

Section 3

TERMS OF REFERENCE

Stopping Abuse and Female Exploitation (SAFE) Programme: Zimbabwe

Introduction

DFID Zimbabwe a Supplier to deliver its SAFE programme. SAFE will be a four-year technical assistance programme designed to protect women and girls in Zimbabwe from the most severe forms of violence, including child marriage and modern slavery.

This contract is for the Supplier to act as a Fund manager and the lead technical assistance provider on the programme. The total budget for services to be provided under this contract will be up to £6,960,000.

Context

The Department for International Development (DFID) leads the UK's work to end extreme poverty. We are tackling the global challenges of our time including poverty and disease, mass migration, insecurity and conflict. Our work is building a safer, healthier, more prosperous world for people in developing countries and in the UK too. Tackling gender-based violence is central to UK government's commitment to ending modern slavery and it responds to the UK's ambition to address child exploitation and achieving better outcomes for young people, including those with disability.

Violence against women and girls is one of the biggest human rights violations in Zimbabwe. Over two thirds of Zimbabwean women experience violence in their lifetime; compared to just one third of women globally. In addition young girls are disproportionately affected. The majority of Zimbabwean girls (60%) experience physical violence; and a third report sexual violence before the age of 18. Two thirds of Zimbabwean sex workers start selling sex before the age of 18. Zimbabwe is also one of the 44 hot spots of child marriage; a third of Zimbabwean women reported having been married before the age of 18.

Main explanations for the high levels of violence include economic pressures following the hyperinflation in Zimbabwe; harmful attitudes and behaviours towards women and girls including wide tolerance of child marriage in Zimbabwe. Other factors include higher rates of family breakdown generating neglected and orphaned children, inaccessible or inadequate justice and health services for victims; and an under-resourced child protection system. However, robust data and evidence on how to effectively prevent violence and reach the most vulnerable populations in Zimbabwe, such as people with disability, is currently still limited.

Background on SAFE

DFID Zimbabwe has designed a 4-year programme (June 2019 - June 2023) called: 'SAFE: Stopping Abuse and Female Exploitation' specifically to protect women and girls in Zimbabwe from the most severe forms of violence, including child marriage and modern slavery. The total budget available for this programme is up to £12.5m over the 48 months duration with two donors contributing to its multiple components: £9.960.000 by DFID and £3 million by Sida.

DFID has earmarked a sum of £6,960,000 for the GBV component, and £2,500,000 for the evaluation and learning (E&L) component of the SAFE programme.

E&L component is subject to a separate procurement process and is not part of the scope of this ToR and contract. The Evaluation and Learning Supplier will be directly contracted and managed by DFID through an existing Call Down Framework (GEFA). The Supplier will manage and deliver the evaluation, learning and data component of the SAFE programme. The E&L component will focus on identifying and refining the most affordable, effective and scalable community-level activities to prevent and respond to gender-based violence through a cost-effectiveness evaluation. It should also deliver a tested standard package of the most cost-effective activities for future use and investments. The data component will build systems to collect Leave No-One Behind (LNB) data (disaggregation of data). The evaluation and data Supplier will work collaboratively and coordinate with the nominated Supplier of GBV component. It is strategically important for the GBV Supplier to be aware of the interdependence between the GBV prevention and response, and the evaluation and

learning components. The Lead Supplier for GBV Contract will be automatically precluded from bidding for the E&L component.

A Supplier for The National Change Campaign on GBV – the Sida funded component - will be appointed by Sida and is not part of this contract.

The overall programme's purpose is to:

- a. Prevent violence by changing harmful attitudes and behaviours towards women and girls, providing life skills training to confront abuse, providing advisory services to inform about sexual and reproductive health and rights; providing community education and training on violence prevention and response; and providing parenting support on non-violent disciplining techniques.
- b. Respond to violence by increasing service uptake by survivors, strengthening community justice structures, providing rehabilitation and reintegration services for victims, and providing relationship counselling to victims of child marriage and domestic abuse.
- c. Increase the availability and use of evidence to better reach the most vulnerable people in Zimbabwe by conducting an evaluation of violence prevention and response activities to optimise activities' cost-effectiveness, commissioning demand-led research on child marriage, modern slavery and other topics with limited data, and delivering capacity building activities to improve data use of implementing partners. The evaluation and learning component of the SAFE programme will be separately procured under a DFID framework agreement (GEFA) to ensure independence impartiality from the GBV component.

