

Section 3

TERMS OF REFERENCE GLOBAL POVERTY ACTION FUND FUND MANAGER Revised 6th October 2014

Introduction

1. DFID, the Department for International Development, is responsible for leading the British government's fight against world poverty. A central focus of DFID's policy is a commitment to the internationally agreed Millennium Development Goals (MDGs) including the target to halve the numbers of people living in absolute poverty by 2015.

2. DFID recognises the key role civil society plays in contributing to the achievement of the MDGs and has a range of policy and funding relationships with a diverse range of civil society organisations (CSOs) in the UK and overseas. These include international non-governmental organisations, community based organisations, trade unions, faith and diaspora groups.

3. DFID has five objectives for its work with civil society:

1. Provide goods and services to the poor, particularly the hard to reach
2. Help people in developing countries hold governments and others to account and influence decisions that affect poor people's lives;
3. Support poor people to do things for themselves;
4. Build support for development by encouraging UK citizens;
5. Build and maintain the capacity and space for an active civil society

The Global Poverty Action Fund (GPAF)

4. The Global Poverty Action Fund (GPAF) is a demand-led challenge fund supporting projects focused on poverty reduction and pursuit of the Millennium Development Goals through tangible changes to poor people's lives, including through: service delivery, empowerment and accountability, innovation and work on conflict, security and justice. Projects are selected on the basis of demonstrable impact on poverty, clarity of outputs and outcomes, and value for money.

5. The original funding commitment to the GPAF was £120 million. The £120 million was fully allocated in the final quarter of 2013/14. An additional funding round of £20 million was launched in November 2013 and the recommended projects from this round are currently awaiting Ministerial approval. The allocation of funding from the £20 million round will lead to a total DFID contribution of £140 million being disbursed

from the first phase of the GPAF.

6. This amendment is for the Fund Manager to launch 1 new funding round in September 2014 under GPAF phase 2 and continue with ongoing day-to-day grant management of all grants from GPAF phase 1, until the point the incumbent Fund Manager contract is handed over to a new Fund Manager. This amendment also includes a flexible provision for the Fund Manager to launch up to 2 new funding rounds during 2015, to be confirmed by DFID in 2015.
7. The GPAF Fund Manager contract was awarded in December 2010. Since then the GPAF has continued to evolve and a number of changes have been made, including as a result of an internal review of the GPAF undertaken in April 2012 (for full details see fund manager six-monthly reports and the GPAF One Year On review). The changes from the original design are:
 - Objectives expanded to include empowerment and accountability, conflict reduction, and security and justice
 - A concept note round introduced for the smaller funding window
 - The Innovation Window refocused to support small not-for-profit organisations to reduce poverty at the community level. It has been renamed the 'Community Partnership' Window.
 - The definition of 'small' now includes organisations with an average annual income of less than £1 million for the past three years.
 - Innovation is no longer a requirement for funding. However, innovative applications should be encouraged through both funding windows.
 - Changes in the structure and role of the Advisory Board (now called the Advisory Panel).
 - Additional outreach and support to potential GPAF applicants
 - Increased and additional proactive management tasks to be undertaken in line with a renewed DFID focus on results and value for money.
8. The GPAF is currently comprised of two funding windows, tailored to different types and sizes of organisation:
 - Community Partnership (formally Innovation Window): for small UK-based CSOs (annual average turnover < £1,000,000), supporting poverty reduction at community level. Grants are a maximum of £250,000.
 - Impact Grants: for UK-based CSOs working on poverty reduction programmes at larger scale in one or more poor countries. This window is also available to locally registered NGOs in DFID focus countries. Grants are a maximum of £4 million. Applicants are expected to contribute matched funding of at least 25%.

The project duration for both types of grants is up to 3 years.

9. DFID expects 10% of the GPAF to be allocated for the Community Partnership Window and 90% for the Impact Window. This will however depend on the number and quality of applications for each window. There are two funding rounds each year for the Community Partnership Window (each with a two stage application process from concept note to proposal). There is one funding round each year for the Impact Window (with a two stage application process).

10. In addition to the nine funding rounds covered by the original terms of reference there has been one more funding round, bringing the total number of rounds to ten. The final round from GPAF phase 1 has a thematic focus on Jobs and Livelihoods.

