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Section 3 Terms of Reference

Global Development Delivery (GDD) Framework Agreement

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1. About FCDO

- 1.1 The Foreign Commonwealth and Development Office (FCDO) pursues the UK national interests and projects the UK as a force for good in the world. Promoting the interests of British citizens, safeguarding the UK's security, defending our values, reducing poverty, and tackling global challenges with our international partners. The FCDO leads the UK's efforts to reduce poverty, deliver the UN Sustainable Development Goals (SDGs), the UK's International Development Strategy, and helping to deliver HMG's wider national security objectives.
- 1.2 The FCDO's International Development Strategy UK government's strategy for international development - GOV.UK (www.gov.uk) is a central part of a coherent UK foreign policy. The principles of free markets, free trade, effective institutions, free speech, and shared technology have underpinned development advances over recent decades, but these principles are increasingly challenged by a renewed geopolitical contest for influence. At the same time, global challenges threaten development progress – from climate change and biodiversity loss to the COVID 19 pandemic, which pushed millions into poverty. Progress towards a safer and more prosperous world requires the deployment of diplomatic influence, trade policy, defence, intelligence, business partnerships and development expertise – to build strong country-level partnerships and effective global alliances.
- 1.3 The UK brings powerful economic and political tools to development partnerships: aid, diplomacy, trade, investment, expertise and influence. FCDO will use those to meet the evolving needs of its partners, and support achievement of the Sustainable Development Goals (SDGs), in line with the Integrated Review The Integrated Review 2021 - GOV.UK (www.gov.uk). FCDO will pursue a compelling offer from the UK to developing country partners – deepening cooperation with businesses, sovereign wealth funds, private investors, international organisations and civil society to achieve better outcomes for people in low- and middle-income countries as well as British citizens. FCDO will work with friends and family in the Commonwealth, and with key strategic partners around the world, to ensure that free societies can thrive.

2. Background

- 2.1 This a Framework Agreement to replace and build upon the current International Multidisciplinary Programme (IMDP) Framework and the current Global Economic Development Framework (GEDF).

3. Introduction

- 3.1 The key objectives of the Framework Agreement are:
- a) To secure a pool of high quality suppliers pre-qualified to work in FCDO thematic areas, to deliver improved value for money through further competition
 - b) Development and improved management of supplier base

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- c) Access to niche/specialist skills
- d) Shortened timescales for call-down process due to pre-qualification of suppliers
- e) Improved Management Information for managing framework and supplier base e.g., tracking bidding patterns and recurring issues to improve competition

3.2 This Framework Agreement will enable FCDO (and other Government Departments listed in section 4) below to access advice, expertise and delivery capacity in a cost efficient and effective manner across multiple thematic areas. It will enable FCDO/other Government Departments to commission multi-disciplinary teams of quality professionals to design, manage and deliver international development programme services with greater agility and innovation whilst maintaining fair competition.

3.3 Suppliers will provide overseas development assistance advice and expertise to FCDO and other Government Departments related to the thematic areas of:

- Climate Change and Nature
- Health
- Humanitarian
- Education
- Gender and Social Inclusion
- Economic Development and Trade
- Finance and Investment
- Research
- Governance
- Conflict

These themes will be covered across the different Lot structure described in section 6.4 below. Some of these Lots also feature requirements across the thematic areas of:

- Infrastructure
- Social Development
- Food and Agriculture

4. Recipients and Commissioners

4.1 The recipients of the services will be determined in each call-down contract. The services will be accessible by FCDO and other UK government departments that deliver

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programmes funded by UK Official Development Assistance (ODA). All contracts commissioned by other UK government departments (that are not FCDO) will be funded by ODA. Most programmes commissioned by FCDO will be development programmes funded by ODA, but FCDO also requires suppliers to be able to deliver non-ODA funded programmes which involve Development-adjacent disciplines, such as diplomacy, defence, trade, investment, technology and science, as per the multi-faceted approach described in HMG's International Development Strategy (May 2022).

4.2 The other UK government departments (referred to in this document as OGDs) are:

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

4.3 This list is not exhaustive. A complete list of Other Government Departments (OGDs) who are entitled to use the Framework Agreement can be found at <https://www.gov.uk/government/organisations> This list may be updated from time to time due to re-structuring or re-organisation.

5. Timeframe and Throughput

- 5.1 The Framework Agreement will commence in **December** 2023 for the period of 2 years with two (2) one year extension options each subject to ongoing need.
- 5.2 The maximum throughput of the Framework Agreement will be £3bn. This figure includes a value of £1.5 billion (covering all fourteen lots) for the initial 24-month term, and the possible two 12-month extensions at a value of £1.5 billion (covering all fourteen lots).

6. Lot structure

6.1 The Framework Agreement will be awarded in 14 Lots which will consist of:

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- High Value Lots £7m-£100m (Lots 1-7)
 - Low Value Lots up to £7m to encourage a diverse supplier base (Lots 8-14)
- 6.2 The £7m threshold includes any funds being managed/disbursed, applicable taxes and UK VAT. A contract may be called down from the Low value Lots if the original contract term value (including funds, taxes and VAT) is less than £7m, and the value of the extension periods (including funds, taxes and VAT) represents no more than 50% of the original contract term value (including funds, taxes and VAT). This is regardless of whether the total contract value (original term plus extension period, both including funds, taxes and VAT) exceeds £7m or not. If the value of the extension periods (including funds, taxes and VAT) represents more than 50% of the original contract term value (including funds, taxes and VAT), and this total contract value (original term plus extension period) exceeds £7m, then the contract may not be called down from the Low Value Lots. The table below illustrates these rules with examples:

Value of original contract term	Value of extension periods	Extension value as % of original contract term value	Permitted to use Low Value Lots?
£6m	No extensions	NA	Yes
£8m	No extensions	NA	No
£6m	£3m	50%	Yes
£6m	£4m	67%	No
£5m	£3	60%	No
£4.5m	£2.25m	50%	Yes

- 6.3 The £100m upper limit for the High Value Lots includes the value of extension options, any funds being managed/disbursed, applicable taxes and UK VAT. Contracts with a value of more than £100m will be awarded via a separate procedure outside of this Framework Agreement.
- 6.4 In order to be included in the Framework Agreement suppliers will need to qualify in at least one Lot.
- The High Value Lots (Lots 1-7) will have up to 15 suppliers per Lot
 - The Low Value Lots (Lots 8-10, 12-14) will each have up to 15 suppliers per Lot.
 - The Low Value Economic Development Lot (Lot 11) will have up to 7 suppliers per Lot.
 - In each Lot, with the exception of Lot 11, FCDO reserve the right to increase to 20 suppliers if FCDO determine that there is insufficient coverage in thematic expertise.

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Insufficient coverage in any Lot is defined as when there are any capabilities relevant to that Lot (as per the Capability Matrix column B, see Annex 3), that fewer than 3 of the top 15 ranked suppliers* for that Lot have indicated they have capability to deliver (per the Capability Matrix returns). The suppliers ranked 16 to 20* will be awarded a place in the Lot if there is insufficient coverage amongst the top 15 ranked suppliers and adding the suppliers ranked 16 to 20 would increase the suppliers with the capability that has insufficient coverage by at least one supplier.

- For Lot 11, FCDO reserve the right to increase to 10 suppliers if FCDO determine that there is insufficient coverage in thematic expertise. Insufficient coverage in Lot 11 is defined as when there are any relevant capabilities (as per the Lot 11 Capability Matrix column A, see Annex 3), that none of the top ranked 7 suppliers for Lot 11 have indicated they have capability to deliver (per the Capability Matrix returns). The suppliers ranked 8 to 10 will be awarded a place in the Lot if there is insufficient coverage amongst the top 7 ranked suppliers and adding the suppliers ranked 8 to 10 would increase the suppliers with the capability that has insufficient coverage by at least one supplier.

** Supplier rank will be determined by the evaluation methodology described in the tender documents (ITT Volume 2).*

6.5 The Framework Agreement will be set up based on the following Lots:

Lots	Thematic Areas covered	Value of Call-down contracts
1	Climate Change and Nature	£7m-100m
2	Health and Humanitarian	£7m-100m
3	Education, Gender and Social Inclusion	£7m-100m
4	Economic Development and Trade	£7m-100m
5	Finance and Investment	£7m-100m
6	Research	£7m-100m
7	Governance and Conflict	£7m-100m
8	Climate Change and Nature	£0m-7m
9	Health and Humanitarian	£0m-7m
10	Education, Gender and Social Inclusion	£0m-7m
11	Economic Development and Trade	£0m-7m
12	Finance and Investment	£0m-7m
13	Research	£0m-7m
14	Governance and Conflict	£0m-7m

6.6 Annex 6 illustrates the rules governing which Lots Suppliers may apply for, depending on whether they are participating as Lead suppliers or sub-contractors.

7. Scope of Work

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- 7.1 This Framework Agreement can be used to provide services that have an impact on international development programmes funded by ODA or non-ODA budgets, as per paragraph 4.1 above.
- 7.2 FCDO will establish a Global Development Delivery Framework Agreement with a range of suppliers to provide effective and cost-efficient policy and programme delivery. Services may be required to be delivered anywhere in the world. Most services will be required within FCDO/OGDs' operational footprint in developing countries and/or fragile and conflict affected countries. It is anticipated that some Suppliers may not be able to deliver globally, for example in Africa but not elsewhere. Suppliers are required to indicate their Geographic coverage via the Capability Matrix (see Annex 3) but Geographic coverage does not form part of the Framework tender evaluation criteria. It may be a factor that is evaluated for call-down contracts.
- 7.3 The scope of this work includes the provision of suitably qualified and experienced individuals and multi-disciplinary teams, to support individual UK Government Departments and their partners to design and deliver overseas development aid programmes including those in fragile and conflict affected states.
- 7.4 Typical requirements of Suppliers are likely to include demand for expertise in the following areas:
- Climate Change and Nature
 - Health
 - Humanitarian
 - Education
 - Gender and Social Inclusion
 - Economic Development and Trade
 - Finance and Investment
 - Research
 - Governance
 - Conflict
 - Infrastructure
 - Social Development
 - Food and Agriculture
- 7.5 FCDO/OGDs wish to identify the right Suppliers able to deploy the right people to the right places at the right time. Across the spectrum of themes, Suppliers will need to be able to demonstrate strong professional skills, management, reporting and performance management capability, and the ability to achieve value for money.
- 7.6 The Suppliers appointed to each Lot will be required to provide:
- A deep understanding of the UK government's International Development Strategy and a proven track record in working in the international development system.

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- In-depth understanding of, and networks in, a range of developing countries, including but not restricted to those where FCDO has a bilateral presence.
- Technical capability, capacity and management structures to design and deliver development outcomes.
- The ability to rapidly deploy skills and capability to deliver on the objectives of any specific requirement.
- Ability to work with global / multilateral partners where required, including other donors.
- Ability to build, develop and maintain effective partnerships, consortia and supply chains of subcontractors in order to deliver the services required. Suppliers should demonstrate an ability and commitment to work with Small or Medium Enterprises (SMEs) where appropriate, in order to promote diversity and innovation within the development market.
- Ability to develop local networks and where possible use local or regional expertise, including analysis of the political economy, to underpin interventions, provide effective engagement, and build the capacity of local service providers within the countries in which FCDO/OGDs operate.
- Appropriate leadership and management of projects. Effective quality control (technical reviewers, editors, proof-readers, etc) replacement of expertise, secretariat, and any other support staff necessary to undertake requirements. Programme Management capacity to deliver a suite of interventions simultaneously.
- An ability to demonstrate on-going value for money through efficient delivery of programmes, competitive prices/discounts, and improvements in outputs and outcomes
- Experience of developing different responsive models to best suit the specific intervention that either scale up or down or change course to respond to changing conditions, risks and opportunities.
- Robust monitoring, reporting and evaluation systems to support responsive programming and effective risk management. Call-down contracts may require Monitoring Evaluation or Learning (MEL) capabilities that complement high quality programme delivery. MEL requirements can feature as a component within GDD contracts that are otherwise made up of requirements to do with technical assistance or programme design and delivery. Any contract that predominantly consists of MEL requirements will not be procured via the GDD framework. Independent impact evaluation and complex MEL (e.g. to support Adaptive Programming) will not be procured via the GDD framework.
- An ability to demonstrate on-going innovation through engagement with new evidence, programme delivery experience, and the changing context of the development sector. Awareness of emerging technologies and ability to use them as appropriate, particularly ICTs, the internet and mobile technology to reach new users where they are with greater impact.
- Effective policies and processes for Safeguarding staff, sub-contractors, partners and users of development services. Suppliers are expected to demonstrate how they can proactively engage beneficiaries throughout the programme cycle and treat each beneficiary with dignity, respect, and care, to ensure that our programmes and aid instruments are contextually appropriate, safe and responsible.

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- Programmes commissioned through any Lot may require the Framework Supplier to also take on a fund manager role for a specific intervention and/or portfolio of interventions which may include: key fund governance, secretariat and programme fund management functions (such as commissioning and sifting proposals; conducting timely and appropriate due diligence of downstream partners; developing programme agreements or contracts; fund transfer and disbursement; reporting and Monitoring and Evaluation). There may be a need for the design and management of conditional and unconditional cash transfer programmes including the use of digital and other innovative approaches.
- Suppliers must be able to demonstrate the ability to manage helpdesk facilities focussed on any sectoral, thematic or cross-cutting area of FCDO/OGDs' policy or programme work.
- Suppliers must have expertise in the design of output/outcome based financing approaches for programming across the full range of development themes.

- 7.7 Whilst it is understood that Suppliers may have established partnership arrangements in place with a number of delivery subcontractors, they should also retain the ability to rapidly contract others where needed – including nationally or locally specific subcontractors (e.g., private sector suppliers, individual consultants, not for profits or civil society organisations). This will require timely due diligence of these partners by the Supplier during call-down tenders, before call-down award. The Framework will allow for the flexibility to rapidly include additional sub-contractors, when necessary, in order to best deliver the requirements of individual call-down contracts.
- 7.8 As work is required, Terms of Reference will be issued for individual contracts which will be awarded by Mini Competition, Round Robin or Direct Award following the procedure set out at paragraphs 9.13 to 9.41 below.

8 General Requirements

- 8.1 It is not possible to determine in advance the precise scope of each requirement that will be required under this Framework; however, FCDO/OGDs' will provide detailed Terms of Reference for each call-down requirement. Call-down Terms of Reference will build upon the requirements and outcomes described in the Framework Terms of Reference, both the General Requirements and the Lot-specific sections.
- 8.2 Typical requirements are described for each Lot in the specific Lot section of this document. It should however be noted that some requests may span across more than one Lot. In addition, to those Lot-specific requirements, there are the **following general requirements which are applicable to all Lots.**

Development

- 8.3 Our approach to development, as outlined in our International Development Strategy, takes a whole of government approach working closely with UK businesses, civil society, academia, research centres and beyond. Suppliers should take account of the UK's intention to take the following steps when delivering under this framework agreement:

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- Taking a patient approach which helps our partners to tackle the structural problems they face, building the strong economic and social foundations that underpin long-term development.
- Being a more responsive development partner to countries' needs and more consciously geopolitical in approach.
- Using our world-class British expertise to support partner countries through providing advice, exchanging lessons and evidence of what works, and building partnerships across government, business and civil society.
- Making it quicker to get programmes delivering on the ground.

Gender equality and the empowerment of women and girls

- 8.4 Suppliers will need to demonstrate for each of the Lots that they have the requisite expertise to ensure that gender equality is mainstreamed into all the work they are commissioned to do. FCDO's Strategic Vision for Gender Equality calls on all our suppliers to systematically tackle the discrimination and barriers that prevent individuals from reaching their potential, and that further entrench gender inequalities. Suppliers are expected to demonstrate capacity to understand local social norms and behaviours, and to design programmes in ways that accommodate local realities, and that challenge and change unequal power relations between men and women and negative attitudes and discriminatory practices that hold women and girls back. Suppliers will be expected to align their delivery with the up-coming FCDO Women and Girls Strategy when it is published in Spring 2023.

Social inclusion

- 8.5 Where applicable, demonstrated ability to identify, benefit and meaningfully engage groups with particular needs or terms of exclusion in a given context such as people with disabilities, the poorest, marginalised groups, displaced populations and adolescents/youth; integral to this will be an understanding of how social norms dictate access to and control over resources and space and impact on an individual's ability to reach their potential and to have their needs and interests addressed and protected.

Governance and Political Economy analysis

- 8.5 Suppliers are required to have an ability to apply a Political Economy and Thinking and Working Politically lens to all the thematic areas/Lots covered by the GDD Framework. This means a big-picture understanding of the governance and political context, including the interaction of social, political and institutional dynamics and political trade-offs. It means understanding political settlements and elite bargains and how change happens, the interaction of political leadership and objectives and their delivery through complex systems and bureaucracies. This should underpin the design and delivery of interventions.

Conflict

- 8.6 Suppliers must be able to demonstrate that they are able to deliver services in a conflict sensitive way. Conflict sensitivity is acting with the understanding that any initiative

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conducted in a conflict-affected environment will interact with that conflict and that such interaction will have consequences that may have positive or negative effects. It is a deliberate and systematic approach to ensuring that the negative effects (risks) are understood and minimised and positive effects (opportunities) are maximised. To demonstrate conflict sensitivity suppliers must be able to show that in previous work in conflict contexts they have: understood the context; understood the interaction between their engagement and the context; acted upon this understanding in order to avoid negative impacts and maximize positive impacts.

Climate

- 8.7 Suppliers must be able to integrate opportunities for positive climate change action and climate change risk mitigation into the content of services and products provided to FCDO/OGDs and also into the practices of the Suppliers themselves. Suppliers should demonstrate how they will seek to maximise the climate and environmental opportunities within their own organisation and how they operate, and minimise the risks, as well as minimising their and their sub-contractors carbon footprint while fulfilling any call-down contract from this framework agreement.

Research

- 8.8 Programmes commissioned through lots 1-5, 7-12 and 14 may require research to be carried out as a minority component within a broader delivery programme. Those Suppliers who wish to bid for any programmes including an element of research must therefore demonstrate that they are able to deliver research to the standard required at an individual call-down level. When delivery programmes include an element of research, suppliers will be expected to demonstrate the ability to:

- deploy rigorous and robust research methodologies
- disseminate outputs publicly following a robust quality assurance process
- produce evidence synthesis
- undertake programme evaluations
- implement activities to support research communication and uptake

- 8.9 When a contract is primarily a research project it will be commissioned through the Research Lots 6 or 13 (depending on the contract value). When the research contract requires very specialist thematic expertise, FCDO/OGD commissioners may carry out a cross-Lot competition that includes the dedicated Research Lots 6 or 13 and up to one other thematic Lot (1-5, 7-12 or 14).

9. Calling Down Contracts

- 9.1 This Framework Agreement will be awarded for 2 years with two possible 12-month extensions as determined by FCDO. Individual programmes to which call-down contracts relate will typically be 3-5 years duration, although individual call-down contracts may be for shorter or longer periods. For example, new research programmes will typically range from 5-7 years and longer for longitudinal and other research. The Framework Agreement will be subject to a Commercial Annual Review at the end of each year including any subsequent years for which the framework is extended. Call-down contracts that run more than 2 years beyond the end date of the

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Framework Agreement will require review and break points (points at which the contracts could end).

- 9.2 Suppliers price ceilings, submitted for the Framework tender, will apply for the full duration of the Framework. Suppliers are required to tender price ceilings that are intended to be sustainable for the maximum four years of the Framework. There will be review of prices at each extension point (the end of year 2 and, if the framework is extended, at the end of year 3) which will consider if there have been any material changes that could not reasonably have been anticipated when the Framework was tendered. The review will not simply apply an inflationary uplift but will consider if there have been any material changes to inflation trends since Framework tender. The review will not involve any renegotiation of prices with individual suppliers. The outcomes of the review will be applied to all suppliers equally.
- 9.3 For the avoidance of doubt, Suppliers' provision of the Services pursuant to this Framework Agreement or any Call-down Contract shall be on a non-exclusive basis. FCDO/OGDs reserve the right to contract with or employ directly any third-party contractors, consultants or employees to provide similar services at any time outside of the Framework Agreement.
- 9.4 FCDO expects the Suppliers to operate in FCDO/HMG priority countries and demonstrate in competition the skills, knowledge, capability, and competence to deliver FCDO's International Development Strategy with demonstrable Value for Money through committing to measurable and objective deliverables.
- 9.5 Suppliers in all lots will be required to complete a Capability Matrix for each lot that they are bidding for, indicating which countries/regions they have the capability to work in, and which development themes they can deliver in those countries/regions. This is a Supplier self-assessment and will not be verified by FCDO or form part of the Framework tender evaluation. See Annex 3 for the template Capability Matrix. Suppliers will then be expected to deliver call-down opportunities for those countries/regions/themes when offered call-down contracts through Direct Award, or, for Lot 11, through Round Robin (see Methods of call down section below).
- 9.6 Call-down contracts will be overseen and managed by the particular UK department or business unit operating in the country concerned.

Price ceilings

- 9.7 Suppliers are required to submit price ceilings at Framework tender that will set a maximum cap on the prices that they may offer for individual call down contracts. Suppliers cannot exceed these prices regardless of the method of call-down, except in the circumstances described in paragraph 9.8.
- 9.8 When a call down contract requires on-the-ground programme delivery in an Extremely Fragile county (per definition in paragraph 9.9) suppliers may offer prices that are up to 10% higher than the price ceiling they submitted at Framework tender (the price ceilings are raised by 10%).
- 9.9 Extremely Fragile countries are those countries identified as "extremely fragile contexts" in the most recent edition of the OECD (Organisation for Economic Co-

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operation and Development) States of Fragility report. At the start of the Framework the following countries, identified in the OECD States of Fragility report 2022, will be treated as Extremely Fragile countries:

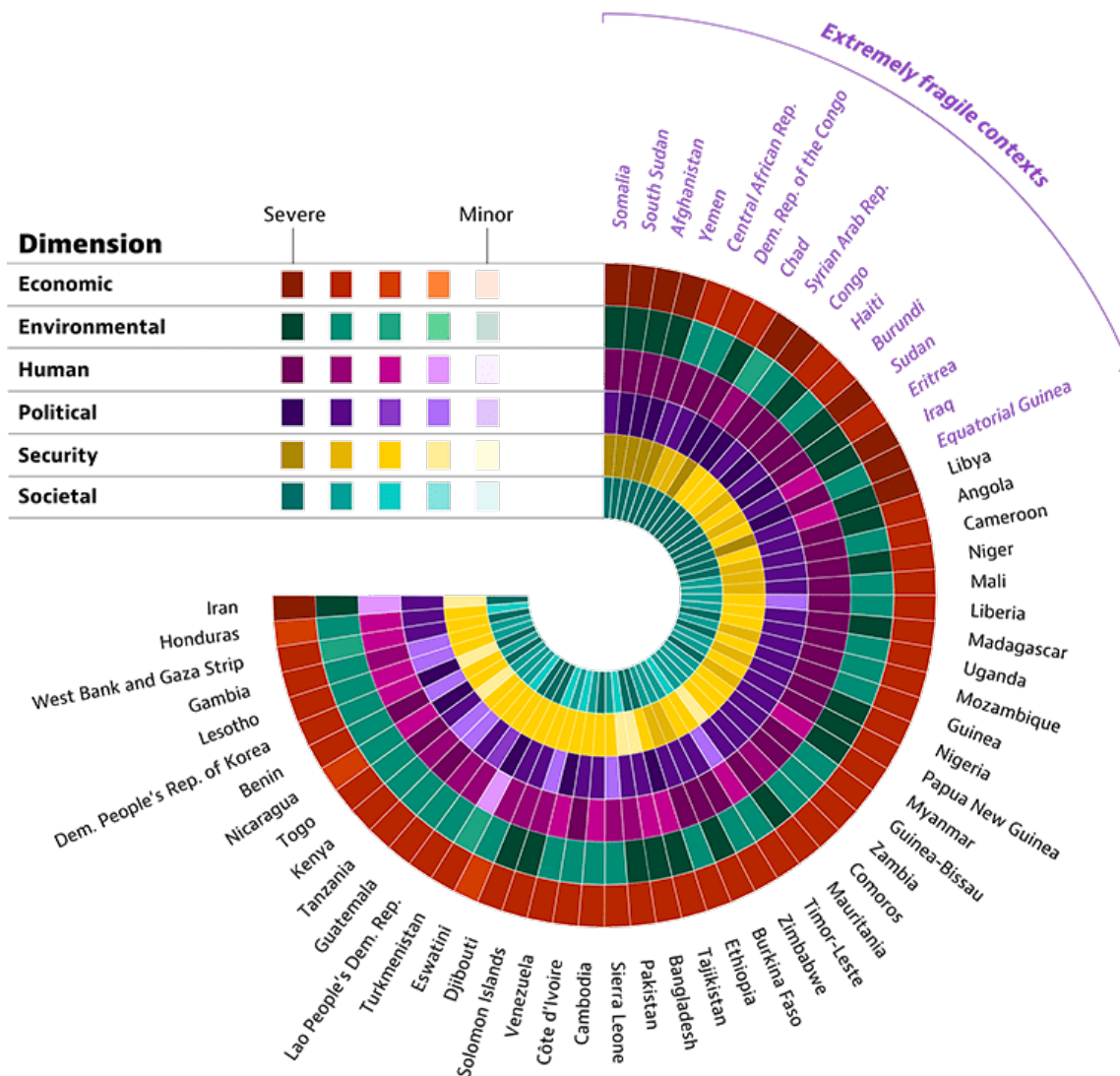
- Somalia
- South Sudan
- Afghanistan
- Yemen
- Central African Republic
- Democratic Republic of the Congo
- Chad
- Syrian Arab Republic
- Congo
- Haiti
- Burundi
- Sudan
- Eritrea
- Iraq
- Equatorial Guinea

The illustration below is taken from the OECD States of Fragility report 2022:



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9.10 The definition of Extremely Fragile countries in paragraph 9.9 will apply until the OECD publishes a subsequent edition of the States of Fragility report, expected to be in September 2024. When a new edition of the States of Fragility report is published, FCDO will apply the Extremely Fragile country definition, and 10% price ceiling uplift, only to the countries identified as “extremely fragile contexts” in the new report (or otherwise the most fragile category defined in the new report). This change of definition will be applied to any call down contract award that was advertised after the publication date of the new States of Fragility report. If a country identified in paragraph 9.9 is no longer identified as “extremely fragile contexts” in the new report (or otherwise the most fragile category defined in the new report) then the 10% uplift will no longer apply.