The SAFE programme (4 years) will be delivered in two stages Inception and Implementation:

- a. During the Inception stage (12 months long) the nominated Supplier will develop a set of prevention and response activities that are most relevant for reducing gender-based violence in local contexts. The Supplier will draw and build on the indicative community-level prevention and response interventions and refined the Theory of Change (ToC) outlined in the DFID SAFE Business Case Annex A. In addition, the Supplier will finalise and implement a clear and robust monitoring and evaluation framework. The inception phase will lay the foundation for the implementation phase. The key deliverables of this inception phase will be a detailed and evidence-based programme design, a refined Results and Evaluation Framework, a defined list of downstream delivery partners (Fund Recipients) and a refined delivery chain mapping for the programme.
- b. During the Implementation stage (3 years long) the Supplier will manage a fund to deliver community-level projects to (1) prevent violence by changing harmful attitudes and behaviours towards women and girls, and (2) respond to violence by increasing uptake of services by survivors. This will empower communities to protect women and girls' safety, rights and choices, leading to improved development outcomes. The interventions will be rigorously evaluated by DFID/E&L Supplier to determine the community-level interventions that have the greatest impact on reducing gender-based violence at the lowest cost. The evaluation evidence will be used to optimise activities, by sharing and monitoring recommendations to improve value for money and effectiveness. The learning and optimisation activities will inform the development of a 'costed standard package' for violence prevention and response in Zimbabwe. The programme will also improve the availability of and implementers' capacity to use evaluation evidence, research and data to optimise impact, value for money, and targeting in programming.

The Embassy of Sweden through the Swedish International Development Agency (Sida) will complement DFID's community-level interventions with a £3 million investment in a national-level social communications campaign to reduce gender-based violence. This will use locally relevant human-centred design and social marketing or branding techniques to achieve behavior change at scale in a way that

mass-messaging has not yet managed to do. It is envisaged that the contribution from Sida will be managed through an Agreement between the Embassy of Sweden (Sida) and a supplier selected during the SAFE inception phase through a Sida call for proposal in consultation with the SAFE steering committee¹. The SIDA-funded national social change campaign would be implemented, managed and coordinated closely with the DFID-funded work using a collaborative partnership and single programme governance approach. It is expected that this partnership would increase the overall reach of the SAFE programme.

Objective

The main objective of the programme's Gender-based violence prevention and response component is to reduce gender-based violence in Zimbabwe by (1) preventing and responding to violence against women and girls, and (2) improving the availability of and implementers' capacity to use evaluation evidence, research and data to optimise impact, deliver excellent value for money, and focussed targeting in programming. Please refer to the Theory of Change in Business Case Annex A.

Gender-based violence prevention and response	
Outcome 1: Reduced community tolerance of the most severe types of gender-based violence in Zimbabwe, including child marriage and modern slavery	Outcome 2: Increased access to and knowledge of services for victims of violence
Outputs: <ul style="list-style-type: none"> Increased knowledge of the most severe types of gender-based violence, including child marriage and various forms of modern slavery (e.g. child prostitution, sex trafficking, domestic servitude) Reduced tolerance of gender-based violence in communities Increased number of women and girls who say they feel safe in their communities 	Outputs: <ul style="list-style-type: none"> Increased use and knowledge of rehabilitation and reintegration services by survivors Increased use and knowledge of referral pathways for gender-based violence Increased protection of survivors by community justice systems
Activities by downstream partners: <ul style="list-style-type: none"> Community and peer-education programmes Life skills education Parenting support Strengthening of community-justice structures Rehabilitation, reintegration and care services Strengthening of referral pathways Relationship counselling Support and advisory services 	

Table 1: Indicative Theory of Change

The Recipient

The main recipients of the SAFE programme will be the population of Zimbabwe, national and local organizations providing gender-based violence prevention and response services (e.g. NGOs, INGOs and international organisations), DFID, Sida, relevant Ministries and Departments in the Government of Zimbabwe.

Scope of work

The Supplier will be responsible for the delivery of effective short and long term technical assistance to achieve all of the outputs and outcomes highlighted in Table 1. The gender-based violence prevention and response interventions will be implemented at community level by downstream partners (contracted by the Supplier) during the implementation phase of the programme. The Sida-funded social change campaign will be

implemented at national level. The nominated Supplier will be responsible for fund management and grant-making; effective technical, and programmatic engagement with relevant stakeholders and DFID; effective communications, knowledge management, risk management and financial management.

