

Pakistan National Cash Transfers Programme (PNCTP)

Third-party Beneficiary Feedback, Operational Review and Monitoring (B-FORM)

Terms of Reference – Annex 1

1. Introduction

The Government of Pakistan (GoP) launched the Benazir Income Support Programme (BISP) in 2008. BISP is Pakistan's national social safety net which helps the poorest to meet their basic needs and cope with inflation and economic and social shocks. BISP's longer term objective is to meet the redistributive goal by providing a package of minimum income support and opportunities for human development to women and the poor.

BISP's main intervention is an unconditional cash transfer (UCT) programme which provides a quarterly stipend of PKR 4,834 (approximately £30) to over 5.2 million women. The beneficiary must be an 'ever married' female, have a computerised national identity card (CNIC), and from a family with a poverty score of 16.17 or below. The UCT is a national programme with outreach in all the provinces and territories (see Annex A). The UCT provides additional income to help families spend more on their basic needs such as food, clothing, health, etc.

BISP also manages a conditional cash transfer (CCT) for education programme, known as the Waseela-e-Taleem (WET). The CCT incentivises children from UCT-recipient families to enrol and stay in primary schools. It provides a top-up cash transfer of PKR 750 (approximately £5.5) in each quarter per child (5-12 years). Payments are conditional on enrolling in school and maintaining a minimum of 70% attendance rate in a quarter. More than 1.3 million children in primary schools benefit from this programme currently in 32 districts of Pakistan (see Annex B).

BISP is managed and mainly financed by the Government. About 85% of BISP expenditure is financed by the Government. The remaining contributions come from development partners including the Asian Development Bank (ADB), Department for International Development (DFID), and the World Bank (WB).

2. DFID's support to BISP

Under the Pakistan National Cash Transfers Programme (PNCTP), DFID is providing up to £300.3 million to BISP over a period of eight years from 2012 to 2020: £279 million in non-budget support financial aid and £21 million in technical assistance. The PNCTP aims to contribute to making the incomes of the families living in the bottom two income quintiles predictable and increase the enrolment of children from the bottom two income quintiles in schools by strengthening the institutional capacity and core systems of BISP. This will raise the living standards of the poorest through reduced vulnerability and hunger and, improved human development. For more insight, please refer to the business case (<https://devtracker.dfid.gov.uk/projects/GB-1-203029/documents>).

DFID has recently completed a mid-term review (MTR) of the PNCTP. The MTR has taken stock of achievements to date, performance challenges, and lessons learnt. Overall, PNCTP has met expectations in terms of progress on objectives and outputs. PNCTP is on track to support the Government to build a nationally owned

social safety net that promotes welfare and human development outcomes for the poor. Three impact evaluations have consistently shown positive impact on consumption expenditure, education, nutrition of girls and, women's empowerment within BISP beneficiary families.

In light of the MTR findings, DFID support to BISP until March 2020 will focus on building institutional capacity and strengthening of core systems: the National Socio-Economic Registry (NSER), payment system, communications, fiduciary controls, and capacity of local offices. DFID will also support BISP to improve performance of the CCT systems for enrolment and attendance compliance, and increase its coverage from 1.3 million children to at least 2.5 million children so that they have support to enrol in and stay in primary schools. The CCT programme is currently operating in 32 districts but there is huge potential as well as demand for expanding the programme to additional districts. In addition, substantial work is needed to formalise collaboration with provinces to use common systems and to align the targets with sectoral objectives.

DFID intends to hire an external service provider which will conduct spot checks and collect feedback from beneficiaries of UCT and CCT to improve the operational effectiveness and introduce course corrections by learning from implementation. The service provider will also conduct operational review of the CCT implementation to assess its compliance with approved policies and procedures. DFID uses a "Payment by Results" approach under PNCTP. Financial aid is only released to BISP when results agreed under the Disbursement Linked Indicators (DLI) framework have been achieved and verified. The verification of DLIs involves review of reports generated from BISP systems as well as collection of data from the field. The service provider will also assist DFID in verification of selected DLIs. A budget of up to £2.5 million is available for this assignment.

Bidders can request an electronic copy of the full MTR report using DFID's contact details provided in the tender advertisement. The MTR will provide further insights of the national social protection context and future direction of DFID's support to BISP. Additional documents are attached as annexes: Distribution of BISP beneficiaries in Pakistan (Annex A), list of existing CCT districts (Annex B), DLI verification protocol (Annex C), proposed milestone matrix (Annex D), and overall project risk assessment matrix (Annex E).

3. Objectives of the Assignment

As part of DFID's support to strengthening the institutional capacity and core systems of BISP and expansion of the education CCT, DFID is seeking the services of a reputable service provider or a consortium of service providers to:

- 3.1 Conduct three rounds of operational reviews of the CCT programme to assess its compliance with BISP's policies and procedures for targeting and registration of children in the CCT, school enrolment, payments, attendance compliance, social mobilisation, and grievance mechanisms. The results of each operational review will be compiled in a report along with recommendations for strengthening of the CCT programme.
- 3.2 Conduct three rounds of spot checks at payment points and collect feedback directly from beneficiaries and payment service providers of the UCT and the CCT programmes to assess compliance with procedures, and identify good practices, risks, and opportunities for improvements and social accountability.

The service provider will develop a report for each round of spot check and beneficiary feedback.

- 3.3 Collect data from the field to support DFID in verification of achievements of selected DLIs as per the agreed DLI verification protocols, including review of BISP reports submitted to DFID as evidence of achievement of the DLIs.