9.11 At each extension point (the end of year 2 and, if the framework is extended, at the end of year 3) FCDO will review the Extremely Fragile countries mechanism and may

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seek to make changes via contract amendment, to either the 10% uplift mechanism or the definition of Extremely Fragile countries.

Duration discount

- 9.12 For individual call-down contracts, suppliers will be required to submit prices for individuals working 220 working days or less on that contract, and individuals working more than 220 working days. At Framework tender, suppliers will be invited to offer a discount percentage (see ITT volume 6: Pro Forma Cost Template) to be applied to all call-down contract prices when individual staff work longer than 220 working days. There is no requirement to submit this 'duration discount', but the level of discount offered will form part of the commercial evaluation for the Framework tender (see ITT volume 6: Pro Forma Cost Template). If suppliers offer a duration discount at Framework tender stage, it must be applied in all circumstances when individual staff work longer than 220 working days on a contract. Suppliers must apply their duration discount when they submit their prices, solutions, and plans/forecasts for individual call-down contracts, and they must apply them when billing for individual staff work who have worked longer than 220 working days on a contract, regardless of whether this was originally foreseen or not. Duration discounts only apply to working days after the 220-day threshold, i.e., the discounted price applies to day 221 onwards.

Methods of call down

- 9.13 FCDO and OGDs will endeavour to provide periodic pipelines of potential opportunities to the market (but cannot guarantee that this will always be the practice). When pipelines are available, they will be published on FCDO's procurement platform (Jaggaer) and be visible to the relevant Lot's pool of suppliers prior to the official launch of the procurement by FCDO/OGD. This will provide suppliers with advance warning of upcoming requirements. The Jaggaer platform will publish all the procurement opportunities offered via the framework. FCDO/OGDs will award contracts via the following call-down methods:

Method 1: Mini Competition (applicable to all Lots)

- 9.14 The default expectation is that Call Down Contracts will be awarded by mini-competition, unless the circumstances for Method 2 Round Robin (Lot 11 only) or Method 3 Direct Award apply. If the development themes covered in a call-down contract's requirements span more than one Lot, FCDO reserve the right to determine which Lot the mini-competition should apply or to run the competition across multiple Lots. In most circumstances, mini-competitions will only apply to a single Lot.
- 9.15 For urgent or non-complex contracts, it is envisaged that mini-competitions will have a timescale of approximately 12 weeks from issue of invitation to tender to award of call-down contract. There will be contracts that take longer and each mini-competition will advise of the indicative timeline specific to the requirement. FCDO/OGDs reserve the right to issue call-downs with a quicker timescale than 12 weeks.
- 9.16 Evaluation criteria for mini-competitions will be tailored to the needs of the specific call-down project. Evaluation criteria will be more precisely formulated versions of the Framework Agreement Tender Evaluation criteria and will be based on the Terms of

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Reference for the relevant Lot, and the General Requirements within the Framework Terms of Reference. When a call-down contract features requirements for fund management/disbursement, the call-down competition's evaluation criteria will feature at least one question relating to suppliers' fund management/disbursement capabilities and processes. All call-down competitions must feature the Social Value question defined in Annex 5.

- 9.17 Price/quality ratios and the weightings of individual evaluation criteria may be adjusted to suit the call down requirements. The quality: social value: price ratio may range between 30:10:60 and 70:10:20 depending on the requirements of the individual call-down project. Social Value must always represent 10% of the total evaluation score.
- 9.18 Suppliers' price ceilings (tendered at framework award stage) will always apply.
- 9.19 Any supplier submitting any price for a mini-competition that exceeds the relevant price ceiling will be disqualified from the mini-competition.
- 9.20 Suppliers interested in bidding for the work will return a technical and commercial proposal which will be evaluated by using the Most Economically Advantageous Tender (MEAT) approach which will be described in the specific call-down Terms of Reference.

Method 2: Sequential direct award a.k.a. 'Round Robin' (applicable to Lot 11 only)

- 9.21 Call-down contracts in Lot 11 will be called down via a rotational 'Round Robin' method. A Round Robin is defined as, "an arrangement of choosing all elements in a group equally in some rational order, usually from the top to the bottom of a list and then starting again at the top of the list and so on. A simple way to think of round robin is that it is about "taking turns"". See Annex 7 for an illustration of how the Round Robin mechanism will work. There is an obligation on Lot 11 suppliers to accept call-down opportunities when they are offered under the Round Robin mechanism described below in paragraphs 9.22 to 9.34 below, if the call-down opportunity is consistent with the Supplier's capability and Geographic coverage information featuring in the Lot 11 capability matrix (see Annex 3) which all Lot 11 Suppliers will be required to complete at Framework tender.
- 9.22 For each call-down contract, a bespoke Lot 11 capability matrix will be used to determine which Lot 11 suppliers are eligible for the Round Robin rotation. Suppliers will complete this matrix as part of the original Framework tender. The matrix will require suppliers to confirm the countries they are willing and able to work in, and to rank 6 capability groups by order of preference. A supplier does not have to include all 6 capability groups in their order of preference if there are one or more capability groups that they cannot deliver.
- 9.23 For each call-down contract, FCDO/OGD commissioners will determine the required geography and capability group. Eligible suppliers will be those that confirmed their ability to deliver in the required geography and that selected the required capability group within their top 3 preferences (when they completed their Capability Matrix). This will determine the eligible short-list or 'rotation' for this contract. If there are zero suppliers who are eligible, then eligibility will be expanded to all suppliers who included the relevant capability group anywhere within their order of preference. If this

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still returns no eligible suppliers, then FCDO/OGDs will carry out a mini-competition in Lot 11 or use an alternative procurement route that does not involve Lot 11.

- 9.24 The rotation will start with the Supplier that is most economically advantageous per the original framework evaluation, and move in turn to all the Suppliers awarded to the Lot, in the order of their ranking in terms of the original framework evaluation.
- 9.25 If the number one ranked supplier declines the opportunity (or does not respond within the timelines described in paragraph 9.27), the contract will be offered to the second ranked supplier and so on. Once a supplier accepts a contract, they will not be eligible for another opportunity until all of the suppliers below them on any short list/rotation produced for a particular opportunity have been awarded as many Round Robin contracts as them (contracts awarded by mini-competition will not be counted).
- 9.26 Declining or responding late for an eligible opportunity (that relates to the capability grouping that was among the supplier's top 3 preferences) will be treated the same as accepting an opportunity for the purposes of eligibility for future contracts per paragraph 9.25 (e.g. if a supplier declines or responds late for an eligible contract they will not be eligible for a contract again until all of the suppliers below them on a particular short list/rotation have accepted/declined one contract).
- 9.27 To initiate a call-down, FCDO/OGD commissioners will issue a covering note and Terms of Reference detailing the requirements. To accept a call-down opportunity a supplier must submit a Concept Note detailing how the supplier proposes to deliver the requirements detailed in the Terms of Reference. Suppliers will be required to confirm acceptance of a call-down opportunity within 5 working days of receipt of the covering note and Terms of Reference. Failure to do so will result in the next Supplier on the rotation being contacted. Supplier are required to submit a Concept Note (an example of which is detailed in Annex 2) within 14 calendar days of confirmation of acceptance. Pricing pro formas must be completed by the Supplier and returned at the same time as the Concept Note. The call down contract will not be formally awarded until the acceptance of the Concept Note by the FCDO or the commissioning OGD.
- 9.28 FCDO/OGDs reserve the right to reject a Concept Note and move to the next Supplier in the rotation should the Concept Note be deemed to not meet the requirements of the specific call-down contract's Terms of Reference by the FCDO or OGD programme team. When a Concept Note is rejected, the Supplier will be given feedback as to where to make improvements for future Concept Notes and they will retain their place on the rotation (e.g., rejection will not be treated as equivalent to having accepted a contract).
- 9.29 Where a supplier declines/fails to provide a concept note for three call-down opportunities, or if FCDO/OGDs reject three concept notes from the supplier (due to unacceptable standard), FCDO will be entitled to treat this as a material Default under clause 40.1 of the Framework Terms and Conditions. The supplier will be required to attend a performance review meeting with the FCDO Frameworks Team and may be required to produce a Rectification Plan.
- 9.30 The exception to paragraphs 9.26 and 9.29 above, is where the Suppliers' refusal of a call down requirement is based on having no capability in the region or capability group cited in the call down requirement. The Supplier will remain in current top place,

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and it will not be treated as a declined opportunity under paragraph 9.29, if this 'lack of capability' reason is provided and can be confirmed with reference to the Lot 11 capability matrix as detailed in Annex 3, which all Suppliers will be required to complete at Framework tender.

- 9.31 In the event all Suppliers on Lot 11 decline to provide a concept note or that FCDO/OGDs reject all available proposals from all Suppliers, FCDO/OGDs then reserve the right to open the requirement to a competition between the Suppliers on any or all of the other Framework Lots.
- 9.32 FCDO/OGDs reserve the right to undertake a mini competition in Lot 11 (the same methodology described in paragraphs 9.14 to 9.20 above) where the call down requirement covers more than one capability group (per Lot 11 Capability Matrix column A, see Annex 3) or more than one geography (per Lot 11 Capability Matrix columns C to AA, see Annex 3).
- 9.33 At the two-year framework extension point, FCDO will carry out a review of the Round Robin mechanism in Lot 11 to determine whether it should continue or whether Lot 11 should revert to awarding contracts on the basis of Mini-Competition (per section 9.7 to 9.12) and Direct Award (per section 9.27 to 9.33). Suppliers may be asked to extend the Framework Agreement with an amendment that Lot 11 revert to the use of Mini-Competition and Direct Award (i.e., use the same methods for awarding contracts as the other Framework Lots).
- 9.34 Prices will not exceed the Ceiling Rate Card rates and Discounts offered at framework tender evaluation – suppliers awarded call-downs via Round Robin will be asked to offer the most competitive rates possible for each call-down project.

Method 3: Direct award (applicable to all Lots except for Lot 11)

- 9.35 It is anticipated that some requirements will be called down via a Direct Award. There is an obligation on suppliers to accept Direct Award opportunities when they are offered under the circumstances described below in paragraphs 9.36 to 9.41 below.
- 9.36 FCDO/OGDs may make a direct award of a Call Down Contract if all of the following conditions apply:
- Value: the contract is less than £16m in value (including the value of extension options, any funds being managed/disbursed, applicable taxes and UK VAT)
 - Scope: The scope is clearly defined in a written Terms of Reference document. The entire scope can be delivered by the Supplier
 - Capability: The Supplier has indicated via the Capability Matrix that they have the capability to provide the type of services that are the subject of the Direct Award contract.
 - Geographic Coverage: The Supplier has indicated via the Capability Matrix that it is willing and able to provide the services in the relevant country or countries.
 - Conditions: There are conditions of urgency that do not allow time for mini-competition OR the requirement can only be met by one supplier as indicated via the Capability Matrix returns of all suppliers in the relevant Lot, and confirmed by market engagement (the Lot supplier pool has been asked about their interest in,

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and capacity to deliver, the specific contract via Lot-wide communication or engagement event).

- Conditions of urgency are defined as the following external events and do not include any internal business reasons for call-downs being delayed:
 - Sudden onset crises, including those caused by disasters, epidemics or economic shocks that have occurred/begun up to 12 months prior to the Direct Award decision. Disasters can be geophysical (e.g., earthquakes, tsunamis and volcanic eruptions), hydrological (e.g., floods, avalanches), climatological (e.g., droughts), meteorological (e.g., storms, cyclones), or biological (e.g., epidemics, plagues) or
 - Emergencies leading to humanitarian crisis. Such situations may have a combination of physical hazard and man-made elements, and examples include food insecurity, armed conflicts, political instability/repression and displacement. “Emergency” for this purpose will include situations of a protracted crisis where there is a major short-term spike in need/intensification (e.g. Ukraine conflict intensification in 2022, but which started in 2014; Ethiopia conflict in 2021/2). Direct Awards can be made up to 12 months after the start or a major spike in the emergency. The emergency, and any spikes in need, will be assessed for this purpose by reference to changes in data or assessments from the United Nations Office for Coordination of Humanitarian Assistance data, and from other competent organisations in a relevant field.
- Approval: The conditions for a Direct Award must be formally confirmed via FCDO governance channels. OGDs may not make Direct Awards using this Framework without previously obtaining such confirmation.

9.37 The Supplier that is eligible for an offer of a Direct Award is the supplier who:

- Is in the relevant Lot, per the Terms of Reference of the specific call-down contract.
- Has the required capability and geographic coverage, as determined by the capability matrix.
- Has the highest evaluated score from the original framework tender, compared to other suppliers within the relevant Lot, with the required capability and geographic coverage.

9.38 To initiate a Direct Award, FCDO/OGD commissioners will issue a covering note and Terms of Reference detailing the requirements. To accept a Direct Award opportunity a supplier must submit a Concept Note detailing how the supplier proposes to deliver the requirements detailed in the Terms of Reference. Suppliers will be required to confirm acceptance of a Direct Award opportunity within 5 working days of receipt of the covering note and Terms of Reference. FCDO/OGDs require the Supplier to submit a Concept Note (an example of which is detailed in Annex 2) within 14 calendar days of confirmation of acceptance. Pricing pro formas must be completed by the Supplier and returned at the same time as the Concept Note.

9.39 The Call down contract will not be formally awarded until the acceptance of the eligible supplier's Concept Note following issue of the specific call-down contract's Terms of

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Reference. FCDO/OGDs reserve the right to move to the next eligible Supplier should the timelines described in paragraph 9.38 not be met or if the Concept Note is deemed to not meet the requirements of the specific call-down contract's Terms of Reference by the FCDO or OGD programme team. The next eligible Supplier must satisfy the Capability and Geographic Coverage criteria from paragraph 9.37 and must have the next highest evaluated score from the original framework tender.

- 9.40 Should a Supplier refuse three Direct Award opportunities for which it is eligible per paragraph 9.37, or if FCDO/OGDs reject three proposals from the supplier, FCDO will be entitled to treat this as a material Default under clause 40.1 of the Framework Terms and Conditions. The supplier will be required to attend a performance review meeting with the FCDO Frameworks Team and may be required to produce a Rectification Plan.
- 9.41 FCDO/OGDs will apply KPIs to the call down contract, which will be defined in the specific call-down contract's Terms of Reference. Prices will not exceed the Ceiling Rate Card rates and Discounts offered at framework tender evaluation – suppliers will be asked to offer the most competitive rates possible for each call-down project.

10. Contractual Requirements

Management, Reporting and Review

Call-down contract level

- 10.1 Suppliers will be responsible for implementing robust contract management process, including management supervision and performance management of staff, teams and sub-contractors engaged in delivering of the framework, and maintaining effective communication with FCDO staff and OGDs.
- 10.2 The Supplier must make available appropriate management, quality control (technical reviewers, editors, proof readers, etc), secretariat and any other support staff necessary to design and deliver programme activity. The Supplier must have succession planning processes and have capacity to replace expertise lost in unforeseen circumstances. FCDO/OGDs may have the requirement for integrated programmes and the contracted supplier will be responsible for the overall management and delivery of the supply chain from end to end. The Supplier will assign a Project Director to each call down they are commissioned to undertake. The Project Director will have overall responsibility for the Call down and formal contacts with the contracting authority. The Project Director does not necessarily have to be charged at the supplier's Project Leadership rate.
- 10.3 Suppliers will be required to report regularly on the progress of each assignment and provide programme specific management information directly to programme teams, as will be set out in each call-down Terms of Reference/Contract awarded.

Framework level

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- 10.4 At the Framework level, Suppliers will be expected to attend an annual review meeting (digital or face to face, to be agreed). An agenda will be provided by FCDO, one week in advance of scheduled dates. In addition, Suppliers will be expected to attend digital Framework Supplier meetings with the FCDO Framework Management Team every six months. They may be supplier-specific meetings, or 'whole-Lot' meetings in which all Lot suppliers are invited to the same meeting. The agenda will be agreed between FCDO and the Suppliers one week in advance of the scheduled meeting.
- 10.5 Each Supplier by Lot will be required to maintain detailed financial records and submit quarterly reports to a Framework Manager in FCDO. These reports will initially include, but not be limited to, financial information, bidding activity, dealing with enquiries, and call down performance information. Suppliers must return a quarterly return even when they are not currently delivering any call-down contracts. In such circumstances they still report on relevant areas such as their level of bidding activity. Reporting will be completed in the format and template as provided in Annex 4 and will be required to be emailed to FCDO's Framework Management Team at commercialframeworksteam@FCDO.gov.uk
- 10.6 Framework KPI reporting requirements are detailed in Annex 4 and may be changed from time to time, with agreement between both parties.

General Data Protection Requirements (GDPR)

- 10.7 Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Annex 1 and the standard clause 33 in the Framework Agreement Terms and Conditions.

Modern Slavery

- 10.8 Suppliers are required to agree to the Supplier Code of Conduct, part of this includes providing documents demonstrating current organisational good practice and assuring compliance with key legislation on international principles on labour and ethical employment including Modern Slavery Act 2015 compliance.

Social Value Considerations

- 10.9 The Cabinet Office have proposed new measures to ensure that money spent by Government on buying goods and services benefits society more widely as well as delivering value for money. The Social Value Act requires contracting authorities to consider how the services being procured might improve the economic, social, and environmental well-being of the relevant area. In context of this Framework, social value is delivered to overseas beneficiaries through the programmes FCDO/OGDs deliver and also in the sustainable legacy that the programmes leave behind. As overseas development aid is also in the UK national interest, benefit ultimately also flows back to the UK.
- 10.10 Social Value outcomes are already embedded and evaluated within the programmes that FCDO/OGDs deliver, however application of the Public Services (Social Value) Act 2013 will be extended to ensure that all government departments explicitly evaluate social value when commissioning services. More details can be accessed at:

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<https://www.gov.uk/government/publications/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-contracts>

- 10.11 It is mandatory that Social Value criteria will be applied at both the Framework and call-down contract Levels.

Transparency

- 10.12 FCDO/OGDs require suppliers receiving and managing funds to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners.
- 10.13 It is a contractual requirement for all Suppliers to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this to FCDO/OGDs – further IATI information is available from International Aid Transparency Initiative - iatistandard.org

Delivery Chain Mapping

- 10.14 Delivery Chain Mapping is a process that identifies and captures, usually in visual form, the name of all suppliers involved in delivering a specific good, service or charge, ideally down to the end beneficiary. Addressing this is required to manage regular and exceptional risk throughout the network to reduce exposure and vulnerability.
- 10.15 Delivery Chain Mapping down through every tier is the only way to improve visibility, provide a level of assurance and mitigate risk. The map should identify FCDO/OGD funds being distributed to each implementing (downstream or indirect) partner.
- 10.16 FCDO/OGDs are expected to report to central government on the levels of contracted work being allocated to SME and other sub-contracted organisations. It is now a requirement to provide details regarding the levels of direct and indirect departmental SME spend with major suppliers to the cross-government SME Small Business Policy team working on this initiative. FCDO/OGDs are also interested in gathering details of the organisations working within the delivery chains of directly contracted partners. As part of the contractual compliance checking process, Suppliers are required to submit returns providing these details, as a minimum on an annual basis.

UK Aid Branding

- 10.17 Suppliers will be expected to collaborate with FCDO/OGDs and proactively look for ways to build support for development and raise awareness of FCDO/OGD funding. Suppliers will explicitly acknowledge FCDO/OGD funding, in written and verbal communications (including Social Media) about activities related to the funding, to the public or third parties, including in announcements, and through use, where appropriate, of FCDO's "UK aid – from the British people" logo ('UK aid logo') in accordance with FCDO standards for use of the UK aid logo, unless otherwise agreed in advance by FCDO and in all cases subject to security and safety considerations of the Supplier.

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- 10.18 The Supplier shall provide a visibility statement of how and when they will acknowledge funding from FCDO/OGDs and where they will use the UK aid logo. The Supplier shall include reference to this in its progress reports and annual reviews.
- 10.19 Suppliers may use the UK aid logo in conjunction with other donor logos, and where the number of donors to a programme or project is such as to make co-branding impractical, acknowledgement of funding from FCDO/OGDs shall be equal to that of other co-donors making contributions of equivalent amounts to the programme or project.

Duty of Care

- 10.20 The Suppliers are responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this Framework Agreement and any subsequent call-down contracts, including appropriate security arrangements (as defined in paragraph 7 of the Call-down Contract – ITT Volume 8, Section 4, Appendix A 1). They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
- 10.21 Suppliers should observe the FCDO website security status and developments in-country where appropriate.
- 10.22 Suppliers are responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this Framework Agreement and subsequent call-down contract(s) and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCDO website <https://www.gov.uk/foreign-travel-advice> and Suppliers must ensure they (and their Personnel) are up to date with the latest position.
- 10.23 This Framework Agreement may require Suppliers to operate in seismically active zones which are considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm> Suppliers should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).
- 10.24 This Framework Agreement may require Suppliers to operate in highly insecure and conflict-affected areas. Travel to many zones will be subject to travel clearance from the UK government in advance. The security situation can be volatile and subject to change at short notice. Suppliers should be comfortable working in such an environment and should be capable of deploying to any areas required across the globe in order to deliver the Contract (subject to travel clearance being granted). As part of the Framework tender, Suppliers will be required to indicate their countries of operation via the Capability Matrix (see Annex 3).
- 10.25 Suppliers are 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/Framework Agreement (such as working in dangerous, fragile and hostile environments etc.).

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Suppliers must ensure their Personnel receive the required level of training and, if required, complete a UK government approved hostile environment training course SAFE (Security Awareness in Fragile Environments). The course should be booked through FCDO and factored into the commercial call- down contract tender or alternative safety in the field training delivered prior to deployment.

