

Section 4 – Appendix A

CALLDOWN CONTRACT

Framework Agreement with: Palladium International Limited

Framework Agreement for: General Economic Development Framework (GEDF)

Framework Agreement Order Number: PO 8126

Call-down Contract For: PROJ10017: Skills for Prosperity - Lot 1: Global Education and Skills Hub (GBESH)

Call-down Contract Order Number: PO 10009

I refer to the following:

1. The above mentioned Framework Agreement dated **08 February 2019**;
2. Your proposal of **10 October 2019** as amended and clarified by your subsequent e-mails dated:

REDACTED

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.

6. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than **16 December 2019** (“the Start Date”) and the Services shall be completed by **31 March 2023** (“the End Date”), with the option of extending for up to a maximum of 24 months, or 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 following recipients (“the Recipient”) on behalf of the **UK government**:
 - Government institutions in all nine partner countries, e.g. education and labour ministries and agencies;

- Higher education and technical/vocational education institutions, e.g. universities, further education colleges, skills institutions, quality assurance agencies;
- Private sector firms, e.g. local and international employers;
- Associations, e.g. sector bodies and business/industry associations.

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not exceed **£6,196,000.53** (“the Financial Limit”) – inclusive of all government taxes, if applicable as detailed in Annex B.

Palladium have confirmed that local government taxes have been taken in consideration and that they consider the requirement to be Outside the Scope of UK VAT.

Included within this Financial Limit, the financial ceiling for expenses shall be **REDACTED**. Only expenditure actually incurred will be reimbursed, with receipts required before any Payment is made under the Call-down Contract.

- 3.2 When Payments shall be made on a ‘Milestone Payment Basis’, the following Clause 22.3 shall be substituted for Clause 22.3 of the Framework Agreement.

22. PAYMENTS & INVOICING INSTRUCTIONS

- 22.3 Where the applicable payment mechanism is “Milestone Payment”, invoice(s) shall be submitted for the amount(s) indicated in Annex B and payments will be made on satisfactory performance of the services, at the payment points defined as per schedule of payments. At each payment point set criteria will be defined as part of the payments. Payment will be made if the criteria are met to the satisfaction of DFID.

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, the Supplier shall notify DFID in writing indicating both the amount or amounts due at the time and cumulatively. Payments pursuant to clause 22.3 are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call-down Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Call-down Contract were properly due.

4. DFID Officials

- 4.1 The Project Officer is:

REDACTED

4.2 The Contract Officer is:

REDACTED

5. Additional Documents to be included in the Contract

5.1 The following documents are included in and form part of this Call-down Contract:

REDACTED

6. Key Personnel

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

REDACTED

7. Reports

7.1 The Supplier shall submit project reports in accordance with the Terms of Reference at Annex A.

8. Sub-Contractors

8.1 The Supplier has DFID's consent to appoint the following sub-contractors:

REDACTED

9. Duty of Care

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 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 at Annex A.

10. Break Clause

- 10.1 There shall be formal break points at the end of the Inception phase and in March 2021.

11. Section 2 - Framework Agreement Terms and Conditions

- 11.1 Section 2 - Framework Agreement Terms and Conditions require certain parameters be set on an individual Call-down Contract basis. The following clauses will supersede their counterparts at Section 2, for the purposes of this Call down Contract only:

SCHEDULE 3: INSURANCE REQUIREMENTS

7. INSURANCE CLAIMS

- 7.2 Except where DFID is the claimant party, the Supplier shall give DFID notice within twenty (20) Working Days after any insurance claim in excess of £60,000 relating to or arising out of the provision of the Services or this Agreement and/or any Call Down contract on any of the Insurances or which, but for the application of the applicable policy excess, would be made on any of the Insurances and (if required by DFID) full details of the incident giving rise to the claim.

ANNEX 1: REQUIRED INSURANCES

PART A: THIRD PARTY PUBLIC & PRODUCTS LIABILITY INSURANCE

3. LIMIT OF INDEMNITY

- 3.1 Not less than to be £6,196,000 in respect of any one occurrence, the number of occurrences being unlimited, but £6,196,000 any one occurrence and in the aggregate per annum in respect of products and pollution liability.

4. TERRITORIAL LIMITS

- 4.1.1 N/A

8. MAXIMUM DEDUCTIBLE THRESHOLD

8.1 Not used

ANNEX 1: REQUIRED INSURANCES

PART B: PROFESSIONAL INDEMNITY INSURANCE

3. LIMIT OF INDEMNITY

3.1 Not less than £6,196,000 in respect of any one claim and in the aggregate per annum.

4. TERRITORIAL LIMITS

4.1. N/A

8. MAXIMUM DEDUCTIBLE THRESHOLD

8.1 Not used.

12. Call-down Contract Signature

12.1 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
The Secretary of State for
International Development

Name:

Position:

Signature:

Date:

For and on behalf of
Palladium International Limited

Name:

Position:

Signature:

Date:

Department for International Development

PROJ10017 (FINAL)

Terms of Reference (ToR)

Skills for Prosperity

Lot 1 - Global Education and Skills Hub (GBESH)

Table of Contents

Contents

List of Acronyms and Definitions	4
1. Introduction	5
2. Objective.....	5
3. Contract Context, Budget and Timeframe.....	6
Constraints and dependencies	7
Licence to operate	7
Independent Monitoring, Reporting, Evaluation and Learning (MREL).....	7
Exit strategy	8
Exit activities.....	8
4. Scope.....	9
Delivery Partners	11
Limitations	13
5. Requirements	13
Inception Phase	Error! Bookmark not defined.
Monitoring and Evaluation (project-level)	15
Evidence and learning	27
Value for Money (VfM).....	27
6. Methodology	27
Commitment to leaving no one behind	28
7. Reporting requirements	28
Technical/performance reporting.....	29
Financial reporting.....	29
8. Contract Management	30
Contract Award.....	30
Contract Review points	30
Timeframe	30
Scale Down/Extension options.....	31
Change Control & Flexibility	31
9. Governance	32
Governance structure.....	32
DFID Contact Points.....	32
10. Asset Management.....	33
11. General Data Protection Regulation (GDPR).....	33

12. Programme Budget and contract model	33
Milestones	33
Key performance indicators (KPIs)	36
13. Risk	37
Delivery Chain Mapping	37
Risk of Fraud	37
Safeguarding.....	37
Do No Harm	38
14. Communications and UK Aid Branding	38
15. Duty of care.....	39
16. Transparency	39
17. Environmental considerations.....	39
18. Recipients.....	30
Annex A: Skills for Prosperity Business Case	40
Annex B: Skills for Prosperity Results framework	40
Annex C: Skills for Prosperity Theory of Change	41
Annex D: Duty of Care	42
Annex E: Reporting template	44
Annex F: Delivery Chain Example	56
Appendix A: Schedule of Processing, Personal Data and Data Subjects.....	57
Annex G: KPI Scorecard.....	58
Annex H: Skills for Prosperity Risk Matrix	60

List of Acronyms and Definitions

CSO	Civil Society Organisations
DFID	Department for International Development
DIT	Department for International Trade
FCO	Foreign and Commonwealth Office
GBESH	Global Britain Education and Skills Hub
HE	Higher education
KPI	Key Performance Indicator
MIC	Middle-income countries
PCD	Procurement and Commercial Department
PF	Prosperity Fund
SDG	Sustainable Development Goal
SDP	Single Departmental Plan
SRO	Senior Responsible Owner
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
VfM	Value for Money

1. Introduction

- 1.1. This document comprises the Terms of Reference for the implementation aspects of a new higher education and skills programme, *Skills for Prosperity*. The programme is a joint Department for International Development (DFID) and the Foreign and Commonwealth Office (FCO) programme with DFID the lead department. The Department for International Trade (DIT) lead on delivery of secondary benefits across the programme.
- 1.2. This Terms of Reference document (ToR) sets out DFID's requirement for the Supplier(s), (hereinafter referred to as the Supplier(s)) to undertake the management of the Skills for Prosperity programme. The programme value will be up to £75m, running from April 2019 to end of March 2023 (with a break point at the end of March 2021). The ToR should be read in conjunction with the Skills for Prosperity Business Case (Annex A), the Log frame (Annex B) and the Theory of Change (Annex C). Skills for Prosperity will contribute to achievement of UK and international commitments on Agenda 2030 and the Sustainable Development Goals (SDGs). This includes SDG 4, to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, as well as contributing to specific SDG 4 targets to:
 - ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
 - substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
 - eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
- 1.3. The programme is also in line with SDG 8 on good jobs and inclusive growth, and the focus on marginalised groups fits with the Agenda 2030 Leave No One Behind principle and contributes to the UK Aid Strategy and Single Departmental Plan (SDP) objectives 2 and 4 - strengthening resilience and response to crisis, tackling extreme poverty and helping the world's most vulnerable.
- 1.4. The programme will operate in the following countries, Brazil, Egypt, Kenya, Indonesia, Malaysia, Mexico, Nigeria, Philippines and South Africa where skills is a constraint to growth. Higher education (HE) and technical and vocational education and training (TVET) build on an educational foundation which starts from birth and is refined during adolescence. The programme will target interventions towards areas where there is evidence to show that intervention will be effective, where there is a demonstrable demand, and evidence of potential impact.

2. Objective

- 2.1. The objective of the Skills for Prosperity programme is to improve the affordability, quality, relevance and equity of HE and TVET in the nine partner countries.
- 2.2. Taking a partnership approach and drawing on international expertise, including from the UK, the programme will promote sustainable and inclusive growth and poverty reduction through education and skills initiatives.
- 2.3. Key high-level targets for the programme are to:

- Improve the levels of learning outcomes from HE and TVET provision in the private and public sectors;
 - Improve the relevance of HE and TVET to the skills set needed by industry and commerce in areas key to national economic development.
 - Improve the finance mechanisms and affordability of HE and TVET in areas key to national economic development.
 - Improve the equity of access to and provision of HE and TVET in areas key to national economic development.
- 2.4. Skills for Prosperity will deliver a range of key education and skills interventions in line with local needs and national priorities. The main project activities are likely to fall under the following categories:
- **TVET curricula development and support**, including: co-designing courses; developing new partnerships with industry in high-growth sectors; conducting needs assessments to determine critical gaps; developing comprehensive interventions that support in-class learning with on-the-job training and labour intermediation services, as well as apprenticeships and mentorship; develop national qualification frameworks; develop international certification standards.
 - **Leadership and teaching quality**, including: supporting institutional leaders to drive improvements in quality, relevance, cost-effectiveness and equity of HE and TVET; strengthening inspection standards and monitoring of provision; supporting creation of teacher qualification frameworks.
 - **Targeted English language teaching (ELT) support**, including: building English language teaching skills through training; assessments and curriculum development where poor English language skills are a barrier to further education access or employment.
 - **University partnerships**, including: establishing collaborations between local and UK institutions to build capacity.
 - **Regulatory and policy development**, including: establishing sector skills councils; strengthening national qualifications frameworks - including by linking to international qualifications to raise standards; strengthen accreditation of courses and streamline institutions; strengthening university admissions criteria, and strengthening funding allocation processes.
- 2.5. The Supplier(s) must ensure the programme promotes equitable access to services regardless of geographical location, ethnicity, religion, gender, disability and social status.

3. Contract Context, Budget and Timeframe

- 3.1. National prosperity and poverty reduction depend on a country's citizens being employed and productive. However, education and vocational training systems in many middle-income countries (MICs) are failing to deliver the skills needed to support sustained growth, holding down productivity and labour market participation in skilled jobs.
- 3.2. The proposed programme will operate in nine MICs where lack of skills is a constraint to growth. The nine countries were selected for this programme based on the findings of quantitative and qualitative feasibility studies (see Business Case), and informed by soft intelligence from UK country missions. The poverty reduction factors that were

considered included size and structure of labour market, the scale of the existing education system, and the extent of equity challenges in those countries. In addition, UK missions were consulted and led stakeholder consultations to assess the level of potential buy-in for HE and TVET interventions amongst government actors and the private sector.