4. Recipients

The primary recipient of the B-FORM deliverables will be the Government of Pakistan (BISP) for outputs from Strand 1 and Strand 2. The information from spot checks, beneficiary feedback and, operational reviews of the CCT will facilitate BISP to improve its operational effectiveness, strengthen systems, accessibility, and social accountability. Strand 1 and Strand 2 reports will also be made available to other stakeholders (e.g. development partners such as the World Bank and Asian Development (ADB) on need basis. Strand 3 outputs are to be used by DFID for verification of achievement of the DLI targets.

5. Scope of Work and Tasks

The scope of work and tasks are categorised into the following three strands.

Strand 1: Operational reviews of the Education CCT Programme

The CCT programme is currently being implemented in 32 districts across Pakistan (see Annex B). Cumulatively, about 1.3 million children in primary schools have benefitted (including the currently enrolled) from this programme since its inception in 2012/13. Small stipends of PKR 750 per child per quarter are paid to beneficiary families to incentivise enrolment and retention of children in primary schools. Payments are contingent on school admission and maintaining at least 70 percent attendance in each quarter. The PNCTP will support BISP to strengthen CCT systems and scale-up the coverage to boost enrolment and attendance of beneficiary children (ages 4–12 years). The coverage is expected to increase from 1.3 million children to at least 2.5 million children by March 2020. This result will be achieved through expansion of the programme in additional 20 districts.

BISP is currently implementing the WeT programme with the support of two implementing partner firms (IPF). The IPFs are responsible for overall implementation of the programme in the field including social mobilization and formation of BISP Beneficiary Committees, registration camps and, collection of attendance data. BISP is simultaneously undertaking pilots with the provincial governments to devise mechanisms for sharing responsibilities for attendance compliance monitoring. In the future, BISP is planning to take over implementation responsibilities from IPFs through its core teams. . In this regard, BISP has launched a pilot where BISP implements all tasks itself with support of its field offices. This will change the implementation responsibilities, but key objectives, functions and targets will remain unchanged.

The selected service provider will collect quantitative and qualitative data to assess the programme's operations in all programme districts. This will entail field monitoring of various programme processes including, but not limited to, targeting, registration, school enrolment, payments, social mobilisation and grievance redress. Key areas of interest on which the service provider is expected to collect data include:

- Beneficiary awareness about CCT's objectives and conditionality;
- Implementing partners' compliance with child registration, enrolment and attendance data collection processes with BISP's approved eligibility and operational procedures.

- Validation of BISP's records of child registration (by gender, re-enrolment of dropouts/new enrolment, public/private school, location, etc.)
- Validation of CCT-registered children's enrolment in school (by gender, re-enrolment of dropouts/new enrolment, public/private, location, etc.)
- Validation of school attendance data available with BISP (by gender, re-enrolment of dropouts/new enrolment, public/private, location, etc.)
- Spot checks of schools to verify they genuinely exist and are functional;
- BISP's compliance with its approved CCT exit/discontinuation of cash transfers policy
- Supply conditions in schools having CCT children (using selected indicators teachers, classrooms, learning environment, student-teacher ratio)
- Social mobilisation process and formation of BISP Beneficiary Committees (BBCs)
- BBC membership, verifying BISP records of BBC composition
- Performance and functions of BBCs
- Beneficiary satisfaction levels and preferences
- Recommendations for improving BISP/CCT systems and maximising benefits of cash transfers for children and their families.

Strand 2: Beneficiary feedback and spot checks

Beneficiary feedback and spot checks provide crucial information for continuous monitoring and validation and, support measures for enhanced transparency and accountability in UCT and CCT operations. This information is used to improve BISP operations and systems to tackle performance issues and manage fiduciary and delivery risks. This is especially critical as BISP is in the process of adapting systems, particularly the expansion of the biometric verification system based payment model. The experience of beneficiaries with the UCTs and CCTs will be examined through household surveys, focus group discussions, community dialogues, and interviewing beneficiaries during spot checks. Key areas of interest on which the service provider will collect information include:

- Awareness about BISP's objectives
- Beneficiary experience with enrolment and case management
- Amount of cash transfers received by beneficiaries
- Regularity and predictability of transfers
- Beneficiary experience with BISP payment systems (by type of biometric verification system, debit cards, Pakistan Post, etc.)
- Costs and time spent by beneficiaries for accessing cash transfers
- Uses of BISP cash transfers
- Beneficiaries' views on malpractices, abuse or fraud and corruption
- Beneficiary experience with BISP staff in field offices
- Communications between BISP and beneficiaries
- Grievance redress mechanisms (especially related to enrolment and payments)
- Women's empowerment
- Beneficiary satisfaction levels and preferences
- Recommendations for improving BISP systems and maximising benefits of cash transfers for BISP services and payment mechanisms

The selected service provider will conduct spot checks at payment sites during quarterly payment cycles and conduct interviews with UCT and CCT beneficiaries to gather and analyse data on their experiences with BISP. Beneficiary interviews can be conducted at both payment sites as well as within their households. This will be

particularly focused on effectiveness of the payment system used for cash transfers, communications, grievance redress, and benefits of the cash transfers.

We expect that the information will be collected directly from BISP beneficiaries, male family members of the beneficiaries, BISP staff, school teachers, CCT implementation firms, and staff of payment service providers. The service provider is expected to clearly define the respondents of data instruments as part of methodology.

