Annex A

Call-down Contract Annex A - Terms of Reference

Increasing Economic Opportunities for Marginalised Youth in Northern Nigeria

1. The Context

DFID Nigeria's areas of focus are: i) working in Northern Nigeria; ii) increasing incomes; iii) creating jobs; and iv) improving stability & security. In pursuit of these objectives, DFID Nigeria has designed a new programme that aims to increase economic opportunities for marginalised groups in Northern Nigeria.

The strategic rationale for the intervention is strong. Two million young Nigerians enter the labour market every year and a hostile investment climate and multiple constraints mean that companies are not creating nearly enough jobs for them. Less than 13% of the work force has formal jobs nationally and the figure is much lower in the North.

The North lacks the large firms that are driving growth in the South. It is not, however, short of entrepreneurs. The level of micro enterprises per capita is in line with the national average. But the vast majority of enterprises are informal and fail to grow and extend employment beyond the owner. The number of small, formal enterprises is very low. The investment climate is particularly challenging in the North, especially electricity supply and access to finance.

The failure of the public education systems results in high rates of illiteracy, especially amongst young girls. Drop-out rates are high, especially at the transition from primary to secondary. The publically funded technical education system fares little better. Public funding for vocational training institutes is very low with politicians preferring to spend money on job creation schemes that provide high political visibility but deliver very poor value for money.

The failings of the education and vocational training systems mean that most young people have few marketable skills, and consequently little chance of finding a waged job or productive self-employment. The vast majority of the non-agricultural work force is self-employed in low value added activities, such as retailing. The growing demand for new skills, such as Information and Communications Technology (ICT), electronics, hydraulics and pneumatics and mechanical engineering provides opportunity for increasing skilled employment and more productive self-employment but the Technical and Vocational Education and Training (TVET) system is failing to respond to market demand. There are skill shortages and skill gaps.

The largest source of skill training is traditional apprenticeship in the informal sector. However, the master craftsmen may themselves not be up to date with technology and their teaching skills may be inadequate. Access to traditional apprenticeships and to employment generally, is through social networks which poor, marginalized young people are likely to be excluded from.

In the North, a substantial proportion of adolescent girls and boys are graduates of Islamiyya, Qur'anic and Tsangaya Education **(**IQTE**).** The focus of their education is on Qur’anic studies and that disadvantages them in acquiring skills. Particularly disadvantaged are the 2 million Almajirai in the North, who spend their childhood learning the Quran from their Mallams. These children come from very poor rural households. Brought up by learning to beg, and with very little social capital, their prospects for finding productive employment are very low.

Failure to absorb new entrants to the workforce into productive employment is contributing to major economic and social problems, with an increasingly large cohort of frustrated young men in particular at risk of being drawn towards violent conflict. It also contributes to the exclusion and lack of opportunities for adolescent girls and young women.

The on-going insurgency in the North East is partly driven by this lack of opportunities for young people and exclusion of particular groups, such as the Almajirai. The conflict in turn reduces stability widely across the North, reduces investment and harms long-term growth prospects for the country as a whole.

2. The Programme

The Increasing Economic Opportunities for Marginalised Youth in Northern Nigeria Programme will run from 20th April15 to 19th April 2021. By the end of its life, the programme will have improved livelihoods of marginalized young people in DFID’s focal states[1] in Northern Nigeria. It will increase their access to labour-market relevant quality vocational training, ease their entry into gainful employment and help to increase the rate of job creation.

The programme will by 2021 enable 68,000 marginalised young people to find full time skilled employment or self-employment through improved vocational training. Of these, 29,900 will be women and girls, and 13,600 will be Almajirai. It will create a net total of 43,300 full time equivalent jobs by 2021 and will assist 23,500 Micro and Small Enterprises (MSEs) to increase their annual turnover by an aggregated £70.5 million by 2021. It will lead to a reduction in grievances amongst marginalised youth relating to access to economic opportunities.

The supplier will consider how best to deliver interventions in the following three areas :

1. **Increase access to relevant, quality skills training** through reform of state government vocational training systems and improved informal apprenticeships systems,
2. **Ease the training-to-work transition for marginalised youth** through career counselling, labour market placements and self-employment support,
3. **Support transformative micro and small enterprises to grow and create jobs** through better access to credit and business development services.