In addition, the Supplier will:

- a) Finalise the draft of **delivery chain mapping** of the programme and carry out comprehensive **due diligence assessments** on all primary partners and contractors involved in the implementation of the programme.
- b) Ensure that **safeguarding policies and principles** at all levels of the delivery chain are in place that protect vulnerable and marginalised people from intended and unintended harm (critical part of the due diligence assessments and implementation).
- c) Demonstrate effective **complementarity, coordination and coherence** between the SAFE programme and other GBV prevention and response initiatives, in particular the Spotlight Initiative and relevant Information Management Systems in Zimbabwe
- d) Demonstrate **compliance with DFID Zimbabwe's Leave No One Behind (LNB) goals** to promote gender equality, disability inclusion and monitor the programme's impact on people living with HIV/AIDS in all of its programmes by making explicit commitments.
- e) Demonstrate how to fully **engage men and boys** in the design and delivery of the programme's response and prevention activities by making explicit commitments.

Geographical location

The programme's community-level interventions will be implemented in a number of districts areas across 4 provinces with the highest rates of gender-based violence (GBV). to the Supplier proposed the following provinces and district areas- Mashonaland Central-Rushinga, Harare Province-Epworth, Mashonaland East -Seke and Masvingo-Chiredzi) for implementation of community level interventions considering the criteria below.

- Prevalence rates of violence,
- Existing and planned GBV interventions delivered through other initiatives e.g. Spotlight Initiative, and,
- Mixture of different geographical and socio-cultural contexts (e.g. urban/peri-urban and rural contexts, religion).
- Additional targeting factors which we recommend are:
LNB correlates of violence (such as disability)
relevant local drivers such as religion and triggers such as alcohol

The Supplier provided verifiable evidence and rationale for the proposed districts including the criteria used in identifying such provinces and districts. to the Supplier provided an up to date data on prevalence rates and other GBV measures in Zimbabwe from the referenced credible sources. The Sida-funded social change campaign component will be implemented at a national level. Bidders for the Sida funded campaign are strongly recommended to strategically consider co-locating the SAFE programme's prevention and response interventions in the identified provinces and district areas where social service programmes are operating (such as child protection, sexual and reproductive health and girls' education or Spotlight) with the objective of leveraging supply-side interventions from these programmes; and to include community structures and actors under these programmes in some prevention and response activities (e.g. Child Protection Fund for NAP III, Education Development Fund and the Health Development Fund).

Activities

The table below sets out the main outputs to be delivered under this contract. The Business Case and Table 1 on page 7 of this ToR contains more detail on prospective areas for support.

<u>Outputs</u>	<u>GBV Component Anticipated Activities</u>
Output 1 [GBV Prevention]	<u>Technical assistance to prevent violence by changing harmful attitudes and behaviours towards women and girls, providing life skills training to confront abuse, providing advisory services to inform about sexual and reproductive health and rights; providing community education and training on violence prevention and response; and providing parenting support on non-violent disciplining techniques.</u>
Output 2 [Response to violence]	<u>Technical assistance to increase access to services for survivors, to strengthen community justice structures, to provide rehabilitation and reintegration services for victims, and to provide relationship counselling to victims of child marriage and domestic abuse.</u>
Output 3 [Capacity building]	<u>Technical assistance to implementing organisations and other key stakeholders including local government to access and use evaluation evidence, research and data to optimise impact, value for money, and targeting in programming.</u>

The Requirements

Inception Phase

The deliverables for the inception phase will include, but will not be limited to:

1.	Draft Programme governance arrangements in place and functional. This includes the establishment of an Advisory Panel , and Programme Steering Committee envisaged in the DFID Business Case for the SAFE programme
2.	Programme Design Document including design of the pilot interventions and the Theory of Change for SAFE programme and logical framework. The programme design document should set out clearly how the DFID and SIDA-funded interventions will be jointly implemented and coordinated.
3.	A final Delivery Chain defined and scoping exercise conducted to develop an in-depth understanding of the current situation regarding Gender Based Violence (GBV) in Zimbabwe, including the actors involved in preventing and responding to GBV, highlighting current social norms and attitudes. This will include a synthesis of the existing evidence on what works to prevent GBV in Zimbabwe (and elsewhere) to inform the approaches to be employed under the SAFE programme.
4.	Leave No One Behind (LNB) strategy including how disability, gender, age, HIV/AIDS and geography factors will be addressed and tracked in the GBV prevention and response contract.
5.	List of selected partners/fund recipients agreed with DFID
6.	Due Diligence Assessment Report of partners in the delivery chain
7.	Safeguarding risk management strategy: Robustly consider environmental and social safeguards in the design and implementation of the programme. Develop programme safeguarding policies, procedures, codes of conduct and ensure senior oversight of safeguarding policy and processes.
8.	Updated delivery chain mapping
9.	Finalised Risk Register for the programme using the DFID risk management framework and template.
10.	The Supplier will be required to develop and maintain a formal efficiency saving plans which demonstrate year on year savings.
11.	Inception report that includes key drivers analysis of GBV and data on how to reach the most marginalised groups (in Zimbabwe in a format agreed with DFID)