Strand 3: Verification of disbursement-linked indicators (DLIs)

DFID uses a “Payment by Results” approach for financial aid to BISP. Payments are made in arrears after the results agreed under the DLI framework (Annex C) have been achieved and verified. The DLIs reflect the PNCTP’s expected results. The DLI framework includes results related to institutional development, systems reforms and the CCT. Verification of some DLIs requires collection of data from the field. While DFID will make the final decision on whether a DLI has been achieved or not, the service provider is expected to conduct rapid assessments as input to the verification process. Specifically, the service provider will support DFID in verification of the following results:

- Establishment of a dedicated NSER Unit within BISP. The firm’s rapid assessment will look at capacity, resources, and tools available to the NSER Unit.
- Training and performance improvements of BISP’s field offices.
- Implementation of an Error, Fraud and Corruption Management Framework (EFCM).
- Up-grading of BISP’s call centre.
- Capacity building and performance monitoring of BISP Beneficiary Committees (BBCs).

It is expected that these will be rapid assessments based on one or more of the following methods: Review of BISP records, physical verification (e.g. call centre), interviews with BISP teams, and rapid sample-based data collection from the field. In most of the cases, these reports will not exceed 10 pages each. The reports should provide information to assess whether the respective DLI has or has not been met. Where possible, data collection for DLI verification can be undertaken as part of (or piggybacking on) other monitoring reports such as spot checks and CCT operational reviews. Please see Annex D for the list of DLI verification reports to be submitted. Information required for DLI verification is explained in Annex C.

The end date for all DLIs is January 15 in 2019 and 2020. The payments will most likely be made in March 2019 and 2020 respectively. This means that advance preparations will be needed as the service provider will have a month to collect data and produce the reports to be submitted to DFID by mid-February. However, some DLIs are very likely to be achieved before January 15, and hence will allow more time for preparation. The service provider will coordinate with BISP and DFID to agree work plans for each year.

DFID intends to manage service providers’ performance through Key Performance Indicators including; time related targets, professionalism of the appointed team, continuous improvement and innovation and, financial management, accurate forecasting and strategy towards achieving aims and objectives. These will be

developed with DFID during the inception phase and will form part of the contract when moving to implementation.

6. Methodology

The service provider is expected to propose a methodology to deliver the above tasks outlined under each strand. The service provider must make available an appropriate management, quality control (editors, proof readers etc.) and backstopping mechanism, secretariat and any other support staff necessary to undertake the programmes and projects. The service provider will be required to agree an annual work plan and will submit quarterly progress reports to identify financial and project risks and mitigation actions.

The service provider is expected to propose a detailed and appropriate approach to data collection for spot checks and beneficiary feedback. As the BISP beneficiaries are poor women living all over the country, the service provider will propose a geographically representative sample factoring in both urban and rural settings. This will include information about survey and spot check design, tools, and sampling approach and qualitative methods. It is expected that a combination of qualitative and quantitative methods will be required to address the objectives of this exercise and the supplier should set out a detailed approach on this. The sampling approach should clearly set out sample size requirements (explicitly setting out the parameters used to derive the sample size, including confidence levels and assumptions around variability of the sample). Survey findings should, as a minimum, be representative at the provincial level and programme (UCT and CCT) level.

Please note that the final methodology and approach of the service provider will have to be approved by DFID as part of the inception report. Any proposals for improvements or adaptations will also be agreed with DFID.

The methodology should also meet the objectives of this exercise that delivers the following:

- Disaggregates results by data for the CCT deliverables. Where applicable a gender analysis of differences in perspectives should be analysed and presented.
- ensures a high level of rigour in sample selection, data collection and analysis;
- reflects international best practice;
- provides value for money for the exercise;
- Justifies the methodology based on previous similar exercises.
- Quantitative and qualitative data collection to address the areas of enquiry.
- The sample design should set out the minimum sample size required, based on the need to generate representative findings at least at the provincial level and programme level (UCT and CCT).
- For the qualitative aspects of the study, the supplier will propose a list of stakeholders for interviews and FGDs, which will include (but not be limited to) BISP beneficiaries, teachers, parents, students, and Point of Sale (POS) staff.
- Ensure that appropriate arrangements, processes and procedures are in place for taking into account the sensitive cultural issues that women face in the Pakistani context and ensure Do No Harm risks are minimized.

7. Risks and Challenges.

As BISP has operations all over the country (all provinces and regions), the service provider many need to operate in selected districts/agencies spread across the provinces and regions. This will possibly include areas that have been affected by conflict in the past and/or are insecure. Travel to many zones within the regions may be subject to obtaining No Objection Certificates from the Ministry of Foreign Affairs in advance. The security situation in some locations may be prohibitive at times, requiring arrangements for duty of care and precautionary measures. The supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the regions in order to deliver the contract (subject to NoC being granted and security advice). Pakistan has also suffered several earthquakes, floods, and droughts in the last 15 years. Climate change has increased the frequency of shocks. In exceptional circumstances and to ensure safety of people, replacement of districts/locations in the sample will be possible in agreement with DFID and BISP.

Pakistan ranks 144 out of 145 countries on the Global Gender Gap Index. Female headed households are more likely to be poor. The labor participation rate for women is low. Women's and girls' potential is limited by a patriarchal culture, reinforced by narrow interpretations of Islam, and high levels of discrimination and violence. Violence against women, honour killings, acid throwing, forced marriages & conversions, and giving girls as compensation (vanni/swara) to settle disputes, are not uncommon. Women face many cultural barriers that limit their mobility. The service provider is expected to have a good understanding of the Pakistani context with focus on gender and factor in these risks and challenges. This understanding is important to ensure access to beneficiaries for interviews.