- 3.3. This ToR covers a single contract award for Lot 1, which will run from December 2019 to March 2023.

The maximum budget available for Lot 1 over the contract term is £6,196,000.53 (inclusive of all applicable taxes).

The contract will include the option to extend for up to a maximum of 24-months, dependent upon the progress and timeframe of programme delivery, upon approval of an extension to the Business Case, and at DFID's discretion. The maximum value of any such extension shall be £3m (inclusive of all applicable taxes).

- 3.4. The initial period until 31st March 2020 will form the programme Inception phase, with the main Implementation period due to begin in April 2020. The contract will complete at the end of March 2023, with break points at the end of the Inception phase and in March 2021.

Constraints and dependencies

- 3.5. There are several external dependencies which may influence the programme:

- Other donor education and skills programmes may be operating in the same countries as Skills for Prosperity, and over time these may expand or reduce activity with regard to specific geographical or technical areas.
- The approach to implementation within each programme country will be dependent on the level of partner government commitment, as assessed by in-country programme leads: Supplier(s) should ensure that they and/or downstream delivery partners work with and through national systems where possible, strengthening specific building blocks of the education and skills system, but may need to use alternative means for delivery where this is not possible.

Licence to operate

- 3.6. Lead Supplier(s), consortium members and all downstream partners will have the appropriate licence to operate in the relevant countries. Award to contract will be dependent on evidence being provided of the necessary licences.

Independent Monitoring, Reporting, Evaluation and Learning (MREL)

- 3.7. The Prosperity Fund (PF) has secured dedicated, portfolio level contracts for Monitoring and Reporting, and separately for Evaluation and Learning, to work with all PF programmes, including Skills for Prosperity (to be separately funded – cost not included in the Skills for Prosperity programme).
- 3.8. The Supplier(s) will be expected to work closely with both the MR and EL contractors, including but not limited to the following areas:

- Data gathering, and sharing, for purposes of informing assessments of the performance of the programme;
- Facilitating access to delivery partners, in a timely manner, for the MR and EL contractors to inform evaluations, annual reviews or ad hoc requests for additional reporting.

Exit strategy

- 3.9. The Supplier(s) will develop a strategy for a responsible exit leading up to the withdrawal of DFID funding at the end of the Contract and outline measures to ensure sustainability into the future. Supplier(s) should develop and maintain an up to date sustainable exit strategy for the overall contract, and for each individual programme country, which should be agreed with both DFID and each country in which they operate.
- 3.10. DFID expects bidders to work with any future DFID/FCO Supplier(s) in relation to the Skills for Prosperity programmes and/or with national and local governments to ensure smooth handover of and sustainability of services into the future.

Exit activities

- 3.11. The Supplier shall prepare, in consultation with the Cross-Whitehall Skills Programme Board, a draft Exit Checklist no later than six (6) months into full implementation. The Supplier shall update such Exit Checklist as necessary, with the aim where possible of finalising the Exit Checklist no later than one (1) month before the termination or expiry of the Contract.
- 3.12. Each such draft Exit Checklist shall be submitted to the Cross-Whitehall Skills Programme Board for approval. If such approval is refused, the Supplier shall promptly amend the draft Exit Checklist to incorporate any reasonable comments or feedback within a reasonable time and resubmit the draft exit checklist, such process to be repeated until the exit checklist receives approval (the approved exit checklist being the "Exit Checklist").
- 3.13. The Exit Checklist shall:
- Address material items which are necessary or desirable for the continued co-operation of the UK Government after the Contract;
 - Require each Party to co-operate to ensure the smooth transfer of responsibilities from the Supplier to any person taking over such responsibilities;
 - Require the Supplier to deliver to DFID (if requested or as otherwise directed by DFID) prior to the date of termination or expiry of the Contract any finished work or unfinished materials or work-in-progress which relate to the Contract;
 - Require the Supplier to provide to DFID prior to the date of termination or expiry of the Contract a reasonable summary of the status and next steps in relation on-going projects or other material and unfinished activities being conducted or monitored by the Supplier;
 - Require the Supplier to return all Confidential Information to DFID prior to the date of termination or expiry of the Contract Term (as the case may be);
 - Require the Supplier, if requested by DFID, to transfer to DFID or its nominee any or all contracts entered into by the Supplier for the direct benefit of the

Recipients, all such transfers to be completed prior to the date of termination or expiry of the Contract;

- Provide for a period of no less than sixty (60) days following the effective date of termination or expiry of this Contract to allow for the exit process to be properly implemented.

3.14. Each Party shall (regardless of the reason for termination or expiry of this Contract) comply with the approved Exit Checklist and the Supplier(s) shall provide its reasonable assistance as requested by DFID in relation thereto.

4. Scope

4.1. The Supplier(s) will support DFID and FCO in delivering and operating an agile, enabling, flexible and responsive “Global Britain Education and Skills Hub” (GBESH). The GBESH will be ‘demand driven’, responding to emerging education and skills priorities within the Official Development Assistance targeted countries, the needs of HMG and its overseas network.

4.2. The GBESH will advise on the delivery of the programme and manage the programme implementation on a day to day basis, acting on behalf of DFID and FCO, including where this is delivered by delivery partners (including the delivery partner procured in Mexico i.e. Lot 2).

4.3. The GBESH will also be expected to work closely with the Department for International Trade (DIT) to support the programme’s aim of generating secondary benefits for international business, potentially including UK business.

The Department for International Trade (DIT) helps businesses export, drives inward and outward investment, negotiates market access and trade deals. DIT will offer the relevant support for the GBESH support the programme’s secondary benefits objectives:

- Share its understanding of the host market and current opportunities;
- Help to scope host market barriers;
- Support relationship management - building networks and relationships across the host market;
- Clarify links to existing activity and complementary activity; including ensuring that strategies are aligned with DIT’s High Value Campaigns and identify synergies across programmes.

Secondary Benefits Definition

This is defined as an improved relationship between the UK and partner countries, and the creation of opportunities for international and UK businesses. Secondary benefits will be realised through:

- Exports from the UK and other economies;
- Outward Direct Investment and Foreign Direct Investment;
- Creation of longer-term market opportunities for international and UK business, including through ‘network’ effects;

- Promotion and creation of UK 'soft power.' Soft power is both promoted to help companies realise commercial opportunities, and helping HMG staff realise primary benefits.

4.4. To achieve successful development and operations of the GBESH the Supplier(s) will provide a wide range of cost effective, high quality and timely strategic, advisory, management services covering the nine target countries. The GBESH will be required to work seamlessly with the DFID/FCO programme team, DIT, delivery partners, stakeholders and third parties, and will play a central role in managing education and skills interventions and supporting the delivery options of these interventions.

4.5. Specifically, the GBESH will be required to provide the following services:

Programme set-up:

- During programme inception, the GBESH will be required to ensure a fully staffed programme team is in place, effective systems and processes have been set up of programme operations;
- A clear programme work plan and budget is developed and an agreed programme results framework is completed with programme indicators baselined where appropriate.

Management Services:

- Managing the programme and portfolio of interventions (including downstream delivery partners);
- Managing programme communications, stakeholder management and promotion;
- Managing commercial and procurement activities, as appropriate, including to secure downstream delivery partners. The GBESH may advise on whether direct or sub-contracted delivery would be appropriate on a case-by-case basis. The decision on delivery approach is subject to the Programme Board approval process.
- Managing delivery partner and supply chain management;
- Managing programme finances;
- Managing programme risk;
- Managing benefits realisation including supporting projects to generate secondary benefits, in line with the programme's Secondary Benefits Plan, working closely with DIT;
- Monitoring, reporting, evaluation and learning (MREL) function for the programme's portfolio of projects;
- Maintaining and sharing data, working in partnership with DFID and FCO, its overseas network and other stakeholders;
- Ensure continuous improvement approach is adopted and maintained throughout programme lifecycle;

- Put in place effective business continuity and disaster recovery plans.

Advisory Services

- Providing technical expertise to relevant delivery partners, DFID – FCO Programme Team and programme network at post on English Language Training (ELT), Higher Education and Technical and Vocational Education and Training (TVET);
- Manage the programme’s approach to mainstreaming gender and social inclusion, including through the creation and management of a gender and social inclusion action plan;
- Advising the Cross-Whitehall Skills Programme Board on the performance of the portfolio of interventions.
- Providing education and skills policy support, including conducting and promoting research and analysis in best practice in Higher Education, TVET and ELT, as requested. Further technical advice on cross-cutting issues may also be requested e.g. Women’s Economic Empowerment and Digital skills;
- Support learning and development among Programme Network, including through knowledge and training sessions.

Project services

- Supporting project inception phases to ensure a strong and efficient start to in-country interventions;
- Supporting projects to generate secondary benefits, in line with the programme’s Secondary Benefits Plan, working closely with DIT;

Delivery Services:

- Potential scale-up delivery of pre-designed project activities at the request of the Cross-Whitehall Skills Programme Board (up to 4 of the 9 countries), at DFID’s discretion.

4.6. Delivery Partners

4.7. DFID may, separately, procure delivery partners in some of the nine programme countries to implement the projects, where these are not delivered by the GBESH. Some of the delivery partners will already be in place before the GBESH is contracted. DFID will hold these agreements/contracts with the delivery partners directly, in the interim, and then seek to transfer these over to the GBESH once it is set up.

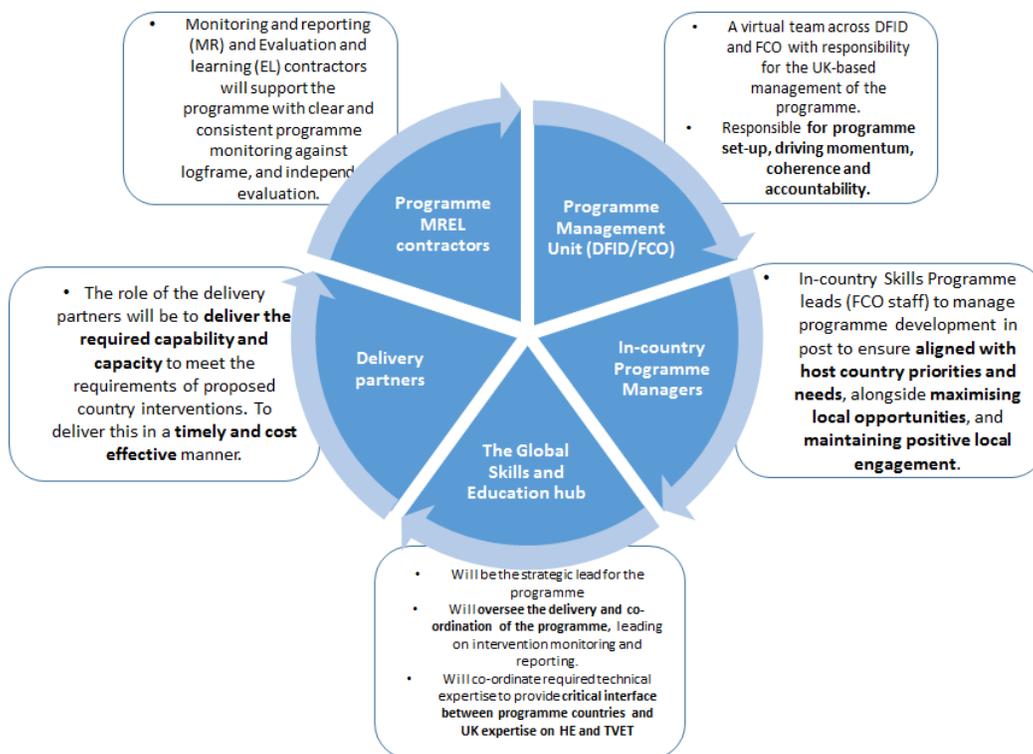
4.8. It is expected that suppliers acting as delivery partners will be managed by and report directly to the GBESH, including the Lot 2 Delivery Partner in Mexico, and other delivery partners with whom an Accountable Grant/MoU has been signed prior to GBESH contracting and set up or will be signed after GBESH contracting and set up.

