

Terms of Reference

Consolidating Democracy in Pakistan (CDIP)

1. Introduction

- 1.1. The “Consolidating Democracy in Pakistan (CDIP)” programme represents an expansion of HMG’s cross-departmental support to strengthen democracy in Pakistan. This programme will be implemented jointly by the Department for International Development (DFID) and the Foreign and Commonwealth Office (FCO) in Pakistan, with a funding envelope of up to £22 million over approximately 2.5 years. The programme complements the broader framework of HMG’s cross-departmental programming, its bilateral political engagement in Pakistan and the interventions of other partners.
- 1.2. The overall impact of this programme will be to consolidate democracy in Pakistan.
- 1.3. The outcome of the programme is further strengthening of the democratic system, in which government institutions are more capable, parliament is more accountable and the state as a whole is more responsive to the needs and aspirations of the Pakistani people.
- 1.4. The CDIP programme will focus on four core and inter-related areas: elections; parliament and parliamentarians; political parties; and democratic space. Specifically, the programme will provide technical assistance, firstly, to the Election Commission of Pakistan (ECP) to strengthen its capability to conduct elections; secondly, to key elected institutions - Federal and Provincial parliaments - to enhance their functioning and oversight roles; thirdly, to political parties to strengthen their institutional capacity; and lastly, to civil society to help strengthen pro-democracy, pro-inclusion narratives in public discourse. CDIP will use its support to promote the increased engagement and participation of women, young people, minorities and people with disabilities in public life in Pakistan, particularly through the institutions of politics.

2. Objective

- 2.1. The objective of this contract is effective management and delivery of the CDIP programme. The role of the service provider is to implement the CDIP programme, to ensure effective delivery of advisory support and additional roles and responsibilities as described in these ToRs and the results framework, and to support programme governance structures.

3. Recipient

- 3.1. The beneficiaries of this contract programme will be citizens of Pakistan, particularly women, young people, minorities, persons with disabilities and other disadvantaged groups. The service provider will support a range of relevant organisations, including but not limited to, the Election Commission of Pakistan (ECP), national and provincial parliaments, mainstream political parties, and civil society groups—to enable and empower them to help deliver the expected outcomes of this programme.

4. Scope

- 4.1. The CDIP service provider will be expected to manage delivery of four components of linked programme activity, with a focus on capability, accountability and responsiveness across the programme. Work under all four components must be consistent with the guiding principles that the state must be more capable, accountable and responsive, whilst citizens must be able to benefit from the state’s strengthened capability, its openness and transparency for the sake of accountability, and its readiness to be responsive. This will include close integration of work with formal and informal institutions, and ensuring that interlinked “supply” and “demand” side initiatives feed into the same outputs. The CDIP service provider will need to demonstrate the capacity to manage the complexity of political institutions and ensuring that work in each thematic area feeds into a coherent overarching strategy for promoting political governance reform.

4.2. **CDIP Components**¹: The following will be the key components of the programme:

- i. **Election management and election oversight processes are more effective, transparent, inclusive and responsive**
 - strengthen the technical capacity and functioning of the ECP and key institutions to improve electoral management, transparency and accountability². This will include: elections administration; planning capability; the training of elections officials; supporting electoral reforms legislation; and encouraging improved communications
 - support civil society to: expand voter registration, voter education and electoral participation; provide oversight through expanding effective domestic observation; and undertake research and advocacy for electoral reforms around inclusion of women, minorities, young people and persons with disabilities
 - support for electoral reform advocacy by civil society to improve legal frameworks and the quality of voter education, leading to improved citizen awareness and engagement, enhanced capacity and the ability of citizens to observe and report on electoral processes
- ii. **Parliamentary processes are more inclusive, Parliamentarians are more effective in holding government to account and responsive to citizens**
 - support parliamentary dialogue on key electoral and democratic reforms at national and provincial levels
 - support key parliamentarians to acquire enhanced communication, outreach and legislative drafting skills and capacity to effectively represent their constituents
 - support key parliamentary committees to enhance their ability to engage and consult with civil society and citizens' groups on inclusive legislative priorities
 - facilitate inter-provincial and inter-parliamentary exchanges to enhance cooperation and peer-learning between National Assembly, Senate and four Provincial Assemblies
- iii. **Political parties across the mainstream political spectrum better represent, respond to and deliver for their constituents**
 - contribute to the development of issue-based dialogue on key policy areas to inform and influence both political leaderships and broader political discourse. This includes areas such as human rights, participation of women, youth, minorities and persons with disabilities
 - measures to promote women, youth and minorities' participation in the political parties' internal processes, including inclusive and democratic decision-making mechanisms
- iv. **Expanded democratic space including improved policy dialogue, political debate and public discourse for a better informed and active electorate**
 - support both civil society and the media to encourage and deepen the democratic process and maintain democratic space through public discourse and political and policy dialogue
 - engage with various groups of society including women, youth, minorities, persons with disabilities and religious elites to build consensus on democratic politics, encourage participation in the policy level debate and support national human rights institutes (NHRIs)