8. Deliverables

The selected service provider or consortium of firms will submit the following deliverables which are grouped into the following overlapping stages:

Stage 1) *Inception report (July 2018):* The service provider will agree a structure and process for preparation of the inception immediately after signing the contract, but detailed report will be submitted later in July 2018. The inception report will set out a detailed methodology (including sampling approach), work plans entailing activity and resource-wise implementation markers, time-bound milestone matrix, structure of reports, survey and spot check tools. The service provider is expected to consult BISP, DFID, World Bank and implementing partners of UCT and CCT programmes in preparation of the report. The final report will be agreed with DFID.

Stage 2) *CCT operational review and spot checks and beneficiary feedback (SCBF) reports – 1st round (December 2018/January 2019):* The first round of operational review of the CCT and SCBF will cover the period from July-December 2018. It is expected that the data collection will cover at least one of the two payment cycles of the UCT and the CCT that fall within this period. Data collection instruments and format of reports will be agreed with DFID. The service provider will submit detailed reports to DFID as well as BISP on the findings. It will also prepare short interim reports outlining key issues which require immediate action from BISP or service providers and can't wait until the final report.

Stage 3) *First stakeholder workshop (January 2019):* The service provider will organise a stakeholder workshop in Islamabad to share the key findings and recommendations of the first round of reports. The workshop will include key stakeholders including BISP HQ, regional and field staff and representatives of

relevant payment agencies. The supplier will engage the stakeholders to produce an action plan (product of the workshop) based on the key findings and recommendations to improve programme systems and procedures as necessary. DLI verification reports are not subject of the workshop.

Stage 4) DLI verification reports – 1st round (February 2019): The service provider will collect and submit verification evidence to support the achievement of DLIs 4 (Target 2), 5 (Target 2), 6 (Target 2), 9 (Target 1) and 10 (Target 2), as agreed between DFID and BISP in the DLI framework and verification protocol (see Annex A). The methodology and template for each DLI verification report will be agreed with DFID at the inception stage. The service provider will submit all DLI verification reports no later than February 15, 2019.

Stage 5) CCT operational review and spot checks and beneficiary feedback (SCBF) reports – 2nd round (July/August 2019): The second phase of the CCT review and SCBF will cover the period from January-June 2019. It is expected that the data collection will cover at least one of the two payment cycles of the UCT and the CCT, and expansion of the CCT into additional districts within this period. The second round will build on the findings of the first round to gauge progress, recurring and/or new challenges. This phase may likely cover additional themes and districts (sample) in addition to those covered in the first round. The service provider will submit detailed reports to DFID as well as BISP on the findings. It will also prepare short interim reports outlining key issues which require immediate action from BISP or service providers and can't wait until the final report.

Stage 6) CCT operational review and spot checks and beneficiary feedback (SCBF) reports – 3rd round (December 2019/January 2020): The second phase of the CCT review and SCBF will cover the period from July-December 2019. It will build on the findings of the first and second rounds to gauge progress and highlight recurring and/or new challenges. This phase may also likely cover additional themes and districts (sample) in addition to those covered in the first and second rounds. The service provider will submit detailed reports to DFID as well as BISP on the findings. It will also prepare short interim reports outlining key issues which require immediate action from BISP or service providers and can't wait until the final report.

Stage 7) Second stakeholders' workshop (January 2020): The service provider will organise a stakeholders' workshop to disseminate the key findings and recommendations based on comparatives from all three rounds of reports. The workshop will include key stakeholders including BISP HQ, regional and tehsil staff and representatives of relevant payment agencies. The service provider will engage the stakeholders to produce an action plan based on the key findings and recommendations to improve programme systems and procedures as necessary. DLI verification reports are not subject of the workshop.

Stage 8) DLI verification evidence – 2nd round (February 2020): The service provider will collect and submit verification evidence to support the achievement of DLIs 4 (Target 2), 5 (Target 2), 6 (Target 2), 9 (Target 1) and 10 (Target 2), as agreed between DFID and BISP in the DLI framework and verification protocol (see Annex A). The methodology and template for each DLI verification report will be agreed with DFID at the inception stage. The service provider will submit all DLI verification reports no later than February 15, 2020.

Stage 9) Project Completion Report (March 2020): The service provider will prepare a final (cumulative) report outlining the key findings and learning from the all

rounds of operational reviews, spot checks and DLI verification, well as any other data collected during the study. It is expected that the final report will not exceed 40 pages. The service provider is also expected to submit the full metadata and other relevant materials collected during the exercise. The service provider will submit a draft report by first week of March 2020.

These deliverables set out DFID's expectations. However, there is some flexibility regarding the deliverables 2, 3, 5, 6 and 7. The bidders may propose additional deliverables or a different scheme of deliverables to meet the objectives of the assignment and to maximise value for money.

Please note that DFID will have unlimited access to the material produced by the service provider.

9. Interim reports

All interim reports will be based on qualitative data and observations of enumerators. The objective is to draw attention of BISP and DFID immediately to any malpractices or performance issues the resolution of which can't wait until the final reports are produced. Such reports will indicate the issue, location and action required. For example, if spot checks find that beneficiaries are being charged an illegal fee by the payment agent in location x, this issue will be reported in the interim report. Another example is that, in location y, beneficiaries are being denied access to ATM by a bank, this issue will be reported in the interim report. Urgency of action is the key parameter which will determine the nature of issues to be reported.

10. Timeframe

The contract is expected to begin on 1st April 2018 and run until 31th March 2020. DFID may consider the possibility of a no-cost time extension of up to three months, and if required, a costed extension of up to three months amounting to not more than 20% of the original contract value depending on the progress on DLIs and end date of the financial aid component of PNCTP. During the no-cost/costed time extension, the service provider will be expected to complete the review of pending activities or additional deliverables effectively within the given DFID approved timeframe.

