfer Date, or to change the terms and conditions of employment or working conditions of any person identified in the Supplier’s Final Supplier Personnel List who would have been a Transferring Supplier Employee but for their resignation (or decision to treat their employment as terminated under regulation 4(9) of the Employment Regulations) before the Service Transfer Date as a result of or for a reason connected to such proposed changes;
 - 2.13.5 any statement communicated to or action undertaken by the Replacement Supplier or Replacement Sub-Contractor to, or in respect of, any Transferring Supplier Employee identified in the Supplier’s Final Supplier Personnel List on or before the Service Transfer Date regarding the Relevant Transfer which has not been agreed in advance with the Supplier in writing;
 - 2.13.6 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring Supplier Employee identified in the Supplier’s Final Supplier Personnel List, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising after the Service Transfer Date; and
 - (b) in relation to any employee who is not a Transferring Supplier Employee identified in the Supplier’s Final Supplier Personnel List, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Supplier or Sub-Contractor, to the Replacement Supplier or Replacement Sub-Contractor to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising after the Service Transfer Date;
 - 2.13.7 a failure of the Replacement Supplier or Replacement Sub-Contractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Supplier Employees identified in the Supplier’s Final Supplier Personnel List in respect of the period from (and including) the Service Transfer Date; and
 - 2.13.8 any claim made by or in respect of a Transferring Supplier Employee identified in the Supplier’s Final Supplier Personnel List or any appropriate employee representative (as defined in the Employment Regulations) of any

such Transferring Supplier Employee relating to any act or omission of the Replacement Supplier or Replacement Sub-Contractor in relation to obligations under regulation 13 of the Employment Regulations.

- 2.14 The indemnities in Paragraph 2.13 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Supplier and/or any Sub-Contractor (as applicable) whether occurring or having its origin before, on or after the Service Transfer Date, including any Employee Liabilities arising from the failure by the Supplier and/or any Sub-Contractor (as applicable) to comply with its obligations under the Employment Regulations.

ANNEX TO SCHEDULE 2: LIST OF NOTIFIED SUB-CONTRACTORS

SCHEDULE 3: INSURANCE REQUIREMENTS

1.OBLIGATION TO MAINTAIN INSURANCES

- 1.1 Without prejudice to its obligations to FCDO under this Contract, including its indemnity obligations, the Supplier shall for the periods specified in this Schedule 2 take out and maintain, or procure the taking out and maintenance of the insurances as set out in Annex 1 (Required Insurances) and any other insurances as may be required by applicable Law (together the “**Insurances**”). The Supplier shall ensure that each of the Insurances is effective no later than the Commencement Date.
- 1.2 The Insurances shall be maintained in accordance with Good Industry Practice and (so far as is reasonably practicable) on terms no less favourable than those generally available to a prudent Contractor in respect of risks insured in the international insurance market from time to time.
- 1.3 The Insurances shall be taken out and maintained with insurers who are of good financial standing and of good repute in the international insurance market.
- 1.4 The Supplier shall ensure that the public and products liability policy shall contain an indemnity to principals clause under which FCDO shall be indemnified in respect of claims made against FCDO in respect of death or bodily injury or third party property damage arising out of or in connection with the Services and for which the Supplier is legally liable.

2.GENERAL OBLIGATIONS

- 2.1 Without limiting the other provisions of this Contract, the Supplier shall:
 - 2.1.1 take or procure the taking of all reasonable risk management and risk control measures in relation to the Services as it would be reasonable to expect of a prudent Contractor acting in accordance with Good Industry Practice, including the investigation and reports of relevant claims to insurers;
 - 2.1.2 promptly notify the insurers in writing of any relevant material fact under any Insurances of which the Supplier is or becomes aware; and
 - 2.1.3 hold all policies in respect of the Insurances and cause any insurance broker effecting the Insurances to hold any insurance slips and other evidence of placing cover representing any of the Insurances to which it is a party.

3.FAILURE TO INSURE

- 3.1 The Supplier shall not take any action or fail to take any action or (insofar as is reasonably within its power) permit anything to occur in relation to it which would entitle any insurer to refuse to pay any claim under any of the Insurances.
- 3.2 Where the Supplier has failed to purchase any of the Insurances or maintain any of the Insurances in full force and effect, FCDO may elect (but shall not be obliged) following written notice to the Supplier to purchase the relevant Insurances, and FCDO shall be entitled to recover the reasonable premium and other reasonable costs incurred in connection therewith as a debt due from the Supplier.

4.EVIDENCE OF POLICIES

- 4.1 The Supplier shall upon the Commencement Date and within 15 Working Days after the renewal of each of the Insurances, provide evidence, in a form satisfactory to FCDO, that the Insurances are in force and effect and meet in full the requirements of this Framework Schedule 2. Receipt of such evidence by FCDO shall not in itself constitute acceptance by FCDO or relieve the Supplier of any of its liabilities and obligations under this Agreement.

5.AGGREGATE LIMIT OF INDEMNITY

- 5.1 Where the minimum limit of indemnity required in relation to any of the Insurances is specified as being "in the aggregate":
 - 5.1.1 if a claim or claims which do not relate to this Contract are notified to the insurers which, given the nature of the allegations and/or the quantum claimed by the third party(ies), is likely to result in a claim or claims being paid by the insurers which could reduce the level of cover available below that minimum, the Supplier shall immediately submit to FCDO:
 - (a) details of the policy concerned; and

- (b) its proposed solution for maintaining the minimum limit of indemnity specified; and
- 5.1.2 if and to the extent that the level of insurance cover available falls below that minimum because a claim or claims which do not relate to this Contract are paid by insurers, the Supplier shall:
 - (a) ensure that the insurance cover is reinstated to maintain at all times the minimum limit of indemnity specified for claims relating to this Contract; or
 - (b) if the Supplier is or has reason to believe that it will be unable to ensure that insurance cover is reinstated to maintain at all times the minimum limit of indemnity specified, immediately submit to FCDO full details of the policy concerned and its proposed solution for maintaining the minimum limit of indemnity specified.

6.CANCELLATION

- 6.1 The Supplier shall notify FCDO in writing at least five (5) Working Days prior to the cancellation, suspension, termination or non-renewal of any of the Insurances.

7.INSURANCE CLAIMS

- 7.1 The Supplier shall promptly notify to insurers any matter arising from, or in relation to, the Services and/or this Contract for which it may be entitled to claim under any of the Insurances. In the event that FCDO receives a claim relating to or arising out of the Services or this Contract, the Supplier shall co-operate with FCDO and assist it in dealing with such claims including without limitation providing information and documentation in a timely manner.
- 7.2 Except where FCDO is the claimant party, the Supplier shall give FCDO notice within twenty (20) Working Days after any insurance claim in excess of £10,000 relating to or arising out of the provision of the Services or this Contract on any of the Insurances or which, but for the application of the applicable policy excess, would be made on any of the Insurances and (if required by FCDO) full details of the incident giving rise to the claim.
- 7.3 Where any Insurance requires payment of a premium, the Supplier shall be liable for and shall promptly pay such premium.
- 7.4 Where any Insurance is subject to an excess or deductible below which the indemnity from insurers is excluded, the Supplier shall be liable for such excess or deductible. The Supplier shall not be entitled to recover from FCDO any sum paid by way of excess or deductible under the Insurances whether under the terms of this Contract or otherwise.

ANNEX 1: REQUIRED INSURANCES

PART A: THIRD PARTY PUBLIC & PRODUCTS LIABILITY INSURANCE

1.INSURED

1.1 The Supplier

2.INTEREST

2.1 To indemnify the Insured in respect of all sums which the Insured shall become legally liable to pay as damages, including claimant's costs and expenses, in respect of accidental:

2.1.1 death or bodily injury to or sickness, illness or disease contracted by any person;

2.1.2 loss of or damage to property;

happening during the period of insurance (as specified in Paragraph 5 of this Annex 1 to this Schedule 2) and arising out of or in connection with the provision of the Services and in connection with this Contract.

3.LIMIT OF INDEMNITY

3.1 As set out in Section 4 (Special Conditions)

4.TERRITORIAL LIMITS

4.1.1 Global

5.PERIOD OF INSURANCE

5.1 From the Commencement Date for the Term and renewable on an annual basis unless agreed otherwise by FCDO in writing.

6.COVER FEATURES AND EXTENSIONS

6.1 Indemnity to principals clause.

7.PRINCIPAL EXCLUSIONS

7.1 War and related perils.

7.2 Nuclear and radioactive risks.

7.3 Liability for death, illness, disease or bodily injury sustained by employees of the Insured during the course of their employment.

7.4 Liability arising out of the use of mechanically propelled vehicles whilst required to be compulsorily insured by applicable Law in respect of such vehicles.

7.5 Liability in respect of predetermined penalties or liquidated damages imposed under any contract entered into by the Insured.

7.6 Liability arising out of technical or professional advice other than in respect of death or bodily injury to persons or damage to third party property.

7.7 Liability arising from the ownership, possession or use of any aircraft or marine vessel.

7.8 Liability arising from seepage and pollution unless caused by a sudden, unintended and unexpected occurrence.

8. MAXIMUM DEDUCTIBLE THRESHOLD

8.1 Not to exceed £0 for each and every third party property damage claim (personal injury claims to be paid in full).

PART B: PROFESSIONAL INDEMNITY INSURANCE

1.INSURED

1.1 The Supplier

2.INTEREST

2.1 To indemnify the Insured for all sums which the Insured shall become legally liable to pay (including claimants’ costs and expenses) as a result of claims first made against the Insured during the Period of Insurance by reason of any negligent act, error and/or omission arising from or in connection with the provision of the Services.

3.LIMIT OF INDEMNITY

3.1 As set out in Section 4 (Special Conditions)

4.TERRITORIAL LIMITS

4.1 Global

5.PERIOD OF INSURANCE

5.1 From the date of this Contract and renewable on an annual basis unless agreed otherwise by FCDO in writing (a) throughout the Term or until earlier termination of this Contract and (b) for a period of 6 years thereafter.

6.COVER FEATURES AND EXTENSIONS

6.1 Retroactive cover to apply to any claims made policy wording in respect of this Contract or retroactive date to be no later than the Commencement Date.

7.PRINCIPAL EXCLUSIONS

- 7.1 War and related perils
- 7.2 Nuclear and radioactive risks

8.MAXIMUM DEDUCTIBLE THRESHOLD

8.1 Not to exceed £0 each and every claim.

PART C: UNITED KINGDOM COMPULSORY INSURANCES

1.GENERAL

- 1.1 The Supplier shall meet its insurance obligations under applicable Law in full, including, UK employers' liability insurance and motor third party liability insurance.

SCHEDULE 4: TENDER

1. GENERAL

- 1.1 This Schedule 4 sets out a copy of the Supplier’s Tender.
 - 1.1.1 Part A – Executive Summary
 - 1.1.2 Part B – General and Technical Proposal
 - 1.1.3 Part C – Commercial Proposal and Proforma Cost Template (see contract Section 5)
- 1.2 Subject to Clause 1.4, in addition to any other obligations on the Supplier under this Contract, the Supplier shall provide the Services in accordance with the Tender.

APPENDIX A. CONTRACT AMENDMENT LETTER

Foreign, Commonwealth and Development Office
Abercrombie House
Eaglesham Road
EAST KILBRIDE
Glasgow
G75 8EA

Telephone: East Kilbride 01355 84 4000
Directline: 01355 84 [

File Ref: [
Date: [

Contract Amendment No: [

CONTRACT FOR: [

CONTRACT NUMBER: [

With reference to the Contract dated [], both Parties have in principle agreed to the following variation[s] to the Contract [:
[

- 2. [These/This amendment[s] relate[s] to [
- 3. Please confirm in writing by signing and returning one copy of this letter, within 15 working days of the date of signature on behalf of FCDO that you accept the variation[s] set out herein.
- 4. The Contract, including any previous variations, shall remain effective and unaltered except as amended by this letter.
- 5. Words and expressions in this letter shall have the meanings given to them in the Contract.

Signed by an authorised signatory for and on behalf of the
Secretary of State for Foreign,
Commonwealth and Development Affairs

Name: [

Position:

Signature:

Date: [

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

Name: [

Signature:

Date:

APPENDIX B



FCDO Supply Partner Code of Conduct

Principles

The FCDO aims to create an inclusive culture of best practice with the delivery partners with whom it engages and which receive UK taxpayers’ funds. All Supply Partners should adhere to the overarching principles of the Supply Partner Code of Conduct (hereafter “the Code”).

Overarching Principles for Supply Partners

- ✓ **Act responsibly and with integrity**
- ✓ **Be transparent and accountable**
- ✓ **Seek to improve value for money**
- ✓ **Demonstrate commitment to poverty reduction and FCDO priorities¹**
- ✓ **Demonstrate commitment to wider HMG priorities²**

FCDO Supply Partner responsibilities

Supply Partners and their subcontractors (delivery chain partners) should ensure they have read and understood the Code and their required compliance level and seek clarification from FCDO where necessary. In particular, it is important that the Supply Partners and their subcontractors (delivery chain partners) understand any risks and have systems in place to manage them. The 3 compliance levels are:

Compliance Level 1 - Supply Partners with an individual contract value of £1m or above, or two or more contracts/grants with FCDO with a combined value of £5m or above;

Compliance Level 2 - Supply Partners with an individual contract value below £1m, or two or more contracts /grants with FCDO with a value of less than £5m;

Compliance Level 3 - Supply Partners with an individual Contract value, or component of a Contract/Grant, with a value below the EU contracting threshold. At this level Supply Partners are required to adhere to the overarching Code principles and recognise, mitigate and manage risks. These Supply Partners will not be monitored against the contractual KPIs.

Scope

This Code forms part of the FCDO’s standard contractual terms and conditions and full compliance and annual verification via a signed declaration, to be found at Annex 1b, is mandatory for contracted Supply Partners.

Adherence to the Code at the appropriate level is also a requirement for FCDO direct and delivery chain Supply Partners in receipt of funding. The FCDO will monitor Supply Partners in six priority areas as set out below using a set of Key Performance Indicators (KPIs) as referenced in Annex 1a and 1b.

1. Value for Money and Governance

Key Performance Indicators KPI 1 a - c

Value for Money and financial transparency is an essential requirement of all FCDO commissioned work. All Supply Partners must seek to maximise development results, whilst driving cost efficiency, throughout the life of commissioned programmes. This includes budgeting and pricing realistically and appropriately to reflect delivery requirements and levels of risk over the life of the programme. It also includes managing uncertainty and change to protect value in the often challenging environments that we work in.

Supply Partners must demonstrate that they are pursuing continuous improvement and applying stringent financial management and governance to reduce waste and improve efficiency in their internal operations and within the delivery chain. FCDO expects Supply Partners to demonstrate openness and honesty and to be realistic about capacity and capability at all times, accepting accountability and responsibility for performance along the full delivery chain, in both every-day and exceptional circumstances.

Specific requirements include:

- ✓ Provision of relevant VfM and governance policies and a description of how these are put into practice to meet FCDO requirements (e.g. Codes on fraud and corruption, due diligence);
- ✓ A transparent, open book approach, which enables scrutiny of value for money;
- ✓ Strict adherence to all UK and in-country government tax requirements;
- ✓ Processes for timely identification and resolution of issues and for sharing lessons learned which might be requested by FCDO at any time.

2. Ethical Behaviour

Key Performance Indicators KPI 2 a- f

FCDO Supply Partners and their delivery chain partners act on behalf of the UK government and interact globally with country governments, other aid donors and their delivery partners, many stakeholders including citizens and directly and indirectly with aid beneficiaries. These interactions must therefore meet the highest standards of ethical and professional behaviour in order to uphold the reputation of the UK government.

Arrangements and relationships entered into, whether with or on behalf of FCDO, must be free from bias, conflict of interest or the undue influence of others. Particular care must be taken by Supply Partner and delivery chain staff who:

- a) are directly involved in the management of a programme or procurement of services; or
- b) who engage with i) frontline FCDO staff ii) other deliverers of aid iii) beneficiaries (of aid)

Where those in a) and b) could be susceptible to undue negative or detrimental influence.

Supply Partners and their delivery chain partners must declare to FCDO where there may be instances or allegations of previous unethical behaviour by an existing or potential staff member or where there is a known or suspected conflict of interest. Where a potential or existing staff member has been employed by FCDO or the Crown in the

¹ <https://www.gov.uk/government/organisations/department-for-international-development/about#priorities>

² <https://www.gov.uk/government/organisations/hm-treasury/about#priorities>

preceding two years Supply Partners and their delivery chain partner must provide proof of compliance with the HMG approval requirements under the Business Appointment Rules.

Supply Partners and their delivery chain partners must have the following policies and procedures in place:

- ✓ Development and proof of application and embedding of a Staff Recruitment, Management and Retention policy (which must address circumstances where there may be potential or actual conflict of interest and embedding of a Whistleblowing Policy)
- ✓ Ongoing monitoring of potential or existing personal, business or professional conflict of interest and their mitigation and management
- ✓ Ethical training for every staff member and staff updates in ethical working practices suitable to the development sector (e.g. UN Global Compact principles) including awareness of modern day slavery and human rights abuses
- ✓ Procedures setting out how, staff involved in FCDO funded business, can immediately report all suspicions or allegations of aid diversion, fraud, money laundering or counter terrorism finance and any suspicions/allegations/concerns which relate to safeguarding to the FCDO Investigations Department at reportingconcerns@fcdo.gov.uk or on +44(0)1355 843747.

3. Transparency and Delivery Chain Management
Key Performance Indicators KPI 3 a – f

The FCDO requires full delivery chain transparency from all Supply Partners. All direct Supply Partners and their delivery chain partners must adhere to wider HMG policy initiatives including the support and capacity building of micro, small and medium sized enterprises (MSMEs), prompt payment, adherence to human rights and modern slavery policies and support for economic growth in developing countries.

The FCDO recognises the critical value that downstream delivery partners contribute. Direct Supply Partners must engage their delivery chain partners in a manner that is consistent with FCDO’s treatment of its direct Supply Partners. This includes, but is not limited to: appropriate pricing of services; fiduciary and financial risk management processes; applying transparent and responsive measures where delivery chain partners underperform against the KPI areas; taking a zero tolerance approach to tax evasion, corruption, bribery and fraud in subsequent service delivery or in partnership agreements. Direct Supply Partners must cascade the principles of the Code throughout their delivery chain to ensure FCDO ethical behaviour standards are embedded and maintained.

Specific requirements for direct Supply Partners include:

- ✓ Provide assurance to the FCDO that the policies and practices of their delivery chain Supply Partners and affiliates comply with the Code;
- ✓ Maintaining and sharing with FCDO up-to-date and accurate records of all downstream partners in receipt of FCDO funds and/or FCDO funded inventory or assets. This should map how funds flow from them to end beneficiaries and identify risks and potential risks along the delivery chain;
- ✓ Ensuring delivery chain partner employees are expressly notified of the FCDO ‘reporting concerns’ mailbox³ found on FCDO’s external website and of the circumstances in which this should be used;
- ✓ Publication of FCDO funding data in accordance with the International Aid Transparency Initiative (IATI)⁴
- ✓ Supply Partners shall adhere to HMG prompt payment policy and not use restrictive exclusivity agreements with sub-partners.

³ <https://www.gov.uk/government/organisations/department-for-international-development/about#reporting-fraud>

⁴ <http://www.aidtransparency.net/>

4. Environmental issues
Key Performance Indicators KPI 4 a – b

FCDO Supply Partners must be committed to high environmental standards, recognising that FCDO activities may change the way people use and rely on the environment, or may affect or be affected by environmental conditions. Supply Partners must demonstrate they have taken sufficient steps to protect the local environment and community they work in, and to identify environmental risks that are imminent, significant or could cause harm or reputational damage to the FCDO.