[1] The six Northern focal states are Jigawa, Kaduna, Kano, Katsina, Yobe and Zamfara.

Component 1: **Increase access to relevant, quality skills training**

Supplying more relevant, quality skills
For this component, the Supplier would survey the demand for skills, establish a labour market information system and carry out tracer studies of graduates of vocational training to identify skill shortages and gaps. It would use this information to facilitate the reorientation of public sector provision of vocational training and crowd in private Vocational Enterprise Institutions (VEIs) by informing them where there are gaps in public sector training.

It would improve the quality of publically provided vocational training. A number of selected vocational training centres (3-4 in each state) would be assisted to provide quality training programmes that would make the graduates more employable as skilled personnel and better suited to self-employment. With the support of state governments, the programme would help to improve governance helping the centres to become more self-reliant financially and more responsive to demand for skills. It would help to improve curricula, teacher training and the equipment available to provide practical skill training.

The training would cater for young people failed by the education and TVET systems in need of a second chance, with special attention to Almajirai and adolescent girls from the IQTE system. It would work with DFID's Education Sector Support Programme in Nigeria (ESSPIN) and its successor to prepare marginalized young people in the IQTE system for vocational training. The training provided would be custom-made to deal with this group and offer a combination of foundation skills (literacy and numeracy skills), transferable skills (e.g. problem solving and communication skills) and relevant vocational skills.

Improving skills acquisition in the informal sector
Selected polytechnics and vocational training centres would be commissioned to provide training to master craftsmen and their apprentices and work with the National Board for Technical Education (NBTE) to certify the training provided. Other potential areas of support would be strengthening of the interaction between vocational training centres supported by the programme and master craftsmen and women in the form of attachment and placement of students from the vocational training centres.

Several vocational training centres in the DFID focal states have successfully introduced incentives for master craftsmen to take on their graduates as apprentices. Against a small monthly cost, the craftsmen and women provide practical training for the trainee for typically six months to a year. The apprentice receives a monthly stipend so the master crafts person does not have to bear the full cost of the apprentice. A considerable proportion of trainees remain with the master craft person after completion of the apprenticeship or are set up in business by them.

Usually master craftsmen do not accept apprentices who are not related to them or known to them through their social network. This disadvantages marginalized youth. The programme would use subsidies to incentivise master craftsmen to take on marginalized young persons (it is expected that the total pot of funding required for this, and to subsidise stipends for apprentices, would over the life of the programme be less than £0.5m). It is intended that the payment to the master crafts person and apprentice would last for 2 years during which they would both be encouraged to attend skill upgrading courses in selected centres assisted by the programme.

Component 2: Ease the training-to-work transition for marginalised youth

Career Guidance, Job search and placement schemes
The pilot vocational training centres would be supported to develop a system for vocational counselling and guidance to serve two purposes: a) help the student to choose a line of education that matches his or her intellectual, emotional, social and psychological capabilities, and b) provide information on future employment prospects. Career counselling and guidance is not part of the TVET system of Nigeria so the programme would need to train the staff of the selected vocational training centres (4-5 staff per centre) on how to provide this service. The training would be adapted so it enables them to counsel and guide young men and women who have attended IQTE.

In the DFID focal states, job search is hampered by the scarcity of formal employment and the social network based employment in the informal sector which gives preference to young people referred by family and friends. That makes it difficult for marginalized youth to enter the labour market except as casual, unskilled workers.

There is good evidence that job search and placement schemes can make a valuable contribution to easing the transition to work especially if young people have been unemployed for less than six months. Following the example of schemes in the UK (Restart and Youth Contract) and the successful Helvetas Fund in Nepal, the programme would contract private sector service providers to search for jobs in the formal and informal sectors. And, following the example of these schemes, the programme would offer a wage subsidy of up to a year for employers willing to take on marginalized youth that have undergone training in selected centres assisted by the programme.

The private sector service provider would be incentivised on the basis of each successful placement. In the focal states, potential service provides include for profit business development service (BDS) providers and not for profit NGOs. Given the scarcity of permanent jobs and the scepticism of employers in taking on young people unknown to them, especially the Almajirai, the incentive provided would be high, up to 40% of the wages paid.

