

Section 3 - TERMS OF REFERENCE

Provision of fleet management services and transport capability to District Health Management Teams in Sierra Leone

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Table of Contents

TERMS OF REFERENCE	1
1. Introduction	2
2. Objectives	3
3. Recipient.....	3
4. Requirement	3
5. Value for Money.....	10
6. Financial Management.....	10
7. Time frame and transition plan management.....	11
8. Contracting and Payment	11
9. Contract Management	12
10. Reporting	13
11. DFID coordination	13
12. Fraud and Anti-corruption	13
13. Duty of Care.....	14
14. Contract risks.....	16

1. Introduction

The Ebola Virus Disease (EVD) epidemic has had a devastating impact on Sierra Leone. It has infected almost 13,000 people in the country and directly caused almost 4,000 deaths. The crisis brought education to a halt, and disrupted healthcare and economic activity leaving thousands of people vulnerable. The UK has led the international response to this crisis committing £427 million for the treatment for EVD patients, burial teams, training frontline staff, providing laboratories to test samples and delivering the assets and systems necessary to eradicate the disease.

As the Ebola response changes in line with the epidemiology DFID is planning for the responsible transitioning of these assets and systems to ensure Sierra Leone has the capabilities, processes and structures in place to facilitate the recovery of the health sector from Ebola, and for future emergency response. DFID will redeploy assets, including vehicles, primarily to support the capacity of the District Health Management Teams (DHMTs) in all 14 districts of Sierra Leone to detect and respond to future outbreaks of communicable diseases including EVD. To ensure this is sustainable, DFID will support district fleet management of mainly DFID vehicles until December 2017.

In November 2015 the Secretary of State approved a new Business Case for the Resilient Zero programme, aimed at strengthening public health systems to ensure that Sierra Leone has improved capacity for prevention, detection and response to any communicable disease outbreaks in the future. This programme, worth £38.5m, began on 1st January 2016 and will end in December 2017. A core component of this is the management of the DFID Resilient Zero fleet, a portfolio of up to 150 vehicles and 400 motorbikes that were procured to assist in the movement of patients and laboratory samples as well as to carry out surveillance and response activities during the Ebola crisis. The fleet was procured as there were insufficient numbers of roadworthy vehicles to meet the transport needs during the response. In addition to the DFID-procured vehicles, DFID will also support a number of Standby Safe and Dignified Burial vehicles (around 60) owned by the Ministry of Health.

Fleet management of the DFID vehicles was outsourced during the Ebola crisis. Post-crisis, the vehicles will play an integral part in strengthening public health systems by providing the logistics capability for continued surveillance activities, transport for both emergency and non-emergency health cases to district health facilities, and essential transportation for samples to be tested in laboratories. Therefore the effective use of the DFID Resilient Zero fleet underpins two of the three pillars in the Resilient Zero Business Case; Detection and Response (the third pillar is Prevention). The incumbent Supplier contract for fleet management services is due to end on 30 September 2016, with handover activities to the new Supplier expected to commence in mid-September. The DFID fleet currently supports essential DHMT activities and it is critical that during the handover there is no break in service to the DHMTs.

2. Objectives

DFID is looking for an experienced Supplier to provide high quality fleet management services across Sierra Leone for 15 months from mid-September 2016 until 31 December 2017. There are five (5) main elements to the service requirement:

- Manage a controlled and seamless handover from incumbent Supplier by 30 September 2016;
- Management of DFID's Resilient Zero fleet of up to 210 vehicles and 400 motorbikes across the 14 districts of Sierra Leone, working with District Health Management Teams to ensure that the fleet is used effectively to support ongoing surveillance activities, routine District Health activities, and responses to communicable disease outbreaks including EVD;
- Direct management of a number of Sierra Leonean drivers to fill gaps in MOHS driver workforce, including salary disbursement, performance management and robust review of all drivers licences and experience;
- Build fleet management capability of Sierra Leonean District Health Management Teams to manage the fleet effectively in-house;
- Contract closure, complete transition of fleet management services to the Ministry of Health and Sanitation and/or Fleet re-sale

Amendment 1, added 01/12/16:

In addition to the 5 elements of the service requirement, the Supplier is also required to

- Manage the facilities at Hastings Logistics Base, which is the DFID warehouse facility 40 minutes from Freetown. It is approximately 4 acres of warehousing, repair workshops, admin space and vehicle parking surrounded by chain-link fence. This includes arranging and overseeing the cleaning, maintenance and security of the site.

