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**PROSPERITY  
FRAMEWORK CONTRACT  
TERMS OF REFERENCE**

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## PROSPERITY FRAMEWORK CONTRACT: TERMS OF REFERENCE

### PART I: OVERVIEW

The 2015 National Security Strategy and Strategic Defence and Security Review set out a vision for a secure and prosperous United Kingdom, with global reach and influence. The Strategy explains how economic and national security go hand-in-hand. Our strong economy provides the foundation to invest in our security and global influence, which in turn provides more opportunities at home and overseas for us to increase our prosperity. The Government will champion global economic reform and strengthen the UK's relationships with emerging economies. A growing global economy helps to reduce poverty and build security for all.

The Prosperity Framework Agreement is being established primarily to support the UK Government Prosperity Fund. It is relevant to the delivery of a range of UK Government prosperity objectives and is viewed as a broad and flexible platform to support this agenda including other UK Government Official Development Assistance (ODA) and non ODA funds as required.

#### **1. The Prosperity Fund and relevant Legislation**

In September 2015, UK Government announced the creation of a new £1.3 billion, Cross-Whitehall Prosperity Fund. The Fund's primary objective is to promote inclusive economic growth and poverty reduction, in accordance with Official Development Assistance rules, the International Development Act (2002) and the Gender Equality Act (2014). It will contribute towards meeting the new Sustainable Development Goals.

The Fund's secondary objective is to create opportunities for international business including UK companies. The UK government wishes to identify and support programmes and projects which meet both the Fund's primary and secondary objectives.

The Prosperity Fund supports high impact, multi-year programmes across high opportunity countries, regions and sectors. The Fund focuses on ODA eligible countries where the development challenges remain significant, and which at the same time are important for global and UK prosperity. This is based on economic analysis and is kept under review.

Prosperity Fund programmes are focused on overcoming identified constraints to economic development where the UK has a comparative advantage. Sectors include

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financial services, business services, infrastructure, energy (extractives and low carbon) health, education and urban development. Programmes are also being developed which support the overall environment for economic development and inclusive growth – e.g. policy development and strategy, strengthening the environment for business, anti-corruption, trade and regulatory reform.

All programmes have to meaningfully consider their impact on reducing gender inequality and how to engage and harness the potential for women's economic empowerment. As a minimum they must ensure they do no harm and do not worsen gender discrimination.

An overview of the potential range of Prosperity Fund themes and countries is presented in section 4.

## **2. The Purpose and Scope of the Framework Agreement**

The UK Government requires a cost effective and legally compliant multi-supplier Prosperity Framework Agreement (the Framework Agreement) enabling the appointment of Potential Providers with the right capabilities to meet the requirements of agreed intervention programmes and assist in the delivery of long term programme goals.

The purpose of the Framework Agreement is to provide UK Government with timely access to a wide range of cost effective high quality strategic, advisory, delivery and management technical assistance services covering ODA eligible work in diverse countries, sectors and themes from a range of Potential Providers each of which has demonstrated that they possess the capabilities we need to meet Prosperity Fund objectives and deliver value for money in doing so.

The services required in support of Prosperity objectives of inclusive growth, economic development and poverty reduction, include (amongst others) strategy, analysis, planning, design, build/implementation, operational and programme/project and fund management services, within each of the following sector/thematic based Lots:

- Lot A: Enabling Environment, the “rules of the game” for businesses and investors<sup>1</sup>, including legal and regulatory frameworks; barriers to trade and market entry; collection and payment of taxes; capital mobilisation and regulation of financial markets; business registration, ownership and transparency; procurement, and institutional arrangements for combating and addressing corruption,

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<sup>1</sup> Including for Small and Medium Enterprises (SMEs) and Female owned enterprises as well as large and international businesses

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- Lot B: Specialist Sectors, also covering strategy, policy and regulation, but within more specific areas of competence and experience, including energy, digital inclusion, health, education, infrastructure development, and future cities and generalists.

