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1. PURPOSE

- 1.1 The project aims to deepen the understanding of the dynamics of political and economic change in the Gulf and Arabian Peninsula, and to encourage Gulf countries in their development of ideas and policies to manage these changes with a minimum of conflict, through inclusive and participatory discussions that engage younger generation voices from the region.
 - 1.2 The project will evolve around four thematic work-streams:
 - 1.2.1 New Perspectives on Gulf Security;
 - 1.2.2 Prospects for Reform: The Social Contract and Economic Transformations;
 - 1.2.3 Identities and International Relations; and
 - 1.2.4 Peace-building and Regional Reconstruction Dialogue.
 - 1.3 Activities will be tailored to the needs of policymakers by providing bespoke analysis, stakeholder mapping and regular consultation REDACTED. The project will produce interactive research outputs and rigorous analysis to inform policy options and widen access to knowledge on the issues. This will be complemented by high-level workshops, scenario-exercises and public events aimed at increasing understanding between stakeholders and building lasting relationships which are of strategic relevance to the Gulf Cooperation Council (GCC), REDACTED and the UK. A young leaders' programme will create opportunities for short-term visiting fellowships and scholar exchanges between key regional research centres and the provider.
 - 1.4 The project supports two Gulf strategy objectives:
 - 1.4.1 Broaden security cooperation between the UK, Gulf States and GCC;
 - 1.4.2 Build and sustain people-to-people links creating sustained, personal engagement.
 - 1.5 This project aims to develop a constructive dialogue with key stakeholders from the Gulf and Arabian Peninsula about their countries' long term political and economic development, and promote the long-term development of pluralistic and sustainable policies for the region. Its key objectives are to:
 - 1.5.1 **Improve understanding** of future political and economic scenarios for the Gulf region and Yemen, in consultation with a diverse range of local researchers and thinkers
 - 1.5.2 **Convene constructively critical debates, in partnership with local research organisations** and led by local researchers
 - 1.5.3 **Build sustainable relationships** that go beyond the governmental level
 - 1.5.4 **Broaden the range of policy options** available to policy makers and
 - 1.5.5 **Foster innovative thinking** by integrating new generation voices into the policy debate.
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- 1.5.6 **Help develop a vision of sustainable security in the Gulf**, with input from new-generation voices, civil society and cutting-edge international security debates

1.6 REDACTED

1.7 REDACTED

- 1.8 The project team has established a strong network of contacts across HMG departments and in 2016 to date has carried out five cross-departmental briefings, primarily organised by the Foreign and Commonwealth Office (FCO) Middle East and North Africa Research Group (MENARG), as well as over 30 separate briefings for (FCO), Cabinet Office (CO), Department for International Development (DFID), Ministry of Defence (MOD), British Army, Home Office, Ministry of Justice (MoJ) in the past two years.

1.9 REDACTED

- 1.10 This project will build on five years of previous work on future trends in the GCC, funded by HMG. This is an example of the UK's long-term commitment to the region and represents part of the UK's exceptional understanding of and positive reputation within the Gulf region.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Gulf Strategy Team is responsible for the x-HMG coordination of its delivery that sits REDACTED, within the National Security Secretariat. Its role is to ensure a coherent approach is taken throughout government departments, and to manage a stand-alone fund called the Integrated Delivery Fund, that supports pilot and innovative programming that can be further developed by departments into larger-scale activity in future.
- 2.2 The UK's Gulf Strategy sets out a long-term, cross-government, regional approach to UK engagement with the Gulf Cooperation Council (GCC) States, to strengthen partnerships for security and prosperity and promote sustainable regional stability in the UK and the region's interests.
- 2.3 Objectives are to; invest in a stronger, permanent defence presence; broaden security cooperation; increase trade and investment cooperation; and build and sustain people-to-people links.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 Chatham House has completed valuable work on countering extremism, internet governance and mitigating cyber security risks in the Gulf and on Iran and the GCC. Its brand is well-respected in the region. The organisation has provided useful support to the development of the Gulf Strategy and in the initial stages of the delivery of associated activities, by contributing to HMG-led workshops, facilitating contact with a wider range of UK and Gulf stakeholders and the provision of individual briefings, as required. The research to be undertaken here has been developed by Chatham House as a follow-on activity from the CSSF-funded Future Trends in the Gulf, with an additional dimension on new security perspectives which delivers to broader Gulf Strategy objectives.