3. Recipient

The Government of Sierra Leone

4. Requirement

DFID requires the services of a Supplier with proven fleet management expertise. The Service provision will include the preparation, management and deployment of the fleet of up to 210 vehicles and 400 motorbikes across Sierra Leone. The Supplier will manage operations from Sierra Leone and is expected to provide regular monitoring and effective management of the fleet in all districts. The requirement is to provide whole life fleet services and support the provision of vehicles and equipment that are suitable to deliver the programme's needs; to ensure that the vehicles are available when users (primarily District Health Management Team Staff and patients) require them; that the vehicles are reliable when being used; the vehicles are both safe to operate and safely operated by the drivers; and that the vehicles are economical to operate and maintain. The Supplier will aim to reduce fleet downtime and cost while increasing reliability and assuring protection of the DFID's overall investment in its programme. The purchase price of the DFID fleet was £5,041,103

pro-rata¹. Taking into account 30% depreciation once vehicles are removed from the forecourt post-purchase, and a further 20% depreciation after one year's use, the value of the DFID fleet is currently estimated at approximately £2.5m.

The Supplier will be required to prepare and manage the sale of retired² vehicles, manage an inventory³ and supply materials and parts pursuant to the provisions of this contract. The Supplier will be responsible for providing any tools and equipment needed to provide fleet services. All preventative maintenance and repair work done by the Supplier must meet original equipment manufacturer's specifications and warranties. The Supplier will provide serviced vehicles and be available during core business hours of 8am to 6pm Monday-Saturday, and provide an on-call service for all emergency requests outside of core business hours. This service will be provided during bad weather such as during rainy season, floods and storms; during other natural or declared emergencies; as well as during normal business hours.

This is an existing programme and so the Supplier will need to manage a smooth transition from existing systems and processes without causing disruption to the Districts' transport requirements, and will require collaborative working with the incumbent Supplier and with all District Health Management Teams.

The successful Supplier will be required to deliver a range of support to ensure that the DFID investment in the fleet is deployed effectively, economically and can flexibly respond to provide transport assistance as required by the District Health Management Teams. This includes, but is not limited to the following outputs:

4.1 Handover

Complete a smooth transition and handover from the incumbent Supplier.

There is an existing contract with an incumbent Supplier that will end on 30 September 2016. It is expected this contract will commence by mid-September 2016 to allow efficient handover period, therefore the new Supplier will be required to quickly take on all responsibility and management of the DFID fleet.

4.2 Management of the fleet

4.2.1 Strategic fleet management

- The Supplier will be required to provide a comprehensive strategy of their approach to fleet management services;
- The supplier must assess the transport requirements necessary for the efficient work of the District Health Management Teams including regular supervision, training, and ambulance services across the district;

¹ For 150 vehicles and 400 motorbikes; The remaining 60 vehicles for Safe & Dignified Burials were purchased by partners

² Vehicles will be retired when Cost Benefit Analysis/Financial Assessment finds that the cost of repair is more than the residual value of the asset. DFID approval must be sought before retiring any of the DFID fleet

³ The inventory will be owned and managed by the Supplier in-house, in order to provide DFID with regular status updates for all vehicles in the fleet including all maintenance log books, service and operational records.

- The supplier will take over the insurance arrangements put in place by the incumbent supplier; any changes to insurance arrangements should be agreed with DFID in further discussions
- The Supplier will take over the incumbent supplier's fleet management technology and GPS capabilities to maintain appropriate methods of tracking and reporting on vehicle movements and locations. In addition the Supplier will retain robust data and records sufficient to provide vehicle usage and data required; monitor and guard fuel and vehicle theft; records of the costs incurred for individual vehicle servicing; staffing inputs by mechanics and drivers; fuel costs; data to support the strategic coordination and deployment of vehicles across Sierra Leone; and service and maintenance logs.
- The Supplier shall establish and implement a process and procedure to ensure that the DFID vehicles are allocated in the most economical way in order to optimise both the utilisation of the fleet and potential cost savings
- The Supplier will identify opportunities to improve their fleet's financial and operational performance through the use of fleet audits/analysis; reviewing vehicle choices; undertaking whole life cost and budget analysis; benchmarking of current practices against market best practice; identifying and implementing cost reduction strategies.

