

## **Statement of Requirements: Conflict Stability and Security Framework**

### **About the Conflict Stability and Security Fund and Her Majesty's Government (HMG)**

1. The CSSF was created to tackle fragility in conflict affected countries at the direction of the National Security Council (NSC) and to encourage departments to work closely together. In 2016/17 it delivered against two of the National Security Objectives outlined in the **Strategic Defence and Security Review** (2015). Programmes were designed against 37 Cross-Government strategies set by the NSC. The CSSF also delivers against the **UK Aid Strategy** (where it contributes to three of the four objectives for aid), and funds activity which complements core Departmental work.
2. At the end of its second year, the CSSF has transformed departmental delivery of conflict, peace-building, stabilisation and security activity overseas. The CSSF blends Official Development Assistance (ODA) with other funding sources in one instrument. This enables a wider range of departments to deliver on what the NSC instructs them to do overseas and enables a more holistic and integrated UK approach to conflict and instability. As a result, the CSSF can respond to NSC priorities as they evolve during the year.
3. Combining multi-year activity with short term interventions and access to crisis reserves has ensured the Government can move quickly to deliver on unanticipated interventions. Amongst other achievements in 2016/17, the CSSF has supported stabilisation in Iraq and Libya, built more resilient communities in Jordan and Lebanon and deployed UK military personnel to UN peacekeeping missions in South Sudan and Somalia. It has supported the rescue of migrants from capsizing boats in the Mediterranean and built law enforcement capability to tackle organised crime in West Africa.
4. In order to support HMG deliver its ambitions in conflict-affected states the CSSF Joint Programme Hub established the Conflict, Stability and Security Framework Agreement with a range of suppliers. The Framework provided access to effective and cost efficient services to help deliver HMG's objectives contained within the NSC Strategies and to support HMG's work responding to crises, instability and insecurity in fragile and conflict-affected states in an integrated manner.
5. The original Framework is due to expire in November 2018 and its re-procurement is now being launched. This document sets out the overall Statement of Requirements and key requirements for the new Framework. In addition to demonstrable skill-sets and experience, approved suppliers will be expected to demonstrate innovative practice and value for money.

### **Background**

6. In creating the Conflict Stability and Security Framework Agreement, HMG wishes to ensure continued access to high quality professional skills across the full range of anticipated geographic and thematic demand, whilst also promoting healthy competition and ensuring HMG receives continued value for money by optimising the number of potential suppliers.
7. The new Conflict Stability and Security Framework Agreement will not be the only source of expertise for HMG in these countries, but will be a major resource, accessible

worldwide for the provision of services. The FCO has however to make the framework accessible to other government departments wishing to utilise it to deliver programmes, including through other funding sources, most notably the Global Britain Fund. It will also be accessible to NSC departments who wish to procure services using departmental resources.

## **Scope of Work**

8. The Framework will include (but not be limited to) provision of services to HMG in countries which present, now or in the future, similar security challenges to working in a hostile environment, and which require comparable levels of training and expertise. Typically these will be short, targeted interventions aimed at supporting stability and may require supporting a rapid or crisis response by HMG. The countries served by this Framework Agreement will be subject to change within the lifetime of the Agreement: changes will be notified to suppliers.
9. In line with the NSC Strategies the Framework will be used to support HMG interventions in conflict affected areas of countries where there is otherwise relative stability, or potential flashpoints that could be triggered by instability within an individual state. This might include where inter-state conflicts are frozen or dormant (for example, in the South Caucasus, the Middle East, South and South East Asia and Africa).
10. The scope of this work includes providing access to suitably qualified and experienced individuals and multi-disciplinary teams, to support individual UK Government departments and their partners working in fragile and conflict affected states.
11. Successful organisations will work within an overarching Framework Agreement. As work is required, a Statement of Requirements will be issued to organisations in the Framework who are qualified to deliver the programme/project. This will generally be on the basis of a mini competition. Those organisations interested in bidding for the work will return a technical and commercial proposal which will be evaluated using the Most Economically Advantageous Tender (MEAT). The Framework will also allow for Direct Award based on urgency or other defined needs based on existing customer Framework responses.
12. In order to be included in the Conflict Stability and Security Framework, successful organisations will need to qualify in at **least two** Thematic Areas.
13. We wish to identify the right organisations able to deploy the right people to the right places at the right time. Across the spectrum, organisations will also need to be able to demonstrate strong professional skills, management and reporting capability, and the ability to achieve value for money.