4.3. The key **results** of the programme, and expected **outputs**, are:

- increase in voter turnout, from 56% in 2013 to 60% in 2018 elections, with an increase in female voter turnout from c.40% to 45% in 2018
- up to 10 million more registered voters, from 86 million in 2013 to 96 million in 2018

¹ These components have been slightly modified since the approval of the Business Case and may be adjusted again with DFID agreement once implementation plans are finalised.

² A key element of the programme will be coordination with other development partners around a results framework for their overall support to democratic processes, aligned closely with the Election Commission of Pakistan's (ECP) second five-year Strategic Plan 2014-2018².

- narrowing of the gap between registered female and male voters from 12 million to 7 million
- effective functioning of Women Parliamentary Caucuses at National Assembly, Senate and provincial assembly levels
- more and improved legislation reflecting the Sustainable Development Goals, to the extent possible within the duration of the programme, by working with key parliamentary committees, caucuses and inter-provincial exchanges and dialogues between various houses
- at least five political parties³ introduce and promote issue-based manifestoes reflecting the Sustainable Development Goals
- increase in the number of directly elected women members of the National Assembly and provincial assemblies from 16 in 2013 to over 30 in 2018
- major political parties introduce mechanisms for increases in the participation of women, youth and minorities, including competitive and transparent processes for nomination of candidates on reserved seats for women and minorities
- greater engagement of citizens with elected representatives, for instance through public hearings, social media, public political debates - featuring politicians and political party spokespersons – on issues relevant to the democratic development of Pakistan

Please see Annex B for Draft CDIP Results Framework

5. Management Arrangements

- 5.1. The CDIP programme will be managed by a service provider with a proven track record in achieving results in democratic and electoral process improvements, reforms, gender equality, democracy, voice and accountability programmes in Pakistan or in countries with a similar context. To implement the programme, the service provider will be required to partner with or include Pakistani organisations that can demonstrate competence in areas such as electoral participation, civic engagement, gender, social exclusion, conflict sensitivity, transparency and accountability, technology, communications, advocacy and research and analysis.
- 5.2. The service provider will be selected following a competition through the Conflict, Stability and Security Fund (CSSF) Framework.
- 5.3. The service provider is responsible for the direct implementation of all technical activities within the CDIP programme results framework and its ToR; for the management of relationships at a technical level with stakeholders; and for all related financial and administrative issues.
- 5.4. Given the nature of the programme, a programme-specific political engagement strategy will be developed by the BHC, with inputs from the service provider. This will be agreed between the service provider and the BHC during the inception period. This will guide the service provider's engagement with political stakeholders, will delineate respective areas and limits of responsibility, and will define areas in which the BHC will engage to support the implementation of the programme and the mechanism for coordinated action in this regard. The service provider will be required to engage closely with the BHC in this area, and to remain alert to the political nature of the programme and of HMG's relationship with stakeholders at all times.
- 5.5. The CDIP programme and its Results Framework will be finalised with the service provider during the inception phase of the programme. This will be developed in close coordination with results frameworks of various other development partners supporting democracy and elections work in Pakistan. The programme will be responsive to, and guided by, a joint Steering Committee of development partners, including but not limited to USAID, Canada and the EU. Proposals that build in the flexibility to respond to further developments within the scope of the programme are encouraged.
- 5.6. The service provider will be expected particularly to coordinate with UNDP, who are implementing a three year programme supporting elections and democracy work, under the CDIP programme.