10.26 Suppliers must develop their response in relation to this Framework Agreement and any subsequent Call-down contracts on the basis of being fully responsible for Duty of Care in line with the details provided above and any initial risk assessment matrix prepared by FCDO. They must confirm in their response that:

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

10.32 If Suppliers are subsequently unwilling or unable to comply with FCDO's Duty of Care to Suppliers Policy in relation to any Call Down Contract arising from this Framework Agreement your proposal for the Call Down Contract will be viewed as non-compliant and excluded from further evaluation. Note that acceptance of responsibility, prior to the award of any Call Down Contract must also be supported with evidence of Duty of Care capability and FCDO reserves the right to clarify any aspect of this evidence.

Safeguarding

10.33 All reasonable endeavours are expected to be taken by a professional and prudent supplier in the Supplier's industry to eliminate or minimise risk of actual, attempted or threatened exploitation, abuse and harassment (including Sexual Abuse, Sexual Exploitation and Sexual Harassment) and whether or not such conduct would amount to a criminal offence in the United Kingdom or an offence under the laws of the territory in which it takes place (together "Serious Misconduct") as is reasonable and proportionate under the circumstances. Such endeavours may include (but shall not be limited to):

- clear and detailed policies and guidance for Supplier Personnel, Supplier Providers and where appropriate, beneficiaries;
- developing, implementing and maintaining a safeguarding plan throughout the term (including monitoring);
- provision of regular training to Supplier Personnel, Supplier Providers and where appropriate, beneficiaries;
- clear reporting lines and whistleblowing policies in place for Supplier Personnel, Supplier Providers and beneficiaries.
- maintaining detailed records of any allegations of Serious Misconduct and regular reporting to FCDO and the Appropriate Authorities (where relevant) of any such incidents;
- any other Good Industry Practice measures (including any innovative solutions).

10.34 The Supplier shall take all Reasonable Measures to prevent Serious Misconduct by the Supplier Personnel or any other persons engaged and controlled by it to perform

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any activities under this Framework Agreement ("Supplier Providers") and shall have in place at all times robust procedures which enable the reporting by Supplier Personnel, Supplier Providers and beneficiaries of any such Serious Misconduct, illegal acts and/or failures by the Supplier or Supplier Personnel to investigate such reports.

- 10.35 The Supplier shall take all Reasonable Measures to ensure that the Supplier Personnel and Supplier Providers do not engage in sexual activity with any person under the age of 18, regardless of the local age of majority or age of consent or any mistaken belief held by the Supplier Personnel or Supplier Provider as to the age of the person. Furthermore, the Supplier shall ensure that the Supplier Personnel and Supplier Providers do not engage in 'transactional sex' which shall include but not be limited to the exchange of money, employment, goods, or services for sex and such reference to sex shall include sexual favours or any form of humiliating, degrading or exploitative behaviour on the part of the Supplier Personnel and the Supplier Providers. For the avoidance of doubt, such 'transactional sex' shall be deemed to be Serious Misconduct in accordance with Clause 50.1 Safeguarding of the Framework Agreement Terms and Conditions.
- 10.36 The Supplier shall promptly report in writing any complaints, concerns and incidents regarding Serious Misconduct or any attempted or threatened Serious Misconduct by the Supplier Personnel and Supplier Providers to FCDO, including FCDO's Counter Fraud Section at reportingconcerns@FCDO.gov.uk or +44 (0)1355 843747, and where necessary, the Appropriate Authorities.
- 10.37 The Supplier shall fully investigate and document all cases or potential cases of Serious Misconduct and shall take appropriate corrective action to reduce the risk and/or eliminate Serious Misconduct being committed by the Supplier Personnel and Supplier Providers (which may include disciplinary action, termination of contracts etc.), such investigations and actions to be reported to FCDO as soon as is reasonably practicable.
- 10.38 The Supplier shall not engage as Supplier Personnel or Supplier Provider for the purposes of the Services any person whose previous record or conduct known to the Supplier (or reasonably ought to be known by a diligent supplier which undertakes the appropriate checks) indicates that they are unsuitable to perform the Services and/or where they represent an increased and unacceptable risk of committing Serious Misconduct.
- 10.39 The Supplier shall comply with all applicable laws, legislation, codes of practice and government guidance in the UK and additionally, in the territories where the Services are being performed, relevant to safeguarding and protection of children and vulnerable adults, which the Supplier acknowledges may include vetting of the Supplier Personnel by the UK Disclosure and Barring Service in respect of any regulated activity performed by the Supplier Personnel (as defined by the Safeguarding Vulnerable Groups Act 2006 (as amended) and/or vetting by a local equivalent service. Where FCDO reasonably believes that there is an increased risk to safeguarding in the performance of the Services, the Supplier shall comply with any reasonable request by FCDO for additional vetting to be undertaken.
- 10.40 Failure by the Supplier to:

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- put in place preventative measures to eliminate and/or reduce the risk of Serious Misconduct; or
- fully investigate allegations of Serious Misconduct; or
- report any complaints to FCDO and where appropriate, the relevant authorities (including law enforcement)

shall be a material Default of this Framework Agreement and shall entitle FCDO to terminate this Framework Agreement and any Call-down Contracts with immediate effect.

Conflict Of Interest

- 10.41 Framework Suppliers should be aware that involvement in the development of a Business Case or the Design of a FCDO/OGD Project / Programme may preclude them from taking part in any competition, run via the GDD Framework, for subsequent stages of the Project / Programme e.g., a Framework Supplier involved in developing the Business Case may be excluded from involvement in the subsequent Design or Implementation Stages. In the event that there is an unfair advantage likely to distort competition, FCDO/OGDs will advise when this exclusion will apply in the tender documents for the competition for the subsequent stages.
- 10.42 In order to limit the number of occasions where a Framework Supplier might be excluded, Suppliers should demonstrate their ability to avoid conflicts of interest between engagements, e.g., how they track personnel and the engagements they have worked on.



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CLIMATE CHANGE AND NATURE

Lots 1 and 8

THIS LOT INCLUDES BUT IS NOT LIMITED TO THE DESIGN, DEVELOPMENT AND DELIVERY OF PROGRAMMES AND ASSOCIATED GOODS AND EQUIPMENT WHERE REQUIRED.

Cross Cutting Requirements paragraphs described in sections 7, 8 and 10 above apply to all Terms of Reference Thematic areas within this Framework Agreement.

Introduction

The UK's [Integrated Review of Security, Defence, Development and Foreign Policy](#), and its [International Development Strategy](#) outline the government's priorities on climate change, environment and biodiversity.

By 2030 climate change and biodiversity loss will have pushed millions into extreme poverty. Developing countries are experiencing these impacts now, with women, children and those living in conflict-affected states being most affected. The Integrated Review made tackling climate change and biodiversity loss the UK government's number one international priority. As COP26 President, the UK has ensured the world remains committed to delivering the goals of the Paris Agreement. The UK is leading global efforts to address biodiversity loss and protect and restore nature.

Framework participants will support FCDO/OGDs' work across climate, biodiversity and associated environment issues of terrestrial and marine ecosystems, including low carbon growth and mitigation, climate resilience and adaptation, and the protection, restoration and sustainable management of biodiversity which underpins ecosystem services and protects and the natural environment. Framework participants will also support FCDO/OGDs' work to integrate climate and nature into other sectors and areas of FCDO/OGDs' work.

Scope

FCDO/OGD require suppliers to have International Development expertise as most programmes commissioned through this Lot will be development programmes funded by ODA, but FCDO also requires suppliers to be able to deliver non-ODA funded programmes which involve Development-adjacent disciplines, such as diplomacy, defence, trade, investment, technology and science, as per the multi-faceted approach described in HMG's International Development Strategy (May 2022).

The key services are to:

- **Offer technical advice and expertise to inform, shape and support policy, strategic planning, programme design, programme implementation, Monitoring and Evaluation.** This may include advice on low carbon development, supporting countries to achieve their Net Zero goals, mitigation objectives and achieving low carbon and clean energy transition, and adaptation and resilience to climate change impacts; natural

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resource management and resource scarcity; protecting nature and biodiversity both in the ocean and on land; ecosystem services and environmental management systems; environmental safeguards and expertise on the Convention of Biological Diversity global biodiversity framework; climate and environmental governance and political economy analysis; providing expertise across the full range of climate finance tools including risk financing, private finance, blended finance, British International Investment's activities, and environmental economics; climate change and environment science and evidence reviews; early warning systems; behaviour change; and innovative approaches to tackling climate change and protecting nature and biodiversity.

- **Manage the development and implementation of climate and environment programmes and policy at sub-national, national and international level.** The types of programmes and policy requested to be supported will vary depending on factors such as the scale of delivery, geographic focus, interventions proposed, key stakeholders involved, and other factors. Framework participants will be required to work closely with FCDO/OGD programme teams based in the UK and/or in country, ensure all work is delivered in accordance with FCDO's Programme Operating Framework (or relevant OGD Operating frameworks if commissioned by an OGD), and other rules and policies including safeguarding policies, have appropriate policies and processes in place to manage downstream partners, as well as other requirements.
- **Address technical gaps, and raise awareness and understanding** of the environmental, biodiversity and climate risks that can undermine delivery and impact of development programmes, and the opportunities and innovation that a climate, environment and ecosystem services lens can promote including resource scarcity, extreme weather or climate variability and disaster risk. This includes supporting partners to understand the need for climate adaptation actions and risks that may be long-term, uncertain and likely to materialise beyond the scope of the interventions, as well as capturing and disseminating lessons and evidence both internally within FCDO/OGDs and potentially externally.
- **Support collaboration across HM Government departments and teams**, through providing key evidence, technical assessments and research to strengthen approaches to address the impacts of climate change, biodiversity loss and environmental pollution and degradation as drivers of vulnerability, approaches to building resilience and cleaner, more sustainable development, and protecting nature.
- **Support FCDO/OGDs to align all ODA spend with the Paris Agreement and ensure that it does no harm to nature**, including through establishing and embedding systems change to achieve this and supporting UK efforts to ensure bilateral ODA becomes 'nature positive'.
- This may require suppliers to support the design, delivery and monitoring of effective, evidence-based and risk informed **humanitarian / development programmes and activities that prevent or reduce future humanitarian need**, including in areas such as:

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risk financing, early warning systems, energy and climate programming in disaster/crisis prone and fragile and conflict affected contexts.

- Serve as grant fund administrators to oversee end to end activity via programme workstreams. For example:
 - Fund design and development helpdesk services, and due diligence of grant recipients;
 - Managing application rounds and evaluation;
 - Day to day project management, oversight and reporting of grant-funded projects;
 - Building and applying evidence;
 - Capability building where appropriate; and
 - Communication and engagement.

Other typical skill requirements of the Framework Supplier are likely to include:

- Technical assistance to inform and shape policy.
- Technical expertise and management capability and capacity for programme design, delivery, management, oversight and support.
- Strengthening FCDO/OGDs and its programmes' digital and data systems for and monitoring of results (including third party monitoring).
- Evaluating interventions and programmes, including lean data approaches.
- Synthesising programme learning and its dissemination to FCDO/OGDs and other stakeholders.
- Commissioning and managing activities including applied research.
- Application of political economy, conflict analysis, diversity and inclusion skills to design and implementation.
- Fund management functions.

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HEALTH AND HUMANITARIAN

Lots 2 and 9

THIS LOT INCLUDES BUT IS NOT LIMITED TO THE DESIGN, DEVELOPMENT AND DELIVERY OF PROGRAMMES AND ASSOCIATED GOODS AND EQUIPMENT WHERE REQUIRED.

Cross Cutting Requirements paragraphs described in sections 7, 8 and 10 above apply to all Terms of Reference Thematic areas within this Framework Agreement.

A) Health Introduction

FCDO's health agenda is shaped by the 2021 Integrated Review and the 2022 International Development Strategy which both profile global health. FCDO's objectives are to contribute to (i) strengthen global health security, including transitioning to manage COVID-19 as an endemic disease (ii) strengthen global health architecture (iii) [strengthen health systems](#) and working towards [ending the preventable deaths of mothers, babies and children](#), including through accelerated progress to universal sexual reproductive health rights, strengthening food, water, sanitation and wider environmental systems, and supporting science, research and innovation and (iv) advancing global health science and technology.

Whilst impacting on global health across the globe, FCDO has a focus on improving health outcomes in low income countries and for the poorest and most vulnerable. FCDO delivers on a range of goods with global public health benefit – for example engagement and finance for developing new vaccines, diagnostics and therapeutics, and policy influencing research. FCDO shapes global health policy dialogue on many issues – for example sexual and reproductive health and rights and pandemic preparedness. Finally, FCDO contributes to health gains in low and middle income countries through its support to the major global health initiatives and through in country programmes that support and strengthen national health systems, complemented with targeted high-impact interventions to improve health and address the wider determinants of health including nutrition and WaSH. The majority of health programmes are in fragile and conflict affected states. Underpinning all FCDO's health engagement strategies lies a large-scale research agenda.

Health Scope

The following details three major areas of health that require expertise. It is likely that these areas may change during the lifetime of this contract and so a degree of flexibility will be needed to address emerging areas of work.

1.Strengthen global health security through improved preparedness, detection and response for future epidemics, pandemics, drug-resistant infections and climate change. Expertise includes:

- Advancing national level health security policy and strategies, including for epidemic preparedness and response and strategies to strengthen integrated public health functions, such as surveillance, data and laboratory systems, in particular in fragile countries and those in crisis

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- Production, and use of, epidemiology and complex data analysis to inform policy and strategy development in response to infectious disease outbreaks
- Advancing country level readiness for public health emergencies in a range of contexts
- Ability to support countries to work across sectors to address the changing and increasing risk of infectious disease outbreaks of disease, to prepare for, prevent, detect and respond to infectious disease outbreaks, particularly those of pandemic potential, to reduce their direct and indirect health impact.
- Appreciation of the relationship between climate change and health, the COP26 Health Programme, the climate/health ecosystem and climate financing and ability to influence policy and design and develop programmes in a range of contexts
- Appreciation of the importance of greener, sustainable, more resilient and inclusive health systems to prevent, detect and respond to health risks (such as pandemics, antimicrobial resistance (AMR) and the health impacts of climate change) and apply that expertise into policy and programmes.
- Advancing the delivery of global and country (AMR) policy and advancing progress at country level, including through health systems strengthening and a One Health Approach, in a range of contexts
- Advancing a One Health approach at policy and country level, in a range of contexts
- Ability to support community-based interventions

2. Strengthen the global health architecture including the World Health Organization (WHO); and a new legally-binding pandemic instrument. Expertise includes:

- Appreciation of the global health policy environment and influence on global health diplomacy and ability to advise countries on productive engagement
- Appreciation of the global health architecture eco-system and ability to apply this to policy and advise countries on productive engagement
- Appreciation of the challenges and opportunities the health architecture holds for countries in acute or protracted crisis and ability to apply this to programming

3. Strengthen health systems and work towards ending the preventable deaths of mothers, newborns and children, and enable women and girls to exercise their rights. FCDO's Ending Preventable Death agenda was launched in the December 2021 [Ending Preventable Deaths approach paper](#) and our approach to strengthening health systems is set out in the [Health Systems Strengthening Position Paper](#), launched at the same time. Technical expertise will be required across the 4 Pillars of the EPD approach paper. Areas of particular expertise may include:

- Ability to effectively provide high-level strategic planning and influencing support in LICs and LMICs, including in fragile settings and protracted crises. Includes assisting countries with prioritisation and strategy related to health outcomes and working on the cross over between humanitarian and development programming.
- Advancing health system reforms across the health system building blocks including service delivery, supplies, human resources for health, financing and governance, and health information systems.
- Advancing integrated programming for EPD, including, depending on the context, health systems, SRHR (including maternal newborn health specifically), nutrition, WASH and climate at country level

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- Advancing integrated policy and programming at country level through appreciation of multilateral and bilateral development approaches and understanding on the whole-of-UK approach in country
- Advancing nutritional policy and country gains in a range of contexts
- Advancing food systems development in a range of contexts
- Advancing water, sanitation and hygiene policy and country gains in a range of contexts
- Advancing inclusive rights-based policy and programming: advancing the needs of the poorest, socially marginalised such as those living with disabilities, adolescents, ethnic minorities etc.
- Advancing a gender responsive approach to policy and programming
- Demography expertise, including drivers that accelerate the demographic transition, appreciation of the interlinkages between rapid population growth and risks to social / economic development and ability to influence policy and cross-national planning.

Typical requirements of the Framework Suppliers are likely to include:

The key services that Suppliers will deliver are:

- Strong technical evidence-based advice and expertise to inform and shape policy and strategic planning,
- Manage the development and implementation of health and health related programmes at community, country, regional and international level
- Work with other country partners supporting health to ensure maximum coordination and alignment of UK investments.
- Delivery of high-quality research that is rigorous operationally and policy relevant, embedded in country realities and supporting policy change that will lead to large scale and significant.
- Strengthening data systems for and monitoring of results (including third party monitoring).
- Evaluating interventions and programmes.
- Synthesising programme learning and its dissemination to FCDO/OGDs and other stakeholders.
- Application of political economy skills to design and implementation
- Fund management functions, including to enable rapid response to disease outbreaks

B. Humanitarian Introduction

The UK is also a global leader in driving more effective approaches to crises. One of the four priorities in the [International Development Strategy](#) is for the UK to: *provide life-saving humanitarian assistance and work to prevent the worst forms of human suffering, prioritising our funding and being a global leader in driving a more effective international response to humanitarian crises*. Further detail is provided in [the humanitarian framework](#). This will be delivered through a focus on the 3 Ps of:

- **Prioritise** humanitarian assistance to people in greatest need and provide them with what they need the most to bounce back from crises.

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- **Protect** the people most at risk, including from conflict-related sexual violence and address barriers to humanitarian assistance.
- **Prevent** and anticipate future shocks and build resilience in long-running crises by tackling the underlying drivers of humanitarian crises.

Humanitarian Scope

FCDO has used commercial contracts to deliver humanitarian objectives in variety of country contexts, but, outside of the HEROS contract, this has been modest compared to other channels such as the UN, Red Cross Movement, NGOs etc. A dramatic shift in this balance is not anticipated, but it is still very valuable to have the option to commission commercial contracts through this framework. Illustrative areas of potential delivery support based on previous and potential needs include:

- **Prioritise:** This may require supplier support to the design, delivery and monitoring of effective evidence-based humanitarian programmes and activities mostly in protracted or recurring crises, but also sudden onset disasters etc. This might include, for example, fund management responsibilities to support a range of other delivery partners (E.g. NGOs/CSOs) or components of a cash programme.
- **Protect:** This may require supplier support to the design, delivery and monitoring of effective evidence-based humanitarian programmes and activities that support protection of civilians, humanitarian access and inclusion of marginalized and vulnerable groups.
- **Prevent:** This may require supplier support to the design, delivery and monitoring of effective, evidence-based and risk informed humanitarian/development programmes and activities that reduce future humanitarian need. This may require supplier support in sectors such as social protection, climate and nature, health and nutrition, food systems, education, risk financing and early warning

Suppliers will need to articulate how humanitarian principles (including impartiality, neutrality and independence) would be considered by actors involved in providing services through this Lot and where appropriate a commitment to operate according to such principles and other relevant humanitarian standards. Suppliers also need to show an appreciation of, and where relevant a willingness to engage with humanitarian coordination structures.

NB. FCDO has a separate arrangement (the HEROS contract) to support its operational crisis response and stabilisation work (deployable capacity, stockpiles, logistics etc). FCDO does not envisage such a role for this framework, rather it should complement through access to specific technical expertise to support the design (and delivery) of humanitarian and development programmes.

Typical skill requirements of the Framework Suppliers are likely to include:

- Technical assistance to inform and shape policy
- Technical expertise and management capability for programme design, delivery and support.
- Strengthening data systems for and monitoring of results (including third party monitoring).
- Evaluating interventions and programmes.

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- Synthesising programme learning and its dissemination to FCDO/OGDs and other stakeholders.
- Commissioning and managing including applied research
- Application of political economy skills to design and implementation
- Fund management functions

EDUCATION, GENDER AND SOCIAL INCLUSION

Lot 3 and 10

THIS LOT INCLUDES BUT IS NOT LIMITED TO THE DESIGN, DEVELOPMENT AND DELIVERY OF PROGRAMMES AND ASSOCIATED GOODS AND EQUIPMENT WHERE REQUIRED.

Cross Cutting Requirements paragraphs described in sections 7, 8 and 10 above apply to all Terms of Reference Thematic areas within this Framework Agreement.

Introduction

The UK's [International Development Strategy](#) (2022) outlines the government's international development priorities, including on women and girls, humanitarian assistance, climate change. The Strategy sets out strong commitments to provide people with the freedom they need to succeed, unlocking their future potential to improve their lives and work towards the realisation of human rights for everyone. The strategy explains that when people have more power and choice, populations become more prosperous, peaceful and healthier. The sectors in this lot – education, gender equality and social inclusion – are central to this ambition and will enable FCDO to deliver interventions that support

Education

The achievement of universal primary education in many low and middle income countries (L/MIC) has been impressive in recent decades, but there is also need to expand secondary access (particularly for girls) to ensure quality of learning across all levels. Over 90 percent of primary-age children in low-income countries and 75 percent of children in lower-middle income countries – more than 330 million children – are still not expected to read or do basic maths by the end of primary school. Education systems in many L/MIC and conflict-affected countries are struggling to deliver on basic literacy and numeracy with domestic finance heavily skewed towards high performers and higher education.

The UK is committed to ensuring 12 years of quality basic education especially for girls and – through the G7 endorsed Global Objectives – is working to get 40 million more girls in school and 20 million more girls reading by the age of ten or the end of primary school; both by 2026. FCDO's work on Education is currently guided by [Get Children Learning \(2018\)](#), the [Girls' Education Action Plan \(2021\)](#) and the [Disability Inclusion Strategy](#). A paper on education, climate, environment and nature is forthcoming.

FCDO will continue to help some of the world's most marginalised children to learn, focusing on three priority groups at both primary and secondary school levels: *children with disabilities and out of school children* ensuring that larger numbers can transition into mainstream education and learn; *children affected by crises* enabling children to continue to learn during long periods of disruption; and *hard to reach girls* which includes supporting girls to attend school safely and support SRH and reduction of GBV and violence in their school environment.

Gender Equality

Gender equality and the empowerment of women and girls is a priority for the UK Government. Gender inequality and unequal power relations prevent women and men from operating on a level playing field and trap too many women and girls in poverty. Gender inequality is a significant driver of sexual exploitation, abuse and harassment which can have lifelong and

intergenerational effects. Unlocking the full potential and power of women and girls accelerates progress on all our global priorities, from economic prosperity to security and is necessary for delivery of the Sustainable Development Goals.

The UK's commitments to human rights, freedoms and human dignity has women and girls – and gender equality - at its core with a strong focus on protecting and promoting women and girls' rights and freedoms to have voice, choice and control over all aspects of their lives.

This means putting gender equality at the centre of all that FCDO does – from trade and security to development and diplomatic work. It will also include targeted support to promote gender equality, focused on key agendas that have the greatest potential for long-term impacts, such as foundational learning and adolescence. There is also an explicit focus on addressing issues of gender inequality in fragile, conflict and humanitarian settings.

The forthcoming Women and Girls Strategy will prioritise efforts across the interconnected '3 Es' – *Educating girls, Empowering Women and Ending violence*. Within these areas, interventions will focus on strengthening national systems, working in partnerships with the private sector and women-led movements and women's rights organisations.

Social Inclusion

Social inclusion incorporates the empowerment of women and girls, as well as addressing a wider range of inequalities based on poverty, location, disability status, ethnicity, religion, sexual orientation, gender identity, age or other characteristics that prevent people from achieving their potential. Work on social inclusion is essential for ensuring equality of opportunity for all, targeting of the poorest and most marginalised groups, and creating more equal, stable, and prosperous societies.

This area of work recognises that poverty is multi-dimensional and has deep structural causes. Poverty is not a lack of assets alone. It is also about multiple deprivations and inequalities that trap poor men, women and children in combinations of insecurity, limited citizenship and political voice, spatial disadvantage, social discrimination, poor quality livelihood opportunities, deficits in educational, health and nutritional status, and vulnerability to stresses and shocks. Social inclusion is about working to address the underlying structural causes of poverty and exclusion.