The deliverables outlined above will be linked to DFID's output-based payment mechanism for this contract Inception phase as outlined in the Payment Mechanism/Accounting section of this ToR.

Implementation Phase Deliverables and Activities

The Implementation phase deliverables will be finalised jointly by The Supplier and DFID by the end of the inception phase to respond to the overall programme outputs

During the implementation phase, the Lead Supplier will be responsible for the Fund management, grant-making, programme management, implementation and monitoring of the contract in line with the defined deliverables that will be aligned to the SAFE programme's outputs. In addition, the Supplier will proactively monitor and manage risks; including a zero-tolerance approach to fraud and corruption.

The programme activities in the Implementation phase will include but not limited to the following set of indicative GBV prevention and response activities:

1. The Supplier will combine at least 4 gender-based violence prevention and response activities (that were proven to be effective in rigorous evaluation studies, randomised controlled trials or quasi-experimental studies), drawing from the evidence emerging from DFID's What Works Programme, Wellsprings, and ENGAGE. All activities will work with men/boys and women/girls and; include effective face-to-face engagement. The specific combination of prevention and response activities is deliberately left open for more precise definition during the inception phase. This will enable activities to be appropriately tailored to local contexts as part of a 'design and build' model. The community-level activities would be delivered in the identified provinces/district areas that are among the 'hot spots' of violence in Zimbabwe.
2. Work at community level will be complemented by a national social change campaign delivered with Sida funding. The campaign will focus on changing attitudes and behaviours that harm women and girls and drive gender-based violence. This will use locally relevant human-centred design and social marketing or branding techniques to achieve behaviour change at scale in a way that mass-messaging has not yet managed to do.
3. Capacity building to increase the ability of stakeholders in Zimbabwe (including implementers and local government) to access and use operations research evidence and disaggregated data to better target and tailor programmes to groups that are most left behind. The supplier will be required to work alongside civil society organisations, NGOs and government actors in Zimbabwe. The supplier should plan to embed TA support in organisations and work closely with partners to build capacity.

Prevention activities	Response activities
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<ul style="list-style-type: none"> • Community and peer education programmes that train community members – including male champions, religious leaders and traditional leaders – to become community activists that speak up for women’s and girls’ safety and empowerment and reduce risk factors incl. problem drinking, drug abuse, and access to arms. Activists lead trainings and community discussions about power inequalities between men and women, the misuse of power and the consequences of misuse in relationships. • Life skills education for women and girls that allow them to detect, avoid or confront abuse in relationships or employment. The training curriculum usually includes problem-solving, choice making and leadership skills in combination with education about women’s rights and health. • Support and advisory services that inform about gender-based violence, child marriage, modern slavery, sexual and reproductive health and rights, triggers to violence (e.g. alcohol, drugs, and arms) and referral pathways for gender-based violence through mobile apps, helplines, school counsellors, drop-in centres and youth clubs. • Parenting support including interventions for problem drinking that teaches caregivers non-violent disciplining techniques for children through group consultations and home visitations. This approach works by reducing intergenerational transmission of violence: For men, domestic violence in childhood is associated with perpetration of gender-based violence in adulthood¹. 	<ul style="list-style-type: none"> • Strengthening of community justice structures to protect victims and punish perpetrators through training of community rapporteurs on gender-based violence and advisors of village tribunals (local courts with traditional leaders) as well as strengthening of community arbitration systems. • Rehabilitation, reintegration and care services for victims of violence including psychological counselling, access to health care services and shelter, better coordination between various services, and assisted voluntary returns for victims of modern slavery and trafficking. • Strengthening of referral pathways through training of frontline workers and community influencers - public health professionals, teachers, police, religious leaders, and traditional leaders – to better identify and refer victims of gender-based violence in communities by increasing their knowledge of the signs of abuse, care and support services for victims of violence and referral pathways. • Relationship counselling that promotes non-violent communication and respect in intimate partnerships through couple therapy, role plays and group discussions and reduces problem drinking. This approach prevents and responds to intimate partner violence, which is the most common form of gender-based violence in Zimbabwe².
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Table 1: Indicative community-level prevention and response activities to reduce gender-based violence

