Foreign, Commonwealth
& Development Office

UKaid
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Section 4 Appendix A

CALLDOWN CONTRACT

Framework Agreement with: **Tetra Tech International Development ("the Supplier")**

Framework Agreement for: **Independent Monitoring and Process Evaluation**
Regional Framework Agreement (IMPERFA)

Framework Agreement Purchase Order Number: 7930

Call-down Contract For: THIRD PARTY MONITORING AND LEARNING SOMALIA MONITORING PROGRAMME III (SMP III)

Contract Purchase Order Number: 10090

I refer to the following:

1.   The above mentioned Framework Agreement dated 29th November 2019;

2.   Your proposal of **25th February 2022**

and I confirm that Foreign, Commonwealth and Development Office (FCDO) requires you to provide the Services (Annex A), under the Terms and Conditions of the Framework Agreement which shall apply to this Call-down Contract as if expressly incorporated herein.

1.   Commencement and Duration of the Services

1.1   The Supplier shall start the Services no later than **13th April 2022** ("the Start Date") and the Services shall be completed by **12th October 2026** ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

1.2   The FCDO reserves the option to extend the Call-down Contract by up to 24 months.

1.3   The FCDO reserves the right, without prejudice to its termination rights under the Framework Agreement, to terminate this Call-Off Contract at the end of each year (commencing 12 months from the Start Date), if the Supplier's performance is not deemed satisfactory or the fund available to the FCDO programme is no longer sufficient to continue financing the programme.

2.   Recipient

2.1   FCDO requires the Supplier to provide the Services to the **FCDO Mogadishu** (the "Recipient").

3.   Financial Limit

3.1   Payments under this Call-down Contract shall not, exceed **£6,499,984 (Six Million, Four Hundred and Ninety Nine Thousand, Nine Hundred and Eighty Four Pounds)** ("the Financial Limit") and is inclusive of any government tax, if applicable as detailed in Annex B**. The Financial Limit may be increased by up to a maximum of £2,000,000 (Two Million Pounds) if the FCDO extends the Call-down contract by up to 24 months.**

The following Clause 21.3 shall be substituted for Clause 21.3 of the Framework Agreement.

21.3   PAYMENTS & INVOICING INSTRUCTIONS

21.3   Where the applicable payment mechanism is "Milestone Payment", invoice(s) shall be submitted for the amount(s) indicated in Annex B and payments will be made on satisfactory performance of the services, at the payment points defined as per schedule of payments. At each payment point set criteria will be defined as part of the payments. Payment will be made if the criteria are met to the satisfaction of FCDO.

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, indicating both the amount or amounts due at the time and cumulatively. Payments pursuant to clause 22.3 are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call-down Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Call-down Contract were properly due.

4.   FCDO Officials

4.1   The Project Officer is:

[Redacted]

4.2   The Contract Officer is:

[Redacted]

5.   Key Personnel

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

NAME	JOB TITLE
[Redacted]	Team Leader
[Redacted]	Third Party Monitoring and Learning (TPML) Lead
[Redacted]	Programme Director
[Redacted]	Programme Manager
[Redacted]	Assistant Manager
[Redacted]	M&E Technical Assistance Lead
[Redacted]	Learning & Change Lead
[Redacted]	Digital Platform Manager
[Redacted]	Head of Security and Compliance
[Redacted]	PFML
[Redacted]	Trade, infrastructure and inclusive growth lead
[Redacted]	GBV/GESI lead
[Redacted]	Security and justice lead

6. Reports

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

7. Duty of Care

All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:

I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.

II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified FCDO in respect of:

II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;

II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.

III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.

IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project, and must be separately identified in all financial reporting relating to the project.

V. Where FCDO is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

8. Sub-Contractors

8.1 FCDO has consented to the appointment of the following Sub-Contractor:

Consilient Limited

9. Call-down Contract Signature

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

No payment will be made to the Supplier under this Call-down Contract until a copy of the Call-down Contract, signed on behalf of the Supplier, returned to the FCDO Contract Officer.

Foreign, Commonwealth & Development Office

Signed by an authorised signatory
for and on behalf of
The Secretary of State for Foreign,
Commonwealth and Development Affairs

Name:

Position:

Signature:

Date:

Signed by an authorised signatory
for and on behalf of the Supplier

Name:

Position:

Signature:

Date:

September 2020

Annex A - Services

TERMS OF REFERENCE
THIRD PARTY MONITORING AND LEARNING
SOMALIA MONITORING PROGRAMME III (SMP III)

1. INTRODUCTION

1.1.   The Foreign Commonwealth and Development Office (FCDO) is seeking a supplier with extensive skills and experience in delivering large scale third party monitoring and learning programmes in complex environments to deliver the next phase of the Somalia Monitoring Programme (SMP III). SMP III follows on from the Somalia Monitoring Programme II (2016-2021). The programme is essential to further building our understanding of poverty and development needs in Somalia. The programme outcomes include:

i)   The British Embassy Mogadishu (BEM) has increased oversight and assurance of programme delivery, can hold partners to account and mitigate risks.
ii) Strong evidence of what works and what doesn't work is available and used to design and adapt programming.
iii) Somali authorities are better able to target services to the population on the basis of accurate data.

1.2.   The SMP III consists of two components 1) Third-Party Monitoring and Learning (TPML) and 2) Statistical Capacity Building. This Terms of Reference (TOR) is seeking a supplier to deliver component 1 (TPML) only.

2. PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

2.1.   The purpose of this contract is to provide the FCDO in Somalia with timely, relevant feedback on the quality of partner-delivered activities, outputs, and outcomes (and/or signals of progress towards outcomes). This feedback will be used by FCDO staff and implementing partners to drive programme adaptations and improvements, to manage risks, and to learn lessons about what does and does not work. The specific objectives are:

- FCDO in Somalia will receive independent assurances that our programmes are delivering activities as intended. TPML will provide assurances on aid diversion risks (through assessing whether programme funds have been used to deliver in accordance with programme objectives and plans); and will ensure that programmes are compliant with policies (e.g. safeguarding, data protection etc.).

- Learning & adaptation – The FCDO will use evidence about programme delivery to adapt and improve programme delivery and design; ensuring that programmes are on track to achieve their intended results (e.g. by catalysing the right behavioural changes) and that they are meeting the needs of beneficiaries. BEM will share learning with stakeholders including Implementing Partners (IPs), the Somali administration, other donors operating in Somalia, and across HMG and the FCDO (e.g. across other Embassies and High Commissions).

- M&E capacity building – to improve the quality of Implementing Partner monitoring and evaluation systems, approaches, methods, and tools.

3. BACKGROUND TO THE SOMALIA MONITORING PROGRAMME.

3.1.   **Somalia is one of the world's poorest and most fragile states,** with ongoing conflict spanning almost three decades**.** Somalia sits at the bottom of most development league tables, with widespread poverty and inequality, very low human development indicators, endemic gender violence, a persistent humanitarian crisis, a weak economy, and a tiny public purse. Over half the population live below the national poverty line. Somalia ranks

49 of 52 countries in the Africa SDG index, indicating poor progress so far towards achieving the Sustainable Development Goals (SDGs)[1].

3.2. **The UK invests significantly in Somalia: in 2021/22 forecast spend is £71.2million.** This will support Somalis to lead safer, healthier, and less vulnerable lives; support prosperity and reduce risks to stability across East Africa and reduce current and future threats to UK interests. Investments consist of a range of programmatic and policy interventions across the economic development, governance and security, human development, health, and humanitarian sectors.

3.3. **It is critical that the Somalia Overseas Network (SON) staff can verify delivery of programmes** to ensure they are effective and progressing towards their aims. Somalia is a dynamic context, and it is necessary to regularly assess relevance and effectiveness of programmes. It is also a conflict setting, where we need to identify, as soon as possible, any unintended consequences of our interventions. Should activities/outputs/outcomes not be delivered as intended, become less relevant, or result in unintended consequences or harm; we need to understand why so we can support implementers to improve or close programmes if the problems are intractable or irreversible.

3.4. **However, the ability of staff to engage directly in the monitoring and evaluation of UK-funded activities is severely constrained.** The UK, and most of the international community, are unable to travel to the majority of Somalia due to the continuing threat from attacks by Al-Shabaab and groups sympathetic to their cause. This is likely to remain the case for the foreseeable future. Monitoring and Evaluation (M&E) capacity of implementing partners is often low and implementing partners (IPs) themselves may rely on downstream partners to deliver in hard to access areas.

3.5. **As a result, the UK and other donors working in Somalia rely heavily on Third-Party Monitoring and Learning (TPML[2]).** TPML acts as the UK's "eyes and ears on the ground" and is thus critical to risk mitigation and quality control. Over the last 5 years, the UK-funded SMP1 and SMP2 programmes have delivered over 1000 successful verifications across the economic-development, governance, security, and health portfolios. The UK's humanitarian portfolio under SHARP (the Somalia Humanitarian and Resilience Programme) has been covered by a separate TPM programme: MESH (Monitoring and Evaluation for the Somalia Humanitarian Programme). Towards the end of SMP2, the monitoring of health programmes was also moved under MESH to reflect closer alignment between health and humanitarian programming.

3.6. Previous phases of the Somalia Monitoring Programme have highlighted the importance of being agile in our Third-Party Monitoring and Learning (TPML) approaches, including the tools used, methodologies applied and the nature of field deployment. We have learned that if we want verifications to address learning and adaptation needs - rather than simply providing basic assurances - they must be systematically planned and designed to meet the information needs of programme teams, at the right time. To support learning and adaptation, verifications must also illuminate how and why things have been delivered (or, critically, why not). Without understanding this, it is challenging for programme teams to know how to course correct. Sometimes, to inform timely verifications we may need to assess the causal processes between deliverables (for example, regarding training, it might be necessary to not only validate that it has been delivered, but to verify whether it has been absorbed, understood, and can be applied weeks or months later). Put another

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[1] Sustainable Development Solutions Network (2019) Africa SDGs Index
[2] Many programmes simply refer to it as TPM, however, as SMP2 and SMP3 had/will have a strong learning component, hereafter the approach under SMP3 it will be referred to as TPML.

way, to inform adaptation, verifications should be able to help us understand progress or "signals" towards our outcomes.

3.7.   Within a finite resource envelope, the need to undertake learning-focussed (including in-depth verifications) to understand delivery quality and challenges must be balanced against the need to mitigate risks by verifying as much of our portfolio as possible. This trade-off between breadth and depth must be well considered, and the balance made explicit, when designing TPML workplans.

3.8.   The FCDO in Somalia currently has approximately 14 programmes that are expected to be operational into 2022, when this contract is expected to commence. Two of these programmes, in the health and humanitarian sectors, currently have a separate TPM arrangement in place and will not be covered by this programme: Humanitarian, Health and Resilience-Building in Somalia (HARBS) and the Better Lives for Somali Women and Children. This means that the scope of the contract will cover the Economic Development and Governance & Security portfolios as well as cross cutting programmes covering social inclusion, statistics, and aid coordination. Annex 1 provides summary details of the programmes that will be covered by this contract.

3.9.   The nature of FCDO's Somalia portfolio is adaptive and responsive to the changing context, and as a result, the length, budget, nature and/or focus of the programmes are likely to change and new programmes may be added to reflect the evolving needs over the next 5 years. All programmes that are or become part of the FCDO's Somalia portfolio over this period are within scope of this TPML contract.

