

## CONTRACT FOR SUPPLIER SERVICES

### Section 1 - FORM OF CONTRACT

**CONTRACT FOR** : **Service Provider for implementing Green Economic Growth Programme (GEGP) for Papua Provinces in Indonesia**

**PURCHASE ORDER NUMBER :** **7823**

**THIS CONTRACT is made**

**BETWEEN** : The Secretary of State for International Development at the Department for International Development, Abercombie House, Eaglesham Road, G75 8EA East Kilbride, United Kingdom ("DFID");

**AND** : **LTS International Ltd**, ("Supplier")  
whose principal place of business is situated at **Pentlands Science Park, Bush Loan, Penicuik EH26 0PL, Scotland, UK.**

(together "the Parties")

#### **WHEREAS:**

- A.** DFID requires the Supplier to provide the services as defined in Section 3 (the "Services") to Ministry of Villages at central level and at sub-national level the provincial governments of Papua and West Papua through respective local authorities identified during inception. (the "Recipient"); and
- B.** the Supplier has agreed to provide the Services on the terms and conditions set out in this Contract.

**IT IS HEREBY AGREED** as follows:

#### **1. Documents**

This Contract shall be comprised of the following documents:

Section 1	Form of Contract
Section 2	General Conditions
Section 3	Terms of Reference
Section 4	Special Conditions
Section 5	Schedule of Prices

- LTS International Ltd Technical Proposal dated 06 March 2017
- LTS International Ltd Commercial & Value for Money Proposal dated 06 March 2017
- Post Tender Clarification e-mail exchanges culminating in Email dated 18 August 2017
- LTS International Ltd Revised Commercial Proposal (Email dated 18 August 2017)

This Contract constitutes the entire agreement between the Parties in respect of the Suppliers obligations and supersedes all previous communications between the Parties, other than as expressly provided for in Section 3 and/or Section 4.

## 2. Contract Signature

If the Original Form of Contract is not returned to the Contract Officer (as identified in Section 4) duly completed (including the applicable Purchase Order Number at the top of Section 1), and 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 Contract void.

**No payment will be made to the Supplier under this Contract until a copy of the Form of Contract, signed on behalf of the Supplier, is returned to the Contract Officer.**

## 3. Commencement and Duration of the Services

The Supplier shall start the Services on 26 September 2017 (the "Start Date") and shall complete them by 25 September 2022 (the "End Date") unless this Contract is terminated earlier in accordance with its terms and conditions.

## 4. Financial Limit

Payments under this Contract shall not, in any circumstances, exceed £10,373,700.62 (UK Pound Ten Million Three Hundred Seventy Three Thousand Seven Hundred and Pence Sixty Two only) exclusive of any government tax, if applicable (the "Financial Limit").

## 5. Time of the Essence

Time shall be of the essence as regards the performance by the Supplier of its obligations under this Contract.

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

Name:

Position:

Signature:

Date:

For and on behalf of  
**LTS International Ltd**

Name:

Position:

Signature:

Date:

# Standard Terms and Conditions – Service Contracts

## SECTION 2 - GENERAL CONDITIONS OF CONTRACT

### Introduction

1. Definitions and Interpretation
2. Entire Agreement
3. Applicable Provisions and Financial Limit

### Provision of services

4. Obligations of the Supplier
5. Warranties
6. Personnel
7. Duty of Care
8. Sub-Contractors
9. Procurement of Equipment
10. Use of and Responsibility for Equipment
11. Monitoring of Contract Performance
12. Progress and Financial Reports
13. Re-Tendering and Handover

### Payment

14. Fees
15. Expenses
16. Milestone Payments
17. Satisfactory Performance
18. Recovery of Sums due to DFID
19. Payments and Invoicing Instructions
20. United Kingdom Income Tax and National Insurance Contributions

### Protection of Information

21. Intellectual Property Rights
22. Security Requirements
23. Malicious Software
24. Transparency
25. Confidentiality
26. Official Secrets Acts
27. Disclosure of Information
28. Freedom of Information
29. DFID Data
30. Protection of Personal Data
31. Access and Audit

### Compliance with Legal Obligations

32. Prevention of Fraud and Bribery
33. Anti-Terrorism Regulations
34. Discrimination
35. Tax Compliance

## **Liabilities**

- 36. Limit of Liability
- 37. Indemnity
- 38. Insurance

## **Control of Contract**

- 39. Variations
- 40. Assignment and Novation
- 41. Waiver

## **Default and Termination**

- 42. Force Majeure
- 43. Suspension or Termination without Default of the Supplier
- 44. Suspension or Termination with Default of the Supplier

## **Dispute Resolution**

- 45. Dispute Resolution

## **Law**

- 46. Law and Jurisdiction

## **Compliance with Environmental Requirements**

- 47. Environmental Requirements

## **Conflicts of Interest**

- 48. Conflict of Interest

## **Retention of Rights**

- 49. Consequences of Expiry or Termination

- Schedule 1 Definitions
- Appendix A Contract Amendment Letter

## Introduction

### 1. DEFINITIONS AND INTERPRETATION

- 1.1 In this Contract, unless otherwise provided or the context otherwise requires, capitalised expressions shall have the meanings set out in Schedule 1 (Definitions) or the meaning set out in the relevant Schedule in which that capitalised expression appears.
- 1.2 The interpretation and construction of the Contract shall be subject to the following provisions:
- (a) clause headings shall not affect the interpretation of the Contract;
  - (b) a reference to any statute, enactment, order, regulation or similar instrument is a reference to it as in force from time to time taking account of any amendment or re-enactment;
  - (c) a reference to a statute or statutory provision shall include any subordinate legislation made under that statute or statutory provision;
  - (d) references to a "person" includes a natural person and a corporate or unincorporated body;
  - (e) words in the singular shall include the plural and vice versa;
  - (f) a reference to one gender shall include a reference to the other genders; and
  - (g) where the context allows, references to clauses are to clauses in this Contract and references to Sections are the sections of this Contract.
- 1.3 In entering into this Contract DFID is acting as part of the Crown.

### 2. ENTIRE AGREEMENT

- 2.1 The Contract constitutes the entire agreement between the Parties relating to the subject matter of the Contract. The Contract supersedes all prior negotiations, representations and undertakings, whether written or oral, except that this Clause 2.1 shall not exclude liability in respect of any fraudulent misrepresentation.
- 2.2 If there is any conflict between the sections or other documents referred to in the Contract, the following order or precedence shall apply:
- Section 1 – Form of Agreement  
Section 4 – Special Conditions  
Section 2 – Standard Terms & Conditions  
Section 3 – Terms of Reference  
Section 5 – Schedule of Prices
- 2.3 Except as expressly provided in Clause 9 the Supplier is not the agent of DFID and has no authority to represent and shall not purport to represent or enter into any commitments on behalf of DFID in any respect.
- 2.4 Nothing in this Contract is intended to make nor shall it make DFID the employer of the Supplier or any of the Supplier's Personnel.
- 2.5 All communications by the Supplier relating to the Contract must be addressed to the DFID Contract Officer whose name and address are given in Section 4.

### 3. APPLICABLE PROVISIONS AND FINANCIAL LIMIT

- 3.1 Unless different provisions are substituted in Section 4, Clauses 3, 14, 15, 16, 17, 18 and 19 inclusive shall apply in relation to price and payment.
- 3.2 The components which comprise the Financial Limit are set out in the Schedule of Prices, Section 5. No expenditure may be incurred in excess of the Financial Limit and no virements between components shown in the Schedule of Prices in Section 5 are permitted without the prior written authority of the Contract Officer.

## Provision of services

### 4. OBLIGATIONS OF THE SUPPLIER

- 4.1 The Supplier shall perform all its obligations under this Contract (including the provision of the Services) with all necessary skill, diligence, efficiency and economy to satisfy generally accepted professional standards expected from experts.
- 4.2 If the Supplier is a joint venture or an Unincorporated Consortium then each of the joint venture or consortium partners shall bear joint and several liability where liability may arise in respect of the Supplier under this Contract.

### 5. WARRANTIES

- 5.1 The Supplier represents and warrants that:

- (a) it is validly incorporated, organised and subsisting in accordance with the Laws of its place of incorporation;
- (b) it has full capacity and authority to enter into and to perform this Contract;
- (c) this Contract is executed by its duly authorised representative;
- (d) it has all necessary consents and regulatory approvals to enter into this Contract;
- (e) there are no actions, suits or proceedings or regulatory investigations before any court or administrative body or arbitration tribunal pending or, to its knowledge, threatened against it or any of its Affiliates that might affect its ability to perform its obligations under this Contract;
- (f) its execution, delivery and performance of its obligations under this Contract will not constitute a breach of any Law or obligation applicable to it and will not cause or result in a default under any agreement by which it is bound;
- (g) its obligations under this Contract constitute its legal, valid and binding obligations, enforceable in accordance with their respective terms subject to applicable bankruptcy, reorganisation, insolvency, moratorium or similar Laws affecting creditors' rights generally and subject, as to enforceability, to equitable principles of general application (regardless of whether enforcement is sought in a proceeding in equity or law);
- (h) all written statements and representations in any written submissions made by the Supplier as part of the procurement process, including without limitation its response to the PQQ and ITT (if applicable), its tender and any other documents submitted remain true and accurate except to the extent that such statements and representations have been superseded or varied by this Contract or to the extent that the Supplier has otherwise disclosed to DFID in writing prior to the date of this Contract;
- (i) it has notified DFID in writing of any Occasions of Tax Non-Compliance and any litigation in which it is involved that is in connection with any Occasion of Tax Non-Compliance;
- (j) it has all necessary rights in and to the Licensed Software, the Third Party IPRs, the Supplier Background IPRs and any other materials made available by the Supplier (and/or any Sub-contractor) to DFID which are necessary for the performance of the Supplier's obligations under this Contract and/or the receipt of the Services by DFID;
- (k) the Contract Inception Report is/will be a true and accurate reflection of the Costs and supplier profit margin forecast by the Supplier and the Supplier does not have any other internal financial model in relation to the Services inconsistent with the Financial Model;
- (l) it is not subject to any contractual obligation, compliance with which is likely to have a material adverse effect on its ability to perform its obligations under this Contract;
- (m) no proceedings or other steps have been taken and not discharged (nor, to the best of its knowledge, are threatened) for the winding up of the Supplier or for its dissolution or for the appointment of a receiver, administrative receiver, liquidator, manager, administrator or similar officer in relation to any of the Supplier's assets or revenue.

- 5.2 The representations and warranties set out in Clause 5.1 shall be deemed to be repeated by the Supplier on the Commencement Date (if later than the date of signature of this Contract) by reference to the facts then existing.

- 5.3 The representations and warranties set out in this Clause 5 shall be construed as a separate representation and warranty and shall not be limited or restricted by reference to, or inference from, the terms of any other representation, warranty or any other undertaking in this Contract.
- 5.4 If at any time a Party becomes aware that a representation or warranty given by it under Clause 5.1 has been breached, is untrue or is misleading, it shall immediately notify the other Party of the relevant occurrence in sufficient detail to enable the other Party to make an accurate assessment of the situation.
- 5.5 the Supplier's system and assets used in the performance of the Services:
- (a) will be free of all encumbrances [any exceptions must be agreed in writing with DFID];
  - (b) will be Euro Compliant
- 5.6 The supplier shall at all times comply with Law and Regulations in carrying out its obligations under this Contract.
- 5.7 For the avoidance of doubt, the fact that any provision within this Contract is expressed as a warranty shall not preclude any right of termination which DFID may have in respect of breach of that provision by the Supplier.
- 5.8 Except as expressly stated in this Contract, all warranties and conditions whether express or implied by statute, common law or otherwise are hereby excluded to the extent permitted by Law.
- 6. PERSONNEL**
- 6.1 All members of the Supplier's Personnel shall be appropriately qualified, regulatory approved, experienced and in a suitable physical condition so as to ensure that the Supplier complies with all the Supplier's obligations under this Contract.
- 6.2 No changes or substitutions may be made to members of the Supplier's Personnel identified as key personnel in Section 4 of this Contract without DFID's prior written consent.
- 6.3 If DFID considers any member of the Supplier's Personnel unsuitable, the Supplier shall substitute such member as quickly as reasonably possible with a replacement acceptable to DFID without direct or indirect charge to DFID and the supplier hereby agrees to full indemnify and hold DFID harmless against any claims of any kind that may arise with regard to the substitution of such Supplier Personnel considered to be unsuitable by DFID.
- 6.4 The Supplier shall comply with the Staff Vetting Procedures in respect of all Supplier's Personnel employed or engaged in the provision of the Services. The Supplier confirms that all Supplier's Personnel employed or engaged by the Supplier at the agreed start date of this Contract were vetted and recruited on a basis that is equivalent to and no less strict than the Staff Vetting Procedures, as provided within DFID's Security Policy.
- 7. DUTY OF CARE**
- 7.1 The Supplier owes a duty of care to the Supplier's Personnel and is responsible for the health, safety, security of life and property and general wellbeing of such persons and their property and this includes where the Supplier's Personnel carry out the Services.
- 7.2 The Supplier warrants that it has and will throughout the duration of the Contract:
- (a) carry out the appropriate risk assessment with regard to its delivery of the Services;
  - (b) provide the Supplier's Personnel with adequate information, instruction, training and supervision;
  - (c) have appropriate emergency procedures in place to enable their provision of the Services so as to prevent damage to the Supplier's Personnel's health, safety, security of life and property and general wellbeing.
- 7.3 The provision of information of any kind whatsoever by DFID to the Supplier shall not in any respect relieve the Supplier from responsibility for its obligations under this Clause 7. The positive evaluation of the Supplier's proposal for the provision of the Services and the award of this Contract is not an endorsement by DFID of any arrangements which the Supplier has made for the health, safety, security of life and property and wellbeing of the Supplier's Personnel in relation to the provision of the Services.
- 7.4 The Supplier acknowledges that the DFID accepts no responsibility for the health, safety, security of life and property and general wellbeing of the Supplier's Personnel with regard to the Supplier's Personnel carrying out the Services under this Contract.
- 7.5 The Supplier shall indemnify and keep indemnified DFID in respect of:

- (a) any loss, damage or claim, howsoever arising out of, or relating to any act, omission or negligence by the Supplier, the Supplier's Personnel in connection with the performance of the Contract;
  - (b) any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with the performance of the Contract.
- 7.6 The Supplier will ensure that such insurance arrangements as are made to cover the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier, and pursuant to the Suppliers duty of care as referred to in this Clause 7, are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.
- 7.7 The costs of any insurance specifically taken out by the Supplier to support the performance of this Contract in relation to the Suppliers 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.
- 7.8 Where DFID is providing any specific security arrangements for Suppliers in relation to the Contract, these will be as detailed in the Terms of Reference.
- 7.9 The Supplier shall provide training on a continuing basis for all Supplier Personnel, in compliance with the Security Policy and the security plan.

## **8. SUB-CONTRACTORS**

- 8.1 The Supplier shall not sub-contract any of its obligations under this Contract without the prior written consent of DFID.
- 8.2 If, having obtained DFID's consent, the Supplier sub-contracts any of its obligations, the sub-contract shall:
- (a) provide that payments due to the Sub-contractor shall be made not more than 30 days after submission to the Supplier of a valid invoice; and
  - (b) include rights for the Supplier and obligations on the Sub-contractor to ensure that DFID's rights to require replacement of personnel (as set out in Clause 6.3 (Personnel)) and DFID's rights and the Supplier's obligations (as detailed within this Contract) can be enforced against the Sub-contractor.
- 8.3 The Sub-contract shall also include a provision enabling DFID to have the ability to directly enforce the benefit of the sub-Contract under the Contracts (Rights of Third Parties) Act 1999, obligations in respect of security and secrecy, intellectual property and audit rights for the benefit of DFID corresponding to those placed on the Supplier, but with such variations as DFID reasonably considers necessary. The Supplier shall not include in any Sub-contract any provision the effect of which would be to limit the ability of the Sub-contractor to contract directly with DFID or a replacement provider of Services.