4.9. Delivery Partners are likely to be a mix of public (e.g. universities, colleges) and private sector companies, UN/multilateral organisations, HE and skills associations and sector bodies.

4.10. Delivery Partners will be required to provide the following services:

- Relevant technical expertise for the project in that country;
- Delivery of the country project/s's in country;
- Project management of that activity in country;
- Sharing data, information and lessons feeding into Programme MREL;
- Knowledge of the local context and operating environment;
- Strong network of contacts and stakeholders in-country.

Figure 1: Proposed model for implementing Skills for Prosperity interventions



Limitations

- 4.11. The Supplier(s) will comply with DFID guidance regarding the provision of funding directly to country governments. In some cases, direct funding to national Governments may not be permissible. Approval from DFID will be required prior to setting up a new funding arrangement with a national or subnational government.

5. Requirements

- 5.1. The Supplier(s) GBESH programme team is required, as part of their technical submission, to include technical skills and suitable expertise with evidence of effectively delivering results across all of the thematic areas included in this ToR (ELT, HE and TVET) and knowledge of the majority of programme countries (or similar country contexts). The GBESH should demonstrate a strong mix of UK and international expertise with suitable ability to undertake the requirements of the programme. A named lead, with experience of successfully working on major education and skills programmes in low and middle income countries, should be included for this programme.

Inception and Implementation Phase Programme activities

- 5.2. The Supplier(s) are responsible for ensuring that the programme activities detailed below take place.
- 5.3. The Supplier(s) and sub-contractors/consortia members will deliver activities across the following areas, as appropriate within each specific country context:
- a) Act so as to achieve the best overall outcome, impact and value for money from the design, management and delivery of the GBESH for the contracting authority as though it was acting to achieve the same result for its own benefit, including:

Operational:

1. The GBESH will establish a cost effective advisory, management and project service functions designed to achieve the outcomes of the programme and operate on behalf of and in the best interests of DFID and FCO. In particular, the GBESH shall:
 - implement fit for purpose, cost effective and standardised processes and mechanisms for all services, including interfaces with stakeholders and third parties;
 - operate under the Cross-Whitehall Skills Programme Board and DFID SRO led governance regime that will oversee the GBESH and manage the Contract and participate as required in any associated governance and operational mechanisms and protocols established by the contracting authority;
 - not duplicate the project management services that the delivery partners must provide under their Delivery Contracts. The GBESH will, however, provide the oversight of these delivery partners, including the day-to-day operational management of the delivery partners;

- adopt best practice programme, project and service management and advisory services methods and standards, drawing on other DFID and Prosperity Fund programmes;
- implement a strong relationship and collaboration model, especially with the programme leads in each of the target countries;
- incept the services with minimum disruption to the contracting authority and other stakeholders (in the UK and overseas);
- ensure that the operational arrangements facilitate the continuous improvement of the processes, interfaces and governance mechanisms over time;
- adopt an end-to-end lifecycle approach to programme management by ensuring that its services align to and integrates with the programme in-country leads and the Prosperity Fund-wide Monitoring Reporting Evaluation and Learning (MREL) arrangements.

Ethical:

2. The GBESH shall:

- act as a fiduciary for DFID;
- avoid conflicts of interest in the delivery of services and its role in the oversight of delivery partners;
- not accept any gift or inducement;
- comply with codes of practice and similar guidance that would apply to civil servants carrying out such roles;
- act in the best interests of the Authority.

3. Conflicts of interest and potential conflicts of interest may arise from time to time and the occurrence of these does not in itself constitute a breach provided that the Supplier(s):

- takes reasonable steps to monitor conflicts of interest;
- informs DFID as soon as possible about potential conflicts of interest;
- trains GBESH personnel (whether its own personnel or those of its sub-contractors or consortium partners) as to the need to avoid conflicts of interest;
- complies with its obligations under the Contract in respect of conflicts of interest; and

- o takes all reasonable steps to resolve as a priority – to DFID’s satisfaction - such conflict in order to be able to discharge its obligations under the Contract.

GBESH Outputs and Deliverables

5.4. The contract will commence, on approval, with an Inception phase until 31st March 2020 for the Supplier(s) and 36 months for implementation (with break points at the end of the Inception phase and in March 2021).

Output 1 - Set-up GBESH Set Up	
Activities	<p>Inception Phase (3 months)</p> <ol style="list-style-type: none"> 1. Set-up the GBESH, working with the DFID-FCO programme team, with all its associated services, functions and monitoring mechanisms. The Supplier(s) will also be expected to engage in a start-up meeting to be chaired by the DFID SRO during the Inception phase and to work with the programme team to finalise the programme results framework. 2. Ensure a fully staffed programme team is in place by the end of the set up period, with the required experience and expertise for the delivery of all services required for effective programme implementation. 3. Provide refined monthly forecasts to DFID for the first year of the contract and annual forecasts for the remainder of the duration of the contract. 4. Develop a set of comprehensive and robust VfM indicators for the programme. These should cover cost-effectiveness, cost-efficiency, economy and equity. 5. Work with DFID and FCO to finalise the milestone payment schedule for the first year of the programme and a draft schedule for the remainder of the duration of the contract. 6. Design a delivery plan and Inception Report (scope to be agreed during start-up meeting). 7. Complete an Environmental and Safeguarding Risk Assessment. 8. If appropriate, the GBESH will be asked to advise on a route to market for remaining non-operational target countries and support project set up in these countries, as directed by DFID-FCO programme team.

Deliverables	<ul style="list-style-type: none"> • Fully staffed Programme team • Detailed Budget Plan including Milestone Payment Schedule • Programme Delivery Plan and Inception Report • Completed results framework outlining programme indicators including, where appropriate, baselines for country projects. • Environmental and Safeguarding Risk Assessment • Social development plan • MREL plan and reporting tools • Governance plan • Financial management procedure • Risk management plan • Stakeholder map and engagement plan • Communications plan
---------------------	--

Output 2 Management services	
Activities	<p>Implementation Phase:</p> <p>9. The GBESH shall act as the first point of contact for all DFID/FCO and other Civil Service Government departments relating to the Skills for Prosperity Programme, and shall:</p> <p style="margin-left: 40px;">(a) field, monitor, and action all requests related to the Skills for Prosperity Programme including but not limited to;</p> <p style="margin-left: 80px;">(i) enquiries from DFID/FCO staff; and</p> <p style="margin-left: 80px;">(ii) enquiries from other Civil Service government departments.</p> <p style="margin-left: 40px;">(b) act as the point of contact for all In-country advisors, and all key staff involved with the programme. This role will entail:</p> <p style="margin-left: 80px;">(i) collating and requesting all necessary information which allows the Hub to present a clear picture of the benefits and risks to the Skills for Prosperity programme team;</p> <p style="margin-left: 80px;">(ii) liaising with In-country Advisors across the programme, to update where necessary and inform the Skills for Prosperity programme team of arising issues; and</p> <p style="margin-left: 80px;">(iii) formally updating all Skills for Prosperity personnel when required.</p>

- (c) assist the Programme team in planning, managing and dealing with resourcing and demand management planning for the support of the Skills for Prosperity Programme;
- (d) Act so as to foster good working relationships and active cooperation in the UK and overseas with (and among):
 - (i) the DFID – FCO Programme Team, including the in-country programme leads who will represent the interest of the contracting authority and advise the GBESH;
 - (ii) all other parts of the DFID, FCO and DIT involved, including overseas posts;
 - (iii) other government departments and other stakeholders including the Department for Education (DfE);
 - (iv) sub-contractors and delivery partners.

10. Outreach, Stakeholder Management and Communications

The GBESH shall directly communicate with Government stakeholders as required by DFID/FCO and shall:

- (a) assist in the design, development and delivery of marketing activities including:
 - (i) Update and lead on the programme’s communications and stakeholder engagement strategy which best supports programme objectives;
 - (ii) actively engage with internal and external stakeholders and manage interactions through the programme’s existing stakeholder engagement tracker; updating and improving tracker as appropriate;
 - (iii) provide key updates to the Skills for Prosperity Programme’s Monthly Operational Committee as appropriate;
 - (iv) Provide key updates to the Programme’s Quarterly Strategic Board as appropriate;
- (b) Create, develop and monitor all Skills for Prosperity communications planning and activity, in co-ordination with DFID and FCO Communications teams:

- (i) manage the Skills for Prosperity Programme's communications on an ongoing basis, in line with the OASIS campaign tool guidelines administered by the Government Communication Service (GCS) available REDACTED;
 - (ii) identify target audiences, which the campaign will seek to influence through communications channels;
 - (iii) create content that demonstrates the programmes purpose, attracts target audiences; and promotes existing, content from posts;
 - (iv) ensure all content is cleared by the programme team, and DFID communications team, to be agreed at inception;
 - (v) where appropriate, co-ordinate with the programme team and DFID/FCO Communications team to draft press releases to announce programme milestones and developments;
 - (vi) alert the programme team to any significant communications issues immediately that could lead to considerable reputational damage;
- (c) provide support to the Authority for events, and promotional materials, to support specific projects, programme and activity focused marketing;
- (i) create and develop relevant marketing material (such as prospectuses, video summary's, and media graphics) that summarise the programme objectives and mission statement;
 - (ii) co-ordinate with DFID and FCO digital communications teams to create graphics that promote the programme over social media channels, and support specific projects;

11. Portfolio Management

The GBESH shall:

- (a) undertake portfolio management of the Skills for Prosperity country projects. This will include performance monitoring and reporting against each Project and the Skills for Prosperity's overarching strategic objectives including:

- (i) managing performance reporting in electronic format to be submitted to the DFID SRO in line with governance reporting life cycle. Allowing 7 working days for review by the programme team;
- (ii) inputting information into the MREL System;
- (iii) providing corrective action plans to detail actual vs expected performance variances;
- (iv) detailing delays and variations – as a minimum detailing excusable, non-excusable, shared/concurrent delays and variations;
- (v) delivering ongoing value for money in terms of the design and management of the portfolio of projects, including advising on performance of interventions, particularly around value for money, outcome and impact;
- (vi) managing the overall risk management approach;
- (vii) reporting progress on risk management regularly and communicate risks to the Programme team in the UK as and when appropriate;
- (viii) Update and maintain the Skills for Prosperity Programme’s dashboard outlining project progress, finances, milestone delivery and benefits realisation, produce forward demand management forecasts and plans and provide advice on delivery capacity and sourcing.

12. Project and Programme Management

The GBESH shall:

- (a) as required, provide delivery assurance and support to Skills for Prosperity Projects and programmes, for the complete project and programme lifecycle;
- (b) collect, analyse and report performance on each in-scope Project to the Skills for Prosperity Programme Board quarterly, and as required, the Skills for Prosperity Operational Committee monthly;
- (c) proactively identify any possible issues and concerns for Projects and bring these to the attention of the Programme team in the UK in a timely and sensitive manner, together with appropriate proposals to mitigate issues;

- (d) support and provide risk and issue management, providing efficient and timely escalations;
- (e) collect performance information on a continuous basis for projects and programmes as they move through their lifecycle;
- (f) Manage disputes, as a minimum unforeseen cost, contract breaches, scope;
- (g) Conduct reviews (as required) and provide lessons learnt report (quarterly) and facilitate lessons learned and quality reviews (minimum 6 monthly) as a minimum an assessment of:
 - (i) The project requirements defined;
 - (ii) appropriate evaluation criteria and methodology;
 - (iii) issues arising; and
 - (iv) recommendations for improvement.