4.   RECIPIENT

4.1.   The main recipient of the work will be BEM and our implementing partners. Other beneficiaries of the work include our implementing partners covered by the scope of the contract. Secondary recipients include other HMG government departments, other donors working in Somalia, and other British Embassies and High Commissions operating in similar contexts who may benefit from the lessons.

5.   SCOPE OF WORK

5.1.   The following workstreams are expected to be delivered by the Supplier. The main activity for the programme is 'Verifications' (workstream 1) and we anticipate 60-70% of activity would be dedicated to this workstream with the rest split equally across the remaining four workstreams (2-5). However it should be noted that the workstreams inform each other and are therefore interconnected.

5.2.   **Workstream 1 - Verifications.** The objective of this workstream is to provide FCDO with independent assurances about the delivery of programme activities, and to support programme level learning and adaptation. We anticipate three types of verifications:

- Assurance-focussed verifications which should assess (or audit) whether activities have been delivered as intended and may involve "follow-the-money" assessments (as appropriate). They should also include an assessment of compliance to policies and procedures (e.g. to safeguarding, data-protection, etc.) and whether there is any indication of safeguarding risks and/or unanticipated harms.
- Light-touch learning/adaptation focussed verifications which for example may be used to help understand why activities have not been delivered as expected in such cases. This may involve beneficiary engagement with a small sample of beneficiaries to add some additional insight to the more assurance-focussed verifications, and the use of standard verification templates (which would need to

be developed by the supplier during the inception phase) which can be used in the field in order to provide a structured approach to data collection for the verifications[3]. These could for example include questions that will be asked to stakeholders/beneficiaries including nuanced questions which allow for an assessment of activities, procedures and policies in more complex areas[4].

- In-depth learning/adaptation focussed verifications which respond to an information need, can make sense of complex and/or contradictory findings, and which support teams to understand whether programmes are on track to achieve their intended outcomes. This may involve designing and conducting more robust and representative beneficiary engagement, for example through bespoke surveys and/or qualitative research (focus groups/interviews) that draws on specific thematic expertise, context monitoring and/or contextualisation of findings[5].

- Note: whilst these are some examples of what might constitute the different types of verifications, the supplier is invited to propose the overall approach and possible methodologies for all types of verifications (and accompanying proposed unit costs) including the types of data collections tools that would be developed.

Programme teams will likely need both of these needs met (verification and learning/adaptation), but to differing degrees and at different times. This will be **based on information priorities, risk-levels, and the MEL capacity of implementers etc. and will need to be worked through in detail in the implementation phase**. Recommendations from independent monitoring will be taken on board by FCDO programme staff and used as points for discussion with programme implementers. As a result, we expect implementing partners to respond to findings; to learn and adapt implementation; and to strengthen their accountability systems. Where relevant, the insights and lessons from independent monitoring will also be shared more broadly within FCDO, across HMG, and with other donors operating in Somalia. The following outputs are expected under workstream 1:

5.2.1 **Output 1: Field visits and desk-based verifications** which triangulate monitoring and results data provided to the FCDO by implementing partners, to inform the FCDO whether aid has been delivered as intended (i.e., for its intended purpose, *and* to a quality standard[6]). **The number of verifications is intentionally not specified, as this depends on the finalized annual budgets, as well as the evolving needs of the Somalia portfolio. Suppliers are therefore invited to propose unit costs of the different types of verifications** for the varying purposes outlined under 5.2. above, i.e., assurance-focussed verifications; light touch learning/adaptation focussed verifications; in-depth learning/adaptation focussed verifications.

5.2.1.1 **If activities/outputs/outcomes have not been delivered as intended, verifications should aim to make sense of why this is the case,**

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[3] In the preceding contract for SMP2 two or three different data collection templates were developed and used for different types of activities e.g. for infrastructure vs training vs health etc.

[4] We anticipate that the light-touch learning/adaptation verifications would be of a similar cost to the assurance-focused verifications.

[5] As a guiding example from other FCDO TPML programmes operating in similarly volatile context, and with a similar TPML aims this could involve a 3-day field visit which includes verifications with approximately 40 beneficiaries and non-beneficiaries, 3-5 key informant interviews, and observations (of practices as well as things like asset registries). It also includes the preparation and tool/questionnaire development beforehand. As such learning-focussed verifications have cost around 30% more than those focussed only on assurances in similar TPML programmes.

[6] Quality should be judged in line with the programme Theory of Change and industry standards (e.g. if it is a building project we expect certain quality markers to be assessed. If it is a training, we would hope that it was relevant, appropriate, comprehensible and inclusive to beneficiaries – etc.).

with the view to provide strategic actionable recommendations to FCDO teams and IPs. Verifications should include an assessment of whether there is any indication of safeguarding risks and/or unanticipated harms. This will require engagement with beneficiaries, non-beneficiaries, and key stakeholders. It will require the use of valid methods of enquiry to ensure representative views are collected.

The FCDO is open to a range of methods/approaches provided they appropriately **and validly** respond to the information needs of teams. For learning/adaptation focused verifications, the supplier will be expected to design valid survey instruments (with both qualitative and quantitative components and thus will need to apply appropriate statistical/quantitative and thematic analysis to analyse these aspects respectively). Beneficiary feedback will be key and therefore the supplier must be skilled in designing, delivering, and analysing interviews and focus groups. The supplier must have expertise in applying appropriate sampling approaches for both surveys and interviews. The supplier will also be expected to apply appropriate context monitoring approaches to contextualize findings as necessary.

5.2.1.2 **It is expected that the supplier will be able to access the field,** including through deploying local staff to access areas where international staff cannot go, as this is the rationale underpinning this contract. However, the supplier will be responsible for the security and safety of monitors in the field and will therefore be required to have sufficient procedures, staff, and budget in place to undertake and manage security assessments and make the judgment on whether it is safe to deploy. If the supplier judges the situation to be too risky, they will be responsible for providing an alternate monitoring plan (e.g., remote tools/approaches or to delay a particular verification until the security situation improves). Digital tools should be used <u>where appropriate</u> to reduce time in the field and enhance economy savings.

5.2.1.3 **The supplier will be expected to develop an annual verification plan** (to feed into the logframe), which should be reviewed quarterly, to ensure that the programme is responsive to the evolving needs of the FCDO in Somalia (see more on this in section 10).

5.2.1.4 **Verifications are not expected to replace programme evaluations**. Programme evaluations will still be required to assess overall success and to make attribution and contribution claims. Learning/adaptation focused verifications delivered through SMP III will rather zoom in on the results, and the result-producing processes between activities -> outputs -> outcomes (and where appropriate, impacts), to help inform pivots/adaptations and maximize the likelihood of success. It will be expected that the supplier, the FCDO programme team, implementing partners and evaluators will work together to understand how data from verifications will feed into process and/or impact evaluations. Verification data may also feed into annual reviews and PCRs.

5.2.1.5 Given several programmes are in the design phase, the FCDO in Somalia is currently working with other donors to map out opportunities for collaboration and the findings of this will be presented to the supplier in due course. TPM donor working groups will be the ongoing avenue for understanding what other monitoring is occurring and to ensure that efforts are not duplicated.

5.2.1.6 Suppliers will be expected to outline their approach to beneficiary feedback, ethical protocols, and data management procedures to ensure data

collection does not put field monitors, partners and/or beneficiaries at risk, and that FCDO's safeguarding standards are met.

5.2.2. **Output 2. Verification reports which analyse, triangulate, and synthesise verification findings into standardised reports and actionable summaries.** These should include the use of dashboards and data visualisation. Reports may be individual or consolidated depending on the nature of the verification and the team's information needs, but please note that consolidations were key to ensuring absorption under SMP II. Again, the degree of triangulation should be proportionate to the information needs of the team.

5.3. **Workstream 2 - Analysis of Lessons Learned.** The objective of this workstream is to provide FCDO with analysis highlighting emerging themes, repeated behaviour, trends and will support the provision of strategic recommendations for the FCDO's operations. It will involve synthesizing the lessons that are coming out of the verification reports at a thematic/programmatic level.

5.3.1. Output 1. Programme-level summaries of lessons (approximately 1 per programme per year).

5.3.2. Output 2. Bi-annual team summaries for the economic-development and governance portfolios (approximately 4 per year).

5.3.3. Output 3. Cross programme/thematic lessons[7] (at least 2 per year).

5.3.4. **Output 4. Dissemination events (**approximately 4-6 per year), where lessons are shared. The supplier will be expected to gather feedback from audiences to understand the utility of the analyses for programming.

5.4. **Workstream 3 - Rapid research and evidence generation** – The overall objective of this workstream is to fill priority evidence and information gaps to support FCDO/wider HMG adaptation and learning. The specific aim will be to provide insights into factors affecting some of the most fundamental assumptions that underpin the Country-Wide results framework[8], or which underpin a particular Impact Statement (called Campaign Goals in FCDO) and thus cut across more than one programme. For example, by investigating the risk of armed group interference and aid diversion in a specific area of Somalia and/or by looking at common issues emerging across the wider portfolio that are not in the results framework – e.g. common safeguarding issues.

5.4.1. **Output 1. Up to 6 (demand dependent) rapid research products:**

5.4.1.1 Rapid research products will be expected to bring together a range of evidence including primary research from field visits (lined up with/informed by in-depth verifications where possible, to enhance economy); desk-based research, statistics etc. Analyses will need to be conducted by those with relevant thematic and technical expertise and must adhere to international standards for the particular review/methodology/analytical approach used. The supplier will be expected to outline how they will source these skills in a flexible/on-demand basis.

5.4.1.2. For each rapid research product, a Terms of Reference (TOR) will be agreed with the FCDO in advance. In the unlikely situation that there is less demand for this than

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[7] Examples from the previous programme included common safeguarding challenges; lessons from Technical Assistance Programming in the economic development and governance portfolios; common gender and social inclusion challenges and lessons and so on.

[8] To be provided once supplier is selected.

anticipated, resources will be channelled into the other aspects of the work (e.g. additional verifications, more M&E capacity building etc.).

5.5. <u>Workstream 4 - M&E Capacity Building</u>. **The main objective of this workstream is to** build the Monitoring, Evaluation and Learning (MEL) capacity of Implementing Partners (IPs) to improve the quality, credibility and robustness of monitoring and evaluation data, analyses and reports submitted to the FCDO.

    5.5.1. Output 1[9] - IPs are adequately supported to revise Theories of Change and Logframes and to strengthen the overall MEL system required to deliver the particular work that they are contracted for (e.g. overall approach/methodological framework, the appropriateness and delivery of selected methods and tools, KPIs and their associated methodologies, etc.)

        5.5.1.1. We expect support to be delivered to approximately 10 implementing partners each year, dependent on needs (noting that it may be more appropriate to offer repeated support (within reason) to the same IP/s rather than be driven by pre-specified targets). Generally, the focus should be where the programme team/MEL adviser has identified areas of concern and/or where the IPs self-identify as needed support. It will be very important to handle the engagement sensitively.

        5.5.1.2. Support will require a) assessments of partner M&E systems and approaches (including how fit-for-purpose they are *for the specific M&E work that they are delivering*[10]); b) recommendations about how capacity can be improved and what the supplier's role will be; and c) follow up assessments/engagement to track the impact of support.