## **9. PROCUREMENT OF EQUIPMENT**

- 9.1 Subject to Clause 9.4 all Equipment to be procured pursuant to this Contract and paid for by DFID shall be procured by a DFID registered procurement agent, acting as agent of DFID ("the Procurement Agent") or as agreed by DFID.
- 9.2 For the purpose of the appointment of a Procurement Agent and for this purpose only, the Supplier shall act as an agent of DFID.
- 9.3 The Supplier shall provide the Procurement Agent with sufficient details for the satisfactory procurement and delivery of Equipment and shall manage the Procurement Agent on DFID's behalf.
- 9.4 Where the total value of the Equipment is less than 50% of the Financial Limit or the current EU Threshold (£106,047), whichever is less the Supplier may, subject to DFID's prior written consent, procure such Equipment.
- 9.5 All procurement of Equipment shall:
- (a) be undertaken in accordance with DFID's ["corporate social and environmental responsibility information note"](#) or such other procedures as may be agreed in writing by DFID;
  - (b) achieve "Value for Money" and be conducted in a fully transparent manner;
  - (c) be on the basis that the ownership in Equipment shall vest in DFID, and shall be so marked.
- 9.6 "Value for Money" shall mean procuring at the optimum combination of whole-life cost and quality to meet requirements.



## **10. USE OF AND RESPONSIBILITY FOR EQUIPMENT**

- 10.1 Equipment may only be used in providing the Services and shall be safely kept and maintained. Personal use of Equipment by the Supplier is not permitted unless DFID gives prior written consent.
- 10.2 The Supplier shall keep an up to date inventory of the Equipment its condition and location and make such inventory available to DFID immediately on request.
- 10.3 Subject to Clause 10.4 the Supplier shall be responsible for all loss or damage to Equipment other than that caused by fair wear and tear. The Supplier shall notify DFID immediately the Supplier becomes aware of any loss of or damage to Equipment.
- 10.4 Except as required by law or circumstance, the Supplier shall not insure Equipment. DFID shall bear the risk in respect of loss or damage provided such loss or damage was not due to the Supplier's negligence and provided the Supplier obtains and pays to DFID such proper compensation as may be due from any third party in respect of such loss or damage to the Equipment.
- 10.5 The Supplier shall obtain DFID's instructions on the disposal of Equipment and comply with such instructions.

## **11. MONITORING OF CONTRACT PERFORMANCE**

- 11.1 Prior to the Commencement Date DFID shall agree in consultation with the Supplier the arrangements for the purpose of monitoring by the Supplier of the performance of its obligations under this Contract.
- 11.2 These arrangements, as identified within Section 3 will include without limitation:
- (a) regular meetings;
  - (b) the regular delivery of written management reports;
  - (c) monthly report on Key Performance Indicators.

## **12. PROGRESS & FINANCIAL REPORTS**

- 12.1 Where progress and financial reports are to be submitted under the Contract, the Supplier shall render those reports at such time and in such form as may be specified by DFID or where not specified by DFID, as otherwise agreed between the Parties.

## **13. RE-TENDERING AND HANDOVER**

- 13.1 Within 21 days of being so requested by DFID's Representative the Supplier shall provide:
- (a) and thereafter keep updated and accessible to DFID, in a fully indexed and catalogued format, all the information reasonably necessary to enable DFID to issue tender documents for the future provision of the Services and for a third party to prepare an informed, non-qualified offer for those Services and not be disadvantaged in any procurement process compared to the Supplier (if the Supplier is invited to participate);
  - (b) a draft exit plan to be agreed with DFID that shall set out each Parties obligations in detail in order to ensure a smooth and efficient transfer of the Services to DFID for a Successor Supplier. The Parties shall review and update the exit plan annually and as soon as reasonably practicable in the event of a material change in any aspect of the Services which could reasonably be expected to impact upon the exit plan in order to ensure that the exit plan remains relevant.

## **Payment**

### **14. FEES**

- 14.1 Any fees payable by DFID for the Services under this Contract are deemed to cover the cost of salary, overseas inducements, leave allowances, bonuses, profit, taxes, insurances, superannuation, non-working days and all other costs including, but not limited to, clothing, passports, visas and vaccinations, overheads and expenses of whatsoever nature that may be incurred by the Supplier in the delivery of the Services except where otherwise specifically provided for in this Contract.

### **15. EXPENSES**

- 15.1 Travel and living expenses will be paid at a rate consistent with the Schedule of Prices at Section 5. All journeys by rail or air will be made by a class of travel that is no more than "standard economy".
- 15.2 The budgets identified in Section 5 (Schedule of Prices) represent the maximum payment to the Supplier under this Contract. DFID reserves the right to ask for proof of purchase and refuse payment where this cannot be reasonably provided.

## **16. MILESTONE PAYMENTS**

- 16.1 Where the Parties have agreed in the Schedule of Prices that the Services will be provided on a fixed price basis, then the fixed price shall be paid according to the schedule of prices as detailed in the Schedule of Prices which may relate to the achievement of specific predefined milestones, dates or acceptance and shall be inclusive of all Supplier costs.

## **17. SATISFACTORY PERFORMANCE**

- 17.1 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 Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Contract were properly due.
- 17.2 If for any reason DFID is dissatisfied with the performance of this Contract, an appropriate sum may be withheld from any payment otherwise due to the Supplier. In such event DFID shall identify the particular element(s) of the Services with which it is dissatisfied together with the reasons for such dissatisfaction, and payment by DFID shall be made to the Supplier of the amount outstanding will be made upon remedy of any unsatisfactory work or resolution of outstanding queries.
- 17.3 Should DFID determine after paying for a particular part of the Services that this has not been completed satisfactorily, DFID may recover, or withhold from further payments, an amount not exceeding that previously charged for that part of the Service until the unsatisfactory part of the Service is remedied to its satisfaction.

## **18. RECOVERY OF SUMS DUE TO DFID**

- 18.1 Wherever any sum of money is payable to DFID by the Supplier as a sum specifically ascertained under or in respect of the Contract (including any Key Performance Indicator related or other rebate or any sum which the Supplier is liable to pay to DFID in respect of any breach of this Contract), DFID may unilaterally deduct that sum from any sum then due or which at any later time becomes due to the Supplier under this Contract or under any other contract with DFID or with any other department, office or agency of the Crown.
- 18.2 DFID shall give at least 21 days' notice to the Supplier of its intention to make a deduction under Clause 18.1, giving particulars of the sum to be recovered and the contract under which the payment arises from which the deduction is to be made.
- 18.3 Any overpayment by DFID to the Supplier, whether of the Contract Price or of Value Added Tax, shall be a sum of money recoverable from the Supplier.
- 18.4 The rights of the Parties in respect of set-off are fully set out in this Clause 18 and no other right relating to set-off shall be implied as a term of the Contract.

## **19. PAYMENTS & INVOICING INSTRUCTIONS**

- 19.1 Subject to DFID being satisfied that the Supplier is or has been carrying out their duties, obligations and responsibilities under this Contract, sums duly approved by DFID shall be paid within 30 days of receipt of a valid invoice.
- 19.2 Payment shall be made in sterling in the UK. Expenses (if any) arising in foreign currency shall be reimbursed at the exchange rate stated in the London Financial Times "Guide to World Currencies" on the Friday immediately preceding the date on which the purchase was made or services acquired by the Supplier or, if this took place on a Friday, at the rate so stated on that day.
- 19.3 Unless otherwise expressly provided in Section 4 (Special Conditions) or Section 5 (Schedule of Prices), invoices should be submitted monthly in arrears to the Accounts Payable Section, DFID Financial Management Group, Abercrombie House, Eaglesham Road, East Kilbride, Glasgow, G75 8EA, and in accordance with this clause 19.
- 19.4 DFID shall unless otherwise expressly provided in Section 4 (Special Conditions) make payments due by direct credit through the UK Bank Clearing Systems (BACS). All invoices must contain details of the bank account to which payments are to be made.
- 19.5 The Supplier shall submit an original invoice to DFID as indicated in Section 5: Schedule of Prices, in respect of the Services provided by the Supplier. Each invoice shall contain all appropriate references, a detailed breakdown of the Services and the appropriate Prices or Rates and shall be supported by any other documentation required DFID's Representative to substantiate the invoice.
- 19.6 All invoices should correspond with the budget lines identified in the Schedule of Prices in Section 5 of this Contract.
- 19.7 DFID may request proof of purchase in respect of any item and shall be entitled to refuse to meet a claim if this cannot be provided.
- 19.8 The final invoice presented by the Supplier in connection with this Contract should be endorsed "Final Invoice".

- 19.9 Any invoice not presented in accordance with this clause 19 may be rejected by DFID and in any event shall be liable to query and delay in payment. DFID reserves the right to not pay any amount due in respect of an invoice received by DFID more than 90 days after the day of the Supplier becoming entitled to invoice for the payment to which it relates.

## **20. UNITED KINGDOM INCOME TAX AND NATIONAL INSURANCE CONTRIBUTIONS**

- 20.1 Where the Supplier or any Supplier Personnel are liable to be taxed in the UK or to pay national insurance contributions in respect of consideration received under this Contract, the Supplier shall:
- (a) at all times comply with the Income Tax (Earnings and Pensions) Act 2003 and all other statutes and regulations relating to income tax, and the Social Security Contributions and Benefits Act 1992 and all other statutes and regulations relating to national insurance contributions, in respect of that consideration;
  - (b) indemnify DFID against any income tax, national insurance and social security contributions and any other liability, deduction, contribution, assessment or claim arising from or made in connection with the provision of the Services by the Supplier or any Supplier Personnel.

## **Protection of Information**

### **21. INTELLECTUAL PROPERTY RIGHTS**

- 21.1 All intellectual property rights in all material (including but not limited to reports, data, designs whether or not electronically stored) produced by the Supplier or the Supplier's Personnel pursuant to the performance of the Services ("the Material") shall be the property of the Supplier.
- 21.2 The Supplier hereby grants to DFID a perpetual, world-wide, non-exclusive, irrevocable, royalty-free licence to use all the Material.
- 21.3 For the purpose of Clause 21.2, "use" shall mean, without limitation, the reproduction, publication and sub-licence of all the Material and the intellectual property rights therein, including the reproduction and sale of the Material and products incorporating the same for use by any person or for sale or other dealing anywhere in the world.

### **22. SECURITY REQUIREMENTS**

- 22.1 The Supplier shall comply, and shall procure the compliance of the Suppliers Personnel, with the Security Policy and the security plan and the Supplier shall ensure that the security plan produced by the Supplier fully complies with the Security Policy.
- 22.2 DFID's security policy can be accessed on the DFID website at <http://www.dfid.gov.uk/work-with-us/procurement/dfid-information-security-policy-for-contractorsconsultants/> or as notified to the Supplier from time to time. The Supplier shall ensure that they keep up to date with the latest version of the Security Policy on this website.
- 22.3 If the Supplier believes that a change to the Security Policy will have a material and unavoidable cost implication to the Services it may submit a change request. In doing so, the Supplier must support its request by providing evidence of the cause of any increased costs and the steps that it has taken to mitigate those costs. Any change to the Charges shall then be agreed in discussion with the Contract Officer.
- 22.4 Until and/or unless a change to the Charges is agreed by DFID pursuant to clause 22.3 the Supplier shall continue to perform the Services in accordance with its obligations and for the Charges applicable prior to any change request.

### **23. MALICIOUS SOFTWARE**

- 23.1 The Supplier shall, as an enduring obligation throughout the Term, use the latest versions of anti-virus definitions available [from an industry accepted anti-virus software vendor] to check for and delete Malicious Software from the ICT Environment.
- 23.2 Notwithstanding clause 23.1 if Malicious Software is found, the Parties shall co-operate to reduce the effect of the Malicious Software and, particularly if Malicious Software causes loss of operational efficiency or loss or corruption of DFID Data, assist each other to mitigate any losses and to restore the Services to their desired operating efficiency.
- 23.3 Any cost arising out of the actions of the Parties taken in compliance with the provisions of clause 23.2 shall be borne by the Parties as follows:
- (a) By the Supplier where the Malicious Software originates from the Supplier Software, the Third Party Software or the DFID Data (whilst the DFID Data was under the control of the Supplier); and

- (b) By DFID if the Malicious Software originates from the DFID Software or the DFID Data (whilst DFID Data was under the control of DFID).

## **24. TRANSPARENCY**

- 24.1 The parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the Freedom of Information Act 2000 (Clause 28), the content of this Contract is not confidential information. DFID shall be responsible for determining in its absolute discretion whether any of the content of the Contract is exempt from disclosure in accordance with the provisions of the FOIA.
- 24.2 Notwithstanding any other term of this Contract, the Supplier hereby gives their consent for DFID to publish the Contract in its entirety, including from time to time agreed changes to the Contract, to the general public.
- 24.3 DFID may consult with the supplier to inform its decision regarding any exemptions with regard to FOIA but DFID shall have the final decision in its absolute discretion.
- 24.4 The Supplier shall assist and cooperate with DFID to enable DFID to publish this Contract.
- 24.5 The Supplier acknowledges that DFID endorses/supports the requirements of the IATI standard and shall assist and cooperate with DFID, to enable the Supplier to understand the different elements of IATI implementation and to comply with the different data, policy and technical considerations that need to be taken into account.
- 24.6 The Supplier shall:
- (a) publish information data to the IATI standard, that relates to a specific activity in a single, common, electronic format for the transparent, accurate, timely and comprehensive publishing of data, on all activities in the supply chain, in the delivery of development cooperation and humanitarian aid
  - (b) provide all necessary assistance as reasonably requested by DFID to enable DFID to respond to the IATI requirements.

## **25. CONFIDENTIALITY**

- 25.1 Except to the extent set out in this Clause 25 or where disclosure is expressly permitted elsewhere in this Contract, each Party shall:
- (a) treat the other Party's Confidential Information as confidential and safeguard it accordingly;
  - (b) not disclose the other Party's Confidential Information to any other person without the owner's prior written consent.
- 25.2 Clause 25.1 shall not apply to the extent that:
- (a) such disclosure is a requirement of Law applicable to the Party making the disclosure, including any requirements for disclosure under the FOIA, the Environmental Information Regulations and associated codes of practice pursuant to Clause 28(Freedom of Information);
  - (b) such information was in the possession of the Party making the disclosure without obligation of confidentiality prior to its disclosure by the information owner;
  - (c) such information was obtained from a third party without obligation of confidentiality;
  - (d) such information was already in the public domain at the time of disclosure otherwise than by a breach of this Contract;
  - (e) it is independently developed without access to the other party's Confidential Information.
- 25.3 The Supplier may only disclose DFID's Confidential Information to the Supplier's Personnel who are directly involved in the provision of the Services and who need to know the information, and shall ensure that such Supplier's Personnel are aware of and shall comply with these obligations as to confidentiality.
- 25.4 The Supplier shall not, and shall procure that the Supplier's Personnel do not, use any of DFID's Confidential Information received otherwise than for the purposes of this Contract.

