

MODEL CALLDOWN CONTRACT

Framework Agreement with: Coffey International Development Limited

Framework Agreement for: Global Evaluation Framework Agreement

Framework Agreement Purchase Order Number: PO7448

Call-down Contract For: Evaluation and Learning of Stopping Abuse and Female Exploitation (SAFE) programme in Zimbabwe

Contract Project Number: PROJ10044

Contract Purchase Order Number: PO10016

I refer to the following:

1. The above-mentioned Framework Agreement dated 12th September 2016;
2. Your proposal of 19th November 2019

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 27th January 2020 ("the Start Date") and the Services shall be completed by 31st October 2023 ("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 DFID Zimbabwe ("the Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed £1,599,996.30 ("the Financial Limit") and is exclusive of any government tax, if applicable as detailed in Annex B.

4. Milestone Payment Basis

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 16.1 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.

5. DFID Officials

5.1 The Contract Officer is:

REDACTED

5.2 The Project Officer is:

REDACTED

6. Key Personnel

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

REDACTED

7. Reports

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

8. 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.

9. Call-down Contract Signature

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

For and on behalf of
The Secretary of State for
International Development

Name:

Position:

Signature:

Date:

For and on behalf of

[

Name:

Position:

Signature:

Date:



Model Calldown Contract Amendment Letter

Department for International Development
Abercrombie House
Eaglesham Road
EAST KILBRIDE
Glasgow
G75 8EA

Telephone: East Kilbride 01355 84 4000
Directline: 01355 84 []

File Ref: []

Date: []

Contract Amendment No: []

CONTRACT FOR: []

CONTRACT NUMBER: []

1. With reference to the contractual letter dated [] (as most recently amended by the letter dated []) whereby your firm [(in association with [])] was engaged to [] and with reference to your letter(s) of [] and subsequent discussion, I confirm that the UK Government wishes to make the following further amendment(s) to the letter of []:
2. These / This amendment(s) relate(s) to []
3. Please confirm in writing by signing and returning one copy of this letter, within 15 working days of the date of signature on behalf of DFID that you accept the amendment(s) set out herein.
4. Please note the provision in the contractual letter that the financial limit of the UK Government's liability to the Supplier under this engagement shall not exceed the sum specified unless the amount of any such excess has been agreed by the Department for International Development in writing before the Supplier takes any action which might result in the financial limit being exceeded.

For and on behalf of the
Secretary of State
for International Development

Name:

Position:

Signature:

Date:



Department
for International
Development



For and on behalf of

Name:

Signature:

Date:

**Terms of Reference:
Evaluation and Learning of
Stopping Abuse and Female Exploitation (SAFE) programme in
Zimbabwe(2019 – 2023)
PROJ10044**

Introduction

1. The UK Department for International Development (DFID) is seeking an Evaluation and Learning Service Provider to design and implement evaluation and learning activities for the Stopping Abuse and Female Exploitation (SAFE) programme in Zimbabwe, jointly funded by DFID and the Swedish Development Agency (Sida). This evaluation contract is expected to last for a period of 46 months.

Background

2. 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 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.
3. 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.
4. DFID Zimbabwe has designed a 4-year programme (2019 - 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 from DFID for this programme is £9,460,000 million (inclusive of any applicable tax) covering a duration of 48 months. In addition, SIDA are funding a related national communications campaign with a total budget of £3 million. The programme's purpose is 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.
 - 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.

- 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.
5. In addition to SAFE's national and community-level interventions, there are other gender-based violence related programmes operating in Zimbabwe. GIZ are soon to be launching a Zimbabwe-based component of a regional GBV programme from January 2020, the UNFPA and UNICEF-implemented GBV 365 programme is underway as is the UN-implemented Spotlight Initiative (SI) programme (2019-2023). The SI programme is centred around six pillars, listed below. The SAFE and SI programmes have been designed to be complementary, and the two programme teams will confer closely on geographical selection, intervention design and capacity building approaches with implementing partners.
 - a) Legal and policy frameworks
 - b) Strengthening institutions
 - c) Prevention and social norms
 - d) Delivery of quality essential services
 - e) Data availability and capacities
 - f) Women's movements
 6. This Terms of Reference (TOR) document outlines the objectives, the scope of work, detailed requirements and reporting procedure for the Evaluation and Learning Unit of the programme. The GBV prevention & response activities implemented through the SAFE programme will be separately procured.
 7. The theory of change for the SAFE programme is presented in Annex 1.
 8. To ensure the independence of the evaluation and learning activities, suppliers bidding for this contract (Evaluation and Learning Unit) cannot bid for the GBV component of the SAFE programme activities.

Objective of the contract

9. The main objectives of the Evaluation and Learning Unit of the SAFE programme are:
 - To evaluate the impact and cost-effectiveness of gender-based violence prevention and response interventions under the SAFE programme, and conduct a baseline and end-of-programme 'midline' This is to generate understanding of what works and what does not work in reducing gender based violence in Zimbabwe and why, which would provide evidence for follow-on programmes to be able to adapt and, where effective, scale-up. Note it is anticipated that an end line will be procured separately, two years after programme closure;
 - To conduct research to inform intervention targeting and delivery,
 - To ensure effective dissemination and uptake of research and evaluation findings to drive programme learning and delivery;
 - To understand the key drivers and prevalence levels of gender-based violence in Zimbabwe;
 - To establish a methodology to generate evidence on what works and what does not work in reducing gender-based violence in Zimbabwe and why,

which would provide evidence for follow-on programmes to be able to adapt and, where effective, scale-up.

Scope

10. To address the objectives outlined in the section above, DFID Zimbabwe requires the supplier to conduct the following activities, following an inception phase. The SAFE programme will be taking place in four separate districts and provinces in Zimbabwe, and so travel will be required to undertake field research:
 - A process evaluation to be conducted to learn lessons on both 'if' and 'how' and 'why' the SAFE programme is working, or not, including identifying barriers to effective implementation or changes needed to the ToC and design, and advise on ways the design and implementation processes, can be adapted to improve performance for all expected beneficiaries, in conjunction with the other research activities;
 - A performance evaluation to monitor performance of specific interventions at the end of the programme, identifying the community-level activities that have the greatest impact on reducing and responding to gender-based violence at the lowest cost (see activities under Component 1). Evidence from this evaluation will be used to optimise delivery of activities, by sharing and monitoring recommendations to improve effectiveness and value for money of violence prevention and response. This evaluation will also inform the development of a 'costed standard package' for violence reduction in Zimbabwe. This evaluation will be followed up by an impact study after the programme's end and will be contracted separately.
 - Operational research and deep-dive studies should be conducted throughout the implementation of the SAFE prevention and response interventions to inform programme delivery and adaption. This may include, but is not limited to studies on the scope, risk factors and high-risk populations of child marriage and different types of modern slavery in Zimbabwe (e.g. child prostitution, sex trafficking, domestic servitude), studies on the link between disability and gender-based violence and a risk analysis on local sensitivities around programming on gender-based violence, including ethical considerations for the work with children and adolescents. The scope of the work will be further refined in the inception phase in collaboration with the implementing partner, but it is expected that the supplier will lead on a minimum of five thematic research areas, producing a range of bespoke research outputs (including peer-reviewed papers, research/policy briefs, synthesis products) tailored for the specific stakeholder group (implementing partners, local government, civil society organisations, wider development community).
 - Support to capacity building activities carried out by the implementing partners of the SAFE programme to improve the disaggregation, analysis and use of GBV-related evaluation evidence, research and data by local government, civil society organisations implementing interventions and other relevant stakeholders.
11. Further detail on each of these activities is outlined in the section below.
12. This evaluation should be designed in accordance with the Paris Declaration, which the UK endorsed in order to base development efforts on first-hand experience of what works and does not work with aid. It is formulated around five central pillars: Ownership, Alignment, Harmonisation, Managing for Results and Mutual Accountability. Bids should note how they plan to align the evaluation to these pillars.

Inception Phase:

13. During the Inception Phase, the Supplier, in consultation with DFID Zimbabwe, will be expected finalise the scope of work, developing a detailed methodology and implementation plan.

