

## Section 4 Appendix A

### CALLDOWN CONTRACT

**Framework Agreement with:** Oxford Policy Management (OPM), Oxford Policy Management Limited, Level 3, Clarendon House, 52 Cornmarket Street, Oxford, OX1 3HJ, United Kingdom

**Framework Agreement for:** Wealth Creation

**Framework Agreement Purchase Order Number:** 5929

**Call-down Contract For:** Enhancing Diagnostics

**Contract Purchase Order Number:** 7575

I refer to the following:

1. The above mentioned Framework Agreement dated **28<sup>th</sup> January 2013**;
2. Your proposal of **21<sup>st</sup> June 2016**; and subsequent clarifications between **May 2017 and September 2017 as summarised in the Post Tender Clarification Log (Annex C)**.

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

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

- 1.1 The Supplier shall start the Services no later than **10<sup>th</sup> October 2017** ("the Start Date") and the Services shall be completed by **11<sup>th</sup> April 2022** ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

#### **2. Recipient**

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

#### **3. Financial Limit**

- 3.1 Payments under this Call-down Contract shall not, exceed **£1,992,425** ("the Financial Limit") and is exclusive of any government tax, if applicable as detailed in Annex B.

When Payments shall be made on a 'Milestone Payment Basis' the following Clause 28.1 shall be substituted for Clause 28.1 of the Framework Agreement.

#### **28. Milestone Payment Basis**

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

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, indicating both the amount or amounts due at the time and cumulatively. Payments pursuant to clause 28.1 are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call-down Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Call-down Contract were properly due.

Upon acknowledgement of receiving the completed milestones, DFID shall have up to 14, or otherwise mutually agreed, working days to confirm either acceptance of the deliverable, advise of any changes required before acceptance can be confirmed, or rejection should the deliverable be unsatisfactory. In the event of requiring additional time to review, DFID shall confirm a reasonable extension to this period. If any deficiency is identified, DFID will inform the Supplier in writing of the reason for rejection, and remedial actions are to be proposed by the Supplier and agreed by DFID. No payments will be made against deliverables until approval has been given.

Any milestone resubmissions will be at no additional cost to DFID and should be delivered within a maximum of 10, or otherwise mutually agreed, days of receipt of feedback.

#### **4. DFID Officials**

- 4.1 The Project Officer is:

- 4.2 The Contract Officer is:

#### **5. Key Personnel**

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

All Personnel named under Annex B of the contract.

#### **6. Reports**

- 6.1 The Supplier shall submit project reports in accordance with the Terms of Reference/Scope of Work at Annex A. This will include summary monthly reports, quarterly reports and annual reports; of which the full content of each will be defined during the Inception phase.

#### **7. Duty of Care**

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

- I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.
- II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified DFID in respect of:
  - II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;
  - II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.
- III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.
- IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project, and must be separately identified in all financial reporting relating to the project.
- V. Where DFID is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

## **8. Call-down Contract Signature**

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

## **9. Break Points**

- 9.1 There will be break points in the programme where the Supplier will require formal approval from DFID before starting the next phase, these will be as follows:
  - At the end of the inception phase, subject to its satisfactory completion;
  - January 2019
  - January 2021

Movement from one stage to the next will be dependent on DFID's acceptance of the design of the programme at the end of the inception phase and satisfactory performance and progress of the Supplier against the outputs specified in the agreed workplan.

## **10. Extension Options**

- 10.1 No extension is anticipated, but there will be an option to extend for 12 months.

For and on behalf of

Name:



The Secretary of State for  
International Development

Position:

Signature:

Date:

For and on behalf of

Name:

Oxford Policy Management

Position:

Signature:

Date:

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### Enhancing Diagnostics: Terms of Reference

#### 1. Introduction

- 1.1 The Department for International Development (DFID) leads the UK's work to end extreme poverty. Driving higher, sustained, inclusive growth and encouraging longer term economic transformation are key to eradicating poverty everywhere, including in all DFID partner countries.
- 1.2 The Inclusive Growth Diagnostic (IGD) exercise was launched in January 2015 to better understand the opportunities and constraints to inclusive growth in our focus countries, regionally and internationally, and to analyse what actions we can take in response to these opportunities and constraints. The 2015 diagnostics have now been completed and provide a solid evidence base for economic development programming across the organisation that fed into DFID's Spending Review process. This analysis will continue to be strengthened and updated.
- 1.3 The Supplier will support the DFID Enhancing Diagnostics (ED) programme. We intend to re-run DFID diagnostics and embed into DFID's spending review cycle, and this programme can support this.