Commitment to environmental sustainability may be demonstrated by:

- ✓ Formal environmental safeguard policies in place;
- ✓ Publication of environmental performance reports on a regular basis
- ✓ Membership or signature of relevant environmental Codes, both directly and within the delivery chain such as conventions, standards or certification bodies (e.g. the Extractive Industries Transparency Initiative⁵).

5. Terrorism and Security
Key Performance Indicators KPI 5 a – d

FCDO Supply Partners must implement due diligence processes to provide assurance that UK Government funding is not used in any way that contravenes the provisions of the Terrorism Act 2000, and any subsequent regulations pursuant to this Act.

FCDO Supply Partners must maintain high levels of data security in accordance with the Data Protection Act 1998 and any subsequent regulations pursuant to this Act, or new Act and with the General Data Protection Regulation (Directive 95/46/EC).

Specific requirements:

- ✓ Development and proof of application and embedding of a comprehensive Terrorism and Security Policy
- ✓ Development and proof of application and embedding of personal data processing processes within a Data Protection Policy
- ✓ FCDO Supply Partners must safeguard the integrity and security of their IT and mobile communications systems in line with the HMG Cyber Essentials Scheme⁶. Award of the Cyber Essentials or Cyber Essential Plus badges would provide organisational evidence of meeting the UK Government-endorsed standard;
- ✓ All FCDO Supply Partners who manage aid programmes with a digital element must adhere to the global Principles for Digital Development⁷, which sets out best practice in technology-enabled programmes
- ✓ Ensure that FCDO funding is not linked to terrorist offences, terrorist activities or financing.

6. Safeguarding, Social Responsibility and Human Rights
Key Performance Indicators: KPI 6 a – d

Safeguarding, social responsibility and respect for human rights are central to FCDO’s expectations of its Supply Partners. Supply Partners must ensure that robust procedures are adopted and maintained to eliminate the risk of poor human rights practices within complex delivery chain environments funded by FCDO. These practices include sexual exploitation, abuse and harassment; all forms of child abuse and inequality or discrimination on the basis of

⁵ <https://eiti.org/>
⁶ <https://www.gov.uk/government/publications/cyber-essentials-scheme-overview>
⁷ <http://digitalprinciples.org/>

race, gender, age, religion, sexuality, culture or disability. Supply Partners must place an emphasis on the control of these and further unethical and illegal employment practices, such as modern day slavery, forced and child labour and other forms of exploitative and unethical treatment of workers and aid recipients. FCDO will expect a particular emphasis on the management of these issues in high risk fragile and conflict affected states (FCAS), with a focus on ensuring remedy and redress if things go wrong.

Specific requirements:

- ✓ Development and proof of application and embedding of a Safeguarding Policy;
- ✓ Delivery of Social Responsibility, Human Rights and Safeguarding training throughout the delivery chain;
- ✓ Compliance level 1 Supply Partners must be fully signed up to the UN Global Compact⁸;
- ✓ Practices in line with the International Labour Organisation (ILO) 138⁹ and the Ethical Trading Initiative (ETI) Base Code¹⁰ are to be encouraged throughout the delivery chain;
- ✓ Policies to embed good practice in line with the UN Global Compact Guiding Principles 1 & 2 on business and human rights throughout the delivery chain are required, as detailed in Annex 2;
- ✓ Compliance level 1 Supply Partners to submit a Statement of Compliance outlining how the organisation’s business activities help to develop local markets and institutions and further how they contribute to social and environmental sustainability, whilst complying with international principles on Safeguarding and Human Rights labour and ethical employment, social inclusion and environmental protection;
- ✓ Overarching consideration given to building local capacity and promoting the involvement of people whose lives are affected by business decisions.

⁸ <https://www.unglobalcompact.org/what-is-gc/mission/principles>
⁹ http://ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C138
¹⁰ <http://www.ethicaltrade.org/eti-base-code>

Compliance KPIs and contractual checking mechanisms - FCDO Contracts

Maintaining standards of assurance and driving sustainable improvements, in connection with the Code’s principles through Supply Partner relationships is a key focus for the FCDO.

Supply Partner and delivery chain compliance checking processes will take place in accordance with the agreed compliance levels and the specific contractual clauses down the delivery chain, the FCDO shall undertake compliance checks.

Where appropriate, a plan setting out the Code of Conduct delivery methodology for the Supply Partner arrangements during the contract term may be jointly developed with the FCDO during Contract mobilisation.

Contract Checks and Compliance KPIs		KPI target	Specific Contractual link	Checking mechanism
i.	Declaration of acceptance of the FCDO Supply Partner Code of Conduct	Annual declaration submitted by contracted Supply Partner on behalf of delivery chain	Contract Terms and Conditions Clause 5.1 and Clause 7.7	Declaration of acceptance at the applicable level of compliance with each of the 6 sections received
	Declaration of sign up to the UN Global Compact	Annual declaration submitted by the direct Supply Partner	Standard Selection Questionnaire (SSQ)	Declaration of applicable sign up / application received
1.	<u>VfM and Governance standards</u>			
a)	Economic and governance policies in practice	Annual updated documentation provided (copy of Policies with detailed annual financial breakdown relating to contract)	Terms and Conditions Clauses 13, 14 & 15	Annual contract review/programme management Audit checks Compliance checks
b)	VfM being maximised over the life of a contract 1. By confirmation of annual profit level fluctuations since tender submittal 2. by timely identification and resolution of issues 3. ensuring lessons learned are shared	Updated documentation submitted once annually	Contract T&Cs Clauses 15 & 20 Terms of Reference Terms of Reference	Compliance checks Annual contract review/programme management Compliance checks Annual contract review/programme management Compliance checks

c)	<p><u>Tax Declaration (HMRC format)</u></p> <ul style="list-style-type: none">• Tax the organisation paid on profits made in the last 3 years, and in which countries• Compliance with relevant country level tax regulations fully understood and met	Annually updated documentation submitted by contracted supplier and on behalf of delivery chain partners	Terms and Conditions Clauses 15, 23 & 24 Terms of reference	Annual return Compliance checks
2.	<p><u>Ethical Behaviour</u></p>			
a)	Recruitment policy (which must address circumstances where there may be potential or actual conflict of interest)	Updated policy documentation submitted once annually by contracted supplier and on behalf of delivery chain partners	Terms and Conditions Clauses 6, 51 & 54	Annual return Compliance checks
b)	Ongoing conflict of interest, mitigation and management	As 2a. above	Terms and conditions Clause 54	Annual return Compliance checks
c)	Refresher ethical training and staff updates (including disclosure restrictions on FCDO confidential information)	Copy of training logs provided Delivery in accordance with training programme in place	Terms and conditions Clause 6, 29, 51 & 54	Annual return Compliance checks
d)	A workforce whistleblowing policy	Continuous workforce awareness maintained Policy in place	Terms and Conditions Clause 48	Annual return Compliance checks
e)	<ol style="list-style-type: none">1. Procedures setting out how, staff involved in FCDO funded business, can immediately report all suspicions or allegations of aid diversion, fraud, money laundering or counter terrorism finance or any suspicions/allegations/concerns which relate to safeguarding to the Investigations Department at reportingconcerns@fcdo.gov.uk or on +44(0)1355 8437472. Employees working on FCDO Contracts fully aware of the FCDO external website reporting concerns mailbox	<p>Continuous awareness maintained</p> <p>Procedure in place</p> <p>Continuous awareness maintained</p>	<p>Terms and Conditions Clauses 6, 48 & 54</p> <p>Terms and Conditions Clause 48</p>	<p>Annual return Compliance checks</p> <p>Annual return Compliance checks</p>
f)	<p>Declarations of direct or subcontractor staff members proposed to work on FCDO funded business if employed by FCDO or the Crown in the preceding two years</p> <p>Supply Partners and their subcontractors must provide proof of compliance with the HMG approval requirements under the</p>	Details submitted as applicable	<p>Terms and Conditions Clause 48</p> <p>HMG business appointment rules</p>	<p>Annual return Compliance checks</p> <p>Contract management</p>

	business appointment rules			
3.	<u>Transparency and Delivery Chain Management</u>	Updated documentation submitted once annually	Contract Terms and Conditions Clause 28	Tender evaluation Periodic spot checks Compliance checks
a)	IATI compliance for Supply Partner and their delivery chain Supply Partners			
b)				
c)	Up to date and accurate records of all delivery chain Supply Partners	Updated documentation submitted in accordance with Clause 26.7	Contract Terms & conditions Clause 9 & 28 Tender submittal – delivery chain	Annual return Compliance checks Contract management
d)	Policies and practices for the management of delivery chain partners and affiliates aligned to the FCDO Supply Partner Code of Conduct	Updated documentation submitted annually	Contract Terms & conditions Clause 7	Contract management processes Periodic spot checks Compliance checks
e)	Tax evasion, bribery, corruption and fraud -statements of assurance provided	Updated documentation submitted once annually	Contract Terms and Conditions 23 & 24	Periodic and annual return spot checks Compliance checks
f)	All delivery chain partner employees working on FCDO Contracts fully aware of the FCDO reporting concerns mailbox	Updated documentation submitted once annually	Contract Terms & Conditions Clause 48	Periodic and annual return spot checks
	HMG prompt payment policy adhered to by all delivery chain partners	Updated documentation submitted once annually	Contract Terms & conditions 7	HMG spot checks Compliance checks Annual return
4.	<u>Environmental Issues</u>			
a)	1.Steps in place to identify environmental risks (e.g. by maintaining a risk register) Ensuring legislative requirements are being met 2. Formal context specific environmental safeguarding policies in place to ensure legislative requirements are being met	Updated documentation submitted once annually	Contract Terms & Conditions Clause 53 and ToRs	Contract management Periodic and annual return spot checks Compliance checks
b)	Published annual environmental performance reports <u>Net zero by 2050 tracking</u>	Updated documentation submitted once annually	Contracts ToRs	Periodic and annual return spot checks
5.	<u>Terrorism and Security</u>			
a)	Up to date status declaration regarding the reporting of terrorist offences or offences linked to terrorist activities or financing	Updated documentation submitted if and when changes	Standard Selection Questionnaire (SSQ)	Annual return Spot checks Compliance checks Annual contract review

	<p>2. Number and details of any organisational safeguarding allegations reported</p> <p>3. Level of commitment in relation to the Contract evident in delivery practices in line with the workplace and community guidance provided in the FCDO Supply Partner Code of Conduct Annex 2</p>	<p>when changes identified since tender submittal</p> <p>Updated documentation submitted annually</p>		<p>Compliance checks</p> <p>Tender evaluation</p> <p>Compliance checks</p>
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Contractual Annual Compliance Declaration

Prior to Contract Award and thereafter on an annual basis at the end of each financial year, the Supply Partner is required to submit a Compliance Declaration in connection with the management of any FCDO Contract in place and on behalf of their delivery chain partners. Supply Partners should be aware that spot check compliance monitoring will take place to verify responses.

Supply Partner Compliance Declaration

Key:

Contractual Requirement:

X denotes full compliance 1 required
O denotes reduced compliance level 2, unless otherwise stipulated in contractual Terms of Reference

- Compliance Level 1**
Supply Partners with an individual contract value of £1m or above, or two or more contracts funded by FCDO with a combined value of £5m or above.
- Compliance Level 2**
Supply Partners with an individual contract value below £1m, or two or more contracts funded by FCDO with a value of less than £5m.

Compliance Level 3
Supply Partners with an individual contract value or component of a contract funded by FCDO with a value below the EU Threshold. At this level Supply Partners are required to adhere to the overarching Code principles and recognise, mitigate and manage risks but will not be monitored against the contractual KPIs.

KPI Compliance Area		Supply Partner Compliance Level		Commentary	CEO Signatory	Signature & date of signing
		1	2			
1.	<u>VfM and Governance standards</u>					
a)	Evidence of how economic and governance policies work in practice	X	O			
b)	VfM maximisation over contract life					
	1. Annual confirmation of % profit on contract	X	X			
	2. timely identification and resolution of issues	X	X			
	3. ensuring lessons learned are shared	X	O			
c)	<u>Tax Declaration (HMRC format)</u>					
	Comply with all tax requirements	X	X			
2.	<u>Ethical Behaviour</u>					
a)	Adherence to agreed conflict of interest management procedures	X	X			
b)	Evidence of workforce ethical training updates taking place	X	X			

c)	Confirmation of direct and delivery chain partner compliance with the HMG approval requirements under the Business Appointment Rules.	X	X			
d)	Confirmation and full evidence of awareness of an up to date workforce whistleblowing policy	X	X			
e)	Procedures in place and full evidence of awareness of how, staff involved in FCDO funded business, can immediately report all suspicions or allegations of aid diversion, fraud, money laundering or counter terrorism finance or any suspicions/allegations/concerns which relate to safeguarding to the Investigations Department (CFWU) at reportingconcerns@fcdo.gov.uk or on +44(0)1355 843747	X	X			
f)	HMG Business appointment rules followed - Conflict of Interest(COI) declarations made for direct or delivery chain staff members proposed to work on FCDO funded business if employed by FCDO or the Crown in the preceding two years.	X	X			
3.	<u>Transparency and Delivery Chain Management</u>					
a)	Supply Partner and delivery chain partners IATI compliant	X	O			
b)	Provision of up to date and accurate records of all delivery chain Supply Partners provided within the required frequencies, including annual contractual spend on SME's, women owned businesses and modern apprenticeships in place	X	O			
c)	Verification that policies and practices for the management of delivery chain Supply Partners are aligned to the FCDO Supply Partner Code of Conduct i.e. by demonstrating delivery chain governance arrangements in place	X	O			
d)	Assurance there has been no change to previous statements provided in relation to tax evasion, bribery, corruption and fraud	X	X			
e)	Confirmation that all delivery chain Supply Partners' employees working on FCDO Contracts are fully aware of the FCDO external website reportingconcerns mailbox	X	X			
f)	Confirmation of adherence to HMG prompt payment policy with all their delivery chain Supply Partners	X	O			
4.	<u>Environmental Issues</u>					

a)	Environmental risks identified (e.g. by maintaining a risk register) with formal context specific environmental safeguarding policies in place	X	O			
b)	Annual published environmental performance reports Net zero by 2050 tracking in place	X	O			
5.	<u>Terrorism and Security</u>					
a)	Up to date status declaration regarding the reporting of terrorist offences or offences linked to terrorist activities or financing	X	X			
b)	No engaged employees or delivery chain partner personnel appears on the Home Office Prescribed Terrorist Organisations List	X	X			
c)	Data is managed in accordance with the FCDO security policy and systems are in accordance with the HMG cyber essentials scheme	X	X			
d)	Adherence to the best practice global principles for digital development	X	O			
6.	<u>Safeguarding, Social Responsibility and Human Rights</u>					
a)	Provision of a document demonstrating current organisational good practice and assuring compliance with key legislation on international principles on labour and ethical employment (to include Modern Day Slavery Act 2015 compliance detail)	X	O			
b)	Organisational procedures in place directly, and within the delivery chain: 1.To prevent actual, attempted or threatened sexual exploitation and abuse or other forms of inequality or discrimination by employees or any other persons engaged and controlled by the Supply Partner to perform any activities relating to FCDO funded work 2.For reporting suspected misconduct, illegal acts or failures to investigate actual attempted or threatened sexual exploitation or abuse	X X	X X			
c)	Current membership of UN Global Compact Current membership of ETI	X O	O O			
d)	1.Evidence of cascade to employees of an internal policy or written outline of good practice service delivery approaches to Human Rights and Safeguarding reflecting UN Global Compact Principles 1&2 demonstrating	X	O			

	an appropriate level of commitment in relation to the Contract	X	X			
	2.Numbers and details of organisational safeguarding allegations reported					
	3. Examples of delivery practice that demonstrate commitments in line with workplace and community in line with UN Global Compact Principles 1 & 2 (Annex 2)	X	O			

UN Global Compact – Human Rights

Principle 1: businesses should support and respect the protection of internationally proclaimed Human Rights

Principle 2: businesses should ensure they are not complicit in Human Rights abuse

Organisations should do this by giving attention to vulnerable groups including women, children, people with disabilities, indigenous groups, migrant workers and older people.

Organisations should comply with all laws, honouring international standards and giving particular consideration to high risk areas with weak governance.

Examples of how suppliers and partners should do this are set out below:

<p>In the workplace</p> <ul style="list-style-type: none">• by providing safe and healthy working conditions• by guaranteeing freedom of association• by ensuring non-discrimination in personnel practices• by ensuring that they do not use directly or indirectly forced labour or child labour• by providing access to basic health, education and housing for the workers and their families, if these are not provided elsewhere• by having an affirmative action programme to hire victims of domestic violence• by making reasonable accommodations for all employees' religious observance and practices
<p>In the community</p> <ul style="list-style-type: none">• by preventing the forcible displacement of individuals, groups or communities• by working to protect the economic livelihood of local communities• by contributing to the public debate. Companies interact with all levels of government in the countries where they operate. They therefore have the right and responsibility to express their views on matters that affect their operations, employees, customers and the communities of which they are a part• through differential pricing or small product packages create new markets that also enable the poor to gain access to goods and services that they otherwise could not afford• by fostering opportunities for girls to be educated to empower them and also helps a company to have a broader and more skilled pool of workers in the future, and• perhaps most importantly, a successful business which provides decent work, produces quality goods or services that improve lives, especially for the poor or other vulnerable groups, is an important contribution to sustainable development, including human rights• If companies use security services to protect their operations, they must ensure that existing international guidelines and standards for the use of force are respected

[https://fcgovuk.sharepoint.com/:w:/r/teams/AfricaLandFacilityProcurement/SharedDocuments/General/Land Facility DSU ToR/Land Facility Component B - DSU Draft TOR v03 \(Draft for PIN Mar23\).docx?d=w9281f81792b94ebfb8421090e2ce29ee&csf=1&web=1&e=S8W4G3](https://fcgovuk.sharepoint.com/:w:/r/teams/AfricaLandFacilityProcurement/SharedDocuments/General/LandFacilityDSUToR/LandFacilityComponentB-DSUDraftTORv03(DraftforPINMar23).docx?d=w9281f81792b94ebfb8421090e2ce29ee&csf=1&web=1&e=S8W4G3)

(FCDO) Land Facility

Component A:

Land Facility

Terms of Reference

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Acronyms and Abbreviations

ABM	Activity Based Mechanism
ALIGN	Advancing Land-based Investment Governance
BIPD	FCDO's British Investment Partnerships Directorate (BIPD)
CCSI	Colombia Centre on Sustainable Investment in Land
CIG	Cities, Infrastructure and Growth
CSP	Country Support Project
DSU	Decision Support Unit
FCDO	Foreign, Commonwealth and Development Office
GLGP	Global Land Governance Programme, the umbrella programme of which the Land Facility is one component
HMFD	FCDO's Humanitarian, Migration and Food Security Directorate (HMFD)
HMG	His Majesty's Government
HMLR	His Majesty's Land Registry
IATI	International Aid Transparency Initiative
IPLC	Indigenous Peoples and local communities
ITT	Invitation To Tender
KPI	Key Performance Indicator
LF	Land Facility Component (under the GLGP)
MMM	Monthly Management Meetings
MoF	Ministry of Finance
MoU	Memorandum of Understanding
OS	Ordnance Survey
PbR	Payment by Results
PEA	Political Economy Analysis
PRO	Programme Responsible Officer
SLGA	Strengthening Advisory Capacities for Land Governance in Africa
SRO	Senior Responsible Owner
SSP	Strategic Support Project
TA	Technical Assistance
ToR	Terms of Reference
VfM	Value-for-Money
VGGT	Voluntary Guidelines on the Governance of Tenure