13. Delivery Partner and Supply Chain Management

The GBESH shall be responsible for managing its own supply chain and managing Delivery Contracts as further described below:

- (a) to fully manage its own supply chain which forms part of the service offering which includes:
 - (i) performance management;
 - (ii) financial checks;
 - (iii) Staff Security clearance checks; and
 - (iv) new supplier on-boarding;
- (b) support the Programme's sourcing and procurement as required instigating and managing Delivery Party support as outlined in Output 5:Delivery Services;
- (c) ensure appropriate Delivery Partner relationship management processes and controls are in place at all times;
- (d) Ensure compliance with all obligations under each delivery contract;
- (e) Manage contract disputes as required and support DFID in resolving issues and concerns arising from Delivery Contracts; and

- (f) make recommendations to the programme governance boards where appropriate regarding improvements to the sourcing strategies and approaches to be taken in procurement.

14. Financial Management

The GBESH shall:

- (a) act as first point of contact on all Financial Management for the Skills for Prosperity Programme on behalf of DFID;
- (b) support DFID in planning, managing and executing best practice financial management in respect of all expenditure for the Skills for Prosperity programme;
- (c) proactively support and assist DFID in identifying and managing financial risks;
- (d) provide ongoing financial reporting to meet the needs of the Skills for Prosperity Programme and to meet the requirements of the Prosperity Fund MREL business processes,
- (e) ensure that 3rd party contracted delivery suppliers are working within agreed budgets.

15. Benefits Management

The GBESH shall:

- (a) prepare, maintain and revise a Skills for Prosperity programme benefits realisation plan;
- (b) create and manage a shared risks register and issues log to ensure that all concerns with benefits are raised and dealt with in a timely and efficient manner;
- (c) provide ongoing benefits reporting to boards at portfolio, fund, project and programme level as appropriate to meet the needs of the Skills for Prosperity programme and to meet the requirements of the Prosperity Fund MREL processes;
- (d) identify opportunities for international businesses (including the UK), that arise from programme activities; ensure this are properly captured and shared with the Programme Team and DiT Secondary Benefits Adviser; monitor and track the realisation of these secondary benefit opportunities.

	<p>16. Continuous Improvement</p> <p>The GBESH shall:</p> <ul style="list-style-type: none"> (a) create and manage a Continuous Improvement Plan for the Programme within the first 12 months from the contract start date, to be reviewed annually; (b) evidence incremental improvements based on the Continuous Improvement Plan, which will feed into the Quarterly Programme Board and monthly Operational Committee meetings; (c) prepare, organise and facilitate lessons learned reviews at both project and portfolio level; and (d) include evidence-based recommendations for improvements to the Skills for Prosperity Programme in support of the annual review process; <p>17. Business Continuity and Disaster Recovery</p> <p>The GBESH shall:</p> <ul style="list-style-type: none"> (a) ensure that an effective and up to date Business Continuity and Disaster Recovery Plan in accordance with Good Industry Practice is in place at all times to protect the availability of the Services, which, shall expressly include details in relation to how the GBESH will restore Authority Data where Authority Data is corrupted, lost or sufficiently degraded.
<p>Deliverables</p>	<ul style="list-style-type: none"> • Programme MREL plan • Risk management strategy and completed shared programme/Authority risk register; • Programme dashboard; • Benefits realisation plan; • Continuous Improvement plan; • Business Continuity and Disaster Recovery Plan; • Quarterly programme reports; • Monthly financial reports;

Output 3**Advisory services**

Activities	<p>Implementation phase:</p> <p>18. Policy and Strategy Support</p> <p>The GBESH shall:</p> <ul style="list-style-type: none"> (a) On request, provide or commission a research and analysis function which will work on the development of thematic, country, and/or regional research to support the development and improvement of country activity; (b) where requested provide support for policy planning and development; based on international evidence of best practice in HE, TVET and ELT. (c) provide a 'radar-scanning' function that ensures that the Skills For Prosperity programme and its team is kept up to date on emerging research and best practice; (d) Ensure that Gender and Social Inclusion is properly mainstreamed within programme activities, including through the development and management of a Gender and Social Inclusion Action Plan and effectively captured as part of monitoring and reporting processes; (e) As required, plan, organise and run policy dialogues for both internal and external stakeholders; (f) provide support for the development of and maintenance of the Skills for Prosperity's strategic plan; <p>19. Training and Knowledge Development</p> <p>The GBESH shall produce a learning and development plan for flexible training and knowledge development during inception which shall include but not be limited to the following requirements:</p> <ul style="list-style-type: none"> (a) Training to help create best practice for the Skills for Prosperity Programme team and in country network; including via presentations, shadowing, creation of materials or bespoke training.
Deliverables	<ul style="list-style-type: none"> • Research and analytical reports (as requested); • Training and knowledge development plan; • Gender and Social Inclusion Action Plan;

Output 4**Project services**

Activities	<p>20. Project Planning Services</p> <p>The GBESH shall:</p> <ul style="list-style-type: none">(a) lead the development of impact assessments, Terms of Reference, and all associated tender documentation for all new Skills for Prosperity Projects;(b) lead the development of baseline and feasibility studies,(c) Set out, as part of Project Planning and Management functions a detailed programme workplan, clearly tracking the various project milestones. <p>21. Procurement Management</p> <p>The GBESH shall (where requested):</p> <ul style="list-style-type: none">(a) cooperate with DFID's commercial and procurement function as part of the service;(b) develop the tender documentation and / or advise Programme team on sourcing strategy options; procurement route will be agreed with the Authority;(c) provide technical evaluation alongside Programme team of all project delivery bids submissions at various stages of the procurement;(d) lead the financial/economical and commercial evaluation of tenders;(e) provide detailed recommendation reports; and(f) lead the development of the award reports for approval.
Deliverables	<ul style="list-style-type: none">• Project work plan

Output 5		Delivery services	
Activities	Implementation phase		
	<p>22. Delivery of interventions in country</p> <p>a) This programme will deliver technical assistance and capacity building interventions in Higher Education, TVET and HE in the nine programme countries as part of this programme. We expect all countries to have agreed country intervention proposals by the time the GBESH goes live. While delivery partners will be in place for some of these countries, the GBESH may be requested to develop a proposal for, and subsequent delivery of scale-up pre-designed project activities at the request of the Cross-Whitehall Skills Programme Board (in up to 4 of the 9 countries), at DFID's discretion.</p>		
Deliverables	<ul style="list-style-type: none"> To be agreed during inception 		

Monitoring and Evaluation (project-level)

- 5.5. The GBESH will be responsible for coordinating the monitoring and evaluation of all the activities and projects across the programme's portfolio. The Supplier(s) will lead on compiling and presenting portfolio-wide monitoring and evaluation to the DFID/FCO Programme Team and the Cross-Whitehall Skills Programme Board.
- 5.6. The GBESH will work collaboratively with the in-country programme leads to monitor delivery partners' progress against the agreed results framework indicators and performance against the Key Performance Indicators (KPIs) at regular reporting intervals (likely to be quarterly).
- 5.7. The GBESH, supported by the in-country programme leads, will compile and verify progress reporting. As Skills for Prosperity will operate with a payment-by-results (PBR) model, there will be a technical and financial assessment of progress reports to trigger payments to the delivery partners. The in-country programme leads will lead on assessing and advising on the technical details of the progress reporting, while the GBESH will lead on scrutinising the related financial details, taking onboard the programme leads' technical advice, and signing-off payments to the delivery partner in the case of satisfactory progress.
- 5.8. The Supplier(s) should also ensure that strong data management processes are in place, and that programme data is analysed and used to understand progress, challenges and bottlenecks, feeding back into programme planning and implementation. Proposals

should outline the monitoring systems to be used for consistent collection of disaggregated data throughout the programme, and capability for real time data availability and use. Ongoing analysis and learning is expected to inform programme adaptation where needed. Rigorous attribution and contribution analysis and reporting should also be conducted to provide understanding of Skills for Prosperity's role in achievements.

- 5.9. The monitoring approach will encompass routine programme monitoring data, education and skills information, independent intervention coverage surveys and impact assessments. Programme monitoring will prioritise the strengthening and utilisation of national reporting systems, and will not create parallel reporting streams. We will request that data provided should be disaggregated by gender, disability, age group, sub-national geography, socio-economic status and whether children are in schooling or not, where appropriate (e.g. independent coverage surveys and impact assessments should collect additional information on respondents to enable disaggregation by all of these characteristics), and programme monitoring will take into account DFID's data disaggregation action plan. (refer to section 11 General Data Protection Regulation (GDPR)).
- 5.10. The Supplier(s) will also facilitate field visits by DFID-FCO programme staff, and others, and respond to ad hoc requests for detailed information in association with monitoring and evaluation.

Overview of M&E roles and responsibilities:

GBESH

- Advise HMG on M&E processes;
- Support HMG to scrutinise and critique delivery partner project implementation, evaluation planning and reporting;
- Critical appraisal and facilitating cross-programme learning and building capacity at posts;
- Developing a framework for monitoring and evaluation of the projects, including reviewing and recommending process and outcome indicators, data collection and data flow methodologies, at country-level;
- Data quality assessment;
- Support review of the programme level results framework and ToC;
- Support in-country programme leads to work with delivery partners to finalise country results framework and ToC, critique and challenge rationale, work with HMG and delivery partners to finalise.

Delivery partner

- Reporting on delivery;
- Reporting/analysis to inform better performance management;
- Evaluation and learning;
- Agree KPIs and programme indicators with HMG;
- Agree measurement methodology;
- Primary data collection (including liaison with in-country programme leads);
- Report against country results framework targets and milestones;
- Report against programme results framework.

Evidence and learning

5.11. The Supplier(s) will be actively involved in evidence generation and lessons learning associated with education and skills interventions. The Supplier(s) will engage at the national and international levels, feeding in evidence and learning to international guidance and broader lessons learning.

Value for Money (VfM)

5.12. A VfM strategy must be annexed to your financial methodology (for information and not to be scored). Potential supplier(s) should demonstrate significant competence and capability in ensuring VfM and also in managing all downstream partners.

5.13. The Supplier(s) will be expected to drive and measure value for money throughout the programme period. They will be routinely expected to demonstrate how value for money is being accurately measured within the programme implementation. VfM summaries will be provided in quarterly and annual reporting to DFID, and supplementary detailed VfM data will be shared on an annual basis.

5.14. VfM benchmarks will need to be developed during the start-up phase. There are a number of indicators that could be used to assess VfM including:

- **Cost-Effectiveness**
- **Cost-Efficiency**
- **Economy**
- **Equity**

5.15. The Supplier(s) are expected to consider a set of quantitative and qualitative measures as part of the VfM proposition, and to consider how VfM assessment will take into account programme results, intervention quality and sustainability. Supplier(s) should outline trade-offs being proposed, particularly in relation to 'harder to reach' communities and individuals. DFID welcomes bids which highlight a range of alternative trade-offs bidders would be willing to consider. These trade-offs would include costs of working at different scales in different countries, and in different regions including the 'harder to reach'.

5.16. All partners will be expected to have a VfM strategy (both commercial and programmatic), including reporting.

6. Methodology

6.1. The following principles will guide and inform all activities:

- Delivery of a programme that is sustainable, promoting national ownership, leadership and coordination.
- Use of analysis including political economy, evidence and local knowledge and expertise to inform planning of activities within each focal country. These analyses should provide for each programme country a thorough understanding of: gaps in education and skills intervention; the stakeholder landscape in terms of who is doing what in the sector (particularly of relevance to the identified gaps) and; the relevant incentives, relationships and governance arrangements that may facilitate or challenge programme implementation.

- Taking a flexible and adaptable approach to implementation, based on updated information and analyses, to ensure that changes in context are accounted for in programming.
- Collaboration, transparency, openness and accountability for quality, monitoring and results (to Government, communities, other donor programmes, DFID and other stakeholders).
- ‘Do no harm’ through preventing unintended negative consequences from the programme, for example communities misinterpreting information resulting in unintended beliefs or practices, or services not offering financial protection.
- Coordination with, and leveraging of, other sectors to ensure sustainable results.
- Delivery of VfM.