Further details on the scope of the Lots, the services they cover and the skill sets and other supplier capabilities required are set out in section 5 below and Part II (Lot Structure). The countries that the above Lots will target are set out in section 4 below but may be subject to change within the lifetime of the Framework Agreement.

The Contracting Authority and Other Government Departments will ensure UK Government receives continuing value for money through running competitive processes among Potential Providers wherever possible, to meet programme requirements.

The precise scope of services required from the Framework Agreement for each approved Prosperity intervention programme will be set out in "call-offs" issued to Potential Providers along with detailed Terms of Reference for each requirement. Potential Providers will then compete to provide the services required for individual call-offs from the Framework. It is anticipated that a call-off under the Framework may encompass single or multiple countries and/or single or multiple sectors/themes. The Potential Providers who can bid to provide the services in support of a particular programme will depend on which Lots the call-offs are targeted. The Authority reserves the right to invite competition across both Lots.

It should be noted that the Framework Agreement will be one of a number of instruments relevant to the delivery of UK Government Prosperity funded activity. It will be the preferred platform for the engagement of Potential Providers for Prosperity related work but due to the anticipated diversity of Cross-Whitehall Prosperity programmes the Framework Agreement may not provide a solution to the totality of Prosperity requirements or, on occasion, the most efficient procurement route to market. The services procured through the Framework Agreement shall therefore be on a non-exclusive basis and the Authority reserves the right to procure the services of third parties using other procurement routes.

UK government departments will also use other instruments to meet Prosperity objectives, including government to government technical assistance and working with multilaterals. They will also retain the right to access services from Potential Providers under the Framework Agreement through the utilisation of funding sources other than the Prosperity Fund itself – for example potentially the Conflict, Stability and Security Fund.

### **3. Contracting Authority**

The Foreign and Commonwealth Office (the Authority) is the UK's Foreign Ministry, responsible for protecting UK citizens, projecting the UK's global influence, and promoting the UK's prosperity. The Authority will be the signatory for the Prosperity Framework Agreement contract.

The Authority intends to make the Framework contract directly accessible to other government departments as follows:

- Department for International Development
- Department for International Trade
- Home Office
- Department of Health
- Department for Business, Energy and Industrial Strategy
- Department for Environment Food and Rural Affairs
- Department for Culture Media and Sports
- Office for National Statistics
- Ministry of Defence
- HM Revenue and Customs
- HM Treasury
- Department for Education
- Department for Work and Pensions
- Department for Transport
- Scottish Government
- Welsh Government
- Northern Ireland Government

### **4. Indicative Prosperity Fund Portfolio Allocation**

The Framework will provide a flexible platform for accessing skills relevant to the prosperity agenda. Cross-cutting themes will include strengthening business environments, provision of strategic policy advice for economic and private sector development legal and regulatory reforms, and structuring of financial instruments for investment. More specialist inputs will also be required as indicated below – for example to ensure access to energy and promotion of low carbon development, promotion of inclusive and sustainable urban environments, and sustainable investments in infrastructure.

The following grid provides an indication of the programme sectors and regions likely to be supported by the Prosperity Fund. Other countries and instruments for delivery may be added at a later date.

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		China	India**	Mexico	Indonesia	Turkey	Brazil	SE Asia Regional	Colombia	Africa	Countries TBC	
<b>Sectors</b>	Financial Services (inc. insurance)	X	X	X	X		X	X		X	X	
	Infrastructure	X	X		X			X	X	X	X	
	Energy and Low Carbon	X	X	X	X		X	X				
	Future Cities	X	X	X		X	X	X	X	X	X	
	Digital (inc. cyber security)				X		X			X		
	Health	X		X			X	X		X		
	Education/skills	X	X	X			X	X		X	X	
	Other / Cross Sector		X						X			
<b>Themes</b>	Trade reform	X	X	X		X	X	X		X	X	
	Business environment	X	X	X	X	X	X	X		X	X	
	Anti-corruption			X	X			X	X	X	X	

**5. Participation requirements - Overview**

The Authority will establish a flexible Framework Agreement comprising a broad range of Potential Providers to provide high quality, effective, cost-efficient and affordable services in support of delivering Prosperity outcomes and impacts using suitably qualified and experienced personnel and best practice methods, processes and tools.

