



## Section 4 Appendix A

**CALLDOWN CONTRACT**

**Framework Agreement with:** Montrose International LLP

**Framework Agreement for:** DFID International Multi-Disciplinary Programme (IMDP)

**Framework Agreement Purchase Order Number:** 8373 (Lot 10 – Research)

**Call-down Contract For:** Research to support government of Ghana implementation of Complementary Basic Education (CBE)

**Contract Purchase Order Number:** PO10018

I refer to the following:

1. The above mentioned Framework Agreement dated 1<sup>st</sup> May 2019
2. Your proposal of 08 November 2019

and I confirm that DFID requires you to provide the Services (Annex A), under the Terms and Conditions of the Framework Agreement which shall apply to this Call-down Contract as if expressly incorporated herein.

## **1. Commencement and Duration of the Services**

- 1.1 The Supplier shall start the Services no later than 30 January 2020 (“the Start Date”) and the Services shall be completed by 30 September 2022 (“the End Date”) unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

## **2. Recipient**

- 2.1 DFID requires the Supplier to provide the Services to the Department for International Development (“the Recipient”).

## **3. Financial Limit**

- 3.1 Payments under this Call-down Contract shall not, exceed £454,009.00 (“the Financial Limit”) and is inclusive of any government tax, if applicable as detailed in Annex B.

## **4. Officials**

### **DFID**

- 4.1 The Contract Officer is:

REDACTED

- 4.2 The Project Officer is:

REDACTED



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## Supplier

4.3 The Contract Officer is:

REDACTED

4.4 The Project Officer is:

REDACTED

## 5. Key Personnel

5.1 The following of the Supplier's Personnel cannot be substituted by the Supplier without DFID's prior written consent:

Name	Position
REDACTED	REDACTED

## 6. Reports

6.1 The Supplier shall submit project reports in accordance with the Terms of Reference/Scope of Work at Annex A.

## 7. Duty of Care

7.1 All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:

- I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.
- II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified DFID in respect of:
  - II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;
  - II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.
- III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent



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Development



in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.

- IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project, and must be separately identified in all financial reporting relating to the project.
- V. Where DFID is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

## 8. Commercial Caveats

8.1 The following commercial caveats shall apply:

- Fees will only be paid for productive days or whilst travelling at DFID's request.
- DFID will not pay for a day of rest following travel, either Overseas or in the UK.
- DFID will only pay for security services which have been mutually agreed in advance and at cost.
- DFID will not reimburse costs for normal tools of the trade (e.g. portable personal computers).
- Rented accommodation should be used whenever possible and in particular for Long Term visits.
- Hotel accommodation should be compliant with the expenses policy and justified on the basis of Value for Money, with costs kept to a minimum.
- Receipts must be retained for all expenses.
- As detailed elsewhere in the tender documents, DFID will only pay for expenses e.g. travel, subsistence and accommodation at actual cost within the pre-agreed policy.

## 9. Modern Slavery

- 9.1 The HMG Modern Slavery Statement sets out how UK Government departments must take action to ensure modern slavery risks are identified and managed in government supply chains. The DFID Supply Partner Code of Conduct sets out the expectation for all supply partners to have full awareness of the International Labour Organisation (ILO) principles. The Successful Supplier will be subject to compliance checks which will involve reviewing good practice examples that reflect these principles. Our Code sets out requirements for UN Global Compact sign up and further encourages Ethical Trading Initiative (ETI) membership for our Supply Partners and their delivery chain partners (at compliance level 1). The Successful Supplier will also be encouraged to participate in the HMG modern slavery self-assessment process which in turn will support assurance of their compliance standard.

Procurement Policy Note 05/19

## 10. Intellectual Property Rights

**Clause 25 of Section 2 shall be deleted and replaced by the following provisions**

25.1 Save as expressly granted elsewhere under this Call-down Contract:

25.1.1 DFID shall not acquire any right, title or interest in or to the Intellectual Property Rights of the Supplier or



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its licensors, namely:

- (a) the Supplier Background IPR;
- (b) the Third Party IPR; and
- (c) Project Specific IPRs.