Skills and Competency Requirements

The Supplier and its sub-contractors have to meet the following requirements at all times:

- The proposed team must be experienced in designing, delivering and monitoring gender-based violence prevention and response programmes.
- The Supplier must have a proven track record of successfully managing and implementing similar projects in Sub Saharan Africa or other regions.

- Ability to design, deliver and monitor gender-based violence prevention and response programmes.
- Experience of managing flexible and adaptive community-level gender-based violence response and prevention interventions.
- Ability to effectively manage donor funds and have access to national and international expertise.
- Technical and coordination capacity on prevention of and effective response to gender-based violence.
- Ability to deploy technical and management experts who have a strong track record and commitment to tackling gender-based violence, and have demonstrable evaluation skills, knowledge and experience
- Experience in adapting activities based on monitoring and evaluation activities as well as research findings throughout the programme's duration (to be provided by independent evaluation provider).
- A balanced team structure that meets all skills and competency requirements
- Ability to draw on local expertise and make alliances with national institutions.
- Understanding of DFID's strategies, priorities and working practices as they apply both in Zimbabwe/Region and more broadly.
- Strong understanding of Zimbabwe and its social, economic, religious and cultural contexts, particularly as it relates to prevailing gender norms and relations, harmful traditional practices.
- Strong financial management, commercial and financial reporting skills, and a track record of delivering excellent value for money;

Payment Mechanism/Accounting

The contract will be subject to a hybrid performance related payment model.

During the inception phase expenses will be reimbursed quarterly on actual expenditure and fees paid quarterly based on successful delivery of outlined **Inception Phase Deliverables/Outputs** (as per Table 2).

During the implementation phase, payments will be made quarterly, with expenses reimbursed on actual expenditure and fees paid on a hybrid basis, with a % of fees linked to outputs (outputs to be agreed during the inception phase), and a% linked to KPI's which will be paid biannually. The remaining % of Fees will be paid on input basis and paid quarterly.

The nominated Supplier will submit payment invoices to DFID in line with agreed templates for fees and reimbursables, milestones, results and a KPI structure agreed with DFID.

Accurate expenditure forecasts are necessary to manage programme delivery and to maintain credibility for good financial management. The nominated Supplier will be required to prepare accurate and timely monthly, quarterly and annual forecasts of how much the programme is going to spend, when the funds will be spend, and what the funds will be spend on. All forecasts must be realistic, supported by robust evidence, based on clear and timely communications, prepared on a resource accounting basis, accurately profiled and where needed adjusted for risks.

Maximum transparency in all financial management issues related to this Contract should be demonstrated through information communicated and made available to DFID.

The table below presents KPIs proposed by DFID that will be defined and agreed with the Supplier during the Inception phase.

KPI 1 Management, Strategy & Financial	Milestones/ Deliverables on time to the satisfaction of the Client
	Monitor and drive Value for Money (VfM)
	Accurate and timely submission of expenditure forecast and invoices
	Keep an up to date delivery chain mapping for the programme
	Flexible and adaptive programming to increase impact through delivery
KPI 2 Team performance	Team leader performance
	Performance of other core team members
	Performance of partnerships directly involved in the delivery of the programme
KPI 3 Customer Relationship	Active engagement of DFID throughout (monthly coherence and check-in meetings with stakeholders)
KPI 4 Innovation and continuous improvement	Supplier has delivered new ideas which have benefited the programme

The Supplier must open and use a bank account for the SAFE programme fund disbursements. DFID funds must be segregated from other funds and cannot be considered as resources at the disposal of the supplier organisation.

Risk Management

Managing risks is key for the success of the SAFE programme. The Supplier has identified, and properly assessed all perceived risks to the programme including the likelihood and mitigation measures.