Support for the marginalized to become self-employed
Given the nature of labour markets in the focal states, self-employment often offers a better career path than skilled labour for those with the right attitude and appropriate aptitude. However, many young men and women do not have the opportunity to acquire the skill sets and competences and access to finance needed for successful self-employment. Programmes such as the Central Bank of Nigeria's Entrepreneurship Development Centres (EDC) are providing a combination of entrepreneurship training and linking them to access to finance. Private sector providers or NGOs run the centres.

When well run, such schemes can be highly successful, the Youth Opportunities Program in Northern Uganda being an example. By testing potential trainees for attitude and aptitude for entrepreneurship, it should be possible to improve on the rate of success by the EDCs. In order to start a business, marginalized young people with no previous business background will also need mentoring and advice which the Supplier would be expected to provide for at least two years after the business is established. And it should be possible to work more closely with capable Micro Finance Institutions (MFIs) to increase the proportion of trainees obtaining loans.

Component 3: Support transformative MSEs to grow and create jobs

In this component, the programme would increase economic opportunities available in Northern Nigeria by helping to create jobs. Long run economic transformation of the North to create significant numbers of jobs will need major reforms across a large number of areas (many of which other DFID programmes are attempting). In the short run, however, it will be possible to build on the large number of MSEs in the North, and enable the potentially transformative to grow and create jobs by improving access to finance and BDS. The World Bank's World Development Report 2013 shows that supporting the growth of MSEs is one of the most effective ways of creating jobs.

Access to finance
The average employment per MSE across Nigeria is 2.3 persons which show that these enterprises are capable of creating jobs for others. However, their growth is curtailed by poor access to finance, which is cited in the World Bank Enterprise surveys as the second major constraint to growth after power. MSEs are especially disadvantaged in accessing finance from banks as they lack collateral.

The North is also severely disadvantaged in the availability of micro finance loans suited to MSEs. Though there are large numbers of MFIs, most are undercapitalised former community banks unable to lend significant sums of money. Many rely on wholesale finance provided by agencies of the state governments so politicians influence their lending which results in high non-performing loan ratios that further erode their capital.

There is strong evidence that providing access to finance enables enterprises to grow, with the World Bank Enterprise survey showing that enterprises with access to bank credit have over twice the labour productivity compared to those without in Kano and Kaduna states.

Through an open competition, the programme would select banks and MFIs that are capable of increasing access to finance for MSEs in the focal states. Selected financial institutions could be offered grants and risk cover to incentivise them to lend to transformative MSEs that are capable of growing rapidly. The programme will provide technical assistance to help the financial institutions develop credit scoring systems that help them identify such enterprises. The banks would provide conventional loans and sharia compliant transaction financing (Mudrabaha) to transformative small enterprises whilst the MFIs would meet the needs of growing micro enterprises.

Access to BDS
The growth of potentially transformative MSEs is hampered also by poor financial record keeping and management and business planning. These businesses often lack access to good quality BDS as the market is yet to deepen to make the service affordable to them. The World Bank MSME Project in Nigeria showed that providing good quality BDS services at an affordable cost can help Nigerian MSEs double their turnover which leads, in turn, to creating jobs. Following the example of the MSME Project, the programme would openly solicit proposals from good quality BDS providers that are willing to downscale their services to make them affordable to MSEs (the final number of providers to partner with will be determined during the inception phase). Those who pass an initial due diligence would be invited to submit business plans that set out how many MSEs they will serve, what results they will deliver and how much they intend to charge to ensure that the services become commercially viable during the course of the programme, hence seeking to ensure that the BDS providers continue to provide the service to MSEs once the programme support has ended. There are several, large-scale BDS providers operating in the North with the likes of the Kaduna Business School able to cover several hundred MSEs at a time.

Even if they are able to help MSEs in the focal states increase turnover by a fraction of what the MSME Project's grantees achieved, it should provide a very high return to the programme's investment. The BDS providers would be expected to invest their own money alongside the programme's and only those that offer good value for money would be funded by the programme.

Access to finance and BDS could be used in the focal states to develop clusters of businesses many of which are trade specific and controlled by trade associations. These trade associations are very varied in their governance and competence but, in the more progressive clusters, the associations provide valuable services to their members. These clusters tend to grow quickly and some have memberships of several thousand MSMEs employing tens of thousands of workers and apprentices.