## **The Requirements**

14. Successful organisations will be able to demonstrate their ability to identify and provide high quality individuals and teams with recent experience of working with HMG, other major international or national organisations, host Governments and local stakeholders to deliver results in fragile and/or conflict-affected countries.

Key requirements will include:

- The ability to provide timely access to high quality, cost-effective and professional technical consultancy services (as individuals and as multi-disciplinary teams)

against **at least two** of the Thematic Areas listed in **Annex A : Conflict, Stability and Security Procurement Framework Scope of Work**;

- The ability to provide similar access to high quality, politically-aware, cost-effective and professional, assessment, project and programme design, management, delivery and monitoring and evaluation skills;
  - The ability to demonstrate strong management and reporting (as a supplier), high levels of customer engagement, responsiveness, accountability, service delivery and value for money, as well as effective mechanisms for dealing with poor performance.
  - The ability to mainstream conflict and gender sensitivity throughout all programming, in accordance with CSSF conflict sensitivity standards and the International Development (Gender Equality) Act 2014.
15. Particular attention will be given to how individual consultants will be managed as teams, (including where various sectoral or thematic interests need to be incorporated into a single programme), and the track record organisations (as opposed to individuals) have in delivering conflict, stability or security related programmes for HMG, or similar organisations in fragile and conflict affected states. Also, how quickly skilled personnel can be made available (including at short notice, since a key requirement of the Agreement will be the ability to respond quickly to requests for services within a week), as well as standards of pre-deployment training, and ongoing care and safety maintained for staff once deployed. Maintaining continuity of deployed staff will be given high priority and an established presence in the appropriate countries will be an advantage.
16. Suppliers will be required to report regularly on the progress and outcome of each assignment, as set out in the contract awarded. The Framework will be reviewed annually. Suppliers will be kept within the Framework on the basis of satisfactory performance and ongoing need.
17. Details of how these requirements will be evaluated can be found in *Attachment 1, Instructions on Tendering*.

### **Stages of the Tender**

18. The procurement for the Framework will follow the Defence and Security Public Contract Regulations (DSPCR). This means that it is a 2 stage Restricted procedure; a PQQ stage, followed by successful suppliers qualifying for the tender itself.
19. Following inclusion in the Framework Agreement of successful bidders, mini-competitions for specific and separate tasks will seek to select the most suitable supplier (based on VFM and meeting the criteria for each piece of work).
20. For the avoidance of doubt, the supplier's provision of services related to this Framework Agreement or any call-down contract, including through any consortia arrangements, shall be on a non-exclusive basis. HMG reserves the right to contract with or employ directly third party contractors, consultants or employees to provide similar services at any time.
21. All Supplier Personnel engaged in the Call-off Contract will come under the duty of care of the Supplier unless specifically stated in individual call off Statement of Requirements. The Supplier will be responsible for all security arrangements and for taking out necessary insurance. Where the Authority is providing any specific security

arrangements for Suppliers in relation to the Call-down off Contract, these will be detailed in the Statement of Requirements.

22. The Supplier will be expected to demonstrate their Duty of Care provisions and ability to manage security risks against staff as part of the Framework evaluation criteria.

### **Other Requirements**

#### *Constraints*

23. Bidders should describe their approach to operating in fragile and conflict-affected states. Constraints for each programme will be detailed at mini-competition stage.

#### *Implementation Requirements*

24. Bidders should describe the methodology and process they typically employ to manage deployments into fragile or conflict affected countries. They should explain their approach to project management and risk and issue management. They should also set out how they will be able to provide personnel who can operate effectively in the cultural contexts involved.

#### *Contract/Service Management Requirements*

25. Once contracts have been awarded, regular performance reports (as defined in the contract) must be submitted to the HMG client, copied to the Commercial Procurement Group of the FCO, or relevant contracting body. These will outline progress against delivering the contract. Framework performance will be reviewed on an annual basis. Suppliers must attend upon reasonable request, supplier management meetings with the Commercial Procurement Group, either in person or by video conference at their own cost.