An additional £20 million has been allocated through the Jobs and Livelihoods round, which launched in autumn 2013. Both small and medium sized organisations were eligible to apply in order to ensure funding opportunities for a wide range of organisations. Up to £2 million was earmarked for small organisations to ensure access for them. Final decision on GPAF grants rests with DFID Ministers and the recommended proposals are currently with Ministers awaiting approval.

Based on the average grant requests under previous funding rounds¹, we anticipate being able to support around 34 new projects under the Jobs and Livelihoods round, 9 projects implemented by small organisations and around 20 projects implemented by medium sized organisations.

11. Under phase 2 of the GPAF, the existing Fund Manager will launch 1 new funding round in September 2014. The new funding round will be a sustainable development round targeting all the MDGs. The new funding round will be open to both small and medium civil society organisations, unlike previous funding rounds which have been specifically for Community Partnership or Impact. A minimum of 10% of funding will be available for small CSOs. This amendment also includes a flexible provision for the existing Fund Manager to launch up to 2 new funding rounds in 2015 which will be confirmed by DFID in 2015.

12. There is a high degree of interest in the GPAF. Based on the funding rounds that have taken place so far, the Community Partnership Window receives 250-300 concept notes per round, and the Impact Window receives approximately 700 concept notes per round.

13. Decisions on GPAF funding are made by DFID Ministers, supported by assessments and recommendations from the Fund Manager and DFID officials.

14. In addition to the contract for the GPAF Fund Manager, DFID set up two other contracts to ensure that the Fund operates effectively: (i) Due diligence checks (assessing each organisation prior to funding) and, (ii) Evaluation Manager: responsible for independent evaluation of the Fund and to advise on an effective

¹ Average grant size for Community Partnership window is £193,000. Average grant size for Impact window is £878,049.

framework for assessing development results. The Fund Manager is expected to work closely with the Due Diligence and Evaluation Managers to ensure coherence in how this work will be managed.

Value for Money

15. DFID puts a premium on efficiency and value for money in all its operations. As such, the overall management process (from assessing applications to monitoring impact) is expected to be proportionate to the value of grant funding, the risks involved and the need to provide additional support to organisations with relatively little experience of this kind of institutional funding.

Application Process

16. The timeline for the application process is shown below (this may be subject to change).

| Task | Time allocated | Note |
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| From launch of funding round to deadline for submission of Concept Notes | 5 weeks | |
| Appraisal of Concept Notes – deadline to send to DFID | 4 weeks | |
| DFID to review CN selection for proposal | 1 day | |
| From invitation to deadline for submission of proposal | 6 weeks | |
| Appraisal of Proposals – deadline to send to DFID | 5 weeks | |
| DFID appraisal of proposals and Fund Manager interviews of queried applications | 3 weeks | |
| Funding submission to the Secretary of State | 2 weeks | |
| From SoS sign-off to provisional awards announcement | 2 weeks | |
| From provisional awards announcement to issuing grant agreement | 16 weeks maximum, but the FM should aim to reduce this timeframe as far as possible | Includes 6 weeks for due diligence, plus Fund Manager discussions with grantee to finalise grant (discussions run concurrently) |

17. The Fund Manager will be responsible for, at project and Fund level:

- i. Funding competition and assessment process
- ii. Programme Management
- iii. Financial Management
- iv. Transparency and Accountability
- v. Monitoring, Evaluation and Learning

The detailed requirements are set out below. Tasks will involve, but are not limited to:

18. Funding competition and assessment process:

| | Task | Deliverables |
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| 1 Launch competition | | |
| 1.1 | Draft and agree assessment criteria with DFID | Assessment methodology reviewed and agreed prior to the start of each funding round |
| 1.2 | Agree timeline and assessment process with DFID | Assessment process reviewed after each funding round. Efficiency savings and areas to improve listed and agreed with DFID. |
| 1.3 | Prepare guidelines, application form and related competition guidance for website | All documentation agreed with DFID one week before the competition launch |
| 1.4 | Support to GPAF applicants during the application process | Fund Manager facilitated workshops delivered at all stages of the competition across the UK. Fund Manager manages a helpline and responds to ad hoc enquiries about GPAF concept notes, selection criteria and application processes. 95% of callers are content with helpline response (target) (FM to monitor this target). Fund Manager support to overseas applicants (to be agreed with DFID). Post funding round Fund Manager to provide DFID with analysis of support to GPAF with recommendations on areas for improvement |
| 2 Using the criteria set out for the GPAF Concept Note Stage: | | |
| 2.1 | Undertake a full and comprehensive appraisal of all Concept Notes, including an assessment of the capacity of all applicants to deliver the proposed projects | Document summarizing project concepts scores/ and justification provided to DFID; full appraisal of quality assured CNs to be |