The Authority is seeking Potential Providers which can operate successfully in eligible countries and who can demonstrate through the Framework Agreement procurement process that they:



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- possess the requisite technical skills, knowledge, competence, capacity and management structures to provide timely and quality access to the range of services required in one or more of the relevant sectors/themes
- have proven ability to support or lead on the design, build, management and/or delivery of complex overseas programmes
- have proven ability and a track record of considering political economy issues- i.e. who are the potential winners and losers of any interventions to stimulate inclusive growth, and to ensure gender act compliance.
- can deliver value for money through committing to measurable and objective deliverables and outcomes and on-going innovation and continuous improvement
- can establish and manage supply chains as required where they do not have the capabilities required to meet call-off requirements in-house
- will be able to collaborate effectively with other parties involved in Prosperity activities where appropriate, including UK government personnel based overseas, overseas governments, multilaterals and other suppliers
- will operate with responsiveness and accountability, while demonstrating sensitivity and political awareness in overseas environments
- are aware of emerging technologies and have the ability to use them as appropriate
- can deliver effective performance management and reporting.

For call-offs spanning multiple sectors and/or multiple countries, Potential Providers should in addition be able to demonstrate their ability to manage multi-country/sector programmes and projects for potential inclusion within the Managed Service Sub Lot (please see Sections A4 and B7 within Part II of this document for additional information).

Further details on the skill sets and other Potential Provider capabilities required to participate in the Framework are set out in Part II (Lot Structure). The evaluation criteria for the Framework Agreement are detailed in Attachment 5 of the ITT. To provide sufficient flexibility and competitiveness for call-offs, the Authority is inviting tenders from both sector/thematic specialists and suppliers with multi-sector capabilities.

### **6. Appointment to the Prosperity Framework**

The Authority will establish a flexible Framework Agreement which will be supported by those Potential Providers which have successfully submitted tenders which meet our Evaluation Criteria requirements (see Attachment 5: Evaluation Criteria) for appointment to a specific Framework Lot (i.e. Lot A Enabling Environment or Lot B Specialist Sectors).

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As call-off requirements arise under a specific Framework Lot, Potential Providers supporting the relevant Lot will be issued with detailed Terms of Reference and invited to tender to deliver the programme requirements.

Potential Providers will be maintained within the Framework Contract on the basis of satisfactory performance and our anticipated ongoing programme requirements.

Details covering the call-off Contract process and relevant Terms and Conditions of Contract can be reviewed at Attachment 3 (Conditions of Contract).

### **7. Programme Delivery**

The Authority will endeavour to provide reasonable notice periods for all upcoming work, and provide detailed Terms of Reference for each potential contract wherever possible.

For clarity: it is envisaged that call off mini-competitions will involve a timescale of approximately 12 weeks (subject to Governance processes) 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 (e.g. one or two staff to be engaged on a short-term basis).

In such circumstances we would expect Potential Providers to submit an abridged proposal within a significantly reduced timescale (to be determined but likely to be days rather than weeks).

The Authority will monitor and manage performance and ongoing use of the overall Framework, ensuring HMG clients receive a high standard of service to meet evolving needs and requirements, and that clients meet legal ODA requirements.

### **8. Monitoring, Reporting, Evaluation and Learning (MREL)**

The Authority will work with successful suppliers to develop key requirements for programme level reporting covering data collection (including quantitative, qualitative and sex disaggregated), developing baselines and reporting in conjunction with the award of specific Call-Off Contracts.

The Authority will require successful suppliers to engage constructively with contractor(s) appointed to deliver the Cross Whitehall Prosperity Fund Monitoring, Reporting, Evaluation and Learning (MREL) contract to ensure data flows and evaluations are captured effectively.