- 25.1.2 The Supplier shall not acquire any right, title or interest in or to the Intellectual Property Rights of DFID or its licensors, including the:
- (a) DFID Background IPR;
  - (b) DFID Data; and
  - (c) Programme Name and any rights and interests in it at all times.
- 25.2 Where either Party acquires, by operation of Law, title to Intellectual Property Rights that is inconsistent with the allocation of title set out in Clause 25.1, it shall assign in writing such Intellectual Property Rights as it has acquired to the other Party on the request of the other Party (whenever made).
- 25.3 Neither party shall have any right to use any of the other Party's names, logos or trade marks on any of its products or services without the other Party's prior written consent.
- 25.4 Any Project Specific IPRs created under this Contract shall be owned by the Supplier. DFID grants the Supplier a licence to use any DFID Background IPR for the purpose of fulfilling its obligations under this Contract during its Term. The Supplier grants to DFID a perpetual, irrevocable, non-exclusive, assignable, royalty-free licence to use, sub-license and/or commercially exploit any Project Specific IPRs.
- 25.5 The Supplier hereby grants to DFID and shall procure that any relevant third party licensor shall grant to DFID a perpetual, irrevocable, non-exclusive, assignable, royalty-free licence to use, sub-license and/or commercially exploit any Supplier Background IPRs or Third Party IPRs that are embedded in or which are an integral part of the Project Specific IPR Items.
- 25.6 The Supplier shall promptly notify DFID if it reasonably believes that it will be unable to grant or procure the grant of the licences set out in Clause 25.5 above and the Supplier shall provide full details of the adverse effects this may have on DFID's use of the Project Specific IPRs
- 25.7 The Supplier shall, during and after the Term, on written demand indemnify DFID against all Losses incurred by, awarded against, or agreed to be paid by DFID (whether before or after the making of the demand pursuant to the indemnity hereunder) arising from an IPR claim.
- 25.8 If an IPR claim is made or anticipated, the Supplier must at its own expense and DFID's sole option, either:
- 25.8.1 procure for DFID the rights in Clause 25.5 without infringing the IPR of any Third Party; or
  - 25.8.2 replace or modify the relevant item with non-infringing substitutes with no detriment to functionality of performance of the Services

## 11. Call-down Contract Signature

- 11.1 If the original Form of Call-down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier within 15 working days of the date of signature on behalf of DFID, DFID will be entitled, at its sole discretion, to declare this Call-down Contract void.

For and on behalf of

Name:



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**The Secretary of State for  
International Development**

For and on behalf of

**Montrose International LLP**



Position:

Signature:

Date:

Name:

Position:

Signature:

Date:



## **Section 4 - Appendix A Annex A**

### **Call-down Contract**

#### **Terms of Reference**



## TERMS OF REFERENCE

### RESEARCH TO SUPPORT GOVERNMENT OF GHANA IMPLEMENTATION OF COMPLEMENTARY BASIC EDUCATION

July 2019

#### Introduction

Under the £4.95 million DFID *Education Beyond Aid* programme, the UK government aims to support the Ministry of Education and related agencies to effectively resource, manage and implement the Complementary Basic Education (CBE) programme to reach out-of-school girls and boys in Ghana. It proposes to increase the Ministry of Education's self-reliance in managing the education sector and delivery quality services to Ghana's children, including the most vulnerable. This includes providing match-funding to support 40,000 out-of-school children to complete CBE courses and transition to formal school from 2018-2020, as well as technical assistance and research to improve GoG implementation.

DFID Ghana is seeking high-quality research to support the Government of Ghana (GoG) to understand teaching and learning within government-led CBE programmes, the longer-term impacts of CBE on graduate experiences once they are in formal schools, and the systems and relationships required for the government to effectively and efficiently lead implementation of CBE programmes for out-of-school children.

DFID and USAID supported the £25 million CBE programme in Ghana from 2012-2018, and the programme supported over 247,000 CBE learners through 5 cycles of nine months of local language literacy and numeracy courses. Over 95% of learners are estimated to complete the cycle, and over 92% of these transitioned to formal school. The programme was mainly delivered through 10 non-governmental organisations as implementing partners (IPs), but from 2017/18 the Government of Ghana also delivered CBE in 14 districts through Financial Aid (FA) from DFID, reaching 20,000 CBE learners.