Value for money (VfM)

- VfM in DFID means maximising the impact of each pound spent to improve poor people's lives. At a programme level, VfM means designing, procuring, managing, and evaluating our interventions to maximise impact, given available resources. Broadly DFID's approach to VfM is defined by the 4 "Es" and influences how we procure our inputs (**economy**), how we use inputs to deliver activities (**efficiency**), what overall value we are generating for the intended beneficiaries and at what cost (**cost effectiveness**), and Equity - How fairly are the benefits distributed to what extent programmes reach marginalised groups (**equity**)?
- The Supplier's commercial and technical bid set out their Value for Money offer using the 4 "Es" in a framework format. The proposed VfM framework outlines how VfM will be measured and analyzed at each stage of the programme cycle (design, mobilization, delivery, monitoring and evaluation, and closure stages) during life of the programme.
- The VfM framework will be finalised and agreed during the programme's inception phase and is likely to include some of the following indicators. The Supplier's quarterly reports must contain reporting against the following indicative VfM indicators.

Economy	<ul style="list-style-type: none"> • Travel and accommodation costs in line with or better than market benchmarks • Unit costs of majority of outcomes (directly attributable only) • Trends in costs of significant operating items • Overhead cost vs. overall programme cost • Savings through management process efficiency • Use of digital technologies in research and programme delivery
Efficiency	<ul style="list-style-type: none"> • Savings through management process and delivery efficiency • Value of other donor funds contributed as % of total DFID budget • Achieving A and A+ on the majority of DFID output indicators
Effectiveness	<ul style="list-style-type: none"> • Costs per beneficiary of changing norms that harm women and girls • Cost per referral made/received to assist victims of violence • Cost per survivor assisted with rehabilitation and reintegration services • Cost per successful prosecution of perpetrators of violence
Equity	<ul style="list-style-type: none"> • Cost per case of gender-based violence averted through prevention • Proportion of women and girls reached who are considered particularly marginalised, including girls with disability • Proportion of marginalised groups – including females and people with disability - benefiting from the programme's interventions • Proportion of religious minorities benefited through various interventions • Inclusive composition of management team and advisory board

Assets Management

The equipment and supplies purchased with DFID's contribution to support the contract delivery are deemed to be owned by DFID throughout the life of that contract. The Supplier will be required to keep complete, accurate and up-to-date inventory record of any item (which is also defined as programme assets) with a useful life of more than one year.

As a minimum, the inventory record should include sufficient information to be able to physically trace every asset on the inventory. A physical check of all assets on the programme asset inventory should take place at least annually ensuring to provide supporting evidence upon DFID's request. The Supplier is obligated to report any loss, stolen or damaged of assets to DFID and it will be the Supplier's responsibility to manage the risk of assets being lost, stolen, damaged or destroyed under its own policies and procedures.

DFID will expect the Supplier to cover the cost of repairing or replacing lost, stolen, damaged or destroyed assets and the Supplier should make a risk-based decision on how best to do this. In addition, if the Supplier decides to take out commercial insurance to cover lost, stolen, damaged or destroyed assets, DFID funds cannot be used either directly or indirectly, to fund the insurance premiums.

The detailed asset requirement is covered by the DFID terms and conditions.

Contract Duration

The contract will be awarded for 48 months and will be split into two phases: Inception (12 months) and Implementation (36 months). The contract will be subject to a formal review point at the end of the inception phase (after 12 months).

The contract will additionally have the following review points: upon completion of the mid-term evaluation in 2021 and at the end of Year 4 of the contract.

The contract will have provision for variation to adapt to changes that occur during the life of the programme. Following DFID reviews, DFID shall reserve the right to scale the requirement up or down over its lifetime to include any potential changes to programme scope and geographical reach and contract value (where appropriate). Any such changes will be fully communicated to the Supplier and implemented in accordance with the terms and conditions and procurement regulations.

The contract may be extended subject to availability of funds and Ministerial approval for a period of 24 months and up to £3.5 m in value. The extension may take the following forms: (1) extending the end date of the contract to cover unspent funds or, (2) increasing the value which may also include extending the end date of the original contract

Constraints and Dependencies

The nominated Supplier should be aware of the interdependence of the GBV prevention and response, and the Evaluation and Learning components of the SAFE programme. It is strategically important that the GBV Supplier and the Evaluation and Learning Supplier collaborate and coordinate closely.

The nominated Supplier will be expected to collaborate with existing DFID Zimbabwe programmes namely: the Child Protection Fund for the National Action Plan for Orphans and other Vulnerable Children (CPF for NAP III – National Case Management System); Education Development Fund (EDF), Health Development Fund (HDF) and the Transparency, Responsiveness, Accountability and Citizen’s Engagement (TRACE) programme. Possible areas of collaboration include involving village health workers, behaviour change facilitators, community child-care workers, community child protection committees, and champions of child protection.