### **Procurement and Contractual Requirements**

26. Although it is not possible to determine in advance the precise scope of each assignment/work package from HMG or its timescale, FCO will endeavour to provide reasonable notice periods for all upcoming work, and detailed Statement of Requirements will be produced for each assignment.
27. The Joint Funds Unit (CSSF) working with Commercial Procurement Group, will be responsible for ensuring the smooth running of mini-competitions. Both will actively monitor and manage performance and ongoing use of the overall Framework, and will ensure HMG clients receive a high standard of service according to their evolving needs and requirements. Suppliers will provide regular information on contracts awarded as requested and a summary quarterly report on all call-down contracts they have been awarded.
28. Mini Competitions and call off contracts will follow general templates (see relevant attachments), with revisions and variations dependant on each requirement.
29. It is envisaged that mini-competitions will have a timescale of approximately 3 – 10 weeks from issue of invitation to tender to award of call-down contract. However from time to time there may be a requirement for a “fast-track” mini-competition where there is an extremely urgent requirement or the requirement is on a small scale (i.e. one or two consultants to be engaged on a short-term basis). In this case we would expect suppliers to submit an abridged proposal within a much reduced timescale (to be

determined but likely to be days rather than weeks). Direct Awards can also be allowed.

**Timing**

30. The Framework Agreement will be established as soon as the competition process allows, aiming to formally launch the Framework in early November 2018. See *Attachment 1 Instructions on Tendering* for more detail on tendering timescales
31. The duration of the agreement will be for two years initially with an option to extend for one year plus an additional one year. The Agreement will be reviewed after one year to ensure that it is meeting the evolving needs of departments and business units working in fragile and conflict affected environments.

**National Security Secretariat Joint Funds Unit/CSSF Procurement Team**

5 May 2018

## ANNEX A: Conflict, Stability and Security Fund Procurement Framework: Scope of Work

### Preamble:

Organisations must have relevant functional and thematic capabilities in at least one of the following regions: Africa; Europe & Central Asia; Middle East & North Africa; South America; South Asia; South East Asia; and British Overseas Territories.

Organisations applying should be able to demonstrate, but not be limited to, the following functional capabilities:

- The ability to provide timely access to high quality, cost-effective and professional **technical consultancy services** (such as, but not limited to: experts, mentors, instructors, training teams, equipment, technical services, legal assistance) as individuals and as multi-disciplinary teams. Particular attention will be given to the ability of organisations to mobilise high quality personnel rapidly in response to requests for services;
- The ability to provide professional **project and programme design, management, delivery and monitoring and evaluation** skills. Focus will be given on management of individual consultants and teams, and how integration with local resource and networks will take place to maximise the transfer of skills and knowledge;
- The ability to demonstrate high levels of **customer engagement, responsiveness, accountability, service delivery and value for money, as well as effective mechanisms for all aspects of HR management** (both international and local staff) including effective duty of care in hostile environments and dealing with poor performance. Organisations should have a track record in delivering conflict, stability or security related programmes for HMG or similar entities in fragile and conflict affected states.
- The ability to provide **operational support services**, including local procurement of accommodation, material and services; the ability, where necessary to coordinate with security staff, establish safe and secure operating bases; experience of recruiting and managing local staff (including interpreters) and ensuring that they, and any related equipment is safely operated, maintained and accounted for; and the ability to demonstrate appropriate cultural awareness, sensitivity and a partnership approach, adapting concepts and materials to local needs and audiences. There is also a need to provide demonstrable experience of political stakeholder engagement, management and influence.

Note the Framework will have only 1 Lot. Organisations also need to demonstrate capabilities at least two of the following 12 thematic areas:

## **1. Understanding and Strengthening inclusive politics, political processes and accountability**

Demonstrable capability in:

- Supporting participative electoral processes including capacity building for electoral commissions in FCAS and support for civic and voter education, including supporting the political empowerment and representation of marginalised and excluded groups, including women and youth;
- Supporting peace and reconciliation processes, ceasefires, mediation and peace agreements including Track II diplomacy.

## **2. Public Sector Reform & Public Financial Management**

Building 'good enough' inclusive, accountable and conflict sensitive government institutions in FCAS contexts, and establishing sustainable government institutions in developing regions, including demonstrable capability in:

- Public administration reform/capacity building (incl. local mentoring) in FCAS, including building core state functions and essential services delivery that meets the expectations of the population;

Supporting government accountability and responsiveness at all levels in conflict affected and fragile situations, including through support to government service delivery and development of grievance mechanisms; Conflict sensitive management of natural resources; Strengthening the private sector and the business environment in FCAS; Strengthening border management and reducing illegal migration;

- Identifying appropriate development mechanisms and stakeholder management plans to set the course of reform of public sector and financial management in areas needing development.