The programme would explore the need also for incubation facilities and provide access to finance and BDS to meet it. Where State Governments are investing in incubation facilities, the programme would also offer technical assistance to increase their quality and effectiveness.

The exact mix of activities to create jobs will vary from state to state, depending on the presence of transformative MSEs that are capable of rapid growth, the functioning of clusters and the extent to which effective incubation is needed. During the inception phase, detailed activity plans will be prepared for Kano and Kaduna, with plans for the remaining states following during the next year. These should draw on existing private sector assessments conducted by other growth programmes.

3. Scope of Work

The Supplier will establish and manage the programme. The scope of work of the Supplier is divided into two phases: an initial Inception Phase in which the Supplier will carry out all the preparatory work needed to undertake the interventions; and an Implementation Phase in which the interventions will progressively be rolled out across the DFID focal states. The Implementation Phase will only commence following, and subject to, satisfactory completion of the Inception phase. Key functions will include but not be limited to:

3.1 Inception Phase

The first six months of the programme will be devoted to developing a strategic plan that sets out state level strategies and work plans showing how the programme and individual interventions will be implemented across the focal states. It is anticipated that some interventions will only be undertaken if and when the conditions for their success are in place and that it may not be appropriate to undertake some interventions in particular states altogether. For example, it may not be appropriate to undertake job search and placement schemes in states where the private sector is not able to absorb skilled employees. The programme would not seek to roll out activities in Yobe state until and unless the security situation in the state significantly improves.

In order to provide a strategic plan that maximises the impact of the programme, the Supplier will need to undertake general contextual research and analysis, assess the appropriateness and modalities of interventions, develop strategies for the inclusion of IQTE girls and the Almajirai, propose governance and management arrangements and develop a monitoring and evaluation (M&E) strategy for the programme.

General research and analysis will:

(a) cover the economic, social, political, governance and security situation in each state focusing on how they affect marginalised young people and are likely to effect the outcomes and impacts that the programme will deliver;

(b) map stakeholders to identify their vested interests, likely attitude towards the programme, and the political economy of outputs delivered by the programme and the risks posed by it;

(c) review statistical information and relevant literature with respect to: i) outcomes of vocational training provided by the public sector, VEIs and informal skills acquisition; ii) the deployment of the workforce and incomes earned by occupation, type of employment and level of skill; iii) trends in demand for skills to identify skill shortages and gaps. Where relevant information is not available, the Supplier will be required to augment it by commissioning research;

(d) assess the types of livelihood strategies followed by girls graduating from the IQTE and the Almajirai and the role that programme interventions can play in improving them;

(e) document additional issues and the main risks to the programme that could impact programme outcomes and impacts and ways that they can be managed and their impacts mitigated.

The Supplier will assess the appropriateness, delivery methods and timing of implementation of interventions in each state, as follows:

Supplying more relevant, quality skills

In order to ensure that the conditions are in place for the programme to invest in reforming state funded vocational training centres, the Supplier will assess:

i) whether the state government is willing to give greater autonomy over governance, management and financial arrangements to selected vocational centres;

ii) the extent to which the state government is willing to co-invest with the programme in the reform of vocational training centres and is committed to continue to provide adequate funding for vocational training after the programme ends.

Provided these conditions are in place, the Supplier will select appropriate vocational training centres to pilot reforms. The centres would be selected by the Supplier and endorsed by state governments on the basis of their ability to provide:

i) capable and committed management willing to follow an agenda of providing demand driven vocational training in conjunction with employers and find innovative ways of raising revenues from training and the provision of services;

ii) management and staff's willingness to pilot training programmes catering for marginalized youth.

In the selected centres, the Supplier would assess all aspects of the reforms needed to improve the relevance and quality of the vocational training including equipment, facilities, curriculum update, teacher/instructor up-skilling, management capacity and financial self-sufficiency. The Supplier would also assess what support is needed for the state governments to set up appropriate policy, legal and institutional frameworks for the centres to operate within.

The Supplier would take stock of the development of VEIs in the state. They would explore with potential new entrants, who would be able to cover skill shortages and gaps, the incentives they would need to invest in the state and the appropriate instruments for delivering them.