11. Skill requirement

The service provider is expected to demonstrate the following qualifications.

- Prior experience of third party validation and monitoring, especially in cash transfer programmes. Experience of working in fragile, insecure environments will be a plus point.
- Ability to work in gender-sensitive and difficult-to-reach locations.
- Necessary statistical expertise, experience and track record in survey design and implementation.
- Data handling expertise and track record that includes the production, cleaning and design of data sets.
- Experience and track record in assessing organisations' operations, systems and processes through approaches such as performance audits.
- Ability to produce high quality outputs under time pressure.
- Excellent facilitation and communication skills.
- A core team skill set comprising of both statistical and social research expertise (including cross-cutting issues such as gender and social development). Staff assigned to the assignment should have local language

- skills, and relevant experience and training in the conduct of surveys and the collection of survey data.
- Selected service provider will be required to declare any conflicts of interest, both for the organisation as a whole as well as individuals assigned to carry out this work.
- Sufficient capability to undertake evaluation and surveys in Pakistan (not essential but desirable)

12. Duty of Care

The supplier is responsible for making their own travel arrangements for fulfilling the requirements of the assignment. This is likely to include travel to programme activities in Pakistan in order to deliver the contract (subject to travel clearance being granted). Only economy travel will be supported, and the supplier should make all reasonable effort to ensure value for money in all travel arrangements.

Duty of Care is a legal obligation and under DFID's policy on Duty of Care, the lead supplier is responsible for the Duty of Care of all supplier personnel (including employees, subcontractors and agents) including making the appropriate security arrangements to protect their safety and wellbeing. Suppliers must comply with the general responsibilities and duties under relevant health and safety law including appropriate risk assessments, adequate information, instruction, training and supervision, and appropriate emergency procedures. These responsibilities must be applied in the context of the specific requirements of the contract. Proposals should demonstrate how suppliers are capable of taking responsibility for duty of care within the contract. The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this Terms of Reference. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

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

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this Terms of Reference and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

This Procurement will require the Supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm>. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).

This Procurement will require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.).

Bidders must develop their tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID (see Annex E of this ToR). Suppliers should be aware that an assessment of Duty of Care will be undertaken at the full tender stage and must confirm in their response that they have the capability. They must confirm in their Tender that:

- they fully accept responsibility for Security and Duty of Care.
- they understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- they have the capability to manage their Duty of Care responsibilities throughout the life of the contract.
- Duty of Care for any field visits including all aspects of travel and accommodation will be fully assessed.

Acceptance of responsibility must be supported with evidence of capability (no more than 2 A4 pages) and DFID reserves the right to clarify any aspect of this evidence. In providing evidence Tenderers should consider the following questions:

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

For further details please see DFID's policy on Duty of Care: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/137565/DFID-duty-of-care-suppliers-note.pdf and latest DFID Duty of Care risk assessment matrix in Annex E.

DFID will support by sharing available information with the supplier on security status and developments in-country as appropriate. Travel advice from the UK government is also available on our website (<https://www.gov.uk/foreign-travel-advice>).

The supplier will be responsible for managing all arrangements regarding setting up appointments associated with the assignment. DFID's global partnerships team in DFID Pakistan will provide reasonable support to the service provider with regard to supplying contact information and introductions to key stakeholders where necessary.

13. Safeguarding

DFID has prioritised safeguarding as a critical feature in its delivery and partnerships across the aid sector. The supplier will be expected to ensure effective safeguarding measures are implemented during contract delivery.

14. Payments

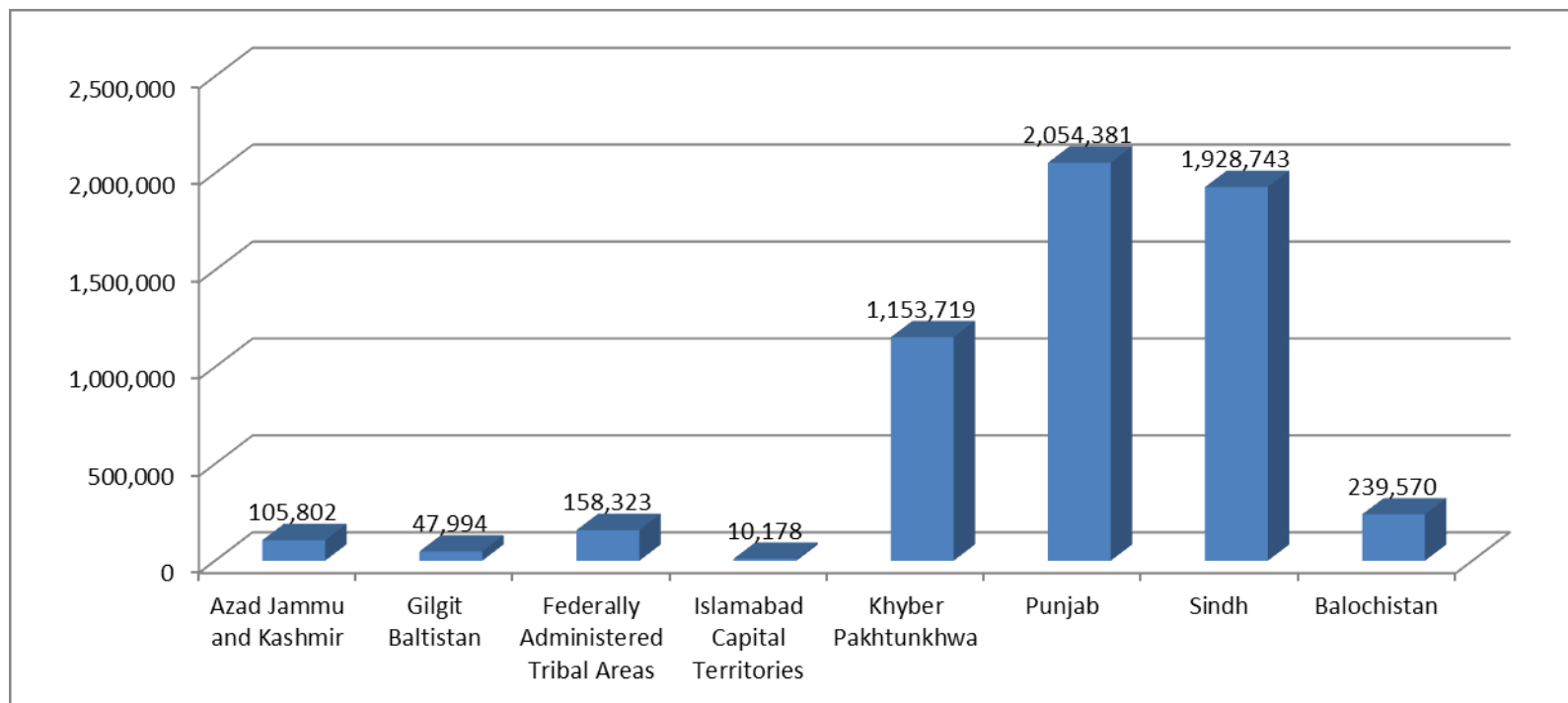
Payments will be linked to the deliverables/milestones based on the DFID approved budget. A tentative milestones matrix is attached as Annex D. The milestones and linked payment amounts will be finalised at the inception stage. The service provider is expected to be financially strong, as DFID accounting rules do not allow advance payments to suppliers. The payments will be subject to satisfactory progress/delivery of approved quarterly work plans.

