



MODEL CALLDOWN CONTRACT

Framework Agreement with: ECORYS UK Ltd

Framework Agreement for: Global Evaluation Framework Agreement -
Lot 2: Performance Evaluation - Globally

Framework Agreement Purchase Order Number: PO 7448

Call-down Contract For: Gender Responsive Social Protection Programme Evaluation

Contract Purchase Order Number: PO 10051

I refer to the following:

1. The above mentioned Framework Agreement dated **12th September 2016**;
2. Your proposal of **3rd March 2020**

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

1. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than 16th October 2020 ("the Start Date") and the Services shall be completed by 17th July 2023 ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

2. Recipient

- 2.1 FCDO requires the Supplier to provide the Services to the Foreign, Commonwealth and Development Office (FCDO) ("the Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed £739,713.25 ("the Financial Limit") and is inclusive of any government tax, if applicable as detailed in Annex B.

When Payments shall be made on a 'Milestone Payment Basis' the following Clause 28.1 shall be substituted for Clause 28.1 of the Framework Agreement.

28. Milestone Payment Basis

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

September 2020



if the criteria are met to the satisfaction of FCDO.

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, indicating both the amount or amounts due at the time and cumulatively. Payments pursuant to clause 28.1 are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call-down Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Call-down Contract were properly due.

4. FCDO Officials

4.1 The Project Officer is:

REDACTED

4.2 The Contract Officer is:

REDACTED

5. Key Personnel

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

REDACTED

6. Sub-contractors

6.1 The following of the Supplier's sub-contractors have been approved for the purpose of fulfilling this contract and cannot be substituted by the Supplier without FCDO's prior written consent:

REDACTED

7. Reports

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

8. Duty of Care

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



- I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.
- II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified FCDO in respect of:
 - II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;
 - II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.
- III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.
- IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project, and must be separately identified in all financial reporting relating to the project.
- V. Where FCDO is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

9. FCDO ethical guidance for research, evaluation and monitoring guidance

- 9.1 The Supplier shall adhere to the ethical principles and standards specified in "FCDO ethical guidance for research, evaluation and monitoring guidance" when undertaking research and any other forms of data collection and analysis on FCDO funded projects.
- 9.2 For research studies, the Supplier shall align with these principles and standards and shall provide assurance of this (as detailed in the tender) to the FCDO Programme Manager by submission of evidence of approval of relevant protocols, prior to research commencing, by the researchers' Institutional Review Board (IRB)/Research Ethics Committee (REC) and the relevant regulatory authority in the country where the research is to be completed.
- 9.3 For evaluations, monitoring and other activities (where research protocols are not required to be submitted for approval by the IRB or REC) the Supplier shall be responsible for ensuring ethical issues are given prompt consideration throughout the project cycle of research, monitoring and evaluation activities.
- 9.4 The Supplier must inform the Senior Responsible Officer and Contract Manager at FCDO immediately, in writing, of any issues arising that may be in breach of FCDO's ethical standards and principles and shall fully investigate and document all or all potential cases of a breach. Failure by the Supplier to report any breach(es) to FCDO may be a material default to the Contract and may entitle FCDO to terminate the Contract.

10. Extension Options

- 10.1 REDACTED



11. Contractual Break Point

11.1 REDACTED

12. Additional Documents to be included in the Contract

12.1 REDACTED

13. Call-down Contract Signature

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

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

Name:

Position:

Signature:

Date:

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

Name:

Position:

Signature:

Date:



Model Calldown Contract Amendment Letter

Foreign, Commonwealth and Development
Office
Abercrombie House
Eaglesham Road
EAST KILBRIDE
Glasgow
G75 8EA

Telephone: East Kilbride 01355 84 4000
Directline: 01355 84 []

File Ref: []

Date: []

Contract Amendment No: []

CONTRACT FOR: []

CONTRACT NUMBER: []

1. With reference to the contractual letter dated [] (as most recently amended by the letter dated []) whereby your firm [(in association with [])] was engaged to [] and with reference to your letter(s) of [] and subsequent discussion, I confirm that the UK Government wishes to make the following further amendment(s) to the letter of []:
2. These / This amendment(s) relate(s) to []
3. Please confirm in writing by signing and returning one copy of this letter, within 15 working days of the date of signature on behalf of FCDO that you accept the amendment(s) set out herein.
4. Please note the provision in the contractual letter that the financial limit of the UK Government's liability to the Supplier under this engagement shall not exceed the sum specified unless the amount of any such excess has been agreed by the Foreign, Commonwealth and Development Office in writing before the Supplier takes any action which might result in the financial limit being exceeded.