Definition of Terms

Activity Based Mechanism (ABM)	This is a mechanism for the supplier to propose, define and cost discrete, new activities once the programme has started as appropriate. These discrete activities will involve 'Country Support Projects' or 'Strategic Support Projects' (see below). See Section H below for more information on the ABM approval process.
Activity Concept Note	The Activity Concept Note is a document setting out the proposal for each new, discrete project (See Part 2 for details). The Activity Concept Note will be completed by the Supplier with input from the DSU and approved by FCDO.
Activity Schedule	The Activity Schedule is the formal agreement for each new project. It includes all the key information relating to the project including start/ end date, scope, team members and budget. It also bears the formal FCDO approval of the activity. The Activity Schedule is also the mechanism for tracking the budget and expenditure for all Activities.
Adaptive and flexible programme	A programme that is (a) designed to learn and adapt the delivery approach to learning; and (b) that is flexible to adapt the approach to an uncertain and likely changing delivery context.
ALIGN	The Advancing Land-based Investment Governance (ALIGN) project is implemented by International Institute for Environment and Development (IIED), Namati and the Columbia Centre on Sustainable Investment (CCSI). It will provide flexible, demand-driven support to government investment promotion agencies and relevant line ministries, communities and businesses to support responsible national land investment processes.
Core Management Team	This is the team of staff who will be in place throughout the life of the contract and will provide the on-going project delivery and day to day management services.
Country Support Projects (CSPs)	Country Support Projects are one or a series of activities and outputs implemented by the LF Lead Supplier to advance land administration reform in a specific country. They are separate from Core Management activities. Such projects can be 'Deep' or 'Light' (see definition below) and will be agreed through the Activity Based Mechanism.
Delivery Plan	Programme Management approach that includes details of all current and planned activities, the financial information underpinning them, progress against KPIs and the logframe and records and actions from programme meetings.
Decision Support Unit (DSU)	The Decisions Support Unit is a separately contracted service that will support effective delivery of the Land Facility, through monitoring and verification of results; robust process evaluation; and an independent challenge function. The DSU will not be engaged in delivery work at country-level beyond the above.
Deep and Light Country Support Projects	LF projects will be categorised as either Deep or Light depending on the intensity and length of planned interventions. Deep projects will involve intensive engagement, focusing on systemic issues, a minimum of 2 or more years, with delivery teams generally based in-country. Light projects will involve discrete, strategic interventions over a shorter timeframe.
LF Lead Supplier	The supplier implementing the Land Facility (LF)
HMG/UK post	UK embassy and staff from FCDO and other UK government departments

Programme Steering Committee	The steering committee will comprise representatives from FCDO, suppliers from the Land Facility and DSU, as well as other experts invited to join the Committee by FCDO. The Steering Committee will set the direction of the programme and provide support, guidance and oversight of progress and review and approve new requests.
Scoping Report	Scoping Reports will be used by suppliers and the FCDO Coordination Team to set out the scope of political space for change and feasibility for action and influence. This information will be used to determine the level of ambition and types of activities that can be taken forward with countries, depending on opportunities and resource constraints (which will inform categorisation of projects as Deep or Light).
Strategic Support Projects (SSPs)	Strategic Support Projects are projects implemented or managed by the LF Lead Supplier at the regional or, in some cases, at the international level to build political support for land reform and support CSP objectives implementation in multiple countries. They may involve work delivered directly by the LF Lead Supplier or by third parties through the LF Grant Fund.
Vulnerable or disadvantaged groups	Vulnerable or disadvantaged groups include categories of people, including for example women, the elderly, or people with disabilities, who are likely to be excluded from decision-making or whose rights may not be recognised or realised without due consideration and targeted interventions.
Extended Team	This is a pool of experts who will be engaged to carry out services for activities where the skills/expertise and capacity required cannot be fulfilled by the core management team.

PART 1: REQUIREMENT

A. Introduction and Context

1. Effective land governance systems, which provide security of tenure and facilitate responsible investment in land and sustainable land use are integral to economic growth, protecting nature, rural livelihoods, conflict prevention, and women's rights. Yet land governance in many developing countries is weak: only an estimated 25% of global land and 10% of rural land in Sub-Saharan Africa is formally registered and Sub-Saharan African countries consistently score low on land governance, investment and tenure security indicators. Almost half (45%) of the remaining intact forests in the Amazon Basin are in indigenous territories, and deforestation rates are lower in indigenous and tribal territories where governments have formally recognised collective land rights. Key blockers to establishing effective land governance systems are weak administrative and technical capacity and/or a lack of political will to drive sustained reform in the face of vested interests in the status quo. Globally, Indigenous Peoples and local communities are estimated to hold 65% of the world's total land area. But their legal ownership rights extend to only 10% of that land. Women constitute less than 20% of the world's landholders.
2. Despite strong evidence of the problem and of the impact of interventions to strengthen land and forest governance, there has been limited progress on systematic land reform in developing countries globally over the last decade. There are a number of key reasons for this: weak political will in partner government to support sustained reform; financing problems given the long timeframe for investments in land to yield returns; support programmes are not sufficiently flexible to mobilise rapid support when political windows emerge; uncoordinated and piece-meal development partner interventions with limited focus on building central capacity upfront to plan and implement reform. While a number of governments recognise the importance of land reform for stability and to attract and sustain investment, many lack central capacity to plan and deliver reform, coordinate donor actions, and make the business cases to Ministries of Finance for long-term investment.
3. Weak land governance is consistently identified as a binding constraint to a range of development objectives by many FCDO country programmes in Africa, South-East Asia and Latin America, but since 2013 only two FCDO posts (Ethiopia and Colombia) have invested in a sizeable new land programme. Reasons for this include pressure on budgets making it more difficult to invest in new areas that require significant resource and expertise; limited country-level advisory capacity to engage and design new programmes; and concerns about the risks of investing in a politically complex area.
4. The FCDO is developing a new streamlined central programming offer for UK Posts and other stakeholders, known as **Centres of Expertise (CoE)**. CoEs will ensure relevant interventions (including on cities and infrastructure, trade, public finance, economic growth) are delivered in a more strategic and coherent way at the national level, with a coherent governance structure and a coherent UK brand. Central to this approach is for FCDO interventions to be demand-driven, with UK Posts playing a central role in the design and/or delivery of projects based on available capacity.
5. Against this backdrop, the UK Government is launching the **Land Facility (LF)** which aims to work with governments and other actors in Africa, South East Asia and Latin America and, if required other regions, to develop the basic building blocks and/or enabling environment for a fit-for-purpose, sustainable central land governance system. The Land Facility is the main component of FCDO's Global Land Governance Programme and is an integral part of the Green and Inclusive Growth Centre of Expertise. The programme will be centrally contracted by FCDO's

Humanitarian, Migration and Food Security Directorate (HMFD), but jointly managed with relevant UK Posts.

6. The services to be delivered by the supplier under this contract will be for a duration of up to 7 years or December 2030, whichever is sooner, subject to break clauses and funding availability. The total **initial budget and contract value** for the services to be delivered under this contract is expected to be **up to £50m** (inclusive of all applicable taxes).
7. A **further £30m** may become available for scale up during the initial contract period, subject to further approvals (this higher, £80m contract ceiling is designed to create flexibility for potential contributions from other FCDO departments, HMG posts or other UK Government Departments during the lifetime of the programme).
8. Extension: An **additional £30m and 3-year** scale-up option (cost and/or time extension) will also be available, subject to a business case addendum should the programme have a strong impact and the potential to yield better results.
9. So the total, maximum contract value, if additional, scale-up funding is secured and the full cost extension is approved and implemented, would be £110m over a 10-year period.
10. The LF has been designed to deliver on the UK's **International Climate Finance (ICF)** commitments and is a significant component of the UK contribution to the [COP26 Forest Tenure Pledge](#).
11. The **LF is the main component of the FCDO Global Land Governance Programme** which will run until December 2030. Alongside the LF, this programme also includes:
 - a. a **Decision Support Unit (DSU)** that will support evidence-based, outcome-oriented and VfM-driven decision-making by FCDO and the LF lead supplier throughout implementation;
 - b. the **Advancing Land-based Investment Governance (ALIGN)** component implemented by the International Institute for Environment and Development (IIED), Namati and CCSI that will provide flexible, demand-driven support to government investment promotion agencies and relevant line ministries, communities and businesses to support responsible national land investment processes. Although independent from the main LF component, some overlap and complementarity is expected. ALIGN will participate in LF Steering Committee meetings.
 - c. **Strengthening forest community tenure rights:** this component will support one or more global or regional instruments that provide direct support to Indigenous Peoples and local communities to secure and protect their forest tenure rights.
12. **These terms of reference are for a supplier to deliver expected results of the LF main component.** For delivery of the LF, FCDO wishes to procure the services of a Supplier ('the LF Lead Supplier') to manage a flexible and adaptive technical assistance (TA) and support facility to assist governments to instigate and sustain critical land reforms, focussed on Africa, South East Asia and Latin America, and if required in other regions.
13. The Decision Support Unit (DSU) will also be tendered at the same time and it is expected that both contracts will be awarded and start at the same time (expected January 2024). If there is a significant delay in contracting Lot 2 (for the DSU), FCDO may nonetheless proceed with the award of Lot 1 and the start of the contract. However, a significant delay in contracting Lot 1 (for the LF Lead Supplier) will also delay the award and/or start of Lot 2, as DSU activities are contingent on Lot 1 activities.
14. Since the purpose of the Decision Support Unit to be established through Lot 2 is to undertake monitoring and verification of results, robust process evaluation, and an independent challenge function in relation to the delivery of the services on Lot 1, it is vital that the successful suppliers

on each lot are able to operate independently of each other and without potential or actual conflict of interest in the performance of their respective services. Therefore, the following rule applies: **Potential suppliers for Lot 1 may not participate in any tender in Lot 2 and vice versa.** For these purposes “participation” includes acting as a sub-contractor or member of group of economic operators (whether or not they intend to enter into a consortia agreement), and “potential supplier” includes sub-contractors and members of such a group of economic operators participating in the tender in question.

B. Objectives

15. The ultimate aim of the Land Facility and DSU is to help build a critical foundation for inclusive growth, sustainable land use, and stability in the focus regions of Africa, South East Asia and Latin America. By supporting urban, rural or forest land tenure reforms it will contribute to the following three high-level outcomes of the wider Global Land Governance Programme:
 - increased tenure security for all, including forest communities;
 - increased, equitable land investment; and
 - sustainable land and forest land use.
16. The main focus of the LF is therefore on working with partner governance to strengthen and/or reform national land administration policy and systems, and promote fit-for-purpose land governance in line with key principles in the Voluntary Guidelines on the Governance of Tenure¹, such as the need to recognise and protect all legitimate tenure rights. The LF specific objectives are to:
 - a. build political support to implement and sustain reform of the land administration system, covering urban, rural and forest land;
 - b. build central government and other relevant agencies’ capacity to plan, implement and manage reform priorities and support and accelerate reform implementation as appropriate; and
 - c. promote greater alignment and coordination of land policy and interventions within and across government, development partners and other key actors in focus countries.
17. To clarify these objectives further, these are some of the planned, distinctive features of the LF:
 - a multi-country approach focusing on support and capacity building for more systematic land governance reform planning and implementation, as a foundation for and, where relevant, teeing up, systematic first-registration programmes (of both individual and collective rights) at national level funded by governments, multilateral development banks or other donors;
 - a strong focus on political economy analysis and, critically, political engagement to build broad support for reforms and their sustained implementation (where there is a credible case to do so);
 - a central focus on capacity development in relevant government agencies and ministries to plan, manage and implement the necessary reforms with a more strategic approach;
 - a flexible, adaptive approach allowing rapid deployment where political windows emerge, testing of new approaches, and also withdrawal where political will disappears or proves to be too weak;
 - a significant focus on building capacity for more effective national coordination of land interventions across government agencies and development partner; the LF will aim to provide some of the missing ‘glue’ between existing initiatives whilst facilitating more strategic alignment across future interventions; and

¹ VGGT <https://www.fao.org/tenure/voluntary-guidelines/en/>

- where relevant, proactive exploration of how partnerships can be developed with Indigenous Peoples and local communities and related stakeholders to inform design and development of programme work.

C. The Recipient

18. The primary recipients of the TA and other capacity building support provided by the LF will be partner governments in focus countries as well as other stakeholders that can influence or drive reform processes. These will vary for each country and will be identified during the initial scoping phase for each potential target country and then regularly reviewed and adjusted as necessary.
19. Significant counterparts are expected to include, but not be limited to, offices of Heads of State, Ministries of Finance, ministries leading on land and ministries responsible for agriculture, urban planning and development or investment, parliamentarians, traditional chiefs and leaders, Indigenous Peoples and local community organisation representatives and supporting stakeholders, leading lawyers, surveyors and academics.
20. The main beneficiaries will be urban and/or rural land or homeowners and tenants, forest communities, communities whose land is affected by investments, businesses investing in land in particular in the agriculture, forestry, infrastructure or energy sectors, and governments that are advancing appropriate reforms. There will need to be a clear line of sight between each country-level operation and how it will drive benefits for key beneficiaries and this link should be clearly supported in country-specific theories of change, even if will be difficult to measure and/or attribute change at beneficiary level during the lifetime of this project. All interventions will specifically consider likely positive or negative impacts on women and vulnerable groups to ensure the LF consistently enhances women's and vulnerable people's rights and ability to realise these in practice.

D. Scope of Work

21. Role and Relationship with the Decision Support Unit: FCDO will contract a separate, independent **Decision Support Unit** (see Lot 2 ToR) to support evidence-based, outcome-oriented and VfM-driven decision-making by FCDO and LF lead supplier throughout implementation. The DSU Supplier and LF Lead Supplier will be **independent** of each other but will **need to work as a coordinated team** throughout programme planning and delivery. A key part of the role of the DSU Supplier is to provide a constructive 'challenge-function' when needed to improve delivery and value for money. One way of thinking about the DSU is therefore as a 'critical friend' to the LF Lead Supplier, with the mandate and space to look beyond day-to-day operational delivery and support better delivery by critically reviewing project design, evaluating progress, drawing attention to emerging evidence and best practice in other contexts, and providing a constructive and strategic 'challenge-function' to improve the overall approach and value for money.
22. The DSU and LF Lead Supplier will need to develop a constructive and professional working relationship based on a common objective (to maximise the impact of the Land Facility) and mutual respect for the respective roles and functions. FCDO places significant value on the DSU Supplier being free to offer an independent perspective, advice and expertise throughout delivery but doing so in a constructive way and in a spirit of partnership. We expect that the LF Lead Supplier and DSU Supplier will at times disagree about the best approach or appraise situations in different ways. Such professional disagreement is welcome and will demonstrate respective roles are working providing both can 'disagree agreeably'. **Any such disagreements or diverging judgements should be communicated openly with FCDO to inform further**

discussion and/or to enable FCDO to take the necessary decisions based on all available perspectives (see section 'L. Governance' for how any disputes will be managed).

23. While the LF Lead Supplier will be responsible for all routine monitoring and learning, the DSU will focus on evaluation and review and supporting learning and targeted dissemination; the DSU will not be involved directly in delivery work at country-level beyond scoping activities and process evaluations. The DSU will be responsible for the following main activities:
 - routine review and challenge function of country scoping, strategies and activities
 - support LF Lead Supplier's technical work and learning on land and political engagement, drawing on latest academic evidence; and
 - strategic advisory role to FCDO and LF Lead Supplier;
 - process evaluations of priority support activities;
 - strategic cross-country learning and communication, including convening a UK land practice and policy forum.
24. Management: the LF and DSU are centrally contracted projects that will be managed jointly between FCDO's HMFD in the UK and UK posts in focus countries (see Part 2 for details on reporting and accountability lines). There will be varying levels of UK Post capacity to engage with and support the LF Lead Supplier to deliver the country-level interventions. The LF Lead Supplier will need to have sufficient capacity and the right partnerships to support political engagement at the national level.
25. Activity Based Mechanism (ABM): This is the mechanism through which the Supplier can identify, propose, design and get approval for all activities apart from the Supplier's core management functions detailed under E. below. All non-core activities will be approved through the ABM and will be managed and implemented via 'Country Support Projects' or 'Strategic Support Projects' (see below).
26. LF Grant Fund: the LF Lead Supplier will be required to manage a grant fund that will enable the LF Lead Supplier to make strategic grants to third party organisations, largely in-country or in the region, to advance CSP or SSP objectives. Any such grants will be managed as an integral part of CSPs and SSPs and will be proposed in and approved through the ABM. Grants may, for example, be used to support local non-profit organisations with the capacity and legitimacy to build political support for reforms, or to support strategic regional or international partners, such as the Land Portal.
27. Geography: The LF will work across the focus regions of Africa, South East Asia and Latin America, and, if required, in other regions. The selection of countries will depend on FCDO priorities, demand from posts and governments, the strength of political support for reform, the opportunity to effect strategic change, and the availability of additional resources. There will be a particular focus on tropical forest countries and forest land governance for some of the programme work. Focus countries will be identified and agreed with FCDO once the programme has started (during and after Inception Phase). Countries will be shortlisted against a set of criteria set by FCDO in consultation with the LF Lead Supplier, which will be applied before and after scoping activities during the Inception Phase, and FCDO programme SRO making the final decision on which countries the LF Lead Supplier will initiate projects in. The initial long-list of countries identified during the design phase of LF includes: Indonesia, Colombia, Brazil, Peru, Ecuador, Cambodia, Laos, Senegal, Sierra Leone, Cote D'Ivoire, Ghana, Nigeria, Democratic Republic of the Congo (DRC), Uganda, Somalia, Malawi, Zambia, Zimbabwe. This list is likely to evolve based on priorities identified by Ministers and demand from posts.

28. Support Projects: all work delivered in focus countries or regions will be implemented through Country Support Projects (CSPs) or Strategic Support Projects (SSPs). CSPs will involve a set of Deep or Light interventions in a single focus country. Strategic Support Projects will involve regional or global activities designed to build political support for reform and CSP objectives.
29. Deep and Light Projects: To help guide and prioritise the Country Support Projects, projects and countries will be categorised into **Deep or Light projects (formally Track 1 and Track 2 countries)**, according to the level of opportunity identified (e.g. the need and political space and commitment to reform) and the scope of work and resources that can be allocated. Projects will be categorised based on initial assessments and regular reviews in consultation with UK Posts to allow for adjustment in political opportunities or circumstances changing.
- a) **Deep projects** will deploy teams in-country over multiple years (usually a minimum of 2 years) and deliver significant packages of support activities usually covering work under all three of the intervention areas listed under para 44, below. These projects will usually require a delivery team to be based permanently in the country and will require a higher bar for approval in terms of the level of political support and strategic opportunity for reform.
 - b) **Light projects** will largely provide discrete, shorter-term interventions, but only where FCDO is confident these can still contribute to sustained change at some level, i.e. there is a plausible pathway to more systemic change involving complementary interventions or actions by third parties. This may include projects that fill a strategic gap in the design or delivery of a larger multilateral or government land programme, or projects in countries where the political space for systemic reform is uncertain but some opportunities have been identified, and we need to test these further. While these interventions are likely to focus on area a) or b) listed under 48, below, we expect projects to still consider how all three areas will be addressed through other actors.
30. Adaptive delivery: The LF will be managed as an adaptive and flexible programme due to the need to test, adapt and learn from new interventions (particularly on building political support for reform), and adjust and adapt interventions to changing contexts and budgets. Adaptability and flexibility will be needed in the delivery of Deep and Light projects, due to dynamic changes to the political context and other factors in focus countries. This context will be reviewed regularly (at a minimum annually) with scope for Deep projects to be curtailed early and/or converted into a Light project, if there is a significant change to the operating context and assumptions, or for Light projects to be succeeded by a Deep project if new opportunities for more strategic work over a longer timeframe emerge.
31. HMG Partners: the LF Lead Supplier will be required to work with Ordnance Survey, HM Land Registry and any other strategic HMG delivery partners identified by FCDO. The scope of the partnerships between FCDO and HM Land Registry and Ordnance Survey, respectively, and any other HMG delivery partners will be set out in individual MoUs with FCDO. The scope of services provided by HMG partners to the Land Facility will be defined in respective MOUs between each HMG agency and FCDO and separate agreements between each HMG agency and the LF Lead Supplier. In the case of Ordnance Survey, these services will initially be limited to (a) the provision of advisory support to the Programme Steering Committee and to FCDO (see paragraph 118), captured in an MOU between FCDO and Ordnance Survey, and (b) the delivery of a focused suite of geospatial advisory services to partner governments managed by the Lead Supplier as an integral part of the overall Land Facility intervention in any country. The scope of the geospatial advisory services provided and associated management arrangement will be captured in a separate agreement between the LF Lead Supplier and Ordnance Survey. This scope and the associated implementation modalities must be consistent with the role FCDO has

requested Ordnance Survey to play in the delivery of the Land Facility, which are set out in the MOU between FCDO and Ordnance Survey.