15. Role of DFID, Service Provider and BISP

The service provider will work closely with DFID and BISP. It will be responsible for planning, logistics and implementation of this assignment. DFID will facilitate interaction of the service provider with BISP and agree on processes for sharing data and discussions on key implementation matters.

All inception, interim, spot check, beneficiary feedback, analytical, and final project reports will have to be approved by DFID. Reports under Strands 1 and 2 will also require BISP's approval. The initial meetings to discuss and finalise approach and methodology will involve DFID, BISP and development partners such as the World Bank. Only DFID's approval is required for Strand 3 outputs.

Annex A: Distribution of BISP Beneficiaries in Pakistan



Annex B: List of Existing CCT Districts

Province/ Region	Azad Jammu and Kashmir	Balochistan	Gilgit Baltistan	Khyber Pakhtunkhwa	Punjab	Sindh
Districts	Bagh Kotli Mirpur	Awaran Gwadar Jhal Magsi Loralai Musakhel Nushki	Diamer Gilgit Skardu	Bannu Charsadda Haripur Kohat Malakand Mansehra Nowshera	Bahawalnagar Bahawalpur Khushab Narowal Rahim Yar Khan Rawalpindi Sialkot	Larkana Sukkur South Benazirabad South Karachi Thatta Q ShehddadKot

Number of districts after expansion of the CCT programme

Province/Region	Existing Districts	New Districts	Total Districts
AJK	03	02	05
Baluchistan	06	04	10
GB	03	01	04
KP	07	04	10
Punjab	07	03	10
Sindh	06	03	10
FATA	00	01	01
Total	32	18	50

Annex C: DLI Verification Protocol

Component 1: Institutional capacity and strengthening of the core systems for building a sustainable, government-financed social safety net (£38.4 million)				
	Targets	B-FORM to cover?	Deadline ¹	Means of Verification
DLI 1: Percentage of BISP beneficiary families with updated Poverty Score Card (PSC) information in the NSER.	Target 1: At least 10% of BISP beneficiary families have updated PSC information in the NSER.	No	15 th January, 2018	Calculation: $\frac{\text{Number of active beneficiary families* with updated PSC score}}{\text{Total number of active beneficiary families*}} \times 100$ * “active beneficiary families” refers to UCT beneficiary families which have been paid the quarterly instalment for Q2 (Oct-Dec) of respective year, or baseline 5.2 million beneficiaries whichever is higher. Evidence: <ul style="list-style-type: none"> BISP MIS report, signed by DG MIS or an official designated by the Secretary BISP. Data to be verified on a sample basis using a random sample (drawn from 4 provinces and 4 regions) of 10,000 beneficiary families for whom PSC has been updated (sample data will include old and new PMT score) If the number of UCT beneficiary families pertains to Q2, MIS report and PSP payment record.
	Target 2: At least 60% of BISP beneficiary families have updated PSC information in the NSER.	No	15 th January, 2019	
	Target 3: At least 85% of BISP beneficiary families have updated PSC information in the NSER.	No	15 th January, 2020	
DLI 2: Enhanced capacity of the NSER Unit and data accessibility	Target 1: Specialist TA has been procured for preparation of an Operations Manual for the NSER Unit, and a work plan prepared with deliverables and timelines clearly defined.	No	15 th January, 2018	<ul style="list-style-type: none"> Evidence of procurement completion A copy of work plan with timelines and deliverables duly signed by BISP Secretary
	Target 2: The Operations Manual defining responsibilities of the NSER Unit prepared and approved by the BISP Board.	No	15 th January, 2019	<ul style="list-style-type: none"> Copy of the Operations Manual Minutes of the Board meeting confirming approval of the NSER Unit's Operations Manual Copy of NSER Unit's work plan in accordance to the Operational Manual and priorities Evidence of DFID' satisfaction with the Operations Manual (emails or letters, etc.).
	Target 3: The NSER Unit is fully functional and has necessary human and financial resources and infrastructure in accordance with the Operations Manual	Yes	15 th January, 2020	<ul style="list-style-type: none"> DFID-hired third party's assessment report on functionality of the NSER Unit. Copy of online data-sharing procedures approved by BISP. DFID programme team's review of the portal in use. Copies of sample reports (summary data, analytical charts, etc.) generated from the portal

¹ This deadline is for completion of the DLI by BISP.