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| | and potential risks and a quality control process to ensure consistency of recommendations; | available on request |
| 2.2 | Provide comprehensive feedback to all rejected applicants within 1 week of decision being taken, making feedback documentation available to DFID on request; | Individual feedback to all rejected applicants provided within 1 week of a DFID decision. Alerts provided to DFID on potentially sensitive feedback. |
| 2.3 | Provide successful applicants with an invitation to submit a full proposal within 1 week of decision being taken, making this correspondence available to DFID on request; | Invitations to potential Grant Holders to submit a full proposal are sent within 1 week of decision being taken |
| 2.4 | Maintain a database with records of all Concept Notes and subsequent correspondence | A searchable database with all information relevant to the concept note stage produces relevant data. |
| 3 Using the criteria set out for the GPAF proposal stage | | |
| 3.1 | Undertake a full and comprehensive technical appraisal of all proposals, with due consideration to gender equality and other cross cutting issues, such as environmental impact, risks, value for money and the need to demonstrate results. This will include a comprehensive review of the logical framework and the budget, as well as an assessment of the technical capacity and operational capability of applicants to deliver the proposed outputs. Review the applicants' annual accounts and Articles of Association or other appropriate documentation; Manage a quality control process to ensure consistency of assessment; | Document provided to DFID listing recommended, queried and not recommended proposals with scores/ justification in line with timeline |
| 3.2 | Maintain a database with records of all proposals and subsequent correspondence; | Searchable database and records of proposal documentation |
| 3.3 | Provide DFID and the GPAF Advisory Panel (as required) with proposals and summaries of all technical appraisals; | A DFID-agreed list of fundable proposals for onward transmission to relevant DFID Country Offices / UK Embassies and Policy teams for comment; Provided to DFID and relevant teams outside of CSD: All proposals and supporting documents and summary of technical appraisals for each |

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| | | round; The Fund Manager's representative presents and discusses the list if required; A document sent to DFID that collates and analyses comments on proposals from relevant DFID Country Offices / UK Embassies and Policy teams; |
| 3.4 | Conduct interviews with relevant applicants to clarify issues required to confirm recommendations | List of applicants for interview agreed with DFID. Outstanding issues/ recommendations confirmed. |
| 3.5 | Produce a statistical breakdown on proposals received and funded (including but not limited to a breakdown by type of organisation, geography, level of risk/opportunity, cost benchmarking); | Statistical breakdown provided to DFID as indicated |
| 3.5 | Provide DFID with input for a Submission for Ministers on GPAF recommendations. | Document providing input for DFID submission to Ministers provided by deadline (content to be agreed). |
| 3.6 | Provide comprehensive feedback to all rejected applicants within 1 week of decision being taken, making feedback documentation available to DFID on request; | Sensitive, constructive and individual feedback to all rejected applicants within 1 week of a DFID decision. Copies to DFID on request. |
| 3.7 | Once projects to be supported and rejected have been finally agreed the Fund Manager will within one week prepare and issue letters informing each applicant of the outcome of their proposal; | Feedback letters to applicants sent; copies to DFID provided on request. |

19. Grant Arrangements

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| 4.1 | Producing and issuing and signing grant arrangements acting on behalf of DFID for successful GPAF applicants (DFID will provide the Fund Manager with a draft grant arrangement) to a time line agreed with DFID. | High quality, correct and comprehensive grant arrangements formally signed and issued by the Fund Manager acting on behalf of DFID, and Grant Holders according to timeline agreed with DFID. |
| 5 Due diligence | | |
| 5.1 | Support timely completion of the due diligence process working closely with DFID and the due diligence manager for the grant set-up of the GPAF Jobs and Livelihoods round. | List of provisional funding awards sent to DD manager within one week of the announcement; Issues flagged to DD manager; |