4.2.2 Operational management

- The Supplier will be required to manage the DFID fleet of up to 210 vehicles and 400 motorbikes;
- The Supplier will be required to provide a range of comprehensive services to ensure that all vehicles are safe to operate and available for use, including preventative maintenance; remedial repairs; repairs necessitated by accident, abuse, and vandalism; mobile service; tyre service; towing; welding and fabrication; vehicle preparation (make ready); protection from theft or fraud; vehicle disposal processing; motor pool (loaner vehicle) management; and other related services required to assure the effective and economical operation of the fleet;
- Quality operational management of the DFID fleet will also include fuel and car wash site management; management of a Contractor owned in-house inventory and supply of materials and parts (at both the Central Garage and the field locations); required in-house warranty repair capability; 24/7 availability; and an in-field mobile service Vehicle Preventive Maintenance (PM) and minor service program;
- The Supplier shall ensure that vehicle downtime is minimised and acted upon to ensure that vehicle availability is optimised in order to reduce the impact to the District Health Management Teams. When a vehicle requires maintenance and/or repairs, the Supplier shall notify the District Health Management Teams of the expected downtime of the vehicle, and where a vehicle is to be retained beyond its allotted downtime, the Supplier shall ensure the delays are 1) Communicated to the District Health Management Teams (and DFID where appropriate) and 2) Minimised and acted upon to reduce the impact to the District Health Management Teams
- The Supplier shall replace tyres once they are deemed unfit for purpose⁴

⁴ Supplier to assess tyres regularly to ensure they are safe to use

- Decontamination of ambulances and burial vehicles in line with WHO guidance and ensure all staff involved in decontamination are appropriately trained. The Supplier will have access to decontamination sites, owned by the District Health Management Teams
- The Supplier will have access to a limited supply of DFID owned mobile fuel bowsers and static fuel cells to assist with refueling the fleet.
- The Supplier must maintain an operational fleet, that if necessary, can rapidly scale up fleet management infrastructure and systems in order to respond to future emergency needs across Sierra Leone;
- The Supplier will transport/move the DFID fleet across districts as required
- The Supplier must embed a best value for money approach into all operations, including recommending and implementing appropriate asset and fuel usage monitoring, tracing and recovery systems; including systems for mitigating against fraud.
- The supplier will be responsible for procuring fuel and spare parts
- The Supplier shall manage all processes for ensuring that the vehicle is fully insured as specified by DFID. This shall include: 1) Arranging/providing insurance for the vehicle and 2) Maintaining a record and holding copies of insurance certificates
- The Supplier shall notify their nominated insurer and DFID in the event that the vehicle is reported stolen
- The Supplier shall carry out vehicle inspections where required by the District Health Management Teams/DFID in order to ensure the vehicle is in a roadworthy condition prior to onward transportation

4.2.3 Information Management

The Supplier shall operate and maintain appropriate systems, processes and records to ensure that at all times it can deliver timely and accurate Management Information to DFID and the District Health Management Teams. Accurate records and logbook data should be maintained by the Supplier in a no-cost format such as Microsoft Excel.

The Supplier shall ensure that they maintain full operating service history logs for all vehicles and supply copies to DFID upon request.

4.2.4 Fleet site management and maintenance

Based on the Vehicle fleet, its geographical location and usage rates, the Supplier will propose a plan to position sufficient maintenance, repair, servicing, spare parts and lubricant facilities to ensure the operational effectiveness of the fleet is maintained. This may include mobile repair function and teams where appropriate. The Supplier will be responsible for the following:

- Lease or rental of existing or better facilities for required support sites.
- Engagement with local community leaders to build support for fleet presence.
- Security of any existing or better facilitated required sites.
- Ensuring each facility is equipped fully to fulfil all elements of fleet management, maintenance, repair and servicing are achievable.

Amendment 1, added 01/12/16:

In addition to the points already made under this heading, G4S is also responsible for Facilities Management at Hastings Logistics Base. This includes:

- Overall responsibility for site security and risk analysis
- Management and supervision of security staff
- Management and maintenance of all site infrastructure and services, including preparing and responding to adverse weather conditions and rainy season
- Implementation of site improvements as required/advisable
- Management of bulk fuel for generator tanks
- Upkeep of Asset Registers
- Management and supervision of local staff employed on site
- Management of all local contractors for maintenance, cleaning and procurement
- Management of all aspects of Health & Safety to ensure conformity with law and best practice
- Cooperation with other site users approved by DFID including Aecom and its subcontractors working on Free Health Care Initiative.

Liabilities and costs arising from any separately contracted DFID programme are exclusively outside the scope of works, and terms and conditions of the Facilities Support Services programme at Hastings Logistics Base (HLB), such as, specifically, but not limited to, the reverse logistics process which is a core component of the Free Healthcare programme's convoy preparation, over flow stock management, and holding of RSC commodities for disposal at HLB. In the event that, for example, the Free Healthcare programme stores any commodities at HLB, either by day or night, the incumbent has agreed in writing, that additional and supernumerary security will be supplied at HLB at the incumbent's exclusive cost.