Scope

This section outlines the current thinking and priorities in Education, Gender Equality and Social Inclusion. All these areas require cross-cutting expertise to support and drive positive change across a wide range of contexts. Advice and services to support delivery are therefore not limited to the sub-categories set out below and working in these areas means understanding the multiple barriers and opportunities that affect different groups of people. The following should act as a guide and should not be applied in a siloed way. It is likely that these may change during the lifetime of this contract and so a degree of flexibility will be needed to address emerging areas of work within these fields.

Education

- **Education system strengthening** - delivering at all levels (pre-primary, primary, secondary and technical/vocational):
 - Financial management, workforce planning and management and systems governance; School leadership
 - Pre-service and in-service teacher education; professional career development;

- Co-dependencies between SRH, health and child protection impacting children, particularly adolescent girls, and their ability to attend and learn safely at school and to reach their potential.
- Learning assessments and curriculum/examination and inspection reform
- Data collection, analysis and utilisation in the education sector
- Accountability mechanisms in the education sector
- Education systems adaptation to climate, environment and nature (CEN)
- Blended approaches to learning using multimedia approaches with awareness of the potential and pitfalls of ICT in systems management and learning
- **Delivery of education opportunities in protracted crises and emergency and refugee contexts**
 - Education in Emergencies interventions (as above but in crisis and conflict settings) including non-formal education classes, and linking to national or global accelerated learning curricula and approaches
 - Establishing and managing child friendly spaces; psychosocial support, child protection, Safeguarding, Duty of Care
 - Ability to carry out, assess and use relevant assessments including Rapid Education Results Assessments (RERA);
 - Teacher recruitment, training and management for unqualified teachers from affected communities;
 - Supporting teachers affected by trauma or with psychosocial needs;
 - Using digital technologies to enhance education in C&C;
 - Education in refugee settings, including integration with host community systems.
 - Adapting educational programming to mobile populations
 - Experience of providing NFE for OOS children for life skills development

Gender Equality

- **Ending Violence, Empowerment and Education:**
 - preventing and responding to all forms of identity and **gender-based violence**, including physical, sexual and psychological violence, violence against and exploitation of children, and harmful practices such as child marriage and Female Genital Mutilation/Cutting;
 - **improving education access** and learning outcomes for marginalised children and adolescents whether due to gender identity, disability status, poverty, location, ethnicity, sexuality or other characteristic;
 - improving **sexual and reproductive health outcomes** and other health outcomes critical for girls and women and marginalised groups, including, but not limited to, people with disabilities;
 - **economic empowerment** of women, girls and marginalised groups;
 - **political empowerment** of women, girls and marginalised groups;
- **Gender equality mainstreaming/integration** in other policy areas/sectors including areas such as inclusive growth, climate and environment, stability and security and human development.
- **Social norms and behaviours** including having knowledge and practice of challenging and changing unequal power relations between women and men and other groups and the negative attitudes and discriminatory practices that hold women, girls and marginalised groups back, including attitudinal, behavioural or social and gender norm change interventions.

- **Support to civil society actors** including women's and girls' rights organisations, disabled persons organisations, faith-based organisations and other members of civil society and social movements working to tackle discrimination and create more equal societies.

Social Inclusion

- **Social and political analysis:** examining the social, cultural, political and economic structures, dynamics, norms and power relations in relation to how policy, laws, programmes, approaches etc includes or excludes people, targets and supports marginalised and vulnerable groups and drives or constrains poverty reduction. This includes being able to include appropriate conflict analysis to understand the root cause of conflict and instability and the impacts on marginalised and vulnerable groups;
- **Poverty and vulnerability monitoring and analysis:** understanding and using different concepts and measures on wellbeing, poverty and vulnerability, and the strengths and limitations of each; the range of poverty analysis approaches and tools; and, the evidence base on what causes poverty or drives poverty reduction in different contexts. Ability to provide policy advice based on analysis.
- **Social protection policy and interventions:** experience of providing evidence-based and politically-informed expert advice on social protection policy, programmes and systems. It will require:
 - an understanding of poverty, vulnerability and social protection data and trends;
 - expertise in different types of social protection - social assistance, cash plus, social insurance, labour or financial market interventions for example, preventing predatory loan systems or women being able hold their own bank accounts/savings groups accounts in the context of how those form part of a social protection system and social care.
 - Experience of providing technical assistance on approaches to delivering social protection programming including the use of different social instruments (e.g. unconditional and conditional cash transfers; disability grants; public works; school feeding; subsidies) and with a focus on understanding impacts for specific vulnerable groups and life-cycle vulnerabilities (e.g. disability-inclusive social protection, gender-responsive social protection).
 - Ability to provide advice on design, management, implementation, monitoring and evaluation of social protection policies, strategies, programmes and systems (including through national systems of beneficiary feedback).
- **Support more inclusive and participatory policy and decision-making processes** at local, regional, national or international levels e.g. legislative reform, national or sector planning, inclusive budgeting to advance the outcomes of specific groups (people with disabilities, LGBT+, adolescents, children, people living in chronic poverty etc), especially those living in fragile and conflict affected settings

Typical requirements of the Framework Suppliers are likely to include:

The key services that Suppliers will deliver are:

1. **Offer strong technical evidence-based advice and expertise to inform and shape policy, strategic planning, programme design and implementation and M&E.** Working across FCDO/OGD programme, policy, research or diplomacy portfolio to

strengthen education, gender equality and social inclusion policies and programmes. This includes strengthening and using digital and data systems for monitoring results.

2. **Manage the development and implementation of education, gender equality and social inclusion programmes and policy** at country, regional and international level based on rigorous context, social, political, gender and other analysis, including analysing and using disaggregated data and participatory primary data collection;
3. **Delivery of high-quality research that is rigorous operationally and policy relevant**, embedded in country realities and supporting policy change that will lead to large scale and dramatic outcomes. This will require raising the rigour and catalysing bold multi-disciplinary research partnerships and producing high-quality research.

In addition, Suppliers will be expected to be able to:

- work across a range of stable and conflict effected contexts, particularly in low and lower middle income countries;
- support the design, delivery and monitoring of effective, evidence-based and risk informed humanitarian/development programmes and activities that reduce future humanitarian need. This may require supplier support in building gender equality and social inclusion in areas such as climate and nature, risk financing and early warning, greening and energy in humanitarian contexts, private sector markets and systems in crises contexts (food, basic services etc),
- work in partnership with southern civil society organisation (including organisations of people with disabilities, LGBT+ rights organisation and women’s rights organisations) to deliver results, seeking to empower these partners and build capacity where required;
- deliver robust and best practice mechanisms to safeguard beneficiaries against sexual exploitation, abuse and harassment and implement other social and environmental safeguards.

ECONOMIC DEVELOPMENT AND TRADE

High value contracts (>£7m)

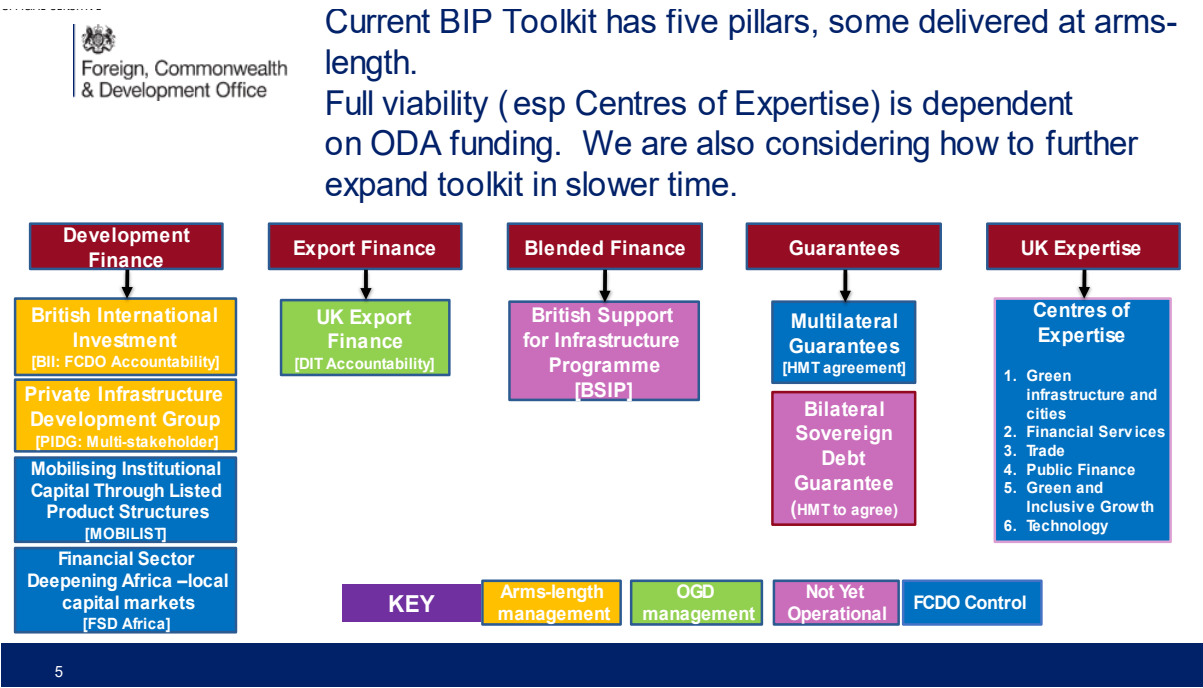
Lot 4

THIS LOT INCLUDES BUT IS NOT LIMITED TO THE DESIGN, DEVELOPMENT AND DELIVERY OF PROGRAMMES AND ASSOCIATED GOODS AND EQUIPMENT WHERE REQUIRED.

Cross Cutting Requirements paragraphs described in sections 7, 8 and 10 above apply to all Terms of Reference Thematic areas within this Framework Agreement.

Context

A key feature of the UK’s [International Development Strategy](#) is to build and strengthen **British Investment Partnerships (BIP)**. This is FCDO’s new approach to economic development funded by ODA. The BIP/ODA Toolkit includes the following elements:



British International Investment (BII). The UK’s development finance institution that delivers high quality and sustainable investments across sectors from renewable energy to digital infrastructure, deepening the UK’s engagement in Africa and South Asia and entering new markets in the Indo-Pacific and Caribbean. BII will mobilise third party capital, supporting the UK’s position as a global financial centre. It will mobilise more commercial investors, including Sovereign Wealth Funds and Pension Funds. Under its new strategy, BII has set a new target for 30% of new commitments over five years to be in climate finance.

BII’s technical assistance function, BII+ provides technical assistance to strengthen the core business operations of BII investee businesses, helps investee businesses enhance their

development impact, strengthen and shape markets and address systemic challenges faced by BII.

Clean Green Initiative ‘Just Energy Transition Partnerships’ (JET-P). The UK will support countries to mobilise public and private finance to deliver on their climate ambitions through Just Energy Transition Partnerships, such as the South Africa agreement announced at COP26. These will provide a platform for low- and middle-income partner countries to work with climate finance donors, international financial institutions and private investors to achieve a just energy transition, helping partner countries to deliver on their Nationally Determined Contribution (NDC) commitments.

British Support for Infrastructure Projects (BSIP). A new innovative programme that will provide grants through two components – a technical assistance facility and a grant finance facility. The technical assistance facility will provide advisory services to support partner governments design, procure and develop projects to international standards. The grant finance facility will provide ‘blending grants’ which will be injected into a commercial financing package (from a bank, Export Credit Agency (ECA) or other) to form a concessional financing package.

Other Development Finance Instruments to mobilise investment. Our programme Mobilist works with capital markets to share risk and remove barriers to investment to mobilise finance for development at scale. FCDO will support countries to issue green bonds and create new investment vehicles that help partner countries raise finance on international stock markets. FCDO will continue to provide support to the Private Infrastructure Development Group (PIDG) to mobilise private finance into green infrastructure projects in emerging markets, through provision of advice, guarantees and early-stage risk capital to build a pipeline of new bankable projects.

UK guarantees to unlock more affordable finance. By using FCDO’s balance sheet to provide UK guarantees, FCDO is helping unlock an additional \$3 billion of climate finance for partner countries from the World Bank Group and African Development Bank. FCDO is also exploring instruments for offering its own sovereign guarantees.

UK Export Finance (UKEF) to increase support to clean and green infrastructure in developing and emerging markets and increase its presence in key countries to support international partners to access direct lending and guarantees.

UK Centres of Expertise (CoEs) are structures created by FCDO to deliver technical assistance and related interventions to help governments pursue resilient and sustainable economic growth. These will focus on 6 themes:

1. Financial services,
2. Inclusive and environmentally sustainable economic growth, including high potential sectors such as manufacturing and agriculture, and economic inclusion issues like Women’s Economic Empowerment.
3. Trade,
4. Green Cities and Infrastructure.
5. Public Finance

6. Technology,

The CoEs build on existing UK expertise, evidence and knowledge in these sectors and will partner with research and academia, civil society and the private sector. CoEs will be run using a combination of commercial contracts, memoranda of understanding and accountable grants with expertise partners. Their vision is to allow different sources of expertise to come together as teams to deliver interventions and to have the capacity to provide short term rapid and responsive advice as well as multi-year interventions. They are under design most likely until at least April 2024.

In addition to the elements of the BIP/ODA Toolkit, the UK also has other Non-ODA Tools that can support development objectives:

DIT's Trade policy lead to support long-lasting development helping countries to grow their economies, raise incomes, create jobs and lift themselves out of poverty. Trade should be conducted within a system of transparent and predictable international rules. Yet many low- and middle-income countries face high barriers to trading efficiently and fairly.

Economic Partnership Agreements and new **Free Trade Agreements** with emerging economies covering goods and services. The UK Government has already launched the new Developing Countries Trading Scheme, giving better access to the UK market for goods from low- and middle-income countries, through a set of simpler, more generous trading arrangements than previously available. This will help enhance trade with over 60 countries, boosting economic growth and jobs.

Resilient supply chains, increasing trade to build sustainable and resilient global supply chains that benefit all, and tackle market distorting practices and economic policies. This is key for UK and global economic security, having more diverse supply chains for critical commodities and components.

Scope

Commissioners under GDD could require services to support any of the above elements or any additional elements not covered (such as service sector growth, labour market skills etc). With respect to the 6 themes under the Centres of Expertise, the intention for this Lot is that this framework will serve as a safety net option for HMG staff to access expertise, advice and programme delivery options only when core Centres of Expertise structures are unable to do so either because their resources are fully deployed or when a need from FCDO/OGDs falls outside the COE's core remit.

The Centres of Expertise are expected to cover:

1. Green cities and infrastructure

Covering all economic infrastructure sectors as well as social infrastructure; smart cities; infrastructure governance, financing and upstream work; regulation; project feasibility, preparation and the delivery cycle; potential PPP arrangements; planning policy and implementation; buildings and building standards; power generation, energy services and

distribution; water management; user demand. Promoting high-quality, resilient and sustainable infrastructure investment in low- and middle-income countries is a key theme.

2. Financial Services

Covering work on capital market development; green bonds and green finance; digital financial services; mobile money; innovative finance; impact bonds; outcome-based financing; SME finance; financial regulation.

3. Trade

Free trade agreements; trade facilitation; aid for trade; supply chains; commodity trade; trade barriers and non-tariff barriers; trade security;

4. Public Finance

Fiscal policy and implementation; tax policy and administration, digital and e-government; social protection; cash transfers; sovereign debt; debt management; balance of payments; foreign exchange management; private creditors; revenue collection; budgeting; disaster risk reduction; national statistics; outcome-based contracting.

5. Green and Inclusive Growth

Growth policy and analytics, land policy and systems, sector based enabling environment, environmental sustainability in growth, market systems; systems in crises (food, basic services); women's economic empowerment, economic inclusion,; agriculture; agri-business; manufacturing; service sectors, responsible business.

6. Technology:

Providing access to technical assistance and digital and technology expertise from the UK (including from the government, private sector, civil society, academia); helping countries introduce new technologies and develop local sectors while respecting human rights, governance, and privacy; advising on challenges and risks associated with technology; connecting the existing ODA-funded technology programmes with similar objectives.

Requirements

Suppliers will be required to support the instruments in the UK's ODA and Non-ODA toolkits, in the themes of the UK's Centres of Expertise, and offer any additional expertise the supplier may have. Contracts could involve:

- technical advice and expertise to inform and shape policy, strategic planning, intervention design, programme implementation and monitoring and evaluation.
- managing the development and implementation of economic development and trade programmes at country, regional or international level.
- support the quality assurance of programmes.

Typical types of assignments

1. Short term policy advice lasting days, weeks or a few months (less than a year) either to UK HMG departments, partner government stakeholders or local non-government stakeholders both in the private and non for profit sectors.

2. Multiyear economic development programmes that may incorporate one or more of: technical assistance, financial instruments management (Innovation/Challenge Funds), adaptive/flexible systems change programmes (such as market systems programmes), coalition building interventions and other relevant interventions that support economic development
3. Creation and management of knowledge, skills, dialogue, other platforms as well as other mechanisms to build capability or influence stakeholders.
4. Sourcing Services to procure highly specialist expertise in economic sectors or in instruments design, management and review.

Typical skill requirements of the Framework Suppliers are likely to include:

- Technical assistance to advise on and shape policy and practice.
- Strength in building partnerships with the private sector and public sectors.
- Technical and specialist expertise in core areas of economic development in the UK ODA and Non ODA toolkit and beyond.
- Management capability for programme design, delivery and support.
- Strengthening digital and data systems for, and monitoring of, results (including third party monitoring).
- Expertise in design of output/outcome-based financing structures.
- Evaluating interventions and programmes, including lean data approaches.
- Synthesising programme learning and its dissemination to FCDO/OGDs and other stakeholders.
- Commissioning and managing activities including links to applied research.
- Application of political economy, conflict analysis, diversity and inclusion skills to design and implementation.
- Fund management functions.
- Expertise sourcing functions.

ECONOMIC DEVELOPMENT AND TRADE

Low value contracts (<£7m)

Lot 11

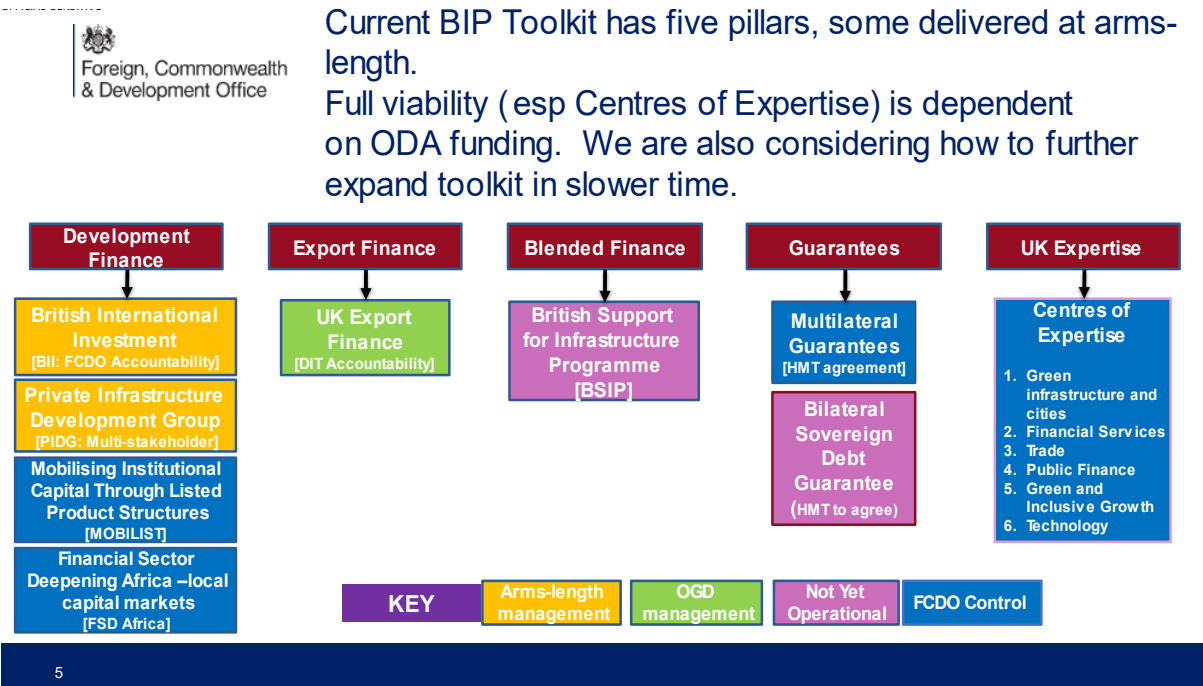
FRAMEWORK SUPPLIERS ARE NOT REQUIRED TO BE ABLE TO DELIVER EVERY ASPECT OF THIS THEMATIC AREA IN ORDER TO TENDER FOR THIS LOT. PLEASE COMPLETE THE THEMATIC AREA MATRIX TO INDICATE DELIVERY CAPABILITY.

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Context

A key feature of the UK's [International Development Strategy](#) is to build and strengthen **British Investment Partnerships (BIP)**. This is FCDO's new approach to economic development funded by ODA. The BIP/ODA Toolkit includes the following elements:



British International Investment (BII). The UK's development finance institution that delivers high quality and sustainable investments across sectors from renewable energy to digital infrastructure, deepening the UK's engagement in Africa and South Asia and entering new markets in the Indo-Pacific and Caribbean. BII will mobilise third party capital, supporting the UK's position as a global financial centre. It will mobilise more commercial investors, including Sovereign Wealth Funds and Pension Funds. Under its new strategy, BII has set a new target for 30% of new commitments over five years to be in climate finance.

BII's technical assistance function, BII+ provides technical assistance to strengthen the core business operations of BII investee businesses, helps investee businesses enhance their development impact, strengthen and shape markets and address systemic challenges faced by BII.

Clean Green Initiative ‘Just Energy Transition Partnerships’ (JET-P). The UK will support countries to mobilise public and private finance to deliver on their climate ambitions through Just Energy Transition Partnerships, such as the South Africa agreement announced at COP26. These will provide a platform for low- and middle-income partner countries to work with climate finance donors, international financial institutions and private investors to achieve a just energy transition, helping partner countries to deliver on their Nationally Determined Contribution (NDC) commitments.

British Support for Infrastructure Projects (BSIP). A new innovative programme that will provide grants through two components – a technical assistance facility and a grant finance facility. The technical assistance facility will provide advisory services to support partner governments design, procure and develop projects to international standards. The grant finance facility will provide ‘blending grants’ which will be injected into a commercial financing package (from a bank, Export Credit Agency (ECA) or other) to form a concessional financing package.

Other Development Finance Instruments to mobilise investment. Our programme Mobilist works with capital markets to share risk and remove barriers to investment to mobilise finance for development at scale. FCDO will support countries to issue green bonds and create new investment vehicles that help partner countries raise finance on international stock markets. FCDO will continue to provide support to the Private Infrastructure Development Group (PIDG) to mobilise private finance into green infrastructure projects in emerging markets, through provision of advice, guarantees and early-stage risk capital to build a pipeline of new bankable projects.

UK guarantees to unlock more affordable finance. By using FCDO’s balance sheet to provide UK guarantees, FCDO is helping unlock an additional \$3 billion of climate finance for partner countries from the World Bank Group and African Development Bank. FCDO is also exploring instruments for offering its own sovereign guarantees.

UK Export Finance (UKEF) to increase support to clean and green infrastructure in developing and emerging markets and increase its presence in key countries to support international partners to access direct lending and guarantees.

UK Centres of Expertise (CoEs) are structures created by FCDO to deliver technical assistance and related interventions to help governments pursue resilient and sustainable economic growth. These will focus on 6 themes:

1. Financial services
2. Inclusive and environmentally sustainable economic growth, including high potential sectors such as manufacturing and agriculture, and economic inclusion issues like Women’s Economic Empowerment

- 3. Trade
- 4. Green Cities and Infrastructure
- 5. Public Finance
- 6. Technology

The CoEs build on existing UK expertise, evidence and knowledge in these sectors and will partner with research and academia, civil society and the private sector. CoEs will be run using a combination of commercial contracts, memoranda of understanding and accountable grants with expertise partners. Their vision is to allow different sources of expertise to come together as teams to deliver interventions and to have the capacity to provide short term rapid and responsive advice as well as multi-year interventions. They are under design most likely until at least April 2024.