Improving skills acquisition in the informal sector

The Supplier would be responsible for assessing the level of demand from master craftsmen to upgrade their skills and for their apprentices to undertake formal learning and the extent to which they would be willing to pay for the training. They would be responsible for determining the hard and soft skills that would add greatest value to the businesses of the master craftsmen willing to participate. The Supplier would select appropriate institutions, able to offer the best value for money (VfM), to provide the training. They would work with the NBTE to develop appropriate certification for the trainees.

The Supplier would also research the extent to which master craftsmen are willing to take on marginalised young people as apprentices, permitting them to attend vocational training centres, in exchange for a wage subsidy for 2 years. The Supplier would examine the minimum level of wage subsidy needed to persuade the master craftsmen to accept marginalised youth as apprentices.

Career Guidance, Job search and placement schemes
The Supplier would assess the type of training needed for selected staff of the vocational training centres to become competent in providing career guidance. They would assess whether the state has the conditions in place for offering VfM for a job search and placement scheme. Where such schemes are worth undertaking, they will work out the how to attract suitable service providers to undertake the scheme; what incentives will be needed by employers; and how the service provider(s) will be remunerated.

Support for the marginalized to become self-employed
The Supplier will examine the functioning and outcomes of existing initiatives to help young people to become self-employed in productive occupations. They will assess what is needed to improve outcomes and VfM delivered by the scheme including identifying suitable private firms and NGOs to provide training and MFIs with whom to partner. The Supplier will develop a contractual framework for engaging the private sector service providers including payment arrangements that bind them to payment by results.

Support transformative MSEs to grow and create jobs
The Supplier will develop an appropriate strategy for supporting transformative MSEs in each state using a combination of improved access to finance and BDS. The strategy will cover:

i) the appropriate types of financial institutions for the programme to support (banks, Islamic finance, MFIs) and the types of incentives (i.e. subsidising set up costs, partial risk guarantees, technical assistance) needed for them to increase outreach in a sustainable way;

ii) the process of contracting BDS providers and forms of remuneration that will deliver VfM

iii) how financial institutions and service providers will identify transformative MSEs

iv) the relevance and appropriateness of cluster development and business incubation to the state.

The Supplier will be required also to develop strategies that will ensure that the programme is able to deliver its interventions to meet the specific needs of adolescent girls and young women and the Almajirai. In particular, the strategies must ensure that the training and employment provided to girls is in a safe environment and that they are able to access them in ways that do not expose them to social censure. For the Almajirai, adopting a conflict-sensitive approach and obtaining the buy-in of the Mallams will be crucial. That may require flexibility in terms of the times when training is provided to those still receiving tuition from their Mallams.

The Supplier will need to consider at an early stage how to ensure that the interventions and impacts of the programme have a good chance of being sustainable, i.e. continuing beyond the life of the programme. This should involve both leveraging on and reforming public sector systems in the states, and developing models of profitable private sector involvement. Political economy understanding of the governance and private sector contexts in each state will be vital to understanding the potential for sustainability.

The Supplier will propose to DFID governance and management arrangements for the implementation of the programme. These arrangements will be designed to combine strong local ownership with effective strategic oversight. The Supplier will be expected to nominate individuals to serve on programme committees that they believe will be able to contribute to the success of the programme. Management arrangements will include establishing a programme management office in one of the six states with satellite offices in at least 2 more states.

The Supplier will be responsible also for developing an M&E strategy for the programme. It is expected that the strategy will enable ‘real-time’ learning of lessons from pilot interventions so that subsequent roll out of interventions may be informed by experience. Informed by the analysis undertaken over the Inception Phase, the Supplier will set out plausible counterfactuals for interventions.

DFID will appoint an independent evaluator to assess the outcome and impacts of the programme. The Supplier will work closely with the independent evaluator to agree the design of surveys that are needed to establish counterfactuals and assess the magnitude of outcomes and impacts.

The final output from the Inception Phase will be an Inception Report that includes the following:

- The strategic plan for the programme
- Intervention plans including possible quick-wins for the first year of implementation
- State strategies and work plans for three initial states
- Detailed work plan for the first year of the programme
- Governance and management arrangements
- Ensuring appropriate due diligence and put in place measures to safeguard against fraud, corruption and abuse of DFID funds.
- M&E strategy and revised log frame
- Communication and Advocacy Strategy
- Gender & Social Inclusion strategy
- Accurate costing of interventions
- Budget for implementation phase with milestone payment plan for at least year one

3.2 Implementation Phase

DFID will review and comment upon all the outputs of the Inception Phase. Subject to the Supplier meeting DFID’s requirements satisfactorily, they will be asked to proceed with implementing the 5.5 year implementation phase of the programme. DFID will conduct a mid-term review of the programme after three years of operation (6 months of inception and 2.5 years of implementation). There will be a further break point inserted in the contract at this point, with the Supplier only continuing into the final three years of implementation upon satisfactory findings from the review.