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

Name:

Position:

Signature:

Date:



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

Name:

Position:

Signature:

Date:

Gender-Responsive Social Protection Programme Evaluation

Terms of Reference

1. Introduction

1.1. These Terms of Reference are for an evaluation of the Gender-Responsive Social Protection (GSP) programme managed by the FCDO Social Protection Policy Team (SPT). The programme started in July 2018 and will end in July 2023. The evaluation will assess the performance and quality of delivery (process) of the programme workstreams in:

- strengthening institutional and human capacities
- influencing national governments' and development partners' policies, programmes, systems and evidence on gender-responsive social protection
- influencing and increasing the financing of gender-responsive social protection by national governments

1.2. The evaluation will provide near real-time evidence to improve programme processes, ways of working, knowledge exchange and learning, but it is not expected that outcome or impact data would be available early enough in the evaluation to inform significant adaptations to the programme approach during implementation.

1.3. The evaluation will identify what has worked and why, and how efforts to strengthen gender-responsive social protection nationally and globally can be improved. It will also provide learning and evidence on what enables and constrains the effectiveness of technical advice, research, influencing and capacity strengthening efforts, assessing the delivery modalities used in the programme. This evidence will contribute learning to FCDO, the World Bank, UNICEF and other development partner programmes that provide knowledge and advisory services such as technical assistance and research to influence policy, programme and systems-level change.

2. The Recipient

2.1. The primary recipients of this evaluation are the FCDO SPT and the GSP programme partners, in particular the World Bank Social Protection and Jobs practice, the World Bank Gender Cross-Cutting Solution Area, UNICEF Office of Research (OoR) and UNICEF Headquarter policy teams.

2.2. The secondary recipients are FCDO country offices and teams implementing social protection and gender programmes, UNICEF and World Bank operational

teams and partner governments. Other secondary recipients are FCDO programmes delivering (non-social protection) technical assistance (TA) and research, and their implementation teams.

2.3. The tertiary end users of the evaluation are external technical assistance and research programmes working on inclusive social protection.

Table 1: Indicative evaluation use, influence and uptake plan:

End user	Influence objective	Communication channel	Influence enabler
FCDO's Social Protection Team	<p>Influence future policy on gender responsive social protection.</p> <p>Influence approach to engaging/influencing country offices and international partners on social protection policy, programmes, systems and capacity.</p>	<p>Co-design and approval of evaluation framework</p> <p>Regular communication on progress and findings of evaluation</p> <p>Succinct findings papers, briefings, presentations and other comms tools on key evaluation and policy questions</p>	<p>Confidence in evaluation methodology and quality</p> <p>Confidence in wider relationships of evaluation team with GSP programme partners</p>
World Bank Social Protection and Jobs Global Practice and Gender Cross-Cutting Solution area	<p>Demonstrate what works and why across different capacity strengthening modalities used in RSR Gender and encourage adaptations to approach (where needed)</p> <p>Influence future implementation approaches used by RSR windows, social protection TA services and broader World Bank lending operations.</p> <p>Strengthen monitoring and evaluation approach in the RSR Gender window</p>	<p>Co-design of evaluation framework and methodology</p> <p>Co-design of approach to monitoring in RSR Gender window and final approval of approach</p> <p>Robust analysis and presentation of findings</p>	<p>Confidence in evaluation method and quality</p> <p>Buy-in and ownership for monitoring indicators and methods proposed</p>