## 9. Timescales

It is anticipated that following the successful conclusion of Tender activity the Framework Agreement will become operational in late 2017 with the first call-off contracts awarded in early 2018. The duration of the framework agreement will be two years with the option to extend annually for a maximum of a further two years.

**CROSS-WHITEHALL PROSPERITY FRAMEWORK CONTRACT:  
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**PART II: LOT STRUCTURE**

10. Anticipated Cross-Whitehall Prosperity Fund programme requirements have been allocated across two Lots detailed below:

<b>Lot A- Enabling Environment</b>	<b>Lot B- Specialist sectors</b>
Business Environment (inc Anti Corruption) Finance Trade Managed Service	Infrastructure Future Cities Energy(inc Low Carbon) Digital Health Education Managed Service

**11. Lot A: Enabling Environment**

**12. Preamble:**

Lot A requirements consist of diverse skills organised into one “Enabling Environment” LOT for business. These cover strategic policy and advisory services necessary to improve business confidence, open up markets, and facilitate trade and investment, working in close partnership with governments and business stakeholders. Each Potential Provider will need to demonstrate they can work at a strategic level, often across a range of themes and contexts, and deliver on high value contracts, bringing genuinely global technical knowledge and perspectives to support inclusive economic development, poverty reduction and gender equality and to help meet the Sustainable Development Goals. Each will possess a strong track record of managing delivery, often within complex environments, and in collaboration with local partners.

- To facilitate inclusion within the Prosperity Framework Contract as a Potential Provider organisations must possess relevant thematic capabilities covering at least one of the following themes: Business Environment (including Anti-Corruption) Finance, and Trade. Target countries are likely to include China, India, Brazil, Mexico, Colombia, various countries in SE Asia, Kenya, Nigeria, South Africa and Turkey. Organisations must demonstrate significant experience of delivering services in at least one of these thematic areas and the ability to work across a range of countries. (Note: Potential Providers should note that the countries listed are not exclusive i.e. other countries that are not listed may be involved in these programmes).

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Potential Providers must also demonstrate the following:

- The ability to provide timely access to high quality, cost-effective professional and technical advisory and management services. Particular attention will be given to the ability of organisations to mobilise high quality, cost effective personnel relatively rapidly in response, and flex inputs to tailor delivery to multiple and often complex environments.
- The ability to provide access to high quality, politically-aware, cost-effective professional assessment, project and high value overseas programme design skills including management, delivery and monitoring and evaluation expertise. Particular attention will be given to how individuals will be managed as teams e.g. including where various sector or thematic interests need to be incorporated into a single programme;
- Ability to demonstrate strong management and reporting skills, knowledge and experience of handling ODA funds, high levels of customer engagement, responsiveness, accountability, service delivery and delivery of value for money, as well as effective mechanisms for all aspects of management (including both international and local staff) including dealing with poor performance.
- Demonstrated ability to provide operational support services overseas including local procurement of accommodation, material and services; 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.
- Demonstrable experience of large scale ODA programming, including ensuring compliance with the UK's International Development Act (2002) and the (2014) Gender Equality Act.
- Demonstrable ability to work in a gender sensitive way – i.e. to recognise opportunities to address gender inequality and support women's economic empowerment through programme design and monitoring, or at a very minimum ensuring that gender inequalities are not exacerbated. Demonstrate ability to collaborate effectively with UK and overseas governments and local partners in support of the Sustainable Development Goals

Potential providers should note the Instructions to Tenderers at Attachment Two and the full requirements covering the Evaluation Criteria at Attachment 5 which (amongst other criteria) clarify instructions to potential suppliers prior to submitting a

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Tender response. Specific attention is also drawn to associated Monitoring, Reporting, Evaluation and Learning (MREL) requirements referenced within point 8 of this Terms of Reference document and within the Conditions of Contract (Attachment Three).

More specific information on the range of potential skills required in the range of technical areas listed within Lot A above is provided below.