- 25.5 At the written request of DFID, the Supplier shall procure that those members of the Supplier's Personnel referred to in Clause 25.3, respectively sign a confidentiality undertaking prior to commencing any work in accordance with this Contract.
- 25.6 Nothing in this Contract shall prevent DFID from disclosing the Supplier's Confidential Information:
- (a) on a confidential basis to any Central Government Body for any proper purpose of DFID or of the relevant Central Government Body;
  - (b) to Parliament and Parliamentary Committees or if required by any Parliamentary reporting requirement;
  - (c) to the extent that DFID (acting reasonably) deems disclosure necessary or appropriate in the course of carrying out its public functions;
  - (d) on a confidential basis to a professional adviser, consultant, supplier or other person engaged by any of the entities described in Clause 25.6 (a) (including any benchmarking organisation) for any purpose relating to or connected with this Contract;
  - (e) on a confidential basis for the purpose of the exercise of its rights under this Contract, including the Audit Rights, its step-in rights pursuant to Clause 31 (Access and Audit), its rights to appoint a Remedial Adviser pursuant to Clause 45 (Dispute Resolution) and Exit Management rights;
  - (f) on a confidential basis to a proposed Successor Body in connection with any assignment, novation or disposal of any of its rights, obligations or liabilities under this Contract, and for the purposes of the foregoing, references to disclosure on a confidential basis shall mean disclosure subject to a confidentiality agreement or arrangement containing terms no less stringent than those placed on DFID under this Clause 25.
  - (g) for the purpose of the examination and certification of DFID's accounts.
- 25.7 DFID shall use all reasonable endeavours to ensure that any government department, Contracting Authority, employee, third party or Sub-contractor to whom the Supplier's Confidential Information is disclosed pursuant to clause 25.6 is made aware of DFID's obligations of confidentiality.
- 25.8 Nothing in this clause 25 shall prevent either party from using any techniques, ideas or know-how gained during the performance of the Contract in the course of its normal business to the extent that this use does not result in a disclosure of the other party's Confidential Information or an infringement of IPR.
- 26. OFFICIAL SECRETS ACT**
- 26.1 The Supplier shall ensure that all members of the Supplier's Personnel are aware that the Official Secrets Acts 1911 to 1989 applies to them respectively.

## **27. DISCLOSURE OF INFORMATION**

- 27.1 The Supplier and the Suppliers Personnel, servants, agents or Sub-contractors, or any person acting on their behalfs shall not, without the prior written consent of DFID, disclose to any third party any confidential information obtained during or arising from this Contract (other than in the proper performance of this Contract or as may be required by a court of competent jurisdiction). In addition, no publicity is to be given to this Contract without the prior written consent of DFID.

## **28. FREEDOM OF INFORMATION**

- 28.1 The Supplier acknowledges that DFID is subject to the requirements of the FOIA, the Environmental Information Regulations and associated codes of practice and shall assist and cooperate with DFID to enable DFID to comply with its Information disclosure obligations.
- 28.2 The Supplier shall and shall ensure that its Sub-contractors shall:
- (a) transfer to DFID all Requests for Information that it receives as soon as practicable and in any event within two Working Days of receiving a Request for Information;
  - (b) provide DFID with a copy of all Information in its possession, or power in the form that DFID requires within five Working Days (or such other period as DFID may specify) of DFID's request;
  - (c) provide all necessary assistance as reasonably requested by DFID to enable DFID to respond to the Request for Information within the time for compliance set out in section 10 of the FOIA or regulation 5 of the Environmental Information Regulations.
- 28.3 DFID shall be responsible for determining in its absolute discretion and notwithstanding any other provision in this Contract or any other agreement whether the Commercially Sensitive Information and/or any other Information is exempt from disclosure in accordance with the provisions of the FOIA, the Environmental Information Regulations and associated codes of practice.
- 28.4 In no event shall the Supplier respond directly to a Request for Information unless expressly authorised to do so by DFID.
- 28.5 The Supplier acknowledges that (notwithstanding the provisions of Clause 28) DFID may, acting in accordance with the Department of Constitutional Affairs' Code of Practice on the Discharge of the Functions of Public Authorities under Part 1 of the Freedom of Information Act 2000 ("**the Code**"), be obliged under the FOIA, or the Environmental Information Regulations to disclose information concerning the Supplier or the Services:
- (a) in certain circumstances without consulting the Supplier;
  - (b) following consultation with the Supplier and having taken their views into account;
  - (c) provided always that where Clause 28.5 (a) applies DFID shall, in accordance with any recommendations of the Code, take reasonable steps, where appropriate, to give the Supplier advanced notice, or failing that, to draw the disclosure to the Supplier's attention after any such disclosure.
- 28.6 The Supplier shall ensure that all Information is retained for disclosure in accordance with clauses 28.7 and 28.8 and shall permit DFID to inspect such records as requested by DFID from time to time.
- 28.7 The Supplier shall, during this Contract and for a period of at least seven years following the expiry or termination of this Contract, retain and maintain all Information:
- (a) in accordance with the requirements of the Public Records Office and in accordance with the exercise of the degree of care that would be expected from a leading company within the relevant industry or business sector;
  - (b) in chronological order;
  - (c) in a form that is capable of audit;
  - (d) at its own expense.

28.8 Wherever practical, original Information shall be retained and maintained in hard copy form.

## **29. DFID DATA**

29.1 The Supplier shall not delete or remove any proprietary notices contained within or relating to DFID Data.

29.2 The Supplier shall not store, copy, disclose, or use DFID Data except as necessary for the performance by the Supplier of its obligations under this Contract or as otherwise expressly authorised in writing by DFID.

29.3 To the extent that DFID Data is held and/or processed by the Supplier, the Supplier shall supply that DFID Data to DFID as requested by DFID in the format(s) specified by DFID.

29.4 Upon receipt or creation by the Supplier of any DFID Data and during any collection, processing, storage and transmission by the Supplier of any DFID Data, the Supplier shall take responsibility for preserving the integrity of DFID Data and preventing the corruption or loss of DFID Data.

29.5 The Supplier shall perform secure back-ups of all DFID Data and shall ensure that up-to-date back-ups are stored off-site in accordance with the Security Policy. The Supplier shall ensure that such back-ups are available to DFID at all times upon request, with delivery times as specified by DFID.

29.6 The Supplier shall ensure that the system on which the Supplier holds any DFID Data, including back-up data, is a secure system that complies with the Security Policy.

29.7 If DFID Data is corrupted, lost or sufficiently degraded as a result of the Supplier's Default so as to be unusable, DFID may:

- (a) require the Supplier (at the Supplier's expense) to restore or procure the restoration of DFID Data to the extent and in accordance with the Business Continuity and Disaster Recovery Provisions specified in the Security Policy and the Supplier shall do so as soon as practicable but not later than three days following a written request from DFID; and/or
- (b) itself restore or procure the restoration of DFID Data, and shall be repaid by the Supplier any reasonable expenses incurred in doing so to the extent and in accordance with the requirements specified in the Business Continuity and Disaster Recovery provisions specified in the Security Policy.

29.8 If at any time the Supplier suspects or has reason to believe that DFID Data has or may become corrupted, lost or sufficiently degraded in any way for any reason, then the Supplier shall notify DFID immediately and inform DFID of the remedial action the Supplier proposes to take.

29.9 Where required in accordance with the Terms of Reference (Section 3) and tender documentation, the Supplier shall obtain and maintain certification under the HM Government Cyber Essentials Scheme at the level set out in the Terms of Reference (Section 3) and tender documentation.

## **30. PROTECTION OF PERSONAL DATA**

30.1 With respect to the Parties' rights and obligations under this Contract, the parties agree that DFID is the Data Controller and that the Supplier is the Data Processor.

30.2 The Supplier shall:

- (a) process the Personal Data only in accordance with instructions from DFID (which may be specific instructions or instructions of a general nature as set out in this Contract or as otherwise notified by DFID to the Supplier during the Term);
- (b) process the Personal Data only to the extent, and in such manner, as is necessary for the provision of the Services or as is required by Law or any Regulatory Body;
- (c) implement appropriate technical and organisational measures to protect the Personal Data against unauthorised or unlawful processing and against accidental loss, destruction, damage, alteration or disclosure. These measures shall be appropriate to the harm which might result from any unauthorised or unlawful processing, accidental loss, destruction or damage to the Personal Data and having regard to the nature of the Personal Data which is to be protected;
- (d) take reasonable steps to ensure the reliability of any Supplier's Personnel who have access to the Personal Data;

- (e) obtain prior written consent from DFID in order to transfer the Personal Data to any Sub-contractors or Affiliates for the provision of the Services;
- (f) ensure that all Supplier's Personnel required to access the Personal Data are informed of the confidential nature of the Personal Data and comply with the obligations set out in this Clause 30;
- (g) ensure that none of Supplier's Personnel publish, disclose or divulge any of the Personal Data to any third party unless directed in writing to do so by DFID;
- (h) notify DFID (within two Working Days) if it receives:
  - (i) a request from a Data Subject to have access to that person's Personal Data; or
  - (ii) a complaint or request relating to DFID's obligations under the Data Protection Legislation;
- (i) provide DFID with full cooperation and assistance in relation to any complaint or request made, including by:
  - (i) providing DFID with full details of the complaint or request;
  - (ii) complying with a data access request within the relevant timescales set out in the Data Protection Legislation and in accordance with DFID's instructions;
  - (iii) providing DFID with any Personal Data it holds in relation to a Data Subject (within the timescales required by DFID);
  - (iv) providing DFID with any information requested by DFID;
- (j) permit DFID or its representatives (subject to reasonable and appropriate confidentiality undertakings), to inspect and audit, in accordance with clause 31 (Access and Audit), Supplier's data processing activities (and/or those of its agents, subsidiaries and Sub-contractors) and comply with all reasonable requests or directions by DFID to enable DFID to verify and/or procure that the Supplier is in full compliance with its obligations under this Contract;
- (k) provide a written description of the technical and organisational methods employed by the Supplier for processing Personal Data (within the timescales required by DFID);
- (l) not Process Personal Data outside the United Kingdom without the prior written consent of DFID and, where DFID consents to a transfer, to comply with:
  - (i) the obligations of a Data Controller under the Eight Data Protection Principle set out in Schedule 1 of the Data Protection Act 1998 by providing an adequate level of protection to any Personal Data that is transferred;
  - (ii) any reasonable instructions notified to it by DFID.

30.3 The Supplier shall comply at all times with the Data Protection Legislation and shall not perform its obligations under this Contract in such a way as to cause DFID to breach any of its applicable obligations under the Data Protection Legislation.

### **31. ACCESS AND AUDIT**

- 31.1 The Supplier and any Sub-contractor shall keep secure and maintain until six years after the final payment of all sums due to the Supplier under the Contract, or such other period as may be agreed between the Parties, full and accurate records of the Services, all expenditure reimbursed by DFID and all payments made by DFID.
- 31.2 The Supplier and/or Sub-contractor shall grant to DFID, or its authorised agents, such access to those records as they may reasonably require in order to check the Supplier's compliance with the Contract and monies utilised, throughout the whole supply chain.
- 31.3 For the purposes of the examination and certification of DFID's accounts, or any examination under section 6(1) of the National Audit Act 1983 or annual re-enactment thereof as to the economy, efficiency and effectiveness with which DFID has used its resources, the Comptroller and Auditor General may examine such documents as he may reasonably require which are owned, held or otherwise within the control of the Supplier and may require the Supplier to provide such oral or written explanations as he may reasonably require for those purposes. The Supplier shall give all reasonable assistance to the Comptroller and Auditor General for those purposes.



- 31.4 Clause 31.3 applies only in respect of documents relating to the Contract and only for the purpose of the auditing of DFID. It does not constitute an agreement under section 6(3)(d) of the National Audit Act 1983 such as to make the Supplier the subject of auditing under that Act.
- 31.5 In addition to where an audit is imposed on DFID by a Regulatory Body (in which case DFID may carry out the audit required without prejudice to its other rights) DFID may conduct an audit:
- a) to review the integrity, confidentiality and security of DFID Data;
  - b) to review the Supplier's compliance with the Data Protection Act 1998, the Freedom of Information Act 2000 in accordance with generally and in accordance with the Contract and any other legislation applicable to the Services.
- 31.6 Subject to DFID's obligations of confidentiality under this Contract, the Supplier shall on demand provide DFID (and/or its agents or representatives) with all reasonable co-operation and assistance in relation to each audit, including:
- a) all information requested by DFID within the permitted scope of the audit;
  - b) reasonable access to any Sites controlled by the Supplier and to any equipment used (whether exclusively or non-exclusively) in the performance of the Services;
  - c) reasonable access to Sub-Contractors throughout the supply chain;
  - d) access to the Supplier's system;
  - e) access to the Supplier's Personnel.
- 31.7 Where it is found by DFID that any overpayment has been made to the Supplier the Supplier shall reimburse DFID such amount within 28 days of the date of DFID's written demand.

## **Compliance with Legal Obligations**

### **32. PREVENTION OF FRAUD AND BRIBERY**

- 32.1 The Supplier represents and warrants that neither it, nor to the best of its knowledge any Supplier Personnel, servants, agents or sub-contractors, or any person acting on their behalf, have at any time prior to the Commencement Date:
- (a) committed a Prohibited Act or been formally notified that it is subject to an investigation or prosecution which relates to an alleged Prohibited Act; and/or
  - (b) been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act.
- 32.2 The Supplier, their servants, agents or sub-contractors, or any person acting on their behalf shall not during the term of this Contract:
- (a) commit a Prohibited Act; and/or
  - (b) do or suffer anything to be done which would cause DFID or any of DFID's employees, consultants, suppliers, Sub-contractors or agents to contravene any of the Relevant Requirements or otherwise incur any liability in relation to the Relevant Requirements.
- 32.3 The Supplier shall during the term of this Contract:
- (a) establish, maintain and enforce, and require that its Sub-contractors establish, maintain and enforce, policies and procedures which are adequate to ensure compliance with the Relevant Requirements and prevent the occurrence of a Prohibited Act;
  - (b) keep appropriate records of its compliance with its obligations under Clause 32.3(a) and make such records available to DFID on request.
- 32.4 The Supplier shall immediately notify DFID in writing if it becomes aware of any breach of Clause 32.1 and/or 32.2, or has reason to believe that it has or any Supplier's Personnel, servants, agents or sub-contractors, or any person acting on their behalf have:
- (a) been subject to an investigation or prosecution which relates to an alleged Prohibited Act;
  - (b) been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act; and/or
  - (c) received a request or demand for any undue financial or other advantage of any kind in connection with the performance of this Contract or otherwise suspects that any person or party directly or indirectly connected with this Contract has committed or attempted to commit a Prohibited Act.
- 32.5 The Supplier warrants and represents to DFID that to the best of its knowledge, that neither the Supplier, Supplier's Personnel, servants, agents or sub-contractors, or any person acting on their behalf:

- (a) has given, offered or agreed to give or accepted, any gift or consideration of any kind as an inducement or reward for doing or forbearing to do or for having done or forborne to do any act in relation to the obtaining or execution of any contract or for showing or forbearing to show favour or disfavour to any person or entity in relation to any contract; or
- (b) has entered into any contract in connection with which commission has been paid or agreed to be paid by or to the Supplier or Supplier's Personnel or on their behalf or to their knowledge unless, before such contract was made, particulars of any such commission and of the terms of any agreement for the payment of such commission were disclosed in writing to DFID, whose written consent was subsequently given to such payment.

32.6 Neither the Supplier, Supplier's Personnel, servants, agents or sub-contractors, nor any person acting on their behalf shall accept for their own benefit or pass on for the benefit of partner government, recipient or end user, any trade commission, discount, voucher scheme, re-sale or similar payment or benefit in connection with this Contract.