32. Other Partners: The [Land Portal](#) is the leading information platform in the land sector. The LF Lead Suppliers and DSU will be required to work with and through the Land Portal for online dissemination of programme learning and results and any global communication activities, where relevant, and not create a new project website. The LF Lead Supplier will be required to support the Land Portal's role as a provider of an important global public good in the land sector through a multi-year grant to the Land Portal (see paragraph 59). FCDO reserves the right to require the LF Lead Supplier to develop strategic partnerships with other organisations and fund relevant activities through the LF Grant Fund.
33. Project Scoping: All scoping activities should be agreed in advance with the FCDO Programme Team and before any contact is made with UK posts or government agencies. All scoping activities should start with a discussion (remotely) with the designated lead in the UK post, initiated by the FCDO Programme Team. Based on these initial discussions and clarification of the likely project scope, the FCDO Programme Team will take a final decision on whether the LF Lead Supplier should further scope out and develop an Activity Concept Note (see Section 2, below) for a Light or Deep Project.

E. Requirements

34. The Supplier will be responsible for two core workstreams and a number of ancillary activities. The two core workstreams are (I.) **Strategic and Core Management** of the LF and (II.) delivering **Country Support Projects (CSPs)** and **Strategic Support Project (SSPs)** in agreed focus countries or regions, which are set out in detail below. These requirements are then also set out and expanded on for each phase of implementation, that is for the (III.) Inception Phase, (IV.) Implementation Phase, and (V) Exit Phase. The final section (VI.) covers ancillary responsibilities.
35. The LF is an integral offer under the Centre of Expertise for Green and Inclusive Growth, and the LF Lead Supplier will be required to engage closely with relevant offers or programmes under this and other Centres of Expertise as well as any UK-funded Centrally Managed Programmes working on land in a country in which the Land Facility is operational. The Supplier will also be required to assess potential opportunities for value for money gains through collaborating with any new HMG structures or institutions linked to the Centres of Expertise, for example shared office space or political economy analysis and engagement in countries where the LF is also operating.
36. The Supplier will be required to re-brand their activities to align with the branding approach adopted for all Centres of Expertise.

I. Strategic and Core Management:

37. The LF Lead Supplier will provide overall strategic and core programme management of the facility and country-level operations. Core functions and responsibilities of the Supplier are to:
 - a) Establish and maintain a **Core Management Team**, based in the UK and/or location proposed by the Supplier, with the required technical expertise and institutional experience and network. FCDO are open to various team location arrangements providing that they facilitate regular and effective communication with FCDO in the UK and good access, if not proximity, to country-level work and relevant partners.
 - b) **Manage Land Facility spend** against overall contract budget and agreed annual budgets to ensure all spend adheres to agreed objectives and rules, delivers value for money, and

facilitates and is consistent with a balanced, manageable, and sustainable portfolio of CSPs and SSPs in each year of implementation and over the lifetime of the contract.

- c) Lead **project scoping activities**, in close collaboration with UK posts and the DSU and other key stakeholders as requested by FCDO. These will be used to identify opportunities and constraints for interventions and develop implementation plans. For anticipated Deep CSPs, the scoping is likely to include in-country scoping mission facilitated by and in collaboration with the UK post. In all other cases scoping activities will, by default, be done remotely with UK post and as needed with other stakeholders facilitated by staff at post.
- d) Design and deliver **Country Support Projects** and **Strategic Support Projects** in focus countries or regions, in collaboration with UK Posts as relevant within agreed priorities, management arrangements and budgets (see next section for details).
- e) Work with FCDO Programme Team to **agree the governance arrangement for CSPs** between UK Posts, the FCDO Management Team and the Lead Supplier detailing roles and responsibilities between each party.
- f) **Monitor and review the political space** in priority countries supported by the Extended Team and local partners, to inform and adapt delivery. This will include all countries with Deep projects or the potential to graduate to a Deep project and any others agreed with FCDO. Our expectation is that this will involve up to 10 countries in total but only 4-6 at any given time.
- g) Proactive **risk identification and management**, including appropriate tools to track and monitor risks and necessary mitigating actions on a regular basis.
- h) Routine **monitoring and review** of all LF activities, outputs and outcomes against agreed workplans, logframe milestones and targets and budgets.
- i) Continuous **learning and adaptation** across all country-level activities to improve delivery or end ineffective activities, drawing on effective learning processes and systems with ongoing DSU input and support.
- j) Organise and participate in **programme governance and management structure** and processes with FCDO, relevant UK Posts, the DSU and other key stakeholders.
- k) **Coordinate activities strategically with relevant donors, international organisations and other actors** to promote alignment and synergies between relevant country-level activities.
- l) Establish a simple **online messaging/collaboration system** for FCDO and other programme participants to follow and track activities in each country on a live basis.
- m) **To be confirmed during inception phase: either host a FCDO** secondee to the Supplier or work closely with a FCDO regional adviser, who will support supplier engagement with UK posts, political engagement, and coordination, learning and adaptation. The salary and all other costs for this post will be covered by FCDO, not the Supplier. The process and governance arrangements for the secondment will be clarified and agreed before any contract is signed, and this requirement is still to be confirmed depending on final programme design and budgets.

II. Design and Delivery of Country Support Projects (CSPs) and Strategic Support Projects (SSP)

38. All Land Facility interventions must be demand-led and outcome-driven, with UK Posts as a key owner of any country interventions and partner in the design and delivery of projects, depending on the level of capacity at Post. This means, all CSPs and any SSPs engaging key stakeholders from a specific country, will need to be designed in close coordination and collaboration with UK Posts. It also means that the LF Lead Supplier must ensure respective roles and responsibilities between the SRO, UK Posts and the Lead Supplier are agreed in writing before design of CSPs or SSPs get under way.

39. The Supplier will be responsible for identifying, designing and delivering Country Support Projects and Strategic Support Projects based on an agreed process set out in **Part 2**. CSPs will focus on interventions in a specific country, whilst SSPs will involve strategic, regional or global activities to support CSPs in a number of countries. The process for designing and approving CSP and SSPs will be the same.
40. While it is expected that the primary focus will be on CSPs, the balance of spend and effort between CSPs and SSPs will depend on the budget available each year and in the relevant UK Spending Review period, as well as on strategic priorities identified by FCDO in consultation with the LF Lead Supplier and DSU.
41. CSPs will involve **Deep or Light projects** depending on the level of engagement: For Deep projects, CSPs will involve a coordinated package of more complex interventions over a 2-5 year period with country-based support teams; Light projects, CSPs will be limited to one or a small number of discrete, short-term technical assistance projects, staggered over 1-2 years within the programme timeframe. Deep projects will only be considered that can reasonably be completed within the agreed contract period.
42. For the design and approval of Deep Projects via the Activity Based Mechanism (See Part 2), the LF Lead Supplier will be required to develop a more detailed **Country Engagement Strategy** (max. 10 pages excl. annexes) to accompany the Activity Schedule. This should include a theory of change, political engagement strategy and objectives, tactical plans for building political support and the 'opening' activities, how progress will be measured and indicators for inflection points, with all this rooted in political economy analysis;
43. CSPs and SSPs can be instigated by governments, FCDO, UK Posts, the LF Lead Supplier, DSU or other stakeholders. However only the LF Lead Supplier can submit an Activity Concept Note. The LF Lead Supplier will also need to obtain and demonstrate an appropriate level of government ownership and support that is proportionate to the scope and scale of the proposed intervention.
44. CSPs can be stand-alone projects or ancillary projects to larger projects led by other Centres of Expertise, e.g. providing supporting advice on urban tenure reform to a municipality under a Green and Inclusive Cities-led project, or implemented by other donors or multilaterals.
45. The Supplier will be responsible for recruiting and managing country-based delivery teams, including team leaders/technical leads, which will be drawn from the 'Extended Team pool or roster (see paragraph 66). Wherever possible, individuals or team undertaking longer-term work in any country should be hosted by third parties to minimise overheads and increase coordination and collaboration.
46. All CSPs and SSPs will be demand-led but to be effective and sustainable all projects are expected to address one or more of the following three specific objectives. While most Deep projects are likely to address all three directly, Light projects may only focus on one area but will still need to demonstrate how other objectives will be met by other stakeholders or programmes.
- a. **Building broad-based political support for sustained implementation of priority land reforms, including forest land.** This activity will underpin and determine the pace and space for the two other activities. It will focus on understanding the core incentive system that underpins the current land governance and administration system and then trialling different interventions to influence or affect change. This is likely to include but will not be limited to the following key activities:
 - Ongoing political economy analysis (PEA) and monitoring, closely supported by the DSU, to identify the formal and informal incentives and vested interests and decision-makers

and power brokers driving or blocking change (see Section K. below for Division of Tasks and Responsibilities between LF lead and DSU Suppliers, and DSU TOR (Component B) for further details of planned DSU supplier responsibilities).

- Developing a simple and dynamic political space/opportunity monitoring tool and network across existing and potential new focus countries to inform current and future programme design and delivery.
- Engaging with politicians or other senior leaders/officials at country and regional level. Any such engagement will need to be coordinated closely with FCDO and in some cases approved directly by HMG post and FCDO may decide to participate in or lead such engagement, e.g. on politically sensitive matters.
- Supporting and building the capacity of individual or groups of influential champions for reform, e.g. by supporting an informal champions group or the work of reform coalitions across the political landscape.
- Facilitating deliberative dialogue between key actors, including advocates and blockers of key reforms to build trust and find compromises. This may focus on a specific country or could include a regional approach, e.g. with the Africa Union or Wilton Park.
- Mobilising influential leaders, e.g. academics, politicians or business leaders, and compelling evidence on the business case for reform to build support for implementation at the highest level of government, e.g. with Ministers of Finance or Heads of State.
- Instigating a regional dialogue and debate on how to finance the land sector and structure PPPs bringing together financial institutions and Ministers of Finance.

The LF lead supplier must take into account the likelihood that actors, political situations and incentives may change over the timeframe of the programme (e.g. due to elections or other political events) and that this may require a revised design or approach, emphasising the need for flexibility and adaptability in programme planning.

- b. **Build government capacity to plan and implement systematic land reforms, including forest land.** This activity focuses on administrative and technical capacity constraints to the implementation of reform priorities needed to improve land governance systems, including forest land. This is likely to include but will not be limited to the following key activities:

- Building land and environmental agencies' and relevant ministries' capacity to plan, implement and/or manage land reform, including support for the development of strategic land reform 'roadmaps'.
- The LF Lead Supplier seconding technical advisers into relevant government agencies to build capacity and support management processes.
- Support management and technical implementation of priority reforms by providing technical assistance and, in exceptional cases, targeted funding for implementation. This may include technical assistance for necessary legislative reforms, for individual or collective land registration pilots, and the reform and upgrading of land administration systems and associated institutions.

The LF Lead Supplier will be able to draw on discrete geospatial advisory services for partner governments from Ordnance Survey to complement and support CSPs in countries where Ordnance Survey has agreed to provide these services and subject to the agreement of terms between the LF Lead Supplier and Ordnance Survey. These will include general geospatial advice to governments and also a discrete Geospatial Readiness Assessment to help governments identify gaps and priorities to improve geospatial data and systems to underpin land registration and other sectors.

- c. **Promoting greater alignment and coordination of land and forestry policy and interventions within and across government, development partners and other key actors in focus countries.** This activity focuses on addressing weak coordination between

key stakeholders and UK and other partner interventions in the land sector that lead to duplication of activities, overburdening of government counterparts, misalignment between policies or implementation approaches, and missed synergies. This workstream is likely to include but will not be limited to:

- Proactive coordination of relevant UK interventions in focus countries, including, for example, the development of joint political engagement strategies to work across multiple sectors;
- Supporting central government or lead land agencies' mandate to align and coordinate land policy and interventions across government agencies working on land.
- Facilitate and resource effective coordination of bilateral and multilateral policy and programme interventions in the land sector, including supporting the World Bank or other institutions in the preparation and delivery of large land projects so interventions are properly sequenced and synergistic, or building government capacity to coordinate development partners through a central coordination unit.

47. All country-level activities and land reforms supported by the LF must meet the following criteria (to be revisited during the Inception Phase):

- politically feasible based on incisive and dynamic political economy insights;
- fully aligned with key principles in the [Voluntary Guidelines on the Governance of Tenure](#) (VGGT), in particular, the requirement that states recognise and protect "all legitimate tenure rights";
- prepare ground for and provide clear line of sight to systematic change and national scale-up (not scale-up itself);
- working towards systemic reforms encompassing urban, rural and forest land, even if the entry point focuses on just one of these; and
- must enhance rights of women and vulnerable groups to land and/or their ability to realise these rights.

III. Inception Phase

48. The LF Lead Supplier is responsible for the delivery of the following Inception Phase activities from months 1 to 9 of the Contract. Activities to be undertaken will include but are not limited to those set out below:

- a. establish a core management team, with a base in the UK and/or other location, with the required technical expertise and institutional experience and clear and documented ways of working and management arrangements between LF Lead Supplier, consortium members and/or subcontractors.
- b. establish a strong working relationship with the Decision Support Unit (DSU) team as a foundation for a constructive partnership in programme implementation; management arrangements and ways of working with the DSU should be agreed and documented in a Service Level Agreement, MOU or similar agreement.
- c. Develop and agree **Standard Operating Procedures** with FCDO covering:
 - **Project governance**, including Monthly Management Meetings (MMMs), Project Steering Committee meetings and other routine correspondence with FCDO, as well as relationship management and communication channels between LF Lead Supplier, sub-contractors and DSU.
 - **CSP and SSP Scoping and Diagnostic Methodology** to identify implementation opportunities and assess the political economy, in collaboration with the DSU. The Supplier will need to align this process initially and throughout implementation with relevant scoping and support allocations processes across all Centres of Expertise;

- the process, rules and criteria for identifying, designing, approving and adjusting CSPs and SSPs with FCDO;
 - the principles, process and methods of engaging with UK posts, Ordnance Survey (OS) and the UK Land Registry (HMLR) and other key project stakeholders;
- d. Develop (i.e. lead) or contribute to (i.e. support but not lead) the following **implementation strategies**:
- i. Develop and submit a **Delivery Plan** with (a) a theory of change for the Land Facility, identifying intermediate and final outcomes, the linked causal pathways and associated assumptions; (b) a detailed draft logframe (this should include appropriate International Climate Finance KPIs); (c) a Monitoring, Evaluation and Learning plan, covering the system and methods the LF Lead Supplier and the DSU will use to monitor and evaluate implementation, learn from it, and adapt delivery accordingly. This plan will be subject to change throughout the project lifetime and will be reviewed annually;
 - ii. Develop and submit a provisional and global/general **Political Engagement and Influencing Strategy** that sets out (a) how the Land Facility will do dynamic/ongoing political economy analysis in focus countries (a PE Analysis Framework) drawing on local expertise, differentiating between the needs of deep and light projects, and the measures and criteria it aims to use to judge whether there is sufficient political space to operate; and (b) how the Land Facility will aim to build political support for land reforms in practice, including a 'toolbox' or intervention approaches it plans to draw on and test, and key principles and rules of engagement in this space. While any intervention will need to be highly country specific, we would like the LF Lead Supplier to formulate a general approach and identify a range of intervention options upfront. The toolbox should include both country-level intervention options as well as how it can draw on regional organisations or processes to build support in likely focus countries. This short strategy should draw on experience and evidence of what has worked in other sectors. The strategy should be developed in collaboration with the DSU.
 - iii. Develop a short **strategy for addressing gender and social inclusion issues** and managing **social and environmental safeguarding risks**. The plan should consider the challenges of tackling some of these issues in 'upstream' policy and system interventions and how the LF will mitigate the risk that the land reforms it facilitates end up being inconsistent with key principles and requirements in the [VGGT](#).
 - iv. Contribute to a provisional **LF Global Communications Strategy** to be developed/led by the DSU Supplier. The purpose of the strategy is to make a case for supportive, international communication and influencing activities, conducted by the DSU, LF Lead Supplier or third parties funded by either, that would plausibly support LF interventions at country-level at least within the first 3 years of the Implementation Phase. Communications activities without a clear audience and influencing objectives linked to LF objectives and focus areas will not be supported. The strategy should clearly set out the division of tasks between the DSU Supplier and LF Lead Supplier on any global communication, and how the programme will collaborate with the Land Portal to take advantage of its reach, expertise and existing infrastructure. The strategy will need to be reviewed and updated regularly during the implementation phase.
 - v. Develop a prioritised **Other Programme and Partner Collaboration List** with FCDO to guide the LF Lead Supplier and DSU in identifying, prioritising and managing which FCDO programme and global actors and partners it should collaborate with (proactively or passively) and how.
 - vi. Develop and agree an **Exit Plan** with FCDO within the first 3 months after the Commencement Date of the programme and in accordance with FCDO Standard Terms & Conditions. This should include strategy for sustainable transition of all funded

activities, and a strategy for the disposal of assets, will be developed by the supplier and agreed with FCDO.

- e. Initiate **CSP and SSP scoping activities** with UK posts and other stakeholder in up to 6 potential focus countries, supported by the DSU and any other stakeholders, as requested by FCDO. This will include:
 - i. Develop and agree a **shortlist of priority countries/posts** with the FCDO programme team.
 - ii. Initiating **scoping activities** with relevant leads at post and then as required with other stakeholders. This will involve remote engagement with post and other stakeholders for anticipated light projects and remote engagement followed by scoping visits for anticipated deep projects, although the latter may not be completed during the inception phase.
 - iii. Submit **scoping reports** based on agreed formats to the FCDO programme team and the post on completion of each scoping activity that sets out the scope of political space for change and feasibility for action and influence. This information will be used to confirm or determine the scale (Deep/Light or intermediate) and the types of activities that can be taken forward with countries, depending on resource constraints. Scoping reports should be no longer than 8 pages for Deep Projects, plus annexes with further detail, and no more than 3 pages for Light Projects. These should cover:
 - a rapid review of land administration policy and systems and current reform processes (a short overview of the context for Light projects);
 - an assessment of the political space for reform and opportunities to influence this (Light Projects should also include a short assessment of PE factors that will affect the outcome of potential interventions);
 - a review of relevant government and other actors land (including forest land) programmes and critical gaps; and
 - indicative proposals on where and how the LF could add most value to support reform priorities, including potential CSPs and indicative costs.
 - iv. Subject to satisfactory progress on other Inception Phase deliverables, availability of budget and FCDO approval of a scoping report, Activity concept note and Activity Schedule, the LF Lead Supplier may also initiate one or more Light projects from the 6th month of the Inception Phase onwards.
- f. Develop detailed **budgets and high-level workplans** for the first two years; it is recognised that these may need to be changed as the programme develops and according to FCDO budget changes/availability;
- g. Agree with FCDO and set up a practical **risk management system** with FCDO, including a risk register or similar tool, that will establish FCDO's risk appetite for different types of risks and enable the LF Lead Supplier to identify and manage all relevant risks with the FCDO programme team and HMG posts on an ongoing basis.
- h. Develop a **Value for Money plan** with VfM indicators, which will need to be agreed with FCDO and against which LF VfM performance will be monitored.
- i. Agree (with FCDO) and set up a simple, secure internal **messaging and collaboration platform** to share activities and progress in each country across relevant LF stakeholders, including as a minimum FCDO and the DSU;
- j. Summarise the outputs above in a short covering report with relevant annexes. See 124(a) for further details.