4.2.5 Accident management

The Supplier will propose a clear approach to the response and management of any accidents with the DFID fleet, including immediate response and management of any accidents i.e. such as road traffic accidents or driver incidents; as well as maintaining insurance for the fleet in the event that a DFID vehicle is written-off or temporarily out of service.

In the event that road recovery of a vehicle is required, i.e. as a result of a breakdown or road traffic accident, the Supplier will recover the vehicle back to a secure location and provide rapid servicing to fix the vehicle and return it to service.

The Supplier shall provide reports on all vehicle accidents and will collect and share copies of all Police reports. The Supplier should include reference to the accident history of the portfolio in each quarterly report, highlighting areas for further investigation. Individual incidents should be documented in the relevant monthly situation report.

4.2.6 Fleet disposal

The Supplier will be responsible for monitoring the operating safety of the DFID fleet and assessing where and when vehicles should be retired⁵. The supplier must have and adhere to an Asset Disposal Policy. The Supplier shall be responsible for the disposal of all total loss vehicles in line with industry guidelines.

If DFID approves the Supplier to sell any of the DFID fleet, the Supplier shall return funds received for the disposed vehicle within 5 working days and agree the method of payment with DFID. The Supplier shall retain records relating to the disposal of all vehicles and make available to DFID upon request.

Where required by DFID, the Supplier shall ensure that vehicles such as ambulances are decommissioned and disposed of appropriately so that they cannot be mistaken as vehicles carrying out their former official function nor used for unauthorised activities.

4.3 Fleet Tasking and Custody

The Supplier will have custody rights of all DFID vehicles for the duration of the contract⁶. This management oversight of the DFID fleet will need to be sensitively but robustly communicated to all MOHS partners and other stakeholders, to ensure that the Supplier has access to the fleet at all times and users are clear about roles and responsibilities. The Supplier will employ a range of methods such as GPS tracking and fuel monitoring to ensure that the fleet is being appropriately used once out of the Supplier's custody.

The Supplier will establish a vehicle tasking process in collaboration with all the District Health Management Teams, along with a clear communications strategy for ways of working with the vehicle tasking system. This should inform all key stakeholders of how vehicle tasking will work and what role the Supplier will play in managing the DFID fleet. It is the District Health Management Teams who will ultimately direct the tasking of the vehicles i.e. specific cases of emergency response where a vehicle is required, or for the transportation of laboratory samples. The Supplier should work collaboratively with the District Medical Officer to manage vehicle deployments within each district.

The successful Supplier will provide demonstrable examples of collaborative working and how will be applied in this contract.

4.4 Management of Sierra Leonean Drivers

The Supplier will regularly review the number of drivers required (in addition to existing District Health Management Team drivers). The Supplier should take over additional drivers recruited by the incumbent supplier, who should be paid at the same salary rate as District Health Management Team drivers, confirmed by MOHS payroll.

⁵ Criteria and process explained in footnote 2

⁶ Until the transition of asset ownership to District Health Management Teams has taken place as per para 4.5

The Supplier will manage those drivers hired directly by the programme, including disbursing driver payments and managing the recruitment to ensure that there is a sufficient pool of trained, licensed and insured drivers for the fleet requirements. Drivers will be accountable to the Supplier for performance and the Supplier will be responsible for managing poor performance amongst drivers, including dismissal from service where appropriate; and for the hiring of drivers to fill any gaps in the pool of drivers.

The Supplier will be responsible for monitoring and ensuring that all drivers are insured and experienced. The Supplier will uphold a strict safety first policy and any drivers who have 2 or 3 road traffic accidents will not be given access to the DFID fleet, pending fuller investigation with the District Health Management Team of the driver's safe operability of vehicles.

The Supplier will also improve driver capability and skill by ensuring that all drivers are qualified to drive the type of vehicles in the DFID fleet; by providing ongoing driver training on how to drive emergency and non-emergency health response vehicles; embedding basic principles such as the need for good to excellent passes on the Sierra Leonean driving test and no driving under the influence of any intoxicants; and by permitting only insured drivers behind the wheel of the DFID vehicles. By upskilling the drivers and heightening awareness of the specific requirements for driving in emergency and non-emergency health response vehicles, the Supplier should aim to mitigate occurrence of road traffic accidents and reduce the time spent by vehicles in the garage.