        5.5.1.3. In addition to the key monitoring parameters, the supplier will also be expected to assess the extent to which partners are able to sufficiently disaggregate data on gender, disability[11], age and location; as well as how issues around social inclusion, unintended harms and safeguarding are being monitored more broadly by implementing partners (with a lens of proportionality).

        5.5.1.4. The supplier will need to outline the approach/methodology for undertaking assessments and identifying where to focus support (including the decision on whether to focus on lead implementer versus downstream partners, depending on the needs/challenges). The FCDO will sign off the approach proposed by the supplier to assessing partner MEL systems during the inception phase.

5.6. **Workstream 5 - Knowledge management.** The objective of this workstream is to ensure that FCDO teams and Implementing Partners have access to a user-friendly, fit-for-purpose knowledge management tool through which verification findings can be presented, engaged with, and where teams can be held to account (e.g. through records of actions) for responding to verification findings.

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[9] This might vary for different partners and we also welcome suggestions from the supplier.

[10] And building on more generic assessments undertaken in SMPII. As work has been done in this area, we would not expect the supplier to start from scratch.

[11] Using the Washington group question set http://www.washingtongroup-disability.com/washington-group-question-sets/short-set-of-disability-questions/

5.6.1. **Output 1. A well-maintained knowledge management platform that can store verification findings/reports, facilitate interaction with the findings, and record FCDO/IP responses to findings.**

    5.6.1.1. Under SMPII a knowledge management platform called *Aqoonta*[12] was developed and the service provider for the next phase will be required to continue with this platform (further information is provided in the user introduction which is in Volume 2.1 SMP3 Annex_LAMPS Aqoonta User Guidance). We also expect the service provider to make improvements to the platform, through developing a stakeholder and communications plan to understand users' needs, and how to engage and promote uptake. Importantly, the platform will need to have a strong focus on learning and analysis, and will need to highlight risks. The platform will need to provide the SMP III management team with easy access to Management Information in terms of the conduct and follow up of verifications.

    5.6.1.2. The main users of the reports and *Aqoonta* are the FCDO and implementing partners. Specifically, this includes FCDO programme teams in Somalia and the Somalia Leadership Group, implementing partners, other UK government departments, other donors, and government. The supplier is expected to engage positively and collaboratively with stakeholders, demonstrating flexibility in response to their shifting needs. Training will need to be provided to ensure all users can engage confidently with the platform.

    5.6.1.3. Whilst the previous TPML service provider was responsible for the day to day management of the portal, UK government owns the rights to the portal and they will be required to smoothly facilitate the hand-over to the successful service provider. All data collected must be managed in line with the requirements of the General Data Protection Regulation. All raw data should be stored digitally and should be accessible by the FCDO (we expect that the core information will be inputted into the knowledge management system - *Aqoonta*- but all information about project activities/beneficiaries should be stored in line with GDPR standards and be available upon request).

5.7. **A Learning Plan and Analytical Framework should underpin all workstreams.** It will need to map out the priority learning actions and evidence needs, based on consultation with users. It should include how analysis of TPML findings will identify lessons, common issues and risks that might require further investigation. The Learning Plan and Analytical Framework should also underpin the rapid research products. It will be developed during the inception phase based on consultation with the FCDO and through document review (e.g. of the Somalia Country Plan and Country-level ToC). It should be updated once a year (with opportunity for reflection/tweaking quarterly if necessary) to ensure it meets user needs and is adequately supporting adaptation.

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[12] *Aqoonta* was a web-based digital platform to 'provide user-friendly, accessible evidence and lessons' across the DFID's (now FCDO) Somalia portfolio. It was a place where the LAMPS (SMP2) Third-Party Monitoring Verifications, M&E Capacity Assessments and Financial Reviews reported by LAMPS were created and shared with DFID and partner organisations. DFID, its partners, and LAMPS use the Platform to share feedback and files about the findings from the LAMPS' Verifications and Technical Assistance activities to promote learning from implementation. It's key features included concise, visual Verification Summary Reports, M&E Capacity Assessments & Financial Reviews, a DFID / partner feedback system, a verification 'flagging' system, intelligent action-based email notifications, directories of all LAMPS Verifications and Reports and a filterable reporting dashboard.

6. IMPLEMENTATION REQUIREMENTS

6.1. Inception period. There will be an inception phase at the start of the contract. It is expected that the inception phase will last up to 4-months. During the inception period the service provider will engage with the FCDO SMP III team regularly, at least fortnightly, to discuss and agree requirements before the finalisation of the inception report and associated plans. By the end of the inception period the service provider will deliver an Inception Report which will cover both operational issues as well as technical plans setting out how they will deliver the required activities.

6.2. On the operational issues the Inception Report should include:

- Confirmed programme management and governance arrangements between the supplier and the FCDO SMP III team.

- Confirmed team structure including roles and responsibilities, as well as confirmation of how the service provider will access call down technical expertise when necessary (this will be critical to ensure we can access the right technical expertise across a range of thematic areas and monitoring and evaluation approaches and methods).

- Confirmed agreements between the service provider and their downstream partners, including fully elaborated delivery chain mapping.

- A detailed work-plan for the first year of implementation, which outlines clear deliverables and time-frames. A broad workplan for the remaining years of the implementation period will also be required. This will be reviewed and revised regularly in close collaboration with the SMP III team.

- A Financial Management Plan

- A log-frame to correspond with the work plan.

- Final value-for-money indicators.

- A final risk-matrix and mitigation measures, including confirmation of how the service provider will ensure adequate security arrangements are in place to manage the safety of monitors in the field.

- A **finalised performance management framework** (see Section 10).

- An inventory of all assets procured using UK funds. Procurement must be in accordance with the UK guidance in regard to service providers

- Confirmation of how the service provider will comply with the **FCDO's Ethical Principles** and the General Data Protection Regulations (GDPR). Supplier bids must include reference to how the contract will identify and manage dealing with very vulnerable groups in high risk environments and with sensitive personal data and provide their own organisational protocols to mitigate ethical risks and issues of privacy and consent.

- Administration and Personnel Policies to guide the service provider's day to day operations.

6.3. On the technical delivery issues, the Inception Report should include:

- A Stakeholder Engagement plan - in consultation with the SRO and Lead Advisor - which maps out who the key stakeholders are, how they will be engaged with and by whom. The SRO/Lead Advisor will facilitate relationship building as necessary. This should inform the options appraisal (below); the broader Learning Plan and Analytical Framework; and M&E Capacity Building Plan.

- **A detailed options appraisal for the number and type of verifications that can be undertaken in year 1**. Specifically, this should outline options for the number of assurance-focussed verifications; the number of lighter-touch learning focussed verifications; and the number of in-depth learning-focussed verifications that can be undertaken within the final budget envelope allocated. **The trade-offs of the different options should be made explicit.** The options appraisal should be based on the consultations undertaken with FCDO programme teams, implementing partners, senior management and -where appropriate- other donors, which should surface the information priorities and the particular delivery risks associated with each programme. Agreement on what is included as part of the field visits and monitoring reports will also be agreed with the supplier during the inception period and signed off by FCDO.

- **A sampling approach strategy (or set of options) to be signed off by the FCDO.** We do not want all verifications to be random, given the lessons from SMP II which highlighted the importance of ensuring that verifications meet an information need and are timely. However, <u>some randomness will be necessary to act as a deterrent to aid diversion</u>. We also must ensure that the verifications delivered are representative with regards to the range of programmes in the economic-development, governance, and cross-cutting portfolios, and within this, across factors like geography, activity type, risk-level, partner. We therefore expect the supplier to propose a sampling approach (for verifications) which balances the need for adequate coverage; for ensuring that verifications meet an information need; and for allowing an element of randomness. Note that it will be important to ensure that the random verifications do not pose any unanticipated risks, by conferring with the programme team before going to the field.

- For each learning-focussed verification, the sampling frame for conducting surveys and undertaking interviews/beneficiary engagement must be accessible to the FCDO upon request. For the rapid reviews, sampling approaches, tools used, research questions etc. will need to be presented in a TOR to be signed off by the SMPIII SRO.

- A Learning Plan and Analytical Framework (as mentioned in paragraph 6). This should be developed in close consultation with key users and should map out the learning priorities and specific outputs that will be delivered in the first year in terms of rapid research and evidence products and lessons learned summaries (programme/team/thematic). Dissemination events, where appropriate, should also be captured in the Learning Plan and Analytical Framework. Where feasible, it should provide a broad indication of reports for the remaining years, although we do expect to revise this annually at a minimum. The analytical framework should set out the key questions that will be answered and through which products. Detailed data collection and methodologies for each rapid research and evidence product will be outlined and agreed in individual TORs.

- An agreed format and content for all standard reports including verification reports, lesson learned summaries and progress reports (more detail in section 8.2. below)

- An M&E Capacity Building Plan setting out the approach to assess capacity, prioritisation of IPs, engagement approach, and type of support that will be provided.

- A knowledge management plan including how *Aqoonta* (the existing digital knowledge management platform) will be enhanced. This plan should detail the specific areas for improvement

which should be decided and agreed in consultation with users within the FCDO, and our implementing partners. During this period, the service provider must also take on the day-to-day management of the platform.

6.4.   Payment for the inception phase and progress to the implementation phase will be subject to the FCDO's approval of the inception report and reaching agreement on all aspects within it. Activities for implementation will not begin until the FCDO has approved the report. The FCDO will review the inception report within 10 working days and respond with feedback and / or approval. However we expect that parts of the inception report will be finalised and agreed with FCDO throughout the inception period, before submission of the final inception report.

7. IMPLEMENTATION PERIOD

7.1.   During the implementation phase the supplier will be expected to deliver on the commitments agreed in the logframe and workplan agreed during the inception phase and updated every quarter throughout the implementation phase. The key deliverables expected from the implementation phase will include but not be limited to the following:

- Verifications – Detail outlined above under 5.2. The number of verifications will be determined annually based on an assessment of delivery risks and user (FCDO teams, implementing partner) needs, and by assessing the options for the balance of in-depth versus light-touch verifications and their trade-offs. The workplans will be reviewed quarterly and adapted as appropriate (see section 15 on management structures for further information).

- Rapid-reviews and evidence-products. *Up to* 6 across the programme's lifetime, spread across the delivery period, and depending on demand. If there is less demand, funds set aside will be repurposed for more in-depth verifications.

- Lesson Learning summaries– 1 synthesis report per programme per year and bi-annual team summaries for the economic-development and governance teams. Thematic lesson learning summaries as appropriate[13] (around 1-2 per year).

- MEL capacity assessments and TA delivered to up to 10 implementing partners per year (with the potential to be less if the support is to be more in-depth/repeated).

- Ongoing management and development of the digital knowledge management platform – *Aqoonta* - developed under SMP II.

- Regular stakeholder engagement with implementing partners and FCDO teams.

- **Dissemination of learning –** e.g. through online or in-person presentations.

7.2.   Progress and financial reporting deliverables:

- Regular forecasts and invoices linked to progress reporting. FCDO's preference is for quarterly invoices. The supplier should propose the format, content, and timing for these reports. Details will be finalised in consultation between the supplier and the FCDO during the inception phase.