³ The programme will be open to work with all political parties who believe in Pakistan's federal parliamentary system and have representation in one or more of the houses i.e. National Assembly, Senate and/or provincial assemblies

- 5.7. It has been agreed among development partners that the CDIP programme service provider will serve as the Secretariat to the Steering Committee for coordination of various programmes supported by the development partners. The CDIP service provider is responsible for coordination with other development partners implementing or supporting activities within the scope of the CDIP results framework.
- 5.8. The service provider should clearly identify both Pakistani and international partners that comprise the proposed consortium, including their respective technical areas and roles.
- 5.9. The service provider will serve as consortium lead and will supervise, manage, and be held accountable for the performance of consortium members. Consortium members must demonstrate:
- expertise, experience and results achieved in the subject areas covered by CDIP
 - expertise in their particular technical fields (i.e., have robust understanding and expertise in electoral processes, election security and other relevant areas of election management; parliamentary strengthening; campaigning; transparency and accountability; strengthening citizen engagement; strategic communications; gender and social inclusion; dispute mediation, conflict sensitivity; public affairs; research and analysis; generating evidence based data for policy making and advocacy and media relations, including the innovative use of technology and communications across technical components)
 - a record of mainstreaming gender equality in every activity
 - successful implementation experience adapted to circumstances in both technical and geographic areas
 - the ability to deliver results, with robust management systems, financial reporting, monitoring and evaluation, and generate data and evidence for monitoring and evaluation and advocacy
 - the ability to be responsive and adaptive to changing context and requirements
- 5.10. The service provider will be responsible for ensuring that consortia members and any other civil society organisations with which it works have the right capacities and expertise in place.
- 5.11. The service provider will be expected to design and manage a Small Grants Fund of up to £2 million that will underscore innovative, entrepreneurial and medium to high risk initiatives, across the four pillars of the CDIP programme, designed to promote participation and inclusion especially of women, young people, minorities and other disadvantaged groups. The fund will also respond to any recurring priorities and opportunities within the scope of the programme components. The service provider will be expected coordinate closely with BHC on the small grants component.

6. Duration

- 6.1. This is a two and half year programme starting in early 2017, ending in 2019. The BHC reserves the right to scale the contract up or down, in response to changing requirements. There will be a possibility of up to a 12 month extension to the contract if there is a value for money rationale, need, and demonstration of acceptable performance.

7. Break Points

- 7.1. There will be a break point after completion of the inception phase. Progression from one period to the next will be subject to the satisfactory performance of the service provider, the continuing requirement for the services, and agreement on work plans and budgets for the following period.
- 7.2. There will also be a breakpoint one year after the programme has completed full implementation.

8. Inception Phase

- 8.1. Given the duration of the programme (2.5 years) the CDIP programme will have an inception phase of up to three months (one quarter) to complete the tasks below and pilot implementation. Implementation is expected to be fully underway after the first quarter.

- 8.2. The service provider should develop the inception plan with clear milestones for the implementation period according to the following guidance. This inception plan will be part of the technical bid.
- 8.3. The inception period will conclude with an **Inception Phase Report** which will consist of, but not be limited to, the following:
- **Implementation Plan:** Development of a CDIP Implementation Strategy for delivery of all outputs and achievement of results for all components of the programme, including:
 - finalisation of technical approaches and indicative summaries of thematic areas for all four components, based on research and scoping, and light touch political economy analysis
 - establishment of a programme office in Islamabad, with full team of core staff, team organogram of key staff with ToRs and full bios; and associated policies and procedures finalised
 - finalisation of an implementation plan including output based budgets, detailed work plan for the first 12 months of the implementation phase, geographical scope, and outline work plan for the rest of the programme
 - finalisation of financial, contractual and governance arrangements and management with all consortium partners, including a manual for sub-grants. The service provider is expected to ensure training for all partner organisations in financial systems and reporting, and in monitoring and technical reporting. The service provider should establish a programme office in Islamabad, with a team of core staff, HR mobilisation team organogram, Job Descriptions/ToRs
 - development of a partnership strategy to complement other programmes and partners supporting democracy and elections work, to ensure synergies and avoid duplication
 - branding of the local programme title, including communication policies and strategies for the programme agreed with BHC
 - Establishment of a procurement strategy with procurement plans for purchases above £106,047 and anti-corruption/counter-fraud measures in place, agreed with the DFID Commercial Adviser. Procurement of Goods and Equipment over the EU threshold shall be undertaken through Aecom, in accordance with procedures defined and agreed in writing by DFID.
 - **CDIP Results Framework and M&E and Research Plan:** Finalisation of the CDIP Results Framework (RF), with clear outcomes, outputs, milestones and targets. The RF should include gender sensitive and SMART indicators. By the end of the inception period, the service provider will be expected to demonstrate delivery of the outputs to the levels identified in the results framework indicators, milestones and targets (disaggregated by sex and social groups where possible) as agreed by the BHC. This should be supported by a monitoring and evaluation methodology, including how the service provider will build in research and management of information and knowledge throughout the programme. The M&E methodology should include a detailed VfM strategy and VfM indicators
 - **Gender, Social Development and Inclusion Plan:** The service provider will finalise a gender and social development plan to ensure women, young people, minorities, persons with disabilities and other disadvantaged groups are mainstreamed across the programme and outputs. This should include how inclusion and participation will be monitored
 - **Conflict Sensitivity Plan:** The service provider will demonstrate how the programme will “do no harm” and use conflict analysis and sensitivity with regard to implementation approaches, along with a plan on how this will be monitored