A priority during the inception phase is for the evaluation partner and implementing partner to establish a collaborative and constructive working relationship, underpinned by a harmonised and mutually supportive shared workplan and ways of working. The evaluation partner should familiarise themselves with the methodology and ToC underpinning SAFE programme interventions to support formative research and work collaboratively with the implementing partner to ensure these interventions are designed according to evaluation best practice.

	SAFE programme delivery (£8m)	SAFE national campaign (SIDA-funded £3m)	SAFE integrated evaluation (up to £1.6m)
Inception starts	Oct 2019	Dec 2019	Jan 2020
Activities start	Oct 2020	Dec 2019	May 2020
Baseline and formative studies complete			By Oct 2020
Programme end	Oct 2023		Oct 2023

14. The evaluation will have a four month inception phase, the key deliverable for the inception phase will be an Inception Report, which should outline in detail the approach to be used for both the performance and process evaluations, as well as outlining potential topics for operational research. This should include:
- A literature review of the data and current studies undertaken on gender-based violence prevention in Zimbabwe. DFID Zimbabwe can assist with the some of the relevant documentation.
 - A detailed workplan and timelines for all evaluation and research activities, outlining the methodological approach, that includes detail on the overall approach to data collection (incl. method for quality checks), sampling and refined research questions.
 - An overview of the team and governance structures for the evaluation and research activities.
 - A communication and stakeholder engagement strategy, reflecting DFID's Open Access Policy, and specifying the target audiences for gathering feedback on proposed solutions (these may include other donors and global initiatives (e.g. the What Works programme), government stakeholders in Zimbabwe and the wider community).

- A use and influence plan, which will specify how, where and when the findings should be used to maximise the effectiveness of the programme, and influence key stakeholders and the wider development community. The key stakeholders will be identified collaboratively by the Evaluation and Learning Unit, the implementation partner and DFID.
 - A review of the main risks and challenges for the evaluation and research activities and how these will be managed.
 - Confirmation of ethical approval to conduct fieldwork in Zimbabwe and a discussion on how the design and application of methods will be ethically sound and will meet relevant ethical standards.
 - A research uptake and dissemination plan, outlining how learning from the programme will be communicated to relevant stakeholders.
 - Develop an overarching risk management strategy and plan, including conducting a systematic risk assessment of unintended consequences that research and evaluation activities may have for women and girls (including a refined research ethics framework).
 - Consideration of the capacity building needs of the SAFE implementing partner and sub-grantees with respect to research and evaluation methods
15. DFID will provide comments on the draft and will meet with the supplier after the report has been submitted to finalise the workplan. The supplier will submit a revised Inception Report for approval.

Implementation phase:

16. Upon successful completion of the Inception Phase and subject to the agreement of DFID and the Supplier, the Supplier will be appointed to implement the evaluation plans. DFID reserves the right not to appoint the Inception Phase Evaluation Provider to conduct the evaluation in the event that agreement cannot be reached over evaluation activities, resources, timeline and budgets.
17. The first priority of the inception phase will be completion of the baseline and key formative studies prior to programme activities starting in October 2020.

Evaluation criteria

18. The key OECD-DAC criteria which will be considered across both evaluations will be relevance, effectiveness, efficiency, impact and sustainability. In particular:
19. The process evaluation will focus
- Relevance - focus on the extent to which the programme activities meet the needs of those intended, including people affected by poverty, age, marital status and disability.
 - Effectiveness - (1) results verification (as per the log frame) and whether the combination of activities delivered by the SAFE programme is an effective model; (2) focus on early indications of the effectiveness of prevention and response activities.
 - Efficiency – overall efficiency of the programme in terms of its management, costs and ability to reach target populations in a timely manner.
20. The performance evaluation will look at what was achieved against the key performance indicators in the logframe (which will be developed jointly by the implementing partner and DFID), sustainability and the cost-effectiveness of

different interventions, to enable DFID to assess which interventions will be the best for scaling up.

- Sustainability - the realities of the continuation of behavioural change and the future continuation of the SAFE programme including financial sustainability of the proposed activities.
- Efficiency - focus on the cost-effectiveness of the activities in the context of Zimbabwe.
- Impact - wider changes, potential for long term change, and relationship of results with national progress/ initiatives.

21. Further detail on both evaluations is provided below.

Process evaluation of the SAFE Programme

22. The scope of the process evaluation will be defined in the Evaluation Inception Phase Report. It is anticipated that the process evaluation will required a mixed methods approach and will amongst other things:
- Review the theory of change including assumptions;
 - Examine what is working, where and why, for different target groups;
 - Examine the reach of the programme with regards to geography and the range and type of beneficiaries;
 - Examine the critical elements for effective design, approach and implementation;
 - Make recommendations to improve the design and delivery of interventions and ensure these are communicated to DFID and stakeholders.
23. An indicative set of questions for the process evaluation is outlined below. It is expected that these will be refined and rationalised during the inception phase (and may be influenced by the methodology and data collection approach).
- How appropriate is the SAFE programme's theory of change and is it different in different areas, and for different groups (including assumptions)?
 - What has worked (or not) where and why, and for different target groups (e.g. gender, age, disability)?
 - Has the programme had the expected reach with regards to the range and type of beneficiaries?
 - What are the reasons for achievement or non-achievement of outputs and progress towards outcomes, and what are the critical elements for effective implementation?
 - What changes could be made to make the SAFE programme more effective and more efficient for different groups i.e. to improve the design and delivery of activities?
 - How effectively and efficiently has the programme been managed, including the role of implementing partners, donors and steering committees?
 - What external and internal (to the programme) factors have influenced the delivery of activities?

Performance evaluation of the SAFE Programme

24. The primary purpose of the performance evaluation is to deliver knowledge and evidence on effective GBV prevention and response approaches. This

should be presented in an open report for stakeholders in civil society, government and the donor community summarising the key outcomes of the SAFE programme and to make recommendations for the future evolution of policy and approaches to support the reduction of GBV in Zimbabwe and globally. The scope and design of the performance evaluation will be defined in the Inception Phase.

25. As well as generating evidence on what works and what does not work in reducing gender-based violence in Zimbabwe and why, it is anticipated that the performance evaluation will include a focus on the cost-effectiveness of different parts of the SAFE programme. Reflection should also be given to the likely costs, capabilities and pre-requisites needed to ensure GBV prevention and response activities can be delivered and scaled up to beneficiaries.
26. The evaluation should cover the results from each activity in the SAFE programme and the wider effects of the interventions e.g. has there been a demonstration effect on the reduction of GBV? The value for money of the different activities needs to be evaluated and the sustainability of the changes achieved.
27. An indicative set of questions for the performance evaluation is outlined below. It is expected that these will be refined and rationalised during the inception phase (and may be influenced by the methodology and data collection approach):
 - What works and what does not work in reducing gender-based violence in Zimbabwe, and why? Which interventions have potential to be scaled up further?
 - To what extent are the activities being piloted by the SAFE programme cost-effective and efficient in preventing and responding to gender-based violence? How does this compare to available international evidence and benchmarks?
 - To what extent does the SAFE programme and its interventions deliver VfM? How can the VfM be improved in the programme and costs contained without affecting delivery?
 - The primary outcome of the evaluation is to understand how far SAFE has reduced incidence of GBV and changed attitudes, practice and underlying norms towards GBV in communities where it operated? Why did the change occur: what component or element(s) of the intervention caused the change? What else influenced the change? What are the differences across context? Who changed – did we reach those women and girls most at risk of violence / the men most strongly supportive of violence?
 - To what extent are the outcomes from the programme likely to be sustainable? What issues affect the sustainability of different activities and what needs to change to ensure the programme can continue to be effective and can be replicated or adapted to achieve the overall outcomes and impact? Noting that it is planned for a follow-up end line to the impact evaluation to be contracted two years after programme completion (see paragraph 27 below).
 - To what extent does the SAFE programme provide an effective continuum of service from reporting through to service delivery? Does this hold for different groups (disaggregated by sex, age, marital status, urban/rural, disability etc)?