### **A1. Business Environment (inc Anti Corruption)**

Demonstrable capability in:

- Strategic economic and private sector policy advice.
- Strategic policy making and analysis on constraints to business, including assessment of regulatory, legal, institutional and other constraints, the gender dimensions of these, and design of initiatives to address these.
- Opening up public procurement and increasing transparency to prevent regulatory capture and corruption.
- Strengthening and simplifying business regulations and practices, e.g. as they impact on business registration, capital requirements, construction permits and other licensing arrangements, registering property, paying taxes, trading across borders, enforcing contracts and addressing insolvency.
- Providing advice on tax policy and transparency.
- Strengthening policy, regulatory capacity and procedures at the sub-national level.
- Tackling informality which limits firm size. human capital development, innovation and financial deepening.
- Implementation of international standards and guidelines (i.e. UN Convention Against Corruption, IFC Performance Standards on Environmental and Social Sustainability 2012).
- Strengthening business transparency, e.g. through development and delivery of policies on beneficial ownership.
- Building investigatory and judicial capabilities within criminal justice systems, including for effective asset recovery and anti-money laundering.
- Strengthening civic and parliamentary accountability scrutiny mechanisms.

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- Applying technology to improve public administration systems (or similar).

Work is likely to take place on strengthening the business environment in Africa, Brazil, South East Asia, India, China, and Mexico, though activity will not necessarily be restricted to these countries and regions.

### **A2: Finance**

Demonstrable capability in:

- Policy and regulatory development to broaden and deepen financial markets.
- Promoting financial inclusion, e.g. through extending banking services and access to credit and capital markets.
- Promoting financial inclusion through ensuring access to other financial products including pensions and insurance.
- Developing fintech solutions that improve access to financial products and services.
- Deepening of financial markets through providing advice on instruments likely to attract additional commercial investment for development.
- Strengthening and deepening financial markets in specialist areas through policy advice, advocacy, consultation, product development and capacity building.
- Improving financial resolution and insolvency procedures where this is critical to addressing macro constraints in key sectors relevant to the Fund – e.g. energy, infrastructure.
- Strengthening policy and capacity for revenue raising and wider public financial management.
- Strengthening institutional models for extension and recovery of small loans.
- Training and capacity building in support of broadening and deepening of financial markets for economic development.
- Research and analysis around broadening and deepening of financial markets for economic development.
- Specialist fund/ grant management for the development and implementation of financial instruments.

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- Strengthening capacity and providing legal, transactional advisory and other professional services to support the raising of capital by both the public and private sector from global and domestic capital markets.

Approaches should be inclusive and gender sensitive to support women's economic empowerment. Target countries and regions are likely to include, though will not necessarily be limited to, China, India, Brazil, Mexico, Turkey, Africa and SE Asia.

### **A3: Trade**

Demonstrable capability in supporting the removal of non-tariff barriers to trade, as follows:

- Bolstering good regulatory practice and improving regulatory coherence.
- Promoting international standards and quality infrastructure, including (though not necessarily restricted to) testing and measurement, certification and accreditation.
- Strengthening policy, rules and procedures, and enforcement capability to protect intellectual property.
- Wider trade facilitation, including strategic advice on customs and border efficiency and effectiveness, strengthening of port infrastructure, and tackling corruption at seaports.
- Research and analysis on optimising trade arrangements for developing countries.
- Technical assistance to address capacity and capability gaps identified in developing countries which inhibit that countries ability to trade globally.
- Research and analysis of economic, social and political conditions which affect trade in developing countries including the gender dimensions, to support development and targeting of trade facilitation assistance and advice.

Target countries/ regions are likely to include, though will not necessarily be restricted to Africa, China, India, Brazil, Mexico, SE Asia, Turkey, Colombia, Kenya, Nigeria and South Africa.



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### **A4: Managed Service**

The Authority will select Potential Providers for inclusion within the Lots A and B Managed Service Sub-Lot where they have been selected, via this evaluation process, to provide strategic, broad based services across two or more of the sub Lots under Lots A and B as supplied in response to this Invitation to Tender.