49. Progress to the Implementation Phase will be subject to FCDO's approval of the Inception Phase activities and report. Please also see Inception Phase Milestones/KPI table in Section I. below.

IV. Implementation Phase

50. In addition to delivering the requirements listed under I. and II. of Section E. above, the LF Lead Supplier is responsible for the delivery of the following Implementation Phase requirements from months 10 to 69, including but not limited to:

- a. Implement Strategic and Core Management functions and design and deliver CSP and SSPs based on agreed objectives, strategies and work plans.
- b. Work in close partnership with the Decision Support Unit team, based on any agreed Service Level Agreement, MOU or similar agreement, to ensure effective programme delivery, decision-making, learning and adaptation at all levels of implementation.
- c. Ongoing monitoring, learning and adaptation of interventions under CSPs and SSPs to ensure they deliver against agreed targets and their impact and cost-effectiveness is further improved where possible. This will include facilitating Annual Review activities, as required, and routine reporting for the Annual Review process.
- d. Establish a simple and nimble political economy monitoring system in relevant priority countries, e.g. all countries with 'Deep projects' (this may include drawing on DSU networks to expand or corroborate insights in the same or additional countries).
- e. Ensure staff are in place based on the agreed organogram and staffing plan. FCDO needs to pre-approve all changes to the 'Key Personnel' before any such changes are made. Changes to 'Key Personnel' from the Core Management Team will also require a contract amendment.
- f. Ongoing management and deployment of the Extended Team for the delivery of CSPs and SSPs, and, when needed, refreshing or expanding the Extended Team based on needs and modalities agreed with FCDO.
- g. The management of a **LF Grant Fund** to enable the LF Lead Supplier to make strategic grants to third parties as a component of and approved through CSPs or SSP and in order to complement and deepen the reach and impact of activities delivered directly by the supplier consortium. This may include, for example support to local, non-profit organisations with the capacity and legitimacy to build political support for reforms. **The rules and parameters for use of these funds will be in line with UK government grant funding eligibility and will be agreed during the Inception Phase and reviewed annually.**
- h. Coordinate all CSPs and SSPs with activities under relevant Centres of Expertise and a small number of priority UK Government programmes with overlapping objective and complementary workstreams. Priority programmes for coordination or active collaboration will be agreed during the Inception Phase but are likely to include: the complimentary Advancing Land-based Investment Governance (ALIGN) component; activities under the Green and Inclusive Cities and other UK urban programmes; the next phase of the Forest Governance, Markets and Climate programme, the Biodiverse Landscape Fund, and Congo Basin and Amazon region programme work.
- i. Manage any subcontracting relationships effectively including contracting, paying, monitoring, supporting and assessing sub-contractors in line with FCDO rules and guidance.
- j. Elaborate, update and refine the Political Engagement and Influencing Strategy, including with more detailed, regional strategies, to inform SSPs, in close coordination with the DSU,
- k. Review and update key planning and strategic documents as necessary, in response to the adaptive and flexible nature of the programme; these will need to be approved by FCDO annually (usually as part of the Annual Review process). These will include:
 - Country Engagement Strategies for Deep projects
 - Delivery Plan
 - Logframe

- Political Engagement and Influencing Strategy
 - Annual work plan (including Quarterly targets)
 - Risk Assessment and downstream delivery risk mapping
 - Detailed annual budget;
 - Revisions to the monitoring, evaluation and learning plan.
- l. Participate in and actively support a **strategic mid-term review** to be carried out by the DSU Supplier at the end of the third implementation year to take stock of overall progress in focus countries and assess the effectiveness and efficiency of the delivery model and employed intervention strategies. This will inform key decisions on implementation and engagement in further countries linked to the breakpoint at the end of year 2 of the Implementation Phase.
 - m. Ensure deliverables data is captured and reported as compatible with FCDO ICF reporting frameworks.

V. Exit Phase

51. Implement the agreed Exit Plan in the final 12 months of the programme (with transition of activities likely implemented before then). The Exit Plan will cover sustainability, exit or handover strategies for each intervention, including for multiple linked interventions that will require a consolidated or coordinated exit. The Exit plan will include a disposal plan for all project assets.
52. The implementation of the Exit Plan will be reviewed monthly with FCDO's Senior Responsible Owner (SRO) and Programme Responsible Owner (PRO) for LF during the last 12 months.

VI. Ancillary Activities

53. In addition to the above, core implementation activities of the LF, the LF Lead Supplier is responsible for the following:
 - a. The LF Lead Supplier will be responsible for convening the Programme Steering Committee and Monthly Management Meetings as detailed in Section L. below.
 - b. Support global communications work led by the DSU Supplier based on a joint, outcome-oriented Global Communications and Influencing Strategy.
 - c. Share all information, outputs and contacts generated through the programme with FCDO and any parties identified by FCDO as requested in accordance with the contract Intellectual Property Rights stipulations.
 - d. Respond promptly to audits and enquiries whether originating from FCDO's own internal auditors or financial/press staff, UK Parliament or related entities such as the International Development Committee, Independent Commission for Aid Impact, National Audit Office or questions to UK Members of Parliament.
 - e. While there are no plans for this at present, it is possible that FCDO may, in the future, give consideration to setting up an institution at a later stage in the LF programme's life to sustainably deliver results, including following the programme's end. If preparation for such an institution were to go ahead, the LF Lead Supplier will be expected to co-operate in preparation for a potential future institution, including supporting analysis (which would be undertaken by a third party) on the case for and modalities of setting up an independent institution. If it is agreed that such an institution should be created, the LF Lead Supplier may also be required to undertake actions to support its creation (such as extending access to relevant data). This should not be costed in the original proposal and would be agreed through a contract amendment if required.

F. Budget and Time Frame

54. The contract will run for an Initial Term of 81 months or to December 2030, whichever is sooner, depending on the contract start date. A term of 81 months assumes a start date at the beginning of April 2024 but the project could start earlier or later which will affect the overall term.
55. The total **initial budget and contract value** for the services to be delivered under this contract is expected to be **up to £50m** (inclusive of all applicable taxes: FCDO programmes are not automatically tax exempt and therefore suppliers will be liable to pay local tax in focus countries)
56. A **further £30m** may become available during the initial contract period, subject to further approvals (this higher, £80m contract ceiling is designed to create flexibility for contributions from other FCDO departments, HMG posts or other UK Government Departments during the lifetime of the programme; it is therefore contingent on HMFD securing additional contributions from UK posts and/or other UK government departments during the course of the contract).
57. **Extension:** An **additional £30m and 3-year** scale-up option (cost and/or time extension) will also be available, subject to a business case addendum. This option, if exercised, will be exercised at the sole discretion of FCDO. When considering exercising the option to extend, FCDO may take into account (among other things):
- Whether the Land Facility has been demonstrated to have strong impact and has the potential to deliver continued or better results;
 - Whether there is perceived value in expanding the scale of work, e.g. new or scale-up of projects in existing countries or interventions in new countries.
58. An indicative split of the initial budget and contract value of up to £50m over the contract years is as follows (calendar dates are approximate as this will depend on actual start date):
- Inception Phase: up to £850,000 (9 months, e.g. April 2024 to December 2024):
- Implementation Year 1: up to £5,000,000 (12 months, e.g. January 2025 to December 2025)
- Implementation Year 2: up to £7,000,000 (12 months, e.g. January 2026 to Dec 2026)
- Implementation Year 3: up to £10,000,000 (12 months, e.g. January 2027 to Dec 2027)
- Implementation Year 4: up to £10,000,000 (12 months, e.g. January 2028 to Dec 2028)
- Implementation Year 5: up to £10,000,000 (12 months, e.g. January 2029 to Dec 2029)
- Exit Phase: up to £7,150,000 (12 months, e.g. January 2030 to Dec 2030)
59. Actual annual budget allocations will be subject to annual ODA allocations to the programme, which are also contingent on the outcome of future UK Government Spending Reviews.
60. The programme will comprise 3 phases:
- a) The Inception Phase: 9 months (1-9)
 - b) Implementation Phase: 60 months (10-69)
 - c) Exit and Closure Phase: 12 months (70-81)
 - d) Potential extension phase if approved by FCDO: up to 36 months (82-117)
61. The LF Lead Supplier will be expected to allocate the Land Facility budget according to the following parameters:
- Core Management Team (CMT) functions: we anticipate that the total Core Management Team costs (fees and all expenses) will be no more than 15% of total LF costs over the lifetime of the contract. This is based on the following assumptions, which will be reviewed during the lifetime of the contract:
Over the contract lifetime the CMT will need to scope, (co)design and manage up to 8 'Deep' projects in separate countries (including 5-6 in Africa, 1-2 in South East Asia, and 1-2 in Latin

America), and up to 30 'Light' projects covering up to 18 countries across the three regions, i.e. some would be follow-on projects in the same country or regional/international projects (e.g. grants to other institutions delivering complementary work).

- CSPs and SSPs: we expect these to account for at least 85% of total LF costs over the lifetime of the contract. These country-level support activity costs will be split further between (a) **Extended Team** fees and expenses for the delivery of CSPs and SSPs, and (b) a **LF Grant Fund** that the Lead Supplier will draw upon to provide grants to third party organisations to complement and deepen the reach and impact of activities delivered by the supplier consortium.
- The total cost of HMG Partner services to the Land Facility will be covered by the Land Facility budget, that is from the budget set aside for Extended Team costs, and is set at **up to £4 million**. The LF Lead Supplier will reimburse the services provided by HMG Partners (including Ordnance Survey and HMLR) under approved CSPs or SSPs in the same way as other members of the Extended Team and based on individual rate cards agreed between FCDO and the HMG Partner. **HMG Partner costs should be treated as expenses and invoiced on an actual basis to FCDO with no-mark up applied.**
- The LF Grant Fund will be set at **£15 million or 30% of the total contract value**, whichever is higher. FCDO may choose to adjust the amount if there is a strong case to do so and in mutual agreement with the Lead Supplier. The rules and parameters for use of these funds will be agreed during the Inception Phase and reviewed annually based on priorities.
- The LF Lead Supplier will be required to provide a multi-year grant to the Land Portal (of up to £300,000 per year) from the LF Grant Fund to support the Land Portal's role as a provider of an important global public good in the land sector and to work with the Land Portal to support LF global communication and knowledge management work, and, where relevant and appropriate, to support its open data activities in focus countries. As the DSU will be leading the development of the LF Global Communications Strategy, the LF Lead Supplier should involve the DSU closely in developing the funding agreement with the Land Portal and in its management.
- FCDO reserves the right to require the LF Lead Supplier to develop strategic partnerships with other organisations and fund relevant activities through the LF Grant Fund to advance the objectives of the programme.

G. Team Structure

62. Due to the complex nature of the programme, it is expected that this contract will be issued to a lead supplier who will have the overall responsibility and will be ultimately accountable for the delivery of the programme. However, given the scope and variety of expertise required, it is expected that the lead supplier will work with several specialist sub-contractors, bidding as a lead supplier with sub-contractors/ consortium of organisations. Bids are invited from lead suppliers with a clear identification of the members of the consortium, including an initial delivery chain map. Proposals should demonstrate how the lead supplier and each member individually and collectively meet the stated requirements.
63. Regardless of how the lead supplier and other delivery organisations structure themselves, the Lead Supplier is required to set up and lead a **Core Management Team**, who will manage and oversee the delivery of all activities and services. The core management team will be led by a team leader, who will ideally be based in the UK, but, whatever the location, it needs to provide value for money and facilitate effective management and communication with FCDO.
64. FCDO's preference is for a small core management team providing the required level of inputs, with the right expertise. It is important that the LF lead supplier provide assurance and due diligence of any sub-contracted partners as appropriate.

65. **Core management team** composition should be proposed by tendering organisations and should cover, **as a minimum**, the core functions listed below and should be based on the capacity to deliver the requirements of this contract for the full duration based on the information contained within this Terms of Reference. It is expected that the majority of Core Management Team members will be classed as 'Key Personnel':
- a) a **team leader (TL)** and/or **programme leader**, who should demonstrate skills and extensive and varied experience (e.g. of 10 years or more) of managing programmes of a similar size and complexity. We expect them to demonstrate expertise in leadership and complex programme management, as well as familiarity with relevant subject matters and understanding of similar operating contexts. They must have significant experience of working with developing country governments, managing stakeholder relationships and of leading remote, high-performing teams where there is the need for a highly flexible/adaptable approach. The TL must be a credible individual who can represent FCDO priorities and achieve the programme objectives with a multitude of different stakeholders, all with their own interests.
 - b) **technical leads:** (i) **land governance:** providing technical oversight and expertise on rural, forestry and urban land administration, governance and reform, leading design and delivery of CSPs; they will need to have an understanding of how the political economy will create and/or constrain space to make progress; they will be responsible for driving progress to achieve outputs and outcomes in their areas, whether by theme or country. (ii) **political economy engagement:** leading the PEA engagement work of the LF, including coordinating support from the DSU; managing and supporting country-level political engagement work and associated risks and coordination with FCDO posts. (iii) **monitoring and adaptive learning:** responsible for managing effective monitoring and learning systems and processes in and across all country projects, in close collaboration with the DSU. Consideration should also be given to the capacity needed to manage and coordinate between key stakeholders, including UK posts, governments, multilateral and donor partners, etc. It is for Tendering Organisations to propose the number of different positions required to cover these technical areas with the required breadth and depth of expertise.
 - c) **project and overall administration:** this would include responsibility for day-to-day project administration, including CSP and SSP management and logistics; managing the LF grant fund and associated due diligence; financial and contract management including the Payment by Results mechanism and grant agreements.
66. In addition to the core management team, we expect that the LF Lead Supplier will develop and manage an **Extended Team** to deliver Country Support Projects. This Extended Team will be drawn from a pool or roster of experts who can be deployed to/are based in the selected delivery countries, as well as experts covering a wide range of relevant technical expertise that can undertake technical assistance and advisory assignments under both Deep and Light Country Support Projects.
67. As the LF programme will cover multiple countries, the exact nature and anticipated draw down of this Extended Team cannot be defined at this stage and will need to be responsive in nature. Suppliers will be asked to provide maximum rates on a FCDO Rate Card which will be adhered to throughout the contract as part of their commercial bid for a variety of levels of expertise at national, regional and international level and will need to demonstrate how they will flexibly but reliably meet the demand for Extended Team inputs in a responsive way.
68. FCDO places significant importance on the involvement of local/regional suppliers and expertise to support the delivery of CSPs. FCDO is therefore asking for and expecting proposals to include regional partners or sub-contractors that can support or enhance technical assistance, capacity

building or political engagement with governments or other relevant actors. These may be individuals or organisations. The LF Lead Supplier will be required to undertake due diligence assessments on all subcontractors.

69. Subject to the agreement of terms between the LF Lead Supplier and Ordnance Survey and HM Land Registry, respectively, the LF Lead Supplier will be able to draw upon consultants from Ordnance Survey (providing a minimum of 1-month notice from agreement of a work package of services) and HM Land Registry as an extension of the Extended Team to support CSP delivery for defined areas of expertise and activities. The LF Lead Supplier will be required to develop its own agreement with Ordnance Survey and HM Land Registry, respectively, that is consistent with the parameters set out in FCDO's MOU with each organisation. Additional partners and/or sub-contractors may be proposed during the delivery stage for FCDO consideration and approval based on the justification case for their inclusion to enhance delivery.
70. The LF Lead Supplier and the Core Management Team will be expected to bring the following capacity and areas of expertise to the LF programme, which can be augmented or extended as required by the Extended Team:
 - a) A wide range of technical expertise relevant to land tenure reform and related issues, including but not limited to: land law and reform in different contexts; land administration systems and associated management change processes; long-term financing and sustainability of land administration systems; forestry land tenure reforms and steps to protect and promote the rights of Indigenous Peoples and local communities; women's land rights urban land reform and taxation policy and systems; land tenure regularisation.
 - b) Understanding of political economy issues relevant to land (although this does not have to be from the land sector), and of the land policy-making and implementation process. This could be demonstrated through access to a group or network of regional/national political economy and land experts.
 - c) Understanding and relevant experience how to access and influence political leaders and decision-makers through a range of approaches, e.g. build relationships with and supporting reform champions. This could include international or regional partnerships with institutions or individuals that can open up access to and influence political leaders through formal and non-traditional communication channels. **NB as the LF Lead Supplier will need to design and manage projects to build political support for land reform, DSU expertise in this area should be expected to complement rather than substitute for the expertise and experience of the LF Lead supplier.**
 - d) Suppliers should demonstrate how any existing relationships (including through local partners) will enable them to rapidly mobilise and engage with key stakeholders to start delivering quick wins for LF.
 - e) Excellence and experience in designing flexible and adaptive programmes. The suppliers should demonstrate how they will approach delivery across the identified areas flexibly and adapting, using different strategies.
 - f) Understanding of donor landscape in priority regions. The LF Lead Supplier should ensure that the LF interventions will be designed in such a way as to ensure synergies and added value to other work – both FCDO funded, and by other donors.
 - g) Demonstration of how gender and inclusion and climate resilience may be incorporated throughout the programme activities. This includes at minimum compliance with the Gender Equality Act.
 - h) Building sustainability, beyond the life of the contract LF, must have harnessed and enhanced knowledge and expertise in each country of operation. Potential suppliers will need to demonstrate their proposed approaches to successfully embed new approaches.

PART 2 – CONTRACT MANAGEMENT

H. Operating Model

71. **Country Support Projects (CSP)** and **Strategic Support Projects (SSPs)** any other expenditure that is not defined as and budgeted under the **core management functions** will operate through an **Activity Based Mechanism (ABM)**.
72. The ABM is a management mechanism for suppliers to propose and gain approval for new activities during programme implementation beyond routine, pre-costed activities. The ABM process will be reviewed during the Inception Phase and beyond to ensure it is as efficient as possible without compromising on the necessary appraisal and approval steps. The planned (default) approach will involve two stages: firstly, the development of an Activity Concept Note setting out the proposal, and secondly development of a more detailed Activity Schedule.
73. Proposals for any new activities, whether CSPs or SSPs, will initially be drawn up using an **Activity Concept Note** (draft template in Annex A) and first sent to the DSU Supplier for review and comments. The DSU Supplier will review the Activity Concept Note in light of agreed screening criteria (to be finalised in the Inception Phase) which are likely to include:
 - The purpose and outcome and means to achieving this are clearly defined;
 - The intervention is politically smart and has a clear and plausible pathway to influencing change in the face of political constraints or by directly addressing some of these;
 - It is clear how the proposed interventions will contribute to achieving the Land Facility objectives and will address the three specific objectives under paragraph 48 above, whether directly or indirectly;
 - There is consideration of how the intervention could help advance forest land tenure reform, even if the entry point is in another land sector;
 - The activity and indicative cost are likely to represent good value for money.
74. A revised Activity Concept Note, including any comments from the DSU and steps to address them, will then be submitted to FCDO at least one week in advance of a **Monthly Management Meeting** between FCDO and the Core Management Team. FCDO will review the Activity Concept Note at the meeting and either approve or reject it with further guidance.
75. For approved Concept Notes the supplier will then develop the detailed specification for the Activity, in collaboration with the DSU and in coordination with other relevant national stakeholders, into an **Activity Schedule** (see template in Annex B). The Activity Schedule will set out:
 - a) details of the activity to be carried out and the outputs / outcomes to be achieved by the intervention, and explanation for how the activity fits into the theory of change and considers assumptions, including political economy factors;
 - b) the method of assessing effectiveness and testing the underlying assumptions, in collaboration with the DSU;
 - c) details of the experts to be deployed from the Extended Team (see 64. above) and level of input for each expert
 - d) expenses related to the delivery of the Activity;
 - e) an appropriate payment by results mechanism in line with PbR mechanism in this Terms of Reference and as agreed by FCDO;
 - f) approval by FCDO; and
 - g) budget and spend tracking for all LF Activities.