- To what extent are the community-level activities coherent with national-level efforts to reduce GBV?
 - To what extent are the activities of the SAFE programme coordinated with other GBV prevention and response activities in Zimbabwe?
 - What unintended outcomes (both positive and negative) are evident as a result of the SAFE programme?
28. In addition to the identification and collection of baseline data required for the process and performance evaluations, the supplier will also be responsible for collecting baseline data to inform a potential follow-up impact study, which will be commissioned separately to this contract. It is expected that the baseline data for the performance and impact evaluations will overlap substantially. All baseline data for the interventions will need to be disaggregated by disability, sex and age.
29. The follow-up impact study is likely to take place two years after the SAFE programme has ended and will seek to assess whether changes achieved by the programme have been sustained, both in relation to the programme's intended outcomes and impact, and in relation to any effect the programme has had on reducing gender-based violence in Zimbabwe. It will also examine whether the programme has resulted in any longer-term unintended outcomes and impacts.
30. It is expected that during this contract, the key indicators of progress for the impact study will be considered and processes to collect the data at baseline and subsequent years, are put in place by the supplier.

Operational research on drivers affecting gender based violence in Zimbabwe

31. Throughout the SAFE programme, the supplier will also conduct demand-led studies on topics and sectors, with a view to better understand how to target the most vulnerable populations in programming.
32. This may include, but is not limited to studies on the scope:
- Key drivers of GBV in Zimbabwe (social norms, poverty, religion, etc.) to inform SAFE programme design and delivery
 - Risk factors and high-risk populations of child marriage and different types of modern slavery in Zimbabwe (e.g. child prostitution, sex trafficking, domestic servitude),
 - Studies on the link between disability and gender-based violence (noting all baseline data for the interventions will need to be disaggregated by disability)
 - Safeguarding risk analysis on local sensitivities around programming on gender-based violence, including ethical considerations for the work with children.
33. The results of these studies will inform the design of the 'costed standard programme package' to reduce gender-based violence.
34. Operational research conducted by the supplier should consider following the principles of Human Centred Design, encouraging iteration, flexibility, and maintaining a strong focus on understanding, surfacing and responding to user needs. It is envisaged that the application of human-centred design approach, would allow for more relevant and effective solutions to be identified which will help DFID to achieve better results, maximise impact and achieve higher value for money.

Support to capacity-building activities

35. The SAFE programme includes a significant focus on programmatic, technical and operational capacity building, which will primarily be delivered by the programme implementing partner alongside the grant-making structures. The supplier should plan to work alongside the implementing partner to contribute to and complement their capacity building plans to build grantee expertise on evaluation, research and research update.

Methodology

36. Suppliers should propose a robust and well-justified methodological approach, based on the nature of the programme and the evaluation purpose, objectives and questions. While DFID does not specify an evaluation methodology, suppliers should call upon recognised evaluation approaches and provide a good rationale for their choice. DFID welcomes innovative approaches to the evaluation, particularly in regards measuring the impact of the programme on social norms. The evaluation design will then be refined in the inception report.
37. Wherever possible, the performance evaluation should draw upon methods which allow a defensible attribution of short-term outcomes and attribution of wider impacts to the programme's activities. The process evaluation will seek to understand how the combination of interventions has led to those changes and what the critical elements for effective implementation are.
38. All research will be required to have ethics approval and training and ensure that participants have access to quality VAWG (Violence against Women & Girls) support services. Ethical and safety guidelines for research will be developed during the programme inception phase with support from experts and disseminated to grantees. The safety and security of all those involved will be continuously monitored. The Consortium/partnership must employ well-developed and clearly documented standards and procedures for ethical approval of research studies and evaluations, framed by DFID's 2019 policy on ethical standards and principles in research, monitoring and evaluation, and compliance with any relevant institutional or national ethical review procedures.
39. It is expected that a combination of qualitative and quantitative methods and desk-based and participatory field methods of data collection and analysis will be required, including direct engagement with intended beneficiaries, communities, implementers and other stakeholders. The Unit should draw on existing quantitative and qualitative data regarding violence and vulnerability,¹ as well as collecting primary qualitative data. This should include various methods including, for example, focus groups discussions, in-depth interviews, key stakeholder consultations, analysis of the existing qualitative data base and other approaches as appropriate and approved in the workplan.
40. Given the adaptive approach pursued by the SAFE programme and the evolving nature of the context it operates in, a flexible approach to evaluation will be required and the continued adequacy of the methodological approach should be reviewed at least annually. If the supplier thinks the methodological

¹ DHS, MICS, PICES, ZIMVAC, National Baseline Study on VAWG and National Baseline Study on the Life Experiences of Adolescents, Ad hoc studies on thematic issues such as determinants of IPV amongst adolescents, child marriage, Apostolic faith, child labour.

approach is no longer appropriate this should be raised as soon as possible with DFID, and appropriate changes identified. As well as examining the context, the evaluation approach will need to consider the interaction of SAFE with other programmes and partners.

41. All work and outputs will be considered complete only once approved of a satisfactory quality by DFID.
42. All underlying data sets will be made available to other researchers for analysis, with due consideration given to the privacy of respondents or any other sensitivities.

Risks and constraints

43. Suppliers should include in their bids the key risks that they perceive and how they plan to manage and mitigate them. These risks should be presented in a risk matrix, including the level of risk and how partners plan to identify, monitor and respond to these challenges. Some of the key risks and challenges that DFID has already identified and which Suppliers are expected to address in addition to other risks, include:
 - Methodological challenges: related to evaluating an adaptive programme (as mentioned in point 36 above)
 - Coordination challenges: coordinating work with the implementation partner (e.g. aligning the workplan and timeframes); Lack of complementarity between partners' MEL and the work of the MEL unit, compromising value for money and creating a potential data collection burden on beneficiaries
 - Delivery challenges: Identifying and engaging with populations at risk of gender based violence and responding to their specific needs
 - Data challenges: The limitations in available, reliable and comparable data on GBV, risks to managing sensitive data confidentiality, limited capacity of implementing partners in M&E leading to the risk that data is not reliable, timely or relevant enough to monitor performance.
 - Safeguarding challenges: Risk of causing harm to beneficiaries and communities (e.g. social shaming, stigma, trauma), inability to offer support/services in impartial monitor role, managing expectations.

Data considerations

44. The SAFE programme has been designed to DFID's Data Disaggregation Plan by increasing the availability and use of data and evidence to ensure DFID works through the lens of the most marginalised groups and tailors programming to high priority and high-risk groups.
45. The supplier should ensure that all data collected through the evaluation and research activities outlined above are disaggregated by disability, sex, age, HIV status, marital status and geography will be supported for national (survey), local (administrative), and programme data collection.
46. The use of properly disaggregated data is essential to: (i) Target scarce resources to those most in need, (ii) reduce gender inequality, through analysis and use of sex disaggregated data, and (iii) understand the reach of policies and programmes to people with disabilities.

Recipient

47. The main recipients of the SAFE programme Evaluation and Learning Unit will be the donors (DFID Zimbabwe and Sida) and the implementing partner running the SAFE programme.
48. Data generated through the Evaluation and Learning Unit will also be used by national and local organisations 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.
49. Research papers and findings will be published and shared more widely in order to be made available to a broader public audience. DFID will have unlimited access to the material produced by the supplier as expressed in DFID's general conditions of contract.

Budget

50. The total budget for the SAFE programme from DFID's contribution is £9,460,000 million over 48 months. The total budget for the Evaluation and Learning of the SAFE programme is £1,600,000.
51. The budget splits for the DFID-funded elements of the programme may be reviewed during the course of the inception phase to determine the optimum allocations based on the approved programme design.

Timeframe and deliverables

52. The SAFE programme's duration is 48 months split into two phases: Inception (12 months) and Implementation (36 months). The contract will be issued for the full duration and will be subject to a formal contract break point at the end of the inception phase.
53. DFID intends to let the Evaluation and Learning Contract for a period of 46 months, with a 4-month inception phase (the end of which should coincide with the halfway point of the SAFE implementing partner 1-year inception phase) and the final end-line evaluation report due to be submitted by Month 46 (which will coincide with the end of the SAFE implementation period).
54. The following deliverables will be produced:
 - Inception Report (max 30 pages, not including annexes). The Inception Report should include a very clear methodology and workplan to show how the study will be implemented. The report should also include a qualitative guide, field manual laying down the principles and guiding questions of the research, and a use and influence plan
 - Baseline Data Report presenting baseline findings on the evaluation questions agreed in the evaluation plan, as well as recommendations for refining evaluation questions and future rounds of data collection. The baseline report should cover baselines for both the process evaluation and performance evaluation questions and indicators, including any additional indicators for a follow up impact study. This should be delivered by Month 9.
 - Process Evaluation Report, which will contain an executive summary and recommendations. This report will present interim findings and will also be aimed at process use for within-programme learning and course correction. Disaggregated datasets should be made available either online or in an

annex to the report. The timing of this data collection and reporting will be agreed in the evaluation plan. However, it is likely that this will be required by Month 30.