#### 2. Objectives

- 2.1 Following the development of Country Poverty Reduction Diagnostics (CPRD)<sup>1</sup>, DFID's overarching diagnostic, and the more in depth Inclusive Growth Diagnostics (IGD) in DFID country offices, the ED programme will help enhance these exercises and contribute to more transformational economic development interventions to help DFID deliver on zero poverty by 2030.
- 2.2 The programme will strengthen DFID's capability to maintain and improve diagnostics and systematise their use, resulting in better portfolio choices by both DFID and partners across all counties. In particular, the programme will:
  - a) Improve prioritisation of spending in DFID partner countries towards the most binding constraints and most fruitful opportunities to inclusive growth and poverty reduction

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<sup>1</sup> The future of CPRDs is uncertain and support depends on this will depend on how DFID evolves these in future. The supplier will need to be ready to respond flexibly and be able to access a wide range of expertise to meet the evolving need.

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- b) Improve diagnostics, so that studies take better account of political economy, fragility, sustainability, economic inclusion, climate change, gender and in particular Womens Economic Empowerment (WEE), jobs, and wider economic transformation.
- c) Play a coordinating function to improve the way DFID does diagnostics, by helping strengthen the links between DFID's own diagnostics (CPRD and IGD) and other underlying analysis that is being generated across a number of other DFID programmes that will help inform diagnostics alongside this programme.
- d) Support DFID to play a coordinating function / convening role between DFID and development partner institutions to help strengthen diagnostics across the international development system. In particular this will involve strengthening the links between the World Bank's Systematic Country Diagnostic (SCD) and DFID diagnostics, and also with others such as USAID, EU, and regional development banks. This will involve helping DFID to join up with other development partners and build on their expertise and own analysis, rather than duplicating it.
- e) Improve analysis for decision making, mapping of data availability and identification of gaps in economic data.
- f) Collaborate with other DFID centrally managed economic growth programmes offering country support, including the International Growth Centre (IGC) and Support to Economic Transformation (SET).

2.3 The programme will improve the overall quality and impact of DFID's diagnostics, and will help transform the way that DFID and its partners carry out and make use of diagnostics as a means to effective development practice.

2.4 The requirement of the Supplier, as central to ED, is to help DFID further improve the quality and impact of diagnostics, and help integrate and embed key cross-cutting issues that underpin inclusive and resilient growth including political economy, fragility, sustainability, economic inclusion, climate change, gender and in particular WEE, jobs, and wider economic transformation into diagnostic analysis and prioritisation.

### **3. Recipient**

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- 3.1 The recipient is DFID, with the project being managed by the Growth Team within the Economic Development Directorate.
- 3.2 The DFID project staff and key stakeholders will remain closely involved, in partnership with the supplier, to set direction and shape workstreams.

### **4. Scope of services**

- 4.1 This requirement is for the delivery of programme design services and Programme Manager (PM) services. The programme involves establishing a facility that will help to improve the diagnostic analysis that enables DFID to make better informed decisions. The facility will provide DFID with the flexibility to commission pieces of work at short notice, in response to emerging opportunities, alongside workstreams with longer timelines.
- 4.2 DFID anticipates two overarching types of service to be provided under this contract:
- A Core Team consisting of administration staff as well as a range of relevant expertise. This team will manage and coordinate the contract as a whole, and also deliver strategic outputs that improve diagnostics as a whole, including for example improving methodology and approaches to diagnostics, providing guidance and good practice diagnostic analysis examples, assessing knowledge and analysis gaps across DFID diagnostics. The Core Team will, for example, co-ordinate all work conducted under the contract, manage quality assurance for all outputs, monitor and report on all ongoing work, and lead on and contribute to the delivery of outputs as defined in 9.2.
  - An additional flexible pool of demand driven resources that can be deployed swiftly. A 'pay as you go' service on the basis of support requests for deeper diagnostic analysis in particular countries or contexts that require broader or additional expertise to manage the programme of work, for example see 9.2 (ii) and (iii). These experts may conduct or contribute to other 9.2 deliverables.
- 4.3 The two types of service are intended to help optimise the flexibility of the facility to improve diagnostics by addressing the priorities and opportunities as they arise. For example, some outputs may be suited to teams with both core team members and drawing on additional specialised expertise. Or, additional resources may be mobilised so that multiple workstreams can be delivered concurrently. We encourage

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suppliers to propose a structure that will work best and most flexibly to meet the requirement of the contract.