- Rolling annual workplans to be updated every quarter, with full details of all verifications planned, learning deliverables, MEL TA and other activities.

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[13] Often focussing on issues that cut across several programmes.

- High quality quarterly and annual progress reports including reporting against agreed key performance indicators, key management information indicators and other programme management issues including risk, finances, progress against the workplan, lessons learned, challenges etc. This should include an update to the Learning Plan & Analytical Framework and the Stakeholder Engagement Plan *at least* once a year. The supplier should propose the format, content, and timing for these reports during inception, but should take into consideration the need for progress reports to inform the FCDO's annual review process.

8. CLOSE DOWN PERIOD

8.1. There will be a 3-month close down period before the contract ends. Three months before the end of the contract the supplier will submit an exit strategy to complete the assignment and close the project including the hand-over of all technical and intellectual property. The service provider should look for ways to actively transfer this knowledge to downstream partners and beneficiaries to ensure sustainability. The supplier will deliver a final report covering the results and lessons learned over the life of the contract. An asset disposal plan will also be required if any assets were procured with the programme funds, the service provider will provide a disposal proposal guided by the UK asset disposal guidelines.

9. SUMMARY OF DELIVERABLES

Deliverable	Audience	Frequency
Inception Report	The SMP III SRO and programme team	4 months after the start of the contract.
Verification reports	SROs/PROs and programme managers for the specific programmes covered by the verifications. IPs and other stakeholders.	Number TBD based on in-depth consultations during inception. Reports delivered every month, on average.
Rapid reviews and evidence products	SROs/PROs and programme managers; Senior Managers in FCDO in Somalia; IPs; other donors; other government departments across HMG.	Up to 6 across the programme lifetime
Lesson Learning Summaries	SROs/PROs and programme managers for the specific programmes. IPs and other stakeholders.	At least 1 annual syntheses report per programme per year biannual team summaries and thematic[14] summaries as appropriate
M&E Capacity Assessments:	SROs/PROs and programme managers for the specific programmes. IPs and other stakeholders.	Up to 10 IPs per year (with flexibility if there is agreement to work more in-depth and/or repeatedly with a smaller number)
Quarterly & Annual Progress Reports	The SMP III SRO/PRO and programme team	Annual and Quarterly
Digital Platform & Communication:	SROs/PROs and programme managers for the specific programmes. IPs and other stakeholders.	Ongoing
Exit Strategy	The SMP III SRO/PRO and programme team	3 months before the end of the contract.
Final Report	The SMP III SRO/PRO and programme team	By the end of the contract.

10. Payment Structure & Performance Monitoring

10.1. Payment for the delivery of this contract will be on a milestone basis (output based) and performance managed via KPIs which will also be linked to payment. This framework is intended to align incentives, increase likelihood of achieving the outcomes and ensure mutual accountability throughout the life of the programme. The payment mechanism for this TOR is proposed below:

- All costs will be paid as agreed between FCDO and the service provider based on submission of valid invoices and completion of Milestone(s) which meet the agreed Milestone Acceptance Criteria to be determined before each quarter commences.
- Expenses including travel, accommodation and subsistence will be paid based on actuals.
- All payments will be made quarterly in arrears.
- Suppliers may only allocate a maximum of 10% (ten per cent) of the total programme cost (including government taxes) to the Inception Phase of the programme.

10.2. Milestones

Mile-stone	Deliverables	Milestone Acceptance Criteria	Milestone Date	Customer Responsibilities	Milestone Payments
1	Inception Phase end of Phase Report	Reports submitted meeting all Inception Phase requirements set out in Section 6	Week 16	FCDO Coordination (Section 21)	100% Inception Phase Payment
-	*Implementation Phase Deliverables – Examples stated in Section 9*	*Criteria to be agreed prior to delivery on a quarterly basis for Workstream activities to be delivered*	*Deadline to be agreed prior to delivery*	*FCDO Coordination (Section 21)*	*TBC*
-	Closure Phase end of Phase Report	Reports submitted meeting all requirements set out in Section 8 and the Contract Terms	November 2026	FCDO Coordination (Section 21)	TBC

10.3. The performance management framework includes Programmatic Key Performance Indicators (KPIs) and Technical KPIs. The Programmatic KPIs includes management, financial, personnel and innovation indicators. The technical KPIs are linked to the quality and utility of outputs and progress towards the overall objectives.

10.4. FCDO have provided draft KPI's as guidance, however, these will be refined together with the supplier during the inception period. The final KPIs for the implementation period must be agreed by the end of Inception.

10.5. Service Credits will be apply to this contract and one Service Credit will be equal to £500. A Service Credit means a reduction of supplier fees were a KPI threshold stipulated in this TOR is not met. Payment will be will be adjusted if the KPIs are not achieved. Any Service Credits incurred will be deducted from the next quarterly invoice.

10.6. In line with principles of flexible and adaptable programming, the suite of KPIs should be reviewed between the FCDO and the supplier as and when necessary throughout the life of the contract.

10.7.   The proposed Key Performance Indicators (KPIs) are:

Programme Management KPIs

Performance Criterion	Key Performance Indicator	Performance Measure	Threshold	Service Credit One Service Credit = £500
Financial Management	Financial Reporting	Issue of the monthly financial report, including detailed financial updates and forecasts, in the format agreed with Customer on or before the date as instructed by the Customer.	Report delivered on date as instructed by the Customer.	Two (2) Service Credits if the finance report is delivered after the due date; and,
Financial Management	Financial forecasting	Issue the Annual financial projections by the start of each Calendar Year (April-Dec) and Financial Year (April- March), based on the Work Plans identified, broken down into Quarterly projections. The Supplier must provide accurate forecasts. Acceptable levels of variance are as follows: Annual forecasting (CY or FY) versus actual spend: 5% target variance or less	Annual financial projections for the Calendar Year and the Financial Year are both delivered on dates as instructed by the Customer.	Two (2) Service Credits if Calendar Year target is missed Two (2) Service Credits if Financial Year target is missed
Project Management	Risk Management	Issue of an updated Risk Management Matrix (including plan to manage and mitigate risks/issues) to the Customer in the required format to the Customer within 5 Working Days of the end of each Month during the contract.	Risk management matrix delivered on date as instructed by the Customer.	One (1) Service Credit if the Risk management matrix is delivered after the due date
Project Management	Project Meetings	Attendance of agreed Supplier staff at the Project monthly meeting (unless cancelled by the Customer).	All agreed Supplier personnel attend.	One (1) Service Credit if any agreed Supplier personnel do not attending without prior agreement.
Project Management	Workplan	Timely quarterly workplans submitted demonstrating Supplier flexibility, appropriate technical expertise and responsiveness to FCDO requirements as raised during Project Meetings.	Workplan delivered on date as instructed by the Customer.	One (1) Service Credit per day delay.
Project Management	Stakeholder Engagement	Stakeholder Engagement Plan amended and revised annually to represent the changing context in Somalia	The Stakeholder Engagement Plan must be delivered within Inception and annually thereafter from the original delivery date	One (1) Service Credit per day delay.
Project Management	Personnel	Key Personnel proposed at contract award are retained throughout the contract unless the customer agrees to replace them by someone of equal or higher expertise	Roles occupied by Key Personnel are not left vacant	One (1) Service Credit per day key personnel role vacant.
Innovation	VFM Scorecard	Detailed scorecard review undertaken Annually and full scorecard report submitted within 10 Working Days of the end of each Contract Year to the Project Manager.	VFM Scorecard submitted on date as instructed by the Customer.	One (1) Service Credit if the VFM Scorecard is submitted after the due date; and, One (1) Service Credits if the average scorecard result is amber; two (2) Service Credits if the average scorecard result is red;

Technical KPIs [15].

Performance Criterion	Key Performance Indicator	Performance Measure	Threshold	Service Credit One Service Credit = £500
Quality	EQUALS	Positive external feedback received from EQUALS (the Evaluation Quality and Learning Service) on the quality of rapid reviews, evidence products and lesson learning summaries	Positive external feedback (rating of at least 'Fair') received from EQUALS	Two (2) service credits for each output that does not receive a rating of at least 'Fair'
Quality	MEL Capacity Assessments and Technical Assistance	Quality and relevance of the MEL TA provided, as well as the quality of the relationships/engagement measured through a bespoke feedback survey per quarter unless otherwise agreed.	At least 75% of IPs give a rating of 4 or more (on a scale of 1-5 where 5 is positive; 1 negative)	One (1) service credits for a score of below 75% per survey period
Quality	Utility	Supplier's approach to engagement and maintaining relationships, understanding of the operating context and challenges and the usefulness of the information provided by the supplier measured through a bespoke feedback survey per quarter unless otherwise agreed	At least 75% of FCDO staff and IPs give a rating of 4 or more (on a scale of 1-5 where 5 is positive; 1 negative)	Two (2) service credits for a score of below 75% per survey period

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[15] DFID made a commitment to have all ODA funded evaluation products independently quality assured. Quality Assurance (QA) of evaluation products for FCDO is currently undertaken by EQUALs and uses standardised templates, designed for each of the different types of products (Inception, Baseline and Draft Evaluation Reports) to improve consistency within the quality assurance process. The blank templates will be shared with the supplier in advance, so they are aware of the criteria EQUALS will use for QA. There are certain criteria that evaluation reports must pass. Products are rated as Unsatisfactory (in which case they must be redrafted and resubmitted to EQUALs), Fair, Good or Excellent.

The FCDO may not trigger associated retentions if it considers any KPI breaches have resulted directly from factors outside the Supplier's control.

11. FLEXIBLE DELIVERY

11.1.   Flexibility and responsiveness is a key requirement of this programme. The contract will be designed to ensure activities can be reprioritised to reflect changes in programme needs or context. Changes may include but are not limited to providing more or different TPML activities for existing FCDO programmes; ceasing TPML activities that are no longer proving valuable; and/or changing the balance of assurance focussed verifications, lighter-touch learning focussed verifications, and in-depth verifications based on evolving needs.

11.2.   The FCDO will undertake regular consultation internally and with implementing partners and provide regular advice to the supplier to inform decisions to reprioritise or adapt activities, including changes to programme coverage and delivery contexts. The supplier will be responsible for collaborating with FCDO teams and IPs and for monitoring other relevant information to inform such decisions (in line with the stakeholder engagement plan, learning and accountability plan and management structures as per section 15 below). All updates to the workplan will be subject to approval by the FCDO. As part of the programme monitoring approach, key performance indicators on ways of working will be tracked every quarter (see section 6.1 above).

12. THE TEAM

12.1.   The quality of the team will be vital. The service provider must bring on board a highly experienced team that is willing and able to take the lessons learnt from the previous phases of TPM/L in Somalia and across the FCDO, and to innovate during the next phase. It is expected that a consortium approach will be needed, with the lead supplier responsible for overall delivery and technical quality and supported by local researchers and data collectors who will bring on-board the local knowledge, intelligence, and capability to navigate across Somalia.

12.2.   FCDO's preference is for a core team of full-time personnel with the right expertise - rather than a larger team of part-time team members - with access to technical (thematic, methodological) experts who can be drawn down on a short term basis. However, we expect that the short-term technical experts are used as is necessary to ensure that the tools and approaches to field verifications, research and MEL capacity building are credible, robust, and fit-for-purpose.