Commitment to leaving no one behind

- 6.2. The UK has made a commitment to leave no one behind in achieving the global goals¹. Those who are most excluded and hardest to reach will be prioritised in planning to ensure that they can access and benefit from prevention, diagnosis and treatment activities.
- 6.3. DFID recognises that there will be trade-offs between focussing on the most vulnerable and hard to reach, working in fragile and conflict affected countries and remote areas, and achieving ambitious targets. Bids should outline how they plan to make these trade-offs, including assessments of VfM, including equity.
- 6.4. The Supplier(s) will outline approaches in their technical submissions for ensuring that the poorest, people with disabilities, the elderly, out-of-school children and adolescent girls and young women are incorporated into planning and delivery. This should include approaches to targeting of interventions, case finding and uptake of interventions/services. The Supplier(s) must ensure the programme promotes equitable access to services regardless of geographical location, ethnicity, religion, gender, disability and social status – with particular focus on ensuring that vulnerable populations are able to benefit from DFID-funded activities. The Supplier(s) will also analyse data from independent coverage surveys and other sources to provide quantitative evidence of the reach of interventions by population group, and will apply mitigating measures if any groups are not being reached equitably.
- 6.5. Skills for Prosperity will be fully compliant with the Gender Equality Act (2014). The Supplier(s) must ensure that all activities consider the impact on gender equality, including disaggregation of data by gender and the inclusion of gender-based targets in results measurement. The Supplier(s) will provide technical assistance for national systems to report disaggregated data. The Supplier(s) must also comply with the Public Sector Equality Duty by: 1) ensuring that harassment and discrimination are not tolerated and 2) promoting equal opportunity between people who share protected characteristics with those who do not.

7. Reporting requirements

- 7.1. Monthly progress meetings will be held with the Supplier(s) to oversee overall progress. This will comprise the core DFID/FCO programme team, but may extend to in-country

¹ Department for International Development (2017). Leaving no one behind: Our promise. Available from: REDACTED

programme leads and delivery partners, if appropriate. These meetings will review progress towards delivery of outputs, the budget forecast and actual expenditure, results achieved and risk mitigation. Separate meetings will also be held on at least a quarterly basis with the Joint Funds Unit (JFU), to seek an external view of the progress of the programme.

- 7.2. Six-monthly cross-partner meetings (to include the Supplier(s) and the delivery partners) will also be held to discuss programme activities and progress, and to facilitate cross-programme learning.

Technical/performance reporting

- 7.3. The Supplier(s) will provide Quarterly Reports and an Annual Report to DFID/FCO (internal templates to be provided).
- 7.4. Quarterly Reports will assess progress against the agreed work plan and milestones, KPIs and results framework targets, including qualitative assessment of programme interventions. This report will identify achievements, opportunities and constraints in the delivery of the programme. This will include a quarterly update of the risk assessment and delivery chain mapping. The lead Supplier will be expected to collate information from all other consortium and downstream partners to present a consolidated report to DFID/FCO against an agreed format. The Supplier(s) will also need to maintain and update a comprehensive asset register. Where applicable, results framework reporting will be disaggregated by gender, disability status and age group.
- 7.5. Annual Reports will be required to be produced in time to inform the Prosperity Fund annual review process. This will be provided to an agreed format and will detail progress on outputs, outcomes and impact, learning, financial management and commercial issues, risk, value for money and monitoring and evaluation. This will form an integral part of effective programme delivery, lesson learning and adaptation.
- 7.6. The Prosperity Fund's Evaluation and Learning contractors will undertake mandatory annual reviews which will measure progress against annual milestones, Key Performance Indicators and VfM metrics: reports from the Supplier(s) and information provided by the Monitoring and Reporting contractor will be used in this process. Annual reviews will also look at budget execution and all aspects of implementation arrangements. The annual review process will provide recommendations to enhance delivery and achievement of outcomes.
- 7.7. The Supplier(s) will provide a high quality final report at the end of the programme period in line with exit strategy requirements detailed in Section 3 of these Terms of Reference. In addition to the annual progress report requirements, this will include a full assessment of lessons learned for future approaches to education and skills interventions.

Financial reporting

- 7.8. The Supplier(s) will be required to provide monthly expenditure figures and forecasts to DFID, on a resource accounting basis and broken down by key cost drivers. Supplier(s) will also be required to provide quarterly financial reports including disbursements to downstream Supplier(s). Quarterly reports will include spend by country, cost category, and output/activity. Forecasts should be realistic and free of optimism bias, with

suppliers informing DFID of potential slippage or overspends as soon as they are identified. Supplier(s) will also be required to provide annual audited accounts that separately identify DFID funds, associated disbursements and unspent funds. Timing of payment requests to DFID should be scheduled to meet DFID's 90:10 requirement (90% before December) as far as possible.

8. Contract Management

Contract Award

- 8.1. DFID will award a single contract to the Supplier(s), who will represent and coordinate the subcontracted downstream partners or consortium of organisations required to deliver different aspects of the programme. The Supplier(s) should make it clear who the lead member is, and will be contractually responsible for delivery of all aspects within their contract, including:
- Ensuring the implementation and reporting of all agreed interventions.
 - Achievement of results targets.
 - Ensuring appropriate downstream partners/consortium members are in place to deliver high quality interventions across all aspects of the programme.
 - Financial management and full acceptance of financial risks.
 - Ensuring agile management of risks including in relation to safeguarding.
 - Carrying out due diligence (including safeguarding), fiduciary risk assessment and risk management of consortia members and all downstream partners.
 - Adhering to DFID reporting requirements and providing additional information as and when required.
- 8.2. DFID expects to engage with all stakeholders for programme implementation, review and learning, and expects to see the programme governance and division of labour aligned to the strengths of different partners.
- 8.3. Before a contract can be awarded, Supplier(s) must provide all information required for DFID to undertake a full due diligence assessment including enhanced due diligence in relation to safeguarding. Delivery chain mapping will be required **as part of the bid** to ensure they have the required capability and capacity to deliver.

Contract Review points

- 8.4. DFID will monitor programme performance through quarterly results reporting, annual reviews and quarterly reporting from the GBESH. DFID reserves the right to terminate the contract subject to programme performance in accordance with the Terms and Conditions of Contract. In addition to annual reviews, the contract will allow for formal break points at the end of the Inception phase and in March 2021. Break points will involve a substantive discussion on performance against results framework targets, progress towards outcomes and impact, KPIs and challenges.

Timeframe

- 8.5. The Contract(s) will start in December 2019 and run until the end of March 2023.

Scale Down/Extension options

- 8.6. DFID reserves the right to scale back or discontinue this programme at any point in line with DFID's contractual Terms and Conditions. Supplier(s) must maintain flexibility to be able to exit from high-risk environments and to scale up in other locations, as required and with agreement from DFID.
- 8.7. DFID reserves the right to extend the programme for up to a maximum of 24-months, dependent upon the progress and timeframe of programme delivery, upon approval of an extension to the Business Case, and at DFID's discretion.
- 8.8. DFID reserve the right to scale up the programme to include additional education related services to the GBESH, including but not limited to projects and/or delivery of pre-designed project activities at the request of the Cross-Whitehall Skills Programme Board in up to 4 of the 9 countries, at DFID's discretion. Subject to DFID approvals, the maximum budget available for any scale-up is £40 million (inclusive of all applicable taxes).

Change Control & Flexibility

- 8.9. A Change Control process (see Section 4 of the Contract) will provide opportunity to adjust non-substantial aspects of the contract. Any adjustments are subject to the approval of DFID's Procurement and Commercial Department (PCD).

Conflict of interest

- 3.10 Subject to providing acceptable strategies for interface management, Conflict of Interest mitigation/management and separate of duties, we confirm that Supplier(s) – including Sub-Contractors - can participate in bids for both Lots 1 and 2. The onus lies with the GBESH to identify, assess the risk of, and suggest measures to mitigate, any perceived or actual conflicts of interest. This mitigation proposal will be subject to DFID approval.
- 3.11 A conflict of interest can be deemed to exist where a party (either an individual or an entity) has an existing interest or relationship which could result in an impairment of objectivity.
- 3.12 DFID shall have the right to require that the Supplier has put in place "Ethical Walls" where any previously provided contracted support to DFID/FCO Prosperity Fund Programmes, e.g. Scoping Studies, has been undertaken, and that all information and deliverables relating to those contracted services completed pursuant to those (to include all working papers, draft reports in both tangible and intangible form) have, and will not be shared or made available to other employees, suppliers or agents of the Supplier and that such matters are not discussed by the relevant staff with other employees suppliers or agents of the Supplier, in the preparation of the response to this Terms of Reference.
- 3.13 Ethical Wall measures will also require to be demonstrated (to DFID's satisfaction) in any bids submitted where the Supplier, or any member of their consortium, intend to also bid for Lot 2: Mexico Delivery Partner.

3.14 In the event of a failure to implement Ethical Walls as described above, DFID reserves the right to immediately terminate the contract or exclude the Supplier from bidding where prior knowledge provides for competitive advantage.

9. Governance

- 9.1. The governance of the Skills for Prosperity Programme will ensure that all aspects of are coherent at a cross-government level, and managed effectively at both regional and national levels.
- 9.2. The programme will be managed by a DFID and FCO core programme team based in Whitehall. Monthly progress meetings will be held with the implementation Supplier(s), core programme team, and representatives from country offices as appropriate.

Governance structure

The overall governance structure is set out in the diagram below.



DFID Contact Points

- 9.3. The Supplier(s) will report directly to the Senior Responsible Owner (SRO) based in DFID’s Higher Education, Skills and Youth Team (HESY). They are the named individual with overall responsibility for ensuring that the programme delivers the agreed outputs

and outcome, ensuring compliance with Smart Rules, and providing direction to the core programme team and the implementers.

10. Asset Management

- 10.1. The Supplier(s) will need to set out how they will maintain, control and report on any assets purchased with DFID funds, mitigating against theft, damage or loss. A detailed asset management plan will be developed within the delivery plan for this programme. DFID will then determine how the assets are disposed of at the end of the programme as part of the closure strategy. Any funds not spent by the programme will be returned to DFID at the end of the programme. All assets will be disposed of in a way that represents best VfM with a clear record of decision making, including approval by Head of Department or delegate.

11. General Data Protection Regulation (GDPR)

- 11.1. Please refer to the Schedule of Processing, Personal Data and Data Subjects in Appendix A and to the GDPR provisions detailed in the Terms and Conditions of contract.

12. Programme Budget, Payment by Results (PbR) and contract model

- 12.1. The overall programme will be for up to the value of £75 million (exclusive of Government taxes, if applicable), inclusive of the GBESH costs and delivery costs in the nine target countries. Contracts will include the potential for an extension by up to 24-months.

Payment by Results (PbR)

- 12.2. To ensure high quality delivery there will be a hybrid approach to the payment mechanism, which shall be as follows:
- 12.3. Expenses (including but not limited to Travel, Subsistence, Accommodation, Office Costs etc) shall be paid monthly in arrears and shall be based on actuals, with the final Pro Forma Cost Template unit rates as a ceiling (provided they are in line with the overall budget agreed with DFID and DFID policy on expenses).
- 12.4. In relation to the following Cost Template Items

- Total Programme Team (tab 2. Total Programme Cost)
- Total Monitoring and Evaluation Costs (tab 2. Total Programme Cost)
Excl. Travel, Subsistence & Accommodation
- Total Fund Management (tab 2. Total Programme Cost)
- Lead Organisation Management Fees (tab 2. Total Programme Cost)
- Lead Organisation NPAC (tab 2. Total Programme Cost)
- Contract Profit (tab 2. Total Programme Cost)

Inception costs shall be paid:

- Output-based

90% at the end of the inception phase upon satisfactory delivery and DFID approval of the below outputs:

- DFID acceptance of high quality detailed country analysis and activity prioritisation reports for each programme country.
 - Completion of an Environmental and Safeguarding Risk Assessment which includes developing safeguarding process and procedures.
 - DFID acceptance of completed log frame for Supplier(s) components. (Delivery timeframe to be finalised).
 - DFID acceptance of finalised high quality Inception Report - including detailed work-plans for months 5 to 12 of the programme, for each programme country and draft annual work-plans for the duration of the contract. A payment timetable for the remainder of the first year, including payment milestones and a draft payment timetable for the remainder of the programme should be included with these work-plans. (Delivery timeframe to be finalised).
- KPI-based
10% at the end of the inception phase based on assessed performance for that period as measured against the KPI's and KPI mechanism detailed later in these TORs.