- 4.4 The project will promote better informed choices as a direct result of enhanced diagnostics, so that DFID programmes, in particular within the economic development portfolio, will be more systematically targeted to the constraints of inclusive growth, and so lead to more inclusive growth, prosperity, stability, and less poverty.
- 4.5 The key outcome from the contract is enhancing the quality and impact of DFID diagnostics. These improvements are expected to lead to marginal benefits across the DFID portfolio. The output will provide a flexible, tailored offer for country offices to improve their diagnostics.
- 4.6 Beyond DFID, the interventions that result in sharper and more practical diagnostic tools will help shape and enhance partner government policy, and other HMG or external partners. The benefit from better targeted programming is also expected to extend to private sector and civil society partners. The intervention will have a broad longer term impact on shaping global practice, through improving the way global diagnostics are carried out.

### **5. Requirements**

- 5.1 The appointed Supplier will need a well-resourced team with relevant specialised expertise that will help enhance DFID's diagnostics.
- 5.2 An indication of areas of expertise required includes (not limited to) growth analysis (in particular diagnostic analysis) and economic transformation, labour markets and productivity, inclusion, gender, political economy, climate and environment, livelihoods, and conflict and fragility.
- 5.3 The use of local experts is encouraged, to draw on deep local expertise which will be a valuable complement to international experts with wide geographical experiences.
- 5.4 The ED facility is expected to be flexible, responsive, and support specific demand-led requests of DFID country offices.
- 5.5 Principles for enhancing DFID's diagnostics: Diagnostics need to be technically sound and defensible; enable traction with governments, investors and development partners; meaningfully integrate analysis of the interplay between growth constraints and opportunities with political



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economy, inclusivity, WEE and climate and environment. Ultimately the diagnostics should identify growth paths that lead to better outcomes across cross-cutting issues. And to be impactful, DFID's diagnostics need to provide feasible programming options.

- 5.6 Fragile and conflict affected states (FCAS) offer particular challenges in terms of how economic development intervention can deliver higher equilibria stability in addition to inclusive growth. Now that at least half of DFID's work will be in FCAS it is even more important to ensure our response to economic development challenges and opportunities is right.
- 5.7 Strengthening political economy analysis within inclusive growth diagnostics is a key element to this programme. Good economics can often result in bad politics: Political and material interests of elites discourage the policies and private sector investment that would create jobs and spur growth. The importance of informal institutions/deal-making is a major part of this. Ensuring that we have evidence that is both technically and politically sound is particularly important given DFID business and spend are increasingly focused on countries where the political economy environment is most challenging. For our economic development work to reduce poverty it must be grounded in political economy to ensure that policy recommendations from the analysis highlight opportunities and barriers to implementation. In practice this is difficult, and an area where DFID and other donors are looking to improve. One of the primary aims of this programme is therefore to drive change in the way diagnostic work is carried out, both by DFID and partners.
- 5.8 It is also vital that we are able to develop diagnostic approaches to understand in a meaningful way the interplay between growth and inclusion. The broad approach needed is analysis of growth paths and careful analysis of who gets those growth opportunities. This will allow DFID to develop a single set of policy options that addresses both together optimally. Taking growth as the analytical starting point is crucial. But there is a risk that issues such as gender-based violence and intra-household bargaining power more broadly are marginalised by the growth diagnostic. All countries will need to ensure analytical focus on the dynamics between inclusion, covering gender relations (at family, community and national levels) and programmes that aim to boost economic growth. To help with this, particular countries may need some stand-alone and deep WEE analysis.
- 5.9 Diagnostics in DFID ultimately need to drive strategies for inclusive and labour intensive economic transformation. So it is important that the

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potential for labour intensive transformation and the productivity shifts that would deliver this be key criteria within diagnostics to inform the prioritisation of portfolio and programming choices. This was partially achieved in the first round of IGDs but needs to become central. Improving the jobs lens of diagnostics is therefore not simply an added dimension that needs to be considered in the work-plan but rather central to delivering DFID's ultimate objective of sustained poverty reduction.