12.3.   The core project team should be largely be based in Nairobi with frequent travel to Somalia, and the ability to deploy local staff. We, however, recognise that there are many ways to deliver this Terms of Reference and welcome suggestions from suppliers on the delivery model which will maximise programme results and value for money. It will also be important for suppliers to provide assurance and due diligence of any sub-contracted partners as appropriate.

12.4.   The FCDO would welcome proposals that involve and include regional partners or sub-contractors, particularly if these organisations are locally or regionally based entities. FCDO places significant importance on the involvement of local/regional suppliers and expertise particularly in country. FCDO would expect to see a gender balance across the teams (as much as is possible). The supplier should propose a team structure that demonstrates the skills set demanded by each of the output requirements.

12.5. The capacities of the core team should meet the following requirements:

12.5.1. Team leader to have extensive experience in the area of TPM and/or monitoring and evaluation (M&E) and should have strong engagement skills. If the experience is in TPM, the Team Leader should be able to demonstrate experience in TPM that focuses not only on basic assurances/delivery, but which uses more evaluative approaches to understand progress along causal pathways, for example Causal link Monitoring. S/he should have extensive experience in leading a team to applying valid methods of enquiry to monitoring assignments (i.e. appropriate design and analysis of interviews, focus groups, surveys, observational methods and critically, bringing these together in overall analytical/methodological frameworks). The TL will be responsible for being the primary contact point for the FCDO (along with the DTL as appropriate) and will ensure that the deliverables of their team meet the needs of the FCDO.

12.5.2. Deputy Team Leader (if necessary – the supplier is welcome to propose an optimal team structure) should have extensive experience in TPML and/or M&E and should have skills set complementing those of the team leader (i.e. if the TL does not have all of the skills listed above, between the TL and DTL these must be covered).

12.5.3. Third Party Monitoring and Learning (TPML) lead with strong experience in leading the design and implementation of TPML programmes in Fragile and Conflict Affected Settings (FCAS) and a relevant postgraduate degree in and a relevant postgraduate degree in social sciences, economics, psychology, political sciences, evaluation, statistics or another relevant field. If the DTL has these skills there is no need to duplicate and again we invite the supplier to propose the optimal structure.

12.5.4. Learning & Change lead - with strong experience in leading a learning agenda, identifying learning priorities and promoting the use of learning or evidence in development programmes. This person will be responsible for leading the learning plan and analytical framework, which must be informed by strategic reflections with users and the supplier team, strategy/stress testing of the SMP III Theory of Change. H/she will be responsible for identifying knowledge/evidence/information gaps and leading on the identification of appropriate types of research/evidence products to meet these needs.

12.5.5. M&E technical assistance lead experienced in building MEL capacity in organisations, including working in FCAS, and a relevant (ideally postgraduate) degree in social sciences, economics, psychology, political sciences, statistics, programme evaluation, or another relevant field. This person will be responsible for leading the capacity assessments and improvement plans with implementing partners. Building trusting and collaborative relationships will be crucial for this work and the lead should have a track record in this.

12.5.6. A digital platform manager with significant digital design and management expertise. This person will be responsible for identifying the necessary enhancements, based on strong user engagements, and for providing the technical solutions to deliver these.

12.5.7. Local monitoring staff who have skills and experience collecting data in Somalia, including through beneficiary engagement/interviewing and through the use of digital technologies, and who can bring an understanding of the context to their work. There should be a good balance between male and female monitors (where possible). Investment in training is expected, to establish the skill set of staff, ensure a uniform approach and support the security and wellbeing of field monitors. Great efforts must be taken to ensure that standardised methods and principles are understood and adhered to. The supplier should develop a recruitment and training plan as part of their tender. The plan should include a staff retention strategy

12.6. In addition to the permanent team, the supplier is expected to be able to have – as part of their core team or to be able to draw down on - technical expertise on a short term basis to support learning-focussed verifications, rapid research and evidence products, and the development of tools. This must include.

12.6.1. Technical thematic experts with extensive experience in their area of expertise. Relevant areas of expertise may include but are not limited to conflict, security, water, energy, climate change, resilience, trade, construction, education and statistics capacity building. Operational research experience, and expertise in Somalia and understanding of Somali political economy will need to be drawn upon.

12.6.2. **Technical research/evaluation experts** with strong experience in: developing valid indices and survey instruments; statistical analyses; undertaking rapid reviews/systematic reviews – including that have been externally published; designing and conducting interviews schedules; analysing qualitative data. All technical products will need to be delivered in line with international standards, and where appropriate, in line with standards set out by the Somali National Bureau of Statistics.

12.6.3. Risk management experts with strong experience and which could be drawn down on a short-term basis (including but not limited to: aid diversion risk, safeguarding risk)

12.7. The supplier will have to demonstrate both their experience and expertise in working as third-party monitors in fragile or conflict affected states (FCAS), including how they have and will manage the particular challenges of building trust, transparency and collaborating to execute TPML effectively (i.e. by not positioning themselves as a policing function).

12.8. The team will need a clear understanding of the context in Somalia, in particular the political, institutional, economic, security and social factors that will need to be taken into account.

12.9. The team will need to demonstrate capacity to operate in languages suitable for all regions of Somalia and Somaliland through appropriate language skills or translation services.
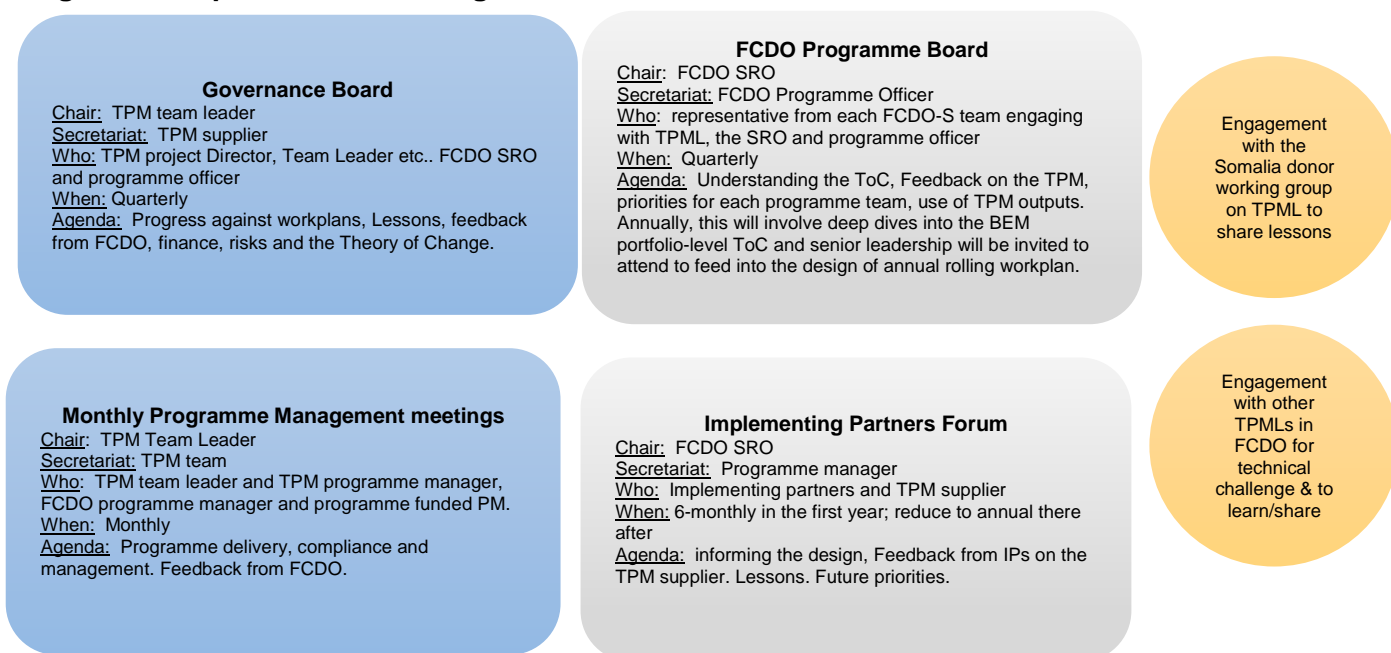
13. DELIVERING A QUALITY SERVICE.

13.1. The supplier will be required to outline their approach to quality assurance, ensuring the integrity and quality of data, and ensuring that the right skills are available to be deployed for particular verifications and/or rapid reviews.

13.2. The supplier will be expected to ensure that all methods/approaches comply with international best practice and quality standards (e.g. around appropriate sampling strategies, confidence intervals etc.), and with standards set out by the Somali National Bureau of Statistics as appropriate. External QA (through the FCDO's Evaluation Quality Assurance and Learning Service) will be sought where appropriate and we expect products to receive a minimum of a fair rating.

13.3. Creating and nurturing positive and productive relationships is vital. The service provider will be required to work with both FCDO teams and implementing partners. Engagement should be informed by an understanding of each programme and its context developed during the inception phase. A constructive relationship should be developed with each FCDO team and implementing partner to promote a shared understanding of the purpose and value of this contract, ensure planned TPML avoids duplication with existing arrangements for TPML, broader MEL or FCDO staff oversight, and negotiate arrangements with implementing partners for accessing necessary programme data. FCDO will assist the supplier by clearly communicating its expectations for all FCDO implementing partners to cooperate with TPML and supporting the supplier to negotiate their participation where needed. It is expected the service provider will not depend on FCDO to sustain these relationships – FCDO can facilitate at the initial stage, and intervene if there are significant challenges, but the service provider will be required to sustain their own relationships.

14. MANAGEMENT STRUCTURES

14.1. Management arrangements will need to allow for flexibility, to respond to the British Embassy Mogadishu's evolving needs, whilst ensuring an element of structure and forward planning to enable BEM staff and partners to engage with and use findings. The supplier will be required to develop rolling workplans, and to produce a quarterly progress report and monthly finance reports.

14.2. Annual workplans will be informed by the monthly meetings between the supplier and the FCDO management team, which will focus on delivery, compliance, and programme management issues; as well as strategic reflections with an FCDO programme board and implementing partners. These strategic reflections will mostly focus on broad lessons/feedback and priorities for rapid evidence reviews or synthesised learning reports.

14.3. Some information needs may be addressed with verifications, whilst other needs may be better served through a rapid research product. These will need to be diagnosed by the supplier throughout and signed off by the FCDO-Senior Responsible Officer. The FCDO-SRO will also need to sign off workplans/mini-TOR for rapid evidence reviews and learning syntheses.

Figure 2: Proposed TPML management structure

Governance Board
Chair: TPM team leader
Secretariat: TPM supplier
Who: TPM project Director, Team Leader etc.. FCDO SRO and programme officer
When: Quarterly
Agenda: Progress against workplans, Lessons, feedback from FCDO, finance, risks and the Theory of Change.

FCDO Programme Board
Chair: FCDO SRO
Secretariat: FCDO Programme Officer
Who: representative from each FCDO-S team engaging with TPML, the SRO and programme officer
When: Quarterly
Agenda: Understanding the ToC, Feedback on the TPM, priorities for each programme team, use of TPM outputs. Annually, this will involve deep dives into the BEM portfolio-level ToC and senior leadership will be invited to attend to feed into the design of annual rolling workplan.