9. Programme Management

- 9.1. The service provider will deliver the following during the implementation phase of this contract:
- **annual work plans**, approved by the BHC
 - consistent, **high quality evidence-based narrative** and **financial reporting** meeting BHC requirements, including regular learning events with BHC and others at which the theory of change will be adjusted in the light of research and experience

- **effective implementation of agreed programme** strategies and work plans for the four components (to be defined and agreed by BHC during the inception phase) including completion of key programme milestones and deliverables
- **robust grant management** with appropriate policies in place to minimise fraud and reputational risk, and to maximise likelihood of success and value for money. The service provider is expected to carry out proportionate due diligence assessments for all partners and grantees
- **targeted capacity building**, including support for coalition building for partners with demonstrable impact on the quality of project implementation
- **flexible and adaptive approaches to programme implementation** which includes but is not limited to:
 - adjusting the theory of change as needed, to reflect lesson learning from programme implementation and M&E activities, including beneficiary feedback
 - scaling up of successful initiatives and closure or modification of underperforming initiative
 - adapting to the changing Pakistani political context. Given that different parts of this programme carry different levels of uncertainty and might realistically adapt (or require adjustments) at different rates, we do not anticipate uniform approaches to the different components, or even sub-components. We are looking for a portfolio that balances high-risk programming with more established methodologies
- **programme-wide coordination and information-sharing arrangements** and effective support for partners to disseminate the results of their work and stimulate wider and more informed debate on issues addressed by the CDIP programme

9.2. As part of its bid, the service provider should specify how it will ensure that the following characteristics of the CDIP programme are accommodated in its programme management strategy:

- **adaptive programme management:** Problem-driven iterative approach to programme management and decision-making
- **partnerships:** Identification of incentives for partners to work collaboratively on common issues, including joint working between CDIP partners, between civil society and government, and between programme partners and other actors working in similar areas and on similar issues
- **gender and social inclusion:** Strong emphasis on the engagement and active participation of women, young people persons with disabilities and other disadvantaged groups (in both urban and rural populations) in political and accountability processes to be mainstreamed across all components of the CDIP programme
- **technology and media:** Identification of practical and innovative uses of technology, media and communications to achieve the objectives of the four components

10. Implementation Requirements – Team Structure

- 10.1. While the team composition should be defined by the service provider (see below), the service provider will need to ensure that a full programme team is available for the full duration of the programme, with key personnel based full time in Pakistan. The quality of human resources service providers include in their offers will be a key element in the evaluation process. Any attempt to change key personnel post-award will be regarded as a significant variation in terms of their tendered offers and may have commercial consequences.
- 10.2. Once the programme is underway, key personnel should not be replaced without BHC approval. As 2018 is an election year in Pakistan, key personnel changes would only be considered by BHC at that stage in the most exceptional circumstances.
- 10.3. The service provider should propose a programme management team structure including roles and responsibilities, and expertise required for each post. The service provider should specify the individuals who will take up key positions. Personnel arrangements should be finalised during the programme inception phase, and agreed by BHC. The service provider is encouraged to consider partnerships with local and/or international organisations as needed to ensure coverage of the full range of skills and experience required to implement this programme.

- 10.4. Wherever feasible, implementation of key initiatives should be led from within the CDIP programme management team, although sourcing of specialist external expertise may be required in some circumstances
- 10.5. The service provider must nominate a programme/team leader along with other key personnel. The team leader should have a minimum of 10 years' experience in democratisation programmes including electoral, parliamentary, political party and civil society strengthening, with at least three years' experience in leading similar programmes.
- 10.6. The service provider must ensure linkages across the different components of the CDIP programme, to avoid the creation of silos and bring together both supply-side and demand-side initiatives.