32.7 Where the Supplier or any of its employees, servants, agents or sub-contractors, or any person acting on their behalf, does any of the acts mentioned in Clause 32.2 or commits any offence under the Bribery Act 2010, with or without the knowledge of the Supplier, in relation to this Contract or any other contract with the Crown, DFID shall be entitled:

- (a) to terminate the Contract with immediate effect by written notice to the Supplier and recover from the Supplier the amount of any loss resulting from the termination;
- (b) to recover from the Supplier the amount or value of any such gift, consideration or commission;
- (c) to recover from the Supplier any other loss sustained as a result of any breach of this Clause 32, whether or not the Contract is terminated.

32.8 DFID and the Supplier will immediately and without undue delay inform each other of any event that interferes or threatens to materially interfere with the successful implementation of the project, whether financed in full or in part by DFID, including credible suspicion of/or actual fraud, bribery, corruption or any other financial irregularity or impropriety.

DFID have an expert fraud investigation unit, that should be contacted in the first instance at [fraud@dfid.gov.uk](mailto:fraud@dfid.gov.uk) or +44 (0)1355 843351. All suspicions will be treated with the utmost confidentiality.

32.9 When exercising its rights or remedies under this Clause DFID shall:-

- (a) act proportionately in the light of the gravity and circumstances of the particular breach; and
- (b) give all due consideration, where appropriate, to the use of remedies other than termination of the Contract.

### **33. ANTI-TERRORISM REGULATIONS**

33.1 In accordance to the Terrorism Act 2000 and all subsequent regulations pursuant to this Act, the Supplier will assure itself to the best of its knowledge that UK funding, including financial assets or economic resources is not made available, either directly or indirectly to, or for the benefit of persons, groups or entities listed in accordance with European Council Regulation EC/2580/2001 (as amended) and/or the Terrorism (United Nations Measures) Orders 2009 of the United Kingdom, or contravene the provisions of those and any subsequent applicable terrorism legislation.

33.2 The Supplier represents and warrants that neither it, nor to the best of its knowledge any Supplier's Personnel, servants, agents or sub-contractors, or any person acting on their behalf, have at any time prior to the Commencement Date and/or during the term of this Contract appeared on the Home Office Proscribed Terrorist Organisations List.

33.3 The Supplier shall immediately notify DFID in writing if it becomes aware of any breach of Clause 33.1 and/or 33.2, or has reason to believe that it has or any Supplier's Personnel, servants, agents or sub-contractors, or any person acting on their behalfs have:

- (a) been subject to an investigation or prosecution which relates to an alleged infringement of these Clauses 33.1 and/or 33.2;
- (b) been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts.

33.4 Where the Supplier or any of his employees, servants, agents or sub-contractors, or any person acting on their behalf, breaches any of the acts mentioned in Clauses 33.1 or 33.2 commits any offence under the Terrorism Act 2000, with or without the knowledge of the Supplier, in relation to this Contract or any other contract with the Crown, DFID shall be entitled:

- (a) to terminate the Contract with immediate effect by written notice to the Supplier and recover from the Supplier the amount of any loss resulting from the termination;
- (b) to recover from the Supplier any other loss sustained as a result of any breach of this Clause 33, whether or not the Contract has been terminated.

### **34. DISCRIMINATION**

- 34.1 The Supplier shall not unlawfully discriminate either directly or indirectly against protected characteristics such as race, colour, ethnic or national origin, disability, sex or sexual orientation, religion or belief, or age and without prejudice to the generality of the foregoing the Supplier shall not unlawfully discriminate within the meaning and scope of the provisions of all relevant legislation including the Equality Act 2010, the International Development (Gender Equality) Act 2014 or other relevant or equivalent legislation, or any statutory modification or re-enactment thereof.
- 34.2 The Supplier shall adhere to the current relevant codes of practice or recommendations published by the Equality and Human Rights Commission. The Supplier shall take all reasonable steps to secure the observance of these provisions and codes of conduct by all suppliers, employees or agents of the Supplier and all suppliers and Sub-contractors employed in the execution of this Contract.
- 34.3 The Supplier will comply with any request by DFID to assist DFID in meeting its obligations under the Equality Act 2010 and to allow DFID to assess the Supplier's compliance with its obligations under the Equality Act 2010.
- 34.4 Where any investigation is concluded or proceedings are brought under the Equality Act 2010 which arise directly or indirectly out of any act or omission of the Supplier, its agents or sub-contractors, or Supplier's Personnel, and where there is a finding against the Supplier in such investigation or proceedings, the Supplier will indemnify DFID with respect to all costs, charges and expenses (including legal and administrative expenses) arising out of or in connection with any such investigation or proceedings and such other financial redress to cover any payment DFID may have been ordered or required to pay to a third party.

## **35. TAX COMPLIANCE**

- 35.1 Particularly relating to occasions of Disclosure of Tax Avoidance Schemes (DOTAS) in line with General Anti-Abuse Rule (GAAR), the Supplier represents and warrants that as at the Commencement Date, it has notified DFID in writing of any Occasions of Tax Non-Compliance or any litigation that is involved in that is connection with any Occasions of Tax Non-Compliance.
- 35.2 If, at any point during the Term, an Occasion of Tax Non-Compliance occurs, the Supplier shall:
- (a) notify DFID in writing of such fact within 5 Working Days of its occurrence;
  - (b) promptly provide to DFID:
    - (i) details of the steps which the Supplier is taking to address the Occasion of Tax Non-Compliance and to prevent the same from recurring, together with any mitigating factors that it considers relevant; and
    - (ii) such other information in relation to the Occasion of Tax Non-Compliance as DFID may reasonably require.

## **Liabilities**

### **36. LIMIT OF LIABILITY**

- 36.1 Except as stated in Clause 36.2, where there has been misconduct, gross negligence, dishonesty or fraud by the Supplier or the Supplier's Personnel the Supplier's liability under this Contract shall be limited to the amount of the Financial Limit.
- 36.2 Neither Party limits its liability for:
- (a) death or personal injury caused by its negligence, or that of its employees, agents or Sub-contractors (as applicable);
  - (b) fraud or fraudulent misrepresentation by it or its employees;
  - (c) breach of any obligation as to title implied by section 12 of the Sale of Goods Act 1979 or section 2 of the Supply of Goods and Services Act 1982; or
  - (d) any liability to the extent it cannot be limited or excluded by Law.
- 36.3 Subject always to Clauses 36.2; in no event shall either Party be liable to the other for any:
- a) loss of profits, business, revenue or goodwill; and/or
  - b) indirect or consequential loss or damage of any nature and howsoever caused, even if the losses were reasonably foreseeable or the Party has been advised of the possibility of such losses occurring.
- 36.4 The Supplier shall not exclude liability for additional operational, administrative costs and/or expenses or wasted expenditure resulting from the direct Default of the Supplier.

### **37. INDEMNITY**

- 37.1 Subject to Clauses 36.1 to 36.4 (inclusive), the Supplier shall indemnify DFID in respect of any loss, damage or claim howsoever arising out of or in consequence of negligent acts or omissions by the Supplier or the Supplier's Personnel or any claims made against DFID by third parties in respect thereof and in relation to this Contract.
- 37.2 The Supplier shall not be responsible for any injury, loss, damage, cost or expense if and to the extent that it is caused by the negligence or wilful misconduct of DFID or DFID's employees, or by breach by DFID of its obligations under the Contract.
- 38. INSURANCE**
- 38.1 The Supplier shall effect and maintain, and shall procure that their Sub-contractors effect and maintain, with a reputable insurance company a policy or policies of insurance providing a level of cover not less than the Financial Limit in respect of all risks which may be incurred by the Supplier, arising out of the Supplier's and/or their Sub-contractors performance of their obligations under the Contract, including death or personal injury, loss of or damage to property or any other loss. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted to be given by the Supplier. Such insurance shall be maintained for the duration of the Contract Period and for a minimum of 6 (six) years following the expiration or earlier termination of the Contract.
- 38.2 Without limitation to Clause 38.6 the Supplier shall effect and maintain and shall procure that all agents, professional consultants and Sub-contractors effect and maintain, employer's liability insurance in respect of the Supplier's Personnel in accordance with any legal requirement from time to time in force. The Supplier shall also effect and maintain, and shall ensure that all agents, professional consultants and Sub-contractors involved in the supply of the Services effect and maintain, appropriate professional indemnity insurance cover during the Contract Period and for a minimum of 6 (six) years following the expiration or earlier termination of the Contract.
- 38.3 The Supplier shall give DFID, immediately on request, copies of all insurance policies referred to in this Clause 38 or a broker's verification of insurance to demonstrate that the appropriate cover is in place, together with receipts or other evidence of payment of the latest premiums due under those policies.
- 38.4 With regard to any breach of any obligations implied by Section 2 of the Supply of Goods and Services Act 1982, the Supplier shall maintain professional indemnity insurance cover of an amount not less than the Financial Limit.

## Control of Contract

### 39. VARIATIONS

- 39.1 No variation to the terms or scope of this Contract shall be effective without the Contract Officer's prior written consent and recorded in writing in a formal Contract Amendment Letter (Appendix A). DFID shall have no liability in respect of work performed outside the Services set out in Section 3 (Terms of Reference).
- 39.2 The Supplier may request a Variation provided that:
- (a) the Supplier shall notify DFID's Representative in writing of any additional or changed requirement which it considers should give rise to a Variation;
  - (b) any proposed Variation shall be fully supported by a formal, technical and commercial justification.
- 39.3 DFID shall, having the sole and absolute right to do so, either approve or reject any Variation proposed by the Supplier.

### 40. ASSIGNMENT AND NOVATION

- 40.1 The Supplier shall not assign, novate or otherwise dispose of or create any trust in relation to any or all of its rights, obligations or liabilities under this Contract without the prior written consent of DFID.
- 40.2 Subject to Clause 40.1, the Supplier may assign to a third party ("the Assignee") the right to receive payment of the Contract Price or any part thereof due to the Supplier under this Contract (including any interest to which DFID is liable under the Late Payments of Commercial Debts (Interest) Act 1998). Any assignment under this clause 40.2 shall be subject to:
- (a) deduction of any sums in respect of which DFID exercises its right of recovery under Clause 18 (Recovery of Sums Due);
  - (b) all related rights of DFID under the Contract in relation to the recovery of sums due but unpaid; and
  - (c) DFID receiving notification under both clauses 40.3 and 40.4.

- 40.3 In the event that the Supplier assigns the right to receive the Contract Price under clause 40.2, the Supplier shall notify DFID in writing of the assignment and the date upon which the assignment becomes effective.
- 40.4 The Supplier shall notify DFID of the assignee's contact information and bank account details to which DFID shall make payment.

#### **41. WAIVER**

- 41.1 A waiver of any of the terms and/or conditions of this Contract shall be valid only where it is agreed expressly in writing and signed by the parties. No failure or delay by a Party to exercise any right or remedy provided under this Contract or by law shall constitute a waiver of that or any other right or remedy, nor shall it preclude or restrict the further exercise of that or any other right or remedy. No single or partial exercise of such right or remedy shall preclude or restrict the further exercise of that or any other right or remedy.

### **Default and Termination**

#### **42. FORCE MAJEURE**

- 42.1 Any failure or delay by the Supplier in performing its obligations under this Contract which results from a failure or delay by an agent, Sub-contractor or supplier shall be regarded as due to a Force Majeure Event only if that agent, Sub-contractor or supplier is itself impeded by a Force Majeure Event from complying with an obligation to the Supplier.
- 42.2 Where the performance by the Supplier of their obligations under this Contract is delayed, hindered or prevented by a Force Majeure Event, the Supplier shall promptly notify DFID in writing, specifying the nature of the Force Majeure Event and stating the anticipated delay in the performance of this Contract.
- 42.3 From the date of receipt of notice given in accordance with Clause 42.2, DFID may, at its sole discretion, either suspend this Contract for up to a period of 6 months ("the Suspension Period") or terminate this Contract forthwith.
- 42.4 In the event that DFID does not terminate the Contract pursuant to Clause 42.3, as soon as practicable after the Affected Party issues to the other a notice of a Force Majeure Event, and at regular intervals thereafter, the Parties shall consult in good faith and use reasonable endeavours to agree any steps to be taken and an appropriate timetable in which those steps should be taken, to enable continued provision of the Services affected by the Force Majeure Event.
- 42.5 The Affected Party shall notify the other Party as soon as practicable after the Force Majeure Event ceases or no longer causes the Affected Party to be unable to comply with its obligations under this Contract.
- 42.6 If by the end of the Suspension Period the parties have not agreed a further period of suspension or re-instatement of the Contract, this Contract shall terminate automatically.

#### **43. SUSPENSION OR TERMINATION WITHOUT DEFAULT OF THE SUPPLIER**

- 43.1 DFID may, at its sole discretion, suspend or terminate this Contract or any part of the Services, at any time by so notifying the Supplier and giving the reason(s) for such suspension or termination.
- 43.2 Where this Contract has been suspended or terminated pursuant to Clause 43.1, the Supplier shall:
- (a) take such steps as are necessary to terminate the provision of the Services or any part of the Services (including suspending or terminating any Sub-Contracts) in a cost-effective, timely and orderly manner; and
  - (b) provide to DFID, not more than 60 days after DFID notifies the Supplier of the suspension or termination of this Contract an account in writing, stating;
    - (i) any costs, if any, due before the date of suspension or termination;
    - (ii) costs to be expended after the date of suspension or termination which the Supplier necessarily incurred in the proper performance of this Contract and which it cannot reasonably be expected to avoid or recover.
- 43.3 Subject to DFID's approval DFID shall pay such amount stated pursuant to Clause 43.2 to the Supplier within 30 days after receipt from the Supplier of an Invoice in respect of the amount due.

#### **44. SUSPENSION OR TERMINATION WITH DEFAULT OF THE SUPPLIER**

- 44.1 DFID may notify the Supplier of the suspension or termination of this Contract where the Services or any part of them are not provided to the satisfaction of DFID, giving the reasons for such dissatisfaction and, in the case of suspension, the action required by the Supplier to remedy that dissatisfaction and the time within which it must be completed.
- 44.2 Where this Contract is suspended under Clause 44.1 and the Supplier subsequently fails to remedy the dissatisfaction DFID may terminate this Contract forthwith.
- 44.3 DFID may, without prejudice to its other rights, including but not limited to the right to claim for costs and losses incurred, terminate this Contract forthwith where:
- (a) the Supplier or any member of the Supplier's Personnel, either directly or through their servants or agents or sub-contractors breaches any of their obligations under this Contract; or
  - (b) the Supplier, Supplier's Personnel, servants, agents or sub-contractors, or any person acting on their behalf has committed an offence under the Bribery Act 2010 or the Terrorism Act 2000 in breach of Clauses 32 or 33 of this Contract; or
  - (c) the Supplier is an individual or a partnership and at any time:
    - (i) becomes bankrupt; or
    - (ii) is the subject of a receiving order or administration order; or
    - (iii) makes any composition or arrangement with or for the benefit of the Supplier's creditors; or
    - (iv) makes any conveyance or assignment for the benefit of the Supplier's creditors; or
    - (v) the warranty given by the supplier pursuant to Clause 35 (Tax Compliance) is materially untrue; or
    - (vi) the Supplier commits a material breach of its obligation to notify DFID of any Occasion of Tax Non Compliance as required by Clause 35 (Tax Compliance); or
    - (vii) the supplier fails to provide details of proposed mitigating factors which in the reasonable opinion of DFID, are acceptable.
  - (d) the Supplier is a company and:
    - (i) an order is made or a resolution is passed for the winding up of the Supplier; or
    - (ii) a receiver or administrator is appointed in respect of the whole or any part of the undertaking of the Supplier.
  - (e) the Supplier is a partnership or a company and there is a Change in Control. "Change in Control" means that the person(s) (including corporate bodies) directly or indirectly in Control of the Supplier at the time this Contract is entered into cease to be in Control. "Control" means the power of a person to secure that the affairs of the Supplier are conducted in accordance with the wishes of that person.
- 44.4 Where this Contract is terminated in accordance with this Clause 44, the Supplier shall without prejudice to DFID's other remedies, take any steps necessary to terminate the provision of the Services in a timely and orderly manner but shall not be entitled to any further payment in relation to this Contract.
- 44.5 Where this Contract is terminated pursuant to Clause 44.3(b) the Supplier shall pay DFID within 10 days of notification by DFID, such amount as DFID shall have determined as the amount of any loss to DFID resulting from such termination together with the amount or value of any gift, consideration, commission, corruption or fraud concerned.