4. DEFINITIONS

Expression or Acronym	Definition
HMG	UK Government
CSSF	Conflict, Stability and Security Fund
GCC	Gulf Cooperation Council

5. THE REQUIREMENT

6.1 Convening

5.1.1 Events taking place in the region, in partnership with local research institutions and held under the Chatham House Rule:

5.1.1.1 Convening a project advisory board of trusted experts from the GCC and Yemen

5.1.1.2 Four intensive two-day workshops each year designed to produce policy recommendations;

5.1.1.3 Public events to improve public understanding of the GCC and Yemen;

5.2 Network-building:

5.2.1 Expanding a network of expertise

5.2.2 Exchanges of delegations

5.2.3 Map key stakeholders engaged in internal reform processes

5.3 Research outputs:

5.3.1 Short briefings and op-eds about options for reform commissioned from younger-generation GCC thinkers

5.3.2 A range of innovative and interactive research outputs, with potential options for consideration including infographics, bespoke long-form articles and interactive data visualisation

5.3.3 Targeted in-person policy briefings as well as ‘webinars’, podcasts and audio briefings

5.4 Young leaders programme:

5.4.1 A programme of short-term visiting fellowships bringing young leaders from the Gulf to Chatham House, and enabling Chatham House researchers to be embedded with research centres in the region.



6. KEY MILESTONES

6.1 See attached annex. Activities are subject to revision following consultation between Cabinet Office and Chatham House.

7. AUTHORITY’S RESPONSIBILITIES

7.1 The Gulf Strategy Team in the Cabinet Office will be responsible for programme management of this activity on behalf of HMG.

8. REPORTING

8.1 Financial and activity progress will be reported on a quarterly basis, according to the template issued by the authority.

9. CONTINUOUS IMPROVEMENT

9.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

9.2 The Supplier should present any appropriate new ways of working to the Authority in the course of quarterly Contract reporting and review meetings.

9.3 Changes to the way in which the Services are to be delivered must be brought to the Authority’s attention and agreed prior to any changes being implemented.

10. STAFF AND CUSTOMER SERVICE

10.1 The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the Future Dynamics in the Gulf Region Contract in order to consistently deliver a quality service to all Parties.

10.2 Potential Provider’s staff assigned to the Future Dynamics in the Gulf Region Contract shall have the relevant qualifications and experience to deliver the Contract.

10.3 The Potential Provider shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

11. SERVICE LEVELS AND PERFORMANCE

11.1 The Authority will measure the quality of the Supplier’s delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
#1	Timeliness	Answer and resolve all queries from the Authority within 48hrs.	98%
#2	Quality	Complete all work to the satisfaction of the Authority	100%



12. INTELLECTUAL PROPERTY RIGHTS (IPR)

Any intellectual property rights and moral rights which arise in the course of the implementation of the Project by Chatham House shall belong to that organisation, provided that they hereby grant to the Authority a worldwide, perpetual, royalty free licence to use such intellectual property rights for any purpose directly connected with the Project.

13. PAYMENT

13.1 An invoice will need to be submitted with a valid Purchase Order number and sent to:

13.1.1 Electronic invoicing –

13.1.1.1 This is the preferred method of invoicing for the Authority. Please send all electronic invoices to our shared service provider at:

(a) SSCL.POINVOICEPAYMENTS@DWP.GSI.GOV.UK

13.1.2 Manual invoicing –

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