11. Budgeting and Contracts

- 11.1. Up to £22 million of UK funding has been allocated to the CDIP programme over 2.5 years. The Small Grants Fund (of up to £2 million) will be part of the £22 million funding envelope. The service provider should prepare a bid based on a 2.5 year contract for up to £22m, but is required to demonstrate its understanding that this will be an evolving ToR and will bring with it the opportunity for scale up or down, both geographically and/or in monetary value. The bid should also indicate how the service provider will be able to absorb additional funding while using economies of scale to minimise increases in management costs.
- 11.2. DFID is the lead department on behalf of the British High Commission in Islamabad and will hold the contract with the service provider.
- 11.3. The bid should identify how the service provider will maximise value for money, including how it will be evaluated and reported. Management costs associated with the contract should also be specified.
- 11.4. The approximate and provisional distribution of funding across components is:
- component 1, (elections) – 40%
 - component 2, (parliament and parliamentarians) – 35%
 - component 3, (political parties) – 10%
 - component 4, (democratic space) – 15%

The service provider may recommend a different distribution for consideration by BHC during the inception phase. The BHC also reserves the right to adjust the balance across components depending on the effectiveness of implementation and to adapt to any changes in the political context and operating environment.

12. Payment and Contracting Mechanisms

- 12.1. Service providers are encouraged to consider the most effective payment mechanism that is appropriate to promoting flexibility, innovation and accountability for results and value for money under the CDIP programme, and to outline the proposed mechanism as part of their commercial proposal. Final arrangements will be agreed during the inception phase. BHC has the following guidance to offer:

“A phased hybrid approach may be appropriate; DFID will consider part-input-financed payments during inception where deliverables are less certain. As experiments are scaled up during implementation, we would expect payments to be aligned at the output / impact level in the results chain. BHC reserves the right to periodically review the payment model to ensure it reflects programme needs”.

- 12.2. The service provider should specify their proposed approach, and should be aware that value for money criteria will factor in an assessment of the proposed Payment by Results (PbR) offer. In their proposal, the service provider should outline indicative deliverables and payment milestones for the implementation period. These will be refined and agreed by DFID during the inception phase. The

service provider should bear in mind that payment milestones should be linked to achievement of results, going beyond simply providing reports or activity based deliverables, and should show how the contribution will lead to change/impact.

13. Reporting

13.1. Once the parameters of the programme have been established, unless otherwise agreed during the inception phase, the following documentation will be required as standard:

- **monthly progress updates:** The service provider will work closely with BHC and provide bi-weekly or monthly updates on progress towards agreed results during implementation. Quarterly meetings will be held to review quarterly reports including progress, challenges and risks. Ad hoc meetings particularly during the inception phase and early part of the implementation phase can be expected
- **quarterly progress reports:** The service provider will provide more detailed quarterly narrative reporting including a report on progress against results and recommendations for adjustments to the approach, key achievements and challenges, due within two weeks of the end of the reporting period. Reporting should be focused primarily on processes of change and it is expected that the programme's theory of change will be adjusted regularly to reflect learning
- **monthly forecasting and quarterly financial reports:** While we recognise and intend to provide day-to-day flexibility for programme implementation, we expect regular reporting on costs in order to review those costs against results in order to inform ambition and content of setting milestones for results during the course of the programme
- **annual work plans:** These reports should include financial forecasts to be submitted to BHC for approval at least 30 days before the start of each 12 month period. A shorter planning timeframe for higher risk or more adaptive and experimental components may be agreed during the inception phase
- **risk register review:** The service provider is expected to provide a detailed quarterly review of the risk matrix along with updated mitigation measures
- **annual audit reports:** for the programme from an audit firm approved by BHC Pakistan, plus independent audit reports from a sample of partners receiving funding from the programme
- **documentation and evidence of results:** All documentation relating to the programme will need to be filed and archived, and consideration given to how this material might be transferred to BHC on completion of the programme. In addition, such information should be ready for sharing with BHC at any time, if requested. DFID/BHC adheres to principles of transparency and accountability, and complies with UK Right to Information legislation. We encourage our partners to take a transparent and proactive approach to information disclosure.