Engagement with the Somalia donor working group on TPML to share lessons

Monthly Programme Management meetings
Chair: TPM Team Leader
Secretariat: TPM team
Who: TPM team leader and TPM programme manager, FCDO programme manager and programme funded PM.
When: Monthly
Agenda: Programme delivery, compliance and management. Feedback from FCDO.

Implementing Partners Forum
Chair: FCDO SRO
Secretariat: Programme manager
Who: Implementing partners and TPM supplier
When: 6-monthly in the first year; reduce to annual there after
Agenda: informing the design, Feedback from IPs on the TPM supplier. Lessons. Future priorities.

Engagement with other TPMLs in FCDO for technical challenge & to learn/share

15. OTHER TPM AND MEL PROGRAMMES

15.1. There are a number of other TPM/L programmes within wider HMG Somalia[3]. The supplier will be required to work with these other programmes for example to share lessons, findings from TPM/L and to possibly work on joint pieces of analysis or data collections. The supplier may also be asked to share findings or lessons learned from this programme with other donors who also have TPM /L programmes.

15.2. The supplier may also need to engage with independent MEL suppliers for individual programmes, for example to share TPML findings which might feed into the MEL plans, or to understand what monitoring is already taking place. However, the supplier will not replace the function of independent MEL of individual programmes.

16. FINANCIAL MANAGEMENT

16.1. With the changing, dynamic, and challenging environment we are operating in, it is very important the service provider ensures they have sound financial systems and structures. Finances should be managed in a transparent and accountable manner. The supplier will be expected to:

- Develop appropriate financial procedures and implement and enforce adequate control systems
- Document accounting and reporting procedures during implementation
- Develop programme budgets in line with the UK guidelines, maintain realistic forecasts, ensure all payment documentations are in order and in accordance with international best practice
- Prepare and submit financial and annual audit reports

17. ETHICAL PRINCIPLES

17.1.   It is a requirement that all FCDO evaluations comply with <u>FCDO's Ethical Principles for Research and Evaluation</u>. Proposals to conduct research should include consideration of ethical issues and a statement that the researchers will comply with the ethics principles. Treatment of ethics will be included in the assessment of bids. In practice this will involve:

   a) Considering whether external ethics approval is needed. The supplier may need to seek appropriate ethical research board approval in some cases and should be prepared and capable to do this
   b) Ensuring that the research will not cause harm to participants.
   c) Ensuring participation is voluntary.
   d) Ensuring confidentiality is protected.
   e) Taking account of international and local legislation.
   f) Ensuring that research and evaluation designs respect gender and cultural sensitivities.
   g) Ensuring data is stored securely and safely.
   h) Publication of research findings (unless security/sensitivity issues preclude this).
   i) Protecting the independence and credibility of research and evaluation.
   j) Seeking to ensure participation of marginalised groups.

18. GENERAL DATA PROTECTION REGULATIONS (GDPR)

18.1.   FCDO will be the data controller and the Supplier would be the data processor. All data and metadata are owned by the FCDO and suppliers should ensure that all data is rigorously stored, protected and documented in line with the <u>GDPR Commercial Guide</u>

18.2.   For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this project and so FCDO shall not be a Processor in respect of anonymised data as it does not constitute Personal Data.

19. CONSTRAINTS AND DEPENDENCIES

19.1.   Ability to work in Somalia

   19.1.1. Somalia is one of the most dangerous countries in the world for aid workers to operate. Threats and kidnappings have led some humanitarian organisations to withdraw from some areas of the country, while others have been thrown out by armed groups. The service provider should be able to deploy and work across Somalia. Bids should clearly demonstrate how they will approach deploying in Somalia and previous experience working in this context or similar.

19.2.   Downstream partners

   19.2.1. The lead supplier is responsible for managing all agreements with downstream partners. The lead supplier is accountable to the FCDO for all deliverables stated in these terms of reference.

19.3.   Conflicts of interest

19.3.1. To ensure the independence of third party monitoring services provided under this contract, it is vital to ensure that TPML services for a specific British Embassy Mogadishu programme are undertaken by a supplier(s) that has no involvement in the delivery or evaluation of that programme.

19.3.2. To assist FCDO to assess any potential conflict of interest, suppliers are required to list in their proposal any programmes funded by the British Embassy Mogadishu (BEM) that they or their anticipated downstream partners are involved in delivering/evaluating or expect to be involved, between 2022 and 2026.

19.3.3. If the lead supplier and/or their anticipated downstream suppliers are involved in delivering or evaluating or expect to be involved in any programmes funded by British Embassy Mogadishu (BEM) between 2022 and 2026, the proposal should set out intended arrangements for protecting the independence of TPML services for the specific programme(s) in question.

20. BUDGET AND TIME FRAME:

20.1. The budget will be up to a maximum of £6,500,000 over 4.5 years for this contact; from an *estimated* start date of April 2022 to November 2026. The exact amount is subject to yearly spending reviews and thus may reduce and will need to be agreed between the FCDO and the supplier on an annual basis. These values are inclusive of all Government Taxes. Suppliers need to factor in Government Tax liabilities in their budgeting, and suppliers should ensure that they understand their tax obligations when working in Somalia.

20.2. Inception will be 4 months. The inception report is therefore due 4 months after contract award.

20.3. Implementation will be 3 years and 11 months.

20.3.1. Throughout implementation, the exact number, type, and timing of verifications will be determined annually and monitoring quarterly. The same applies to the rapid-reviews (see more on the management structures below).

20.3.2. MEL capacity assessments will be expected to be delivered within the first 3-months of implementation but will also need to be done on a rolling basis as new suppliers and programmes/ activities come online.

20.3.3. Annual programme-level summaries will be produced; and bi-annual thematic-level summaries (from the start of the implementation period).

20.4. Close-down will be 3-months.

20.5. Extensions

20.5.1. There is potential scope for a scale up/scale down of the of this contract based on availability of funds, performance of the service provider/programme, potential increase of programmes within the British Embassy Mogadishu (BEM) portfolio and FCDO centrally managed programmes which are operating in Somalia. The contract may be extended for up to a maximum £2 million and a period up to 24 months.

20.6. Break clauses

20.6.1. There will be annual break clauses to review implementation and make consideration whether to continue with the contract based on performance; and funding availability. For example, FCDO may decide to discontinue the programme should it fail to deliver the expected results or value for money or should FCDO and its implementing partners fail to use the information generated to inform FCDO programming.

21. FCDO COORDINATION

21.1. The Senior Responsible Owner (SRO), supported by the Programme Responsible Officer and Deputy Programme Manager will have overall responsibility for quality assurance of the deliverables. These personnel will comprise the FCDO SMP III team and will be the main points of contacts for the supplier. There will be a requirement to hold a Governance Board quarterly and programme management meeting monthly. Other meetings will be organised as per need including maintaining open lines of communication.

21.2. FCDO will manage supplier performance throughout the duration of the contract by monitoring delivery against the rolling annual workplan and against logframe output milestones and targets. The rolling annual workplan will be updated by the supplier on a quarterly basis to reflect latest needs and context. As noted under Section 7 ('Flexibility' subsection), FCDO will undertake regular consultation internally and with programme partners and provide regular advice to the supplier to inform decisions to reprioritise or adapt activities. The supplier will be responsible for monitoring other relevant information to inform such decisions. Updates to the workplan will be proposed by the supplier and subject to approval by FCDO; or proposed by FCDO and subject to agreement with the supplier.

21.3. FCDO will produce a review of the supplier's performance and progress as per FCDO standard rules at the end of the inception phase and annually thereafter during the implementation phase, drawing on quarterly and annual reporting by the supplier. A project completion review will also be undertaken during the closure phase of the contract. The supplier should schedule annual progress reporting and evidence syntheses accordingly to inform these reviews and may also be required to provide additional specific inputs and feedback on reviews at FCDO's request. FCDO will take responsibility for monitoring agreed logframe outcome and impact indicators that rely on feedback from FCDO staff and other programme implementing partners. All reviews will be published on FCDO's website.

21.4. FCDO's internal coordination and engagement with British Embassy Mogadishu (BEM) staff will be led by the Programme Responsible Officer (PRO). An internal programme board will be established with representative from each British Embassy Mogadishu (BEM) team covered by this contract. The board will meet regularly and will discuss the workplan, TPML feedback and promote its use to inform programme management decisions.

21.5. FCDO will also engage regularly with implementing partners to get their feedback and ensure their cooperation and understanding of the contract. We will conduct at least annual engagement events with implementing partners to share lessons, review the ToC and gather feedback.

21.6.   Programme funded posts – seconded 80% to TPML supplier and 20% to the FCDO to ensure demand-responsiveness, utility, and alignment between FCDO and the supplier have been proposed. These are, however, subject to FCDO workforce planning and HMG's Spending Reviews and thus are not presently confirmed.

22.   OTHER REQUIREMENT

22.1.   The service provider will be responsible for all their in-country arrangements including travel and accommodation and arrangements for meetings.

23. RISKS

23.1.   Suppliers will include in their proposal the key risks that they perceive and how they plan to manage and mitigate them. Some of the key risks that FCDO has already identified, and which suppliers are expected to elaborate on and address in addition to other risks, include:

23.1.1. <u>Strategy and Context</u>
- Likely shifts in the political and security situation – e.g. conflict emerging from elections.
- Some parts of Somalia may remain inaccessible to suppliers/ partners either due to conflict and Al-Shabaab control, or due to Covid-19 restrictions on travel. This will require a flexible programme design and likely the use of innovative data science approaches to collect data (mobile technology, satellite imagery etc.).

23.1.2. <u>Fiduciary and financial risk</u>
- Risk of fraud in third party monitoring and collusion of third party monitors with implementing partners. Suppliers will sometimes need to rely on implementing partners for access to sites of people, which risks compromising independence.
- There is a risk that reduced overall budgets lead to a scaling back of programme level MEL, in turn placing unsustainable pressure on TPML. TPML cannot replace programme level MEL, but rather must be designed to support and complement it wherever possible.

23.1.3. <u>Reputational risk</u>
- The programme carries an inherent reputational risk due to the nature of the work it intends to deliver (evidence and data generation). As such the programme will develop handling and landing strategies and plans to increase understanding among the key stakeholders and minimise on reputational risk both to the implementing partners and UK.

23.1.4. <u>People risk – Moderate risk rating</u>
- The main risk is that the absorptive capacity of programme teams means that the TPML findings and learning are not used to their full extent. This will need to be mitigated by ensuring that the design of the TPML meets users' needs and is flexible, and by not pushing high quantities of outputs but rather prioritising targeted verifications that are in-depth enough to provide useful information to inform adaptations.