Implementation costs shall be paid:

- Input-based
REDACTED % shall be paid monthly in arrears, provided these costs are in line with the overall budget agreed with DFID;
- Output-based
REDACTED % shall be paid quarterly in arrears (with payments being due at the end of each 3-month implementation period) based on satisfactory delivery and DFID approval of outputs as agreed by the parties prior to each 3-month implementation period - provided these costs are in line with the overall budget agreed with DFID.

Outputs are expected to include:

- **Equity:** Managing, supporting and advising projects to effectively support access, quality provision and education to employment process for marginalised groups e.g. work placements;
- **Quality:** Managing, supporting and advising on portfolio of projects to improve quality of teaching and leadership, in higher education (HE) and technical and vocational education and training (TVET) institutions. Also, university partnerships and strengthening of inspection and quality assurance systems and processes;
- **Relevance:** Managing, supporting and advising on projects developing more industry relevant curricula, knowledge and training products. Also, to include the provision of non-technical training (e.g. soft skills), greater opportunities

for work based/ vocational training, facilitating industry engagement models and strengthened use of LMI to match labour market demand and supply;

- **Cost-effectiveness:** Managing, supporting and advising projects to improve the cost-effectiveness and financing of TVET and HE and improving national planning and monitoring.
- KPI-based
10% shall be paid quarterly in arrears (with payments being due at the end of each 3-month implementation period) based on assessed performance for that period as measured against the KPI's and KPI mechanism detailed later in these TORs (as amended and agreed prior to implementation).

It is anticipated that quarterly contract management meetings will be held with DFID, and the Supplier must build this KPI payment element into its proposed Contract Management Plan.

The final performance-based payment shall be due three months after completion of the project.

Milestones

- 12.5. DFID expects measurable output-based payment milestones to be detailed within bid submissions.
- 12.6. If an output-based payment milestone has not been delivered at the expected time, the associated payment will be withheld and a 'reasonable' amount of time (up to 4 weeks) allowed for the supplier to deliver as 'Completed'. If a milestone is critically time-bound, meaning DFID has stated a specific date for on-time delivery as 'Completed', then this will be made explicit to the Supplier(s) at the outset and the impact of any late delivery will result in non-payment. The table below categorises milestone progress against payments:

Milestone progress during the reporting period	Category	Payment
No progress against planned milestone	Not started	nil
Less than 50% completion of the milestone	Started	nil
50% or more completion of planned milestone	Advancing	Partial payment
100% achievement of planned milestone as per DFID agreement	Completed	Full payment

- 12.7. If a milestone has only partly been met 'Started' or 'Advancing' and completion of the milestone is out with the Supplier(s) control, due to unforeseen circumstances, then (where appropriate) DFID will seek to make a payment proportionate to what the supplier's level of effort has been, categorised as a % in the table above. DFID will allow a reasonable amount of time and flexibility to adjust for the supplier to deliver the remaining milestone unless the milestone was determined as 'time-bound'.

- 12.8. If there is a dispute over the quality of a milestone then timely feedback will be provided and the Supplier(s) allowed one opportunity to improve the deliverable to the required standard and for full payment to be made.
- 12.9. Transition from Inception phase to Implementation will be dependent on satisfactory completion of all milestones in the inception phase and subject to DFID approval of all inception phase requirements, as detailed in this ToR.
- 12.10. Supplier(s) must detail precise output-based milestones payments in line with the PbR provisions detailed in paragraphs 12.3 and 12.4 as part of their commercial proposal. **Bidders will also be required to confirm the percentage of implementation costs upon which output-based milestone payments shall be based (a minimum of 40%).**
- 12.11. DFID recognises that definitive implementation milestone payments will subsequently be agreed as the programme progresses.

Key performance indicators (KPIs)

- 12.12.. KPIs address the Supplier(s) performance in terms of managing the programme. Annex G details the KPIs and the weighted scoring system is set out in Table 7 below. KPI linked payments will be pro-rata as outlined in Table 7. Table 7 indicates the scoring system for measuring performance and the % ‘at risk’. Annex G details each KPI and the allocated ‘Category Performance’ percentage weighting to any given KPI. Each KPI will be scored 1-7 based on the scoring methodology indicated in Table 7. The score (1-7) is then multiplied by the respective KPI weighting (Category Performance % indicated in Annex 1) to provide the KPI weighted score. All the KPI weighted scores will be added together to determine a Total Score Achieved (0-700). The % KPI Payment is dependent on the Total Score Achieved.
- 12.13. Scoring of the KPIs will be performed by DFID, including inputs from the full DFID/FCO programme team and the Supplier(s). This performance scoring system will include a process whereby any disputes concerning achievement of the KPIs or otherwise can be dealt with effectively as part of the overall contract management plan.

Table 7: Weighted scoring system for use with KPIs.

Scoring Methodology	Scoring	Total Score Achieved	% KPI Payment
Serious Underperformance Consistently below requirements	1	0-199	20% payment
Underperformance Often below requirements	2	199-299	40% payment
Less than Satisfactory Sometimes performs below requirements	3	300-399	60% payment
Satisfactory Mostly meets requirements	4	400-499	90% payment
Good Performance Consistently meets requirements	5	500-599	Full Payment
Exceeding Performance Meets and often exceeds requirements	6	600-699	Full Payment
Outstanding Performance Consistently exceeds requirements	7	700	Full Payment

13. Risk

- 13.1. The Supplier(s) will build on the risk matrix attached at Annex H to develop a risk matrix for the programme and each programme country. The Supplier(s) will discuss the Risk Mitigation matrix on a quarterly basis with the DFID/FCO Programme Team and flag any arising risks throughout the course of the programme.
- 13.2. The Supplier(s) will be required to set out their fraud and safeguarding mitigation strategies including internal risk management and reporting systems. DFID will further require that annual financial audits include spot checks of high risk areas of programme activity (e.g. procurement), and – if any causes for concern arise – these must be reported to DFID immediately. DFID will reserve the right to conduct a full forensic audit. DFID takes a zero tolerance approach to fraud.
- 13.3. The Supplier(s) will also be required to develop a risk management strategy during the Inception Phase, as discussed in Section 5.4. This should include a robust approach to appraising and managing risks associated with provision of funding to national and subnational governments.

Delivery Chain Mapping

- 13.4. Delivery Chain Mapping is a process that identifies and captures, usually in visual form, the name of all partners involved in delivering a specific good, service or charge, ideally down to the end beneficiary. Addressing this is the actions /activities required to manage regular and exceptional risk throughout the network to reduce exposure and vulnerability.

As part of the bid, the Supplier(s) will be required to produce a delivery chain risk map which should, where possible, identify all partners (funding and non-funding e.g. legal/contributions in-kind) involved in the delivery of the Skills for Prosperity programme. Risk maps should be reviewed and updated periodically, in line with agreed programme monitoring processes and procedures.

A suggested format is attached at Annex F. As a minimum, it should include details of:

- The name of all downstream delivery partners and their functions.
- Funding flows (e.g. amount, type) to each delivery partner
- High level risks involved in programme delivery, mitigating measures and associated controls

Risk of Fraud

- 13.5. The risk of fraud through downstream Supplier(s) or with partners in country will need to be mitigated through the Supplier(s) due diligence of downstream Supplier(s), ensuring acceptable levels of financial control and reporting and safeguarding before granting funds. The Supplier(s) will be required to set out how they will monitor the performance and financial management of downstream Supplier(s) and delivery partners receiving funding through the programme.

Safeguarding

- 13.6. DFID maintains a zero-tolerance approach to sexual exploitation and abuse within Supplier(s) organisations, which includes their downstream supply chains. We expect

DFID partners to follow our lead and robustly consider environmental and social safeguards through their own processes. The capacity of our partners to do this and their effective performance will be a key risk assessment factor in programme delivery and monitoring and evaluation.

Do No Harm

- 13.7. 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.
- 13.8. The programme is targeting a sensitive area of work. The 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 delivery of interventions including research and programme evaluations should recognise and mitigate the risk of negative consequence for women, children and other vulnerable groups. The 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.
- 13.9. A commitment to the ethical design and delivery of evaluations including the duty of care to informants, other programme stakeholders and their own staff must be demonstrated.
- 13.10. The Supplier(s) will be requested to conduct an Environmental and Safeguarding Risk Assessment during the Inception phase, to consider the potential positive and negative environmental impacts of programme activities (for example related to use of reusable materials in vocational education training).
- 13.11. Lead Supplier(s) will have responsibility for assessing safeguarding policies and practices of consortium members and downstream partners. Lead Supplier(s) will comply with all DFID safeguarding policies and will be required to demonstrate that they have robust approaches in place to reduce the risk of bullying, harassment and exploitation and to manage instances if they take place.

14. Communications and UK Aid Branding

- 14.1. Supplier(s) that receive funding from DFID must follow UK Aid Branding Guidelines and use the UK aid logo on their development and humanitarian programmes to be transparent and acknowledge that they are funded by UK taxpayers. Supplier(s) should also acknowledge funding from the UK government in broader communications but no publicity is to be given without the prior written consent of DFID. A branding discussion will be held with the Supplier(s) and the Implementing Partners and will be captured on the visibility statement and agreed prior to contract signature.
- 14.2. Subject to prior DFID agreement, Supplier(s) should actively promote the work and results of the programme throughout the programme lifecycle, and are required to inform DFID of any important milestones, events, planned media activity or queries from the media. Supplier(s) should also provide DFID with first-hand human interest

stories that show how UK aid funding for the programme is making people's lives better. This can take the form of positive stories of people receiving or delivering our aid through the programme, any interesting innovations, research or statistics and results from the programme.

15. Duty of care

- 15.1. The Supplier(s) 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.

Please see Annex D for full details of DFID's Duty of Care Policy and country risk assessments.

16. Transparency

- 16.1. DFID has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. DFID requires Supplier(s) receiving and managing funds, to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate subcontractors, sub-agencies and partners.
- 16.2. It is a contractual requirement for all Supplier(s) to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this DFID. Further information is available from:

REDACTED

17. Environmental considerations

- 17.1. The Supplier(s) is expected to include environmental considerations as part of the Environmental and Safeguarding Risk Assessment in the Inception phase and in the delivery of the Contract.

18. Recipient

- 18.1 The recipient of the services is the UK government which is itself implementing the Skills for Prosperity programme on behalf of the following recipients:
- 18.2 Government institutions in all nine partner countries, e.g. education and labour ministries and agencies.
- 18.3 Higher education and technical/vocational education institutions, e.g. universities, further education colleges, skills institutions, quality assurance agencies.
- 18.4 Private sector firms, e.g. local and international employers.
- 18.5 Associations, e.g. sector bodies and business/industry associations.

Annex A:

Skills for Prosperity Business Case

As included in the Invitation to Tender pack

Annex B:

Skills for Prosperity Results framework

As included in the Invitation to Tender pack

Annex C: Skills for Prosperity Theory of Change

Increased capacity for inclusive economic growth due to increase in labour productivity

Impact/goal

Intermediate Outcomes

Short term outcomes

National level intervention strategies

Provide technical assistance, support and training:
 Course and teaching skill development
 Leadership skills in HE TVET learning achievements

Strengthen industry-education links at institution level (curriculum, WB training and sharing of resource)
 Create industry driven curriculum
 Enhance lecturer/tutor skills in key vocational areas including ICT/English
 Enhance leadership skills in TVET and HE institutions in improving relevance to market needs

Enhance technical and leadership skills in TVET and HE institutions on improving efficiency and cost-effectiveness
 Mapping the various financing schemes for the different types of TVET /HE programmes.
 Scope incentives and flexibility to institutions, companies, communities and individuals using resources for TVET /HE in the most efficient and effective way

Improved equity in access to and provision of TVET, and HE in areas key to national economic development

Enhance technical & leadership skills in TVET and HE institutions in improving equitable access and provision
 Analyse/assess various types of TVET which promote equity and inclusion, and the implications on expanding learning opportunities for excluded groups.