14. Time Frame

14.1. The service provider is expected to start by early 2017. The contract will end in March 2019 with a possible extension of one year.

15. BHC Coordination

15.1. The service provider will report to and be managed by the Senior Responsible Owner (SRO) for the CDIP programme in the British High Commission Islamabad. The SRO will be responsible for oversight of all programmatic aspects of the programme.

15.2. The service provider will keep the SRO apprised of any changes to the work plan and proposed activities, risks, and associated costs.

- 15.3. The programme implementation will begin after the programme Implementation Strategy has been finalised and formally approved by the SRO at the end of the inception period.

16. Accounting / Audit

- 16.1. Payments to the service provider will be made quarterly in arrears on the basis of approved work plans and budgets, and invoices showing the overall spend for the previous month. Within 15 calendar days of the end of each quarter, accurate periodic financial and progress reports setting out results achieved and progress against milestones will be submitted.
- 16.2. The service provider will appoint an audit firm, acceptable to DFID, to conduct annual external audits of its accounts and those of the civil society consortia.
- 16.3. The service provider is responsible for ensuring that fiduciary risk is monitored, in both its own processes and those of its partners, and that fraud is reported immediately, in line with DFID's zero tolerance policy. As part of its bid, the service provider should provide a summary of how it will monitor for compliance and programme performance purposes. It should also provide an overview of how it will approach M&E for programme outputs and outcomes, and how it will approach adjustment of output indicators/milestones, but will have the opportunity to finalise plans during the inception phase.

17. Monitoring, Evaluation and Reporting

- 17.1. The service provider will develop its M&E strategy and a comprehensive Results Framework (RF) during the inception phase. The RF should include output indicators compliant with BHC's annual reporting requirements, but we encourage use of alternative approaches to results management that may be more appropriate for this type of programme to especially capture
- a) the qualitative changes the programme is working towards,
 - b) the programme's secondary contributions to targeted sectors/programmes,
 - c) the programme's responsiveness on cross-cutting issues such as gender equity, social inclusion and conflict mitigation
 - d) ways of working, including learning feedback loops and coalition building.
- 17.2. In line with the UK government's commitment to inclusion of women and young people, the CDIP Results Framework should include specific indicators linked to engagement of women/youth and other disadvantaged groups under each output, and should systematically factor in beneficiary feedback as part of its adaptive programming approach.
- 17.3. As programming is adjusted, output indicators will also require regular adjustment. Given that performance against output indicators not only forms the basis for annual review scoring but may well also be linked to payments, milestone revisions should be carried out in consultation with the service provider, the M&E supplier and key external stakeholders, notably potential beneficiaries and partners and agreed with the BHC.
- 17.4. Monitoring for the programme needs to incorporate both partners' performance and compliance and the processes of change the programme seeks to generate. It should aim to capture not only the contributions and achievements of individual initiatives but also the collective outputs and outcomes that the programme as a whole is able to generate, intentional as well as unintentional.
- 17.5. An independent impact evaluator will conduct and establish monitoring baselines due by the end of the inception phase, a mid-term impact evaluation due after the 2018 elections, and a final impact evaluation at the end of the programme. The specific timelines of mid-term and final impact evaluation will be agreed mutually between BHC and the service provider in consultation with other development partners. A possibility of joint impact evaluation of various programmes will also be considered.

- 17.6. The service provider is expected to develop and implement a detailed Monitoring and Evaluation Framework, linked to results framework milestones and targets, describing data requirements (including data disaggregated by sex and other social groups), data sources, data collection and analysis, and how monitoring and evaluation will be undertaken, paying special attention to collecting information on areas where evidence is weak.
- 17.7. The service provider should also detail how feedback from and analysis of the CDIP programme data will be used to strengthen delivery of milestones/ outputs and results, and/or enable modifications to the activities in case of course correction.
- 17.8. BHC will conduct Annual Reviews of the programme according to an agreed timeline. An effort will be made to ensure that these reviews are undertaken at the same times as reviews by other development partners, to avoid duplication. The service provider will be expected to work with the BHC and other partners to conduct these reviews to analyse progress against the logical framework, lessons learnt, and results achieved. The review will consider findings and risks, summarise key financial information and include an assessment of the value for money in delivering the programme.
- 17.9. The service provider will ensure robust and rigorous programme monitoring and evaluation, including knowledge and information management, to ensure outputs are tested to assess the potential for scaling up. The service provider will ensure that reviews and evaluations are independent and objective.
- 17.10. The service provider may be asked to provide contributions for CDIP annual reviews, research and mid-term and final evaluations.