23.1.5. <u>Policy and Programme Delivery – Moderate risk rating</u>

- The main delivery risk for TPML and SCB is poor partner/supplier implementation capacity. This will be mitigated by engaging with partners with a strong track record and due diligences will be conducted to provide assurances about capacity. Close management, a hybrid PBR model (which means that payments are released only when the work is of high-enough quality), and a break clause which allows for termination if the contract is not delivering will work together to ensure quality delivery.
- The programme may be complicated for a supplier to manage as it is unlikely that a single supplier will have the necessary skills and experience to provide TPM in all required activities. It is anticipated that the programme will require a lead supplier coordinating a number of downstream partners and liaising with implementing partners for a large number of FCDO programmes. There is a further risk that implementing partners will require persuasion or will not agree to provide access to all data and beneficiary details required for independent verification of results

23.1.6. Safeguarding

- There is a risk of negative behaviours of downstream partners staff when interacting with beneficiaries. This will be mitigated by ensuring that international best practices in relation to ethical data collections are adopted and clear mechanisms are in place for complaints to be made direct to FCDO.
- There is a risk to the safety and well-being of the monitors whilst conducting field work in insecure areas of Somalia or when investigating sensitive topics. Suppliers will be expected to assess the security risks, including through intelligence gathered through local staff. Where they judge visits to not be safe, they will be asked to propose alternative approaches (e.g. remote monitoring, delaying of visits).
- There is a risk of mismanagement of personal data collected by the suppliers/partners. This will be mitigated by requiring that all suppliers/ partners employ appropriate data protection measures and comply with the GDPR requirements. Again, the quality of this will be assessed by the FCDO SRO and programme officer periodically but can be tightly overseen by the programme funded post.

24. DIGITAL SPEND

24.1. The UK government defines digital spend as 'any external-facing service provided through the internet to citizens, businesses, civil society or non-governmental organisations. The Government Digital Service (GDS), on behalf of the Cabinet Office, monitors all digital spend across government and FCDO is required to report all spend and show that what we have approved meets with GDS Digital Service Standard. In FCDO, this applies to any spend on web-based or mobile information services, websites, knowledge or open data portals, transactional services such as cash transfers, web applications and mobile phone apps. Plans to spend programme funds on any form of digital service must be cleared with FCDO in advance and must adhere to the following principles:
    - Design with the user
    - Understand the existing ecosystem
    - Design for scale
    - Build for sustainability

- Be data driven
- Use open standards, open data, open source & open innovation
- Reuse & improve
- Address privacy & security
- Be collaborative

25. DUTY OF CARE

25.1. All supplier personnel (including their employees, sub-contractors or agents) engaged under a FCDO contract will come under the duty of care of the lead supplier. The supplier is responsible for the safety and well-being of their personnel and any third parties affected by their activities, including appropriate security arrangements. The supplier will also be responsible for the provision of suitable security arrangements for their domestic and business property. FCDO will share available information with the supplier on security status and developments in-country where appropriate, but we also expect the supplier to monitor this to the best of their ability. Travel advice is also available on the FCDO website and the supplier must ensure they (and their personnel) are up to date with the latest position.

26. DO NO HARM

26.1. FCDO requires assurances regarding protection from violence, exploitation and abuse through involvement, directly or indirectly, with FCDO suppliers and programmes. This includes sexual exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation.

26.2. The Supplier must demonstrate a sound understanding of the ethics in working in Somalia and Somaliland and applying these principles throughout the lifetime of the programme to avoid doing harm to beneficiaries. In particular, the design of interventions including research and programme evaluations should recognise and mitigate the risk of negative consequence for women, children, and other vulnerable groups. The supplier will be required to include a statement that they have duty of care to informants, other programme stakeholders and their own staff, and that they will comply with the ethics principles in all programme activities. Their adherence to this duty of care, including reporting and addressing incidences, should be included in both regular and annual reporting to FCDO.

26.3. A commitment to the ethical design and delivery of monitoring and evaluation methods and approaches, and research, including the duty of care to informants, other programme stakeholders and their own staff must be demonstrated.

26.4. This contract will require the supplier to operate in conflict-affected areas and parts of it are highly insecure. The security situation is volatile and subject to change at short notice. The supplier should be comfortable working in such an environment. It is not expected that the supplier would put staff at risk, but the supplier must have the ability to monitor projects in the programme implementation locations.

26.5. 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. The supplier must ensure their personnel receive the required level of training prior to deployment (where applicable).

26.6. The supplier must comply with the general responsibilities and duties under relevant health and safety law including appropriate risk assessments, adequate information, instruction, training and supervision, and appropriate emergency procedures. These responsibilities must be applied in the context of the specific requirements the supplier has been contracted to deliver (if successful in being awarded the contract).

26.7. FCDO will not award a contract to a supplier who cannot demonstrate they are willing to accept and have the capability to manage their duty of care responsibilities in relation to the specific procurement.

Page Break

Annex: 1

The British Embassy Mogadishu (BEM) programmes covered by the TPML programme are listed below. Please note that there may be additional programmes which become operational during the period of this contract which will also be included in the scope. More details of the live programmes can be found on [FCDO's Development Tracker](#) website.

Team	Project name	Aim of programme	ID number	Start Date	End Date	Budget
Economic Development						
	Somaliland Development Fund (SDF) Phase II	To support the Government of Somaliland in the delivery of strategic infrastructure project which, in turn, will support economic growth and revenue generation	300368	2018	2024	£21.5m
	Unlocking Prosperity in the Horn of Africa	To support full and inclusive trade and economic growth potential of the region by developing and improving key roads, enabling trade cross borders and enhancing local economic development	300650	2018	2023	£25m
	Supporting Inclusive Growth in Somalia	To stimulate investment through developing the financial sector; to develop businesses in 3-4 high-growth sectors; and to develop the evidence base on inclusive economic development in Somalia	Implementation	2020	2027	£38m
	Urban Development & Resilience	To drive policy and programme actions and investments to support sustainable and inclusive development	Pipeline			£20m
Governance & Security	Somalia Forward: Stable Settlements & Fair Power	To facilitate political dialogue on how power and resource will be shared, using these agreements to progress	300490			£27m

		a constitutional review and more democratic electoral system for Somalia		2018	2022	
	Somalia Security & Justice II	Successor to SSJP I - to promote more affordable, accountable, able and acceptable policing and justice systems in targeted areas	300860	2021	2029	£6.5
	Somalia Stability Fund III	Successor to SSF II – objective to support more inclusive political agreements at multiple levels of government	300916	2022	2027	£60m
	Public Resource Management in Somalia (PREMIS) phase 1	To build the capacity of Somalia's federal system of government by establishing and improving systems for tax, spend and civil service management at all levels	205065	2015	2022	£39.5m
	Public Resource Management in Somalia (PREMIS) phase 2	To build on progress achieved in PREMIS I by improving the capacity of Somalia's new federal system of government by establishing and improving systems for tax, spend and civil service management at all levels	Pre-Pipeline	2022	2027	£12.3m (with £2.3m from EU and USAID)
	Somalia Realising Rights for Girls Programme (SRRG)	To reduce the prevalence of FGM, GBV and child/early/forced marriages in target communities.	Pipeline	2022	2025	£15m
Cross cutting	Somalia Monitoring Programme III	To ensure that British Embassy Mogadishu, Somali officials and the international community have access to the	205067	2021	2026	£12.02m

		evidence and statistics needed to ensure programmes are targeted and effective and that risks are identified and managed.				

Annex 2: Theory of Change for the Somalia Monitoring Programme III
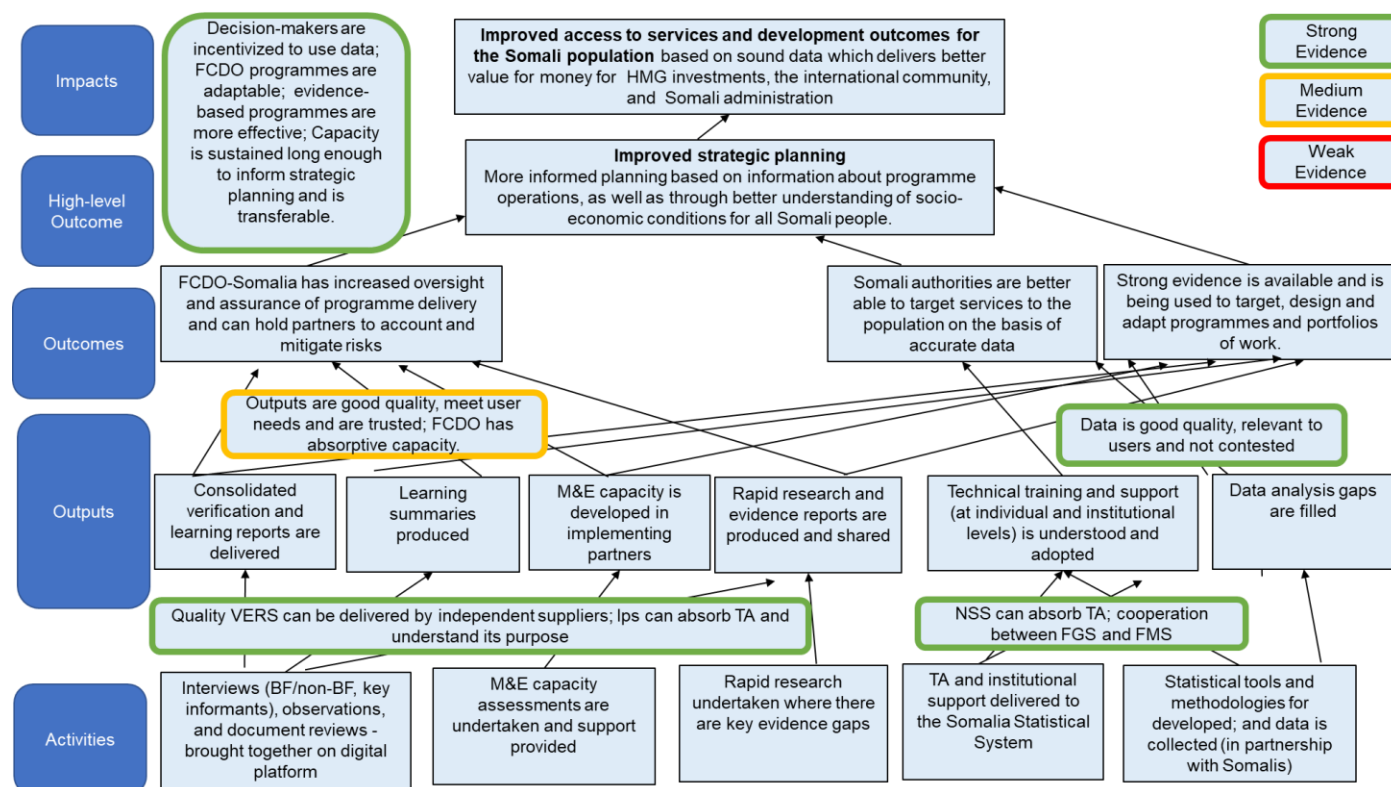
21. **Activity to Output.** There is a wide range of activities that can be used by a supplier to provide BEM with an overview of its programming in the region, as well as to improve statistical capacity. The activities listed above represent the most common activities that will be undertaken to meet the intended outputs.

22. Consolidated verification and learning reports are the *primary output* for the TPML component. These will comprise of interviews, field observations, and verification of activities. One assumption here is that the outputs can be delivered, and to a high standard. Based on the current TPM component of SMP2 and independent monitoring through other country programmes (e.g. Syria, Yemen), as well as by other donors in Somalia, there is **strong evidence[16]** to suggest the outputs above can be delivered well through an independent supplier. Despite the challenges that persist in conducting independent monitoring reviews in such a fragile country, the SMP II TPML supplier continued to conduct field visits in the country and complete high-quality field monitoring reports.

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[16] FCDO Internal Audit Department (IAD) review of BEM's portfolio, August 2019
[16] Bryld, et al (2019) Review of Third-Party Monitoring approaches used in Somalia. FCDO.