	An online portal is available for sharing NSER data with stakeholders according to procedures approved by BISP.			
DLI 3: Percentage of BISP beneficiaries who have received at least one quarterly instalment through Biometric Verification System (BVS) as per refined payment solution	Target 1: A refined payment solution has been developed and agreed with DFID, including provisions for biometrics, beneficiary choice, and availability of sufficient payment points.	No	15 th January, 2018	<ul style="list-style-type: none"> Copy of the refined payment solution with a cover letter signed by the Secretary or an official designated by the Secretary.
	Target 2: At least 15% of BISP beneficiaries received at least one quarterly instalment through BVS as per the refined payment solution.	No	15 th January, 2019	<ul style="list-style-type: none"> BISP MIS report of payments by BVS, signed by the Secretary or an official designated by the Secretary. Payment validation certificates from FSPs/ Payment agencies/Service providers confirming the number of beneficiaries paid through BVS
	Target 3: At least 60% of BISP beneficiaries received at least one quarterly instalment through BVS as per the refined payment solution.	No	15 th January, 2020	<ul style="list-style-type: none"> BISP MIS report of payments by BVS, signed by the Secretary or an official designated by the Secretary. Payment validation certificates from FSPs/ Payment agencies/Service providers confirming the number of beneficiaries paid through BVS
DLI 4: Percentage of field offices trained and performing redefined responsibilities in accordance with the Operational Guidelines	Target 1: Responsibilities of field staff redefined, operational guidelines prepared, and training materials and training plan updated.	No	15 th January, 2018	<ul style="list-style-type: none"> Copy of the operational guidelines agreed with DFID and approved by competent authority within BISP. Copies of revised training materials and training plan in accordance with redefined responsibilities, approved by competent authority within BISP. <p>* Field offices include all offices excluding the BISP Headquarters.</p>
	Target 2: At least 40% of field offices trained and performing redefined responsibilities.	Yes	15 th January, 2019	DFID-hired third party's assessment
	Target 3: At least 70% of field offices trained and performing redefined responsibilities.	Yes	15 th January, 2020	DFID-hired third party's assessment
DLI 5: Error, Fraud and Corruption Management	Target 1: An EFCM Framework and an Action Plan, including a list of critical actions, is prepared by BISP's M&E Wing.	No	15 th January, 2018. ²	Copy of EFCM Framework and Action Plan agreed with DFID before submission to BISP Board for approval.

² The timeline of DLI 5 is contingent on procurement of TA to be procured by DFID (directly or through the World Bank-executed trust fund). Due to specialist nature of TA required, availability of expert(s) for this work might take longer than anticipated. If procurement cannot be completed by October 2017, the timelines for this DLI will be revisited.

(EFCM) Framework for BISP developed and implemented.	Target 2: The EFCM Framework and Action Plan approved by the Board.	Yes	15 th January, 2019	<ul style="list-style-type: none"> Minutes of the Board confirming approval of the EFCM Framework and Action Plan DFID-hired third party's assessment on implementation of the critical actions.
	Target 3: All critical actions identified in the Action Plan are implemented.	Yes	15 th January, 2020	DFID-hired third party's assessment on implementation of the critical actions.
DLI 6: A fully functional Toll-Free Call Centre for public inquiries, information to/from beneficiaries and registration of complaints	Target 1: Assessment of needs and factors affecting the performance of existing Call Centre completed, and costed options for re-design, management structure, and public awareness approved by BISP.	No	15 th January, 2018	<ul style="list-style-type: none"> Copy of Terms of Reference (TOR) of the assessment agreed with DFID. Copy of the assessment and options report agreed with DFID, and approved by the competent authority within BISP.
	Target 2: A Toll-Free Call Centre is remodelled with enhanced automated systems and tested over a minimum duration of four months.	Yes	15 th January, 2019	DFID-hired third party's assessment report on functionality of the Call Centre.
	Target 3: The Toll-Free Call Centre is fully staffed and functional and measures for public awareness about the Call Centre are implemented.	Yes	15 th January, 2020	DFID-hired third party's assessment report on functionality of the Call Centre.
Component 2: Supporting the Waseela-e-Taleem programme to expand education opportunities for children from BISP beneficiary families (£60 million)				
DLI 7. Number of children of WeT beneficiary families paid for at least two consecutive quarters based on compliance with attendance co-responsibilities in all WeT districts	Target 1: At least 0.6 million children of WeT beneficiary families are paid for at least two consecutive quarters based on compliance with attendance co-responsibilities	No	15 th January, 2018	<p>Number of children in this DLI refers to active CCT beneficiary children meeting the co-responsibilities in all programme districts i.e. those paid in the two quarters for which the evidence is submitted.</p> <p>Evidence:</p> <ul style="list-style-type: none"> BISP MIS report on attendance and payments, signed by DG MIS or an official designated by the Secretary BISP, verified compliance with attendance co-responsibilities fulfilment of attendance co-responsibility for the two consecutive quarters. PSP payment record for the respective two consecutive quarters against PSP payment record certifying that beneficiaries have been paid for two consecutive quarters.
	Target 2: At least 1 million children of WeT beneficiary families are paid for at least two consecutive quarters based on compliance with attendance co-responsibilities	No	15 th January, 2019	