During the implementation phase, the Supplier will be responsible for overall management, implementation and monitoring of the programme components. As such, the Supplier will be responsible for integrating the different components of the programme, ensuring that the mechanisms, arrangements and systems developed during the inception phase are implemented on schedule and to cost. Using programme management tools set up in the inception phase, the Supplier will monitor the progress of all interventions and report to the Growth Advisor on a quarterly basis.

The Supplier will be responsible for ensuring the programme meets its targets as set out in the log frame. It will be particularly important that the Supplier take on board the need to achieve those targets that relate to the inclusion of the Almajirai and marginalised girls.

The Supplier will also ensure that all service providers and staff contracted to undertake activities for the programme meet a high standard and are engaged on a performance basis.

The Supplier will be fully responsible for ensuring that all deliverables are submitted on time and that they meet DFID's standards. The key formal reporting requirements for the implementation phase include:

- The remaining three state strategies and work plans will need to be submitted a further six months after the beginning of Implementation.
- Quarterly reports
- Annual reports with financial reports and budgets
- Annual M&E reports
- The Team Leader will update DFID regularly on progress, as agreed during inception

Every year the work plan and budget will be updated, realigned and formally approved by the DFID Growth Advisor. The Supplier will maintain appropriate accounting and financial records of all programme activities. The Supplier will act as a secretariat for the programme, reporting to DFID and assisting the Growth Adviser and Steering Committee to set the strategic direction of the programme.

Additional formal outputs from the implementation phase may be determined as part of the inception phase. The targets agreed in the revised programme logical framework and the annual business plan will form the basis upon which performance will be monitored and tracked.

The Supplier will implement a Communications Strategy and Knowledge Management system. They will actively coordinate with relevant stakeholders across Government, business associations, civil society and the private sector. A comprehensive, but lean monitoring system will provide evidence relevant to policy-makers and implementing bodies. Key messages from programme activities should be effectively communicated to the public and relevant stakeholders. Any external facing options proposed should fall in line with the GDS Principles - please refer to https://www.gov.uk/design-principles and should make use of the free and open options available (where suitable) and ultimately offer value for money.

The Supplier will actively monitor and manage risks of all components. Given the high risk context of northern Nigeria, it will be fundamental that the Supplier implements a robust monitoring and evaluation framework with requisite results chains and logic for each intervention from the very early stages of the programme. The Supplier will implement the monitoring plan to assess progress against the log frame as set out in the inception phase, and the system will need to be capable of capturing gender disaggregated results at state level.

It will be important that the Supplier use a flexible approach, tailored to the context of each individual state, when designing and implementing interventions. The high risk nature of the programme will mean that the mix of activities and resource allocation will need to be reviewed on a regular basis through intensive ‘real time’ M&E and adjusted where necessary to achieve the overall objectives of the programme. Key assumptions and activities will be reviewed and assessed for continuing validity at the mid-term review so that decisions can be made as to whether the overall direction of the programme is appropriate, and which activities are worth continuing in which states.

All interventions should uphold value for money principles, continuously tracking how the programme is achieving good levels of economy, efficiency and effectiveness.

Recipient

The recipients of the services include the Government of Nigeria, financial institutions and business development service providers and poor communities in Northern Nigeria.

Duty of Care

The Service Provider is responsible for the safety and well-being of their personnel 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.

DFID will share available information with the Supplier on security status and developments in-country where appropriate. DFID will provide the following:

- A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their Personnel on arrival.
- Updates on security developments to the in-country team leader, which they may use to brief their Personnel.
- All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.

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

This procurement may require the Supplier to operate in conflict-affected areas, parts of which are highly insecure. The security situation is 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 country in order to deliver the contract.

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 security training, relevant to their organisational arrangements.

As part of their bids, Tenderers developed bids on the basis of being fully responsible for Duty of Care in line with the details provided above and confirmed that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.