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| | | Due diligence reports sent to relevant organisations within one week of receiving them from DFID; Follow up provided on pre-grant conditions prior to issuing grant arrangements. |
| 5.2 | The Fund Manager will conduct due diligence assessment on provisionally awarded grantees of UK Aid Direct, following DFID's due diligence methodology and reporting templates and support the timely completion of the due diligence process | Submission of high quality and comprehensive due diligence reports produced using DFID templates, within 6 weeks; Due diligence reports sent to relevant organisations within one week once approval to share from DFID; Follow up provided on pre-grant conditions prior to issuing grant arrangements |

20. Programme Management

The key programme management requirements and specific outputs are as follows:

| | Task | Deliverables |
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| 6.1 | Ensure grant holders comply with conditions set out in grant arrangement | Quarterly reports update DFID on compliance status. |
| 6.2 | Grantees provided with support to ensure logframes are clear, robust, and represent what the project will deliver | 3 months after start of the project 90% ² of projects have logframes that are clear, robust, and represent what the project will deliver. |
| 6.3 | Provide grant holders with advice on use of the UK aid logo | Grant holders informed of DFID guidelines on use of logo and reminded about compliancy provision within the grant arrangement on using the UK aid logo. |
| 6.4 | Ensure receipt of high quality annual, mid-term, evaluation and PCR reports by the agreed dates. | 90% submitted on time, and outstanding reports chased within 1 week of deadline for receipt date. DFID to be notified of any reports that are more than one month overdue or when a spending bloc has been applied. |
| 6.5 | Log receipt of report and send acknowledgement to organisation. | 90% of acknowledgements sent within 3 days of receipt of |

² Unless exceptionally agreed with DFID

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| | | reports. |
| 6.6 | Undertake a full and comprehensive appraisal, with quality control check of all annual reports (including due diligence response and other requested information), independent evaluations, mid-term reports (where relevant) and project completion reports, and provide written feedback to grantees | 90% of grantees receive feedback on assessed and quality assured reports within 8 weeks of receipt, prioritising those with ARS scores below A; Feedback to 95% of projects is clear, practical, with the potential to improve project impact (measured through grantee perception surveys undertaken by FM) |
| 6.7 | Portfolio analysis (on-going projects; completed projects) | Comprehensive portfolio analysis of on-going GPAF projects delivered within 2 months of the completion of annual report appraisals; It should include achievements and setbacks, results and impact, and performance; Separate portfolio analysis of completed projects provided in separate document. |
| 6.8 | Maintain a comprehensive, robust and secure database of all reports received and assessments made. | Comprehensive data base developed, maintained and available for inspection by DFID. |
| 6.8.1 | Encourage recipient organisations to publish all reports, including on their websites. | |
| 6.9 | Individual GPAF projects meet output and outcome expectations | Agreed (Grantee, FM) time bound plan of action for projects scoring below A, within 3 weeks of production of feedback. This should set out how, when and by whom the performance will be improved to meet expectations; Exit strategies developed for failing projects; DFID notified of any deviation from agreed plan within two weeks of first missed deadline. |
| 6.10 | Regular Fund progress updates to the DFID Programme Manager | Make available to DFID at all times, an up to date record of project AR scoring, RAG rating and project issues with related remedial action; |

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| | | Umbrella logframe agreed with DFID and reviewed on a quarterly basis |
| 6.11 | Risk Management | On-going risk management strategy including summary of key risks that threaten the successful delivery of the GPAF; mitigating actions to minimise these risks and assessment of residual risk. |
| 6.12 | Providing advice and guidance to all grantees and enquirers about the Fund. | Response to Grantee provided within 3 days of first contact. Grantees feel that 80% of advice provided is useful. Summary record of advice and guidance provided in GPAF six monthly. |
| 6.13 | Design, organise and deliver a funding support strategy for GPAF applicants to help clarify the process and improve the quality of applications. It should consider how support could be provided to overseas applicants. | Funding support strategy designed and delivered. |
| 6.14 | Review case studies | Interesting studies from AR case studies brought to DFID's attention for communication purposes |
| 6.15 | Remind approved grant holders that they are required to communicate with their MP (for UK grant holders only) and explain the purpose of their project. Fund Manager to draft and send letters (subject to DFID approval) to local MPs for all approved and awarded grants for the Jobs and Livelihoods round onwards. | MPs aware that 1) DFID offers funding opportunities to UK CSOs and 2) there are DFID funded grant holders in their constituency. |