- A workshop for DFID, the SAFE programme implementing partner and other stakeholders explaining the recommendations from the process evaluation and agreeing how they can be implemented. The Supplier should provide such workshops after final approval of the process evaluation reports.
- A report on uptake of findings from the process evaluation, one year following the finalisation of the process evaluation report.
- Performance evaluation report answering the evaluation questions posed, and containing an executive summary and recommendations. All findings will be disaggregated where possible to allow analysis of findings for different groups, including different beneficiary groups, age, disability, gender, income/poverty level, geographical areas, other marginalised groups etc. The timing of the final wave of data collection and the final evaluation report will be agreed in the evaluation plan. This may be at the end or after the end of the programme (Month 46).
- An accessible communication tool, to inform policy makers (this may include presentation workshops for government partners, civil society organisations and other donors), but other means of consultation and communication of emerging evaluation would be welcomed.
- A summary of the performance evaluation (and other adapted reports) to ensure the findings reach all intended audiences.
- Research outputs (including peer-reviewed papers, research/policy briefs, synthesis products) on a minimum of five thematic areas, tailored for the specific stakeholder group (implementing partners, local government, civil society organisations, wider development community). The timing of these research outputs will be defined during the inception phase of the programme.

55. In addition to the deliverables outlined above, the supplier will also produce three annual reports, which will include:

- A summary of any ongoing evaluation process, and progress;
- Any changes required to the methodology, evaluation questions, theory of change or approach;
- Advise on monitoring progress and assess the validity of the monitoring data;
- Outline any research activities conducted to date;
- Summarise capacity development activities and results
- Advise on any outputs from capacity building efforts including any project evaluation products and findings;
- Highlight any recommendations or lessons learned from the evaluations so far;
- Provide advance warning of any issues and concerns going forward;
- Highlight any issues arising from annual review processes, assessments of value for money and program implementation that could impact on the evaluation;
- Set out annual work-plans and budgets;
- Annual workshops to discuss the findings in annual reports as required.

56. Indicative timings for all deliverables for this contract are outlined below. The timings will be finalised in the inception report.

Deliverable	Date
Contract signed	Month 1
Start of inception phase	Month 1
Submission of the inception report	Month 4
Meeting with DFID to discuss the inception report	Month 5
Start of the implementation phase	Month 5
Submission of the baseline report	Month 9
Submission of process evaluation report	Month 30
Workshop on process evaluation recommendations	Month 31
Submission of process evaluation uptake report	Month 42
Submission of Performance evaluation report and summary	Month 46
Research outputs, including papers, briefs and synthesis products on a minimum of five thematic areas	TBD
Annual Reports x3	Month 12
	Month 24
	Month 36

57. All reports should be submitted in Word and/or PDF. Reports submitted should be clear, simple and short and refrain from using jargon.

58. All evaluation reports will be published, providing information on what activities have been carried out and what results have been achieved, and so will also serve the purpose of accountability to stakeholders in Zimbabwe and the UK.

59. All data and metadata are owned by DFID, and suppliers should ensure in the initial design, and methods that all data is rigorously documented.

Ethical considerations and evaluation standards

60. The evaluation approach should adhere to international best practice standards in evaluation, through OECD DAC Quality Standards for Development Evaluation and DFID's Evaluation principles and DFID's Ethics Principles for Research and Evaluation.²

61. Ethical and safety guidelines for research should be developed during the programme inception phase. Bidders need to adhere to other requirements for ethical considerations for evaluating VAWG/GBV such as WHO guidance on research and UNICEF guidance as young people and children are likely to be users of services provided through the SAFE programme. One requirement of the research should be access to support services for research participants and beneficiaries.

62. Bidders should also put in place specific protocols such as a Response Plan to refer evaluation participants to support if they are distressed or disclose that they are in direct danger.

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/67483/dfid-ethics-prcpls-rsrch-eval.pdf

Evaluation Management and Governance Arrangements

63. The following governance arrangements will be put in place to ensure the quality, integrity and credibility of the evaluation.
64. A Reference Group will have the primary function of ensuring relevance and usefulness of evaluation outputs through ongoing stakeholder engagement. This Reference Group should comprise of representatives from both donors as well as external expertise in evaluation, GBV prevention and the local Zimbabwean context. This reference group will include representatives from the DFID-funded What Works to Prevent VAWG research consortium, to support this evaluation to build on this investment in the VAWG evidence space. DFID would welcome suggestions from suppliers of other suitable representatives for the Reference Group.
65. This Reference group will act as an advisory body to help steer the evaluation at key strategic points, review and comment on key evaluation outputs before submission for formal quality assurance and bring in stakeholder views.
66. The supplier will also report to the Programme Steering Committee (PSC) which will be comprised of SAFE programme donors (DFID & Sida), the selected lead implementing partner of the programme, and the primary implementing partners in the Consortium. The PSC will provide strategic direction, programme management and technical oversight to the programme.
67. In line with DFID requirements for evaluations using DFID funds and DFID's Evaluation policy, full use will be made of the Evaluation Quality Assurance and Learning Service (EQuALS). EQuALS is an external service established to deliver independent quality assurance of evaluation products and provide a range of specialist evaluation and monitoring technical advice. EQuALS will provide quality assurance throughout the evaluation process (terms of reference, inception, baseline and draft final reports)

Implementation requirements

Team structure

68. The Supplier is afforded flexibility in the structure and composition of the team it assembles. However, it is expected to have a single overall team leader to be responsible for managing and overseeing the contract deliverables. The team may mix international and national/regional experts, with the understanding that national expertise will be highly valued and should be built up over time.
69. Given the need for continual engagement with the SAFE programme throughout the lifetime of the project, it is expected the supplier for the Evaluation and Learning Unit will be based/have members of the core team based in Zimbabwe.
70. If required, we strongly encourage human design experts and local organisations to form consortiums/partnerships to obtain the appropriate skill mix.
71. The suppliers will be responsible for all logistic arrangements for themselves and members of the core team. DFID will facilitate convening of meetings and

site visits where necessary. All relevant expenses should be covered by the contract budget.

Transparency

72. 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/>. The Supplier should also note DFID's Open and Enhanced Access Policy for the research that DFID funds.

Verification process and payment

73. Payments will be released upon satisfactory completion of deliverables and DFID's approval of the required outputs, and submission of accompanying financial reports. If there are issues on quality of delivery, it will be discussed at the earliest opportunity with the supplier and clear directions will be given that are expected to be adhered by the supplier, and that DFID will subsequently monitor. DFID also reserves the right to withhold payment in case of missed or unsatisfactory delivery of outputs. Any expenses (which will be paid on actual spend) will be paid quarterly in arrears.
74. A number of key outputs delivered under this contract will need to be externally quality assured by DFID's EQUALS service. Payment for those products requiring external quality assurance will be made based on 50% of the costs invoiced on submission of the agreed deliverable(s) to DFID and the remaining 50% invoiced on approval of the deliverable by DFID. All other milestone deliverables will be paid 100% on approval by DFID.
75. DFID requires at least 10 working days to review and comment on any products produced by the supplier.

Bid requirements

76. The supplier's technical bid for this contract should address how they will respond to the requirements set out in this Terms of Reference in no more than 40 pages (excluding annexes and CVs). This should include a detailed methodology for undertaking all evaluation and learning activities, as well as demonstrating the quality, relevance and experience of the proposed team to deliver the required high-quality outputs.
77. In their commercial bid, the supplier will need to demonstrate clear value for money, including through demonstrating that administrative costs are efficient and management process are designed to maximise value for money.