## Dispute Resolution

### 45. DISPUTE RESOLUTION

- 45.1 The Parties will attempt in good faith to negotiate a settlement to any claim or dispute between them arising out of or in connection with this Contract. If the matter is not resolved by negotiation within 45 days of when either Party first made contact in respect of the same, the parties will refer the dispute to mediation in accordance with CEDR (Centre for Effective Dispute Resolution in London, UK) procedures. If the parties fail to agree terms of settlement within 90 days of the initiation of the procedure the dispute may be referred to an arbitrator as agreed between the parties or failing such agreement as may be nominated by the President of the Law Society of England and Wales upon application of any Party. The initiation of the procedure is defined as the written request to CEDR by any Party for mediation provided that such request is copied to the other Party.
- 45.2 The decision of the arbitrator shall be final and binding on both parties.
- 45.3 The seat and place of arbitration shall be London.

## Law

### 46. LAW AND JURISDICTION

- 46.1 This Contract shall be governed by and interpreted in accordance with English Law and shall be subject to the exclusive jurisdiction of the Courts of England and Wales.

## Compliance with Environmental Requirements

### 47. ENVIRONMENTAL REQUIREMENTS

- 47.1 The supplier shall provide the Services and any goods & equipment required under the Contract in accordance with applicable national and international laws, including those of the country or countries in which the Services or goods & equipment are to be provided, and DFID's environmental operations policy, which is to conserve energy, water and other resources, reduce waste, phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment.
- 47.2 The UK Government is committed to promoting a low carbon, high growth, global economy. The Supplier shall work with DFID and the populations that are potentially affected by its operations under the Contract regarding any environmental issues that could affect the sustainable development provisions of the [International Development Act \(2002\)](#), comply with special conditions as stipulated in the Terms of Reference and carry out any reasonable additional request to ensure the protection of the environment, society and the economy throughout the contract period.
- 47.3 The Supplier shall ensure it has the requisite expertise and controls to identify and mitigate all factors that may affect compliance with the conditions outlined in Clauses 47.1 and 47.2 as a result of its own operations or those of Sub-contractors working on its behalf.
- 47.4 The Supplier shall promptly notify DFID of any changes in potential material adverse effects from its operations under the Contract and of the occurrence of any incident or accident related to the Project that has or is likely to have a significant adverse effect on the environment.
- 47.5 Nothing in Clauses 47.1 to 47.3 shall relieve the obligations of the Supplier to comply with its statutory duties and Good Industry Practice.

## Conflict of Interest

### 48. CONFLICT OF INTEREST

- 48.1 Neither the Supplier nor any of the Supplier's Personnel shall engage in any personal, business or professional activity which conflicts or could conflict with any of their obligations in relation to this Contract.
- 48.2 The Supplier and the Supplier's Personnel shall notify DFID immediately of any actual or potential conflict together with recommendations as to how the conflict can be avoided.
- 48.3 The Supplier shall establish and maintain appropriate business standards, procedures and controls to ensure that no conflict of interest arises between Services undertaken for DFID and that undertaken for other clients. The Supplier shall avoid knowingly committing any acts which are likely to result in any allegation of impropriety against DFID, including

conflicts of interest which are likely to prejudice their independence and objectivity in performing the Contract, howsoever arising.

- 48.4 The Supplier shall notify DFID immediately of any circumstances of which it becomes aware which give rise or potentially give rise to a conflict with the Services and shall advise DFID of how they intend to avoid such a conflict arising or remedy such situation. The Supplier shall subject to any obligations of confidentiality it may have to third parties provide all information and assistance reasonably necessary (at the Supplier's cost) that DFID may request of the Supplier in order to avoid or resolve a conflict of interest and shall ensure that at all times they work together with DFID with the aim of avoiding a conflict or remedy a conflict.
- 48.5 Pursuant to Clause 48.4, DFID shall have the right to require that the Supplier puts in place "Ethical Walls" and will ensure and satisfy DFID that all information relating to the Contract and to the Services and Deliverables completed pursuant to it (to include all working papers, draft reports in both tangible and intangible form) are not shared or made available to other employees, suppliers or agents of the Supplier and that such matters are not discussed by the relevant staff with other employees, suppliers or agents of the Supplier.
- 48.6 In the event of a failure to maintain the "Ethical Walls" as described above arising during the course of this Contract, DFID reserves the right to immediately terminate the Contract on giving written notice to the Supplier.

#### **Retention of Rights**

#### **49. CONSEQUENCES OF EXPIRY OR TERMINATION**

- 49.1 Clauses 8,9,21,22,23,24,25,26,27,28,29,30,31,36,37,45 and 46 of this Section 2 and any relevant clauses listed under Section 4 (Special Conditions) shall survive the termination or expiry of this Contract.



## SCHEDULE 1

### Definitions

Unless otherwise provided or the context otherwise requires the following expressions shall have the meanings set out below:

“Affected Party” the Party seeking to claim relief in respect of a Force Majeure Event;

“Affiliate” in relation to a body corporate, any other entity which directly or indirectly Controls, is Controlled by, or is under direct or indirect common Control with, that body corporate from time to time;

“Central Government Body” a body listed in one of the following sub-categories of the Central Government classification of the Public Sector Classification Guide, as published and amended from time to time by the Office for National Statistics:

- (a) Government Department;
- (b) Non-Departmental Public Body or Assembly Sponsored Public Body (advisory, executive, or tribunal);
- (c) Non-Ministerial Department; or
- (d) Executive Agency;

“Charges” the charges for the provision of the Services set out in or otherwise calculated in accordance with Schedule 5 (Schedule of Prices);

“Commencement Date” means the date identified in Section 1 Form of Agreement.

“Commercially Sensitive Information” the information listed in Section 4 comprising the information of a commercially sensitive nature relating to the Supplier, its intellectual property rights or its business of which the Supplier has indicated to DFID that, if disclosed by DFID, would cause the Supplier significant commercial disadvantage of material financial loss;

“Confidential Information” means all Personal Data and any information, however it is conveyed, that relates to the business, affairs, developments, trade secrets, know-how, personnel and suppliers of either party, including all intellectual property rights, together with all information derived from any of the above, and any other information clearly being designated as being confidential (whether or not it is marked “confidential”) or which ought reasonably be considered to be confidential;

“Contract” means this agreement between DFID and the Supplier consisting of this Section 2 (Standard Terms and Generals) and any attached Schedules and Appendices

“Contract Amendment Letter” means the form set out in Appendix A.

“Contract Inception Report” the initial financial model in a form agreed by the Supplier and DFID in writing on or before the Commencement Date ;

“Contract Officer” means the person named in Section 4 who is responsible for all contractual aspects of the Contract.

“Contract Price” means the price, exclusive of any applicable Value Added Tax, payable by DFID to the Supplier, as set out in Section 3 (Schedule of Prices) for the performance of the Services and its obligations under this Contract but before taking into account the effect of any adjustment of price in accordance with Section 5 (Schedule of Prices).

“Contracting Authority” any Contracting Authority as defined in Regulation 5(2) of the Public Contracts (Works, Services and Supply) (Amendment) Regulations other than DFID;

“Crown Body” any department, office or agency of the Crown;

“Data Controller” shall have the same meanings as set out in the Data Protection Act 1998;

“DFID Data” means (a) the data, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, and which are: (i) supplied to the Supplier by or on behalf of DFID; or (ii) which the Supplier is required to generate, process, store or transmit pursuant to this Contract; or (b) any Personal Data for which DFID is the Data Controller;

“DFID System” DFID's computing environment (consisting of hardware, software and/or telecommunications networks or equipment) used by DFID or the Supplier in connection with this Contract which is owned by DFID or licensed to it by a third party and which interfaces with the Supplier System or which is necessary for DFID to receive the Services;

“Data Processor” shall have the same meaning as set out in the Data Protection Act 1998;

“Data Protection Legislation” means the Data Protection Act 1998 and all other applicable laws and regulations relating to the processing of personal data and privacy, including without limitation, the guidance and codes of practice issued by the Information Commissioner;

“Data Subject” shall have the same meaning as set out in the Data Protection Act 1998;

“Default” any breach of the obligations of the relevant Party (including abandonment of this Contract in breach of its terms, repudiatory breach or breach of a fundamental term) or any other default, act, omission, negligence or statement:

(a) in the case of DFID, of its employees, servants, agents; or

(b) in the case of the Supplier, of its Subcontractors or any Supplier Personnel, in connection with or in relation to the subject matter of this Contract and in respect of which such Party is liable to the other;

“Dispute” any dispute, difference or question of interpretation arising out of or in connection with this Contract, including any dispute, difference or question of interpretation relating to the Services, failure to agree in accordance with the Change Control Procedure or any matter where this Contract directs the Parties to resolve an issue by reference to the Dispute Resolution Procedure;

“DOTAS” means the Disclosure of Tax Avoidance Schemes rules which require a promoter of tax schemes to tell HM Revenue & Customs of any specified notifiable arrangements or proposals and to provide prescribed information on those arrangements or proposals within set time limits as contained in Part 7 of the Finance Act 2004 and in secondary legislation made under vires contained in Part 7 of the Finance Act 2004 and as extended to National Insurance Contributions by the National Insurance Contributions (Application of Part 7 of the Finance Act 2004) Regulations 2012, SI 2012/1868 made under s.132A Social Security Administration Act 1992.

“Employment Business” means an employment agency is an organization which matches employers to employees. In all developed countries there is a publicly funded employment agency and multiple private businesses which also act as employment agencies.

“Environmental Information Regulations” means the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issues by the Information Commissioner or relevant Government Department in relation to such regulations;

“Ethical Walls” means a process for avoiding conflicts of interest by limiting disclosure of information to certain individuals within an organisation, thereby building a metaphorical wall between the holders of information and colleagues who represent interests or hold opinions which conflict.

“Euro Compliant” means that:

(i) the introduction of the euro within any part(s) of the UK shall not affect the performance or functionality of any relevant items nor cause such items to malfunction, end abruptly, provide invalid results or adversely affect DFID’s business;

(ii) all currency-reliant and currency-related functions (including all calculations concerning financial data) of any relevant items enable the introduction and operation of the euro; and

(iii) in particular each and every relevant item shall, to the extent it performs or relies upon currency-related functions (including all calculations concerning financial data):

(a) be able to perform all such functions in any number of currencies and/or in euros;

(b) during any transition phase applicable to the relevant part(s) of the UK, be able to deal with multiple currencies and, in relation to the euro and the national currency of the relevant part(s) of the UK, dual denominations;

(c) recognise accept, display and print all the euro currency symbols and alphanumeric codes which may be adopted by any government and other European Union body in relation to the euro;

(d) incorporate protocols for dealing with rounding and currency conversion;

(e) recognise data irrespective of the currency in which it is expressed (which includes the euro) and express any output data in the national currency of the relevant part(s) of the UK and/or the euro; and

(f) permit the input of data in euro and display an outcome in euro where such data, supporting DFID’s normal business practices, operates in euro and/or the national currency of the relevant part(s) of the UK;

“Equipment” means any equipment, computer hardware or software, materials, goods and vehicles and associated services necessarily required for the implementation of the Services, which the Supplier cannot reasonably be expected to provide, which are financed or provided by DFID for use by the Supplier.

“Exit Management” services, activities, processes and procedures to ensure a smooth and orderly transition of all or part of the Services from the Supplier to DFID and/or a Replacement Supplier.

“Exit Plan” the plan produced and updated by the Supplier during the Term in accordance with Terms of Reference;

“Financial Limit” means the amount specified in Section 1 and is the maximum amount payable by DFID under this Contract for the receipt of the Services.

“FOIA” means the Freedom of Information Act 2000 and any subordinate legislation made under this Act from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government Department in relation to such legislation.

“Force Majeure Event” any event outside the reasonable control of either Party affecting its performance of its obligations under this Contract arising from acts, events, omissions, happenings or non-happenings beyond its reasonable control and which are not attributable to any wilful act, neglect or failure to take reasonable preventative action by that Party, including acts of God, riots, war or armed conflict, acts of terrorism, acts of government, government or regulatory bodies, fire, flood, storm or earthquake, or disaster but excluding any industrial dispute relating to the Supplier or the Supplier Personnel, servants, agents or sub-contractors, or any person acting on their behalf or any other failure in the Supplier’s or a Sub-contractor’s supply chain;

“Force Majeure Notice” a written notice served by the Affected Party on the other Party stating that the Affected Party believes that there is a Force Majeure Event;

“General Anti-Abuse Rule” means (a) the legislation in Part 5 of the Finance Act 2013; and (b) any future legislation introduced into parliament to counteract tax advantages arising from abusive arrangements to avoid national insurance contributions.

“Good Industry Practice” at any time the exercise of that degree of care, skill, diligence, prudence, efficiency, foresight and timeliness which would be reasonably expected at such time from a leading and expert supplier of services similar to the Services to a customer like DFID, such supplier seeking to comply with its contractual obligations in full and complying with applicable Laws;

“Halifax Abuse Principle” means the principle explained in the CJEU Case C-255/02 Halifax and others.

“HM Government Cyber Essentials Scheme” means the HM Government Cyber Essentials Scheme as further defined in the documents relating to this scheme published at <https://www.gov.uk/government/publications/cyber-essentials-scheme-overview>

“IATI” means the International Aid Transparency Initiative standard and is a technical publishing framework allowing data to be compared. It is designed to report forward-looking aggregate budget information for the reported organisations, and planned future budgets to recipient institutions or countries.

“Information” has the meaning given under Section 84 of the Freedom of Information Act 2000; including all information of whatever nature, however conveyed and in whatever form, including in writing, orally, by demonstration, electronically and in a tangible, visual or machine-readable medium (including CD-ROM, magnetic and digital form);

“Intellectual Property Rights” or “IPRs”

- (a) copyright, rights related to or affording protection similar to copyright, rights in databases, patents and rights in inventions, semi-conductor topography rights, trade marks, rights in Internet domain names and website addresses and other rights in trade names, designs, Know-How, trade secrets and other rights in Confidential Information;
- (b) applications for registration, and the right to apply for registration, for any of the rights listed at (a) that are capable of being registered in any country or jurisdiction; and
- (c) all other rights having equivalent or similar effect in any country or jurisdiction;

“Key Performance Indicators” means a set of quantifiable measures that DFID and Supplier will use to measure the performance of the Services provided by the Supplier under the Contract (as defined in Section 3 Terms of Reference).