DFID Ghana's support also strengthened government capacity to make CBE a sustainable approach to contribute to achieving universal primary enrolment, through strengthening its institutional and policy framework. By the end of the CBE programme, the MoE established a CBE Unit in Ghana Education Service (GES) Basic Education Directorate (BED), ran quarterly CBE Steering Committee meetings chaired by the MoE Chief Director, approved a CBE Policy, committed to allocate 1% of the basic education budget to support CBE interventions from 2019/20, and agreed to take forward management of CBE through BED for the 2018/19 cycle. In due course, the MoE aims for CBE to transfer from BED to NFED once the latter becomes the 'Complementary Education Agency' and develops capacity.

Over the course of the CBE programme, DFID Ghana also focused on strengthening the evidence base around the effectiveness of CBE to support improved learning and transition to formal schools for out-of-school children, through a significant number of research studies, including learner assessments, tracker and tracer studies. This research showed that CBE had positive and sustained impacts on the learning and transition outcomes of children supported;



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on average they reached learning levels similar to children who were in the second or third year of formal primary school, the majority were able to transition to formal school, and they stayed there for years after transition, with some children transitioning further into Junior High School and Senior High School. This research has informed the global evidence around effective interventions for providing quality education for out-of-school children.

### **Objectives**

The objectives of the research are:

- (i) to continue tracking CBE graduates from CBE cycle 4 through the formal education system to build on learning around the longer-term impacts and sustainability of CBE pedagogy, with the view to propose improvements to CBE and public basic education pedagogy, and develop a unique evidence base on CBE in Ghana and globally
- (ii) To analyse the political economy of GoG's systems and relationships for leading and managing CBE programmes, to improve the effectiveness and efficiency of government-led implementation, so GoG can take on funding and management of CBE fully when DFID funding ends in 2020

### **The Recipient**

The recipient of this service is the Government of Ghana, through the Ministry of Education and Ghana Education Service. The CBE Steering Committee, DFID Ghana, Development Partners and other stakeholders (private sector, philanthropists, teachers, parents, students) will also use reporting to improve oversight and management of CBE.

### **Rationale for research and evaluation**

The baseline report for the Cycle 4 Tracker Study (done at the time CBE graduates were entering primary) showed that the CBE learners had comparable levels of numeracy, better local language, and slightly worse English skills compared to the non-CBE group<sup>1</sup>. Both groups were tested again after one year in primary school and showed similar, if not better, progress compared to the non-CBE children. There is a desire to track both groups through primary school and into the first year of Junior High School. The value of collecting and analysing long-term outcome data of participants would inform whether short-term gains in educational achievement are sustainable.

The purpose of this research will be to provide comprehensive data on CBE Cycle 4 graduates' attendance, progression, completion and learning outcomes and experiences through primary school and into junior high school, and self/family/community attitudes towards their education, to throw light on how their CBE experience contributes to their capacity to adapt to, navigate and demonstrate resilience in response to the instructional practices and social challenges of the formal school environment. A small-scale element of action research would also aim to provide information to help understand which aspects of CBE pedagogy may be transferrable to government schools. Evidence on the implementation of the GoG CBE programme would help inform how CBE and formal basic education could be improved by GoG in the longer term. This evidence would also inform policy makers of the challenges formerly out-of-school children face in staying in school.

The political economy analysis would be to enable government to understand what the opportunities and challenges are around their implementation of CBE programmes, how to operate CBE more efficiently and effectively, how to get systems and relationships to work well, and what skills, financing, capacities, mechanisms and incentive structures would be needed

<sup>1</sup> DFID. 2018. *Understanding Complementary Basic Education in Ghana: Baseline Report for Tracker Study*.



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to continue CBE when DFID funding ends in 2020.

These studies are expected to produce insights for both CBE and public primary school, and lessons for the Government of Ghana in terms of improving CBE and formal school policy, advocacy and implementation. These studies will also have unique and global research value with the opportunity for other countries to build on Ghana's CBE programme.