In addition to the elements of the BIP/ODA Toolkit, the UK also has other Non-ODA Tools that can support development objectives:

DIT’s Trade policy lead to support long-lasting development helping countries to grow their economies, raise incomes, create jobs and lift themselves out of poverty. Trade should be conducted within a system of transparent and predictable international rules. Yet many low- and middle-income countries face high barriers to trading efficiently and fairly.

Economic Partnership Agreements and new **Free Trade Agreements** with emerging economies covering goods and services. The UK Government has already launched the new Developing Countries Trading Scheme, giving better access to the UK market for goods from low- and middle-income countries, through a set of simpler, more generous trading arrangements than previously available. This will help enhance trade with over 60 countries, boosting economic growth and jobs.

Resilient supply chains, increasing trade to build sustainable and resilient global supply chains that benefit all, and tackle market distorting practices and economic policies. This is key for UK and global economic security, having more diverse supply chains for critical commodities and components.

Scope

This Lot is being set up as a pilot to support the UK’s new Economic Centres of Expertise. It will use a ‘Round Robin’ (Sequential Direct Award) selection process (described in paragraphs 9.21 to 9.34 above). The services required under this Lot will centre around the 6 themes under the Centres of Expertise with 2 core objectives:

- 1. A super rapid procurement route for Centres of Expertise structures to respond rapidly and reactively to quick, short requirements.
- 2. A flexible vehicle to evolve the core Centres of Expertise offer as needed by providing support in areas outside of the core competencies of the Centres of Expertise including in the broader UK economic development context set out above.

The Centres of Expertise are expected to cover:

1. Green cities and infrastructure

Covering all economic infrastructure sectors as well as social infrastructure; smart cities; infrastructure governance, financing and upstream work; regulation; project feasibility, preparation and the delivery cycle; potential PPP arrangements; planning policy and implementation; buildings and building standards; power generation, energy services and distribution; water management; user demand. Promoting high-quality, resilient and sustainable infrastructure investment in low- and middle-income countries is a key theme.

2. Financial Services

Covering work on capital market development; green bonds and green finance; digital financial services; mobile money; innovative finance; impact bonds; outcome-based financing; SME finance; financial regulation.

3. Trade

Free trade agreements; trade facilitation; aid for trade; supply chains; commodity trade; trade barriers and non-tariff barriers; trade security;

4. Public Finance

Fiscal policy and implementation; tax policy and administration, digital and e-government; social protection; cash transfers; sovereign debt; debt management; balance of payments; foreign exchange management; private creditors; revenue collection; budgeting; disaster risk reduction; national statistics; outcome-based contracting.

5. Green and Inclusive Growth

Growth policy and analytics, land policy and systems, sector based enabling environment, environmental sustainability in growth, market systems; systems in crises (food, basic services); women's economic empowerment, economic inclusion,; agriculture; agri-business; manufacturing; service sectors, responsible business.

6. Technology

Providing access to technical assistance and digital and technology expertise from the UK (including from the government, private sector, civil society, academia); helping countries introduce new technologies and develop local sectors while respecting human rights, governance, and privacy; advising on challenges and risks associated with technology; connecting the existing ODA-funded technology programmes with similar objectives.

Requirements

Suppliers will be required to support a selection of themes of the UK's Centres of Expertise and offer any additional expertise the supplier may have. Deep specialism is required, and it is not required that suppliers cover all themes. Contracts could involve:

- Short term or multi-year technical advice and expertise to inform and shape policy, strategic planning, intervention design, programme implementation and monitoring and evaluation.
- managing the development and implementation of economic development and trade programmes at country, regional or international level.
- support the quality assurance of programmes.

Typical types of assignments

1. Short term policy advice lasting days, weeks or a few months (less than a year) either to UK HMG departments, partner government stakeholders or local non government stakeholders both in the private and non for profit sectors.
2. Multiyear economic development programmes that may incorporate one or more of: technical assistance, financial instruments management (Innovation/Challenge Funds), adaptive/flexible systems change programmes (such as market systems programmes), coalition building interventions and other relevant interventions that support economic development
3. Creation and management of knowledge, skills, dialogue, other platforms as well as other mechanisms to build capability or influence stakeholders.
4. Sourcing Services to procure highly specialist expertise in economic sectors or in instruments design, management and review.

Typical skill requirements of the Framework Suppliers are likely to include:

- Technical assistance to advise on and shape policy and practice.
- Strength in building partnerships with the private sector and public sectors.
- Technical and specialist expertise in core areas of economic development in the UK ODA and Non ODA toolkit and beyond.
- Management capability for programme design, delivery and support.
- Strengthening digital and data systems for, and monitoring of, results (including third party monitoring).
- Expertise in design of output/outcome-based financing structures.
- Evaluating interventions and programmes, including lean data approaches.
- Synthesising programme learning and its dissemination to FCDO/OGDs and other stakeholders.
- Commissioning and managing activities including links to applied research.
- Application of political economy, conflict analysis, diversity and inclusion skills to design and implementation.
- Fund management functions.
- Expertise sourcing functions.

FINANCE AND INVESTMENT

Lots 5 and 12

THIS LOT INCLUDES BUT IS NOT LIMITED TO THE DESIGN, DEVELOPMENT AND DELIVERY OF PROGRAMMES AND ASSOCIATED GOODS AND EQUIPMENT WHERE REQUIRED.

Cross Cutting Requirements paragraphs described in sections 7, 8 and 10 above apply to all Terms of Reference Thematic areas within this Framework Agreement.

Introduction

A key feature of the UK's [International Development Strategy](#) is to build and strengthen British Investment Partnerships, mobilising up to £8bn of UK-backed financing a year by 2025 including from the private sector. This would be achieved through a number of mechanisms including guarantees, mobilising debt and equity investments, and using blended finance structures. Climate finance will be an important part, including green bonds, just energy transition partnerships; the clean and green initiative. The strategy envisages a range of partnerships with City investors, institutional capital (pension funds and insurance companies); sovereign wealth funds, using private and public markets.

Scope

In order to develop these partnerships and to mobilise finance at scale, commissioners under GDD could need access to deep specialist finance and investment skills and specialist advice in the following areas: structuring; risk management; fundraising; asset management; actuarial skills, and how to apply this technical knowledge in a context of emerging governance standards and requirements in international investment (for example the Taskforce for Climate Related Financial Disclosures).

Framework Suppliers are required to have deep specialist knowledge and expertise in the following areas:

- Financial structuring including mezzanine financing; first-loss structures; convertible debt; other innovative blended finance approaches.
- Foreign exchange markets, including hedging, the operation of parallel markets and measures towards convergence; local currency guarantees and digital currencies.
- Guarantees, including sovereign and private, partial coverage, risk management, balance sheet management, calling triggers and arrangements.
- Platform or instrument design or delivery to mobilise private finance, including via public markets (such as the current Mobilist programme), project finance for green infrastructure, creative and effective public-private partnerships.
- Climate finance governance frameworks and advice on carbon trading to ensure integrity, permanence, additionality, coherence and transparency.

RESEARCH

Lots 6 and 13

General Notes

- FRAMEWORK PARTICIPANTS ARE NOT REQUIRED TO BE ABLE TO DELIVER EVERY ASPECT OF THIS THEMATIC AREA IN ORDER TO TENDER FOR THIS LOT.
- THIS LOT INCLUDES BUT IS NOT LIMITED TO THE DESIGN, DEVELOPMENT AND DELIVERY OF PROGRAMMES AND ASSOCIATED GOODS AND EQUIPMENT WHERE REQUIRED.
- Cross Cutting Requirements paragraphs described in sections 7, 8 and 10 above apply to all Terms of Reference Thematic areas within this Framework Agreement.
- Programmes commissioned through Lots 1-5, 7-12 and 14 may require research to be carried out as a minority component within a broader delivery programme. Those Suppliers who wish to bid for any programmes including an element of research must therefore demonstrate that they are able to deliver research to the standard required at an individual call-down level. When delivery programmes include an element of research, suppliers will be expected to demonstrate the ability to:
 - deploy rigorous and robust research methodologies
 - disseminate outputs publicly following a robust quality assurance process
 - produce evidence synthesis
 - undertake programme evaluations
 - implement activities to support research communication and uptake

When a contract is primarily a research project it will be commissioned through the Research Lots 6 or 13 (depending on the contract value). When the research contract requires very specialist thematic expertise, FCDO/OGD commissioners may carry out a cross-Lot competition that includes the dedicated Research Lots 6 or 13 and up to one other thematic Lot (1-5, 7-12 or 14).

Introduction and Background

Investment in research

- The FCDO/OGDs’ investment in science, technology and evidence – both that which qualifies as official development assistance (ODA) and that which does not (non-ODA) – is central to FCDO/OGDs’ ability to deliver the strategic vision as set out in the Foreign

Secretary's speech at Mansion House, Chatham House,¹ Integrated Review², the International Development Strategy³, and the forthcoming International Technology Strategy.

- FCDO's Research & Evidence Directorate (RED) invests in research to deliver robust evidence to support the development policy, programmes and foreign policy decision-making process. It generates and uses research analysis and evidence and deploys scientific and technical expertise to drive effective FCDO delivery. FCDO Research and Development (R&D) investments span ODA and non-ODA (i.e. where the funding doesn't contribute to economic or welfare development of the ODA eligible country⁴), including a focus on responsible technology governance and countering transnational threats.
- All research and development spend which meets the FCDO research definition⁵ is approved by the Chief Scientific Advisor who is responsible for reporting FCDO R&D to the Office for National Statistics and internationally⁶. The majority of FCDO research is managed by RED but FCDO policy teams can also commission research calls in consultation with RED advisors, or through regional research hubs serving FCDO country network. In those instances, RED's technical research experts support and advise policy teams on technical aspects of research design and quality management, to ensure research outputs meet required standards.
- Specialist research commissioning teams manage FCDO's R&D investments, delivering new technologies and rigorous 'what works' research across the following thematic areas: climate, energy, environment and water; education, gender and inclusion; food and agriculture; politics, conflict, and humanitarian; economic growth; global health; and technology and innovation.
- We work with broad coalitions of partners, academia, the private sector and civil society to generate rigorous new evidence about what works and what does not to contribute to global prosperity and security, whilst delivering world changing innovations in partnership with universities, global funders, international organisations and wider industries.
- A number of models are used to deliver research programmes, including (though not restricted to) a consortium of research organisations, a management agent that commissions research through competitive calls, and a hybrid where some of the research is delivered by a consortium itself and the rest is competitively procured by the consortium through open calls. Terms of reference will be explicit about conflicts of interest in relation

¹ Building the Network of Liberty: Foreign Secretary's speech. Published on 8 December 2021 at <https://www.gov.uk/government/speeches/foreign-secretary-liz-truss-building-the-network-of-liberty>.

² Global Britain in a Competitive Age: The Integrated Review of Security, Defence, Development and Foreign Policy. Published on 16 May 2021 at <https://www.gov.uk/government/publications/global-britain-in-a-competitive-age-the-integrated-review-of-security-defence-development-and-foreign-policy>.

³ Calling for FCDO actions to be robust and evidence based, drawing on horizon scanning, lessons learned and what works at <https://www.gov.uk/government/publications/uk-governments-strategy-for-international-development>.

⁴ OECD DAC list of ODA eligible recipients (updated annually) <https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/daclist.htm>

⁵ FCDO's definition of research follows an internationally recognised OECD Frascati Definition of R&D (<https://www.oecd.org/sti/inno/frascati-manual.htm>).

⁶ FCDO Programme Operating Framework. Published 30 June 2021, p.89. Available at <https://www.gov.uk/government/publications/fcdo-programme-operating-framework>

to what competitively procured research funds the Framework participant Lead Contractors and consortium partners are permitted to bid for.

Definition of research

- FCDO/OGDs rely on suppliers’ capacity and expertise in implementing our R&D portfolio, using rigorous and robust research methodologies (including mixed and experimental), according to internationally recognised ethical standards, and with outputs disseminated openly following a robust process of quality assurance and/or peer review. Research products that meet this definition⁷ qualify as Her Majesty’s Government (HMG) capital spend.
- FCDO/OGD research definitions and criteria must be also compliant with HMG and international standards for public research as a public good (with outputs published and freely available). In addition, any ODA spend must be compliant with the OECD definition of aid and meet domestic legislation such as the International Development Act 2002 (IDA).
- Research is typically commissioned using a competitive process, implemented using rigorous and robust research methodologies, and includes adherence to internationally recognised ethical standards. Its outputs are disseminated publicly, following a robust process of peer review or quality assurance. Research can include:
 - **Primary research** is defined as new and original research which is carried out to answer specific issues or questions relevant to international development. This can include systematic reviews, and literature reviews that are part of a broader rigorous and robust primary research programme, and rigorous secondary analyses of existing quantitative and/or qualitative data to address new research questions.
 - **Applied research** (including innovation) is where the main aim of the programme is research directed towards a practical aim (e.g. production of new materials, products, processes and systems), for example in technology, infrastructure and engineering. Applied research should be quality assured and published, but this may not always in peer-reviewed journals.
 - **Evaluations** with a rigorous methodology, including randomised control trials and rigorous quality experimental studies.
 - **Research, development and demonstration** (RDD) generates new global knowledge on innovations and emerging technologies relevant to development. This includes testing what works or does not through robust high-quality evaluations, and producing robust evidence of impact of innovations or technology, and trailing, testing and supporting the scaling and up-take of innovation (including proof of concept studies).

Scope

⁷ FCDO’s definition of research follows an internationally recognised OECD Frascati Definition of R&D (<https://www.oecd.org/sti/inno/frascati-manual.htm>).

- It is expected that Framework Participants on the Research Lot will offer technical advice and expertise to implement high quality research programmes. This may involve managing the development and implementation of programmes at country, regional and international level. Inputs into Research business case design and programme evaluations will be procured under separate FCDO frameworks⁸.
- FCDO requests will be predominately classified as ODA to deliver development benefits at scale, with a particular focus on the International Development Strategy priority areas: including investment in economic growth, women and girls, humanitarian, climate change, nature and global health.
- A smaller non-ODA R&D needs, will be directed at diplomatic and foreign policy priority areas to support UK's response to geopolitical and geoeconomic shifts and the growing importance of the Indo-Pacific; systemic competition; rapid technological change; and transnational challenges, such as ending energy dependency on Russia, climate change, biosecurity risks, terrorism, and serious and organised crime. The FCDO requests may also combine both ODA and non-ODA funding, which will need to be tracked and reported separately for accounting purposes.
- **Typical requirements of the Framework suppliers are likely to be implemented using three major mechanisms:**
 - 1) **Direct Research Delivery:** design and directly implement high quality, peer reviewed research directly implemented by the lead supplier.
 - 2) **Consortium Delivery:** Establish a consortium of world class research entities, and design and implement a complex research programme. This will include direct delivery of research; and may include running further open research competition. This is broadly the mechanism that FCDO has also described as a 'Research Programme Consortium' and/or 'Research Partnership Consortium' (RPC).
 - 3) **Research Competition Management Agent:** design and run international, competitive research calls in line with UK and global best practice, and manage the grants awarded.
- For individual requests, Framework Participants will need to:
 - Deliver high quality research that is compliant with FCDO Programme Operating Framework, (or relevant OGD Operating frameworks if commissioned by an OGD), meet ODA requirements and UK requirements on research integrity and best practice standards, including Trusted Research guidance and advice⁹, where appropriate

⁸ Respectively: the Expert Advisory Call Down Services framework (EACDS2) and the Global Evaluation and Monitoring Framework Agreement GEMFA.

⁹ Trusted Research outlines the potential risks, provides advice to help make informed decisions, and explains measures that can be taken to secure the integrity of research. Available at: <https://www.cpni.gov.uk/trusted-research>

- Develop strong mutually beneficial relationships with research partners, including researchers in developing countries
 - Develop clear pathways to impact facilitated by research uptake strategies including targeted communications and events
 - Establish robust monitoring processes, including measuring impact
 - For some programmes, undertake capacity building and system strengthening to build research sustainability over the long term.
 - Robust approach to risk management across the supply chain, including risk of fraud and safeguarding.
- All Framework Participants on the Research Lot, will need to demonstrate the following:
- Capability to manage complex, multi-stakeholder and impact focused research programmes.
 - Facilitate stakeholder engagement and management at all levels from community to high-level policy and national and international institutions.
 - Expertise in interdisciplinarity and demand-led approaches in one, several, or all the thematic areas as described below.
 - Ability to source skills and experience not readily available from across the organisation or a consortium.
 - Experience in managing programmes to the highest standards, including ensuring due diligence¹⁰ is conducted on partners to whom funds will be disbursed.
 - Commitment and adherence to the highest standards of transparency and accountability.
 - Ability to demonstrate a commitment to and competency in approaches that mainstream equity and inclusion, including equitable research partnership principles.
 - Proven capacity in risk and financial management, in line with HMG standards for managing public money, whilst delivering VfM.

Thematic areas of research

- Suppliers are required to deliver the 3 research functions described above and must have the ability to expand expertise to respond to new or emerging FCDO/OGD research priorities.

¹⁰ [Due-Diligence-Guide-External-partners3.odt \(live.com\)](#) and [FCDO Due Diligence: Safeguarding for external partners - GOV.UK \(www.gov.uk\)](#)

- Research programmes are likely to focus on addressing evidence gaps and testing new innovations in the following 7 specialist thematic areas.

1. Economic Growth Research

- HMG’s International Development Strategy sets out our commitment to support on long-term, inclusive, sustainable economic development, mobilising private and public investment, in partnership with BII and others, into growth-supporting sectors such as infrastructure, manufacturing and food systems.
- Research plays a key role in this, to improve understanding of how developing countries can grow rapidly, sustainably and in a way that reduces poverty. This research needs to be policy-relevant, to help policymakers and other development actors in setting policy and delivering and make the transition from low income to middle income status - what can encourage that growth, and what works in terms of policies and programmes. We also seek to build capacity for developing country researchers to study economic growth questions and for policymakers to use economic evidence.

- **Economic Development**

- Research in this sub-category could include a wide range of topics across productive economic sectors and policymaking areas. On-going research programmes cover:
 - 1) Growth environment - generating evidence on the macroeconomic environment, economic structure, trade, green growth, state capability and institutions to help partner governments set conducive policy environments for firm and job growth;
 - 2) Growing productive firms - finding what works to drive private sector investment and productivity growth, including issues around technological upgrading;
 - 3) Inclusive jobs - building the evidence on skills, job creation, the future of work and economic empowerment for women, youth and disabled people;

- **Infrastructure**

- This category could include the full range of economic infrastructure, including transport, energy, water and sanitation, and ICT. This will cover issues around equity and access to infrastructure; planning and investment decision support; optimising design, financing, operation and maintenance of infrastructure and making infrastructure resilient; climate smart, clean and an enabler for growth. Across our infrastructure research portfolio we investigate opportunities for innovation and technology and investigate issues relating to fragile and conflict-affected states; disability and inclusion as these relate to infrastructure provision and the growth agenda.
- Energy is a key ingredient of economic growth. Our energy research aims to address pressing policy and technical questions in low income countries (LICs) to help shift energy systems towards a more sustainable, efficient, reliable and equitable paradigm. This means building a body of evidence around how sector reforms, innovative technologies and practicable actions can be used to help maximise the economic impacts. We are interested in understanding barriers that constrain investment in and operation of large

scale, on-grid and renewable energy in LICs and bringing benefits of modern energy services to poorer people.

- Transport research captures regional, national, rural and urban infrastructure and services and all modes land (road and rail), water transport (inland and ports) and air transport. This includes motorised and non-motorised transport freight and pedestrian transport and the challenges of fragile and conflict affected states. Inclusive transport services, asset management and road safety are included within the transport infrastructure and services definition. The majority of our work focuses on land transport with a smaller proportion on water and air respectively.

2. Education

- FCDO seeks to continue to expand our portfolio of world-class research on the question of ‘How and What Works’ to ensure that all children are in school and learning.
- FCDO Education Research programmes respond to the UK’s [International Development strategy](#) (IDS) (launched in May 2022, which highlights the UK’s focus on prioritising women and girls education and sets out priorities on the ‘Three Es’ – education, empowerment and ending violence.
- The three Es include: mobilising our partnerships and investments behind the G7 commitment to get 40 million more girls in school and 20 million more girls reading by age 10 by 2026; Improving education quality at scale, through research and expertise, with a focus on foundational skills and skills for the future, so girls achieve their potential, transition into the work force, and break the cycle of poverty; building effective education systems with skilled staff and breaking down the barriers to girls staying and thriving in school; and deploying UK expertise and institutions on higher education, skills and scholarships to develop future leaders and build prosperity and stability in partner countries.
- Education Research programmes also contribute to the UK Government’s 2018 Education Policy: ‘Get Children Learning’, which commits to “lend our full support to national decision-makers committed to improving learning to make education systems more accountable, effective and inclusive, including through access to UK expertise”. This research includes but is not limited to:
 - **Teaching** – research to understand the complexities of issues such as recruitment, professional development, deployment, workforce design, pedagogy and motivation in order to identify interventions and approaches which promote learning and instructional leadership. Such insight should be embedded in an understanding of political economy, including the influence of key stakeholders such as teaching unions.
 - **Education system strengthening** – research to ensure a better understanding of system components (e.g. inspection, private schools, assessment, data, school governance) and how these can be strengthened and adapted to ensure system-wide coherence for learning.

- **Marginalised groups** – research to improve our understanding of how education systems and practices affect different marginalised groups, and how learning can be improved for *all* children. Areas of focus include education for refugees, hard-to-reach girls, rural children, children with disabilities and children engaged in child labour.
- **Inclusion** - This will include, but not be limited to, consideration of gender, disability, ethno-religious groups, socio-economic groups, refugee and migrant communities. Research will also consider how political institutions and processes can be more accountable, inclusive and transparent e.g. elections, parliaments, political parties, civil society and media.
- It is expected that research will also forecast and address emerging education challenges, covering questions of ‘what’ needs to be done to respond to growing education challenges as well as ‘how’ (modes of delivery) and ‘why’ current delivery approaches are not achieving the impact they ought to. Anticipated future education challenges include early childhood development, universal lower secondary education, ‘21st century’ skills and how education can support young people to enter employment once leaving school.

3. Politics, Conflict & Humanitarian Research

- **Politics and Governance**

- Future governance and political research will respond to the increasingly complex, fragile and interconnected context that is shaping power structures between citizen and state at the global, national and sub-national level. It could include political economy, thinking and working politically and an understanding of political settlements. It could also include accountable and inclusive politics, security justice and human rights, defence and security, public sector governance and service delivery, infrastructure investment and inclusive growth and economic development, public financial management and domestic revenue mobilisation, anti-corruption, serious organised crime and illicit finance. It could also include issues around national security, conflict and violence; large migration flows; the growing role of technology; tensions in managing scarce resources; climate change. Various methodological approaches will be used. Research will be underpinned by consideration of political feasibility and entry points for reform.
- Themes could include:
 - a) Political settlements, elite bargains and development bargains approaches
 - b) Thinking and working politically, diplomatic influence
 - c) Political space and political systems,
 - d) Political implications of conflict and war economies
 - e) Security justice and human rights, conflict and violence
 - f) Public sector governance and service delivery, public sector reform, decentralisation
 - g) Politics and governance of service delivery (including education, health, justice) and the role of institutions
 - h) Public financial management and domestic revenue mobilisation, resource management
 - i) Anti-corruption, serious organised crime and illicit finance.