Supporting documents

- Annex 1: Theory of Change for the SAFE Programme
- Annex 2: Risk Assessment for Zimbabwe
- Annex 3: Country/Project Duty of Care Risk Assessment Circumstance Matrix
- Annex 4: DFID Duty of Care Risk Register – Zimbabwe
- Annex 5: Terms of Reference SAFE programme

Other requirements – Security and Duty of Care

78. The supplier must be self-supporting and responsible for their own activities and should not rely on DFID Zimbabwe transport, offices, facilities, logistical or administrative support. Suppliers must include all such costs in their bids.

Duty of Care

79. The selected Supplier will be responsible for their own safety and well-being and Third Parties affected by the consultants' activities under this contract, including appropriate security arrangements. The Supplier will also be responsible for the provision of suitable security arrangements for their domestic and business property.
80. Suppliers will be asked to develop their tenders on the basis of being fully responsible for Duty of Care and that they have the capability to provide security and duty of care for the duration of the contract.
81. DFID will share available information with the consultants on security status and developments in-country where appropriate. 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.
82. Suppliers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID (see Annex 2 of this ToR). Suppliers must confirm in the Tender that:
- They fully accept responsibility for Security and Duty of Care.
 - They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
 - They have capability to manage their Duty of Care responsibilities throughout the life of the contract.
 - If a Supplier is unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, their Tender will be viewed as non-compliant and excluded from further evaluation.
83. Acceptance of responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, Tenderers should consider the following questions:
1. Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
 2. Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
 3. Have you ensured or will you ensure that your staff (if any), are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
 4. Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?

5. Have you ensured or will you ensure that your staff (if any) are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
 6. Have you appropriate systems in place to manage an emergency / incident if one arises?
84. Please note that the risk assessment (Annex 2 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.

Compliance with Counter-Terrorism Legislation³

85. As per the latest draft policy statement and the interim guidance, DFID's obligations under the legislation are set out below. They apply to suppliers too:

- Identify your partners
- Keep appropriate records
- Identify risks and be clear about the process for escalating risks
- Develop good relationships with your partners
- Report any suspicions and incidents to the counter-fraud and whistle blowing unit

86. DFID programme implementers and partner agencies are responsible for:

- Being aware of the legislation and their responsibilities
- Being aware of and vigilant to the potential risks of terrorism.
- Ensuring their funding, assets and other resources cannot be used for activities that may or appear to be used to support terrorist activities.
- Supporting strong governance arrangements, financial controls and risk management policies and procedures that fit their needs. This will provide better safeguards against a range of potential abuse, including terrorist abuse.
- Keeping DFID informed of evolving risks and reporting any incidents immediately to DFID
- Reporting any suspicions to the police. This is a legal requirement.
- At a minimum, partners need to be aware of which Syrian organisations are designated terrorist organisations (DTO) under CT legislation.

87. In addition to compliance to CT legislation, suppliers will also be required to adhere to all other relevant UK and EU legislation.

³ <https://www.gov.uk/government/publications/operating-within-counter-terrorism-legislation>

Annex 1: SAFE programme Theory of Change

Component 1: Gender-based violence prevention and response		Component 2: Data, research and evaluation evidence	
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	Outcome 3: New evaluation evidence on the most cost-effective activities to prevent and respond to gender-based violence	Outcome 4: Increased capacity to use data and evidence in programming and policy
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 communitiesIncreased 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 survivorsIncreased use and knowledge of referral pathways for gender-based violenceIncreased protection of survivors and prosecution of perpetrators by community justice systems	Outputs: <ul style="list-style-type: none">Research published on the prevention and response to gender-based violence (incl. academic articles, policy briefs, working papers)Programmes and policies directly or indirectly reflect new knowledge of research producedEvents, seminars and trainings held to disseminate research findings	Outputs: <ul style="list-style-type: none">Civil society partners report increased capacity to disaggregate, analyse and use data to target high-risk groups in programmesIncreased number of programmes use new data analysis tools and report that they are usefulIncreased number of monitoring and evaluation frameworks and administrative data systems collect and monitor disaggregated data
Activities: <ul style="list-style-type: none">Community and peer-education programmesLife skills educationParenting supportStrengthening of community-justice structuresRehabilitation, reintegration and care servicesStrengthening of referral pathwaysRelationship counsellingSupport and advisory services		Activities: <ul style="list-style-type: none">Cost-effectiveness evaluationResearch and deep-dive studiesData DisaggregationLocal government data availability and useAccess, analysis and use of survey and admin data by organisationsProgramme evidence repository	
Barriers: Broad acceptance of violence, traditional gender roles, legal inequalities based on sex, male control of wealth and information, deep-rooted harmful traditional practices such as child marriage, lack of appetite and literacy to use evidence in programmes and policies			
Problem: Gender-based violence violates women's and girls' human rights, limits their choices and reduces their agency to participate in, contribute to, and benefit from development.			

Annex 2: Risk assessment for Zimbabwe

Country:- **ZIMBABWE**

Date of assessment - as at: **27 June 2019**

Assessing official: **Nigel Mears & Francesca Stidston**

Theme	DFID Risk score
	National
OVERALL RATING⁴	3
FCO travel advice	2
Host nation travel advice	unknown
Transportation	3
Security	2
Civil unrest	3
Violence/crime	3
Terrorism	2
War	1
Hurricane	1
Earthquake	1
Flood	1
Medical Services	3
Nature of Project/ Intervention	3

1 Very Low risk	2 Low risk	3 Med risk	4 High risk	5 Very High risk
Low		Medium	High Risk	

NB: This is an assessment of the current situation. The situation in Zimbabwe may possibly change over the life of the programme.

Post Security assessment for Zimbabwe is currently at Medium Risk rating 3

⁴ The Overall Risk rating is calculated using the MODE function which determines the most frequently occurring value.

Annex 3 - COUNTRY/PROJECT DUTY OF CARE RISK ASSESSMENT CIRCUMSTANCE MATRIX

Theme	Risk rating*				
	1 Very Low	2 Low	3 Med	4 High	5 Very High
FCO travel advice	No travel advice warnings.	No travel advice warnings.	All but essential travel advised to parts of or whole area.	Advice against all travel to parts or whole of area.	Assisted departure schemes and or Non-Combatant Evacuation (NEO) operations in place.
Host nation travel advice	No travel advice warnings.	No travel advice warnings.	All but essential travel advised to parts of or whole area.	Advice against all travel to parts or whole of area.	Assisted departure schemes and or Non-Combatant Evacuation (NEO) operations in place.
Transportation	Safe reliable public transport freely available at any time. Roads in good condition with lighting near settlements and intersections. Traffic well regulated. Vehicle condition regulated. Roads well mapped/Good GPS coverage. Frequent service/rest areas.	Public transport available, occasional accidents and unreliability. Roads in fair condition. Traffic regulated in large settlements. Vehicle condition generally fair. Roads mapped/fair GPS coverage. Occasional service/rest areas.	Public transport only advisable during day light hours and if no alternative. Roads in poor condition but passable all year round. Little or no street lighting. Little traffic regulation. Vehicles in poor condition. Roads poorly mapped/patchy GPS coverage. Infrequent service/rest areas.	Public transport unsafe to use. Roads in very poor condition and passable only in fair weather. No street lighting. Occasional road blocks. Vehicles mainly 4x4 or large utility vehicles. Trained and/or experienced drivers recommended. Guides necessary. Maps scarce/scant detail/limited GPS coverage. No service/rest areas. Occasional banditry.	No public transport available. Roads largely impassable. Frequent road blocks. Protected mobility vehicles required or recommended. Trained/experienced drivers essential. Guides essential. Roads unmapped/GPS unreliable. Spares, fuel and sundries must be carried. Frequent banditry.
Security Contact DFID security for updated position. **high threat post" = location requiring security in high threat post SHTP training. ***very high threat post" = location requiring hostile environment HET or hostile environment awareness training HEAT.	Country threat is assessed as low- an attack is unlikely. UK diplomatic threat is assessed as low- an attack is unlikely. UK official/Military threat is assessed as low- an attack is unlikely. UK linked organisations threat is assessed as low- an attack is unlikely.	Country threat is assessed as moderate- an attack is possible, but not likely. UK diplomatic threat is assessed as moderate- an attack is possible, but not likely. UK official/military threat is assessed as moderate- an attack is possible, but not likely. UK linked organisation threat is assessed as moderate- an attack is possible, but not likely.	Location is defined as 'High Threat Post'.* Country threat is substantial- an attack is a strong possibility. UK diplomatic threat is assessed as moderate- an attack is a strong possibility. UK official/military threat is assessed as moderate- an attack is a strong possibility. UK linked organisation threat is assessed as moderate- an attack is a strong possibility.	Location is defined as 'High Threat Post'.* Country threat is severe- an attack is highly likely. UK diplomatic threat is severe- an attack is highly likely. UK official/military threat is severe- an attack is highly likely. UK linked organisations threat is severe- an attack is highly likely.	Location is defined as 'Very High Threat Post'.** Country threat is critical – an attack is expected imminently. UK diplomatic threat is critical – an attack is expected imminently. UK official/military threat is critical – an attack is expected imminently. UK linked organisations threat is critical – an attack is expected imminently.