- 5.10 Some outputs may need to be jointly delivered with other suppliers, and for other partners. For example, we will explore opportunities for delivering joint training or diagnostic analysis with the World Bank, USAID, and other partners as opportunities arise.
- 5.11 The contract will be split into two parts; an inception phase to be followed by an implementation phase. The inception phase will require a thorough review of existing diagnostics and relevant background documentation, and consultation with key stakeholders across DFID, in order to scope out, develop, and finalise the implementation phase workplan, recognising that flexibility will need to remain for new opportunities and priorities to be addressed throughout the implementation phase. The internal DFID Learning Review of the IGDs will investigate what work is needed to address the underlying issues identified by countries undertaking IGDs in 2015. The Learning Review will provide a useful resource for the Supplier to utilise during the inception phase, therefore some activities, as described in 9.4 below, with the SRO's agreement may be able to commence immediately, prior to the implementation phase without the need for further scoping work.

## **6. Reporting**

- 6.1 For all outputs the supplier will report to the Senior Responsible Officer (SRO) of ED on the Growth Team within Growth and Resilience Department, which is in the Economic Development Directorate of DFID. For some outputs, the direct recipient will be the respective DFID office.
- 6.2 A complete and final inception report will be delivered to DFID after three months. This should detail the approach to be undertaken and include a detailed work-plan for the first year and an indicative work plan for the duration of the project. This should include revised details of outputs and proposed payments by results.

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6.3 DFID will agree the indicative work-plan and project outputs before moving to full implementation.

6.4 Quarterly narrative and financial reports will be required after the implementation phase begins.

### **7. Timeframe**

7.1 The contract is expected to run for 4.5 years. The inception phase is expected to run for three full months from contract commencement date. The implementation phase will commence once the inception phase is complete, following approval of the inception report.

### **8. Outputs**

8.1 The initial output is the Inception Report which will be agreed with DFID before continuation to the implementation phase.

- i) The inception phase will involve a systematic scoping exercise to determine what specific work should be prioritised in the implementation phase in order to improve diagnostics. This exercise is expected to be desk based, though will require consultation with key stakeholders and initial engagement with country offices (no visits expected during the inception phase).
- ii) The Inception Report should draw upon DFID diagnostic analysis and the diagnostics conducted by partners in countries of mutual interest, as well as associated reports, background documents, the academic literature and outputs from the internal learning review of the IGD exercise (which involved a survey of those involved and some interviews). The Supplier will be expected to engage with country and regional DFID offices to further assess and fine-tune demand for support to conduct analysis that supports their diagnostics, as described in paragraph 9.2 below. This information can be assessed to identify further work that is necessary to improve the diagnostics when they are updated.
- iii) The final Inception Report should summarise the gaps with a sequenced list of priorities explaining why and how these gaps will be addressed. The Inception Report will also include an indicative costed work-plan with all definite and potential outputs and deliverables that have been identified through the inception phase. In addition, the Inception Report will set out a mechanism for

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identifying ongoing country office demand for analysis or support with diagnostics during the implementation phase.

- iv) The Inception Report may also be used to refine and expand on the following elements of the original tender proposal:
  - a. Management and governance arrangements for implementation of activities
  - b. Performance management arrangements for the facility in implementation
  - c. Developing priorities and milestones for the first 12 months of implementation, and for subsequent years of implementation to the extent possible
  - d. Risk profile and management
  - e. Communications and dissemination plan
  - f. Monitoring and evaluation plan
  - g. Finalise the processes for continuing to establish demand from key stakeholders during implementation

### 8.2 The outputs required under the Implementation Phase include:

- i) Enhancing the global tools, approaches and methodologies to diagnostics, with a focus on the IGDs, that make diagnostics more robust, and that ensure political economy, fragility, sustainability, economic inclusion, climate change, gender and in particular FEE, jobs, and wider economic transformation are coherently and meaningfully integrated into diagnostic approaches.
- ii) Conducting in-depth 'deep-dive' diagnostic analysis using the strengthened IGD methodology where there is demand in any DFID country offices<sup>2</sup>. The kinds of deep dive analysis envisaged includes diagnostic analysis of specific sectoral constraints and opportunities, migration issues, distribution and access to assets and networks, gender or social dynamics of access to economic opportunities, income distribution effects, labour market constraints, firm level deficiencies, and regional diagnostics. Final numbers will be determined during the inception phase, but it is expected that between 15 to 20 analyses are undertaken.