“Law” means any applicable law, statute, bye-law, regulation, order, regulatory policy, guidance or industry code, rule of court or directives or requirements of any Regulatory Body, delegated or subordinate legislation or notice of any Regulatory Body;

“Licensed Software” all and any Software licensed by or through the Supplier, its Sub-contractors or any third party to DFID for the purposes of or pursuant to this Contract, including any Supplier Software, Third Party Software and/or any Specially Written Software;

“Malicious Software” any software program or code intended to destroy, interfere with, corrupt, or cause undesired effects on program files, data or other information, executable code or application software macros, whether or not its operation is

immediate or delayed, and whether the malicious software is introduced wilfully, negligently or without knowledge of its existence;

"Milestone" an event or task described in the Implementation Plan which, if applicable, shall be completed by the relevant Milestone Date;

"Milestone Payment" a payment identified in Section 5 to be made following the issue of a Milestone Achievement Certificate;

"Occasion of Tax Non-Compliance" means:

- (a) Any tax return of the Supplier submitted to a Relevant Tax Authority on or after 1 October 2012 is found on or after 1 April 2013 to be incorrect as a result of:
  - (i) a Relevant Tax Authority successfully challenging the Supplier under the General Anti-Abuse Rule or the Halifax Abuse Principle or under any tax rules or legislation that have an effect equivalent or similar to the General Anti-Abuse Rule or the Halifax Abuse Principle;
  - (ii) the failure of an avoidance scheme which the Supplier was involved in, and which was, or should have been, notified to a Relevant Tax Authority under the DOTAS or any equivalent or similar regime; and/or
- (b) Any tax return of the Supplier submitted to a Relevant Tax Authority on or after October 2012 gives rise, on or after 1 April 2013, to a criminal conviction in any jurisdiction for tax related offences which is not spent at the Effective Date or to a civil penalty for fraud evasion.

"Parties" and "Party" have the meanings respectively given in Section 1 of this Contract;

"Performance Indicators" the Key Performance Indicators and the Subsidiary Performance Indicators;

"Personal Data" personal data (as defined in the Data Protection Act 1998) which is Processed by the Supplier or any Sub-contractor on behalf of DFID or a Central Government Body pursuant to or in connection with this Contract;

"Process" has the meaning given to it under the Data Protection Legislation but, for the purposes of this Contract, it shall include both manual and automatic processing;

"Prohibited Act" has the meaning;

- (a) to directly or indirectly offer, promise or give any person working for or engaged by DFID a financial or other advantage to:
  - (i) induce that person to perform improperly a relevant function or activity; or
  - (ii) reward that person for improper performance of a relevant function or activity;
- (b) to directly or indirectly request, agree to receive or accept any financial or other advantage as an inducement or a reward for improper performance of a relevant function or activity in connection with this Contract;
- (c) an offence:
  - (i) under the Bribery Act 2010 (or any legislation repealed or revoked by such Act);
  - (ii) under legislation or common law concerning fraudulent acts; or
  - (iii) defrauding, attempting to defraud or conspiring to defraud DFID; or
- (d) any activity, practice or conduct which would constitute one of the offences listed under
- (e) above if such activity, practice or conduct had been carried out in the UK;

"Project" means a set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or team to meet specific objectives within defined time, cost and performance parameters

"Project Officer" means the person named in Section 4 who is responsible for issuing instructions and dealing with all correspondence in connection with the technical aspects of the Contract;

"Regulatory Bodies" means those government departments, regulatory, statutory and other entities, committees and bodies which, whether under statute, rules, regulations, codes of practice or otherwise, are entitled to regulate, investigate, or influence the matters dealt with in this Contract or any other affairs of DFID and "Regulatory Body" shall be construed accordingly;

"Relevant Requirements" all applicable Law relating to bribery, corruption and fraud, including the Bribery Act 2010 and any guidance issued by the Secretary of State for Justice pursuant to section 9 of the Bribery Act 2010;

"Relevant Tax Authority" means HM Revenue & Customs, or, if applicable, a Tax Authority in the jurisdiction in which the Supplier is established.

"Replacement Services" any services which are the same as or substantially similar to any of the Services and which DFID receives in substitution for any of the Services following the expiry or termination or Partial Termination of this Contract, whether those services are provided by DFID internally and/or by any third party;

"Replacement Supplier" any third party service provider of Replacement Services appointed by DFID from time to time;

"Request for Information" a request for information or an apparent request under the FOIA, the Environmental Information Regulations and associated codes of practice;

"Security Policy" means DFID's security policy, which can be accessed on DFID's website at <http://www.dfid.gov.uk/work-with-us/procurement/dfid-information-security-policy-for-contractorsconsultants/> or as notified to the Supplier from time to time;

"Services" means the services set out in the Terms of Reference (Section 3).

"Sites" any premises (including DFID premises, the Supplier's premises or third party premises):

(a) from, to or at which:

(i) the Services are (or are to be) provided; or

(ii) the Supplier manages, organises or otherwise directs the provision or the use of the Services; or

(b) where:

(i) any part of the Supplier System is situated;

(ii) any physical interface with DFID System takes place;

"Staff Vetting Procedure" means DFID's procedures and departmental policies for the vetting of Personnel whose role will involve the handling of information of a sensitive or confidential nature or the handling of information which is subject to any relevant security measures, including, but not limited to, the provisions of the Official Secrets Act 1911 to 1989.

"Software" Specially Written Software, Supplier Software and Third Party Software;

"Sub-contract" any contract or agreement (or proposed contract or agreement) between the Supplier (or a Sub-contractor) and any third party whereby that third party agrees to provide to the Supplier (or the Sub-contractor) all or any part of the Services or facilities or services which are material for the provision of the Services or any part thereof or necessary for the management, direction or control of the Services or any part thereof;

"Sub-contractor" means any third party employed by the Supplier in the provision of Services;

"Successor Body" means a body which is not a Central Government Body or if a body which is not a Central Government Body succeeds the Authority;

"Supplier" means the person(s), partnership(s) or company (ies) with whom this Contract is placed.

"Supplier Background IPRs" means;

(a) Intellectual Property Rights owned by the Supplier before the Effective Date, for example those subsisting in the Supplier's standard development tools, program components or standard code used in computer programming or in physical or electronic media containing the Supplier's Know-How or generic business methodologies; and/or

(b) Intellectual Property Rights created by the Supplier independently of this Agreement, which in each case is or will be used before or during the Term for designing, testing implementing or providing the Services but excluding Intellectual Property Rights owned by the Supplier subsisting in the Supplier Software;

"Supplier's Personnel" means any person instructed pursuant to this Contract to undertake any of the Supplier's obligations under this Contract, including the Supplier's employees, agents and sub-contractors.

"Supplier Software" Supplier Software (including open source software) that:

(a) the Supplier makes generally available commercially prior to the date of this Contract (whether by way of sale, lease or licence) on standard terms which are not typically negotiated by the Supplier save as to price; and

(b) has a Non-trivial Customer Base;

"Supplier System" the information and communications technology system used by the Supplier in implementing and performing the Services including the Software, the Supplier Equipment, configuration and management utilities, calibration and testing tools and related cabling (but excluding DFID System);

“Term” the period commencing on the Effective Date and ending on the expiry of the Initial Term or any Extension Period or on earlier termination of this Contract;

“Third Party IPRs” Third Party IPRs that:

- (a) the Supplier makes generally available commercially prior to the date of this Contract (whether by way of sale, lease or licence) on standard terms which are not typically negotiated by the Supplier save as to price; and
- (b) has a Non-trivial Customer Base;

“Unincorporated Consortium” means groups of economic operators, including temporary associations, may participate in procurement procedures and shall not be required by contracting authorities to have a specific legal form in order to submit a tender or request to participate ([The Public Contracts Regulations 2015](#) – *Economic Operators 19.3*).

"Variation" means a properly executed variation to the Contract in compliance with Condition 38.

“Working Day” any day other than a Saturday, Sunday or public holiday in England and Wales.

## Appendix A. 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: [

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: [ ]

For and on behalf of

Name: [ ]

Signature:

Date:

## TERMS OF REFERENCE

### 1. Introduction

1.1 The Department for International Development, through the UK Climate Change Unit (UKCCU) is seeking a supplier to implement a new Green Economic Growth Programme in Papua and West Papua provinces of Indonesia.

1.2 Indonesia is the world's fifth largest of Greenhouse Gases (GHG) and is to the success of any global strategy to climate change. Almost 80% of these emissions stem from deforestation and change. Indonesia is supporting global to reduce emissions with a commitment reduce GHG emissions by 41% (with international assistance) by 2030.

1.3 The rate of deforestation in Papua been historically low compared to the Indonesia.



emitter  
crucial  
tackle

land-use  
efforts  
to

has  
rest of

**Figure 1:** Papua province forest cover

1.4 It is Indonesia's easternmost province and has 40% of Indonesia's remaining tropical forest. This covers approximately 26m hectares, over 80% of its terrain. Other provinces in Indonesia have followed a high carbon development path, driven by large scale capital intensive projects (plantations, industrial forestry and mining).

1.5 To date this has not occurred to the same extent in Papua. However, there is significant and growing pressure to convert Papua's forests unless the development model in the province changes.

1.6 Papua remains uncompetitive for most goods, being dependent on exchanges with other regions of Indonesia and the world – most of these exchanges are perpetually penalized when transport costs are so high.

1.7 The special autonomy status of Papua brought an abundant flow of financial transfers but despite those public resources<sup>1</sup> most are aimed to benefit as many communities as possible, rather than on the basis of needs. The Government of Papua is concerned not

<sup>1</sup> The biggest spending of those public funds in Papua tend to be allocated to the infrastructure sector



only on how land, labour and capital remain underutilized, but moreover on the dependency on government subsidies and the rapid growth of a migrant population.

1.8 The Papuan economy suffers from a significant ‘missing middle’ with some very large companies at the top and a myriad of micro-enterprises at the bottom, and a very thin small and medium enterprises (SME) sector in between. Papua, like much of Indonesia, is dependent on high-emission businesses such as industrial logging, large-scale plantations and mining. Yet, evidence from around the world indicates that a thriving SME sector is the key to sustainable and equitable economic growth. The sectors with the most potential in Papua are forestry, cocoa, coffee, sago, and renewable energy.

1.9 Development of the private sector in Papua, if done sustainably, would generate incentives for protecting the remaining forest and could demonstrate to the rest of Indonesia, and globally, the viability of low carbon growth. Promoting local economic prosperity and environmental stewardship will provide economic incentives to agrarian and forest communities, boost land productivity and resilience, whilst cutting emissions and protecting the forests. The Provincial government cannot deliver the transition to a low carbon economy by itself.

1.10 Papua matters to Indonesian and global efforts to tackle deforestation and climate change. There is a significant opportunity to support sustainable climate resilient growth. The provincial government is keen to deliver alternative, innovative development approaches that retain Papua’s forest resources, support livelihood improvement, and institutionalise a business-friendly environment for low carbon enterprise.

1.11 The UK Government’s UK Climate Change Unit (UKCCU) is well placed to stimulate a Green Economic Development agenda in both provinces, and GEG should be equipped to invest in **the number of opportunities that are available to address the constraints to green private sector**. These include:

- a. The Government of Papua has the ambition that Papua will be the new frontier for green growth. Its Vision 2100 and Blueprint for Sustainable Land Use aim for an economic model that delivers equitable growth, is ecologically sustainable, and improves the quality of life for Papuans.
- b. The new Provincial Spatial Plan for Papua sets an ambitious target of 90% forest cover for the province and aims to reduce the area previously earmarked for planned deforestation by approximately 21%. UKCCU is expanding our Spatial Planning support to both provinces setting out what the land in the province can be used for and creating the conditions for its legal requirement for each province in Indonesia. Papua therefore provides a significant opportunity to support Indonesian and global efforts to reduce emissions and focus on low carbon development.
- c. Previous successful UK support to the province resulted in the adoption of a low carbon spatial plan, which significantly reduced projected rates of deforestation in the province. This has built a high level of trust with both the national and provincial government on sustainable green growth. UKCCU can cement these gains and build on these relationships in the next phase. This intervention will support ground level compliance with the spatial plan and reduce deforestation.
- d. Support to build government capacity could ensure public expenditure towards green investment. The strengthening of government rural development programmes

offers strong opportunities for promoting green business. The availability of funds from the Village Fund and 'PROSPEK' programme present a promising avenue for rural economic development. Together, these programmes provide a strategic opportunity to prioritise public finance to support green business opportunities and drive sustainable growth.

- e. The private sector is becoming an increasingly important player in Papua's local economic development, either through direct investment, joint collaboration or via their corporate social responsibility programmes. There is potential for the private sector to work together with local government to promote a lower carbon model of economic development than the rest of the country.
- f. Recent banking policies in Indonesia and Papua are becoming friendlier. Micro-credit schemes are growing rapidly, complemented by basic skills capacity programmes. Bank Indonesia, Bank Papua, the Indonesian financial services authority and the Papuan provincial government are scoping opportunities to develop a Papua-specific collateral/guarantee model to open up opportunities to access credit to rural SMEs and smallholder farmers in Papua. We expect GEG to be able to pilot and explore adequate ways to engage efficiently with banking institutions, such as BNI or other financial services in Papua for SME development. One option being considered is replicating a model from North Sulawesi where financial institutions engage with the church as a guarantor to channel credit to the SMEs. However, their current scope of services and operational areas remain limited. With proper planning and incentives, it is feasible for banks to extend their financial services in rural Papua.
- g. KADIN-Papua (Chamber of Commerce) is now well placed to share the risk with its Papuan members in terms of access to finance, for risk capital on green ventures and others - together with GEG an eventual partnership could enhance and share risk for real green champions in both Papuan provinces.
- h. Both the national and Papuan government has requested UKCCU to continue to work supporting Papua's transition to a low carbon growth model through SME development. This offers an opportunity to contribute to DFID's strategic objectives of promoting global prosperity (SO3), strengthening resilience and response to crisis by addressing climate change (SO2), strengthening global peace, security and governance (SO1), and tackling extreme poverty (SO4). It will do this by promoting sustainable and inclusive economic development and integrating climate change into development priorities and investments. The programme will also contribute to four of the five pillars of DFID's new Economic Development Strategic Framework. It will also directly contribute to the pledge of financing for sustainable management of forest resources, which the UK made at the climate change negotiations in Paris.

1.12 However, although necessary, interventions in agriculture and forestry markets alone will not be sufficient to promote sustainable climate resilient growth in the longer term. Our approach is based on coordinating with a range of other public and private sector institutions in Papua to achieve results at scale. This programme will work to supplement their efforts to improve environmentally and commercially sustainable green enterprises. It will also ensure gender, cultural and social issues are an integral focus of all interventions. The programme is expected to generate significant evidence and knowledge of green growth effective strategies for Papua and beyond.

1.13 There are a number of other development partners supporting local economic development in Papua. Notable complementary programmes in Papua province are: i) UNDP Local Economic Development programme: People-Centred Development Programme (PCDP) with significant field experience since 2014; ii) USAID's LESTARI sustainable forest management with direct support to green enterprises through public-private partnerships operating already in Lorentz, Mappi-Bopuven Digoel, Sarmi and Cyclops; iii) The new inclusive workforce development programme that aims to build business services and employment skills; and iv) a comprehensive USAID programme which supports effective governance and forest management processes; Others include v) support from Australia on rural development by increasing smallholder incomes and access to post-production markets; and vi) support from New Zealand on increasing prosperity and food security; and from the European Union which strengthens the capacity of local governments, NGOs and communities to plan and monitor land-use.

1.14 During implementation we are committed to ensuring an integrated focus on reducing gender inequality and some of the most challenging social development obstacles in Papua provinces. Most women in Papua are engaged in agriculture and forestry based activities but they continue to be discriminated against in terms of equal access to new technology and capital. Women also have less access to transport, and traditional perceptions about gender roles restrict their access to market. The GEG programme must address the role of women in enterprise, with a view to reducing gender inequality.

1.15 We expect any bidder to be able to demonstrate an in-depth understanding of the socioeconomic and cultural context of the programme area; the different priorities, demands and needs of men and women; and the constraints to the participation of men and women in programme activities. Specific gender provisions will be detailed under the Programme structure.