18. Duty of Care

- 18.1. The service provider will be responsible for the safety and well-being of their personnel and third parties affected by their activities under the contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property. It should not rely on BHC's transport, offices, facilities or logistical or administrative support, although BHC can provide visa letters for visiting staff if required.
- 18.2. BHC will share available information with the service provider on security status developments in-country where appropriate. BHC will provide the following:
- all service provider personnel will be offered a security briefing by the British High Commission/DFID on arrival. All such personnel must register with their respective Embassies and High Commissions to ensure that they are included in emergency procedures
 - a copy of the visitor notes (and a further copy each time these are updated), which the service provider may use to brief their personnel on arrival
- 18.3. The service provider will be responsible for ensuring appropriate safety and security briefings for all of their personnel working under the contract and ensuring that their personnel register and receive briefing as outlined above. Travel advice will also be available on the FCO website and the service provider must ensure they (and their personnel) are up to date with the latest position.
- 18.4. The procurement will require the service provider to operate in conflict-affected areas and parts of Pakistan are highly insecure. Travel to most zones within Pakistan will be subject to obtaining No Objection Certificates from the Ministry of Foreign Affairs in advance. The security situation is volatile and subject to change at short notice. The service provider 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 No Objection Certificates (NoCs) being granted and security advice).
- 18.5. Tenderers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix prepared by BHC (see Annex C of this ToR). The service provider must confirm in their bid the following:

- 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
 - they take responsibility to respect local laws and customs.
- 18.6. A service provider unwilling or unable to accept responsibility for security and duty of care as detailed above will be viewed as non-compliant and excluded from further evaluation.
- 18.7. Acceptance of responsibility must be supported with evidence of duty of care capability and BHC reserves the right to clarify any aspect of this evidence.

19. Media, Communications and Branding

- 19.1. The service provider should support local partners to disseminate the results of project activities and stimulate wider discussion of the issues it is working on, especially research produced by the programme. The service provider should specify in its bid the approach it proposes for this role.
- 19.2. The team will be expected to produce communication materials summarising some of the stories of change in the programme for a wider audience inside and outside Pakistan. The service provider may, from time to time, need to produce briefings for DFID, British High Commission and other representatives of the international community. There needs to be a clear distinction drawn between communications and independent research.
- 19.3. The team should also support local partners to track local media coverage of issues dealt with in the programme, and, where relevant, engage with parliamentarians for parliamentary debates. Summaries of this tracking should be submitted to BHC with narrative reporting, and whenever major relevant events or significant achievements are documented.
- 19.4. All engagement with the media, including any social media assets, or other digital instruments of communications, must be pre-agreed with the SRO and the BHC communications team; there must be no surprises.
- 19.5. The service provider will be required to:
- work with the BHC communications team prior to launching the new project/programme, agreeing timescales, tactics (press notice, event, etc.), and messages, and regularly thereafter
 - give appropriate recognition to the provision of funding by BHC in any other press notices or other contact with the media (including broadcast interviews and web-based media). The timing of any announcement and nature of such recognition must be agreed in advance with the SRO and the BHC communications team
 - provide BHC with a range of professional quality photography (containing UK aid branding), and video if possible, which demonstrate results and benefits to recipients
 - provide BHC with case studies suitable for media use (frequency to be agreed later) which shows results and benefits to recipients
 - work with and enable the BHC's communication team to develop media and communications plans to build support and proactively raise awareness of the results of the project, where feasible and appropriate, both in the UK and overseas
- 19.6. The BHC will have full rights to use all project materials provided on its website, in newsletters and publications, and in other public places. BHC has the right to veto any media or communications activity proposed by the service provider.
- 19.7. Any UK branding must not be used by partners in any publicity without prior consent. Security is paramount. UK aid branding should not be used in the field permanently where there are security

concerns, where it poses a risk to staff or beneficiaries, or where it impairs the credibility of the programme. Where necessary, branding can be staged temporarily to capture photography and video footage.

Annexes

Annex A:	CSSF Gender Guidance
Annex B:	Payment by Results SMART Rules New Guidance 2016
Annex C:	Duty of Care Risk Register
Annex D:	CDIP Intervention Summary and Theory of Change
Annex E:	Draft Results Framework
Annex F:	List of Additional Resources (website links)