### Scope of Work and Requirements

The research supplier will be expected to support the following areas of work:

1. **Tracker study and action research on cohort of CBE cycle 4 learners.** The study would analyse the attendance, dropout and retention rates for learners who completed CBE in 2016/17 and transitioned to formal public primary schools in 2017/18. This study would provide an opportunity to assess the longer-term effectiveness of CBE and the public-school system in providing formerly out-of-school children with quality education. The tracker study would use an existing database of the 20,000 Cycle 4 learners who were tracked a year into their transition to formal school. The study would assess cycle 4 CBE graduates' experiences of education, work and family. The longitudinal study would also track CBE cycle 4 graduates and non-graduates who dropped out before the end of CBE, or during the course of their time in formal school after transferring, to provide information on the barriers to progression they have faced. The action research would assess which aspects of CBE pedagogy, teaching and learning approaches could be transferred to formal government schools
2. **Political economy analysis around GoG implementation of CBE.** The study would analyse the political economy within and around GoG implementation of CBE and make recommendations on what would be needed to improve efficiency and effectiveness of implementation when DFID funding ends in 2020. The political economy analysis would explore the systems and relationships around transition of CBE to a government-led programme (e.g. GES, MoE, NFED); how CBE implementation by government is working - policy vs. practice; what GoG engagement and relationship with non-state actors/private sector/NGOs around CBE is like; what engagement with different Ministries and bodies (e.g. NSS) is like; and how these might need to be strengthened.

A key focus of the studies would be to document the experiences of overage children, girls, children with disabilities, and children from the poorest income quintiles.

It will be essential that the research is co-designed and co-constructed with the Government of Ghana (Ghana Education Service, Non-Formal Education Directorate, Ministry of Education) to ensure that the design of the research is fit for their purposes, and that the insights from the research studies address research questions they have contributed to, to inform their implementation and leadership of CBE programmes.

### Sampling

The sample for the Tracer Study should focus on following the original 2,500 sample of Implementing-Partner-supported CBE graduated from the Cycle 4 tracker study, both who made the transition and who dropped out. The longitudinal tracking could also include a sample of government-led CBE programme students from Cycle 5 (2017/18) as they progress through formal school, to compare the educational trajectory of children supported by state-led CBE programmes vs. non-state led CBE programmes.



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## Research questions

The studies should seek to answer the following questions:

- (i) Are the long-term benefits of participation in the CBE programme sustainable? Do CBE graduates who transition to primary school attend regularly, drop out, complete? What school/ community/ home/ personal factors support or prevent their completion of primary, JHS and SHS? What are the enabling factors for this?
- (ii) What proportion of CBE cycle 4 graduates progress up a grade annually or repeat grades? How does this compare by sex, disability, age, income background, language and geographic region?
- (iii) What are the CBE and school-based factors related to attendance, retention or dropout (e.g. leadership, language of instruction vs. home language, literacy and numeracy approaches, safety and violence, inclusion, teacher/facilitator and child friendliness, behaviour management, health and childcare support, mentoring, parental engagement etc.)?
- (iv) What aspects of CBE pedagogy, teaching, learning approaches could be transferrable to formal schools?
- (v) What is the nature of the government and non-state actor relationships, systems and structures around delivery and implementation of CBE? How might these need to change to make government-led implementation of CBE more effective and efficient?
- (vi) How effectively is the CBE Policy and budget commitment being implemented by government in practice?

## Role of Research Supplier

1. The research supplier will be required to work closely and collaboratively with the Ministry of Education and Ghana Education Service to undertake the research. The research supplier will also be required to work with Crown Agents and previous researchers as needed to access and collate the database of Cycle 4 CBE graduates and their non-CBE colleagues, and previous research and evaluation conducted under the CBE programme. There will be a need to work together intensively during the inception phase to develop the research strategy, sampling and analytical framework. This will involve developing the assessment framework, reviewing databases and the theory of change.
2. The research supplier should develop a robust assessment strategy, sampling framework and tracking tools, pilot test the key instruments in a comparable environment, undertake data collection in liaison with Government of Ghana, Crown Agents and previous researchers, and analyse, report and disseminate tracer and tracking reports according to an agreed workplan

## Methodology

3. Bidders are invited to submit feasible strategies that would best answer the research questions. The proposal should include the proposed methodology (e.g. approach, design, data collection methods including sampling strategy, analytical framework, tracker tools, risks and mitigation strategies) as well as detailed cost of collecting, analysing the data, producing reports and widely disseminating the results
4. There are some factors that could have implications for the Tracker Study. For instance, migration of households may affect CBE transition to nearby primary schools. Additionally, some CBE classes are set up in remote communities without formal



Department  
for International  
Development



primary schools within accessible distance. We invite bidders to identify how they will deal with these contextual, socio-cultural and socio-economic issues, including mitigating actions where appropriate.