4.5 Build sustainability for Health Systems Fleet management in Sierra Leone by building capability amongst District Health Management Teams to manage fleet effectively

The Supplier will build capability in District Health Management Teams to manage the Fleet effectively and safely in-house to meet the health systems transport requirements for the district in the future. The Supplier should propose a plan on how to assist all District Health Management Teams to build and professionalise fleet management capability. When a District Health Management Team can comprehensively demonstrate effective and sustained fleet management according to a Supplier/DFID agreed set of indicators, DFID will transfer asset ownership of the vehicles to the District Health Management Team. After asset transfer, the Supplier will continue to supervise the District Health Management Team transport management personnel for an agreed period of time with DFID, to ensure good practice becomes embedded and provide continued mentoring and support, thereby reducing the risk to DFID assets.

Extended capacity building and training of District Health Management Teams will also enable a smoother exit at the end of the Resilient Zero programme as the fleet will gradually transition to District Health Management Team ownership. Building the capability of the District Health Management Teams to manage fleet in-house aligns with the President of Sierra Leone's statements that the districts must demonstrate strong performance in order to access additional resources, and it is likely to mean that some districts will gain ownership of vehicles more quickly than others.

4.6 Contract closure, complete transition of fleet management services to the Ministry of Health and Sanitation and/or Fleet re-sale

The Supplier should consider how contract closure would be implemented in December 2017 and should prepare a handover plan in collaboration with DFID by July 2017.

Paragraph 4.5 outlines the requirement to build capability of District Health Management Teams so that the fleet can be transferred over for in-house District Health management. There is a possibility that not all districts will achieve the necessary capability developments and indicator scoring to receive asset transfers prior to the conclusion of the Supplier contract in December 2017. In these cases the Supplier may need to manage asset transfer and intensive capability support to District Health Management Teams in the final months and weeks of the contract.

As the transfer of assets to District Health Management Teams is a core requirement of this Contract, the Supplier will log progress of capability developments in the progress reports to DFID. This regular monitoring and reporting will highlight in advance which districts will require additional intensive support on fleet management capacity, so that all districts are well placed to manage the fleet independently from the 1st January 2017 onwards (after the expiry of the Supplier contract).

Any non-roadworthy vehicles that are beyond economic repair should be flagged immediately to DFID during the lifetime of the contract.

4.7 Legislative Requirements

The supplier must be compliant with local vehicle and licencing laws including the Sierra Leone Road Traffic Authority.

5. Value for Money

Achieving best value for money underpins this contract. The Supplier will be required to demonstrate how value for money is achieved through the DFID value for money measures of economy, efficiency and effectiveness. Economy measures will include the cost of fuel and spare parts and the cost of staff inputs such as mechanics. Efficiency measures will assess the turnaround times on vehicle decontamination, preparation, refuelling and servicing. Delivering an effective service will require the Supplier to take a strategic overview in fleet coordination and deployment, to ensure that there are vehicles available for use in the right areas, and whether the fleet is actually aiding the District Health Management Team's objectives.

Value for money will be further achieved through the Supplier's cultivation of high awareness about DFID's anti-fraud and anti-corruption policies; through developing close working relationships with District Health Management Teams to ensure that there are clear communication pathways and agreed ways of working for the approval of vehicle usage; and through building sustainability for assets by building capacity in fleet management at the district level.

6. Financial Management

Strong financial management will be a key performance indicator of the Supplier. The Supplier will have financial management expertise, including implementation and compliance to a strong financial management strategy; demonstrable experience

managing forecasting of invoices; the tracking of financial inputs in detailed budgets; submitting accurate invoices and creating detailed financial statements of verified expenditure.

7. Time frame and transition plan management

The contract will be let for 15 months and will commence by mid-September 2016 at the latest, to allow for a handover with the incumbent Supplier (incumbent Supplier contract ends on 30 September 2016). The contract will end on 31 December 2017.

There will be Break Points in the Programme where the Supplier will require formal approval from DFID before starting work on the next stage.

Break Point 1 – 1 month after the contract start date;

Break Point 2 – 6 months after the contract start date

Movement from one stage to the next will be dependent on DFID's acceptance of the phased implementation approach within the transition period and satisfactory performance and progress of the Supplier. As per DFID's standard Terms and Conditions, DFID reserves the right to terminate the contract with 30 days' notice to the Supplier. The Supplier must allow for a 90 day termination period after giving notice to DFID of conclusion of contract.

It is expected the new supplier to be ready to start the operations from day 1 of the contract signature.

The overall transition to the new contract will be managed through a dedicated transition management document, which will summarise the activities and which will include but not be restricted to capacity and capability mapping.