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<sup>2</sup>Afghanistan, Bangladesh, Burma, Democratic Republic of Congo, Ethiopia, Ghana, India, Kenya, Kyrgyzstan, Liberia, Malawi, Mozambique, Nepal, Nigeria, Occupied Palestinian Territories, Pakistan, Rwanda, Sierra Leone, Somalia, South Africa, Sudan, South Sudan, Tajikistan, Tanzania, Uganda, Yemen, Zambia, Zimbabwe

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- iii) Supporting high quality joint diagnostic analysis with development partners in DFID counties of interest or on issues of joint interest (e.g. working in FCAS, environmental sustainability, resilience to climate change, fragile and conflict affected states, jobs) .
- iv) Developing and delivering diagnostic training to key staff across the organisation. The emphasis of the training envisaged will be on:
  - a) Peer to peer learning.
  - b) Making better use of diagnostic analysis in making portfolio choices.
  - c) Equipping DFID to do more in-house analysis that contributes to diagnostics.
- v) Monitoring and evaluation of diagnostics in DFID to ensure progress can be measured and effective lesson learning.
- vi) Coordinating flexible work to help DFID optimise the contribution of governance work to economic development to help deliver our Governance for Economic Development programme (G4ED), as well as to help improve our economic development offer in fragile states.
- vii) Work with DFID to develop options for integrating fragile and conflict affected states (FCAS) issues into diagnostics. The Supplier will be expected to develop a proposal for integrating FCAS issues into diagnostics within their bid and this can be developed in the inception phase. Examples of potential work are to develop deep dive diagnostic analysis in sub-sets of FCAS conditions to help determine what specific information and analysis is necessary for a useful diagnostic in a protracted crisis context, and in a post-conflict context. These could be accompanied by learning pieces to bring together lessons from the different contexts. Also for example a deep dive could also be carried out at sub-national level in an FCAS i.e. in part(s) of an FCAS particularly affected by conflict relative to the rest of the country.
- viii) Enhancing the jobs lens in diagnostics. It will be critical to apply the methodologies of the World Bank Jobs Diagnostics to DFID focus areas and to use the analysis from these diagnostics to inform portfolio choice to support DFID strategy and programme choice in country. This may require replicating analysis to DFID focus areas (especially where the Bank has not conducted analysis) or applying and refining World Bank diagnostic findings to inform DFID programming and policy focus. Alternatively it may require filling in gaps in Bank analysis

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of labour market constraints, firm productivity constraints, or assessment of firm and labour opportunities for labour intensive productivity shifts.

- ix) Some examples (although not exhaustive) of the potential type of research question and analysis envisaged for (i) and (ii) include:
- a) Do certain political economy conditions mean that a growth 'kick-off' is more likely to be inclusive?
  - b) How do we ensure that marginalised groups are able to take part in the growth process?
  - c) How do we strengthen the role of trade and better link to regional diagnostics? (including the role of subsidies in advanced countries)
  - d) What is the role of natural capital and long term sustainability?
  - e) What future technologies are likely to have global impact, particularly on manufacturing (i.e. robotics)?
  - f) Under what circumstances should we pursue different transformation paths?
  - g) How do cities drive inclusive growth?
  - h) How should climate and environment be better integrated in diagnostics?
  - i) How can youth and skills be better incorporated into diagnostics?
  - j) What is best practice for analysing private sector and jobs for IGDs?
  - k) How should we incorporate migration assessments in diagnostics?
  - l) Will scenario analysis help enhance diagnostics?
  - m) How to factor risk analysis into diagnostics?
  - n) Improving data benchmarking

Aspects of the contract will contain output-linked payment milestones, where it is feasible. The demand-led work will be paid on an inputs basis with an element of the costs linked to achievement of Key Performance Indicators, including quality of output and timeliness of delivery.

8.3 With the DFID Senior Responsible Officer's agreement some deliverables under the implementation phase can commence prior to the implementation phase – as indicated previously in 5.11.

8.4 The work-plan will be regularly updated throughout the contract period so that there is some flexibility built into the contract to take in to account any demand-led country office requirements for analysis or support with diagnostics.

## 9. DFID Co-ordination

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9.1 The Senior Responsible Officer (SRO) for the Enhancing Diagnostics Programme will be the direct point of contact in DFID for the project.