Financial Management

21. The key financial management requirements and specific outputs are as follows;

| | Task | Deliverables |
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| 7.1 | Negotiating and agreeing budgets/revised budgets for all approved grants and issuing of grant/revised grant arrangements | Budget negotiations are concluded within one month of initial discussion; Budgets/budget revisions are adequately explained and grant/revised grant arrangements sent |

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| | | to DFID for signature within 2 weeks of Fund Manager approval. |
| 7.2 | Confirming that proposed grants reflect value for money by using benchmarks, cost comparisons and helping grant holders to demonstrate value for money | All grants show vfm as agreed with DFID. |
| 7.3 | Confirming prescribed match-funding and managing match-funding throughout the lifetime of each grant. | All match-funded grants have match-funding for Year 1 in place before grant agreed, and arrangements for subsequent years monitored to ensure match-funding in place prior to start of each year. |
| 7.4 | Checking, verifying and authorising of expenditure claims. | All grants are claimed in accordance with agreed budgets; Receipts and background documents are verified for 15% of projects per quarter. |
| 7.5 | Disbursement of grants on a quarterly basis | 90% of grants disbursed within 5 days of receipt of funds from DFID, in line with DFID procedures. |
| 7.6 | Assess and agree requests for advance payments from GPAF grantees. | Work towards reducing percentage of grantees paid in advance. |
| 7.7 | Producing monthly invoices for the Fund, and where appropriate for arrears payments, a statement of expenditure | Two invoices per month for Innovation/Community Partnership grant payment requests. Two invoice per month for Impact grant payment requests. |
| 7.8 | Producing monthly forecasts | The Fund Manager to provide Fund forecast updates by the last working day of each month, accurate to 1% accuracy |
| 7.9 | Review all grantee annual audited accounts | 90% of AAAs are submitted according to agreed schedules and in the agreed format; Fund Manager to chase outstanding accounts to ensure that issues are identified and addressed in a timely manner; Check AAAs are compliant with current procedures; Ensure that any differences to the financial health of the |

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| | | grantee are investigated ³ ; Check for DFID recognition as a donor within the accounts. |
| 7.10 | Review and verify payments against end of year financial statement. | Review the financial statements submitted with the yearly annual report and verify a match against the funding given. Query any discrepancy if adequate justification has not been submitted. Chase any statements not submitted on time. |
| 7.11 | Monitor the overall GPAF budget | Quarterly and annual financial returns for GPAF, showing amounts disbursed, broken down into individual projects in DFID's financial year period – spend within annual budget. |
| 7.12 | Provide value for money service delivery. The Fund Manager should set out in their annual reports how the day-to-day management of the GPAF can be streamlined whilst still meeting DFID corporate requirements. The Fund Manager should also demonstrate how year on year savings (1-3% of FM savings) could be made to the management of the Fund or to any of the processes set out here. The Fund Manager should set out how they will encourage a 5% reduction from efficiency savings of fund recipients | The deliverable is: Annual report highlights/demonstrates why fund management services represent VfM with savings of 1 – 3%; as well as measures to encourage 5% efficiency savings from fund recipients. |

22. Any interest accrued by the Fund Manager stemming from balances held through advance payments of grant funds can be used to offset any bank charges incurred through the normal operations of the account. Any interest over and above such bank charges will remain the property of DFID.

23. Payments for the Fund Manager's fees and expenses will be made in arrears.

24. Transparency and Accountability

| | <u>Task</u> | <u>Deliverables</u> |
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| 8.1 | Ensure grantee compliance with IATI | Relevant GPAF grantees meet |

³i.e. those that may be considered to adversely affect the grantees' capacity to continue to operate, or to deliver the project.