23. Using a monitor that is independent is critical for the BEM to keep oversight and be accountable, as staff can't directly monitor projects. There will be no vested interest when completing independent monitoring visits compared to partners completing internal reviews, which allows for objective findings and recommendations.

24. Other assumptions for TPML at activity to output level are that IPs understand the purpose of and can absorb the TA. This was sometimes a challenge in SMP2; however, we have learned a lot about the importance of good relationships and clear communication between the TPML supplier and IP. These lessons have and will continue to inform SMP3. Overall, evidence for activity to output assumptions for TPML are **strong.**

25. The key outputs for the Statistical Capacity Building (SCB) component are that technical and institutional capacity is built/strengthened, and data and evidence gaps are filled. These will be achieved by the provision of TA to collect, analyse, interpret, and disseminate data; and by actual data collection itself. The key assumption here is that Somali officials within the NSS can absorb and adopt the technical assistance that is delivered. Evaluations of SCB have found that a twinning approach - where the provider of TA and the recipient of TA work closely together over a long period to apply learning - is effective for building capacity [17]. This is the approach that was taken by the UNFPA throughout SMP1 and SMP2, where they worked with in partnership with Somali statisticians to deliver the PESS and the SHDS and through this to successfully build capacity. Interviews with Statistics Officials undertaken by the BEM team have also highlighted the learning and enhanced knowledge and technical capacity the has resulted from this approach.

26. Another assumption at the activity to output level for SCB is that there will be cooperation between the FGS and the FMS. Strong, positive evidence of this was seen throughout the SHDS, due the expert coordination and political awareness of the UNFPA. This is also a key assumption for the output to outcome pathway – so is discussed further below.   Evidence for activity to Output assumptions for SCB are **strong** overall.

27. **Output to Outcome.** All outputs under the TPML component should lead to a greater understanding of the quality of our programmes and their associated risks; and will generate lessons and recommendations for improvement that will feed into strategic planning. This will vary depending on the output. For instance, whilst consolidated learning and verification reports will focus on one specific aspect of programming, lessons learned summaries and rapid evidence reviews are intended to be more high level and lead to broader conclusions. Key assumptions underpinning this are that the TPML supplier outputs are high quality; that they are engaged with by and meet the information needs of BEM teams and IPs.

28. There is **strong evidence** from the current monitoring contract and from TPML contracts in other country offices is that learning and verification reports increase stakeholder knowledge of programmes and provide recommendations for future direction. The recent Internal Audit report highlighted that BEM TPML programmes

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[17] OPM (2009) Evaluation of the Implementation of the Paris Declaration: Thematic Study – Support to Statistical Capacity Building, Synthesis Report

have well designed systems and produce good analysis, and that verifications identified both risks and issues for follow up, which increases BEM's ability to hold partners to account[18].

29. The review found, however, challenges with absorptive capacity of teams[19]. This was addressed in the latter half of the last contract by shortening and consolidating reports. However, in-depth interviews with BEM teams, as well as with other country offices (e.g. Syria) strongly suggest that verifications will be engaged with more if they respond to the direct needs of BEM teams. In the past, random sampling for verifications has meant that the activities (field visits, interviews etc.) have not been designed specifically to meet teams' needs. The Syria office addressed this issue by using filters to ensure that a representative set of sites and partners were selected, but within this, asked teams what would be most useful to know.

30. Some Teams expressed that verifications were at times too light on to make sense of complex facts and seemingly contradictory observations. Reflections from the supplier was that a demand for an extremely high-volume of outputs drove this[20]. Under SMP3 we therefore plan to undertake fewer verifications overall, but to focus more on verifications for learning and adaptation. Evidence from SMP2 for absorption and engagement is therefore **medium**, however, as outlined here, we have learned a lot about what can strengthen the likelihood of success and will apply this in SMP3.

31. For SCB, output to outcome assumptions are that data is high-quality, trusted and not contested. These have been significant issues in Somalia in the past, however, the work the UNFPA has done in since 2014 (first the PESS and the SHDS) has demonstrated **strong** evidence that if various technical teams work together to agree on the methodology and mechanics of a survey - facilitated by expert coordination skills - it is possible to produce national level data that is well coordinated and does not get blocked by authorities. The World Bank has less experience here, however, the UNFPA has been sharing key lessons with the World Bank and other partners and continues to offer mentorship. The FCDO has also been involved in ensuring the World Bank and others (e.g. NGOs funded by CMPs working on data in Somalia) are learning from UNFPA and will continue to do so throughout. As world leaders in population data (UNFPA) and economic data (World Bank), there is **strong evidence** that the data will be high quality and trusted.

32. **Outcome to Impact.** Increased knowledge of programming, lesson learning through reports, improved data and improved strategic planning, should ultimately result in improvements in improved programmes and policies that more effectively deliver for the Somali people. Key assumptions are that decision-makers are incentivised to use data; Programmes are adaptable; evidence-based programmes are more effective; and statistical capacity built can also be sustained.

33. Whether verifications can lead to improvements at a strategic level depends on whether findings are contextually relevant and at the right level (i.e. broad enough but not too

[18] FCDO Internal Audit review of BEM, August 2019.

[19] Bryld et al, "Review of Third-Party Monitoring Approaches used in Somalia, 2019.

[20] LAMPS Working Paper (2019) Data Quality in Third Party Monitoring in Fragile & Conflict Affected States

abstract) to impact future programming. As argued above, teams within BEM are likely to be more incentivised to use data if the data meets their needs. They are also likely to be incentivised if there is space and time to engage with and collectively make sense of the findings of verifications and other TPML products[21]. This will therefore be built into the management and governance structure (see management case). Use of statistics collected through the SCB work will be promoted through the coordination work of the UNFPA (e.g. roundtables to support and encourage use of statistics by Somali authorities) as well as through lesson learning across the donor and partner community. At the BEM level, the MEL advisor for BEM and the programme funded MEL post will be responsible for sharing and encouraging the use of statistics to inform programme design and delivery.

34. Reflection under SMP2 identified that teams' abilities to adapt existing programmes can at times be constrained by FCDO systems including procurement, commercial, and other approval processes etc. (with it being easier to make changes at lower levels of the results chain). However, there is good evidence from previous phases that TPML findings can lead to adaptations to programmes to fix issues and improve performance. The 2021 End of Programme Review of LAMPS (the TPML supplier under SMP2) documented 33 cases of change in response to TPML findings. As mentioned already, the recent Internal Audit report highlighted the adaptability of BEM's portfolio as best practice, showing good flexibility in adapting to the evolving context[22].Further, ensuring that the BEM teams have input into the rapid research and verifications (type, timing, information needs) should ensure that they are getting relevant information that can be fed into programme design. BEM will continue to work closely with/feed into central teams that are working on making the systems more adaptive (whilst maintaining accountability), such as the Better Delivery Department.

35. It is difficult to quantify exactly how much independent monitoring improves projects, and ultimately how effectively they deliver on their aims for the people of Somalia – as improvements could be down to other factors such as a change in personnel or increased funding. However, there is evidence from previous phases of SMP where TPML has been used to improve the efficiency and effectiveness of programme delivery[23]. A 2014 ex-DFID review looked at the impact of using evidence on programme outcomes and concluded that using evidence to inform policy and practice can support the achievement of desired impacts. The review cautioned that the major barrier to evidence-based decision-making is low capacity and time constraints to understand and engage with the evidence[24]. This will be significantly considered in the design of the TPML contract. There is a substantial and growing body of documented examples in which the use of good statistics has made a difference to policy making [25]

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[21] Ibid; Ramalingam, B., Wild, L., Buffardi, A.L., (2019) Making Adaptive Rigour Work. Principles and Practices for strengthening Monitoring, Evaluation and Learning for Adaptive Management. London: ODI (https://cdn.odi.org/media/documents/12653.pdf)
[22] FCDO Internal Audit review of BEM, August 2019.
[23] SMP2 Annual Review 2019
[24] Kirsty Newman, "What is the evidence on the impact of research on international development", p. 49. Department for International Development, November 2014.
[25] PARIS21/OECD, "Counting Down Poverty – The role of statistics in world development"

[26] [27], including examples in the context of Somalia, for example with statistics from the SHDS informing the Somalia National Development Plan.

36. There is an implicit assumption in the SCB work, that capacity can be built through undertaking surveys and training and that the skills and capacity can transfer to other statistical tasks, future surveys etc. there is also an assumption at this level about sustainability of enhanced statistical capacity. There is strong evidence of the effectiveness of twinning/accompaniment models from evaluations of SCB[28] . Evidence from SMP2 indicates that whilst some move onto better opportunities once their capacity increases, others have remained and have been able to translate their skills learned to new tasks, e.g. the NSS has been able initiate a labour force survey themselves. It is early days, and evidence does suggest that retaining staff with enhanced capacity can be difficult, but also provides lessons about what enhances the likelihood of success in this regard[29]. A holistic human resource development strategy is incorporated into the UNFPA plan, which involves assistance with the drafting of a human resources development strategy and for identifying the needs for training or formal qualification for local and central government staff. The evidence for the outcome to impact assumptions is considered **strong** overall.

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[26] PARIS21 (2005) Measuring Up to the Measurement Problem: The role of statistics in evidence based policy making.
[27] Open Data Watch. The Data Value Chain: Moving from production to impact.
[28] OPM (2009) Evaluation of the Implementation of the Paris Declaration: Thematic Study – Support to Statistical Capacity Building, Synthesis Report
[29] Ibid.

Annex 3

Schedule of Processing, Personal Data and Data Subjects

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

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

Description	Details
`Identity of the Controller and Processor for each Category of Data Subject`	The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract 1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the **Parties are independent Controllers** in accordance with Clause 33.3 in respect of Personal Data necessary for the administration and/or fulfilment of this contract. 2) For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this project and so the FCDO shall not be a Processor in respect of anonymised data as it does not constitute Personal Data.

The Supplier's proposal comprised the following documents:

Document Name	File name	Author	Organisation	Date of Issue
PROJ12019 - Part A - Tetra Tech International Development	PROJ12019 - Part A - Tetra Tech International Development.pdf	Tetra Tech	Tetra Tech	25th February 2022
PROJ12019 - Part B - Tetra Tech International Development	PROJ12019 - Part B - Tetra Tech International Development.pdf	Tetra Tech	Tetra Tech	25th February 2022
PROJ12019 - Part C - Commercial - Tetra Tech International Development	PROJ12019 - Part C - Commercial - Tetra Tech International Development.pdf	Tetra Tech	Tetra Tech	25th February 2022
PROJ12019 - Part C - Pro forma Cost Templates - Tetra Tech International Development	PROJ12019 - Part C - Pro forma Cost Templates - Tetra Tech International Development.xlsx	Tetra Tech	Tetra Tech	25th February 2022
SMP III - SQ - Consilient Limited	SMP III - SQ - Consilient Limited.pdf	Tetra Tech	Tetra Tech	25th February 2022
Tetra Tech Insurance Certificates	Tetra Tech Insurance Certificates.pdf	Tetra Tech	Tetra Tech	25th February 2022
Tetra Tech International Development Parental Support Letter	Tetra Tech International Development Parental Support Letter.pdf	Tetra Tech	Tetra Tech	25th February 2022

Annex B – Payment

[Redacted]