One month after the start of the project, the Supplier shall provide the following mandatory documents:

- An overall transition plan from the current contract to the new one,
- A detailed plan of how and when the implementation requirements listed in section 4 will be deployed,
- A sample of written monthly financial reporting, as highlighted in section 6.

These documents will constitute the assessment basis of break point 1..

8. Contracting and Payment

It is the intention that this contract will be a hybrid contract which will include some elements of output-based payments, on delivery of agreed outputs as per a work plan, and inputs based payments. The Supplier should propose milestones/outputs to trigger payment. These outputs will be finalised with the Supplier during the post-tender clarifications if required.

The Budget for this requirement is **up to** £4.5M (excluding any possible UK VAT and including any possible local taxes).

Key Performance Indicators:

The Supplier should propose methods for the verification of the KPIs, the following are examples but not limited to;

- 80% of fleet to be operational and road-worthy at all times
- All expenditure of procured running costs to be within 5% of forecasts
- Implementation and compliance to a strong financial management strategy
- Implementation and compliance to Fleet management guidelines and policy
- Lower fuel costs and ensuring fuel quality is high.
- Manage expected life cycle of vehicle against projected running and repair costs
- Lower maintenance costs
- Lower overhead costs
- 70% satisfaction rating from District Health Management Teams (Customer service tracking and audit)

There will be a KPI specifically to monitor the capability building of the District Health Management Teams fleet management development:

- District Health Management Teams who have successfully participated in all Supplier-provided training and receive asset ownership

Additional KPIs may be proposed for DFID's approval. The two indicators below may be used for the final two quarters of the contract;

- Reduce costs by restructure of fleet size when possible
- Assure high resale value is maintained through proper vehicle husbandry

9. Contract Management

This contract requires a Supplier who will work collaboratively with stakeholders, whilst sensitively communicating that the Supplier is responsible for managing the fleet and that custody does not lie with the GoSL⁷. This will require clear and regular communications, agreed ways of working with partners as well as sensitive handling of the incumbent Supplier and Ministries of the Government of Sierra Leone. Direction for how the vehicles are used (which patients/District Health Management Team staff, when, where in a district) will come from the District Medical Officer (DMO) in each District Health Management Team. The Supplier will need to develop very close working relationships with the DMO to enable the District Health Management Teams to respond to District Health needs and achieve the objectives of the Resilient Zero Business Case.

The Supplier will need to design and embed a structured approach to monitoring and managing the fleet, clearly explaining to partners the Supplier's accountability and responsibility to DFID, and sharing documents as appropriate with District Health Management Teams so that they understand the Supplier's roles and responsibilities. The Supplier will also propose a random sample audit process for District Health Management Teams to embed good governance and demonstrate oversight.

The Supplier will need to establish a robust communications strategy to explain any changes from the incumbent Supplier, and share this strategy with all stakeholders including the District Health Management Teams.

⁷ Until asset ownership is transferred to the District Health Management Teams as per para 4.5

10. Reporting

Reports will be submitted to the District Health Management Teams, Ministry of Health and Sanitation and DFID. The recipient of the services is the Government of Sierra Leone, as stated above.

The Supplier will, until the recipients deem not necessary, provide a daily situation report. A list of indicators to include can be found in annex 2.

The Supplier will provide monthly situation reports on the state of the fleet. Any urgent issues (including challenges around tasking or access to vehicles) must be raised immediately. A list of indicators to include can be found in annex 3.

The Supplier will be required to provide more detailed quarterly reports with information on activity that has taken place; updates on value for money measures such as improvements in the fuel monitoring/efficiency savings in preparation and deployment such as the average time and cost of repair/ assessment of the effectiveness of the fleet management strategy; updates on the governance arrangements including notes of any significant meetings with MOHS partners and flagging where there have been challenges to progress. A template for the quarterly report can be found in annex 4; this contains a suggested list of topics that quarterly reports should cover but is not exhaustive and the Supplier should include other pertinent information relating to the performance and quality of the fleet management services during each quarter.

Any sensitive information concerning the Government of Sierra Leone should be shared directly and in confidence with DFID, and should not be included in reports to the Government of Sierra Leone. The Supplier will be accountable to DFID for ensuring best servicing, operating safety and deployment of the vehicles.

The Provider will also be expected to participate in regular meetings with District Health Management Teams, NGO stakeholders and drivers regarding the deployment, maintenance and repair of the fleet to include, but not limited to, monthly Fleet Users Group meetings and weekly Fleet Services Staff meetings, providing summarized reports back to the District Health Management Teams and DFID Sierra Leone.