Develop national qualifications framework in line with international qualifications
 Improve course standards and accreditation
 Strengthen industry-ed national links
 National policy – financing and cost effectiveness, improve national planning and monitoring
 Policy and planning to improve equity in access and provision

Improved level of learning outcomes from TVET and HE provision in the public and private sectors

Improved relevance TVET and HE to the skill sets needed by industry and commerce in areas key to national economic development

Improved financing mechanisms and affordability of TVET and HE provision in areas key to national economic development

Enabling policy, planning and legal environment strengthened for financing, equity & industry TVET/HE linkages

Learning outcomes
 Relevance to industry
 Financing mechanisms
 Equity in access

Enabling environment

Improved employment rates and productivity of beneficiaries including women and low-income youth

Increased political will/commitment to adopt policies and oversee national financing systems to ensure equitable access, sustained quality TVET/HE relevant to the national economy

Annex D: Duty of Care

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. DFID will provide a copy of the DFID visitor notes (and a further copy each time these are updated), which the supplier may use to brief their personnel on arrival. A named person from the contracted organisation should be responsible for being in contact with DFID to ensure information updates are obtained. There should be a process of regular updates so that information can be passed on (if necessary). This named individual should be responsible for monitoring the situation in conjunction with DFID.

Travel advice is also available on the FCO website and the supplier must ensure it (and its personnel) are aware of this. The supplier is responsible for ensuring appropriate safety and security briefings for all of its personnel working under this contract.

The supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for its 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 its personnel receive the required level of appropriate training prior to deployment.

Suppliers must develop tenders 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 included in this Annex. They must confirm in the tender that:

- They fully accept responsibility for security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.
- They will give responsibility to a named person in their organisation to liaise with DFID and work with DFID to monitor the security context for the evaluation.

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 capability (no more than 2 A4 pages) and DFID reserves the right to clarify any aspect of this evidence. In providing evidence tenderers should consider and answer yes or no (with supporting evidence) to the following questions:

- I. Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
- II. Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- III. Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?

- IV. Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
- V. Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- VI. Have you appropriate systems in place to manage an emergency / incident if one arises?

Other country-specific sources of information on potential risks can be obtained from the following sources:

FCO Travel advice:
REDACTED

World Meteorological Organisation:
REDACTED

Global Flood risk map:
REDACTED

CIA World Fact file:
REDACTED

Annex E: Reporting template

DFID Annual Reporting Template

This template provides an example to Supplier(s) of the areas covered in DFID annual reports. Narrative reports should be concise and no longer than 17 pages plus one page per output report.

They should include the sections set out below:

- A. Basic data sheet
- B. Executive summary
- C. Introduction and Context
- D. Performance and Conclusions
- E. Report by output
- F. Value for Money and Financial Performance
- G. Risk Management
- H. Commercial Considerations
- I. Monitoring and Evaluation
- J. Management and Administration
- K. Programme Governance
- L. Women and Girls
- M. Gender Equality
- N. Due Diligence
- O. Security
- P. Communications and Information
- Q. Financial report
- R. Annual Audits

All sections in red below also form part of the DFID Annual Review template. DFID may modify this reporting template during implementation.

A. Basic data sheet (1 page)

This should give the following information:

- **Name of project** - including location(s);
- **Name of organisation** - with name, designation, address, telephone, fax and email of the contact point for this project. Add parent organisation and partner organisation details where applicable;
- **Project cost** – total value of the project;
- **Project purpose** - a sentence that identifies the purpose of the project;
- **Project duration** - with start and end dates;
- **Type of agreement with DFID** (i.e. Accountable Grant, MOU, contract – Please also include DFID Component Numbers);
- **Status of report** - is this an Interim Progress Report (indicate 1st, 2nd, 3rd etc) or a Final Project Report? What dates does it cover?

B. Executive Summary (1 page)

In this part of the report, please **summarise** the main body of the report i.e.

- Summary of progress, including key achievements and milestones (for last reporting period only; for entire programme if end-of-programme report).
- Summary of lessons learnt; including technical and managerial lessons (e.g. personnel, financial management, partnerships, assets and management).
- Summary of actions on previous recommendations.
- Summary of any key recommendations for the next reporting period.
- Summary of operational constraints that have arisen and action taken to address them.
- Summary of any issues requiring a DFID decision or urgent discussion.

N.B. Anything that might impact on timing and delivery of the project should be flagged to DFID at the earliest possible stage.

C. Introduction and Context (1 page)

- Programme outline and rationale (updated from BC)
- Expected results
- Contribution to DFID's international development objectives
- Any deviation from original programme documents (with explanation, even if previously agreed with DFID) and implications of this for impact on DFID/UKAid objectives

D. Performance and Conclusions (1-2 pages)

Each project is different and so it is difficult to provide guidelines on length. Suggested lengths are therefore indicative and projects should use discretion to adapt to their specific context.

Progress should focus on **results and achievements** against agreed milestones and actions in the previous reporting period, and should avoid elaboration of process.

D1: Assessment of achievements towards the outcome

- Progress towards the stated outcome statements and indicators (in the reporting period)
- Assessment whether the programme is on track to achieve outcome by end of the programme (explain if not)
- Move beyond just reporting of outputs and include context, policy dialogue and the changes you are seeing towards achievement of the outcome. Qualitative aspects should also be included.

D2: Key lessons learnt in the previous reporting period

- Key lessons learnt on (a) working with partners by implementing partner(s), recipients/clients, collaborators and funders; (b) project management; (c) innovative/new ways of working
- Assessment of whether assumptions (from BC and/or last AR) have changed (pls. explain); including whether the programme would be designed differently if it were to be re-designed

- Plans for sharing of lessons learnt in the team, with DFID (and other funders?) and externally (where applicable)

D3: Suggested key actions for next reporting period

- Any further information on key actions (not covered in the summary), incl. timelines and responsibilities

D4: Results Framework changes

- Description of results framework changes in the reporting period and rationale
- Expected impact of these changes for the programme
- Recommendations for future changes

D5: Report against agreed annual workplan.

This can be presented in matrix format (2 PAGES). This should briefly summarise:

- status of delivery against approved workplan;
- explanation if planned activity did not take place, or milestone not achieved;
- if activity did not take place, will this slip to the next reporting period. Any impact on agreed resources (staff and budgets)?
- where possible, summarise outcome of activity.
- workplan for next reporting period and any proposed changes to the current approved workplan.

E. Report by Output (max. 1 page per output)

- Summary of progress against expected milestones and results by output
- Current impact weighting; any suggestions for change of impact weighting and explanation.
- Current risk rating (also corresponding to current results framework); any suggestions for changes, including any new risks should be flagged
- Table of indicators, expected milestones and progress towards the milestones
- Key points describing progress of this output
- Response to recommendations of previous AR (where relevant) to this output
- Recommendations for future reporting period(s) to this output

Please attach the latest agreed results framework; where this is an Annual Report preceding an Annual Review or a Programme Completion Review, please complete the achievements section in the results framework.

NB: General principles:

- Use of numbers.** Reports should quantify activities and outputs wherever possible. All results reported should be attributable to DFID funding.
- Gender.** Where appropriate, data presented should be disaggregated by gender and impacts described for both women and men.

- c. **Sub grant reporting.** Where a project includes a substantial number of sub grants, then the narrative reporting should report not just on number and type of grants disbursed, but also on outputs and outcomes ie how the implementation of the sub-grants helps to achieve the project purpose and outputs. Sub-grants reports should be included as an annex.

F. Global Britain Education and Skills Hub (5 pages)

- Summary of activity for each approved intervention, including progress against planned outputs and outcomes.
- Financial summary for each approved intervention, including proposed budget vs actual expenditure, and reasons for any variance.
- Highlights in terms of lessons learned, evidence generated and challenges faced.

G. Value for Money and Financial Performance (1 page)

G1: Key cost drivers and performance.

- Update of actual costs and cost drivers compared, e.g consultancy fees, travel and expenses.
- Changes to costs/cost drivers identified in previous ARs or BC and explanation
- Areas where the programme has achieved value for money during the reporting period.

G2: VfM performance compared to the original VfM proposition in the business case

- Performance of programme against VfM measures and trigger points
- Suggestions for any changes to the VfM measures and trigger points and rationale

G3: Assessment of whether the programme continues to represent value for money

- Following DFID metric on 3Es: Economy, Efficiency and Effectiveness (possibly with Equity as well)
- If programme is considered not to represent VfM, why not and what actions can be taken to achieve VfM

G4: Quality of Financial Management

- Best estimate of future costs against current approved budget and forecasting, for each reporting year
- Adherence to narrative and financial reporting requirements for each reporting year
- Conclusions of last financial report
- Achievement of auditing requirements

H. Risk Management (½ page)

H1: Overall output risk rating (low/medium/high)

- State the documented risk for the reporting period
- Recommendations for change to overall risk based on individual output risks; explain any suggested changes

H2: Overview of Programme Risk

- Any new overall risks that DFID should be aware of
- Also highlight any potential reputational risks for DFID and other stakeholders which need to be managed.

- Suggestions for change of the overall risk environment/context and reasons
- Review of all documented and suggested risks and how they affect the programme delivery
- Review of current or suggested mitigating actions to address the risks; how are these actions affecting the identified risks
- Assessment of safeguarding and mitigation measures, including whistleblowing policies and actions.
- Requirements for additional checks and controls to ensure UK funds are not lost (e.g. but not limited to corruption and fraud)

H3: Delivery Chain Map (see Annex F)

- Update the Delivery chain map that was produced for the design report, noting any changes to funding flows and risk with downstream partners (if relevant).

H4: Outstanding actions from risk assessment

- Outstanding actions from due diligence, fiduciary risk assessment, safeguarding or programme risk matrix
- Follow-up on DFID counter-fraud and anti-corruption strategies

Please include an updated risk matrix as an annex.

I. Commercial Considerations (½ page)

I1: Delivery against planned timeframe

- Comparison of actual progress against approved timescales in the BC and follow-up documents (contract, ToR, AR)
- Explanation for any deviation to original timescales

I2: Performance of partnerships

- How well are formal partnerships/ contracts working
- Lessons learnt from partner experience and application of those lessons
- Ways for DFID to be a more effective partner

I3: Asset monitoring and control

- Description of asset management and monitoring, including spot checks
- List of assets which have been procured over the reporting period and are each valued £500 and above
- Please attach an annex with a complete asset register

J. Monitoring and Evaluation (½ page)

J1: Evidence and evaluation

- Changes in evidence and implications for the programme
- Where an evaluation is planned, update on progress
- How is the Theory of Change in the Business Case and the assumptions used in the programme design working out in practice
- Are modifications to the programme design required?

- Is there any new evidence available which challenges the programme design or rationale? How does the evidence from the implementation of this programme contribute to the wider evidence base? How is evidence disaggregated by sex and age, and by other variables?
- Where an evaluation is planned set out what progress has been made

J2: Monitoring process throughout the review period

- Direct feedback from stakeholders, including beneficiaries
- Monitoring activities throughout review period (field visits, reviews, engagement etc)
- Including plans for the next reporting period.

K. Management and Administration (½ page)

Update on:

- Human resources and staff management
- Financial management
- Procurement and contracting
- Operational constraints (both technical and administrative), incl. how these may have impacted on programme implementation and what mitigating actions have been taken

L. Programme Governance (½ page)

- Update on changes to the Programme governance (where relevant)
- Key action points from meetings under the Governance structure.
- Key action points from programme management meetings with DFID and other partners (where applicable)
- Report on action points from previous reporting period

Please include as an annex (i) current Programme Governance Structure including relevant current ToRs of any bodies (i.e. Steering Committees, Advisory Bodies, and/or Management Committees) and their membership; and (ii) minutes of any meetings during the period of report.