## 2. Constraints and Dependencies

2.1 Papua's private sector currently faces key constraints from market and governance failures stemming from the nascent stage of the private sector itself, and the challenging regulatory and operating environment. Actions to address these constraints could help the province to unlock the private sector's potential to grow and support a transition to a sustainable climate resilient growth model.

2.2 Overall, the main constraints to Private Sector Development can be summarised into:

- **Coordination Failures.** There is a need to support the collective vision or strategy amongst the public sector ministries and agencies, private sector investors, and financial institutions in how to achieve green growth. As a result, today there are few incentives for investments in complementary industry and services.
- **Capacity.** The majority of Papuan SMEs lack the formal training and knowledge required to operate successful businesses. For example, cocoa yields in Papua are currently 4-7 times lower than the rest of Indonesia due to poor processing and quality controls. Despite government efforts to improve cocoa varieties and farmer capacity, Cocoa production has declined by as much as 80% in many areas since 2008.
- **Credit Constraints.** Papuan SMEs in remote, rural areas have no access to credit, technical support or training. Even those with access to credit from state-owned

banks, which are mandated to lend to rural areas, still face high entry barriers including collateral requirements in excess of 100% of the loan plus a mandatory land certificate as a guarantee. According to Bank Indonesia (2013), about 70% of Indonesian SMEs are considered un-bankable. Access to finance is a critical constraint to growth.

In addition to these key constraints, there are a number of other challenges for the private sector in Papua. These include:

- **Complexity and costs of compliance.** Different interpretations of laws and regulations on forest and land management result in confused authority between the central and local governments in Papua. Costly and non-transparent processing of business licences and permits is a significant barrier to start-up and early stage SMEs in Papua.
- **Infrastructure, logistics and access to land.** Papua faces major physical challenges as a result of significant distances, steep mountains, swampy lowlands, fragile soils and heavy seasonal rainfall. All these factors lead to high transport costs. Multiple parties claiming ownership over the same piece of land as a result of the weak identification of rights make it difficult to use land as collateral.

The design of this Green Economic Growth Programme (GEG) was only concluded after substantial consultation with Government authorities at all levels, with the Government agreeing that the Ministry of Villages would be the official counterpart for the programme. The programme was approved by DFID in June and formally presented to the government of West and Papua provinces in early September 2016. The programme fits into an ambitious Green Growth Strategy established for both Papuan provinces.

### 3. Purpose and Objectives

3.1 Papua has huge potential to promote economic development and to support Indonesian and global efforts to tackle deforestation and climate change.

3.2 GEG has the ambition to demonstrate low carbon, resource efficient and socially inclusive enterprises in West Papua and Papua provinces.

3.3 What is **UKCCU's ambition** for GEG?

3.4 GEG must be able to identify and support a portfolio of SMEs that have the potential to serve as an inspiration for a green investment strategy to both provinces in Papua. Such demonstration/inspiration should (at the same time) catalyse more green investment, leveraging and crowd-in public and private finance to green enterprises in both provinces.

3.5 DFID requires the programme to demonstrate political awareness to work in Papua, but more specifically to work in Papua at provincial level and with a variety of stakeholders. Most instrumental for the success of GEG, is to establish positive relationships and partnerships, and be able to manoeuvre in Papua.

3.6 More broadly, the GEG programme should be about voicing SME development from the bottom-up, while increasing the confidence to go-into-business, and also the public confidence in local authorities to manage local economic development, including investors' confidence to invest in those rural and urban regions of Papua.

3.7 GEG team should comprise of a small cadre of highly skilled staff on private sector development, social venture capital and with a combination of skills drawn from the public and private sectors to balance GEG support to the dedicated local economic development funds currently available at village level.

3.8 GEG should show-case a blueprint that invests risk-capital or to help financial institutions to adequately consolidate a number of SMEs that have an explicit green growth sense of purpose, and can realistically become bankable during the lifetime of our project. GEG must establish a trustworthy effective data collection and a credible reporting system to advocate effectively for adequate business and other programme models, and communicate to provincial and national stakeholders.

3.9 GEG was designed to address the constraints to green growth in Papua provinces, including:

<b>Political-economy factors</b>	<b>Private sector main obstacles</b>	<b>GEG Space for Manoeuvre</b>
<b>Papua paradox:</b> Heavily dependent on mining (80% from primary extraction), uncompetitive and underutilised for most goods, and w/75% of workforce engaged on agriculture and forestry.	<b>Lack of green growth vision</b> , strategy and knowledge to develop SMEs green enterprises	<b>Support businesses directly</b>
<b>Social challenges:</b> Cultural fragmentation and highest poverty rate in Indonesia. Wide gaps on health, education and income mean indigenous Papuans are outnumbered by migrant population.	<b>Low capacity of SMEs</b> lack of modern agro-forestry enterprises, lack of access to markets and technology (aggregation)	<b>Build knowledge and skills on green growth</b>
<b>Connectivity in Papua provinces:</b> Transport costs are the highest in Indonesia, productivity always penalised.		
<b>Governmental challenges:</b> Special autonomy funds mean dependency, weak absorption and poor infrastructure development.	<b>Lack of access to credit</b> and other finance for SMEs to develop green enterprises.	<b>Enable firms to grow</b>

3.10 UKCCU expect the GEG team to deliver the following **objectives**:

- ✓ **Support businesses directly.** Increase the capacity and number of firms working in green enterprises (such as improved crop farming systems and land use practices);
- ✓ **Enable firms to grow.** Improve the enabling environment for firms that wish to move into green enterprise – in particular through access to markets, credit and public finance;
- ✓ **Build knowledge on green growth.** Generate evidence on how to promote green business that can be used to support sustainable development in Indonesia and globally.

3.11 **Outcome:** Increased number and size of businesses that are both environmentally and commercially sustainable.

3.12 **Impact:** Economic development in Papua is driven by the emergence of a vibrant private sector focused on low carbon enterprise.

#### 4. Recipients

4.1 The main formal recipient of the programme will be the Ministry of Villages at central level, and at subnational level the provincial governments of Papua and West Papua through respective local authorities identified during inception.

4.2 GEG will help mature firms and smallholder farmers in the technical and managerial skills needed to build sustainable business enterprises in commodities and services that are climate-friendly. Businesses and smallholder farmers are expected to be the main recipients, while at the same time GEG must strengthen public and financial structures available at local level to bank, support and invest on green entrepreneurship during the project life-time.

4.3 GEG should be commercially agnostic in terms of the adequate and valid operators to support, but should make sure it invests risk capital so to position the indigenous Papuans as the active actors and main drivers of our programme.

#### 5. Duration

5.1 UKCCU is seeking to appoint a single GEG provider to deliver the services outlined in this document. The duration of the contract is envisaged for 60 months, commencing in September 2017 and due to conclude in August 2022.

The 60 month contract period is made up of two key phases;

- i) A 6 month Inception phase
- ii) A 54 month Implementation phase

5.2 Upon successful completion of the inception phase in October 2017, subject to Break Clause (see para 10.6), commencement of the implementation phase will be agreed between UKCCU and the Service Provider.

5.3 DFID may, in agreement with the Supplier(s), extend the contract beyond the 2022 end date, for a period of up to 2 additional years subject to project need, review recommendations, value for money, acceptable supplier performance to date and budget availability. If circumstances require further extension beyond the original contract duration, DFID will consider doing so by means of the negotiated procedure where necessary conditions can be met.

## **6. Budget**

6.1 The anticipated contract value for this requirement will be between £10-11 million (inclusive of all applicable tax, if any) for the 5 years duration.

6.2 DFID will hold the contract with the Service Provider, however, during the life of the programme we suspect additional donors may want to join and financially contribute to the funds currently available. Whilst as yet unconfirmed, this could lead to a significant increase in the overall value of available funds. For the avoidance of doubt, DFID will retain overall control of programme delivery.

6.3 Within the overall budget envelop, bidders are required to split their costs appropriately across the work in order to successfully deliver each component. They should design and deliver a technical and commercial proposal which ultimately drives as high a fund amount as possible within the overall contract value.

6.4 Please note that approximately £0.5M (indicative) of this contract is expected to be used solely on Monitoring and Evaluation. The selected service provider will need to propose the best way to implement this giving due consideration to any conflict of interest, either in-house or sub-contracted. DFID expects the contract holder to report GEG milestones and achievements, including measuring and reporting relevant contributions to the ICF key performance indicators to which the UKCCU have signed up. UKCCU expects GEG team, together with public authorities, to combine the framework of results set for Prospekt and Village funds, as much as possible.

## **7. Scope and Results**

7.1 The scope and nature of Private Sector development (GEG) we envisage must target the 'missing middle' of Small and Medium Enterprises - GEG is not about grants, microcredit or simple green loans, but about the demonstration effect of a successful blueprint that i) justifies the additionality for risk capital, and ii) that can show how to build businesses that pursue low carbon growth – the type of businesses that benefit Papuans and steer government to shape an economic strategy with ambitious Green House Gas reduction targets.

7.2 The scope of work for the programme is to cover both Papuan provinces in engagement for Small and Medium Enterprises, but limited to areas where the catalytic support is realistic, and where there is enough evidence of an agricultural and forestry potential<sup>2</sup>.

7.3 Four villages will be selected under the contract to operate under the government special autonomy local funds. GEG bidders can indicate clear examples where those 4 project sites should be. These will be agreed during the inception phase.

7.4 We expect in 5 years to showcase (at least) the following set of results:

- ✓ At least 12 lead firms and 24 intermediate service providers (ISPs) demonstrating viable business models with the potential for scale-up.
- ✓ Up to 12 commodities have expanded production and market opportunities.

---

<sup>2</sup> With microclimates suitable for a variety of crops for domestic consumption and export



- ✓ 22,000 forest dependent Papuans with improved livelihoods through increased income, market access, and access to finance, of which at least 50% are women.
- ✓ 4,500 jobs created in agri-business, agro-forestry and forestry sectors.
- ✓ £5.6 million of private finance mobilised in low carbon enterprise, with a potential £230 million in long-term finance.
- ✓ The Papuan Provincial Government allocates £58,000 of public resources in four pilot villages (potential of £52 million per annum in long-term finance if replicated across all Papua's villages).

7.5 GEG must master a positive demonstration of impact on gender equality, namely on exploring ways to provide equal access and control of productive resources. GEG should also persuade financial institutions to ensure that women are fairly represented, or that the borrowers have gender at heart when selecting growers, recruitment of staff or choice of suppliers.

7.6 Results will be tracked in terms of their gender impact, including disaggregated data for men and women, as well as other livelihood benefits and women's ownership of assets and access to land and resources. The role of youth will also be integrated to support young entrepreneurs and smallholder farmers.

7.7 The successful bidder must demonstrate the importance of prioritising Government relationships from programme outset.

7.8 The successful bidder must balance between working directly with firms (TA/handholding) – one that can crowd-in the financial sector to bank them in the medium term – and at the same time catalyse the commercial and environmental space for Small and Medium Enterprises (SMEs) – GEG should be about building green champions that can tell a story on private finance in agro-forestry, one that can inspire the bottom of the pyramid to green-grow in Papua, and to leverage timely key public goods that are suited for local economic development.

## **8. Requirements**

### **Overview**

8.1 To support delivery the supplier will be required to establish a physical 'hub' / platform (a shared office space) for GEG in Papua as a vehicle for coordination between components and stakeholders and enabling increased participation across a variety of interested parties. The GEG team as well as any suppliers involved in the programme will be housed in this hub. The aim is to ensure coordinated and effective joint working towards achievement of a shared end-state. Details of the hub set-up are to be presented by the Service providers under their technical proposals.

8.2 Particularly, there should be a focus on enabling participation of beneficiaries on SME development in Papua to ensure a bottom-up approach that gives land-dwellers, such as girls' and young women's voices an opportunity to be heard.

### ***Inception Phase (6 Months)***

8.3 Although the proposed work or work streams will be presented under the bidder's technical offer, the supplier will be expected to deliver a single inception report on the GEG programme at the end of the inception phase. Detailed TORs will be developed by the selected Service Provider with UKCCU. This should include full programme



documents –including Theory of Change, log frame, VFM metrics etc. As such, suppliers must allow for time and resources to work on these deliverables as part of the inception phase.

8.4 As an overview the selected Service provider will have the following requirements to deliver during the inception phase of the contract:

- To develop work or work stream strategy(ies), including an SME market assessment and an agreed financial model (Blueprint) relevant for each/group value chain or commodity;
- To develop a Year 1 plan detailing activities, budget and results for the two provinces, and identifying the 4 project areas and villages for GEG;
- To develop a programme Log frame and a refined Theory of Change;
- To develop Operational Policies for the effective management and running of the Programme;
- To develop governance arrangements and to establish a GEG Steering Committee, involving the provincial authorities and relevant financial institutions;
- To establish a physical space;
- To map the relationships necessary for the work, including the listed stakeholders that must be engaged in the different phases to reach success;
- To carry out a political risk analysis that argues for the GEG areas of intervention at subnational level. Detailing and defining how the relevant public and financial services are organized, the assessment will define a specific MoU of support to eventually be signed between the District/Municipal and the Provincial government (if necessary);
- To carry out a study on social norms, namely on gender discrimination and stigma in those rural and urban areas, to inform the design of the social intervention under each of the GEG work streams;
- To develop the critical success criteria and guidelines for GEG investment strategy;
- To write an inception phase report, based on TOR developed by the Service provider and UKCCU Programme Manager and SRO

8.5 The successful bidder must show an adequate social and gender understanding of the main issues in Papua, and provide during the inception phase an analysis that provides a clear understanding of the socioeconomic and cultural context of the programme area; the different priorities, demands and needs of Papuan men and women.

## **Implementation Phase (54 Months)**

### **Objectives**

8.6 GEG work in Papua will be challenging for the nature of SME development that the UK wants to support. It must be the product of a realistic number of positive factors, and driven through an approach that is pragmatic and built from the influence of a number of actors that are well placed in Papua<sup>3</sup> to **support GEG businesses** directly, or indirectly - the right type of strong, dynamic and efficient SME in/for the green sector. GEG capital should share or take the risk (or leverage it) with financial institutions and services in Papua. Bidders are expected to detail their strategy to create a portfolio that is sustainable (green) by nature, and agile and adaptable to specific market failures in Papua and West Papua provinces.

---

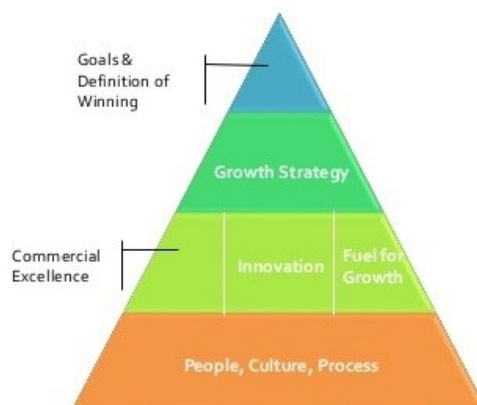
<sup>3</sup> West Papua and Papua provinces;

## The scope: A Papuan SME Blueprint

8.7 The Government of Papua and key financial institutions (Banks) have recently agreed on matching GEG to a Papuan SME blueprint. GEG will **focus on the innovation and skills**, to inspire a ‘new’ generation of ‘missing middle’ entrepreneurs in Papua.

8.8 Bidders must be realistic and ambitious in terms of what to expect as structural change, especially one that promotes labour transition out of agricultural or subsistence. GEG must be humble but accelerate or stimulate those changes in due course. Any of those firms may start at different sizes but all should demonst

## Where does one start?



**Figure 2:** Overcoming growth challenges - focus on SMEs/3nayan

8.9 GEG is not to start-up in the lower (micro/small) segment of operators where people, culture and customary rules make it complex to get into commercial excellence. GEG is ideally suited to invest/leverage risk capital to enter, formalize, grow and improve the productivity of strategic<sup>5</sup> *small enterprises*, and use *medium enterprises* to aggregate and mentor for commercial volumes and new markets.