End user	Influence objective	Communication channel	Influence enabler
	Wider influence on WB TA facilities in other sectors, e.g. across human development		
UNICEF HQ	<p>Demonstrate what works and why across different capacity strengthening modalities</p> <p>Influence design and delivery of social protection and gender programmes, including TA and research</p> <p>Wider influence on UNICEF human development portfolio</p>	<p>Co-design of evaluation framework and methodology</p> <p>Robust analysis and presentation of findings</p>	Confidence in evaluation method and quality
UNICEF Office of Research	Demonstrate what works and why in research and evidence uptake	<p>Co-design of evaluation framework</p> <p>Close link of evaluation with any independent evaluation commissioned by OoR</p>	Confidence in relationship of evaluation team with any independent evaluation team commissioned by UNICEF OoR
FCDO Country Offices/teams and Gender Equality Policy Team	Influence design and implementation of SP policies, programmes and systems including TA to be more gender-responsive	Effective dissemination of findings on what works	Timely and appropriate communications
FCDO TA Facility and research programmes	Influence design and delivery of TA and research programmes	Effective dissemination of findings	Timely and appropriate communications
External TA and research programmes	Influence design and delivery of TA and research programmes	Effective dissemination of findings	Timely and appropriate communications

2.4. In addition to the evaluation recipients there are a wide range of evaluation stakeholders who will be engaged at various points of the evaluation process, both in data collection and dissemination of findings.

Table 2: Indicative evaluation stakeholders

Essential target groups	Relevance to evaluation
FCDO staff working on social protection and on gender in HQ and in country	Direct and indirect GSP programme recipients (i.e. those involved in the GSP programme directly and those that are reached through more indirect means – knowledge exchange and learning events)
World Bank staff in the SPJ Global Practice and Gender Cross Cutting Solution Area (CCSA)	Direct programme recipients – e.g. involved in an RSR Gender project – and indirect programme recipients – not directly engaged with RSR Gender or received RSR Gender funding but reached by learning events or implementing related SP or gender programmes
Government policy makers and implementers (national and local level) working on social protection policies and programmes, and on gender equality	Intended programme recipients, potentially direct through RSR, GSP TA and/or research, recognising some will be more directly involved in programme activities.
UNICEF staff – HQ, OoR and in country	Direct programme recipients and indirect (UNICEF staff reached by learning events or implementing SP or gender programmes)
Other development partners in country	Potentially direct programme recipients depending on the nature of GSP TA support. Indirect recipients through Synergies and coherence of gender-responsive TA (FCDO or WB led), research and knowledge exchange and learning with wider DP priorities and levels of awareness and support for gender-responsive social protection
Other development partners globally (in SP and gender equality sectors)	Level of awareness and support for gender-responsive social protection

3 Purpose and Objective

3.1 Purpose of the evaluation:

3.1.1 The evaluation will provide an independent assessment of the *performance* of the GSP programme in contributing towards the desired outputs, outcomes and impact. This should include an assessment of whether the desired outcomes and impact were appropriate and relevant, and whether there were any unintended outcomes and/or impacts. It will also support:

- learning on the contribution of research, technical advice and knowledge exchange and learning to improving the gender focus of social protection policies, programmes and systems
- deepening the global evidence base on the effectiveness of technical assistance, and provide a deeper understanding of the quality, appropriateness and relevance of different modalities of knowledge exchange, technical assistance and capacity strengthening support delivered through the GSP programme to effect change in policies and operations.
- FCDO SPT and programme partners to ensure robust monitoring.

3.1.2 An independent evaluation is necessary because there are clear evidence gaps in how technical assistance and research can influence the behaviours and choices of policy-makers and practitioners. Understanding the relevance, quality and value of technical assistance remains weak, and more in-depth study though this evaluation is needed to draw out the impacts of this type of assistance.

3.2 Objectives:

3.2.1 There are multiple objectives of the evaluation that have both accountability and learning functions. The primary objective of the evaluation is learning, with accountability being a secondary objective. The objectives are:

- To assess whether, why and how the GSP programme has achieved its stated outputs and outcomes. The evaluation will also reflect on the achievement of any unintended outputs and outcomes and progress towards impacts.
- To identify what is working (and not) and why in promoting gender-responsive social protection systems and policy change and enhanced capabilities through technical assistance, research and evidence and thought leadership, generating evidence and learning on the effectiveness of knowledge exchange and advisory services.
- To provide evaluative evidence that can strengthen the approach to monitoring within and across programme workstreams, with a particular focus on strengthening the programme Logframe and partner monitoring frameworks, contributing to global understanding and practice on

measuring technical assistance and providing practical support to strengthen monitoring of technical assistance in the GSP TA Facility and the World Bank RSR Gender window.