## Outputs

5. The following key outputs are expected to be delivered:
  - (i) By 15 February 2020 - Inception Report (no later than 1 month after start of contract)
  - (ii) By 28 February 2020 - Political Economy Analysis of GoG-led implementation of CBE (cycle 7) report 1
  - (iii) By 31 March 2020 - CBE Cycle 4 Tracker Report 1 - progression of cycle 4 CBE graduates two years after transition into formal primary school
  - (iv) By 30 September 2020 - CBE Cycle 4 Tracker Report 2 - three years after CBE cycle 4's transition
  - (v) By 28 February 2021 - Political Economy Analysis of GoG-led implementation of CBE (cycle 8) report 2
  - (vi) By 30 September 2021 - CBE Cycle 4 Tracker Report 3 - four years after CBE cycle 4's transition
  - (vii) By 30 September 2022 - CBE Cycle 4 Tracker Report 4 - five years after CBE cycle 4's transition
6. All reports should contain an executive summary, detailed methodology, key findings, progress made, analysis of issues, conclusions and actionable recommendations where appropriate.
7. Dissemination of tracker study findings and uptake of results by target audiences (especially, the GoG, DFID, Development partners, CBE Steering Committee, CBE Alliance, private sector, CSOs, philanthropists, teachers, parents, students, young people, members of the public) will be an important part of this contract, and should be planned from the start. Findings must be easily understood at both local and national level using appropriate media for low-resource, connectivity and literacy environments.

## Skills and qualifications of evaluation team

8. The research supplier must comprise qualified researchers with professional research credentials and demonstrated track record of conducting research and tracker studies of this nature. It is expected that members of the team have specific qualifications or credentials in educational research with solid experience in developing countries and economies, and poor, remote and rural environments in Ghana and/or other countries in West Africa. It is desirable that the team possess technical knowledge of the subject area (CBE) with practical knowledge of national and local government in Ghana, and experience of conducting educational surveys.
9. The team should designate a team leader to perform the following duties:
  - (a) Co-ordinate and monitor performance of the various activities of the study, taking action to strengthen any weak elements of the programme and reinforce strong ones
  - (b) Liaise between different partners in the project, particularly with the Government of Ghana (MoE, GES, NFED), former commercial suppliers for CBE programme, and development partners
  - (c) Report to DFID and the Government of Ghana in a timely manner



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for International  
Development



- (d) Provide intellectual leadership to enhance the quality and direction of the study, and implications for policy and practice
- (e) Engage users and policy-makers with the research, representing the programme in policy dialogue and research dissemination events

## Contract Arrangement and Reporting

10. The research contract (inception and implementation phases) is valued at an overall budget of £454,050, inclusive of any applicable taxes. This ceiling would include all activities (direct and indirect programme costs) under the project. The research supplier is expected to provide a competitive proposal that maximises the results that be achieved within the indicated budget. Reference should be made to DFID's Value for Money (VfM) strategy. The contract and study are expected to be operational by January 2020 and expected to end by September 30, 2022.
11. A National Reference Group (NRG) / Research Advisory Group should be established to guide the implementation of the study. Bidders should indicate who they will include in the NRG and justify this. This group will provide a defined quality control function and will be responsible for signing off on key outputs from the study, as well as providing advice on the direction and implementation of the study. Membership this group will be agreed by the CBE Steering Committee.
12. The research supplier will ensure effective management of the contract and will meet with DFID Ghana on a regular basis to follow up on progress and review work plans at activity and output levels. The frequency of meetings will be intensive during the early stages and include sign-off of key milestones in the study (e.g. inception report including methodological approach, and different phases of reports). Sign-off by DFID Ghana will trigger payments as part of the contract.
13. The research supplier will be expected to submit Quarterly Progress Reports to the MoE Chief Director, the CBE Steering Committee, GES and DFID Ghana. This should reflect progress of activities against the workplan (to be agreed in contracting phase), and barriers and risks related to the study. The research supplier will be expected to submit corresponding annual financial and narrative reports (and accompanying invoices) to DFID on the activities and expenses incurred in undertaking the research. These reports will be scrutinized to ensure VfM and compliance against the contract before payments are made.
14. The contract will be overseen by the Education Advisor in DFID Ghana with support from the DFID Ghana Programme Manager. DFID Ghana's Results and Evaluation Advisors will provide guidance and quality assurance during the design, implementation and closure phases. DFID Ghana will ensure that the tracker study team has access to all relevant project documents.
15. The contract is for up to 3 years and will be reviewed annually to address gaps in the implementation of the research, in relation to DFID's satisfaction with delivery of the workplan, outputs, KPIs and budget.