The Authority reserves the right to subsequently tender requirements to the suppliers included within the Managed Service Sub-Lot to provide a complete Managed Service for the sourcing and supply of any, or all, required Sub-sector Lot A disciplines.

The Authority also reserves the right to subsequently tender requirements across all Lots and sub-sector Lots where new requirements may span across a multi-lot approach.

### **13. Lot B: Specialist Sectors**

#### **14. Preamble**

Lot B requirements consist of more specialist sector requirements. Potential Providers will need to demonstrate they can work at a strategic level, often across a range of themes and contexts, and deliver on high value contracts, bringing genuinely global technical knowledge and perspectives to support inclusive economic development, poverty reduction and gender equality and to help meet the Sustainable Development Goals. Each will possess a strong track record of managing programme delivery, often within complex environments, and in collaboration with local partners.

Potential Providers should note the Instructions to Tenderers at Attachment Two and the full requirements covering the Evaluation Criteria at Attachment 5 which (amongst other criteria) clarify instructions to potential suppliers prior to submitting a Tender response. Specific attention is also drawn to associated Monitoring, Reporting, Evaluation and Learning (MREL) requirements referenced within point 8 of this Terms of Reference document and within the Conditions of Contract (Attachment Three).

To facilitate inclusion within the Prosperity Framework Contract as a Potential Provider organisations must possess relevant functional and thematic capabilities covering at least one of the following sectors: Infrastructure, Future Cities, Energy, inc low carbon, Digital, Health, Education, and in at least one of the following regions: Africa, Asia, Brazil, China India, Indonesia, Mexico, South America and South East Asia.

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

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- The ability to provide timely access to high quality, cost-effective professional and technical management 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 access to high quality, politically aware, gender sensitive, cost effective and professional, assessment, project and high value overseas programme design skills including management, delivery and monitoring and evaluation expertise. Particular attention will be given to how individuals will be managed as teams e.g. including where various sector or thematic interests need to be incorporated into a single programme;
- Supplier ability to demonstrate strong management and reporting skills, knowledge and experience of handling ODA funds high levels of customer engagement, responsiveness, accountability, service delivery and value for money, as well as effective mechanisms for all aspects of management (including both international and local staff) including effective duty of care in hostile environments and dealing with poor performance.
- Demonstrative ability to provide operational support services overseas including local procurement of accommodation, material and services; 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.
- Demonstrable experience of large scale ODA programming, including ensuring compliance with the UK's International Development Act (2002) and the Gender Equality Act (2014).
- Demonstrated ability to work in a gender sensitive way – i.e. to recognise opportunities to address gender inequality and support women's economic empowerment through programme design and monitoring, political economy analysis, conflict sensitivity, or at a very minimum ensuring that gender inequalities are not exacerbated.
- Demonstrate ability to collaborate effectively with UK and overseas governments and local partners in support of the Sustainable Development Goals.

## **B1 Infrastructure**

Demonstrable capability in:

- Supporting public authorities to develop and establish credible pipelines of infrastructure projects to support inclusive, affordable, safe and resilient infrastructure – e.g. options planning, stakeholder engagement feasibility studies, business case development and procurement processes, and identification of streams of finance.
- Supporting countries to plan and develop projects which will attract commercial finance, including through Public-Private Partnership methodologies.
- Direct technical support for carefully selected pilot projects (in conjunction with the private sector and multilaterals such as the World Bank).

Supporting infrastructure programming that is gender sensitive as a minimum and looks to harness opportunities to support women's economic empowerment.

- Implementation of international standards and guidelines (i.e. IFC Performance Standards on Environmental and Social Sustainability (2012), child protection and safeguarding in infrastructure development.

Target countries are likely to include, though will not necessarily be restricted to, Africa, China, India, Indonesia, Vietnam and Colombia and South East Asia. There may also be some multi-country initiatives to strengthen skills.