## **3 Security sector reform & Security Sector capacity building**

Demonstrable capability in:

- Increasing the capability, accountability and responsiveness of national, local & community level security architectures and structures (including non-state actors);
- Improving strategic oversight and planning of Disarmament, Demobilisation and Reintegration programmes of former combatants and their links to Security Sector Reform processes;
- Improved Policing, crime prevention and community safety;
- Increasing Border control and customs and counter-narcotics capacity;

- Organised Crime and Anti-Money Laundering legislative reform and capacity building;
- Maritime Security Capacity Building;
- Human Rights-compliant counter-terrorism legislation development and capacity building;
- Capacity building, strengthening structures and response arrangements for crisis management, major incidents and terrorist attack including improving emergency services response arrangements;
- Security for vulnerable, marginalised and excluded groups, including women, girls and children;
- Means of identifying and preventing human trafficking and modern day slavery.

#### **4 Justice sector reform and Rule of Law**

Demonstrable capability in:

- Strengthening the rule of law and democratic accountability including reforming police and justice systems, prisons, penal reform, child protection and interim management;
- Interim and longer term legislative and constitutional reform processes and mediation, in FCAS;
- Judicial reform and basic/interim access to justice and legal empowerment, including awareness and understanding of international treaty obligations and comparative legal systems;
- Support to conflict resolution mechanisms, including transitional justice and reconciliation, support for implementation of ICC obligations, community justice, customary and traditional systems and alternative dispute resolution;
- Building state and non-state accountability mechanisms (including parliamentary committees, oversight bodies and commissions, and civil society organisations) to monitor and promote human rights and freedoms, including child safeguarding and social exclusion issues including anti-discrimination and child safeguarding legislation and strengthening compliance with international treaty obligations in FCAS;
- Maintaining proactive engagement with senior administrators and law makers.



## **5 Counter Violence Extremism/Counter Terrorism**

Demonstrable capability in:

- Terrorism Intelligence: Developing intelligence to the point that arrest may be undertaken without risking sources or capabilities;
- Terrorism Investigations: Experience of complex and potentially fast moving investigations;
- Advising other governments on terrorism legislation and prosecution of terrorism in civilian courts of law;
- Building capacity on the safe and compliant detention of those on suspicion and convicted of terrorism offences;
- Strengthening “forensics” capability through capacity building and or provision of equipment to improve suspect identification, including areas such as border security biometrics and CCTV systems for perimeter security of borders or security premises;
- Strengthening capability to provide protective security (physical, personnel and personal) to events and key locations, including improving strategy, planning and prioritisation, building expertise and skills, and strengthening links between government, police, site/event owners and the public

## **6. Peace-building, stabilisation and conflict sensitivity:**

Demonstrable capability in:

- [EITHER] Knowledge and understanding of the DFID state-building and peace-building framework, including the implications for programme design and implementation [OR] knowledge and understanding of the theory of change and practice of stabilisation; and/or peace-building and state-building, and implications for programme design and implementation;
- Developing and applying digital and other technology-based solutions to provide data on which strategic peace-building decisions can be based.

## **7. State - Civil society engagement**

Specific capabilities are required to enhance peaceful and cooperative state-society relations as follows:

- Developing the capacity and sustainability of nascent civil society organisations, though provision of resources, training and expertise in areas including HR, finance, procurement, risk management, corruption control, and information management;
- Supporting social cohesion and conflict resolution in local communities to build resilience to conflict and instability;

- Supporting inclusive and conflict sensitive independent media to ensure balanced and accurate news and public affairs reporting;
- Supporting the application of law and order processes ,developing local institutions and ways of working;
- Promoting harmonious local governance through supporting formal and informal inclusive decision making and planning processes, at community and local government levels.
- Support for returnees (migrants, Foreign National Offenders), providing help with reintegration back into the local community.