76. For the design and approval of 'Deep' projects the LF Lead Supplier will be required to develop a **Country Engagement Strategy** (max. 10 pages excl. annexes) to accompany, but not duplicate, the Activity Schedule. This should include a theory of change, political engagement strategy and objectives, tactical plans for building political support and the 'opening' activities, how progress will be measured and indicators for inflection points, with all this rooted in political economy analysis;
77. FCDO will review the Activity Schedule and will provide feedback or recommend changes, ideally within 2 weeks of receipt.
78. The final version of the Activity Schedule will be submitted to the FCDO SRO/PRO no later than 2 weeks before the Activity is due to begin under a Light project, and 8 weeks before the Activity is due to begin under a Deep project, unless exceptionally agreed between the Supplier and the FCDO SRO.
79. FCDO will apply an overall risk rating (high, medium or low) to each approved CSP and SSP based on its assessment of the scope, budget, and associated risks of activities proposed in the Activity Schedule. The risk rating will determine the approval process and inform the monitoring and governance arrangements with HMG post.
80. The Final Activity Schedule must be authorised by the FCDO SRO:
 - within 10 working days of the final version being submitted for low or medium risk CSPs or SSPs of up to £100,000 in value.
 - Within 15 working days for medium-risk CSPs or SSPs and all projects over £100,000 in value.
 - Within 25 working days for medium to high risk CSPs or SSPs above £500,000 in value and any involving grants to third parties.
81. A fast-track approval process will also be developed between the LF Lead Supplier and FCDO for individual projects/activities below an agreed budget amount and limited to certain categories of activity, including scoping activities that require specialised expertise (e.g. from the extended team) or low-risk, smaller pieces of work or unforeseeable activities that are time-critical. This will allow faster approval and less resource input from the LF Lead Supplier and DSU. The fast-track approval process will be presented and agreed during the Inception Phase.
82. The criteria and approval process for any grant payments to third parties will be determined during the Inception Phase and no grants can be awarded until these rules have been approved by the FCDO SRO.
83. The LF Lead Supplier will implement the activity as set out in the terms of the Activity Schedule.
84. FCDO will make payments in line with the terms set out in the Activity Schedule and the agreed Payment by Results mechanism.
85. The LF Lead Supplier will manage the budget and expenditure for Activities using the Activity Schedule and provide a quarterly summary in the financial summary.
86. There is no pre-defined ceiling to the value of each Activity, however each Activity will be expected to demonstrate VfM and FCDO and the LF Lead Supplier will need to manage costs in line with available budgets and forecasts for each project year and phase and proportionately across the portfolio of countries.
87. The costs provided by bidders for the hypothetical Country Support Project Scenarios under the T6 of the technical criteria/C3 commercial criteria will be used to benchmark costs during the life of the contract and variations will require a VfM assessment approved by FCDO. Continued,

unsubstantiated, unjustified variations from the benchmarks, may be considered a material breach and FCDO will have the right to terminate this Contract. For the avoidance of doubt, the overall contract value includes the cost of the Activities. Any changes to the Activity Schedule must be formally recorded and approved by the FCDO SRO.

88. The FCDO SRO reserves the right to stop (pause or close) an Activity, with two weeks' notice for Light Projects and with at least four weeks' notice for Deep projects, where possible and/or at agreed review points in the Activity Schedule, if it no longer represents VfM or there is a significant change in the operating context.

I. Payment and Performance

89. A **Payment by Results (PbR)** approach will be used to enable effective delivery of the Land Facility contract. For FCDO this means incentivising the Supplier to focus on and use all available resources to deliver 'meaningful results' that directly help advance national land reform processes. Conversely, FCDO would like to disincentivise the Supplier from producing outputs that may be high quality but have little or no demonstrable impact on political and institutional change.
90. The payment by results approach will involve a hybrid model where a proportion of payments will be linked to the achievement of outputs through milestone payments and, in some cases, associated Key Performance Indicators (KPIs). KPIs will be used to monitor the performance of the Supplier on a quarterly basis, and will include assessment of the amount, quality, timelines and relevance of the outputs. Remaining costs will be paid quarterly in arrears based on satisfactory delivery and only expenditure actually incurred will be reimbursed, receipts may be required before payment is made.
91. The Payment by Results framework will have Key Performance Indicators (KPIs) and/or milestones linked to delivery during the inception phase, implementation phase and exit/closure phase.
92. FCDO and the Supplier will agree methods of assessment against indicators that require further clarity during the Inception Period. Agreement must be in place by the end of the inception period otherwise FCDO will have the right to terminate this Contract. These will then be reviewed on an annual basis and agreement on any changes must be reached within the first month of each Contract year.

Inception Phase Milestones

93. Inception phase milestones are based on the expected deliverables to be completed in the 9 months of Inception (see Inception Phase requirements in Section E above). The milestones below do not cover all requirements of the Inception Phase but are the expected payment milestones for the Inception Phase.
94. Inception phase milestones will be completed and assessed as indicated below in month 3, 6 and 9 of the Inception phase.

Milestone #	Measure of achievement or Milestones	Acceptance criteria (Including date)	PbR methodology
Assessed at the end of Month 3 after contract signing			
INC1	Core Team mobilisation and programme management structures set	Requested documentation and evidence must be submitted to FCDO 5	20% of inception phase costs payable on

	<p>up. This includes the following requirements:</p> <ul style="list-style-type: none"> i. All Core Management Team staff hired/in place. Where delays are due to factors outside the supplier's control these should be brought to FCDO's attention to avoid selecting second-choice staff just to meet the deadline. ii. Updated/developed' ways of working' document building on proposals in the bid that set out management arrangements between LF Lead Supplier, consortium members and/or subcontractors submitted to FCDO. iii. Initiate scoping activities with the FCDO LF Programme Team with an initial review of current requests/interest from posts (and/or governments via posts) for LF services to develop initial scoping plan and potential prioritisation of posts/countries and of interventions (Deep or Light Projects). iv. SOPs with FCDO and other partners, including confirmed format and content for all standard reporting and approval and payment processes during Implementation, including quarterly and annual progress reports. v. Monthly Management Meetings initiated with structure and format agreed and documented with FCDO. vi. Draft Exit Strategy submitted to FCDO 	<p>Working Days before the last Working Day of Month 3. FCDO must accept that documents and evidence submitted meet the measurement criteria to an adequate standard (meaning scores 4 and above on the KPI Scoring at Annex D)</p>	<p>completion of all seven INC1 milestones. This means if one milestone is delayed, payment for all deliverables will be delayed until it is completed.</p>
Assessed at the end of Month 6 after contract signing			
INC2	<p>Key programme implementation, planning and strategy documents developed, submitted and agreed as follows:</p> <ul style="list-style-type: none"> i. Simple CSP and SSP Scoping and Diagnostic Methodology and associated form or template developed (one for anticipated Light Projects and one more in-depth for Deep Projects) in collaboration with 	<p>Requested documentation and evidence must be submitted to FCDO 5 Working Days before the last Working Day of Month 6. FCDO must accept that documents and evidence submitted meet the measurement criteria to an adequate standard (meaning scores 4 and</p>	<p>40% of inception phase costs payable on completion of all INC2 and INC3 milestones.</p>

	<p>DSU. This will set out how the team will identify and prioritise implementation opportunities and assess the political space for change.</p> <p>ii. Implementation Strategy and Delivery Plan. This will include: a refined theory of change including key operating assumptions; a delivery strategy; a monitoring and learning approach and plan; a logframe (up to 6 pages, excluding logframe);</p> <p>iii. Political engagement and influencing strategy, in collaboration with DSU. This will focus on governments and other key stakeholders in Africa/South East Asia/Latin America (max. 6 pages).</p> <p>iv. Rules, process and criteria for identifying, designing, approving and adjusting CSPs/SSPs (i.e. the Activity Based Mechanism) and any other non-core management activities refined or further developed and agreed with FCDO.</p> <p>v. Risk and mitigation framework, including risk register covering: fiduciary risk management approach; safeguarding approach (including of vulnerable beneficiary groups) and safeguarding risks; proposed monitoring and reporting mechanisms; and delivery chain risk maps.</p> <p>vi. Stakeholder engagement plan submitted to FCDO. This should identify: priority HMG programmes and relevant development partners with which the Land Facility will need to coordinate and collaborate closely and how this will be done; regional or national partnerships to support implementation in the three main regions.</p> <p>vii. VFM strategy including agreed VFM metrics submitted to FCDO.</p> <p>viii. Asset register submitted to FCDO.</p>	above on the KPI Scoring at Annex D)	
INC3	Core Team mobilisation and programme management structures set up. This includes the following requirements:	Requested documentation and evidence must be submitted to FCDO 5 Working Days before the	

	<ul style="list-style-type: none"> i. Service Level Agreement, MOU or similar agreement setting out management arrangements between LF Lead Supplier (including subcontractors) and the DSU submitted to FCDO ii. Contracting and deployment arrangements for extended team set up, submitted to and approved by FCDO iii. Initiate first round of remote post/country scoping to assess context, needs, opportunities and political feasibility, with at least 2 Scoping Reports for likely Light Projects submitted to FCDO. iv. Internal management or cooperation agreements with consortium partners and DSU (where applicable) finalised and submitted to FCDO. v. Proposal for a simple, shared messaging and collaboration platform between the consortium, FCDO and UK posts to support effective real-time communication and information exchange on delivery presented to FCDO. 	last Working Day of Month 6. FCDO must accept that documents and evidence submitted meet the measurement criteria to an adequate standard (meaning scores 4 and above on the KPI Scoring at Annex D).	
Assessed at the end of Month 9 after contract signing			
INC4	<p>Key programme implementation, planning and strategy documents developed, submitted and agreed as follows:</p> <ul style="list-style-type: none"> i. Detailed budget for year 1 and 2 of the implementation phase and indicative budget for the whole contract submitted to FCDO. ii. Workplan for known or predictable activities in year 1 and 2 of the implementation phase iii. Updated country scoping and prioritisation list iv. Final logframe 	Requested documentation and evidence must be submitted to FCDO 5 Working Days before the last Working Day of Month 9. FCDO must accept that documents and evidence submitted meet the measurement criteria to an adequate standard (meaning scores 4 and above on the KPI Scoring at Annex D).	40% of inception phase costs payable on completion of INC4 and 5 milestones.
INC5	Two country scoping visits for anticipated Deep Projects completed and scoping reports submitted to FCDO. These will be no more than 8 pages (with further background or detail in	Requested documentation and evidence must be submitted to FCDO 5 Working Days before the last Working Day of Month 9. FCDO must accept that	

	annexes) and will cover the areas set out in paragraph 46, e) (iii).	documents and evidence submitted meet the measurement criteria to an adequate standard (meaning scores 4 and above on the KPI Scoring at Annex D).	
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Core Team – Implementation and Exit Phase

95. 100% of Supplier Core Management Team costs (fees and expenses) will be paid quarterly in arrears based on satisfactory performance against key performance indicators. FCDO reserves the right to withhold up to **20% of the Core Team's fees** where KPIs are not being met unless resolved to FCDO satisfaction within 10 days of receiving feedback from FCDO on the KPI assessment.
96. The payment linked KPIs are named Contract Management KPIs and are linked to standard financial management and administration indicators relating to the efficient and effective management of the programme. These will be retained as follows:
- CON1 10% of total core team fees which is split further into 25% per question outlined below.
 - CON2 10% of total core team fees which is split further into 25% per question outlined below.

KPI	Measure of achievement	Acceptance criteria (Including date)	PbR methodology
CON1 (General Performance)	<p>FCDO will assess the supplier's performance over the previous quarter against the following performance criteria:</p> <ul style="list-style-type: none"> i. Financial management: the supplier has submitted accurate financial forecasts and invoices submitted by the specified deadlines. ii. Quality: the supplier has completed deliverables to the specified quality or, if not specified, to a reasonable standard that did not require multiple rounds of feedback and adjustments. iii. Value & Improvement: the supplier has demonstrated that they are considering and providing value across their delivery, through efficiency gains and/or improvements. 	The supplier must meet the stated measurement criteria (see below and Annex D for scoring methodology), as judged by FCDO on the last Working Day of each quarter.	Each of the four requirements is worth 25% of the retained 10% fees for this KPI.

	iv. Risk Management: the supplier has proactively identified, flagged and managed risks, including fraud.		
CON2 (Coordination, Collaboration, Learning and Adaption)	<p>FCDO will assess the supplier's performance over the previous quarter against the following performance criteria:</p> <ul style="list-style-type: none"> i. Communication and relationships: the supplier is proactively managing communication and relationships with primary delivery partners (including any consortium partners or subcontractors and the DSU), corroborated by quarterly feedback from partners to FCDO and the supplier (via a survey or other agreed mechanism). ii. Political Economy consideration: the supplier has demonstrated they are giving careful consideration and significant weight to the political space for change in the design, management, implementation of all CSPs, with projects regularly adapted in response to a dynamic assessment of the political economy. iii. Adaptation: the supplier is prioritising learning from implementation, is open about what is working and what is not, and routinely adapts the delivery approach. iv. Coordination: the supplier demonstrates an understanding of the linkages and synergies with other relevant FCDO or other donor programmes in each country and proactively tries to exploit these synergies. 	<p>Requested documentation and evidence must be submitted to FCDO 5 Working Days before the last Working Day of each of each quarter. FCDO must accept that documents and evidence submitted meet the measurement criteria (see below and Annex D for scoring methodology) to an adequate standard.</p>	<p>Each of the four requirements is worth 25% of the retained 10% fees for this KPI.</p>

97. Each KPI will be assessed on a scale of 1-6 (as defined in Annex D Below). The KPI sub criteria will carry equal weight for each KPI unless a sub criterion is not applicable in a particular quarter, in which case the weighting will be distributed proportionately across the remaining sub criteria.

The KPI mechanism details the proportion of the 20% fees at risk to be paid based on the outcome of quarterly KPI assessments and an illustrative example is provided below.

98. In such cases where a proportion of fees is to be withheld following KPI assessment of the previous quarter, and where the fees have already been paid, subsequent quarters fee payments will be adjusted down accordingly.
99. If the Supplier is scored at Underperformance (score of 2-3) or Serious Underperformance (score of 0-1) against the KPI Payment Mechanism Table in Annex D, they must agree a Remedial Action Plan with FCDO to address the poor performance against the KPIs. In the event that the Supplier is scored in the Underperformance or Serious Underperformance level against the KPI Payment Mechanism Table for two consecutive quarters, this will be a material breach and FCDO will have the right to terminate this Contract.
100. If an output has only partly been met and completion is not possible due to unforeseen circumstances **and** factors beyond the LF Lead Supplier(s)' control, then (where appropriate) FCDO will seek to make a payment proportionate to what the supplier's level of effort has been. FCDO will allow a reasonable amount of time and flexibility to adjust for the supplier to deliver the remaining output unless this was determined as 'time-bound'.
101. If an output is below standard or there is a dispute over the quality of an output, then timely feedback will be provided, and the LF Lead Supplier(s) will be given one opportunity and 10 working days to improve the deliverable to the required standard and for full payment to be made if deemed appropriate.

CSP/SSP Milestones

102. **Reimbursement for individual CSP/SSPs**, fees and expenses will be made in arrears to the Supplier, within 30 days, on receipt of invoice and on the basis of satisfactory performance against agreed **Payment Milestones** unless otherwise required by FCDO, as set out in each Activity Schedule. FCDO reserves the right to withhold payment of up to 100% of these costs until any performance-based issues are resolved.
103. For certain types of projects, including Deep projects, FCDO may also require performance to be assessed against one or more KPIs with up to 20% of fees put at risk, similar to the mechanism set out above for the Core Management Team
104. CSP/SSP outputs will take the form of milestones, unless otherwise required by FCDO, which will be submitted in a format similar to the table below. Payment will be made on the completion of milestones ("Payment Milestones") which meet the agreed Milestone Acceptance Criteria to be determined before each quarter commences:

Milestone No.	Deliverables	Milestone Acceptance Criteria	Milestone Date	Customer Responsibilities	Milestone Payments
		<i>[Criteria to be agreed prior to delivery on a quarterly basis for Workstream activities to be delivered]</i>	<i>[Deadline to be agreed prior to delivery commencement]</i>		

J. Contract Management

105. Transition from Inception Phase to Implementation will be dependent on satisfactory completion of all outputs in the Inception Phase and subject to FCDO approval of all Inception Phase requirements, as detailed in this ToR.
106. There will be a formal review point (including contract review) at the following points:
- 9 months from the start of the contract: Inception Review
 - In March 2025 (and the end of the current Spending Review period (SR21): First Annual Performance Review
 - 45 months from the start of the contract: Second Annual Performance Review **and/or**:
 - At the end of SR22 and any subsequent Spending Review periods
 - If the contract is extended as required before extension agreed: Extension Review
- Continuation of the contract beyond review points will be dependent on supplier performance, the impact of the programme and continuing need.
107. **Early termination of contract:** FCDO reserves the right to terminate the contract at any time by issuing a Termination notice to the LF Lead Supplier in the event of unsatisfactory performance and/or unsatisfactory delivery of outputs or may be “without default of the supplier” (in accordance with FCDO’s Standard Terms & Conditions). FCDO further reserves the right to terminate the contract in the event of substantial changes within the FCDO or programme operating environment.
108. **Scale-up options:** as noted in paragraph 56 a **further £30m** may become available during the initial contract period. This would increase the total contract value up to £80m to create flexibility for contributions from other FCDO departments, HMG posts or other UK Government Departments during the lifetime of the programme. This scale-up would involve an expansion of country-level activities in existing focus countries or CSPs or SSPs in new countries or regions.
109. **Extension:** an **additional £30m and 3-year** scale-up option (cost and/or time extension) will **also** be available, subject to a business case addendum. This option, if exercised, will be exercised at the sole discretion of FCDO. Examples of reasons and criteria for scale up include but are not limited to: significant increase in the level of demand from HMG posts and governments; the increase of the number of live interventions; increasing focus on specific countries; additional funding being made available from other UK government departments; the programme is having a strong impact and has the potential to yield better results (determination at FCDO's discretion); a change in FCDO and/or HMG priorities (such as a change in geographic or thematic focus); the scale-up is in line with the aims of the programme; the scale up is shown to be deliverable (determination at FCDO's discretion).
110. **Scale down:** FCDO reserves the right to scale down or discontinue the whole programme or specific CSPs or SSPs at any point, in line with the FCDO Terms and Conditions. Any such changes will be fully communicated to the supplier and implemented in accordance with the Terms and Conditions. The LF Lead Supplier shall commit to being flexible and to fully support such changes in the event any decision is made to scale up (increase) or scale down (decrease) the scope of the programme.
111. Scaling down is at FCDO's sole discretion, and may occur for a number of reasons, including but not limited to: significant decrease in demand from UK Posts and governments; the decrease of the number of live projects; budgeting constraints; a change in political landscape; a change in FCDO and/or HMG priorities (such as a change in geographic or thematic focus);

dissatisfaction with supplier performance (determined at FCDO's discretion); etc. Note that T&Cs provisions relating to underperformance will be applicable in parallel).