The Supplier’s approach to programme design will have to demonstrate effective linkages between the DFID and Sida-funded elements of the programme.

The nominated Supplier will be expected to coordinate with other relevant programmes tackling GBV and VAWG in Zimbabwe. This is important to maximize outcomes from the SAFE programme. The coordination should enhance coherence and complementarity of GBV prevention and response initiatives in Zimbabwe including existing GBV data, research and information management systems. Relevant and existing GBV programmes in Zimbabwe include but are not limited to the following:

- a. UNFPA Joint-UN GBV programmes supported by Ireland and Sweden (2017-2020)
- b. EU – Spotlight Initiative (due to begin in December 2018)
- c. NGO prevention projects²

Exit Strategy

The Supplier will be expected to develop an exit strategy as part of the SAFE programme design during the inception phase. The exit strategy will be reviewed during the course of programme implementation to ensure that it remains relevant.

The Supplier will co-operate with DFID to ensure the smooth transfer of responsibilities to any persons or organisation taking over such responsibilities after the contract ends. Three months before the contract end,

The exit strategy should cover:

- a. Plan for how the programme gains could be sustained after the contract has ended including mapping of key stakeholders who would be important for continuity post-implementation phase
- b. Asset management and recommendations disposal of all assets procured throughout the lifetime of the programme (in accordance with the relevant DFID Smart Rules)
- c. Delivery of finished work, and materials related to work-in-progress, and

² such as Plan International, Trocaire, Sista2Sista, Catholic Relief Services, World Education International, Hivos, Safaids and Padare.

- d. Return (or destruction of) all confidential information to DFID before the contract end date.

The supplier will adhere to the supplier code of conduct including DFID Value for money and governance, Ethical Behaviour, Social responsibility and human rights.

The exit plan allows up to 60 days after the contract end for the exit process to be completed.

Management and monitoring requirements

It is envisaged that a Programme Steering Committee (PSC) comprising SAFE programme donors, the nominated GBV prevention and response Supplier (lead implementing partner), and the primary implementing partners in the Consortium will be formed to provide strategic direction, programme management and technical oversight to the programme. The PSC will require the Lead Supplier to prepare and submit grant disbursement schedules and activity implementation plans which will be reviewed and approved on a quarterly basis. The disbursement plans should have a clear link to the results framework. The function and the frequency of meetings of PSB will be defined jointly with all stakeholders.

There will be monthly programme and financial meetings between DFID, SIDA, the nominated Supplier (lead implementing partner) and Consortium partners.

There will be a Contract Manager assigned by DFID to oversee the contractual relationship between DFID, the nominated Suppliers and/or Consortium partners. In DFID Zimbabwe, the SAFE programme will be overseen by a Senior Responsible Owner (SRO), a Social Development Adviser, an Evaluation Adviser and a Programme Manager. The nominated Supplier will keep these DFID staff members informed of all relevant issues that are likely to affect the delivery of the SAFE programme.

Clear communication channels and approval processes will be established between DFID, the nominated Supplier and Consortium partners.

DFID carries out Annual Reviews of all of its programmes to assess progress against the objectives contained in the Business Case, and the logframe, and to check if the programme is on track, and if any adjustments need to be made. The SAFE programme will be reviewed annually in line with this practice. At the mid-point of the programme in 2021, an expanded annual review of the programme will be carried out. The Terms of Reference for annual reviews will be developed jointly with the programme's key stakeholders and submitted to the PSC for clearance.

At the end of the programme, DFID, SIDA, the nominated GBV prevention and response Supplier and Consortium partners will undertake a joint Project Completion Review (PCR).

Reporting Requirements

The nominated Supplier will submit accurate quarterly narrative reports linking inputs to outputs and results and producing quarterly financial reports. The content of the reports will include but not limited to: progress against implementation plans and log frame milestones, targets and KPIs, risk management, value for money, lessons learnt, progress with addressing recommendations from previous reports, financial expenditure and projections.

Annual audited financial statements will be commissioned and managed directly by the nominated Supplier. The nominated Supplier will share the findings and recommendations from the audited reports, and confirmations on whether action points and recommendations from the reports have been adequately addressed by the concerned parties.