## **B2 Future Cities**

Demonstrable knowledge or capability in:

- Providing effective enabling interventions for sustainable urban development, covering policy, strategy, governance, regulation, feasibility, capacity building and citizen engagement to support cities and settlements that are inclusive, safe, resilient and sustainable in line with SDG 11. Technical assistance to support cities to develop integrated multi-modal public transport mobility systems. This includes ensuring that the gender and poverty dimensions are properly addressed and integrated.

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- Technical assistance to develop independent power producer strategies, address legal/regulatory barriers and design projects.
- Technical assistance for spatial restructuring (city strategies, urban renewal, regeneration, master planning and planning frameworks).
- Technical assistance to develop strategies to address the impact of climate change (e.g. flooding) and ensure development is sustainable.
- Advice on adoption of smart technology to help build more inclusive and sustainable urban environments.
- Advice to municipal authorities on public-private partnerships to finance sustainable urban development, and other instruments to catalyse investment.
- Technical assistance to develop strategies to improve access to water and sanitation.
- Technical assistance to develop strategies to improve waste management/recycling.
- Strengthening of project management, fund management, procurement, contract management and other specialist skills for urban development.
- Supporting the generation and dissemination of urban research and innovation.
- Applying and integrating gender and social analysis and advice across all of the above to comply with the Gender Equality Act and support good development practice
- Implementation of international standards and guidelines (i.e. IFC Performance Standards on Environmental and Social Sustainability (2012), and child protection and safeguarding in infrastructure development.

Countries of focus are likely to include, though may not necessarily be restricted to India, Mexico, China, Colombia, Brazil, India, Africa, South East Asia South Africa and Turkey.

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### **B3 Energy (inc Low Carbon)**

Demonstrable knowledge or capability in:

- Supporting public authorities to develop and establish credible pipelines of infrastructure projects – e.g. planning of options, feasibility studies, stakeholder engagement, business case development and procurement processes, and identification of streams of finance.
- Policy support and capacity building for the development of sound legal and regulatory frameworks for the generation and provision of energy, including for demand management and procurement procedures including the gender poverty and inclusion dimensions.
- Specialist regulation for oil and gas, natural gas, electricity, renewable etc.
- Tackling poor energy access, e.g. in remote communities, informal settlements and for poor and vulnerable households.
- Institutional and bureaucratic reform to ensure efficient management of energy assets and access to affordable energy.
- Development and deployment of clean technologies at lower cost.
- Catalysing of green finance, PPs, ESCOs.
- Supporting collaborative partnerships to encourage innovation, capacity-building and technology transfer.
- Regional support for capacity building and harmonising/ raising standards of products and services and for SMEs including female owned enterprises.
- Development and implementation of pilot projects (with innovative financial mechanisms) to demonstrate the financial viability of renewable energy sources and more efficient methods of energy production, in partnership with industry and government.
- The provision/ development of other specialist skills and competencies for the sustainable provision of energy including investment planning, business case development, programme and project management, fund management procurement and contract management and research and analysis.
- Human resource strategies & implementation, certification of skills, foster creation of new entrepreneurs.

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- Community engagement, social & environmental impact assessment, indigenous consultation in line with international standards and guidelines (i.e. IFC Performance Standards on Environmental and Social Sustainability (2012), child protection and safeguarding in infrastructure development.
- Health & safety (regulation, enforcement, interagency cooperation and inspection), risk assessment, clean energy certificates.
- Supporting the generation and dissemination of evidence and analysis products (or similar).
- Applying and integrating gender and social analysis and advice across all of the above to comply with the Gender Equality Act and support good development practice.

Programmes are likely to be implemented in, but not necessarily restricted to, Mexico, Brazil, China, Indonesia and South East Asia. There may also be other initiatives to strengthen skills across a broader range of countries.