Theme	Risk rating*				
	1 Very Low	2 Low	3 Med	4 High	5 Very High
Civil unrest	No public protest or tension.	Rising tension. Sustained, isolated, minor unrest. Unrest in specific areas, effective policing, no widespread problems.	Sustained and serious unrest. Police control limited. Threat of serious widespread unrest.	Sustained, serious and widespread unrest. Police lose control of situation. British Nationals are specifically targeted.	Sustained, serious and widespread unrest. Police lose control of situation. British Nationals are specifically targeted. No commercial transport available.
Violence/crime	Violence/crime assessed as '5'	Violence/crime assessed as '4'	Violence/crime assessed as '3'	Violence/crime assessed as '2'	Violence/crime assessed as '1'
Terrorism Contact DFID security for updated position.	Terrorism risk assessed as Foxtrot	Terrorism risk assessed as Echo	Terrorism risk assessed as Charlie/Delta	Terrorism risk assessed as Bravo	Terrorism risk assessed as Alpha
War	No identified threat		Threat of intra or inter National war. Identified pre- or post- conflict environment.	War declared/evident. Controlled hostilities between martial forces. Limited civilian casualties and collateral damage to infrastructure.	All out war. Uncontrolled hostilities including widespread civilian casualties and collateral damage to infrastructure.
Hurricane	No identified threat	Category 4 (or significant impact) Hurricane expected in 2-5 days	Category 4 (or significant impact) Hurricane expected within 72 hours.	Category 4 (or significant impact) hurricane expected within 48hrs. Serious concern about British National safety.	Cat 4 (or significant impact) hurricane expected within 24-48hrs that threatens lives of British Nationals. Post-hurricane devastation or insecurity causes serious concern about BNs safety. No commercial transport available.
Earthquake Location, foundations and seismic design of buildings will have a mitigating effect.	No identified risk	10% Probability of 0.2 – 0.7 m/s peak ground acceleration in 50 years.	Widespread damage to buildings, break-down in services (eg water, electricity,), or/and some breakdown in law and order. 10% Probability of 40.8 – 2.3 m/s peak ground acceleration in 50 years.	Devastation leads to widespread insecurity. 10% Probability of 2.4-3.9 m/s peak ground acceleration in 50 years.	Devastation leads to widespread insecurity. No commercial transport available. 10% Probability of 4.0-4.8 m/s peak ground acceleration in 50 years.
Flood	No identified risk	Localised damage to buildings, break down in services, and/or some breakdown in law and order.	Widespread damage to buildings, break-down in services (eg water, electricity,), or/and some breakdown in law and order.	Devastation leads to widespread insecurity.	Devastation leads to widespread insecurity. No commercial transport available
Medical Services	Full access to high quality medical services for emergency treatment and	Limited access to quality medical services. Road ambulances unreliable.	Very limited access to emergency medical facilities.	Very limited access to emergency medical facilities e.g. field hospitals	No access to medical facilities. Reliant on own medics/equipment.

Theme	Risk rating*				
	1 Very Low	2 Low	3 Med	4 High	5 Very High
	treatment of illness. Safe and reliable ambulance services.	Air ambulance available.	Road ambulances unavailable. Air ambulance available.	for basic life saving surgery. No air ambulance available.	No air ambulance available.
Nature of Project/ Intervention	Intervention has full popular support, cultural compatibility, positive media coverage and backing of local and national civil leadership. Intervention is welcomed and encouraged by influential religious/ideological groups. Intervention has no relationship to governmental corruption, organised crime or narcotics.	Intervention has broad popular support, cultural compatibility, neutral or no media coverage, and backing of local civil leadership. Intervention is tolerated by influential religious/ideological groups. Intervention has no direct relationship to governmental corruption, organised crime or narcotics.	Intervention has some popular support, some cultural incompatibility, negative media coverage, and acquiescence of civil leadership. Intervention is controversial to influential religious/ideological groups. Intervention has a relationship to governmental corruption, organised crime or narcotics.	Intervention has limited popular support, some cultural incompatibility, unsupportive media coverage, and has some opposition by local or national civil leadership. Intervention is opposed by some influential religious/ideological groups. Intervention has a significant bearing on governmental corruption, organised crime or narcotics.	Intervention has very limited popular support, significant cultural incompatibility, unsupportive media coverage, and significant opposition by local or national civil leadership. Intervention is strongly opposed by influential religious/ideological groups. Intervention has strong bearing on governmental corruption, organised crime or narcotics.

The overall risk is medium

Annex 4 - DFID DUTY OF CARE RISK REGISTER – ZIMBABWE

No	Threat description	Threat Severity (1-5)	Threat Likelihood (1-5)	Mitigating Actions	Residual Severity (1-5)	Residual Likelihood (1-5)	Date reviewed
1	Armed Robbery	4	3	<ul style="list-style-type: none"> Personnel adhere to FCO Travel Advice. Avoidance of potential risk areas at night. Personnel undertake formal training courses and/or receive regular security advice. Maintain a low profile Avoid carrying excessive amounts of cash. Avoid displaying indications of wealth or valuable items such as Laptops, Sat-phones, Cameras, etc. 	3	2	10 June 2019
2	Petty theft	2	3	<ul style="list-style-type: none"> Personnel adhere to FCO Travel Advice. Avoidance of potential risk areas at night Maintain a low profile Avoid carrying excessive amounts of cash Avoid displaying indications of wealth or valuable items Regularly brief personnel on personal security procedures Background checks on employees Avoid use of urban public transport 	1	2	10 June 2019
3	Crowd and demonstrations	3	2	<ul style="list-style-type: none"> Personnel adhere to FCO Travel Advice. Maintain a good communications network to report incidents. Identify potential high risk areas and events. Personnel undertake formal training courses. Maintain a low profile Plan and exercise business continuity planning. 	3	2	10 June 2019
4	Road Traffic Accident	3	3	<ul style="list-style-type: none"> Personnel adhere to FCO Travel Advice. Drivers undergo advanced driver training. Identify local hospitals and emergency services. Employees attended First Aid Training. Vehicles equipped with first aid/trauma kit and/or fire extinguishers. Vehicles equipped with communications kit. Avoid travelling outside main cities after dark 	2	2	10 June 2019

5	Illness (Malaria, dengue fever, hepatitis, water-borne intestinal disease)	3	2	<ul style="list-style-type: none"> • Personnel adhere to FCO Travel Advice. • Personnel adhere to the post medical report. • Personnel subject to medical/fitness examination pre-deployment. • Vaccinations up to date. • Staff take malarial prophylaxis if required • Avoid insect bites: cover up in evenings and use repellent • Arrangements in place with local medical facilities • Maintain good personal hygiene and food preparation procedures 	2	2	10 June 2019
6	Extreme weather conditions (hurricanes, flood, and electrical storms).	3	1	<ul style="list-style-type: none"> • Personnel adhere to FCO Travel Advice. • Monitor forecasts and warnings for floods in flood prone areas. • Plan and exercise business continuity. • Ensure personnel have appropriate clothing/equipment. • Emergency food stocks arrangements exist. • Back-up generator and fuel. • Bottled drinking water. • Emergency Evacuation procedures exist. 	3	1	10 June 2019
7	Earthquake	1	1	<ul style="list-style-type: none"> • Personnel adhere to FCO Travel Advice. • In case of an earth quack • Plan and exercise business continuity. • Ensure personnel have appropriate clothing/equipment. • Emergency food stocks arrangements exist. • Back-up generator and fuel. • Bottled drinking water. • Emergency Evacuation procedures exist. 	1	1	10 June 2019
8	Kidnapping	5	1	<ul style="list-style-type: none"> • Personnel adhere to FCO Travel Advice. • Avoidance of areas at night • Personnel undertake formal training courses. • Vetting of all local employees (if possible and reliable). • Avoidance of creating movement patterns and routines. • Manage and pay local employees correctly. • Maintain a low profile. • Reduce risk of complicity between local drivers and local security. • Staff briefed on actions to take in event of kidnap attempt and/or kidnap situation. 	3	1	10 June 2019

				<ul style="list-style-type: none">• All staff completes proof of life survey.			
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1= lowest; 5 = highest

Terms of Reference

Stopping Abuse and Female Exploitation (SAFE) Programme: Zimbabwe

DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

Introduction

DFID Zimbabwe wishes to contract 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 tender is for a Supplier or consortium to act as 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 (Summer 2019 - Summer 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 in bids.
- 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 in bids submitted by potential Supplier.