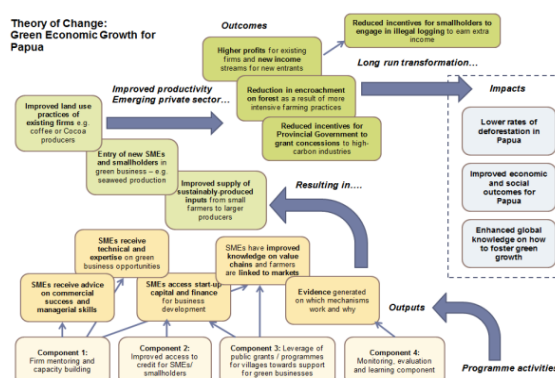
8.10 Bidders must clearly explain how they can combine ‘mentoring, finance and capacity building activities aimed at increasing public and private investment into the right size and balance of ‘green’ businesses in Papua. The outcome should be a new mentality, or increased capacity of “missing middle” firms, and the number of new firms working in green enterprises (such as improved crop farming systems and land use practices).

8.11 Bidders must make sure the programme will build green-growth businesses as much as it will make it happen for more of those enterprises in Papua, by Papuans and for Papuans.

8.12 The blueprint must align with Government of Indonesia priorities and build on successful earlier UKCCU work in Papua. GEG team must make sure that the blueprint agreed in Papua is coherent with the UK portfolio; and develop a sustainable model. The programme should start small with a view to scale up in the future, demonstrating results and building relationships with Government partners.

## Theory of Change and Key deliverables

8.13 The Theory of Change for the green economic transformation in Papua remains valid, but requires bidders to complete market research for a blue print that must be agreed with the subnational level and the financial sector in West Papua and Papua provinces.



**Figure 3:** GEG (original Theory of Change)

<sup>4</sup> The amount of credit to the private sector;

<sup>5</sup> The Investment strategy for GEG must be developed during inception phase, one that responds to the market (market assessment), but in line with the agreed Papuan Blueprint;

8.14 An alignment of expectations in terms of what Theory of Change is valid for the GEG time frame requires bidders to consult central and local authorities, and to ensure it is fit-for-purpose in realistic terms for the GEG project objectives. We expect technical offers to present a Theory of Change that reflects GEG ambition.



Figure 4: SME development road map for GEG/EME 2016

8.15 Key deliverables should be as much of a qualitative as quantitative type of results. During the inception phase the very nature and quality of those will be agreed, and the quality of the handholding, technical support or Business

8.16 Development Services (BDS) shall depend on the combination of support tools available for SME development, and clearly detailed in the technical bids.

8.17 The high-risk nature of GEG operations means UKCCU expect bidders for the programme to clearly articulate in their offer how they intend to:

- Establish an incubation process that can enhance the capacity of SMEs, to set-up a mentoring scheme for relationships between established firms and start-up businesses - championing and encouraging more green enterprises<sup>6</sup>.
- Improve the access to finance. That may mean specific technical assistance with/to banks to encourage lending to SMEs, by supporting the design and implementation of a Papua-specific credit model.
- Leverage local government grants and programming. Support to build government capacity to direct public expenditure towards green business opportunities to drive green growth
- Build knowledge on green growth - Monitoring evaluation and learning (MEL) unit. Oversight of programme performance against the planned outputs and outcomes. The unit will also commission research to test the programme theory of change. There will be a strong focus on learning.
- Be Adaptive and flexible - Given the challenging policy environment, programmes must be designed in ways that enables a flexible approach to implementation; be pragmatic and politically sensitive; and able to flex and respond to challenges and opportunities.

<sup>6</sup> That includes training/support to SMEs and help to increase access to finance and markets.

## **9. Monitoring and reporting**

9.1 The Service Provider will participate in monthly meetings with DFID to monitor progress.

9.2 The Team Leader will submit quarterly progress reports to DFID. These will summarise progress made that quarter against agreed Work Plans and Work Packages, including details of resources deployed.

9.3 The Team Leader will submit Annual Reports at the end of each 12 month period, timed to inform DFID Annual Reviews, detailing how the programme is performing against the agreed Annual Work Plan, Programme Strategy, and key indicators, outputs and outcomes in the Logframe. The Programme Director will be responsible for the quality of outputs produced during the year.

9.4 Annual Reports will be used by DFID to undertake Annual Reviews, including reviews of Service Provider performance, in line with standard DFID requirements and based on the Logframe. The Service Provider will help organise these reviews, including through preparation of background documents, organising meetings and other logistical support. An audit of any procurement may form part of these Reviews subject to requirement.

9.5 There will also be annual reviews (ARs) on performance and deliverables against agreed milestones and results. Logframe amendments will be jointly agreed as part of ARs. The Programme Director will be responsible for coordinating these meetings and securing relevant participation. S/he will be responsible for presenting and sharing programme updates and results.

9.6 Annual financial projections will be required at the start of each year, based on the Work Plans identified. These projections will also form a part of Key Performance Indicators to be agreed with the preferred bidder. Any proposed significant variation from financial projections will need to be agreed with DFID in advance.

## **10. Performance requirements**

10.1 It is expected that payments for all implementing costs and expenses for the inception phase will be on a milestone basis that will be defined by the supplier during their bid and thereafter jointly agreed with DFID.

10.2 Suppliers must include Key Performance Indicators (KPIs) in their proposal on how outputs will be achieved (indicative, not fixed). Suppliers will also be expected to work to jointly agreed contract management KPIs with DFID.

10.3 Payments made during the Implementation Phase, will be based on a combination of outputs and milestones, resulting in the final awarded contract being a hybrid model. Bidders will be expected to profile the percentage payment associated with the achievement of both contract outputs and milestones to support DFID's Payment by Results aspirations. The payment profile will be reviewed and agreed annually.

10.4 All expenditure will be against pre-agreed fee rates and project costs. All fee rates, costs and expenses should be clearly set out in the proposal in line with DFID's Transparency and Accountability agenda and must be justified in terms of value for

money. Expenditure will be monitored, reported and accounted for on an annual basis, as part of the Annual Review cycle.

10.5 In case of consortia, a single contract will be issued to the lead consortium partner who will be responsible for managing other partners. Any breach of requirements in these Terms of Reference or breach of contract terms will lead to suspension or cancellation of payment unless DFID agrees otherwise.

10.6 Break Clause: There will be a break clause in the contract at the end of the Inception Phase. DFID will review performance so far, including the Inception Report, and if satisfied, confirm the full contract and move to the implementation phase. The contract for the implementation phase will only be confirmed following the successful completion of the inception phase. Similarly, the implementation phase contract may be terminated if Service Provider delivery is deemed unsatisfactory. There will be a further break clause two years/ Mid-Term after the end of the Inception Phase.

10.7 Personnel: The Service Provider will strive for continuity of its core personnel over the life of the programme. Any changes that need to be made during implementation shall be agreed with DFID in advance. Where changes core team are to be made, CVs of three relevant experts should be shared with DFID in advance. Overall, not more than 10% of the personnel named in the bid will be allowed to change within the first 24 months of issuing the contract, unless otherwise agreed. The Programme Director and Team Leader cannot be changed during the life of the programme unless there is a non-performance reason, medical reason or resignation.

10.8 Procurement: Any procurement undertaken for this project by the Service Provider will be done in accordance with international best practice. The Service Provider should provide a Procurement Manual (setting out the way in which they will undertake procurement) for agreement with DFID during the Inception Phase. On the basis of the agreed Manual, DFID will carry out procurement audits and financial audits of any goods and services procured by the Service Provider.

10.9 Digital Spending Policy: Expenditure budgeted under information services, websites, transactional services, web applications (e.g. maps), mobile apps, and extranets falls under the category of DFID's Digital Spending Policy. Expenditure on such item(s) will require prior approval from the SRO. The Service Provider should seek clearance of the list of items under IT with the SRO prior to commencing procurement.

10.10 Aid Transparency: DFID has transformed its approach to transparency, reshaping its own working practices and encouraging 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 – further information is available from [www.aidtransparency.net](http://www.aidtransparency.net)

10.11 Branding: DFID has guidance on the use of its logos, which will be shared with the Service Provider as necessary.

## **11. Value for Money**

11.1 Value for Money (VFM) in DFID is about maximising the impact of every pound spent to improve poor peoples' lives. This means more than just the benefits of our work outweighing the costs. It means that in everything we do we try to maximise impact given the financial, political and human resources we have available.

11.2 At the programme level, this requires us to think about whether we are getting the most value out of our activities with the best use of resources. This influences how we procure our inputs (economy), how we use inputs to deliver activities (efficiency) and, most importantly, what overall value we are generating for the intended beneficiaries and at what cost (cost effectiveness). We should continuously challenge ourselves to see if we can do the same for less, if we can deliver activities in more efficient ways that drive better value and if these are the best activities to achieve the right benefits, for the right people in the right ways.

11.3 Therefore, we expect suppliers in their bids to outline a VfM analysis framework covering, how they will demonstrate VFM of the bid in relation to the VfM enablers and how VFM will be evidenced and analysed during programme implementation, with particular reference to key indicators for VfM analysis over the life of the programme, the programme results and potential measurement/monitoring approaches and the enablers of the DFID's VfM strategy. This information should provide reassurance that VFM will be a central programme and commercial considerations, with final agreement on the VFM approach and framework agreed during the inception phase.

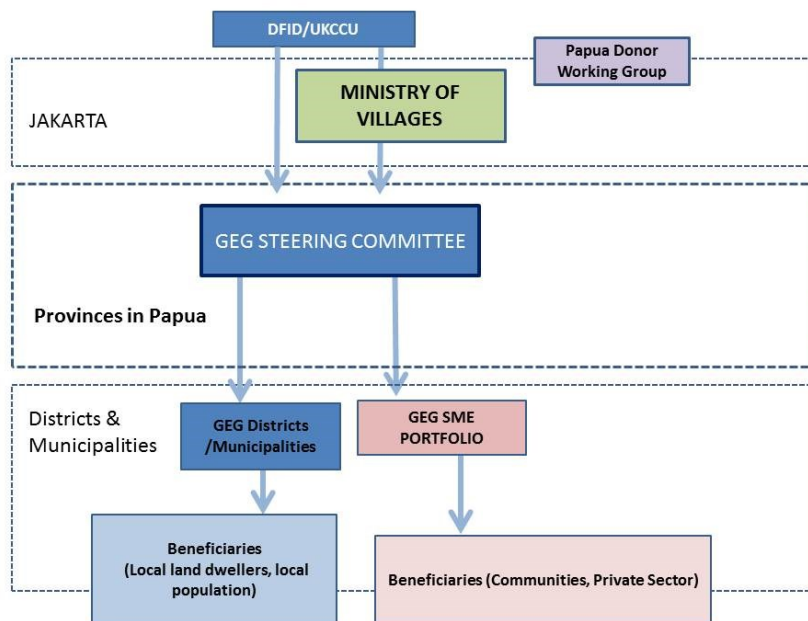
## **12. Management structure**

12.1 The roles and bodies in the management structure are:

- ❖ A DFID/UKCCU Lead adviser, as the Senior Responsible Owner (SRO), who will also have a technical Quality Assurer role, and a DFID/UKCCU Senior Programme Manager.
- ❖ The Lead Service Provider, who will report directly to DFID/UKCCU.
- ❖ A bi-annual GEG Steering committee to take place in Papua, taking turns to hold those in each target province.
- ❖ A GEG Programme Management body at provincial level, expected to meet quarterly to review progress, make regular strategic and operational decisions, including investment decisions and approve key programme documents.

12.2 The composition and nature of both the Steering Committee and Programme management body will be agreed during the Inception phase but bidders should outline their intended approach. DFID/UKCCU holds the right to a seat in any of those sessions.





**Figure 5: GEG Governance**

### 13. Security and Duty of Care

13.1 The Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

13.2 Information on security status and developments in-country will be available to the Supplier through the UK Foreign and Commonwealth Office travel advice website for Indonesia.

- All Supplier Personnel are responsible for familiarising themselves with this advice before arrival and regularly checking the guidance throughout the lifetime of the contract.
- All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.

13.3 The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register with their Embassies and stay updated on the latest travel advice as outlined above. The Supplier must ensure they (and their Personnel) are up to date with the latest position at all times.

13.4 This Procurement will require the Supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm>. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract.

13.5 This Procurement will require the Supplier to operate in conflict-affected areas parts of which are highly insecure. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract.

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

13.7 Tenderers 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 4 of this ToR). They must confirm in their Tender that:

- They fully accept responsibility for Security and Duty of Care;
- They have made a full assessment of security requirements;
- They have the capability to provide security and Duty of Care for the duration of the contract.

13.8 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:

- 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)
- Have you prepared an outline plan that you consider appropriate to manage these risks (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
- 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)?
- Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- Have you appropriate systems in place to manage an emergency / incident if one arises?

13.9 Please include a statement confirming that you (as the Lead Organisation) fully accept responsibility for Security and Duty of Care (including any personnel and



subcontractors) throughout the life of the Contract. The supplier must demonstrate their capability to take on this responsibility in terms of knowledge, experience and resources.

13.10 Please provide evidence to support your responses to the above questions in no more than 2 x A4 pages.

#### **14. Conflict of interest**

14.1 The onus lies with the Service Provider to identify, assess the risk of, and suggest measures to mitigate, any perceived or actual conflicts of interest. This mitigation proposal will be subject to DFID approval.

14.2 A conflict of interest can be deemed to exist where a party (either an individual or an entity) has an existing interest or relationship which could result in an impairment of objectivity.

#### **15. Bidding and Selection Process**

15.1 DFID's procurement process will have two stages:

- Stage 1 - Pre-Qualification Questionnaire (PQQ): In the PQQ stage interested bidders will submit an Expression of Interest (EoI) to participate in the bidding process by completing DFID's standard PQQ template.
- Stage 2 - Invitation to Tender (ITT): Shortlisted bidders from the PQQ stage will be invited to submit full length technical and commercial bids.

15.2 Bids are welcomed from both single firms and consortia. The crucial point is that the bidder should be able to offer the range of skills required. There is no upper limit for the number of consortia partners. However, the Service Provider is encouraged to consider value for money in deciding how many and which partners it chooses to engage.

15.3 Requirements on format and content of tender bids will be provided at the ITT stage. It is expected that bids will cover supplier plans for the inception period to ensure smooth transition into mobilisation. It is also expected that bids will outline:

- the approach to identifying the key milestones/outputs;
- detailed outline of milestones and outputs for the first year;
- draft outline of milestones and outputs for the outer years;
- the proposed frequency for agreement of milestones for the outer years; and
- outline of the means of monitoring and verifying of milestones, output, outcomes and impacts of the TA.

15.4 In the case of a consortium bid, lead bidders should ensure that they include copies of up to date Memoranda of Understanding (MOUs) between all consortium members and that the selection of such partners including sub partners should follow DFID's due diligence approach. Due diligence assessment of consortium partners should be included as an annex to the technical proposal.

#### **16. Taxation**

16.1 While Tenderers are responsible for establishing the status of this Requirement for the purpose of any government tax in the UK or Overseas, please be informed that UK does not have any agreement with the Government of Indonesia for exemption of tax on

goods for development projects. This will mean that bidders will need to factor in duty for any goods bought for the operation of the project. Bidders will need to factor duty in to their proposals and that all people working on the project will be expected to pay relevant income tax in their country of residence.

UKCCU Indonesia  
September 2017