- j) Politics of global challenges (information, emerging technology, climate change, migration)
- k) Infrastructure investment and inclusive growth and economic development,
- l) Multilateral systems, governance, politics and geopolitics
- m) Defence and security, grand strategy, foreign policy and defence policy, geopolitics and diplomacy

- **Conflict, Security and Justice**

- Future conflict research will support FCDO's work on 'Conflict, Security and Justice' and will respond to the priorities set out in the Integrated Review and the International Development Strategy. The framework can be drawn on by FCDO staff working across conflict, organised crime, counter-terrorism and defence and will likely include non-ODA as well as ODA funded research.
- Previous generations of security related research focused on technical approaches to delivering interventions and on citizen experiences of security. The next generation of research is expected to focus on a) the political conditions necessary for successful interventions and ways to navigate political risks and b) provide more detailed impact assessments of existing interventions.
- The research should take a wide interpretation of conflict, security and justice to include interventions that address: organised crime, violence against women and girls, community based and sub-national approaches, peacebuilding, peace support operations, diplomacy including negotiations and peace process support, geopolitical contestation, economic and climate security, state and non-state threats, customary and formal justice, efforts to prevent terrorism and violent extremism and the use of data analytics and technology in conflict and peace.
- New research would examine existing and new conflict and organised crime trends how actors and networks operate and the impact of interventions to address them. Research is needed to improve theories of change that underpin policy and interventions.
- Other gaps in research would potentially explore impact and innovation within international multilateral and regional missions, with demand for greater research and data examining links between social inequality and inter-group difference (horizontal inequalities) and how this affects violence and opportunities for peace and stability.

- **Humanitarian and disaster resilience**

- Every year the lives and livelihoods of millions of people are pushed to the brink by conflict and natural disasters. The humanitarian system still badly needs stronger evidence to better understand causes of crisis and what works best to mitigate them. This may include research into the main aspects the forthcoming Humanitarian Framework, **Prioritise** humanitarian assistance to people in greatest need; **Protect** the people most at risk; and **Prevent** and anticipate future shocks and build resilience in long-running crises by tackling the underlying drivers of humanitarian crises. This could include research on:
 - The political, economic, social, environmental causes of humanitarian crisis.

- How the humanitarian system functions, its links to the wider international system, how the systems affect effectiveness, identifying reforms and assessing the impact of reforms; [links to](#) non-humanitarian actors.
 - How to prevent/mitigate the event of humanitarian crisis including the effectiveness of humanitarian principles and norms, diplomacy, humanitarian protection, and disaster risk reduction.
 - How to prepare effectively for humanitarian crisis including through finance, cash and human resource systems.
 - How to alleviate suffering and save lives through studying the effectiveness of sectoral interventions, including better understanding the effectiveness of services designed to support the most vulnerable e.g. person with disabilities, women, children and the elderly.
 - How best to approach protracted displacement through longer-term intervention, shock responsive essential services, pre-arranged disaster finance and engagement of development actors; including when, where and how people move.
 - How to support the resilience of affected communities.
 - How best to assess needs and design programmes including effectiveness of methods to ensure participation of and accountability for affected populations, and different approaches to assessing need and ensuring inclusion.
 - How to understand the effects humanitarian interventions have in the contexts they are applied e.g. conflict sensitivity and unintended consequences.
 - How to understand and promote the localisation of humanitarian responses where appropriate
 - To better understand these issues research may be needed into ‘what works’ in public health in emergencies; education in emergencies; disaster risk financing; disaster risk management; cash-based approaches; access and protection in volatile environments; urban resilience.
 - Running through the Humanitarian Framework and the International Development Strategy is a call for innovation, to deliver a wider range of capabilities to respond to crises, to improve the efficiency of humanitarian aid, and to use new tools and approaches to build resilience, prepare for and manage the risk of crises, working more strongly with the private sector. New technologies have a strong role to play in this. Digital technologies hold the potential to transform the provision of assistance through the shift to cash and financial services rather than in kind aid, unlocking substantial efficiency savings. Research and innovation capacity may also be needed in these areas.
- **Women and girls priorities**

- Key research concerns include:
 - Social norms around **gender** that determine differences in risks and opportunities faced by girls and boys and men and women; how these norms are perpetuated or changed over time; and what works in terms of social policy or programming to promote greater gender equity in access to education and learning achievements, economic opportunity, choice over family planning, and freedom from violence. *Examples:* fundamental research (primary and synthesis) to better understand the nature of phenomena such as FGM, early marriage, gender-based violence, or low female labour force participation; identifying and ending modern slavery; and ‘what works’ impact evaluation of innovative social programmes designed to address these issues.
 - Identifying socially-determined points of risk and opportunity in an individual’s life course, for example the importance of **parenting** practices for early childhood socialisation, or **adolescence** as a period where decisions (on schooling, work and relationships) can have long-term repercussions; and testing the effectiveness of interventions that focus on aspirations and behaviour change (e.g. school or home-based interventions to reduce harsh parenting and exposure to violence; or on adolescent expectations regarding relationships, marriage, and work).
 - Group identity and inter-group relationships, and how prejudice, bias and economic competition can result in **marginalisation and exclusion** of certain groups (e.g. low caste, tribal, minority religious or language groups, or people with disabilities) or provide the basis for conflict and violence. *Examples:* better understanding of the perceptions and processes that underpin multiple deprivation and extreme poverty for marginalised groups; RCTs and other impact evaluations to assess the potential of low-cost aspiration-focussed interventions to improve educational outcomes amongst ethnic minority children or incomes for poor rural women; evaluation of measures to promote access and improve outcomes for people with disabilities; social norm change interventions to tackle harmful traditional practices such as the exclusion of widows; or assessing the effectiveness of engaging communities and faith leaders in combating violent extremism and inter-group conflict.
 - The bases for social identity. norms around cooperation and concepts of rights that underpin collective action, mutual assistance and risk-pooling; and shape how organised **civil society** (self-help groups, social movements, unions, women’s’ rights organisations, NGOs) forms and engages with the state and private sector actors in pursuit of collective interests. *Examples:* citizen-led improvements in transparency and accountability.
 - **Poverty reduction** - Research to understand how the factors that perpetuate, cause or reduce poverty are evolving over time; and to test the effectiveness of adapted or new approaches to economic and social policies that increase and protect the incomes, assets and consumption of different groups amongst the extreme poor.

4. Climate, energy, environment, biodiversity and water

- A range of research, research into use, and innovation work aimed at improving access to energy and water, and making development resilient to weather, disasters, climate and catastrophic environmental degradation. Summary areas of focus are provided below:
- **Access to Energy and Energy systems**
 - Working towards access to clean, affordable energy for all, at both household and community level, including for cooking and SMEs;
 - Developing innovative new technologies, services and business models around access and scaling;
 - Collaborating with the private sector to maximise impact, including through partnerships;
 - Energy transition and decarbonisation of energy systems;
 - Energy security including security of supply and generation; and
 - Resilient (climate) energy systems.
- **Access to water, Sanitation and Hygiene**
 - Extending access to clean water and safe sanitation and hygiene;
 - Making the provision of safe water more efficient and transparent;
 - Partnering with private sector to leverage expertise and reach;
 - Water security including demand and supply side measures
 - Improving water resource management, including multiple uses of water
 - Infrastructure for sustainable water provision
- **Climate and related Disaster Resilience**
 - Improving early-warnings and climate forecasts in Africa and Asia;
 - Improving Climate Science and technology / innovation for development,
 - Improving understanding of climate impacts, adaptation and resilience, including decision making under uncertainty.
 - Advancing understanding of climate and weather related disaster risk management, response and assessment;
 - Use of financial instruments for climate and environmental services;
 - Improving understanding of approaches to address Climate change in conflict / fragile contexts;
 - Understanding what works and what doesn't in strengthening people's resilience to weather, disasters and climate;
 - Building scientific capacity in developing countries.
 - How to build urban and peri-urban food systems in dense built environments.
 - Climate resilient infrastructure
 - Understanding nature and biodiversity vulnerabilities to climate change impacts (adaptation).
- **Environmental Sustainability, Biodiversity Protection, and Water Security**
 - Developing new solutions to reduce harmful levels of pollution;
 - Working with industry and civil society to reduce catastrophic environmental degradation and biodiversity loss;
 - Innovation to reduce degradation and restore systems
 - Financing for Nature
 - Green infrastructure to deliver multiple benefits (climate, social, biodiversity, environmental)

- Delivering greater water security by managing water resources efficiently.
- Improving the sustainable management of natural resources and environmental protection;
- Supply chain management and traceability including critical minerals
- Circular economy and full life-cycle approaches in development.
- Monitoring and detection of illegal wildlife trade and commodities. Including using novel tech.
- Understanding links between nature resilience, sustainable commodities, and food security.
- Working to reduce biodiversity loss, and create sustainable Nature based Solutions.

5. Global health

- Investment in research and development (R&D) underpins many of the extraordinary gains seen in global health over the last two decades, including reductions in preventable childhood mortality, dramatic improvements in outcomes from HIV/AIDs and increases in life expectancy. FCDO’s global health R&D portfolio aims to build global health security, support healthier and more resilient populations and help end the preventable deaths of mothers, babies and children in developing countries. We do this through a range of R&D platforms which use the best of UK and global health research expertise. Global health continues to be a priority issue for the UK and FCDO will put research, science and technology at the forefront of UK efforts to address global health challenges; to enable recovery from the COVID19 pandemic and its transition to endemic control, address the unfinished business of infectious diseases and tackle the growing burden of other under-served health issues, ultimately saving and improving lives.
- FCDO’s support to Product Development Partnerships (PDPs) promotes equitable access across the value chain for affordable, effective, safe, and quality medicines, vaccines, diagnostics, contraceptives, and other essential health technologies. This includes ensuring there are access provisions linked to ODA investments, such as affordable pricing and rapid, subsidised introduction into new markets, ensuring product profiles are suitable for low-income settings. These platforms are often able to pivot to address new pathogens, as demonstrated during the COVID19 pandemic. FCDO also supports mission driven responsive and flexible research, including strategic knowledge partnerships, evidence synthesis, implementation, and health systems research on how interventions can be effectively delivered in low income and fragile settings.
- FCDO global health research priorities include:
 - Global Health Security including epidemic/pandemic preparedness and response
 - Ending preventable deaths of mothers, babies and newborns
 - Tackling infectious diseases (including malaria, TB, HIV/AIDS, Neglected Tropical Diseases)
 - Sexual and Reproductive Health and Rights (SRHR)
 - Health systems strengthening
 - Research to generate new knowledge on how to address marginalisation or exclusion of vulnerable groups, especially for women and girls; and how to address improving health outcomes for vulnerable groups more broadly (such as mental health services)

- Research should draw on expertise from a range of methodologies and disciplines such as implementation research, epidemiology, entomology, health systems, health economics and social sciences. Areas of interest include: taking interventions to scale, addressing the social determinants of infectious diseases and research to support the introduction and uptake of new health technologies, such as diagnostics, drugs, vaccines and other technologies to tackle diseases of poverty and outbreak diseases.

6. Agriculture and Food Security

- This area is focused on new technologies, evidence-based interventions and policies which reach millions of poor people, targeted to the global challenge of feeding the world's population whilst responding to climate change and biodiversity loss, and to pest and disease threats including pandemics.
- There is evidence that research into this area – from primary and scientific research through to experimentation and demonstration of new technologies – generates strong development returns, given that disproportionate share of the poor make their livelihood in agriculture and the wider food system.
- Innovations and new business models leveraging digital technologies have great potential for addressing these challenges, by reducing transaction costs, improving market access, and increasing inclusion of the poorest. Examples include novel approaches to asset-sharing, cold storage, and real-time extension services based on hyper-localised data bring enormous potential for improving farmer productivity, incomes and resilience to climate change.
- Key areas of research on food, agriculture and nutrition include:
 - Speeding up the development and use of more productive and resilient crops and agricultural technologies to deploy these and ensuring clear pathways to uptake through 'end-to-end' approaches, e.g. breeding and marketing of new draught-resistant seed varieties and more nutritious crops.
 - Pathways to commercialisation and scale of new technologies that maximise farmer productivity, incomes and resilience, and the appropriate mix of technical, financial and policy support to maximise opportunities for farmers to integrate into global food systems.
 - Development and deployment of livestock vaccines, diagnostics and tools; and research and evidence into zoonotic health risks.
 - Early warning, surveillance and responses to tackling pest/disease threats to food supplies, contributing to reductions in post harvest loss, improving affordability of food and access to healthy safe diets.
 - Policies and programmes to improve resilience to climate change, humanitarian crises, and conflict.

- The appropriate governance and institutional arrangements to facilitate a transition to more sustainable and climate resilient agriculture, improved nutrition and food security, and increased resilience to climate change in developing countries.
- How to build urban and peri-urban food systems in dense built environments.

7. Technology and Innovation

- This area is focused on technology development and innovations that provide new solutions to pressing development challenges, including evidence of what does and doesn't work. It involves:
 - Testing, building the evidence, and sustainably scaling inclusive ideas, technologies, business models and approaches to global challenges.
 - Building capability and expertise to enable HMG and partners to innovate, experiment, design and apply technology responsibly.
 - Being a strategic partner to changemakers within global, national and local systems to amplify impact through fostering co-investment, evidence and knowledge exchange.
 - Being a thought leader, helping people apply evidence, behavioural science and people-powered innovation to envision and navigate towards positive and ethical futures.
 - Research, evidence and analysis interests:
 - scaling of innovative business models and technologies across a wide range of sectors, from climate, agriculture, water, sanitation and hygiene, energy, health, assistive technology, humanitarian and beyond; innovation financing; technology and innovation ecosystem strengthening
 - Geopolitics of critical and emerging technologies; socio-economic risks and opportunities of frontier and emerging technologies; technology governance models; anticipatory governance;
 - Technology and innovative approaches for international development and diplomacy – keeping FCDO/OGDs relevant in a rapidly changing world;
 - Innovation and technology to tackle global challenges at scale; digital development; digital inclusion
 - Social innovation; behaviour change; applying behavioural theories, tools and evidence to policies and programmes, including for the design and use of frontier and assisted technologies; horizon scanning / futures techniques; collective intelligence; innovation theories and practice
 - Fintech, Agtech, Climate tech, digital/tech diplomacy; internet of things; blockchain; AI/machine learning; UAVs; autonomous systems; smart cities; mis and dis-information; quantum computing; semiconductors; digital infrastructure; advanced materials; bioengineering; genomics;

GOVERNANCE AND CONFLICT

Lots 7 and 14

THIS LOT INCLUDES BUT IS NOT LIMITED TO THE DESIGN, DEVELOPMENT AND DELIVERY OF PROGRAMMES AND ASSOCIATED GOODS AND EQUIPMENT WHERE REQUIRED.

Cross Cutting Requirements paragraphs described in sections 7, 8 and 10 above apply to all Terms of Reference Thematic areas within this Framework Agreement

Introduction

Governance and Conflict interventions can help to build an enabling environment for long-term stability and development progress including in fragile environments. The UK is committed to support our partners to deliver open societies that are accountable and transparent to their populations, and respect human rights. The international community has committed to build peace and standards of governance, not least Sustainable Development Goal 16 (Peace, Justice and Strong Institutions), that are legitimate expectations for communities in all countries. In the International Development Strategy, the UK sets out a need to “target long-lasting political settlements, tackle new threats including disinformation and cyber-attacks, as well as enduring ones ... increasing cooperation on building security and countering transnational threats and challenges...” (IDS, page 16). It argues that development progress depends on strong economic and social foundations underpinned by effective, open and accountable institutions (IDS, page 21).

This is set within the context of the Integrated Review which highlights some of the political, foreign policy and governance challenges the UK and wider World faces, including: geopolitical and geoeconomic shifts; intensified competition and a growing contest over international rules and norms; rapid technological change which is reshaping societies, economies and relationships and transnational challenges as climate change, global health risks, illicit finance, SOC and terrorism (Integrated Review, page 24).

Global conflict is increasing and changing. The Integrated Review (IR) requires HMG to “work to reduce the frequency and intensity of conflict and instability, to alleviate suffering and to minimise the opportunities for state and non-state actors to undermine international security.” Tackling conflict and building stability overseas is both in the UK’s national interest and underpins the global fight against extreme poverty. Governance is fundamental to the delivery of all the SDGs – as well as specifically to Goal 16, contributing to inclusive and accountable institutions, inclusive societies, anti-corruption and the rule of law.

Scope

This section outlines the current priorities in governance and conflict outlining current thinking and policies in these areas. It is likely that these policies – or the prioritisation within them – may change during the lifetime of this contract and so a degree of flexibility will be needed to address emerging areas of work within these fields. This procurement will be particularly looking for suppliers who can evidence specialist skills in:

- **Applied Governance, Conflict and Political Economy Analysis:** understanding political settlements and elite bargains and how change happens, the interaction of

political leadership and objectives and their delivery through complex systems and bureaucracies. This includes **Thinking and Working Politically** and how to apply this across a range of interventions in the governance and conflict space AND other thematic areas/Lots. It also includes an understanding and application of **Conflict Sensitivity** across a range of interventions in the governance and conflict space AND other thematic areas/Lots.

- Accountable and inclusive political systems, open societies, democracy and elections, civic space/ media freedom and human rights
- The role of public (and private) sector governance and institutions including the politics and governance of service delivery to deliver education, health, and other basic services
- Preventing and sanctioning misuse of public resources (**Anti-corruption**) and illegal flow of private and private resources (**Illicit Finance**)
- Strengthening and reforming state and non-state security and justice actors (including international and regional bodies) to manage security in the interest of citizens, respect human rights and ensure access to justice for all.
- Security sector governance and reform including DDR.

In order to deliver conflict contracts FCDO/OGDs require suppliers who can provide expertise in responding to conflict and peacebuilding including:

- An understanding and application of **Conflict analysis** and **Conflict Sensitivity** across this AND other thematic areas/Lots.
- Conflict Prevention and Atrocity Prevention
- Supporting negotiations and peace processes
- Stabilisation (including early recovery and reconstruction) and security, justice and human rights. (for Security, Justice and Human Rights see specific section below)
- Addressing legacies of armed conflict
- Preventing Sexual Violence in Conflict
- Women Peace and Security
- Responding to violent extremism
- Conflict, Climate, Environment and Natural Resource Management
- Conflict, data and technology

Typical requirements of the Framework Suppliers are likely to include:

Ability to apply a Political Economy, Conflict analysis and Thinking and Working Politically lens to all the thematic areas below:

This means a big-picture understanding of the governance and political context, including the interaction of social, political and institutional dynamics and political trade-offs. This enables a response and supports interventions that are both politically feasible and technically sound and informed by a deeper understanding of:

- who the influential actors and interest groups are, and what interests (economic or otherwise), preferences and beliefs they bring to bear;
- how power is distributed among these actors and how that distribution of power is contested, who is excluded from access to power and resources, and how;
- what practical constraints limit and shape the use of that power, including the role of ideas, capacity, identities, and loyalties, which priorities are likely to win-out where multiple objectives are involved;
- what the formal and informal norms (e.g. understanding of rules) that shape behaviour and influence decisions are; and
- how these factors impact incentives and the ability to deliver change

This should inform the design of governance and conflict approaches and interventions which fit the context (e.g., conflict sensitive and contribute to peace and stability goals in fragile settings) and can make meaningful changes towards building effective states and open societies.

Accountable and Inclusive Political Systems and Open Societies

Typical requirements of the Framework Suppliers are likely to include:

- Diagnosis and analysis on the nature of the political settlement/elite-bargain in different contexts, how this influences opportunities for change, and the operating space for international engagement.
- Analysis of political processes and accountability institutions at regional, country, and sub-regional levels and identify entry points for programme engagement. Identify risks to and blockers of accountable and inclusive governance change (e.g., corruption, organised crime, illicit finance), while building the evidence base on how accountable and inclusive governance approaches can support wider objectives and strategies e.g., on organised crime, violent extremism, and terrorism.
- Design and deliver interventions in areas of political governance and Open Societies (including elections, parliaments, political parties, civil society, human rights, and media freedom) and ensure this informs policy and influencing strategies for HMG, partner governments and the wider international community.

- Design, review and oversee strategic engagement including programmes supporting accountable and inclusive politics in a broad range of country contexts, for example in authoritarian regimes, where hostile state actors have influence and fragile and conflict-affected states.
- Demonstrate the ability to work with a wide range of stakeholders in promoting accountable and inclusive politics.
- Demonstrate expertise in incorporating transparency and accountability measures into sector programmes, including use of digital, data and technology.
- Demonstrate expertise in approaches that empower women and girls, vulnerable and minority groups and promote the realisation of civil and political rights for inclusive politics and Open Societies.

Public Sector Governance and Service Delivery

Typical requirements of the Framework Suppliers are likely to include:

- Deep understanding and appreciation of public sector governance and governance challenges in a range of contexts, with historical and contextualised approaches. This includes an understanding of the technical, institutional and political economy dimensions of pro-poor public sector governance including the drivers and constraints to reform, the role of collective action problems.
- Knowledge and experience of new approaches to public sector governance reform and practices from both developing and developed country contexts, including fragile states and state-building/peace-building contexts. This includes a nuanced understanding of reform processes specific to the public sector (e.g. rightsizing, alternative service delivery, public private partnerships, reform of intergovernmental arrangements).
- Expertise in innovative approaches that improve the prospects for sustainable reform; deepen oversight and accountability; and enhance the role of women and other excluded groups in public sector decision-making. Expertise in the role of the public sector in ensuring safeguarding of vulnerable children and adults.
- Expertise in the reconstruction of core government functions and restoration of the delivery of basic services in conflict and fragile environments, including potential impacts on legitimacy and long-term affordability.
- Understand how approaches to reform relate to the delivery of inclusive public benefits, service delivery, political governance, Public financial management and underlying drivers of conflict and fragility.
- Understand the relationship between the management of power to organisational reform, including through State Owned Enterprises and arms' length bodies, and approaches to support change at both political and systems levels.
- Experience in advising governments how to strengthen partnerships with the UK on science and innovation including building their digital capability and delivering cohesive, efficient, and cost-effective digital services and infrastructure.
- Broad understanding of different approaches to support reform including: institutional and organisational development approaches, systems reform, and change management processes, capacity development and capacity building approaches.

- Knowledge of differing forms of and support to decentralised governance including legislative frameworks and the capacity building of sub-national and local government institutions and the roles of civil society organisations in service delivery at local level.
- Understanding of the role of public service reform in building stability and links with local level peace-building.
- Understanding of prioritisation and sequencing of public sector governance reforms to deliver short-term results alongside long-term transformational change.
- Understanding the issues of linkages to other sectors/areas both upstream (e.g. the macro-economy, taxation, public financial management, anti-corruption) and downstream (e.g. service delivery).

Experience in designing, managing, monitoring and evaluating programmes including:

- Centre of government capacities (e.g. policy, planning, managing for results, the effective functioning of the Cabinet and Prime Minister's / President's offices, inter-ministerial coordination mechanisms etc).
- Accountability/oversight mechanisms (e.g. accountability and oversight, service standards, audit functions, parliamentary committees, civil society organisations).
- Civil service cadre capacities (e.g. human resource management - recruitment, promotions, transfers, discipline, payroll, HR databases, reforms to pay and pensions etc - specific arrangements (as relevant) for senior civil servants; and gender equality throughout, including ability to recruit and retain women).
- Processes and structures for the development of inclusive policies and budgets, including the potential transformational impact on public governance of gender/social budgeting for reaching those more vulnerable in society.

Anti-Corruption and Illicit Finance

Typical requirements of the Framework Suppliers are likely to include:

- Strategic corruption assessments - including identifying the profile and drivers of corruption in a country, assessments of the anti-corruption landscape, including of relevant national and sub-national institutions and their inter-relationships, legal frameworks, and assessments of the role and possible contributions to anti-corruption of other stakeholders outside government.
- Analyse how illicit finance and associated criminal activities affects UK interests and identify and prioritise enabling governance failures at the international, regional, and national levels.
- Understand and harness data as a strategic asset to better detect and prevent corrupt practice and, where appropriate, open data for re-use, internally and externally.
- Develop approaches that recognise and utilise both technical and political dimensions of a response to corruption, including behavioural change and crime and conflict sensitive approaches.

- Design, implement, monitor and evaluate anti-corruption and illicit finance interventions and strategies in a range of settings (fragile, conflict, middle-income) and sectors.
- Assessment and mitigation of corruption risk in specific sector programmes - most likely including health, education, water/sanitation, natural resource management, construction, and customs & revenue.
- Understand and identify opportunities for how anti-corruption and illicit finance efforts can complement and support cross-cutting HMG objectives including Serious Organised Crime, and violent extremism and terrorism.
- Delivery of programmes that recognise and respond to the pervasive influence of both national and transnational manifestations of organised crime, including but not limited to: Strengthening market institutions and improving regional cross-border cooperation to reduce illicit flows; Strengthening global financial service and international transportation regimes; Increasing prosecutions and recovery of profit/assets from criminal activities; Supporting communities to effectively respond and resist SOC; Increase pressure/ support to governance institutions to address SOC; including increasing media coverage of SOC; Initiatives that support partner countries and citizens to better protect themselves against varied forms of organised criminality, including organised migration crime and cybercrime.