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| | processes | DFID minimum IATI standards within three months of the grant starting. Guidance provided to grantees on IATI processes, liaising with BOND on the appropriate guidance where necessary. |
| 8.2 | All DFID GPAF funding to be IATI compliant | Fund Manager to be IATI compliant |

25. Monitoring, Evaluation and Learning

Lesson learning is a key focus of the GPAF programme. For DFID, learning from GPAF aims to:

- contribute to strengthening the results agenda (better measurements, stronger evidence base, innovation)
- contribute to building the capacity of the civil society sector by mainstreaming best practice
- contribute to communications with the UK public on results

| | Activity | Output |
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| 9.1 | Development and implementation of learning strategy, in agreement with GPAF Evaluation Manager including a series of seminars, learning papers and dissemination of learning through the DFID website. As a minimum, there should be an annual learning event for existing GPAF grant holders. | Learning strategy reviewed and updated in agreement with DFID on an annual basis with six month stock take. Rationale and terms of reference for each learning event produced to agreed deadline Workshop report produced and disseminated within 4 weeks of the event including practical next steps for grant holders, DFID and Fund Manager that will contribute to the continual improvement of the Fund |
| 9.2 | Undertake monitoring and lesson learning visits as agreed with DFID and the GPAF Evaluation Manager. The Fund Manager may be accompanied by a DFID member of staff, the Evaluation Manager or other nominated individual. | Terms of reference produced and agreed with DFID. Draft visit report (consisting of a two page summary and 25 page full paper) produced within 1 month of return, with final version disseminated within 2 months Round table meetings held with local CSOs, DFID country offices |

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| | | and key stakeholders as needed. |
| 9.3 | Track, in a cost effective manner, disaggregated results over time and by theme at GPAF project and Fund level to better understand whether and how our interventions produce changes for poor and marginalised women and men ensuring alignment and no duplication with the evaluation manager. | Mechanism for tracking disaggregated results overtime and by theme in place; Mechanism updated within one month of receiving new data from grant holders. |
| 9.4 | DFID GPAF website pages updated. | DFID receive updates from Fund Manager to information to the grant holders and external stakeholders on grant management, learning and results to upload on to the GPAF website. |
| 9.5 | Lessons learned from GPAF shared with key stakeholders and where appropriate, incorporated in other DFID Funds, including through M&E seminars and innovative uses of new technology where it can be efficient and effective. | Lessons assessed for wider relevance and disseminate information to key stakeholders in a timely manner. Use standard and innovative approaches to sharing lessons that meet needs of key stakeholders. |
| 9.6 | Attending Regional events with DFID to discuss the GPAF and explain practice of working with Fund Manager. | |

26. Reporting and Outputs

The Fund Manager will be required to provide the following mandatory outputs:

| | Activity | Output |
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| 10.1 | <p>Six-monthly reports on the performance of the Fund Manager contract, the Fund and the individual projects.</p> <p>The outline of the report will be agreed with DFID. It should include but not be limited to:</p> <p><u>Performance of the Fund</u> including what changes the projects have brought to poor people's lives and where the fund has worked less well;</p> <p>Overview of expenditure and commitments compared to forecasts and recommendations for policies and</p> | <p>The deliverable is: A detailed six monthly report in January each year</p> |

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| | <p>procedures; Analysis of results and information from AR and PCR reviews; Analysis of VFM performance of grants on basis of AR and PCR reviews; Report on quality of evidence presented in Annual Reports; Summary of learning activities in reporting period; Identification of summary issues related to risk management and recommendations for policies and procedures; <u>Fund Management</u>, including progress against the KPIs, IATI, due diligence findings, managing risk and lessons learnt, annual financial report on the GPAF (including details of efficiency savings) and recommendations for improving Fund Management efficiency and effectiveness.</p> | |
| 10.2 | <p>A detailed final annual report due by 31 July each year covering both Fund Performance and Fund Management.</p> <p>The outline of the report will be agreed with DFID. It should include but not be limited to: <u>Performance of the Fund</u> including what changes the projects have brought to poor people's lives and where the fund has worked less well; Overview of expenditure and commitments compared to forecasts and recommendations for policies and procedures; Analysis of why the Fund or particular projects are delivering results/not delivering; Lessons learned, across the programme and in priority themes and how they've been applied; Identification of summary issues related to risk management and recommendations for policies and procedures; Information on value for money, gender, climate and environment;</p> | <p>The deliverable is: A detailed annual report due by 31st July each year which provides a summary of Fund Performance (on-going; completed projects) as well as Fund Management achievements.</p> |