### **10. Background Context**

- 10.1 DFID's Economic Development Strategy is clear that inclusive growth should remain our key focus, given that no country has reduced poverty nor successfully graduated from aid without it. To optimise DFID's contribution and impact in driving inclusive growth we need to be able to target our economic development efforts effectively. In 2015 this ability to target efforts has been helped by the development of the DFID Inclusive Growth Diagnostics (IGDs) in at least 25 DFID countries, 3 regional programmes, and on 5 international issues.
- 10.2 The IGD exercise comprised a two stage process. Stage 1 included analysis of the economic and political context, and of opportunities and constraints for inclusive growth in the future. Stage 2 set out the proposed economic development interventions that DFID can prioritise in response to the opportunities and constraints identified in stage 1. Every IGD was developed simultaneously and rigorously peer reviewed at both stages. The peer review process involved over 100 multidisciplinary advisors from across DFID.
- 10.3 The IGDs have led offices to a better understanding of the opportunities and constraints to inclusive growth in focus countries, regionally and internationally, and crucially has informed what actions to take in response to these opportunities and constraints based upon the sound analysis. The IGDs will continue to provide evidence to help guide DFID country offices in shaping their economic development portfolios according to the right priorities and sequencing. The intention is for a repeated peer reviewed IGD process in 2018. In advance of that the IGDs will need to be enhanced.

### **11. Quality, Performance and Other Requirements**

- 11.1 All outputs will require approval by DFID for the project, and DFID may seek additional quality assurance internally to ensure high quality.
- 11.2 A quality assurance process will be required for each output under the contract. Bidders will be expected to define and implement their strategy for maximising quality of delivery generally, and set out a framework of criteria and standards to assess the quality of outputs (and these may be

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developed and adapted following reviews). DFID will have the final decision on the quality of outputs.

- 11.3 An external independent review mechanism may also be established to provide an extra level of quality assurance and confidence for DFID

### **12. Security**

- 12.1 The Supplier will need to demonstrate robust information security standards and procedures for handling sensitive and confidential information and data.

### **13. Digital**

- 13.1 Many of DFID's programmes include communications activities that are in direct support of poverty reduction and deliver clear development results. These activities are not subject to spending controls, unless they involve digital or web based activities. All communications activities in support of development results must be targeted at specific audiences rather than the general public and still be delivered in a cost-effective way. Digital is defined as any service provided through the internet to citizens, businesses, and civil society or non-government organisations. This includes, but is not limited to information services, websites, transactional services, web applications (e.g. maps), mobile apps, and extranets. DFID's approval is needed for all spending relating to the development and delivery of digital elements of externally facing programme work.

### **14. Transparency**

- 14.1 DFID has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same.
- 14.2 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.
- 14.3 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;



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<http://www.aidtransparency.net/>

### **15. Duty of Care**

- 15.1 The Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Framework Agreement) and Third Parties affected by their activities under this Call-down Contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
- 15.2 DFID will share available information with the Supplier on security status and developments in-country where appropriate.
- 15.3 The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this Call-down 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.
- 15.4 This Procurement may require the Supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm>. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).
- 15.5 This Procurement may require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).
- 15.6 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

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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 if necessary complete a UK government approved hostile environment training course (SAFE) or safety in the field training prior to deployment.

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### APPENDIX A - DUTY OF CARE RISK ASSESSMENT MATRIX

Country	Threats		
	Overall Security	Violent Crime and Disorder	Terrorism
1 Afghanistan	5	4	5
2 Bangladesh	3	3	3
3 Barbados	2	2	1
4 Burma	2	2	1
5 China	2	2	1
6 Democratic Republic of the Congo	5	5	2
Egypt	3	3	4
Ethiopia	3	2	3
Ghana	3	3	1
Guyana	4	4	1
India	2	2	3
Indonesia	3	3	3
Iraq	5	5	5
Jamaica	3	4	1
Jordan	3	2	4
Kenya	5	5	4
Lebanon	3	3	4
Lesotho	2	2	1
Libya	3	3	4
Malawi	3	3	2
Morocco	3	2	3
Mozambique	3	3	2
Nepal	2	2	1
Nigeria	4	4	4
Pakistan	4	2	5
Palestine	3	3	4
Rwanda	3	4	3
Sierra Leone	3	3	2
Somalia	5	4	5
South Africa	4	5	3
South Sudan	4	4	4
Sudan	3	3	4
Syria	4	3	4
Tajikistan	3	2	2
Tanzania	3	4	3
Tunisia	3	3	3
Ukraine	3	2	3
Uganda	3	3	3
Vietnam	2	2	1
Yemen	5	3	5
Zambia	3	3	1
Zimbabwe	3	3	1

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(Call- down Contract)