## **8. Inclusive Conflict prevention and Peace-building:**

Demonstrable capability in:

- Conflict analysis tools, methodologies, theory and practice, including stakeholder analysis and mapping of power relations, political systems, formal and informal institutions, etc;
- Scoping and leading poverty and social exclusion analysis, including all aspects of poverty diagnostics, risk and vulnerability analysis; understanding of gender, social exclusion, inequality and marginalised groups (ethnic/religious groups, youth, women, elderly and people with disabilities);
- Supporting the international policy framework for addressing violence against women and girls (VAWG) and designing and implementing programmes to prevent and respond to VAWG;
- Gender sensitive approaches to programming and analysis, including relevant UN Intervention Guidelines (e.g. UN 1325);
- Applying conflict sensitivity principles to development, humanitarian and conflict programmes.
- Developing programming to address all aspects of social exclusion and marginalisation, at community, local and national levels.

## **9. Strategic Communication and Outreach**

Demonstrable capability in:

- Managing all aspects of strategic communications campaigns (including insight into target audiences, campaign implementation, analysis and excellent monitoring and evaluation skills. Suppliers will need to be able to adopt a localised approach to communications campaigns in order to be able to engage target audiences at grassroots, national, regional and international levels as required.

- To counter extremist narratives suppliers will need to produce detailed research and analysis papers, demonstrate media expertise across a number of international markets, as well produce content across broadcast, print, and digital communication channels. In addition, suppliers must be able to deliver community outreach in hard to reach locations, work with social media influencers and be able to monitor and evaluate all activity. They should also provide excellent social media industry knowledge, monitoring services and evaluation skills, including provision of any required equipment or software.
- Capacity building of strategic communications functions within political institutions, enhancing tactical processes and organisational structures, as well as providing advisory and support services in press office functions and digital and multi-platform communication and marketing campaigns. They should also have proven ability to manage stakeholder engagement and social media activity for the public sector.
- To help build independent media services suppliers must have excellent local media expertise in key markets and be able to undertake wide ranging qualitative research, including public opinion surveys and analysing perceptions on target audiences to generate insight and analysis. They must be able to produce communication content for a wide range of digital, broadcast and print channels and monitor evaluation effectively. They should also hold political monitoring and evaluation skills.
- Insight and analysis skills to research best channels and ways to reach and influence vulnerable and hard to reach groups. Ability to distribute communications materials and messaging via a wide range of channels and community outreach. Strong evaluation skills.

## **10. Defence Training and Advice**

Improve strategic and operational capability of other government's military related institutions (both military and civilian) and the services they provide. Support UK and international military training requirements through the provision of both military and civilian advice.

Demonstrable capability in:

- Provision of advice at Strategic or Operational levels within military organisations or their civilian counterparts (i.e. Ministries of Defence) on key thematic areas including civil-military relations; defence oversight; national defence and security strategy and stabilisation. The advice provided should cover a range of functions including public financial management, human resources, administration, logistics and IT for both military functional and infrastructure requirements;
- Strengthening capability to provide protective security (physical, personnel and personal) to events and key locations, including improving strategy, planning and prioritisation, building expertise and skills, and strengthening links between government, police, site/event owners and the public;
- Advising third parties on military detention which adheres to international humanitarian law standards;

- Supplying high quality personnel to support military training academies (in the UK or overseas) on short or long-term placements;
- Ability to draw upon a network of experienced civilian and former military personnel with a range of backgrounds to provide niche inputs in to exercises and training;

#### **11. Provision of non-lethal equipment**

Providing and delivering operational and technical equipment to organisations in hostile environments in a Human Rights compliant manner through demonstrable capability in:

- Responsible provision of non-lethal aid and equipment (e.g. vehicles, tents, food etc.) into hostile environments;
- Provision of advice on administrative, logistics and human resource reform to organisations operating in hostile environments alongside non-lethal aid provision, with a view to ensuring advice is translated into improved working practices;
- UK and international military protocols, structures and practice in third party conflicts;
- Delivery in combined civilian and military environments and operations and an appreciation of issues such as humanitarian space.

#### **12. Defence services**

Provide civilian services to support defence related tasks in a human rights compliant manner, through demonstrable capability in:

- Managing Small arms and light weapons decommissioning processes;
- Clearance and safe disposal of unexploded ordinance and demining services;
- Delivering overarching Disarmament, Demobilisation and Reintegration programmes or components thereof; Support to Counter-Improvised Explosive Device (IED) efforts, through countering the threat networks that employ IEDs, defeating the devices themselves, and building capacity in host-nations to assume these responsibilities.