Potential Framework Participants must demonstrate relevant skills and expertise in anti-corruption, and in particular practical experience in delivering analysis and/or programmes at country level. Demonstrated familiarity with the UN Convention Against Corruption (UNCAC) and other key international anti-corruption and illicit finance/anti-money laundering instruments is essential. Practical familiarity with cross-jurisdiction issues related to anti-corruption, such as international legal co-operation, anti-money laundering, asset recovery or international criminal investigations would be an advantage.

Security, Justice and Human Rights

Typical requirements of the Framework Suppliers are likely to include:

- ‘Best fit’ solutions to security and justice challenges based on an understanding of the political and conflict dynamics of developing countries, the international policy architecture and wider UK interests and processes.

Design, implementation, monitoring and evaluation of:

- Programmes supporting the engagement and consultation of diverse groups (in particular marginalised and vulnerable such as women and girls, persons with disabilities) in dialogue on security and justice, supporting confidence building between the security and justice sectors and civil society.
- Programmes that help develop effective leadership and coordination of security and justice institutions; – including improved command and control at various operational levels.

- Programmes focussed on restructuring the security and justice sector or specific institutions and agencies, including programmes that can support the development of national security and justice policies and strategies, and the statutory and legal frameworks to address the security and justice needs of citizens and the state.
- Programmes that can support management capacity (e.g. HR, finance) of key relevant ministries and Security and Justice institutions (including core issue of payroll, payment systems, asset management systems; internal disciplinary procedures and mechanisms, etc.).
- Programmes strengthening linkages across the justice chain in addressing specific issues/problems – as well the connections with informal justice institutions or customary justice mechanisms.
- Programmes directed at enhancing and developing accountability as well as formal and informal oversight mechanisms and, to ensure that security and justice agencies meet expected standards of behaviour and performance, including the prevention of abuses and violations by personnel.
- Programmes that work to improve community security and access to justice in both urban and rural areas.
- Programmes supporting demobilisation, disarmament and reintegration of [former] combatants; or their integration/absorption into formal security institutions.
- Programmes that promote effective weapons and ammunition management systems
- Programmes to build the capacity of non-state justice forums (including the full spectrum of traditional and customary justice providers), and local justice facilitators (those individuals working with communities to provide legal aid, dispute resolution, para-legal or mediation services).
- Integrated efforts to prevent violence and crime, particularly in urban areas.
- Ability to work with non-state actors, including community security groups, traditional/customary justice authorities and those engaged in alternative dispute resolution.
- Ability to design and deliver programmes that are sensitive to the legal and human rights implications of supporting Security & Justice institutions and reforms, including constitutional and legislative issues.
- Capacity to deliver effective third party monitoring and risk management of security and justice programming – including in contexts where access is very limited.
- Ability to work with a range of X-HMG actors including DFID, as well as a capacity to work with a range of actors in Fragile and Conflict Affected States (FCAS) (e.g. think tanks and research institutions, media and civil society organisations).

Conflict Resolution and Peacebuilding (including conflict and atrocity prevention; negotiations and peace processes; stabilisation and early recovery)

Typical requirements of the framework suppliers are likely to include:
Designing, delivering / managing and monitoring/evaluating the following specific responses to conflict, including but not limited to:

- Interventions which provide context analysis and conflict sensitivity advice and support to national and international actors.

- Programmes aimed at preventing conflict, de-escalating violence, setting up early warning systems and mobilising actors to prevent violence and prevent atrocities.
- Programmes supporting a systematic and long-term investment in local, national, regional and international capacities to manage conflict and change peacefully and to prevent atrocities.
- Peace processes, including ceasefires, mediation, peace agreements and reconciliation recognising and responding to the centrality of elite bargaining in these processes balanced with the needs for appropriate inclusion.
- Processes for developing longer-term inclusive political settlements at both national and local levels, including the conflict sensitive management of state resources; improved social accountability and inclusion, the development of civil society and media.
- Stabilisation interventions in the immediate aftermath of violence that protect the means of survival, promote a political process to end violence, lay the right foundations for building longer term stability, and counter immediate threats to the UK.
- Interventions addressing intermediate factors that can support stability, e.g. reducing localised violence, building trust and changing attitudes, while indirectly influencing stability on a national/regional level.
- Interventions supporting conflict resolution mechanisms need to deliberately include women’s perspectives and ensure that women can influence processes that end violent conflict.

Addressing legacies of armed conflict

Typical requirements of the Framework suppliers are likely to include:

Design, implementation, monitoring and evaluation of:

- Programmes that are context sensitive, refrain from using a ‘template’ approach, while adapting best practices to culturally appropriate approaches to transitional justice, reconciliation, or addressing psychosocial trauma.
- Interventions that aim to support the implementation of the UN Principles for the Protection and Promotion of Human Rights through Action to Combat Impunity, namely the Right to Know, the Right to Reparations the Right to Justice and the Guarantee of Non-Recurrence.
- Programmes that address the impacts of conflict and political violence on individuals and communities, e.g. psychosocial support or trauma healing.
- Programmes that support reconciliation efforts on a local or national level.

Preventing Sexual Violence in Conflict:

Typical requirements of the Framework Suppliers are likely to include:

Design, implementation, monitoring and evaluation of programmes including across four themes:

- strengthening the global response;
- prevention;

- improving justice and accountability;
- ensuring holistic support to survivors.

Women Peace and Security

Typical requirements of the Framework Suppliers are likely to include:

Design, implementation, monitoring and evaluation of programmes that:

- Include Gender and Social Inclusion Analysis: Understand and analyse the gendered social, political and economic structures, dynamics, norms and power relations in fragile and conflict affected contexts that i) drive conflict and instability, ii) enable or exclude women and men to/from taking advantage of opportunities, and iii) enable and perpetuate sexual and gender-based violence.
- Work to achieve gender equality, empowering women and girls, advance women’s meaningful political participation and role in conflict prevention, peacebuilding, peacekeeping and the Armed Forces.
- Ensure a holistic approach to gender-based violence in conflict settings.
- Support conflict prevention and resolution mechanisms to deliberately include women’s perspectives and ensure that women can influence processes that end violent conflict.

Responding to Violent Extremism (VE)

Typical requirements of the Framework Suppliers are likely to include:

- Capacity to analyse how VE groups act in wider conflict dynamics, in particular the way they instrumentalise conflict grievances and take advantage of weakened state-society relationship created by conflict.
- A strong demonstration and a clearly articulated strategy to deliver analysis and programming in a conflict-sensitive manner.
- Ability to assess, design, implement and monitor/evaluate:
- Economic, political and social empowerment programmes aimed at bringing marginalised and vulnerable groups. To strengthen agency and opportunity for individuals in excluded groups.
- Programmes that increase human security of groups at risk, both by holding governments and security and justice institutions to account as well as professionalising security and justice providers to respond to needs of relevant communities.

Conflict, Climate, Environment and Natural Resource Management

Typical requirements of the framework suppliers are likely to include:

- Analyse, describe and evaluate leading practice and evidence in addressing climate, environmental and natural resource-related conflict
- Design, implementation, monitoring and evaluation of programmes to analyse and directly address climate, environmental and natural resource -related drivers of conflict and instability.

- Understand how to promote peace and conflict sensitivity through programmes focused on achieving climate, environment and resource management outcomes.

Conflict, Data and Technology

Typical requirements of framework suppliers are likely to include:

- Ability to analyse how new and emerging technologies are affecting conflict and instability dynamics.
- Experience of designing and implementing central and regional/country-based conflict early warning/early action systems and mechanisms, and stability trackers, including international data sets, and application of lessons around achieving effective early responses.
- Experience on the gathering, application and communication of quantitative data to support improved decision-making, monitoring and early warning of conflict.
- Experience of the application of new and emerging technologies in the field of conflict prevention and reduction.

Annex 1 - General Data Protection Requirements (GDPR)

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 Framework Agreement/contract.

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

All Call-Down Contracts will contain GDPR requirements specific to the needs of the Contract.

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract</p> <p>1) The Parties acknowledge that Clause 33.2 Protection of Personal Data and 33.4 (Section 2 of the Framework Agreement) 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 the Personal Data necessary for the administration and/or fulfilment of this Framework Agreement.</p>
Subject matter of the processing	
Duration of the processing	
Nature and purposes of the processing	
Type of Personal Data [and Special Categories of Personal Data]	
Plan for return and destruction of the data once processing complete.	(UNLESS requirement under UK law to preserve that type of data)

Annex 2 – Example Concept Note

Only on formal approval of a concept note will FCDO/OGDs award a contract to a supplier when contracts are awarded via Direct Award or Round Robin (paragraphs 9.21 to 9.41 above).

Expected Content of a Concept Note (Example)

- Understanding of the TOR (Est 3 pages)
 - Context
 - Scope
 - Questions
- Approach and Methods (Est 4 pages)
- Work plan (Est 2 page)
- Personnel and days Narrative (Est 3 pages)
- Completion of Commercial Proforma (based on contracted capped fee rates and discounts)

Annex 3 – Capability Matrix

Capability Matrix for Lots 1-7 – Please complete excel spreadsheet “TOR Annex 3 High Value Lot 1 to 7 Capability Matrix”

Capability Matrix for Lots 8-10, and 12-14 – Please complete excel spreadsheet “TOR Annex 3 Low Value Lots 8 to 10 and 12 to 14 Capability Matrix”

Capability Matrix for Lot 11 – Please complete excel spreadsheet “TOR Annex 3 Low Value Lot 11 Capability Matrix”

Annex 4 – Reporting Requirements and KPIs

Framework reporting

- A fundamental objective of this Framework is to deepen FCDO/OGD understanding of the market for technical International Development expertise. This is to be achieved through the regular return of data from suppliers on topics such as performance, prices and sub-contractor engagement. Suppliers should be prepared to respond positively to FCDO/OGD requests for data and to proactively propose improvements to reporting arrangements.
- The Supplier should be able to provide reports, which can be flexibly constructed to cater for FCDO/OGD requirements.

- Framework specific management reporting will be undertaken using the spreadsheet as detailed in Appendix A.
- The reporting will require to be completed and sent by email to FCDO's Framework Management Team commercialframeworksteam@FCDO.gov.uk on a **quarterly basis** by the 4th day of October, January, April and July.
- Relevant programme specific reporting requirements will be detailed within the individual call down terms of reference, as provided by the FCDO/OGD commissioners responsible for the call down.

Social Value

- The Social Value objective for this Framework is to create a diverse supply chain to deliver the contracts including new businesses and entrepreneurs, start-ups, SMEs, VCSEs and mutuals.
- The Framework Supplier should be able to report the following information (using the spreadsheet in Appendix A):

Categories	Information required for each category
<ul style="list-style-type: none">• Start-ups• SMEs• VCSEs• Mutuals	The number of category contracts awarded under the Framework.
	The value of category contracts awarded under the Framework in £.
	Total category spend as a percentage of the overall Lot spend.

- The Framework Supplier's Social Value response (to tender question SV1) will be incorporated into the framework agreement.
- A Social Value KPI may be added to the Framework KPIs following framework tender award, based on any plans and metrics that the Framework Supplier commits to as part of their response to tender question SV1.

Framework KPIs

- See Table 1 below for the Framework level KPIs.
- All Framework KPIs will be measured quarterly, starting from day one of contract execution. KPIs results will be reviewed by FCDO and be added as a formal agenda discussion point at 6-monthly (twice a year) scheduled reviews.

- KPIs are subject to review and change as agreed by both parties.

Remedy Action

- The Supplier will be required to provide to FCDO a written improvement plan within a two-week period in the event of:
 - Failure to achieve ‘Good’ or ‘Approaching target’ status for any one KPI in two consecutive quarterly review periods

Or

- Failure to achieve ‘Good’ or ‘Approaching target’ status for two or more KPIs in a 12-month review period.
- Failure to achieve KPI 3 (i.e. if performance is measured as ‘inadequate’ status) will result in an Audit of the supplier’s performance for the call-down contract(s) in question and an Emergency Meeting. The Supplier will be required to provide to FCDO a written improvement plan within a two-week period and then be available to attend a meeting (virtually or in person, to be determined by the client). If no improvement plan is produced within this time frame, or if the plan is assessed by the client to be insufficient to resolve the performance issue(s), then FCDO reserves the right to remove the Supplier from the framework. If any of the deliverables within the improvement plan are not delivered within the time frames agreed with FCDO and recorded in the improvement plan, then FCDO reserve the right to remove the Supplier from the framework.

Call-down contract KPIs

- Each individual call-down contract will have its own KPIs specific to the requirements of the contract. These KPIs will be managed at the call-down contract level by the Programme Teams.
- The format and number of these KPIs may vary but typically they will follow the same format as the Framework KPIs:
 - At least three *key performance indicators* (possibly with additional performance indicators)
 - Possibly an additional Social Value KPI if a metric relevant to the call-down contract can be agreed.
 - Targets/thresholds for Good, Approaching Target, Requires Improvement, and Inadequate status.
 - A method of assessment and baseline.
 - Remedy Actions linked to the four statuses described above.
 - Possibly a supplementary set of performance indicators (PIs).
- The Frameworks Team aims to gather data about call-down contract KPI performance in order to better demonstrate and promote the quality of framework suppliers across FCDO/OGDs, in order to encourage framework use. Global Development Delivery

Framework Suppliers are therefore required to record the final KPI performance results for all call-down contracts once they are completed and submit this information as part of the quarterly returns.

Framework Supplier meetings

- Framework Supplier meetings will take place every six months.
- Meetings will either be virtual or in-person where possible.
- They may be supplier-specific, or 'whole-Lot' meetings in which all Lot suppliers are invited.
- Meeting agendas will be informed by data and performance trends evident from the quarterly returns.
- They will be action-orientated with an expectation that suppliers will respond to issues with SMART Action Plans.
- A frequency of six months is based on feedback from the market engagement events.

Annual Review:

- The Framework Suppliers will be expected to attend an annual review meeting (digital or face to face, to be agreed). An agenda will be provided by FCDO, one week in advance of scheduled dates.
- The Annual Review will focus on KPI performance and insights drawn from analysis of the quarterly reporting information, including review of annual work volumes and spend levels.
- It will be an opportunity to discuss any issues, trends, opportunities or risks impacting upon the operation of the framework.
- It is an opportunity for client and suppliers to agree improvements to the design and operation of the framework. The Annual Review will likely result in an Action Plan with actions for both client and suppliers.
- The Annual Review will involve an assessment of satisfaction, from both the client and each supplier
- It may be that the Annual Review is conducted on a whole-Lot basis with all suppliers within a particular Lot invited to a single meeting.

Table 1: Framework Key Performance Indicators

Measurement is cumulative across the duration of the framework agreement. Extension may lead to a reset of KPI measurement.

	KPI description	Measurement	Evidence	'Good' target	'Approaching' target	'Requires improvement' target	'Inadequate' target
KPI 1 All Lots	Timeliness of Communication	Timeliness, appropriateness, and quality of all FCDO/OGD communications including responsiveness to enquiries/request and escalations.	<p>Incidences of formal escalation from FCDO/OGD staff to the FCDO Frameworks Team to report failure to achieve reasonable quality of communication or timeliness per the following SLA:</p> <p>FCDO/OGD queries should be acknowledged as receipted within one working day.</p> <p>FCDO/OGD queries should be resolved within</p>	0	1	2	3

			10 working days of receipt.				
KPI 2a Lots 1-10, 12-14	Active bidding	Call down opportunities that the supplier has bid for (that they have capability to deliver per their original Capability Matrix)	% of eligible call downs that the supplier has bid for (per Capability Matrix)	>75%	>65%	>50%	<50%
KPI 2b Lot 11	Timeliness of Service Provision	Timeliness of proposals in response to FCDO/OGD requests (as part of Direct Award/Round Robin process described in paragraphs 9.21 to 9.41)	% of call downs that have proposals returned to FCDO/OGD requester within 14 calendar days from request.	>95%	>85%	>75%	<75%
KPI 3 All Lots	Call-down KPI performance	Performance against call-down contract level KPIs	% of completed call-down contracts that featured any call-down contract level KPI measured at 'inadequate' or otherwise lowest possible status	0%	0%	0%	>0%

Annex 4, Appendix A - REPORTING TEMPLATE

Please refer to file “TOR Annex 4 Appendix A High Value Lots 1 to 7 Reporting Template”

Annex 5 – Social Value question to be used in mini-competitions

All mini competitions (call-down method 1 as described in paragraphs 9.14-9.20 in the main body of the TOR above) will include one Social Value question, worth 10% of the total evaluation score. The Social Value question will be as follows:

Question	Detailed criteria
Demonstrate how, in the delivery of this call-down contract, you will: Create a diverse supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs, VCSEs and mutuals.	Your response should include activities that demonstrate and describe the tenderer’s existing or planned: <ul style="list-style-type: none">• Understanding of the types of businesses in the market and the level of participation by new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals.• Activities to identify opportunities to open sub-contracting under the contract to a diverse range of businesses, including new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals.• Plans for engaging a diverse range of businesses in engagement activities prior to appointing supply chain members (including activities prior to award of the main contract and during the contract term).• Activities that demonstrate a collaborative way to work with a diverse range of businesses as part of the supply chain. Illustrative examples: co-design and co-creation of services; collaborative performance management; appropriate commercial arrangements; inclusive working methods; and use of inclusive technology.• Advertising of supply chain opportunities openly and to ensure they are accessible to a diverse range of businesses, including advertising sub-contracting opportunities on Contracts Finder.• Ensuring accessibility for disabled business owners and employees.• Structuring of the supply chain selection process in a way that ensures fairness (e.g., anti-corruption) and encourages participation by a diverse range of businesses, including with regard to new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals.

Annex 6 – Illustration of bidding rules and sub-contractor limitations

In each illustration, blue arrows indicate what is permitted and red arrows indicate what is not permitted.

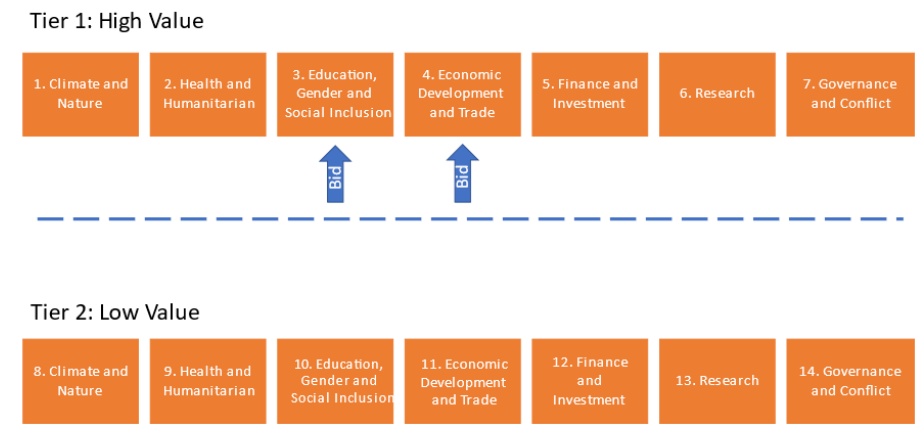
Lead suppliers

Suppliers that are bidding to join the Framework Agreement. They would have a contractual relationship with FCDO.

1. Lead suppliers can bid for Tier 1: High Value Lots OR Tier 2: Low Value Lots

Example A: Lead suppliers **can** bid for multiple Tier 1: High Value Lots

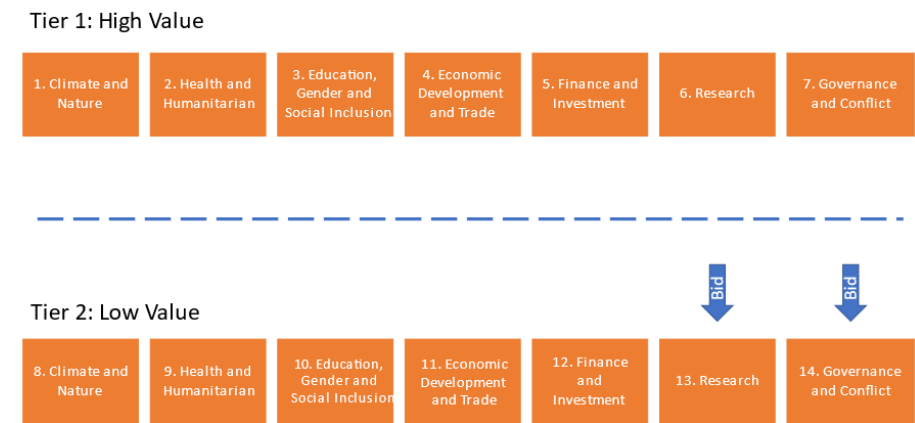
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Example B: Lead suppliers **can** bid for multiple Tier 2: Low Value Lots

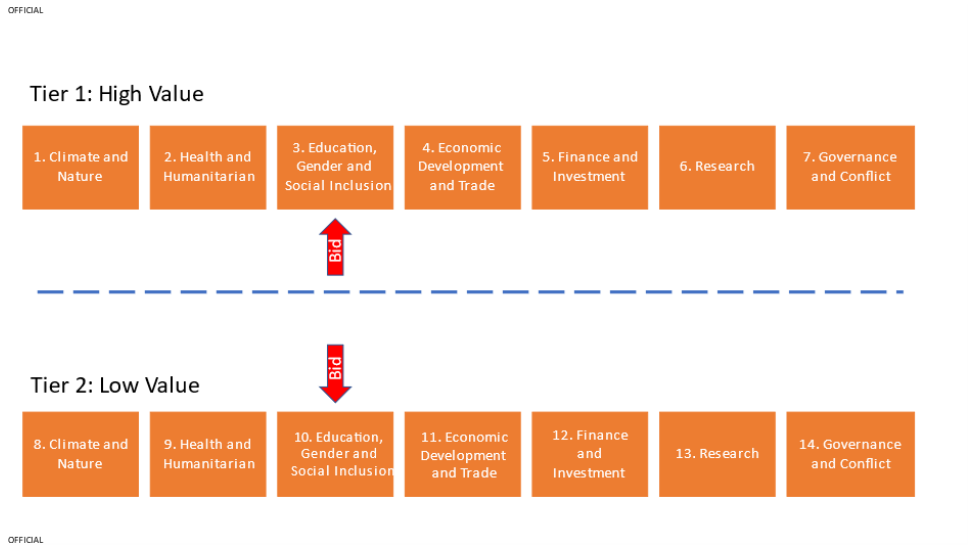
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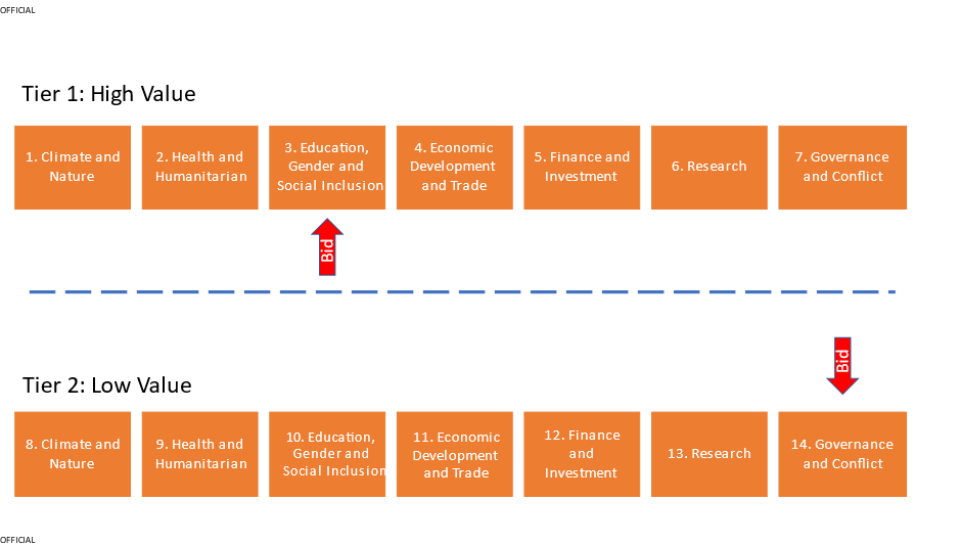
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2. Lead suppliers **cannot** bid for a mix of Tier 1: High Value and Tier 2: Low Value Lots

Example A:



Example B:



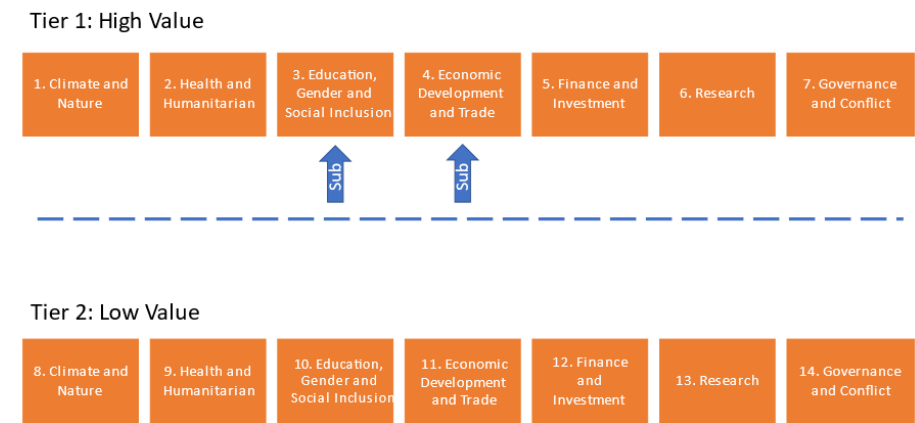
Sub-contractors

Suppliers that are joining the supply chains of Lead supplier(s). They would have a contractual relationship with the Lead supplier(s) and not FCDO.