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## Safeguarding / Do No Harm

- DFID requires assurances regarding protection from violence, exploitation and abuse through involvement, directly or indirectly, with DFID suppliers and programmes. This includes sexual exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation.
- The research is targeting a highly sensitive area of work. The research supplier must demonstrate a sound understanding of the ethics in working in this area and applying these principles throughout the lifetime of the programme to avoid doing harm to beneficiaries. In particular, the design of research and evaluations should recognise and mitigate the risk of negative consequence for women, children and other vulnerable groups. The research supplier will be required to include a statement that they have duty of care to informants, other programme stakeholders and their own staff, and that they will comply with the ethics principles in all programme activities. Their adherence to this duty of care, including reporting and addressing incidences, should be included in both regular and annual reporting to DFID
- DFID requires assurances regarding protection from violence, exploitation and abuse through involvement, directly or indirectly, with DFID suppliers and programmes. This includes sexual exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation.
- A commitment to the ethical design and delivery of research and evaluations including the duty of care to informants, other programme stakeholders and their own staff must be demonstrated.
- DFID does not envisage the necessity to conduct any environmental impact assessment for the implementation of this programme. However, it is important to adhere to principles of “Do No Harm” to the environment.
- **DFID expects suppliers as part of their response to address the following:**
  - suppliers are required to demonstrate at evaluation stage that they have robust approaches in place to i) reduce this risk-taking place, ii) manage instances of violations, and iii) have guidance in place for working with children
  - suppliers to demonstrate evidence of strong workplace policies against Bullying Discrimination and Harassment, exploitation (all types), and how this will be cascaded to downstream partners
  - suppliers to have robust whistleblowing policies and systems in place and ensure downstream partners receive guidance on policies.

## Duty of Care

- The research 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, beneficiary safeguarding and child protection 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 research supplier on security status and developments in-country where appropriate.
- The research supplier is responsible for ensuring appropriate safety, security, beneficiary safeguarding and child protection briefings for all of their Personnel working



Department  
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Development



under this contract. Travel advice is also available on the FCO website and the research supplier must ensure they (and their Personnel) are up to date with the latest position.

- The research supplier may need to operate in some remote and insecure areas. The research supplier should be comfortable with their staff working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the contract.
- The research 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. The research supplier must ensure their personnel receive the required level of training prior to deployment.

### **Scale up/scale down**

Overall scale up of the programme will not be possible due to the original budget. In order to be flexible and adaptive, if agreed by DFID, the research supplier may scale up approaches that are working well and may terminate unsuccessful activities. In the instance that certain aspects of the programme are scaled down, DFID will reserve the right to either scale down the programme or re-allocate the funds to other programme activities. DFID will reserve the right to either scale down the programme or re-allocate the funds to other programme activities. DFID will reserve the right to scale down activities depending on success of the overall programme or budget constraint.

### **Modern Slavery**

The HMG Modern Slavery Statement sets out how UK Government departments must take action to ensure modern slavery risks are identified and managed in government supply chains.

The DFID Supply Partner Code of Conduct sets out the expectation for all supply partners to have full awareness of the International Labour Organisation (ILO) principles. The Successful Supplier will be subject to compliance checks which will involve reviewing good practice examples that reflect these principles. Our Code sets out requirements for UN Global Compact sign up and further encourages Ethical Trading Initiative (ETI) membership for our Supply Partners and their delivery chain partners (at compliance level 1).

The Successful Supplier will also be encouraged to participate in the HMG modern slavery self-assessment process which in turn will support assurance of their compliance standard.

Procurement Policy Note 05/19