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| | <p><u>Fund Management</u>, including progress against the KPIs, IATI, due diligence findings, managing risk and lessons learnt, annual financial report on the GPAF (including details of efficiency savings) and recommendations for improving Fund Management efficiency and effectiveness.</p> | |
| 10.3 | <p>Quarterly reports covering both Fund Performance and Fund Management</p> <p>The outline of the report will be agreed with DFID. It should include but not be limited to:</p> <p><u>Performance of the Fund:</u> Update on IATI, summary of key learning points arising in quarter and scores of completed projects and outcome level results.</p> <p><u>Risk Management:</u> Summary of grant compliance with T&Cs, update on 15% audits, summary of QAVs completed in reporting period, overview of risk ratings across portfolio of grants, review of fraud cases and overview of high risk projects.</p> <p><u>Fund Manager Performance:</u> Summary of FM inputs in the quarter and FM actions taken in relation to GPAF risk management strategy, summary of helpdesk activity in quarter.</p> | <p>The deliverable is: A detailed annual report due on last day of the month after each quarter reported, which provides a summary of fund performance, risk management and Fund Management achievements.</p> |
| 10.4 | <p>Work with DFID to finalise and implement a results framework/logframe for GPAF including a nested fund manager logframe.</p> | <p>The umbrella logframe to be used as a monitoring and reporting tool</p> |
| 10.5 | <p>Report on delivery against the KPIs, Fund progress and requirements of the Terms of Reference at a quarterly management meeting with DFID.</p> | <p>Agree KPIs with DFID and report on KPIs quarterly.</p> |

27. The Fund Manager is also expected to respond to ad hoc requests regarding applicants, ongoing projects, guidelines, application processes, payment processes and reporting formats throughout the year.

GPAF Panel Secretariat

28. The Fund Manager will act as the GPAF Panel Secretariat. This will include arranging meetings, preparing agendas and background documents, and taking and

issuing minutes. We anticipate that the GPAF Panel will meet up to three times a year. DFID will chair the Panel meetings.

GPAF Fund Manager Handover

29. DFID is currently preparing for a second phase of the GPAF, with a new funding commitment. An OJEU competition will be run to manage the contract for GPAF phase 2, and include management for ongoing phase 1 projects. In the event of a new Fund Manager being appointed, the incumbent Fund Manager should provide a strategy for handing over all project management information/archives, databases etc. In addition, the current Fund Manager will be required to provide an induction for their successor to all the GPAF projects and general technical and financial management procedures to ensure a smooth management transition.

Timing

30. The duration of the original contract was 36 months, from 15 December 2010, with an option to extend for a further 24 months, subject to continuing needs and satisfactory performance including a clear demonstration of value for money. The contract extension will be from December 2010 until 31st August 2015.

DFID Coordination

31. The Fund Manager will report to the GPAF Programme Manager in DFID's Civil Society Department. The reporting chain may be changed at DFID's discretion.

Performance Requirements

32. The Fund Manager must ensure that the overall programme plan is delivered to a minimum standard of 90% performance to plan. This means that all tasks must be completed on time and to required quality levels 90% in each quarter. All reports submitted to DFID must be error free, accurate and submitted on time to agreed quality standards 100% of the time.

Other related activities

33. The Fund Manager will make their team available to meet with DFID (either in person, video-conference or teleconference) to discuss the GPAF and related deliverables if required by DFID.

34. The Fund Manager will also make their IT systems, records and databases available to DFID if required. Project records must be kept securely for seven years after the project end date.

Duty of Care

35. The Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) 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.

36. DFID will share available information with the Supplier on security status and developments in-country where appropriate. DFID will provide the following All Supplier Personnel will be offered a security briefing by the British Embassy/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures. 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.

37. Travel advice is available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

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

39. The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The Supplier must ensure their Personnel receive the required level of training and [where appropriate] complete a UK government approved hostile environment or safety in the field training prior to deployment

40. The Supplier must develop their Pre-Qualification Questionnaire (PQQ) Response and Tender (if Invited to Tender) on the basis of being fully responsible for Duty of Care.

- 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.

41. Acceptance of responsibility must be supported with evidence of Duty of Care capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, interested Suppliers should respond in line with the Duty of Care section in Form E of the Pre-Qualification Questionnaire (PQQ).

42. If the Supplier is unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, their bid will be viewed as non-compliant and excluded from further evaluation.

47. DFID will undertake a full Duty of Care risk assessment prior to the ITT pack issuing, and if this programme is assessed as Medium or High risk then the Supplier will be required to submit a Duty of Care plan with evidence of their Duty of Care capability.