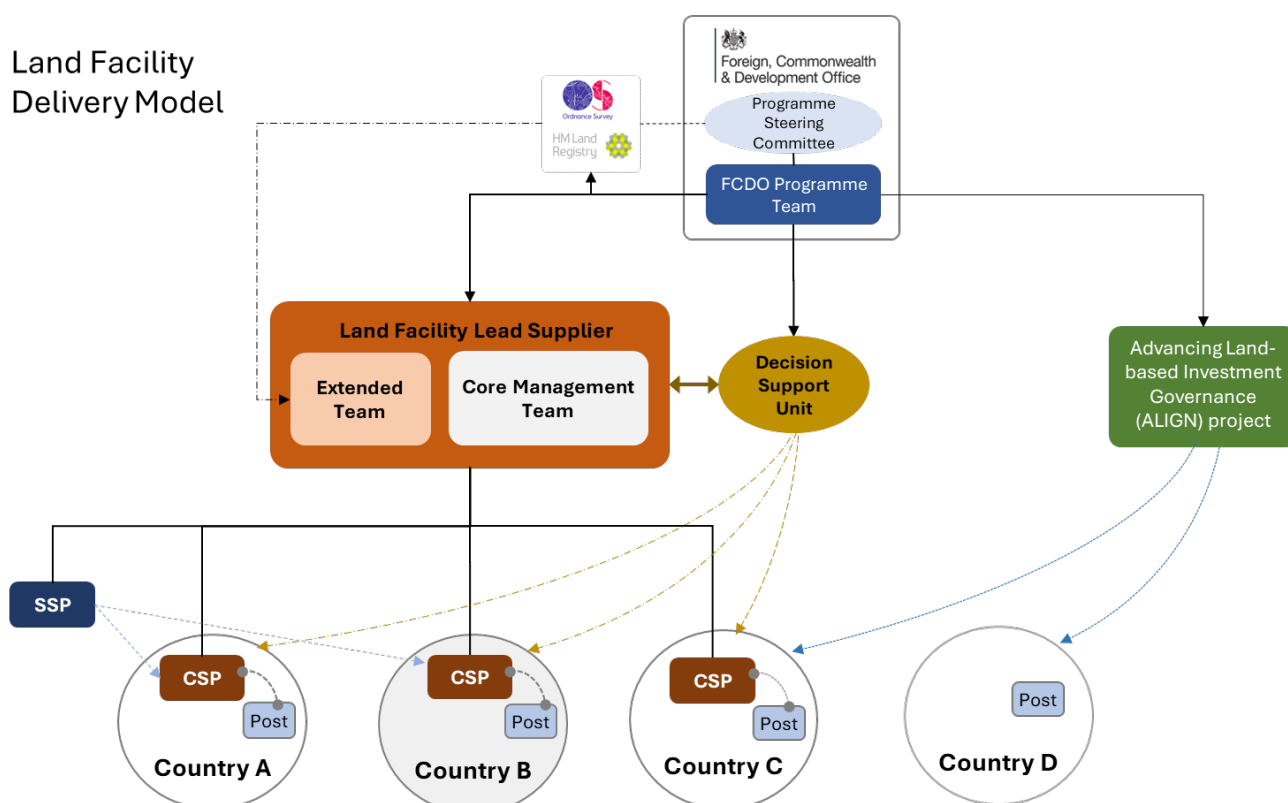
112. Examples of reasons for a change of scope: there is a change in FCDO and/or HMG priorities (such as a change in geographic or thematic focus); the supplier underperforming (determined at FCDO's discretion); due to political sensitives in some countries; opportunities not foreseen but still in the wider scope of the programme.
113. The Supplier will be capable of scaling interventions up or down and changing scope, as required by the FCDO. This will trigger a review of the milestones and budget of the intervention and a review of the Core Team costs.
114. Scale up and scale down and change of scope will also trigger a review of the Core Management Team size.
115. All scale up, scale down or change of scope decisions will be at the sole discretion of FCDO, and no compensation or damages will be due. FCDO will give at least 14 days' notice of any scale up, scale down or change of scope decision and during this time the Supplier will agree a proposal for the scale up or down to be enacted through a contract amendment as agreed with FCDO.

K. Division of Tasks and Responsibilities

116. The table in Annex C sets out the respective division of roles and responsibilities between the LF Lead Supplier and DSU Supplier for all overlapping areas of work. NB This table focuses on respective tasks that involve some overlap and is not an exhaustive list of LF Lead Supplier and DSU responsibilities (see Section E for full set of requirements).
117. Ordnance Survey and HM Registry will have two distinct responsibilities in the delivery of the Land Facility programme. Firstly, representatives of both organisations will participate in Programme Steering Committee meetings every six months to provide strategic advice to FCDO and the LF Lead Supplier on the overall strategy and direction of the programme. The Programme Steering Committee arrangements are set out in Para 118 below. Secondly, both organisations will offer discrete technical assistance services to partner governments to complement the capacity of the LF Lead Supplier and its Extended Team as needed and with the approval of the LF Lead Supplier. The scope and dependencies of these technical services will be managed as follows:
 - Ordnance Survey (OS): the scope of OS services for the first two years of LF project implementation will be limited to geospatial advisory services to partner governments. The scope will be reviewed at the end of year 2 of the Implementation Phase and any change in the scope will need to be approved by FCDO and agreed with OS. OS advisory services will need to be identified in the same way as other activities under CSPs, based on country scoping exercises, the use of the Activity Based Mechanism and a clear identification of demand, feasibility and political opportunity. Concept Notes and Activity Schedules for such activities must be submitted to FCDO by the LF Lead Supplier and with the Supplier's agreement.
 - HM Land Registry (HMLR): the scope of HMLR technical services will be limited to discrete technical assistance on land registry management in partner countries, as and when needed and requested by the LF Lead Supplier. Management arrangement for HMLR will be similar to those for OS and will be agreed during the inception phase.

L. Governance and Oversight

118. The Land Facility will be governed by a **Programme Steering Committee**, which will meet every 6 months and will comprise representatives from FCDO, the LF Lead Supplier, DSU, HM land Registry, Ordnance Survey, and other relevant UK government or external stakeholders. The Steering Committee will discuss the overall direction of the programme, review the engagement strategy for deep projects and progress to date, and share lessons. The arrangements for the Programme Steering Committee are likely to be reviewed during the inception phase and may be adjusted to ensure full alignment with the governance arrangements for the Centre of Expertise for Green and Inclusive Growth and cross-CoE management processes.
119. As noted above (see paragraph 22) disagreement between the LF Lead Supplier and DSU



is welcome as a core function of the DSU is to provide a professional and constructive challenge role to improve decision-making and delivery. However, where disagreements contribute to a dispute between the LF Lead Supplier and DSU that undermines the working relationship and/or impacts the cost-effective delivery of interventions, then this should be brought immediately to the FCDO SRO's attention to facilitate mediation and work towards a resolution.

120. **Monthly Management Meetings (MMM)** will be used for ongoing implementation discussions and decisions, including as the mechanism to formally approve Scoping Reports, Activity Concept Notes and Activity Schedules. These reports can be submitted to FCDO before the MMMs for initial review, but formal approval will be at the MMMs unless in exceptional circumstances.
121. The supplier is expected to monitor progress against implementation and capture learning on what is and is not working and feed this back into implementation. Monthly Management Meetings (at an agreed interval) provide an opportunity for review. FCDO will review the quality of delivery with a strong emphasis not simply on progress against plans but an emphasis on how the programme is learning and improving.

122. The **FCDO Programme Team** for the Land Facility will likely comprise of: a SRO, a PRO, and a Programme Manager, a number of programme-funded posts, with support as required from the Food, Land and Agriculture Team Leader and HMFD Deputy Director.
123. The FCDO Coordination Team can review and approve scoping and strategy proposal as a one-step process outside of the MMMs in exceptional circumstances and where there is a strong case to do so, such as due to time constraints and where this achieves VFM. All decisions taken in this way must still be reported at the MMMs and formally approved there.
124. The LF Lead Supplier will participate in MMMs between the FCDO LF management team and DSU.
125. The LF Lead Supplier will convene and provide logistical support to the Programme Steering Committee and MMM.

M. Reporting Requirements

126. The LF lead supplier must submit the following reports:
- a) An **Inception Report** will be submitted 2 weeks before the end of the 9-month Inception Phase period. The report should summarise the progress and all outputs completed against the list of Inception Phase deliverables set out in paragraph 48.
 - b) **Quarterly Progress and Financial Reports** of no more than 6 pages (excluding annexes) will be submitted on an agreed day of every third month of the programme and will include:
 - Summary of progress against agreed CSP and SSP workplans and milestones and any agreed activity KPIs;
 - Financial information to support the achievements and activities and forecast expenditure for the next quarter;
 - Summary workplan for the next quarter.
 - c) **CSP and SSP Completion Report:** a CSP and SSP completion report will be submitted within 1 month of the end of each project. The content and length of these will be agreed with the Supplier during the inception phase.
 - d) **Annual Reports** of no more than 10 pages (excluding annexes) will be submitted by the end of each year and will include:
 - Summary of progress against CSPs and SSPs, with a more in-depth review of progress of 'Deep' projects against project objectives and a review of the political space to operate;
 - Report of progress against annually assessed KPIs;
 - Report of progress against logframe indicators;
 - Review and proposed changes to logframe and Theory of Change;
 - Financial information to support the achievements and activities and forecast for next financial year;
 - Report on VFM measures integrated in the programme to be assessed during FCDOs Annual Review;
 - Summary workplan for the next year;
 - Other information required for Annual Review as requested by FCDO.
 - e) **Transition/exit plan** submitted within first three months of the contract.
 - f) **Project Closure Report** of no more than 30 pages to be submitted within one month of the programme end date and will include:
 - Summary of programme expenditure

- Summary of programme achievements, and a review of progress against the logframe, including the overall impact of the programme
- Review of progress in implementing the transition/exit plan
- Summary of what worked well, and lessons learned.

N. Financial Management

127. The LF Lead Supplier will be required to:

- provide full and detailed cost information to FCDO;
- manage costs and budgets with FCDO;
- inform FCDO of changes to submitted quarterly forecasts on a monthly basis;
- demonstrate that proposed funding is value for money by using benchmarks, cost comparisons and agreeing efficiency saving targets;
- adhere to FCDO guidelines and policies on all spend;
- check, verify and authorise all financial claims, ensuring funds are claimed in accordance with agreed budgets and rules;
- disburse funds to ensure valid claims are paid within agreed timeframes;
- commission and share with FCDO Annual Externally Audited Accounts verifying that all LF funds were spent in accordance with the agreed terms of the contract and these TOR;
- deal with ad hoc enquiries relating to the project;
- maintain full financial records;
- produce quarterly and annual financial returns showing amounts spent, broken down into individual workstreams in FCDO's financial year period; and
- report on the Payment by Results element – both payments accrued, anticipated and any reimbursements.

O. Risk Management

128. The LF Lead Supplier will be expected to develop a robust approach to risk management including but not limited to a risk register which states all associated risks and mitigation. An indicative matrix should be provided within the proposal. The matrix will be developed during the Inception Phase and updated regularly throughout implementation.

129. Types of risks considered should include fiduciary, programmatic (operational and delivery), reputational (including to HMG), safeguards, external context and political risk, as well as risks to achieving value-for-money. Other types of risk should also be considered, as appropriate.

130. FCDO encourages particular attention to how suppliers will ensure sufficient capacity and quality in the delivery the programmes. Suppliers should also consider how they would adapt and respond to changes in context and any potential disturbances to the programme. Activities procured will have their own risk matrix and risks will be discussed and reviewed by the Steering Committee on a case-by-case basis.

131. FCDO has a zero-tolerance policy on fraud. The LF Lead Supplier will be responsible for managing the fiduciary and reputational risk of the programme, and methodologies detailing how the supplier will ensure this should be clearly outlined in the proposal to FCDO. These should include, but are not limited to:

- a clear mechanism for assessing and managing conflicts of interest;
- due diligence assessment for all projects, including verification of safeguarding policies in place downstream;

- regular monitoring of projects, partners, and others;
- results/milestone-based payment systems with each project;
- risk mitigation strategies with clear actions; and
- post-activity reviews.

132. FCDO will use its mandatory due diligence process to test (and where necessary), agree improvements in risk management procedures including governance and oversight, risk and control, corruption and fraud, and asset management policies and safeguards. The LF Lead Supplier, as the primary partner and direct recipient of UK Aid, will be responsible for due diligence checks and demonstrating rigorous risk management strategies for downstream partners. The LF Lead Supplier may also be required to undergo financial and fraud risk assessments which will be monitored on a regular basis helping to ensure funds are used for their intended purposes.

133. There are several risks relating to the proposed programme itself and the proposed management structure. More detailed risk matrices for each activity will be developed during the Inception Phase and regularly updated through the programme.

134. Key risks that will need to be managed throughout inception and implementation, as well as for consideration in the preparation of bids include:

- contextual risks: country implementation strategies and planning will need to be informed by local political economy monitoring and political cycle risks to mitigate implications of political upheaval linked to elections.
- delivery risk (1): a lack of political will and vested interests could block reforms. Political economy assessments should inform country strategies and target political engagement interventions supported to mobilise reform champions. Bidders should demonstrate plans for a flexible design to dial down or pause country engagement if reform process slows down or is stalled.
- delivery risk (2): lack of ownership and engagement from key government officials/agencies. Bidders will need to coordinate with HMG posts and other national or centrally managed FCDO programmes to secure high-level engagement from governments.
- governance risks: the relationship with the DSU will require careful management to clarify respective roles and expectations and ensure a smooth working relationship with space for mutual challenge but also support.
- fiduciary risk: bidders must demonstrate a sound due diligence process, robust financial management and the capacity to monitor use of funds all the way down the delivery chain to avoid misuse.
- safeguarding risk: bidders must be guided by safeguarding policies and ensure these are understood and implemented by downstream partners. High-risk sub-contractors should be identified, and appropriate monitoring mechanisms discussed with FCDO.

P. Other Requirements

135. **Environmental Considerations:** FCDO does not envisage the necessity to conduct any environmental impact assessment for the implementation of this programme ahead of the Inception Phase. However, it is important to adhere to principles of “Do No Harm” to the environment at all times. As part of the Inception Phase, the LF Lead Supplier(s) may be asked to conduct environmental impact assessments at the project and programme level. The exact requirements of these assessments will be agreed between FCDO and the LF Lead Supplier(s).

- 136. Procurement of Goods and Equipment:** Where procurement is undertaken as part of programme activities, this must be done using robust systems, which ensure best value for money for the programme. The LF Lead Supplier must ensure that programme assets are accurately tracked, reach their intended beneficiary, and are used for their intended purpose. Any goods and equipment procurement must be carried out in accordance with FCDOs standard T&Cs.
- 137. Safeguarding Considerations:** FCDO requires assurances regarding protection from violence, exploitation and abuse through involvement, directly or indirectly, with FCDO suppliers and programmes. This includes sexual exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation.
- 138.** Suppliers must demonstrate a sound understanding of the ethics in working in this area and applying these principles throughout the lifetime of the programme to avoid doing harm to beneficiaries. In particular, the design of interventions including research and programme evaluations should recognise and mitigate the risk of negative consequence for women, children and other vulnerable groups. Suppliers will be required to include a statement that they have duty of care to informants, other programme stakeholders and their own staff, and that they will comply with the ethics principles in all programme activities. Their adherence to this duty of care, including reporting and addressing incidences, should be included in both regular and annual reporting to FCDO.
- 139. Disability Considerations:** For FCDO, 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.
- 140. Digital Spend:** FCDO expects all partners and suppliers who manage aid programmes with a digital element to adhere to the global Principles for Digital Development. If any proposal contains a digital element this must be costed separately within the Pro Forma and will be subject to approval by FCDO's digital team. Suppliers are advised to take account of FCDO's "Guidance on digital spend advice and controls for partners and suppliers".
- 141. UK Aid Branding & Transparency:** Transparency, value for money, and results are top priorities for the UK Government. FCDO has a duty to show UK taxpayers where their money is being spent, its impact, and the results achieved. FCDO has guidance on the use of its logos, which will be shared with the supplier(s) as necessary.
- 142.** FCDO has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. FCDO requires suppliers receiving and managing funds, to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners. It is a contractual requirement for all suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this FCDO – further IATI information is available from: <https://iatistandard.org/en/>
- 143.** If any press releases on work which arises wholly or mainly from the project are planned, this should be in collaboration with FCDO's Communications Department. Country-facing and UK-facing branding guidelines will be provided by the respective FCDO Programme Teams.
- 144.** As noted under paragraph 35, the LF is an integral offer under the Centre of Expertise for Green and Inclusive Growth and the supplier will therefore be required to re-brand all LF activities to align with the branding approach adopted for all Centres of Expertise. Any specific branding

terms for the programme will be agreed between the LF Lead Supplier and FCDO communications team.

- 145. Duty of Care:** The LF Lead Supplier is responsible for the safety and wellbeing 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. FCDO, will share available information with successful suppliers on security status and developments in-country where appropriate.
- 146.** The LF Lead Supplier is fully responsible for Duty of Care for the duration of the Contract, in line with the details provided above and will coordinate with relevant FCDO Posts prior to any travel being undertaken as part of this work. The LF Lead Supplier must confirm 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; and
 - they have capability to manage their Duty of Care responsibilities throughout the life of the contract.
- 147.** Acceptance of responsibility must be supported with evidence of capability and FCDO reserves the right to clarify any aspect of this evidence. In providing evidence, the LF Lead Supplier should consider the following questions:
- 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 any information provided by FCDO)?
 - 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?
 - have you ensured, or will you ensure that all LF staff (whether employed by Lead or Consortia members) if any, are appropriately trained (including specialist training where required) before they are deployed, and will you ensure that on-going training is provided where necessary?
 - have you got 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)?
 - have you ensured, or will you ensure that all LF staff (whether employed by Lead or Consortia members, if any) are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
 - have you got an appropriate system in place to manage an emergency / incident if one arises?
- 148.** The LF Lead Supplier is responsible for ensuring appropriate safety and security briefings for all 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 [FCDO website](#) and the LF Lead Supplier must ensure they and their personnel are up to date with the latest position.
- 149. Delivery Chain Mapping:** Delivery chain mapping is a process that identifies and captures, usually in visual form, the names of all partners involved in delivering a specific good, service or charge, ideally down to the end beneficiary. Addressing this is the actions/activities required to manage regular and exceptional risk throughout the network to reduce exposure and vulnerability.
- 150.** The LF Lead Supplier shall provide and maintain an up to date and accurate record of their named downstream delivery partners in receipt of FCDO funds and/or FCDO funded inventory

or assets. This record must demonstrate how funds/Assets flow from the initial source to end beneficiaries. This record needs to be updated regularly by the LF Lead Supplier and when there are material changes to the delivery chain. As a minimum, delivery chain data should be submitted to FCDO on an annual basis as part of the annual programme report. Delivery Chain Mapping should be included as a standing agenda item in the regularly scheduled progress meetings with FCDO, for discussion and review.