Geographical location

The programme's community-level interventions will be implemented in up to 4 provinces with the highest rates of gender-based violence (GBV). DFID has not defined the specific districts of programme focus and requires bidders in their response to propose the district areas 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 bidders consider are:
- LNB correlates of violence (such as disability)
- relevant local drivers such as religion and triggers such as alcohol

Bidders in their response must provide verifiable evidence and rationale for the proposed districts including but not limited to stating the criteria used in identifying such districts. Bidders are required

to provide an up to date data on prevalence rates and other GBV measures in Zimbabwe from the credible sources. The sources must be clearly referenced.

The Sida-funded social change campaign component will be implemented at a national level. Suppliers are strongly recommended to strategically consider co-locating the SAFE programme's prevention and response interventions in districts 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>
<u>Output 1</u> <u>[GBV Prevention]</u>	<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>
<u>Output 2</u> <u>[Response to violence]</u>	<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>
<u>Output 3</u> <u>[Capacity building]</u>	<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. Suppliers 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 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 be include but not limited to the following set of indicative GBV prevention and response activities:

1. Suppliers 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 up to 4 provinces 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
<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 adulthoodⁱ. 	<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 Zimbabweⁱⁱ.

Table 1: Indicative community-level prevention and response activities to reduce gender-based violence

Skills and Competency Requirements

The Supplier or consortium is expected to meet the following requirements:

- 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 the % linked to KPI's which will be paid biannually. The % of fees linked to KPI's will be determined by the supplier and will be evaluated through the commercial evaluation criteria. 10% of Fees will be linked to Outputs. 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

A Supplier bank account must be opened and used 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. Bidders are required to identify, and properly assess all perceived risks to the programme including the likelihood and mitigation measures. The risks should include all factors that may affect the whole programme cycle of SAFE.

Value for money (VfM)

2. 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**)?
3. Suppliers' commercial and technical bids should explicitly set out their Value for Money offer using the 4 "Es" in a framework format. In addition, the VfM framework should outline 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.
4. 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
- 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 should allow 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.

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

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 our potential partners to do this will be a key factor in the evaluation of bids. Only partners with proven safeguarding policies and procedures will be selected. This should include policies which expressly prohibit sexual exploitation and abuse and a commitment to address reports of such acts.

The Supplier will be 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 Service Provider must ensure their Personnel receive the required level of training.

Tenderers must develop their SQ Response and Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial Duty of Care risk matrix developed by DFID (see Annex 1 of this ToR). They must confirm 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.

If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your SQ will be viewed as non-compliant and excluded from further evaluation.

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 Service Providers should respond in line with the Duty of Care section of the SQ.

Please note that 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

Annex B – COUNTRY/PROJECT DUTY OF CARE RISK ASSESSMENT CIRCUMSTANCE MATRIX

	Risk rating*				
Theme	1 Very Low	2 Low	3 Med	4 High	5 Very High
FCO travel advice	No travel advice warnings.	No travel advice warnings.	All but essential travel advised to parts of or whole area.	Advice against all travel to parts or whole of area.	Assisted departure schemes and or Non-Combatant Evacuation (NEO) operations in place.
Host nation travel advice	No travel advice warnings.	No travel advice warnings.	All but essential travel advised to parts of or whole area.	Advice against all travel to parts or whole of area.	Assisted departure schemes and or Non-Combatant Evacuation (NEO) operations in place.
Transportation	Safe reliable public transport freely available at any time. Roads in good condition with lighting near settlements and intersections. Traffic well regulated. Vehicle condition regulated. Roads well mapped/Good GPS coverage. Frequent service/rest areas.	Public transport available, occasional accidents and unreliability. Roads in fair condition. Traffic regulated in large settlements. Vehicle condition generally fair. Roads mapped/fair GPS coverage. Occasional service/rest areas.	Public transport only advisable during day light hours and if no alternative. Roads in poor condition but passable all year round. Little or no street lighting. Little traffic regulation. Vehicles in poor condition. Roads poorly mapped/patchy GPS coverage. Infrequent service/rest areas.	Public transport unsafe to use. Roads in very poor condition and passable only in fair weather. No street lighting. Occasional road blocks. Vehicles mainly 4x4 or large utility vehicles. Trained and/or experienced drivers recommended. Guides necessary. Maps scarce/scant detail/limited GPS coverage. No service/rest areas. Occasional banditry.	No public transport available. Roads largely impassable. Frequent road blocks. Protected mobility vehicles required or recommended. Trained/experienced drivers essential. Guides essential. Roads unmapped/GPS unreliable. Spares, fuel and sundries must be carried. Frequent banditry.

	Risk rating*				
Theme	1 Very Low	2 Low	3 Med	4 High	5 Very High
<p>Security Contact DFID security for updated position.</p> <p>*“high threat post” = location requiring <i>security in high threat post SHTP</i> training.</p> <p>**“very high threat post” = location requiring <i>hostile environment HET or hostile environment awareness training HEAT</i>.</p>	<p>Country threat is assessed as low- an attack is unlikely.</p> <p>UK diplomatic threat is assessed as low- an attack is unlikely.</p> <p>UK official/Military threat is assessed as low- an attack is unlikely.</p> <p>UK linked organisations threat is assessed as low- an attack is unlikely.</p>	<p>Country threat is assessed as moderate- an attack is possible, but not likely.</p> <p>UK diplomatic threat is assessed as moderate- an attack is possible, but not likely.</p> <p>UK official/military threat is assessed as moderate- an attack is possible, but not likely.</p> <p>UK linked organisation threat is assessed as moderate- an attack is possible, but not likely.</p>	<p>Location is defined as 'High Threat Post'.*</p> <p>Country threat is substantial- an attack is a strong possibility.</p> <p>UK diplomatic threat is assessed as moderate- an attack is a strong possibility.</p> <p>UK official/military threat is assessed as moderate- an attack is a strong possibility.</p> <p>UK linked organisation threat is assessed as moderate- an attack is a strong possibility.</p>	<p>Location is defined as 'High Threat Post'.*</p> <p>Country threat is severe- an attack is highly likely.</p> <p>UK diplomatic threat is severe- an attack is highly likely.</p> <p>UK official/military threat is severe- an attack is highly likely.</p> <p>UK linked organisations threat is severe- an attack is highly likely.</p>	<p>Location is defined as 'Very High Threat Post'.**</p> <p>Country threat is critical – an attack is expected imminently.</p> <p>UK diplomatic threat is critical – an attack is expected imminently.</p> <p>UK official/military threat is critical – an attack is expected imminently.</p> <p>UK linked organisations threat is critical – an attack is expected imminently.</p>
Civil unrest	No public protest or tension.	Rising tension. Sustained, isolated, minor unrest. Unrest in specific areas, effective policing, no widespread problems.	Sustained and serious unrest. Police control limited. Threat of serious widespread unrest.	Sustained, serious and widespread unrest. Police lose control of situation. British Nationals are specifically targeted.	Sustained, serious and widespread unrest. Police lose control of situation. British Nationals are specifically targeted. No commercial transport available.
Violence/crime	Violence/crime assessed as '5'	Violence/crime assessed as '4'	Violence/crime assessed as '3'	Violence/crime assessed as '2'	Violence/crime assessed as '1'
<p>Terrorism Contact DFID security for updated position.</p>	Terrorism risk assessed as Foxtrot	Terrorism risk assessed as Echo	Terrorism risk assessed as Charlie/Delta	Terrorism risk assessed as Bravo	Terrorism risk assessed as Alpha
War	No identified threat		Threat of intra or inter National war. Identified pre- or post-conflict environment.	War declared/evident. Controlled hostilities between martial forces. Limited civilian casualties and collateral damage to infrastructure.	All out war. Uncontrolled hostilities including widespread civilian casualties and collateral damage to infrastructure.