### **B4: Digital**

Demonstrable knowledge or capability in:

- Reforming legal, policy and regulatory environments in support of broader digital connectivity.
- Supporting Governments to function and deliver services digitally.
- Developing innovative public-private partnerships for cost-effective, inclusive and innovative internet access, including among social organisations and community groups.
- Providing people with the skills to benefit from connectivity.
- Keeping online populations safe especially children and vulnerable adults, and increasing resilience to internet-enabled threats.
- Improving affordability, governance and inclusion through market access reforms.
- Growing local technology sectors by cultivating digital skills and entrepreneurship.
- Research on analysis around sustainable and inclusive models for digital connectivity for development.

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- Ability to apply political economy, gender and social analysis across all of the above to ensure that the growth promoted through the Prosperity Fund is inclusive, compliant with the Gender Equality Act and consistent with sound development practice.

Likely areas of focus are likely to be in, but not necessarily restricted to, Nigeria, Kenya, South Africa, Indonesia and Brazil.

### **B5: Health**

Demonstrable knowledge or capability in:

- Policy and regulatory reforms, including promotion of strategies and guidelines that support efforts to combat Non-Communicable Diseases (NCDs) and raise the quality of care.
- Development of health sector reform strategies that reduce variations in access to quality of care, including through improving standards and regulation.
- Procurement reforms and contract management, where relevant, in support of the programme's aims.
- Strengthening programme and project management skills for sustainable provision of health services, including clinical leadership training.
- Development of information systems to inform effective delivery, including referral systems.
- Education and training programmes to raise the quality, quantity and range of primary and secondary care, covering NCD diagnosis and treatment.
- Development of quality indicators and monitoring systems for hospitals and health systems, together with delivery of training on data analysis / management and performance management, in order to reduce adverse incidents (including injury and death).
- Digital health programming, including design and roll-out of telemedicine services to increase access to health services.
- Research and development partnerships that develop local competence in clinical development to address key diseases (e.g. malaria, TB) and raising standards for clinical trials.
- Applying and integrating gender and social analysis and advice across all of the above to comply with the Gender Equality Act and support good development practice.

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Programmes are likely to target, though won't necessarily be restricted to Brazil, China, SE Asia and Mexico.

### **B6: Education**

Demonstrable knowledge or capability in:

- Strategy and policy development for promoting education and skills, including sector reform strategies particularly in the tertiary and vocational sectors.
- Programme development and project management skills for education and skills provision.
- Technical assistance towards improving the enabling environment by addressing system failures, regulatory constraints that inhibit non-state investment in education.
- Implementation of market relevant curricula, and increasing access to high quality vocation and technical skills, linked to demand and local job markets.
- Increasing access to employment-focused education and training provision, including English language; catalysing and demonstrating the effect of the complementary role of the private sector in providing quality, relevant tertiary education and skills provision.
- Opening up new markets to improve international standards, teaching, qualifications and quality assurance.
- Procurement reforms, where relevant, in support of the programme's aims.
- Harnessing innovative technologies to drive up education and skills provision and standards.
- Relevant research and analysis around sustainable models for provision of tertiary/vocational sector education and skills.
- Research and development partnerships that develop local competence.
- Applying and integrating gender and social analysis and advice across all of the above to comply with the Gender Equality Act and support good development practice

Programmes are likely to target, though won't necessarily be restricted to, India, Mexico, China, South Africa, Egypt, Kenya, Nigeria, Bangladesh, Indonesia, Vietnam, Malaysia, Philippines, Thailand, Cambodia, Laos & Burma.



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### **B7: Managed Service**

The Authority will select Potential Providers for inclusion within the Lot A and B Managed Service Sub-Lot where they have been selected, via the evaluation process described within Attachment 5 Evaluation Criteria to provide strategic, broad based services across two or more of the sub Lots under Lots A and B as supplied in response to this Invitation to Tender.

The Authority reserves the right to subsequently tender requirements to the suppliers included within the Managed Service Sub-Lot to provide a complete Managed Service for the sourcing and supply of any, or all, required Sub-sector Lot B disciplines.

The Authority also reserves the right to subsequently tender requirements across all Lots and sub-sector Lots where new requirements may span across a multi-lot approach.