Other Requirements

Safeguarding

DFID's aim across all its programming is to avoid doing harm by ensuring that their interventions do not sustain unequal power relations, reinforce social exclusion and predatory institutions, exacerbate conflict, contribute to human rights risks, and/or create or exacerbate resource scarcity, climate change and/or environmental damage, and/or increasing communities' vulnerabilities to shocks and trends. DFID seek to ensure their interventions do not displace/undermine local capacity or impose long-term financial burdens on partner governments, therefore, require partners to lead and robustly consider environmental and social safeguards through its own processes and to live up to the high standards in safeguarding and protection which DFID requires.

The capacity of the Supplier and its sub-contractors to do this was a key factor in the evaluation of bids. The Supplier evidenced proven safeguarding policies and procedures, which expressly prohibit sexual exploitation and abuse and a commitment to address reports of such acts.

The Supplier is required to produce a robust risk analysis ahead of implementation, including setting out mitigating safeguarding measures. A clear reporting and whistle blowing procedure to ensure reporting of any cases of misconduct to DFID should be put in place.

UK Aid Branding

Partners that receive funding from DFID must use the UK aid logo on their development and humanitarian programmes to be transparent and acknowledge that they are funded by UK taxpayers. Partners should also acknowledge funding from the UK government in broader communications but no publicity is to be given to this Contract without the prior written consent of DFID.

Not all deliverables will be explicitly UK Aid branded, however for published items such as research and analysis products this will be determined on a case-by-case basis. Workshops and larger conferences organised through the programme will likely have UK Aid branding. The Communications Strategy, to be discussed with and approved by DFID, will detail policy and expectations regarding how different programme elements will be branded.

Digital

Any digital elements that fall within the scope of this Contract will be subject to DFID's Digital Spending Policy. Expenditure plans for such item(s) must first be reviewed and approved at the earliest possible stage in the planning process by DFID's Digital Service Team via the Senior Responsible Owner (SRO) of the SAFE programme. The review and prior approval are necessary to ensure that the best digital tools are selected to deliver the biggest impact and offer the best value for money for the programme.

Transparency

Transparency, value for money, and results are top priorities for the UK Government. DFID has a duty to show UK taxpayers where their money is being spent, its impact, and the results achieved. DFID has guidance on the use of its logos, which will be shared with the Supplier(s) as necessary.

DFID has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. DFID requires suppliers 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 sub-contractors, sub-agencies and partners.

It is a contractual requirement for all Suppliers 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 IATI information is available from: <http://www.aidtransparency.net>.

Duty of Care

The nominated Supplier is responsible for their own safety and well-being and Third Parties affected by their activities under this contract, including appropriate security arrangements. The Supplier is also responsible for the provision of suitable security arrangements for their domestic and business property for the duration of the contract.

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

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

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

The Supplier confirmed in their SQ Response 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 capability to manage their Duty of Care responsibilities throughout the life of the contract.

Acceptance of responsibility has been supported with evidence of Duty of Care capability

The risk assessment (Annex 1 of the ToR) will be re-examined at the point of transition between the Inception phase and the implementation phase. If at any stage there are concerns that the Supplier cannot manage Duty of Care then they may be precluded from operating in that region. The ability of the Supplier to manage Duty of Care shall remain a pre-condition of the contract.

Due Diligence

Prior to signing the contract, **DFID will carry out a full due diligence** on the Service Provider to ensure that sufficient controls and systems are in place to deliver agreed results and to mitigate the risk of fraud.

Fraud and corruption

Safeguarding taxpayers monies from fraud and corruption are of utmost importance. The Supplier is responsible for providing assurances to DFID that **it will carry out due diligence on its sub-contractors and grantees.**

General Data Protection Regulations (GDPR)

Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in App A and the standard clause 33 in section 2 of the contract.

Additional Information Documents:

Annex A: SAFE Zimbabwe Business Case

Annex B: Country/Project Duty of Care Risk Assessment Circumstance Matrix

Annex C: Duty of Care Risk Matrix

¹ Abramsky, T., Watts, C. H., Garcia-Moreno, C., Devries, K., Kiss, L., Ellsberg, M., & Heise, L. (2011). What factors are associated with recent intimate partner violence? Findings from the WHO multi-country study on women's health and domestic violence. *BMC public health*, 11(1), 109.

² Machisa, M., and Charimba, K. (2013). *Violence Against Women Baseline Study*. Harare: Ministry of Women Affairs, Gender, and Community Development.