M. Leaving no one behind (½ page)

Update on progress made to ensure that the poorest, people with disabilities, elderly and children most excluded and hardest to reach are prioritised to ensure that they can access and benefit from public health systems and prevention activities.

N. Gender Equality (½ page)

Now a mandatory requirement, this should include an update on progress of specific action the programme has taken, or plans to take. Please refer to The UK's Gender Equality Act May 2014.

O. Due Diligence (¼ page)

Progress on action points arising from any assessments carried out by your organisation on any sub-grantees. Please also provide as an annex any relevant Due Diligence assessments carried out by your organisation on sub-grantees.

P. Security (max ¼ page)

Please make DFID aware of any security issues that might directly impact on the outcomes of the project.

Q. Communications and Information (max ¼ page)

Please describe activities on communications in terms of products, events and other activities since the last report. Provide DFID with first-hand human interest stories that show how UK aid funding for the programme is making people's lives better.

R. Financial report (1 page)

The financial report should show the complete financial position of the programme:

- All programme spend must be shown in the same currency as the approved project budget.
- All agreed budget lines including income/spend/commitments (in the form of contracts) and unallocated.
- For reporting on upfront funding please quote the exchange rate used in the money transfer for each tranche being accounted for.
- Realistic monthly forecasts of spend for each subsequent quarter(s) for each financial year.
- Narrative explaining spend variances to forecasts including any risks associated with delivery and/or identification of issues (i.e. budget virements) requiring discussion/decision.

S. Annual Audits (½ page)

This should report on progress arising from agreed action points arising from last report. It should also provide a summary on the status of progress on arranging the next audit including the date it will be submitted to DFID. If audit reports are going to be submitted late DFID needs to know as early as possible including an explanation.

Progress against current Results Framework

OBJECTIVES <i>Insert statements from original results framework.</i>	INDICATORS and MILESTONES <i>Insert statements from original results framework and any modifications.</i>	PROGRESS <i>Comment against each Indicator Milestone outlining key issues faced, and any reassessment of assumptions and risks. This should include progress since project start with changes since the last report highlighted in bold.</i>	RATING*	COMMENT <i>Indicate actions proposed or taken to overcome problems and any recommendations</i>
IMPACT <i>(Final report only)</i>				
OUTCOME <i>NB. Under progress indicate how achievements against project purpose can be directly attributed to this project</i>				
OUTPUTS <i>NB: Please give a breakdown of each individual results framework indicator.</i>				

Description	Scale
Outputs substantially exceeded expectation	A++
Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

DFID Quarterly Reporting Template

This template must be used by Supplier(s) for quarterly reporting to DFID. Narrative reports should be concise and no longer than 7 pages plus one page per output report. They must include the sections set out below:

- A. Basic data sheet
- B. Executive summary
- C. Report by output
- D. Value for Money and Financial Performance
- E. Risk Management
- F. Financial report

DFID may modify this reporting template during implementation.

A. Basic data sheet (1 page)

This should give the following information:

- **Name of project** - including location(s);
- **Name of organisation** - with name, designation, address, telephone, fax and email of the contact point for this project. Add parent organisation and partner organisation details where applicable;
- **Project cost** – total value of the project;
- **Project purpose** - a sentence that identifies the purpose of the project;
- **Project duration** - with start and end dates;
- **Type of agreement with DFID** (i.e. Accountable Grant, MOU, contract – Please also include DFID Component Numbers);
- **Status of report** - is this an Interim Progress Report (indicate 1st, 2nd, 3rd etc) or a Final Project Report? What dates does it cover?

B. Executive Summary (1 page)

In this part of the report, please **summarise** the main body of the report i.e.

- Summary of progress, including key achievements and milestones (for last reporting period only; for entire programme if end-of-programme report).
- Summary of lessons learnt; including technical and managerial lessons (e.g. personnel, financial management, partnerships, assets and management).
- Summary of actions on previous recommendations.
- Summary of any key recommendations for the next reporting period.
- Summary of operational constraints that have arisen and action taken to address them.
- Summary of any issues requiring a DFID decision or urgent discussion.

N.B. Anything that might impact on timing and delivery of the project should be flagged to DFID at the earliest possible stage.

C. Report by Output (max. 1 page per output)

- Summary of progress against expected milestones and results by output
- Current impact weighting; any suggestions for change of impact weighting and explanation.
- Current risk rating (also corresponding to current results framework); any suggestions for changes, including any new risks should be flagged
- Table of indicators, expected milestones and progress towards the milestones
- Key points describing progress of this output
- Response to recommendations of previous AR (where relevant) to this output
- Recommendations for future reporting period(s) to this output

Please attach the latest agreed results framework; where this is an Annual Report preceding an Annual Review or a Programme Completion Review, please complete the achievements section in the results framework.

NB: General principles:

- d. **Use of numbers.** Reports should quantify activities and outputs wherever possible. All results reported should be attributable to DFID funding.
- e. **Gender.** Where appropriate, data presented should be disaggregated by gender and impacts described for both women and men.
- f. **Sub grant reporting.** Where a project includes a substantial number of sub grants, then the narrative reporting should report not just on number and type of grants disbursed, but also on outputs and outcomes i.e. how the implementation of the sub-grants helps to achieve the project purpose and outputs. Sub-grants reports should be included as an annex.

D. Policy and Strategic Innovation Fund (2 pages)

- Summary of progress and outputs from approved PSIF investments

E. Value for Money and Financial Performance (1 page)

- Summary update of Value for Money performance and changes over the past quarter
- Best estimate of future costs against current approved budget and forecasting
- Adherence to narrative and financial reporting requirements
- Conclusions of last financial report
- Achievement of auditing requirements

F. Risk Management (½ page)

- Summary of any changes to programme risk, including emerging risks or mitigating actions

G. Financial report (1 page)

The financial report should show the complete financial position of the programme:

- All programme spend must be shown in the same currency as the approved project budget.

- All agreed budget lines including income/spend/commitments (in the form of contracts) and unallocated.
- For reporting on upfront funding please quote the exchange rate used in the money transfer (s) for each tranche being accounted for.
- Realistic monthly forecast (s) of spend for each subsequent quarter (s) for financial year.
- Narrative explaining spend variances to forecasts including any risks associated with delivery and/or identification of issues (i.e. budget virements) requiring discussion/decision.

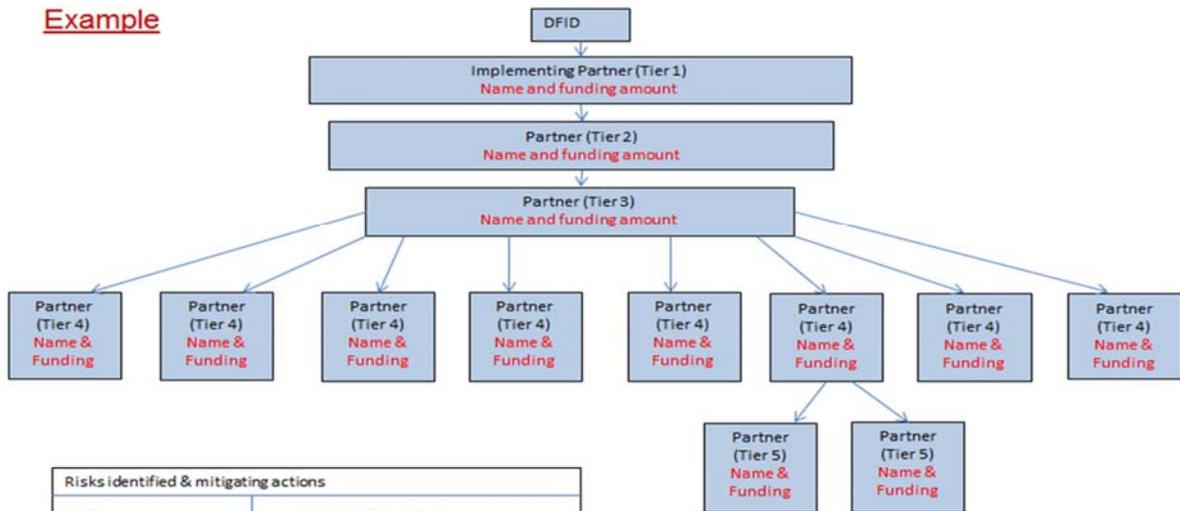
Progress against current Results Framework

OBJECTIVES <i>Insert statements from original results framework.</i>	INDICATORS and MILESTONES <i>Insert statements from original results framework and any modifications.</i>	PROGRESS <i>Comment against each Indicator Milestone outlining key issues faced, and any reassessment of assumptions and risks. This should include progress since project start with changes since the last report highlighted in bold.</i>	RATING*	COMMENT <i>Indicate actions proposed or taken to overcome problems and any recommendations</i>
IMPACT <i>(Final report only)</i>				
OUTCOME <i>NB. Under progress indicate how achievements against project purpose can be <u>directly attributed</u> to this project</i>				
OUTPUTS <i>NB: Please give a breakdown of each individual results framework indicator.</i>				

Description	Scale
Outputs substantially exceeded expectation	A++
Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

Annex F: Delivery Chain Example

Example



Risks identified & mitigating actions	
Risk	Mitigation action

Appendix A (Terms of Reference)

Schedule of Processing, Personal Data and Data Subjects

This schedule must be completed by the Parties in collaboration with each-other before the processing of Personal Data under the Contract.

The completed schedule must be agreed formally as part of the contract with DFID and any changes to the content of this schedule must be agreed formally with DFID under a Contract Variation.

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract:</p> <p>1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of the following Personal Data:</p> <ul style="list-style-type: none">• Personal Data necessary for the administration and/or fulfilment of this contract.

Annex G: KPI Scorecard

Performance Scorecard

Performance Categories	Category Performance (%)	ID	KPI Name	Criteria	Score available
1. Management, Strategy & Financial	5%	1a	Quality of Reporting	Degree to which scheduled reports provided by the GBESH are timely, accurate, concise and follow agreed template. Invoices presented at same time as the narrative reports they are linked to.	35
		1b	Adherence to budget	% variance of project delivery in comparison to budget/estimate or expectations.	
2. Programme team	15%	2a	Performance of supplier's consortium's programme team	Degree to which issues are raised, reported and addressed.	105
		2b	Personnel	Performance of team (including team leader) and appropriate level of expertise / skills allocated to the project.	
3. Engagement	15%	3	National and international engagement	Quality of engagement with partner governments (national and state-level) and relevant international organisations (including other donors and multilaterals)	105
4. Value for Money	10%	4	Value for Money	Degree to which supplier is able to maximise value for money.	70
5. Programme Delivery	40%	5a	Delivery of milestones	Quality and timeliness of agreed implementation plan milestones / deliverables.	280
		5b	Deliver of results	Quality and timeliness of agreed results framework output level milestones / deliverables.	
6. Learning	10%	6	Knowledge sharing and lessons learned	The GBESH actively captures and shares lessons learnt and acts upon recommendations.	70
7. Risk	5%	7	Risk management	Strength and implementation of procedures to identify and manage project risks, including fraud.	35
				Total score available	700

Table 7: Weighted scoring system for use with KPIs.

Scoring Methodology	Scoring	Total Score Achieved	% KPI Payment
Serious Underperformance Consistently below requirements	1	0-199	20% payment
Underperformance Often below requirements	2	199-299	40% payment
Less than Satisfactory Sometimes performs below requirements	3	300-399	60% payment
Satisfactory Mostly meets requirements	4	400-499	90% payment
Good Performance Consistently meets requirements	5	500-599	Full Payment
Exceeding Performance Meets and often exceeds requirements	6	600-699	Full Payment
Outstanding Performance Consistently exceeds requirements	7	700	Full Payment

Annex H:

Skills for Prosperity Risk Matrix

As included in the Invitation to Tender pack