	Target 3: At least 1.5 million children of WeT beneficiary families are paid for at least two consecutive quarters based on compliance with attendance co-responsibilities	No	15 th January, 2020	
DLI 8: Number of children of WeT beneficiary families paid on admission compliance in all CCT districts.	Target 1: WeT expansion plan is prepared, and procurement of IPs for expansion of WeT into additional districts completed.	No	15 th January, 2018	<p>Number of children in this DLI includes these categories of WeT beneficiary children: (1) active beneficiary children enrolled in the WeT programme and paid on admission compliance in the month preceding the submission of evidence to DFID; and (2) the WeT beneficiary children who have completed primary education.</p> <p>Evidence:</p> <ul style="list-style-type: none"> • Copy of WeT expansion plan approved by BISP (Target 1 only) • Copies of contracts signed with IPs for expansion into additional districts (Target 1 only) • BISP MIS report on admission and payments, signed by DG MIS or an official designated by the Secretary BISP (Target 2 & 3) • PSPs payment record certifying that beneficiaries have been paid. (Target 2 & 3)
	Target 2: At least 2 million children of WeT beneficiary families are enrolled in the WeT programme and paid on admission compliance in all Wet districts.	No	15 th January, 2019	
	Target 3: At least 2.5 million children of WeT beneficiary families are enrolled in the WeT programme and paid on admission compliance in all Wet districts.	No	15 th January, 2020	
DLI 9: Number of Waseela-e-Taleem (WeT) districts where WeT-related functions are carried out by provincial and tehsil offices in accordance with revised Operational Guidelines.	No DLI target in this period.		15 th January, 2018	DFID-hired third party assessment report
	Target 1: In at least 50% of WeT districts WeT related functions are being carried out by provincial and tehsil offices in accordance with Operational Guidelines	Yes	15 th January, 2019	
	Target 2: In all WeT districts, WeT related functions are being carried out by provincial and tehsil offices in accordance with the Operational Guidelines.	Yes	15 th January, 2020	
DLI 10: Enhanced performance of BISP Beneficiary Committee	Target 1: BISP approves BBC Guidelines, setting out objectives, membership, key roles, and institutional arrangements for their mobilisation and performance improvement.	No	15 th January, 2018	Copy of BBC Policy agreed by DFID, and approved by BISP.

(BBCs) in all WeT districts	Target 2: At least 40% of the BISP Beneficiary Committees are performing their role according to the BBC Guidelines in the 32 WeT districts.	Yes	15 th January, 2019	DFID-hired third party assessment report. A BBC will be assessed to be performing its role according to the guidelines if it meets all of these criteria (which will be part of the guidelines): (1) the respective Mother Leader has been trained on BBC functions, CCT co-responsibility condition and her leadership responsibilities; (2) compliance with the guidelines about number of meetings and interaction with tehsil office; and (3) at least 75% of the BBC members are aware of their responsibilities related to the WeT programme.
	Target 3: BBCs are formed in additional WeT districts, and at least 60% of all BBCs are performing their role according to the BBC Guidelines.	Yes	15 th January, 2020	
DLI 11 Impact evaluations (IE)	Target 1: BISP completes procurement of a service provider for carrying out impact evaluations through a competitive bidding process.	No		<ul style="list-style-type: none"> • Copy of final RFP issued to potential bidders. • Copy of contract issued to preferred bidder.
	Target 2: Data collection is completed and draft reports prepared.			<ul style="list-style-type: none"> • Copy of selected firm's work plan • Copy of draft reports with a cover letter from BISP Secretary or an officer designated by the Secretary.
	Target 3: Impact evaluation reports are approved by BISP and published.			<ul style="list-style-type: none"> • Evidence of reports' approval (e.g. approval letter issued to the IE firm) • Copy of the final reports • Evidence of report published on BISP website

Annex E: DFID Overall Project/Intervention Summary Risk Assessment Matrix

Theme	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score
Province	Islamabad Capital Territory & Rawalpindi	Punjab (north) including Lahore	Punjab (south)	Sindh (north)	Sindh (south) including Karachi	Balochistan	FATA	Khyber Pakhtunkhwa (south) including Peshawar	Khyber Pakhtunkhwa (north and east)	Karakorum Highway (KKH)	Gilgit-Baltistan (except KKH)
Overall Rating*	3	3	4	4	4	4	4	4	3	3	2
FCO Travel Advice	2	2	2	3	2	4	4	4	3	4	2
Host Nation Travel Advice	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Transportation	3	3	4	4	4	4	4	4	4	4	4
Security	4	4	4	4	4	4	4	4	4	4	4
Civil Unrest	3	3	3	3	4	5	5	4	2	2	2
Violence/crime	2	3	4	4	5	4	4	4	3	3	2
Terrorism	5	5	5	5	5	5	5	5	5	5	5
Conflict (war)	2	2	2	2	2	4	5	3	2	2	2
Hurricane	2	2	2	2	2	2	2	2	2	2	2
Earthquake	4	3	3	3	3	4	3	4	4	4	4
Flood / Tsunami	2	4	4	4	4	3	2	2	2	2	2
Medical Services	1	2	3	3	2	4	4	3	3	3	3
Nature of Project Intervention	2	2	2	2	2	4	4	3	3	1	3

1 Very Low Risk	2 Low Risk	3 Medium Risk	4 High Risk	5 Very High Risk
Low		Medium	High	

*As assessed by DFID Risk Manager

Updated: 23/03/201