11. DFID coordination

This contract will be managed by DFID Sierra Leone and comprises one component of the Resilient Zero programme; as such, there will be minimal DFID staff resource available to support this contract and the Supplier will need to be proactive, flexible and capable of making effective decisions on how best to manage DFID's investment in the fleet in line with the TOR and contract terms.

12. Fraud and Anti-corruption

DFID has a zero tolerance policy for fraud, bribery and corruption. The Supplier must include a fraud and theft prevention strategy as part of the bid. The Supplier will cultivate strong awareness of an anti-fraud and anti-corruption approach amongst all fleet management staff. All suspicions of fraud or corruption must be reported immediately to the DFID Programme Manager or to DFID's Counter Fraud and Whistleblowing Unit.

13. Duty of Care

DFID Sierra Leone does not accept Duty of Care for the Supplier or their sub-contractors whilst in country. The contracted Supplier will accept full liability for their employees and any sub-contractors. The Supplier will arrange and include in the quote for this contract all logistical and substance costs for the duration of the work.

The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property. DFID will share available information with the Supplier on security status and developments in-country where appropriate.

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

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.). The Supplier must ensure their Personnel receive the required level of training and [where appropriate] complete a UK government approved hostile environment or safety in the field training prior to deployment.

Tenderers must develop their Response and Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix prepared by DFID. They must confirm in their Response that:

- They fully accept responsibility for Security and Duty of Care.
- They have made a full assessment of security requirements.
- They have the capability to provide security and Duty of Care for the duration of the contract.

If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your Tender will be viewed as non-compliant and excluded from further evaluation. Acceptance of responsibility must be supported with evidence of Duty of Care capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, interested Suppliers should respond in line with the Duty of Care section.

Duty of care provision will be clarified through the post tender clarification process and the contract will include a duty of care clause. The standard section 2 'Terms & Conditions' of the contract will make clear that responsibility for the safety and security of Supplier personnel (including sub-contractors) rests with the Supplier.

Further detailed discussion will take place during the inception phase of the contract to establish a clear process for managing risk, including duty of care throughout the programme.

14. Contract risks

There are specific risks to delivery of this contract which the Supplier will need to address, mitigate and manage. The Supplier is expected to provide a detailed risk register, which will include (but not limited to):

- **Handover from incumbent Supplier** – risk of information management/data records being misplaced or lost during transition; poor communications to stakeholders and disruption to District Health transport needs during transition between Suppliers
- **Partner collaboration and coordination** – delivery of the fleet management requires significant input and collaboration from the District Health Management Teams. Without District Health Management Team support and collaboration, the vehicles will not be used appropriately and the District Health Management Teams will risk not meeting the District Health needs.
- **Ensuring Value for Money** – there is high risk of vehicle misuse, misappropriation, vehicle cannibalisation and fuel theft, and so the Supplier will need to implement robust controls to ensure and evidence that DFID's investment is protected. The Supplier will also need to maintain a flexible approach to vehicle deployment to ensure that depreciation and vehicle usage are balanced across the fleet.
- **Future outbreak of communicable disease** – should a new outbreak of EVD occur, or another communicable disease, the DFID fleet may be repurposed by DFID for Disease response and the Supplier will need to be flexible to manage and service the vehicles to support such an outbreak. The Supplier should confirm that they have appropriate arrangements in place to ensure continued operations in the event of a future EVD outbreak, and must commit to maintaining key staff in-country including expatriate management staff. In particular, the Supplier should confirm that their healthcare and medevac arrangements provide acceptable coverage in the event of an EVD outbreak.

Furthermore, the known areas of risk to Fleet Management in Sierra Leone include;

- **Procurement** – all procurement must be done in line with International best practice. The Supplier should not offer a sub- contractor the monopoly on all procurement needs for this contract and should drive value for money by opening up each procurement to the market. All payments should be made through the bank to provide a means of verifying the transaction.
- **Fuel** – theft of fuel is a risk, so independent weekly fuel reconciliations should be logged and recorded, with all expenditure receipts securely stored and any variances investigated
- **Cash Payments** – it can be challenging to access money in the districts, so large cash payments are often transferred in person which carries additional fiduciary risk. DFID's preference is for payment to be made by bank transfer or cheque to reduce the risk of embezzlement and theft.
- **Assets** – all assets must be tagged and recorded in an asset register that must be regularly updated and maintained. Fixed assets should be physically

checked regularly and the results documented. Any misappropriation of assets or theft to be reported to DFID immediately.