	Risk rating*				
Theme	1 Very Low	2 Low	3 Med	4 High	5 Very High
Hurricane	No identified threat	Category 4 (or significant impact) Hurricane expected in 2-5 days	Category 4 (or significant impact) Hurricane expected within 72 hours.	Category 4 (or significant impact) hurricane expected within 48hrs. Serious concern about British National safety.	Cat 4 (or significant impact) hurricane expected within 24-48hrs that threatens lives of British Nationals. Post-hurricane devastation or insecurity causes serious concern about BNs safety. No commercial transport available.
Earthquake Location, foundations and seismic design of buildings will have a mitigating effect.	No identified risk	10% Probability of 0.2 – 0.7 m/s peak ground acceleration in 50 years.	Widespread damage to buildings, break-down in services (eg water, electricity,), or/and some breakdown in law and order. 10% Probability of 40.8 – 2.3 m/s peak ground acceleration in 50 years.	Devastation leads to widespread insecurity. 10% Probability of 2.4-3.9 m/s peak ground acceleration in 50 years.	Devastation leads to widespread insecurity. No commercial transport available. 10% Probability of 4.0-4.8 m/s peak ground acceleration in 50 years.
Flood	No identified risk	Localised damage to buildings, break down in services, and/or some breakdown in law and order.	Widespread damage to buildings, break-down in services (eg water, electricity,), or/and some breakdown in law and order.	Devastation leads to widespread insecurity.	Devastation leads to widespread insecurity. No commercial transport available
Medical Services	Full access to high quality medical services for emergency treatment and treatment of illness. Safe and reliable ambulance services.	Limited access to quality medical services. Road ambulances unreliable. Air ambulance available.	Very limited access to emergency medical facilities. Road ambulances unavailable. Air ambulance available.	Very limited access to emergency medical facilities e.g. field hospitals for basic life saving surgery. No air ambulance available.	No access to medical facilities. Reliant on own medics/equipment. No air ambulance available.

	Risk rating*				
Theme	1 Very Low	2 Low	3 Med	4 High	5 Very High
Nature of Project/ Intervention	<p>Intervention has full popular support, cultural compatibility, positive media coverage and backing of local and national civil leadership.</p> <p>Intervention is welcomed and encouraged by influential religious/ideological groups.</p> <p>Intervention has no relationship to governmental corruption, organised crime or narcotics.</p>	<p>Intervention has broad popular support, cultural compatibility, neutral or no media coverage, and backing of local civil leadership.</p> <p>Intervention is tolerated by influential religious/ideological groups.</p> <p>Intervention has no direct relationship to governmental corruption, organised crime or narcotics.</p>	<p>Intervention has some popular support, some cultural incompatibility, negative media coverage, and acquiescence of civil leadership.</p> <p>Intervention is controversial to influential religious/ideological groups.</p> <p>Intervention has a relationship to governmental corruption, organised crime or narcotics.</p>	<p>Intervention has limited popular support, some cultural incompatibility, unsupportive media coverage, and has some opposition by local or national civil leadership.</p> <p>Intervention is opposed by some influential religious/ideological groups.</p> <p>Intervention has a significant bearing on governmental corruption, organised crime or narcotics.</p>	<p>Intervention has very limited popular support, significant cultural incompatibility, unsupportive media coverage, and significant opposition by local or national civil leadership.</p> <p>Intervention is strongly opposed by influential religious/ideological groups.</p> <p>Intervention has strong bearing on governmental corruption, organised crime or narcotics</p>

The overall risk is medium

Annex C - DFID DUTY OF CARE RISK MATRIX – ZIMBABWE

N o.	Threat description	Threat Severity (1-5)	Threat Likelihood (1-5)	Mitigating Actions	Residual Severity (1-5)	Residual Likelihood (1-5)	Date reviewed
1	Armed Robbery	4	3	<ul style="list-style-type: none"> Avoidance of potential risk areas at night. Personnel undertake formal training courses and/or receive regular security advice. Maintain a low profile Avoid carrying excessive amounts of cash. Avoid displaying indications of wealth or valuable items such as Laptops, Sat-phones, Cameras, etc. 	3	2	11 Oct 2018
2	Petty theft	2	3	<ul style="list-style-type: none"> Avoidance of potential risk areas at night Maintain a low profile Avoid carrying excessive amounts of cash Avoid displaying indications of wealth or valuable items Regularly brief personnel on personal security procedures Background checks on employees Avoid use of rickshaws and other urban public transport 	1	2	11 Oct 2018
3	Crowd and demonstrations	2	1	<ul style="list-style-type: none"> Maintain a good communications network to report incidents. Identify potential high risk areas and events. Personnel undertake formal training courses. Maintain a low profile Plan and exercise business continuity planning. 	2	1	11 Oct 2018
4	Road Traffic Accident	3	3	<ul style="list-style-type: none"> Drivers undergo advanced driver training. Identify local hospitals and emergency services. Employees attended First Aid Training. Vehicles equipped with first aid/trauma kit and/or fire extinguishers. Vehicles equipped with communications kit. Avoid use of rickshaws Avoid travelling outside main cities after dark 	2	2	11 Oct 2018
5	Illness (Malaria, dengue fever, hepatitis, water-borne intestinal disease)	3	2	<ul style="list-style-type: none"> Personnel subject to medical/fitness examination pre-deployment. Vaccinations up to date. Staff take malarial prophylaxis if required Avoid insect bites: cover up in evenings and use repellent Arrangements in place with local medical facilities Maintain good personal hygiene and food preparation procedures 	2	2	11 Oct 2018
6	Extreme weather	3	1	<ul style="list-style-type: none"> Monitor forecasts and warnings for floods in flood prone areas. Plan and exercise business continuity. 	3	1	11 Oct 2018

	conditions (hurricanes, flood, and electrical storms).			<ul style="list-style-type: none"> • Ensure personnel have appropriate clothing/equipment. • Emergency food stocks arrangements exist. • Back-up generator and fuel. • Bottled drinking water. • Emergency Evacuation procedures exist. 			
7	Earthquake	1	1	<ul style="list-style-type: none"> • In case of an earth quack • Plan and exercise business continuity. • Ensure personnel have appropriate clothing/equipment. • Emergency food stocks arrangements exist. • Back-up generator and fuel. • Bottled drinking water. • Emergency Evacuation procedures exist. 	1	1	11 Oct 2018
8	Kidnapping	5	1	<ul style="list-style-type: none"> • Avoidance of areas at night • Personnel undertake formal training courses. • Vetting of all local employees (if possible and reliable). • Avoidance of creating movement patterns and routines. • Manage and pay local employees correctly. • Maintain a low profile. • Reduce risk of complicity between local drivers and local security. • Staff briefed on actions to take in event of kidnap attempt and/or kidnap situation. • All staff completes proof of life survey. 	3	1	11 Oct 2018

1= lowest; 5 = highest

ⁱ 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.

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

Appendix A: of Contract Section 3 (Terms of Reference) Schedule of Processing, Personal Data and Data Subjects

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

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

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract:</p> <ol style="list-style-type: none">1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of personal data necessary for the administration and/or fulfilment of this contract6) For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this project and so DFID shall not be a Processor in respect of anonymised data necessary for the administration and/or fulfilment of this contract as it does not constitute Personal Data.
Subject matter of the processing	
Duration of the processing	
Nature and purposes of the processing	
Type of Personal Data [and Special Categories of Personal Data]	
Plan for return and destruction of the data once processing complete.	(UNLESS requirement under EU or European member state law to preserve that type of data)