3. Sub-contractors can sub-contract on multiple Lots

Example A: Sub-contractors **can** sub-contract on multiple Tier 1: High Value Lots

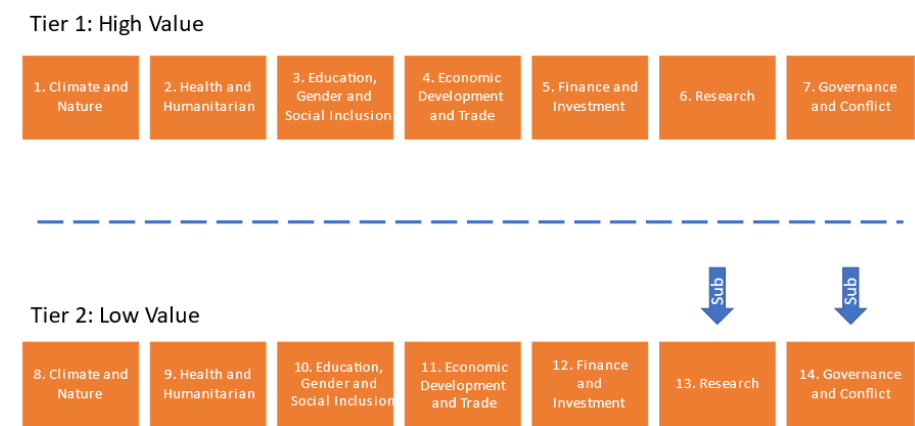
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Example B: Sub-contractors **can** sub-contract on multiple Tier 2: Low Value Lots

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Example C: Sub-contractors **can** bid for a mix of Tier 1: High Value and Tier 2: Low Value Lots

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Tier 1: High Value



Tier 2: Low Value

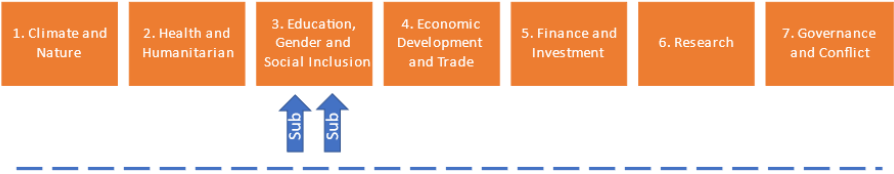


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4. Sub-contractors can sub-contract for more than one supplier within the same Lot

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Tier 1: High Value



Tier 2: Low Value



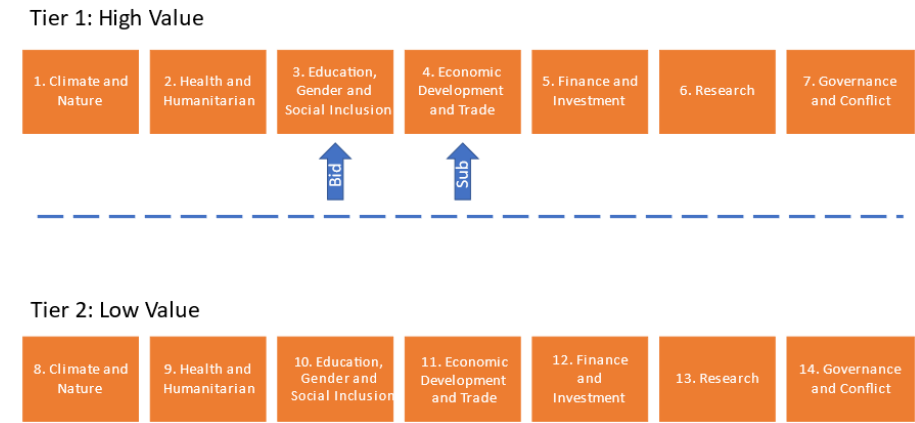
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Suppliers who want to be a Lead on some Lots and a sub-contractor on others

These suppliers must simply abide by the Lead rules and the sub-contractor rules. The only additional limitation is that a supplier cannot be a lead and a sub-contractor in the same Lot.

5. Suppliers **can** bid and sub-contract within the same Tier

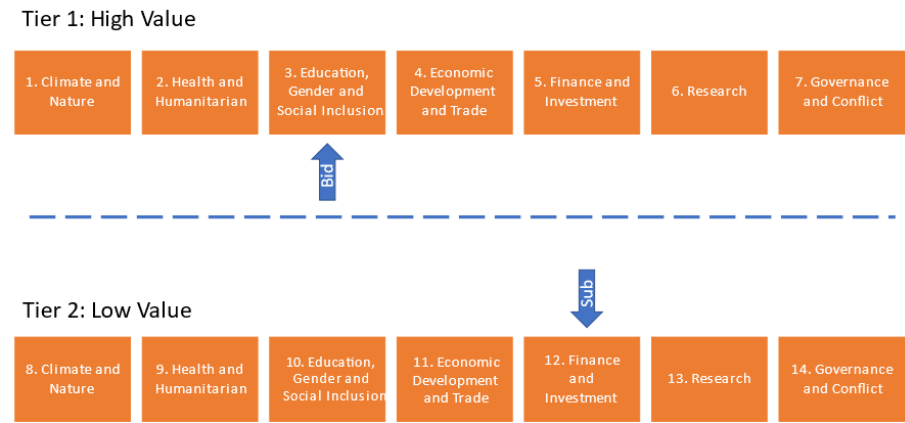
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6. Suppliers **can** bid in one Tier, and sub-contract in the other Tier

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7. Suppliers **cannot** bid and sub-contract in the same Lot

Example A:

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Tier 1: High Value



Tier 2: Low Value

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With this example, the supplier’s bid as a Lead would be rejected, and the bid that involved the supplier as a sub-contractor would be considered.

Example B:

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Tier 1: High Value



Tier 2: Low Value

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With this example, the supplier’s bid as a Lead would be rejected, and the bid that involved the supplier as a sub-contractor would be considered.

Annex 7 – Illustration of the Lot 11 ‘Round Robin’ mechanism

The following slides use example scenarios to illustrate how the Lot 11 Round Robin mechanism will work. They relate to the award of Lot 11 contracts *after* the original framework competition has concluded and suppliers have been awarded places on Lot 11. Annex 7 does NOT describe how suppliers will be evaluated for a place on Lot 11 as part of the original framework competition.

Example supplier: Edinburgh PLC

Edinburgh PLC applies for Lot 11. They are evaluated as having the second highest score (combined technical, commercial and social value score) and so they are awarded a place on Lot 11 alongside six other suppliers. The ranking of the seven successful suppliers (all named after Scottish cities) is indicated in the table below:

Rank	Supplier
1	Glasgow
2	Edinburgh
3	Stirling
4	St Andrews
5	Aberdeen
6	Dundee
7	Perth

Capability Matrix:

Every supplier applying for Lot 11 must complete a Capability Matrix. This will determine which contracts they are eligible for (if they are awarded a place in Lot 11). Lot 11 suppliers will be eligible for a contract if that contract (a) relates to their top 3 Capability Groups, per the capability matrix, AND (b) relates and to Countries/Regions where the supplier has indicated geographic capability, per the capability matrix. There are some circumstances when Lot 11 suppliers could be offered contracts outside of their top 3 Capability Groups – see the Terms of Reference section 9.23.

In our example scenario, Edinburgh PLC has completed a Capability Matrix (see below) in which they select Green Cities, Green Growth, and Technology as their top 3 capability groups. They have selected most, but not all, countries/regions – e.g. Edinburgh PLC will not be eligible for any contracts in Congo.

Capabilities	Order of Preference (1 to 6)	Central America	South America	Caribbean	Eastern Europe & Central Asia	South East Asia and Pacific	India and Indian Ocean	Middle East and North Africa	Africa (West and Southern)	Africa (East and Central)	Pakistan and Iran	Somalia	South Sudan	Congo
1.Green cities and infrastructure	1	x	x	x	x	x	x	x	x	x	x	x	x	
2.Financial Services	6						x	x	x	x	x			
3.Trade	4	x	x	x	x	x	x	x	x	x	x	x	x	
4.Public Finance	5						x	x	x	x	x			
5.Green and Inclusive Growth	2	x	x	x	x	x	x	x	x	x	x	x	x	
6.Technology	3	x	x	x	x	x	x	x	x	x	x	x	x	

Capability Groups:

The table below shows the capability groups selected by the 7 Lot 11 suppliers. Suppliers may select as many capability groups as they wish, but (in most circumstances*) they will only be eligible to be awarded contracts in their top 3 capability groups (highlighted in bold).

* See the Terms of Reference section 9.23

In our example scenario, all suppliers have confirmed geographic capability in all countries/regions EXCEPT for Edinburgh (which has not selected Congo).

	Glasgow	Edinburgh	Stirling	St Andrews	Aberdeen	Dundee	Perth
1	Green Cities	Green Cities	Technology	Technology	Public Finance	Trade	Public Finance
2	Green Growth	Green Growth	Trade	Trade	Financial Services	Green Cities	Financial Services
3	Technology	Technology	Green Growth		Trade	Public Finance	Green Growth
4	Public Finance	Trade	Green Cities		Technology		Green Cities
5		Public Finance	Public Finance		Green Growth		Technology
6		Financial Services	Financial Services		Green Cities		Trade

Shortlists:

The table below shows the 6 capability group ‘shortlists’ that result from the evaluated score rankings, and capability group preferences, shown in the previous page. Each shortlist descends by order of evaluated score – so for the Financial Services shortlist, Aberdeen (overall ranking: 5th) is above Perth (overall ranking: 7th).

1. Green Cities & Infrastructure	2. Financial Services	3. Trade	4. Public Finance	5. Green & Inclusive Growth	6. Technology
Glasgow	Aberdeen	Stirling	Aberdeen	Glasgow	Glasgow
Edinburgh	Perth	St Andrews	Dundee	Edinburgh	Edinburgh
Dundee		Aberdeen	Perth	Stirling	Stirling
		Dundee		Perth	St Andrews

Note that shortlists do not need to have the same number of suppliers. It is possible that some capability groups will have no suppliers on a shortlist based on suppliers’ top 3 capability group preferences (this is when Terms of Reference section 9.23 would apply and the ‘empty’ shortlist would be expanded to include any supplier that confirmed capability for that particular capability group).

Contract award:

To illustrate how the shortlists shown on the previous page would work in determining contract award, the table on the next page shows the suppliers who would be awarded 10 example contracts, issued in the order specified.

Three mechanisms determine which supplier is awarded each call-down contract (awarded using the Robin Robin method):

1. **Evaluated score ranking (original framework tender).** In each shortlist, the 1st scoring supplier will be awarded a contract over the 2nd scoring supplier, and the 2nd scoring supplier will be awarded a contract over the 3rd scoring supplier, etc. evaluated score ranking is relevant *within* capability groups shortlists but does NOT *transcend* capability group shortlist – e.g. the first Green Cities contract will be awarded to Glasgow (1st overall score) but the first Financial Services contract will be awarded to Aberdeen (5th overall score, but highest score in the Financial Services shortlist). The following two mechanisms can override this first evaluated score ranking mechanism.
2. **Geographic capability.** The order will skip suppliers that do not have the required geographic capability – e.g. the contract is in South Sudan but the supplier has not ticked this country on their capability matrix. The ‘skipped’ supplier does not lose their place and is eligible for the next contract where they have the required geography. In the following examples, this explains why Dundee (2nd on the Public Finance shortlist), is awarded a contract (contract 3) before Aberdeen (1st of the Public Finance shortlist) is awarded a contract (contract 6). Aberdeen does not have the geographic capability required for contract 3, but Dundee does.
3. **Number of contracts awarded.** Once a contractor has been awarded a contract from a capability group shortlist, they will not be awarded another contract from the same shortlist until all other suppliers on the shortlist have been awarded the same number of contracts (or a higher number). For this mechanism, ALL Lot 11 contracts that the supplier has been awarded are counted*. In the following examples, this explains why Glasgow wins contract 1 (Technology shortlist) and then becomes ineligible to win contract 2 (Green Growth shortlist). In the following examples, suppliers are shown as struck through when they have been awarded more contracts than the other suppliers in their shortlist, and hence are not yet eligible to be awarded further contracts from that shortlist. This status changes as other suppliers are awarded contracts and ‘catch up’. Note how, with contract 4, Glasgow becomes eligible to win a second contract in the Green Cities shortlist because, by the time contract 4 is awarded, all Green Cities suppliers had already been awarded one contract.

* Contracts awarded by Mini-competition are not counted.

8 hypothetical contracts:

The table below shows how 8 hypothetical contracts would be awarded in the scenario we have described above. The first column shows the Capability Group and geography for each of contract. The subsequent columns show the mechanisms that determine which supplier is awarded each contract, which is confirmed in the final column. After the table, the subsequent pages describe in more detail the rationale behind the award of each contract.

First 10 contracts (in order)	Highest evaluated score ranking supplier in relevant capability group shortlist	Supplier has indicated Geographic capability for relevant country/region?	Has supplier been awarded MORE contracts than any other supplier in capability group shortlist?	Next highest evaluated score ranking supplier in relevant capability group shortlist	Next supplier has indicated Geographic capability for relevant country/region?	Has supplier been awarded MORE contracts than any other supplier in capability group shortlist?	Supplier awarded contract
1. Technology (Africa)	Glasgow	Yes	No	NA	NA	NA	Glasgow
2. Green Growth (India)	Glasgow	Yes	Yes – Glasgow is ineligible	Edinburgh	Yes	No	Edinburgh
3. Public Finance (South Sudan)	Aberdeen	No – Aberdeen is ineligible	No	Dundee	Yes	No	Dundee
4. Green Cities (Central America)	Glasgow	Yes	No	NA	NA	NA	Glasgow
5. Trade (Africa)	Stirling	Yes	No	NA	NA	NA	Stirling
6. Green Cities (Congo)	Glasgow	Yes	Yes – Glasgow is ineligible	Edinburgh	No – Edinburgh is ineligible	NA	Dundee

7. Financial Services (Middle East)	Aberdeen	Yes	No	NA	NA	NA	Aberdeen
8. Green Growth (Africa)	Glasgow	Yes	Yes – Glasgow is ineligible	Edinburgh, then Stirling	Yes	Yes – Edinburgh and Stirling are both ineligible	Perth

Detailed contract rationales:

Contract 1: Technology (Africa). Relates to the Technology capability group, and Glasgow has indicated geographic capability in Africa, so contract is awarded to Glasgow as highest ranking supplier on the Technology shortlist.

1. Green Cities & Infrastructure	2. Financial Services	3. Trade	4. Public Finance	5. Green & Inclusive Growth	6. Technology
Glasgow	Aberdeen	Stirling	Aberdeen	Glasgow	Glasgow
Edinburgh	Perth	St Andrews	Dundee	Edinburgh	Edinburgh
Dundee		Aberdeen	Perth	Stirling	Stirling
		Dundee		Perth	St Andrews

Contract 2: Green Growth (India). Relates to the Green Growth capability group. Glasgow has been awarded more contracts (one) than the other suppliers on the shortlist, so the contract is offered to the next highest ranked supplier – Edinburgh. Edinburgh has indicated geographic capability in India.

1. Green Cities & Infrastructure	2. Financial Services	3. Trade	4. Public Finance	5. Green & Inclusive Growth	6. Technology
Glasgow (1)	Aberdeen	Stirling	Aberdeen	Glasgow (1)	Glasgow (1)
Edinburgh	Perth	St Andrews	Dundee	Edinburgh	Edinburgh
Dundee		Aberdeen	Perth	Stirling	Stirling
		Dundee		Perth	St Andrews

Contract 3: Public Finance (South Sudan). Relates to Public Finance capability group. In this scenario, Aberdeen has not included South Sudan in their Capability Matrix, so Aberdeen is not eligible for this contract. It is therefore awarded to the next highest ranked supplier which has indicated geographic capability in South Sudan (in this scenario Dundee has geographic capability in South Sudan).

1. Green Cities & Infrastructure	2. Financial Services	3. Trade	4. Public Finance	5. Green & Inclusive Growth	6. Technology
Glasgow (1)	Aberdeen	Stirling	Aberdeen	Glasgow (1)	Glasgow (1)
Edinburgh (1)	Perth	St Andrews	Dundee	Edinburgh (1)	Edinburgh (1)
Dundee		Aberdeen	Perth	Stirling	Stirling
		Dundee		Perth	St Andrews

Contract 4: Green Cities (Central America). Relates to the Green Cities capability group. All suppliers on the Green Cities shortlist have geographic capability in this region. All Green Cities suppliers have been awarded one contract already, so the cycle returns to the highest ranked supplier on the shortlist – which is Glasgow.

1. Green Cities & Infrastructure	2. Financial Services	3. Trade	4. Public Finance	5. Green & Inclusive Growth	6. Technology
Glasgow (1)	Aberdeen	Stirling	Aberdeen	Glasgow (1)	Glasgow (1)
Edinburgh (1)	Perth	St Andrews	Dundee (1)	Edinburgh (1)	Edinburgh (1)
Dundee (1)		Aberdeen	Perth	Stirling	Stirling
		Dundee (1)		Perth	St Andrews

Contract 5: Trade (Africa). Relates to Trade capability group, and Stirling has indicated geographic capability in Africa, so contract is awarded to Stirling as highest ranking supplier on the Trade shortlist.

1. Green Cities & Infrastructure	2. Financial Services	3. Trade	4. Public Finance	5. Green & Inclusive Growth	6. Technology
Glasgow (2)	Aberdeen	Stirling	Aberdeen	Glasgow (2)	Glasgow (2)
Edinburgh (1)	Perth	St Andrews	Dundee (1)	Edinburgh (1)	Edinburgh (1)
Dundee (1)		Aberdeen	Perth	Stirling	Stirling
		Dundee (1)		Perth	St Andrews

Contract 6: Green Cities (Congo). Relates to Green Cities capability group. Glasgow has been awarded more contracts (two) than any of other suppliers on the shortlist so is not eligible. In this scenario, Edinburgh has not included Congo in their Capability Matrix, so Edinburgh is not

eligible for this contract. It is therefore awarded to the next highest ranked supplier which has indicated geographic capability in Congo (in this scenario Dundee has geographic capability in Congo).

1. Green Cities & Infrastructure	2. Financial Services	3. Trade	4. Public Finance	5. Green & Inclusive Growth	6. Technology
Glasgow (2)	Aberdeen	Stirling (1)	Aberdeen	Glasgow (2)	Glasgow (2)
Edinburgh (1)	Perth	St Andrews	Dundee (1)	Edinburgh (1)	Edinburgh (1)
Dundee (1)		Aberdeen	Perth	Stirling (1)	Stirling (1)
		Dundee (1)		Perth	St Andrews

Contract 7: Financial Services (Middle East). Relates to Financial Services capability group and Aberdeen has indicated geographic capability in Middle East, so contract is awarded to Aberdeen as the highest ranking supplier on the Financial Services shortlist.

1. Green Cities & Infrastructure	2. Financial Services	3. Trade	4. Public Finance	5. Green & Inclusive Growth	6. Technology
Glasgow (2)	Aberdeen	Stirling (1)	Aberdeen (1)	Glasgow (2)	Glasgow (2)
Edinburgh (1)	Perth	St Andrews	Dundee (2)	Edinburgh (1)	Edinburgh (1)
Dundee (2)		Aberdeen	Perth	Stirling (1)	Stirling (1)
		Dundee (2)		Perth	St Andrews

Contract 8: Green Growth (Africa). Green Growth (India). Relates to the Green Growth capability group. Glasgow, Edinburgh and Stirling have been awarded more contracts than the final supplier shortlist (Perth) so the contract is offered to only eligible supplier – Perth. Perth has indicated geographic capability in Africa.

1. Green Cities & Infrastructure	2. Financial Services	3. Trade	4. Public Finance	5. Green & Inclusive Growth	6. Technology
Glasgow (2)	Aberdeen (1)	Stirling (1)	Aberdeen (1)	Glasgow (2)	Glasgow (2)
Edinburgh (1)	Perth	St Andrews	Dundee (2)	Edinburgh (1)	Edinburgh (1)
Dundee (2)		Aberdeen (1)	Perth	Stirling (1)	Stirling (1)
		Dundee (2)		Perth	St Andrews

Insert Additional rows as required

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Insert Additional rows as required

	KPI description	Measurement	Evidence	Targets				Measured performance	RAG
				'Good'	'Approaching'	'Requires improvement'	'Inadequate'		
KPI 1	Timeliness of Communication	Timeliness, appropriateness, and quality of all FCDO communications including responsiveness to enquiries/request and escalations.	<p>Incidences of formal escalation from FCDO staff to the Framework Team to report failure to achieve reasonable quality of communication or timeliness per the following SLA:</p> <p>FCDO queries should be acknowledged as receipted within one working day.</p> <p>FCDO queries should be resolved within 10 working days of receipt.</p>	0	1	2	3		
KPI 2a	Active bidding	Call down opportunities that the supplier has bid for (that they have capability to deliver per their original Capability Matrix)	% of eligible call downs that the supplier has bid for (per Capability Matrix)	>75%	>65%	>50%	<50%	#DIV/0!	#DIV/0!
KPI 2b	Timeliness of Service Provision	Timeliness of proposals in response to FCDO requests.	% of call downs that have proposals returned to FCDO requester within 14 calendar days from request.	>95%	>85%	>75%	<75%	#DIV/0!	#DIV/0!
KPI 3	Call-off KPI performance	Performance against call-off contract level KPIs	% of completed call-off contracts that featured any call-off contract level KPI measured at 'inadequate' or otherwise lowest possible status	0%	0%	0%	>0%	#DIV/0!	#DIV/0!

YES	Call-down opportunity declined	Int Project Leadership
NO	Call-down opportunity is not con	Int Technical Expert
N/A	Tender being prepared	Int Project Coordination
	Tender being evaluated	Int Project Admin
	Unsuccessful tender	Int Project Ancillary
	Cancelled by client	Nat Principal Expert
	Contract awarded and ongoing	Nat Project Leadership
	Contract Complete	Nat Technical Expert
	Contract Closed (Final Account)	Nat Project Coordination
		Nat Project Admin
		Nat Project Ancillary

	Number of contracts awarded	£ value of contracts awarded	% of total Lot spend	Tender commitment met?
Start ups			#DIV/0!	
SMEs			#DIV/0!	
VCSEs			#DIV/0!	
Mutuals			#DIV/0!	
Total	0	0	#DIV/0!	