- **Insufficient documentation** – all expenditure must be supported with by suitable documents such as receipts and reports.
- **Vehicle logbooks** – all vehicles must have a logbook that is updated every time the vehicle is used. Logbooks should be regularly reviewed and approved.
- **Spares management** – inventory and store of spare parts should be physically verified and checked on a regular basis to reconcile the results of a count and inventory books.

Annex 1. Duty of Care Assessment Matrix

DFID - Summary Risk Assessment Matrix: Sierra Leone

Date of assessment: 29 January 2016

Theme	DFID Risk Rating
Country/Region	Sierra Leone
OVERALL RATING⁸	3
FCO travel advice	3
Host nation travel advice	N/A
Transportation	4
Security	2
Civil unrest	3
Violence/crime	3
Terrorism	2
War	1
Hurricane	1
Earthquake	1
Flood	2
Medical Services	3 ⁹

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

⁸ The Overall Risk rating is calculated using the MODE function which determines the most frequently occurring value.

⁹ This risk rating applies only for Freetown. Outside of Freetown the risk rating is a 4

Annex 2 – Daily Situation Report Indicators

- Daily update number of vehicles fuelled per district – Including litres of Diesel / Petrol broken down to vehicles and motorbikes. Essentially fuel consumption per district and by vehicle type.
- number of staff per district
- number of drivers hired, number of drivers assessed
- number of decontamination sites operational – and actual use of such.
- Confirm daily check-in with DHMT – include DHMT point of contact.
- Number of DFID vehicles at Hastings awaiting distribution
- Number of DFID vehicles at Hastings awaiting maintenance
- Number of maintenance sites operational
- Incident reporting (vehicle accidents / theft etc).
- Spare parts consumption, actual v's planned. E.g (but not limited to) filters / oil / tyres / brake pads / spark plugs etc.
- % the actual tasking of assets? Are there constantly % of vehicles underutilised? This would normally be done using mileage per vehicle. It will highlight which district fleets are over or under worked. This helps with the servicing plan and in theory the FM could reallocate resources.

Hastings is the DFID warehouse facility 40 minutes from Freetown. It is approximatively 4 acres of warehousing, repair workshops, admin space and vehicle parking surrounded by chain-link fence.

Annex 3 – Monthly Situation Report Template

Monthly situation reports should cover all operational issues concerning the fleet, including any servicing plans for the next month so that District Health Management Teams can plan and coordinate with the Supplier to ensure there is always a sufficient pool of vehicles to meet Health requirements.

- Vehicle Security and tracking and inventory.
 - Vehicle inspections, maintenance and servicing schedules.
 - Vehicle fault reporting, repair costs, down time and disposal.
 - Vehicle spares availability both routine and accident ensuring best VFM.
 - Vehicle documentation.
 - Vehicle breakdown and recovery processes.
 - Ensure Vehicles stay within the law of the country operated in with regards tax, insurance and roadworthiness.
-
- Driver Licensing
 - Driver familiarisation and training.
 - Driver audit and spot checks.
 - Driver hours and fatigue.
-
- Fuel storage and supply
 - Fuel Accounting
 - Fuel Mileage/cost comparison
-
- Workshop and workspace inspections
 - Adhere to H&S best practice where applicable and practical.
 - Ensure Duty of Care is applied to all areas of responsibility.
 - Ensure maximum efficiency of vehicles is utilised.
 - Record keeping and reporting as required.

Annex 4 - Quarterly Report Template

Table of Contents

Acronyms

1. Overview

1.1 Key Achievements during the last quarter (bullet points)

1.2 Issues arising that could affect implementation

1.3 Focus for the next quarter and year.

2. Progress against work plan

Key Activity/Output (in line with costed work plan)	RAG rating previous quarter (Red, Amber and Green)	RAG rating this quarter	Status: Progress during quarter: Means of verifications: Activities planned for next quarter: Risks:

3. Relationship with key stakeholders

- District Health Management Teams
- Drivers
- NGO stakeholders

4. Issues

- Issue log

Issue	Date logged	Action taken	Date resolved and how	Suggestion

5. Financial Management

- Costed work plan, with actual spend vs forecasts
- Updates against all budget lines

6. Risk Matrix

Risk area	Description	Date logged	Probability (Low, Medium, Substantial and High)	Impact (Low, Medium, Substantial and High)	Mitigating measures taken and to take	Residual Risk		Rating now	Direction (change since last review)
						Probability	Impact		

- **Value for Money Initiatives**
 - Economy
 - Efficiency
 - Effectiveness

Annex 5 - Vehicles allocation