- 151. Conflict Affected Zones:** If this Procurement requires the LF Lead 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 may be volatile and subject to change at short notice. The LF Lead 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).
- 152.** The LF Lead Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in, and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The LF Lead Supplier must ensure their Personnel receive the required level of training.
- 153. GDPR:** General Data Protection Regulations (GDPR) came into effect from 25th May 2018. This aims to protect the privacy of all UK / EU citizens and prevent data breaches. Established key principles of data privacy remain relevant in the new data protection legislation but there are also a number of changes that affect commercial arrangements, both new and existing, with suppliers.
- 154.** Under GDPR the contract must be clear on roles and responsibilities relating to the Controller and the Processor. A Controller determines the purposes and means of processing personal data. A Processor is responsible for processing personal data on behalf of a controller. In the majority of contracts, government would normally expect the Controller to be FCDO and the Processor to be the supplier. However, there is the potential for FCDO programme funded contracts to require a different relationship for these roles.
- 155.** The Controller must:
- clearly state what personal data can be gathered under the contract, along with the purpose and means;
 - ensure the Processor has the capability to meet the requirements of GDPR;
 - ensure a Data Protection Impact Assessment (DPIA) is carried out (where appropriate) prior to contract award.
- 156.** The Processor must:
- process data in line with GDPR;
 - process the data within the scope stated by the Controller in the contract;
 - ensure any sub-processors they contract have the capability and provide assurance of compliance.
- 157.** FCDO Terms and Conditions include Personal Data clauses (32/33). These are predicated upon FCDO as the Controller and the Supplier as the Processor and you will see that the clause links directly to the details provided within Annex F of this ToR. Further discussion between the preferred supplier and FCDO will agree roles and responsibilities with regard to GDPR compliance.

PART 3 – LIST OF ANNEXES

Annex A: Activity Concept Note template

Annex B: Activity Schedule template

Annex C: Division of roles and responsibilities between the LF Lead Supplier and DSU Supplier

Annex D: KPI Scoring Mechanism

Annex E: LF Business Case

Annex F: GDPR Contract Section 3 Appendix 1

Annex A: Activity Concept Note template (Draft)

Land Facility Activity Concept Note for CSP or SSP (maximum 2 pages)	
Activity Name (working title) and CN#:	
Date submitted:	
Country or Countries (for SSPs):	
Duration estimate:	
Cost estimate:	

Type of intervention proposed
<input type="checkbox"/> CSP <input type="checkbox"/> SSP
<input type="checkbox"/> _____ Light project (first or follow-on/extension)
<input type="checkbox"/> _____ Deep project (first or follow-on/extension)
<input type="checkbox"/> Scoping work

Engagement with and demand from government and HMG post
<i>What level of engagement if any, with government representatives, HMG post and any other relevant stakeholders about the proposed intervention?</i>
<i>How has the HMG post communicated support and at what level? How do you know there is demand from relevant government agencies?</i>

Rationale
<i>Describe what the intervention will concretely do and deliver in-country and how it will be implemented.</i>
<i>Identify the expected deliverables and outcomes it will achieve.</i>
<i>Explain why you think it will make a difference and achieve the intended objectives (the Theory of Change in a few sentences).</i>
<i>What is the connection between this intervention and the required systemic change to land administration systems at the national level.</i>
<i>For SSPs, how will the interventions support CSP delivery in the relevant region?</i>

Fit with LF and FCDO objectives
<i>How will the intervention fit with the LF objectives and implementation strategy.</i>
<i>Clarify the expected contribution to the LF logframe results.</i>

Political economy considerations
<i>Explain how the programme interacts with political economy dynamics and how any political economy constraints will be addressed.</i>

Complementary programmes and strategic gaps
<i>How will the proposed intervention complement other national or donor programmes and/or address any strategic gaps in the wider delivery context?</i>

Financial implications and trade-offs
<i>Highlight where there are trade-offs within the budget. If this is approved what is the opportunity cost?</i>

Risk and mitigating actions
<i>Highlight any risks relating to the interventions, including external context risks, delivery risks, fiduciary risks, safeguarding risks, reputational risks, and operational risks. Detail mitigating actions and the net risk rating [minor – severe].</i>

Likely delivery partners
<i>Identify initial thinking on who will deliver the intervention, including individuals or organisations from the Extended Team <u>and</u> delivery partners in-country.</i>

Annex B: Activity Schedule template (Draft)

Land Facility Activity Schedule for CSP or SSP (for all projects over [£500,000])	
Activity Name and relevant CN#	
Date submitted	
Country or Countries (for SSPs)	
Proposed duration	
Proposed cost	

1	<p>Relevant Background</p> <p><i>E.g. brief update on changes in approach or context since Concept Note was approved.</i></p>
2	<p>Support for and demand from government and HMG post</p> <p><i>Evidence of demand and support from relevant government agencies for the proposed activity.</i></p> <p><i>Confirmed support for proposed project from HMG post and at what level.</i></p>
3	<p>Strategic aim of the CSP or SSP</p> <p><i>The strategic goal is the long-term aim to which this project will contribute. Link to logframe outputs. Link to logframe outcomes & impacts as well if possible. Answers the "why this Activity" question.</i></p>
4	<p>Activity Objective</p> <p><i>The Activity objective is a single statement of what this Activity will achieve, which is expanded through the activities and deliverables.</i></p> <p><i>For Deep projects how will the activities contribute to objectives set out in any Country Engagement Plan (where relevant)</i></p>
5	<p>Political space for change</p> <p><i>Summarise the political economy context and how it will support or constrain project activities and progress towards the Activity objective.</i></p> <p><i>Detail activities the project will undertake to build support for reform (widen the political space) and risks associated with these.</i></p>
6	<p>Description of Scope of Work and Activities</p> <p><i>Detailed description of scope of work and specific project activities and outputs</i></p>
7	<p>Coordination and Complementarity</p>

	<p><i>Details of how the project will complement or build on other country programmes (government or other donor/multilateral programmes)</i></p> <p><i>Links to other HMG programmes or of other LF Activities this project will impact on or be impacted by.</i></p>
8	<p>Rationale and Theory of Change</p> <p><i>Explain why you think the project will achieve the intended objectives. Describe the underlying theory of how change will happen, i.e. the links (and assumptions made) between project activities and outcomes.</i></p> <p><i>Explain the connection between this project and the ambition to contribute to systemic change to land administration systems at the national level.</i></p> <p><i>Where support to a third-party organisation is proposed via a grant, explain the rationale for doing so, including how the organisation will support delivery.</i></p> <p><i>For SSPs, how will the interventions support CSP delivery in the relevant region?</i></p> <p><i>What are the projects critical assumptions and success factors, i.e. those things that must go right or occur; if these do not happen then the project will not succeed.</i></p>
9	<p>Implementation timeline</p> <p><i>Outline of delivery timetable (see table 1 or Gantt Chart if preferable); when will the Deliverables be submitted? What are the dependencies?</i></p>
10	<p>Delivery Team and Grant Funding</p> <p><i>Details of the local, regional, or international experts or organisations to be deployed from the Extended Team or Core Management Team and level of input for each expert, where they will be based.</i></p> <p><i>Arrangements and logistics for teams based in-country.</i></p> <p><i>Details of any other organisation to be funded to support delivery activities and planned Due Diligence.</i></p> <p><i>Where relevant, a simple organogram that defines the reporting structure for the project]</i></p> <p><i>Roles and responsibilities of resources working on this project (details in Table 2 below)</i></p>
11	<p>Activity Budget and Expenditure Forecast</p> <p><i>Format and breakdown to be determined.</i></p>
12	<p>Proposed PbR Mechanism</p> <p><i>Details on proposed PbR mechanism including milestones, KPIs, etc</i></p>
13	<p>Risks</p> <p><i>Details of identified risks (including context, delivery, fiduciary, reputational and safeguarding) including rating for probability of occurrence and impact of event on achieving the objectives of the Project.</i></p> <p><i>Proposed risk rating for the project (H, M or L)</i></p>
14	<p>Monitoring and Learning Plans</p> <p><i>How will progress and results be measured and assessed. The method of assessing effectiveness and testing the underlying assumptions, in collaboration with the DSU.</i></p>
15	<p>DSU input</p> <p><i>Please detail any input and all written comments provided by the DSU on the draft Activity Schedule or any other design document whether they were addressed in the design or not. Provide any commentary on this input as required.</i></p>

Table 1: Deliverables

Sub-Tasks	Sub-Task Manager	Start Date	End Date	Final Deliverable(s)
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1.0 [sub-task]				
2.0 [sub-task]				
4.0 [sub-task]				
4.1 [sub-sub task]				

Table 2: Roles and responsibilities of resources

Resource	Band	Full-time or part-time?	Role	Resource responsibilities (resource scope of work)

Table 3: Risk Register

Risk ID	Risk Description	Risk Owner	Mitigating Actions	Residual Probability Rating	Residual Impact Rating

Annex C: Division of roles and responsibilities between the LF Lead Supplier and DSU Supplier

NB this table focused on tasks where there is some degree of overlap between the LF Lead Supplier and the DSU Supplier and it does not cover all responsibilities and requirements for each supplier, individually.

Key Overlapping Tasks	LF Lead Supplier	DSU Supplier
Inception Phase Only		
1. Setting out overall Project Governance procedures	Lead: responsible for setting out and agreeing governance procedures with FCDO, with input from the DSU	Support: input to the governance procedures for the whole programme that will also apply to the DSU
2. Developing CSP and SSP Scoping and Diagnostic Methodology , including a rapid Political Economy Assessment Tool/Framework	Lead: responsible for developing and submitting the methodology, in consultation with the DSU supplier, particularly on the PE Assessment Tool	Support: technical advice and input to the methodology, particularly on the PE Assessment Tool
3. Defining Standard Operating Procedures (SOPs) for the Activity Based Mechanisms	Separate SOPs for the LF Lead Supplier's ABM, but the process should broadly align with the DSU's ABM	Separate SOPs for the DSU Supplier's ABM, but broadly aligned with the LF Lead Supplier's ABM
4. Define SOPs for engagement with UK posts , OS and HMLR and other key project stakeholders	Lead: responsible for drafting these SOPs in consultation with DSU	Support: input and comments as these SOPs will also apply to DSU
5. Develop and submit a Delivery Plan including a theory of change for the LF, a logframe and a Monitoring, Evaluation and Learning plan	Lead: responsible for drafting and submitting the Delivery Plan in consultation with DSU	Support: technical input into the plan
6. Develop and submit a provisional and global/general Political Engagement and Influencing Strategy	Lead: responsible for drafting and submitting the strategy in close collaboration with the DSU	Support: collaborate with the LF Lead Supplier in developing a robust strategy
7. Set up a Political Economy advisory group	Draw on advice and insight from the advisory group	Lead: convene the advisory group
8. Develop strategy for addressing gender and social inclusion issues and managing social and environmental safeguarding risks	Lead: responsible for drafting and submitting the strategy in consultation with DSU	Support: technical input and comments to enhance the strategy
9. Develop a Global Communications Strategy	Support: technical input and comments to enhance the strategy	Lead: responsible for drafting and submitting the strategy in consultation with LF Lead Supplier
10. Agree an Other Programme and Partner Collaboration List	Lead: responsible for drafting and submitting List with input from DSU	Support: provide input into the list

Key Overlapping Tasks	LF Lead Supplier	DSU Supplier
11. Set up a practical Risk Management System	Lead: responsible for drafting and submitting a single Risk Management System for both contracts, identifying priority risks and management approaches for both LF Lead Supplier-led and DSU-led activities, with input from DSU	Support: provide input into the Risk Management System, ensuring risks related to DSU-led activities are captured.
12. Draft a Value for Money framework	Separate framework for each supplier	Separate framework for each supplier
13. Develop draft Exit Plan	Lead: responsible for drafting and submitting a single Exit Plan in consultation with the DSU	Support: input to the Exit Plan, particularly with regard to any DSU-led activities
14. Set up a simple internal messaging and collaboration platform	Lead: responsible for identifying and setting up the platform	
15. Define and submit budgets and high-level workplans	Separate budgets and workplans for each supplier, but these need to be coordinated	Separate budgets and workplans for each supplier, but these need to be coordinated
Inception Phase & Implementation Phase		
16. Project governance	Convene monthly management meetings for FCDO and DSU; participate in six-monthly Project Steering Committee Meetings.	Participate in monthly management meetings and biannual Project Steering Committee Meetings
17. Country selection	Support FCDO in identifying and prioritising countries for scoping visits based on FCDO parameters.	Support FCDO in identifying and prioritising countries for scoping visits based on FCDO parameters.
18. CSP & SSP scoping activities	Lead: responsible for all scoping activities, including defining TOR, implementing scoping work in collaboration with DSU, and drafting scoping reports, with input from DSU	Support: participate in and support scoping activities, providing an independent review of the scoping report and proposals
19. CSP and SSP design	Lead: responsible for design of CSPs and SSPs with input from and in consultation with DSU	Support: technical input into design, including formal review of Concept Notes and Activity Schedules

Key Overlapping Tasks	LF Lead Supplier	DSU Supplier
20. Developing Country Engagement Strategy for Deep projects as part of Activity Schedule	Lead: responsible for drafting Country Engagement Strategies in collaboration with DSU	Support: provide input to draft strategies and review
21. CSP and SSP implementation	Lead: responsible for implementing CSPs and SSPs	Support: process evaluation of deep projects as agreed with LF Lead Supplier and FCDO; technical advice on implementation as requested by Lead Supplier
22. Ongoing Political Economy Analysis	Lead: responsible for ongoing, dynamic assessment of the political space for delivery against agreed criteria and indicators (proportional to the scale of intervention), with technical support from the DSU	Support: ongoing PEA led by the LF Lead Supplier to deepen analysis and provide constructive challenge to findings and conclusions.
23. Management of LF Grant Fund	Lead: responsible for managing the grant fund and approving all spend from the fund through CSPs or SSPs	Input via support to CSP and SSP design process.
24. Monitoring, evaluation and learning	Lead: develop Monitoring, Evaluation and Learning plan; responsible for routine monitoring of CSP and SSP activities and accounting for progress against logframe targets; responsible for learning from and adapting CSP and SSP interventions, based on monitoring and insights and input from DSU; support FCDO annual review.	Responsible for conducting process evaluations or other ongoing assessments of delivery for agreed projects; support learning across the LF in collaboration with LF Lead Supplier, drawing on international insights and process evaluations; lead mid-term review; support FCDO annual review.
25. Annual learning workshop	Support: participate in the workshop	Lead: responsible for organising an annual learning workshop for all LF delivery stakeholders and relevant external partners
26. Annual Reviews	Support: routine reporting for Annual Review process as requested by FCDO; facilitate Annual Review activities conducted by	Lead/Support: beyond routine reporting on DSU activities against workplan and agreed targets and metrics for the Annual

Key Overlapping Tasks	LF Lead Supplier	DSU Supplier
	DSU, FCDO or other parties as required.	Review, the DSU will also be responsible for supporting FCDO in the Annual Review process, including leading on specific review areas as requested by FCDO.
27. Strategic mid-term review	Support: support the mid-term review as required.	Lead: responsible for organising and conducting a strategic mid-term review of the LF based on TOR agreed with FCDO and the LF Lead Supplier
28. Global Communication and influencing	Support delivery of activities under the Global Communications Strategy as agreed with the DSU	Lead: responsible for managing implementation of the Global Communication Strategy and any activities under the strategy; convene a UK land practice and policy forum/ or similar function as agreed with FCDO.
29. Facilitate land governance policy and practice exchange in the UK	Participate and contribute to the exchange as requested by DSU	Lead: set up and/or support policy and practice exchange in an approach agreed with FCDO.

Annex D - KPI Scoring Methodology

Score	Definition
6	Measurement criterion consistently met with a high level of efficiency and effectiveness
5	Measurement criterion predominantly met efficiently and effectively
4	Minor effort required to improve delivery against measurement criterion
3	Effort needed to meet measurement criterion
2	Major effort needed to meet measurement criterion. Significant effort required from FCDO where provider is not delivering
1	Serious under performance against the measurement criterion. Not meeting measurement criterion.

KPI Payment Mechanism Table

Proposed payment KPI % structure shall be as follows:

Scoring Methodology	Total Score Achieved	% KPI Payment of 25%
Serious Underperformance Consistently below requirements	0-1	0% payment
Underperformance Often below requirements	2-3	50% payment
Satisfactory Sometimes performs below requirements	4	75% payment
Good Performance Consistently meets requirements	5-6	Full Payment

Illustrative example of KPI Payment Mechanism: Core Management Team

20% Q1 total fees	Q1 KPI Assessment Score	Q1 Fees at risk	Q2 Fees adjustment
£100,000	<p>CON1 – 10% of total fees/25% for each</p> <p>i. 5 – Good (full payment)</p> <p>ii. 6 – Good (full payment)</p> <p>iii. 5 – Good (full payment)</p> <p>iv. 5 – Good (full payment)</p> <p>CON2 – 10% of total fees/25% for each</p> <p>i. 5 – Good (full payment)</p> <p>ii. 6 – Good (full payment)</p> <p>iii. 5 – Good (full payment)</p> <p>iv. 5 – Good (full payment)</p>	N/A	N/A
20% Q2 total fees	Q2 KPI Assessment Score	Q2 Fees at risk	Q3 Fees adjustment
£100,000	<p>CON1 10% of total fees/25% for each</p> <p>i. 4 – Satisfactory (75% payment)</p> <p>ii. 2 – Underperformance (50% payment)</p> <p>iii. 5 – Good (full payment)</p> <p>iv. 4 – Satisfactory (75% payment)</p> <p>CON2 10% of total fees/25% for each</p> <p>i. 4 – satisfactory (75% payment)</p> <p>ii. 2 – underperformance (50% payment)</p> <p>iii. 5 – good (full payment)</p> <p>iv. 4 – satisfactory (75% payment)</p> <p>Not resolved to FCDO satisfaction within 10 days of assessment</p>	<p>£625</p> <p>£1,250</p> <p>£0</p> <p>£625</p> <p>£625</p> <p>£1,250</p> <p>£0</p> <p>£625</p> <p>£5,000</p>	<p>-£625</p> <p>-£1,250</p> <p>£0</p> <p>-£625</p> <p>-£625</p> <p>-£1,250</p> <p>£0</p> <p>-£625</p> <p>-£5,000</p>
20% Q3 total	Q3 KPI Assessment Score	Q3 Fees at risk	Q4 Fees adjustment
£100,000	<p>CON1 10% of total fees/25% for each</p> <p>i. 4 – satisfactory (75% payment)</p> <p>ii. 2 – underperformance (50% payment)</p> <p>iii. 5 – good (full payment)</p> <p>iv. 4 – satisfactory (75% payment)</p> <p>CON2 10% of total fees/25% for each</p> <p>i. 4 – satisfactory (75% payment)</p> <p>ii. 2 – underperformance (50% payment)</p> <p>iii. 5 – good (full payment)</p> <p>iv. 4 – satisfactory (75% payment)</p> <p>Resolved to FCDO satisfaction within 10 days of assessment</p>	<p>£625</p> <p>£1,250</p> <p>£0</p> <p>£625</p> <p>£625</p> <p>£1,250</p> <p>£0</p> <p>£625</p> <p>5,000</p>	N/A

Annex E – GLGP Business Case

This can be accessed under: [DevTracker Programme GB-GOV-1-300555 Documents \(fcdo.gov.uk\)](#)

Annex F – GDPR – Schedule of Processing, Personal Data and Data Subjects

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 the following Personal Data: <ol style="list-style-type: none"> a. where the parties will need to exchange personal data such as names, email addresses, phone numbers, employment history, address, data of birth, bank details, etc of project staff and consultants for recruitment purposes; b. circumstances where FCDO contracts a supplier to carry out activities such as surveys, focus groups, communications and events but which the supplier designs and implements and where FCDO does not stipulate to the supplier what personal data they should gather and use in order to carry out the activities, and the supplier is responsible for determining what data it requires to carry out the activities such as: <ul style="list-style-type: none"> • where the supplier intends to gather and use personal data (including names and email addresses) for any programme workshops, training and other events) and the supplier is responsible for determining what data to collect for such purposes. • where the supplier intends to gather and use personal data from citizens participating in surveys, studies, focus groups or through programme activities and the supplier is responsible for determining what data to collect for which purpose, how they will use, store, and disseminate it, etc. • where the supplier intends to gather and use personal data from individuals engaged through communication and knowledge management activities, e.g. interviewees and the supplier is responsible for determining what data to collect and for which purpose. 2. For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this Contract and so FCDO shall not be a Processor in respect of the above as it does not constitute Personal Data.