4 Scope

- 4.1 The evaluation will focus on systems change resulting from the GSP programme workstreams, influencing and activities. It may also need to consider proximate and intermediate indicators of gender-responsive social protection systems, programmes and policies that will be observable over the life of the GSP programme. It will not seek to identify changes in the lives of recipients of social protection.
- 4.2 The evaluation will look at each of the workstreams independently and then the synergies achieved (or not) across workstreams. The evaluation will generate its own evidence on the effects of programme workstreams but will also need to link to any reviews or evaluations planned by GSP programme partners.
- 4.3 UNICEF Office of Research (OoR) intends to commission an independent evaluation of research impacts. This will focus on the impact of research on policy and programmes and the ways in which research has influenced change. Whilst the two teams will need to establish a good working relationship, the scope should remain separate, with UNICEF focusing on the impact of research on policy and programming and this evaluation focusing on research as one of the GSP ways of working.
- 4.4 The FCDO SPT will be evaluating its Better Assistance in Crisis (BASIC) programme at the same time as the GSP evaluation. Whilst these programmes are separate, they have similarities in delivery mechanisms, particularly the provision of technical assistance to improve social protection policy and programming. The evaluations will be conducted separately but should establish a good working relationship to support broader learning on technical assistance.

5 Methodology

- 5.1 The evaluation strategy should be informed by the GSP programme Theory of Change (see Annex A). Evaluation findings will in turn inform and help refine the Theory of Change and Logframe. It is expected that mixed methods approaches will be used, generating primary data and drawing on secondary monitoring data to test pathways of change and respond to the evaluation questions.

- 5.2 The Supplier will develop approaches and methodologies to explore the effectiveness of TA services and capacity strengthening, research, knowledge exchange and learning and the synergies between them and across programme partners. It is expected that the methods proposed will differ across TA, research and knowledge exchange and learning, and potentially also across partners.
- 5.3 The Supplier will develop an appropriate evaluation approach, design and methodology to answer the evaluation questions in ways that will provide credible, timely, insightful and substantive evidence to meet the needs of the main audiences. Indicative evaluation questions are listed below. Building on refinements proposed at bid stage, the Supplier will agree a final set of evaluation questions with FCDO and GSP partners. The Supplier will be required to demonstrate that their approach, design and methodology is suitable and appropriate to the context and the objectives of the programme, how it will test the Theory of Change, and robustly measure achievement of programme results.
- 5.4 The evaluation will look across the breadth of programme interventions and then complement this with deep dives into specific interventions and activities to better understand change processes. This should be done at the national level – e.g. national policies and stakeholders – and also the global level – e.g. influence on social protection and gender networks and global policies. The evaluation will need to distinguish between spheres of programme influence from those directly involved in GSP activities to those indirectly or more distantly affected.
- 5.5 Given that the UNICEF research inception period has not yet concluded, and the demand driven nature of the technical assistance in both GSP TA and the World Bank RSR it will not be possible to determine in advance which countries are most suitable for deep dives and case studies. Some information on current countries with GSP activities are provided in Annex B. The Supplier should outline an approach to country selection for baseline studies and criteria for country deep dives, and during the Inception Phase FCDO, UNICEF and the World Bank will work with the evaluation Supplier to refine country selection.
- 5.6 The evaluation methodology will be finalised during the Inception Phase and approved by FCDO before moving into Implementation. The Supplier will build on the detail provided at bid stage on how they will address the scope set out for the Inception Phase and their proposed approach to evaluation Implementation. This will include an Evaluation Matrix which shows how each of the evaluation questions will be addressed, including key data sources and methods.

- 5.7 The Supplier will present the potential risks and challenges and demonstrate how these will be managed throughout the evaluation.

6 Data collection and analysis

- 6.1 The Supplier will receive access to all available project monitoring data and evaluation data that is collected by GSP partners. They will also be responsible during Inception Phase for working with the GSP programme partners to ensure robust monitoring indicators and methodologies are put in place (or refined) that are both functional to monitoring progress and evaluating the programme.
- 6.2 Following the revision of partner monitoring frameworks we expect the evaluation Supplier to draw heavily on the robust and thorough approach to project level monitoring conducted by partners.
- 6.3 We will require the Supplier to engage with and collect primary data from a broad range of stakeholders, representing different interests, experience and backgrounds. The Supplier will deliver a robust approach to sampling within their methodology.
- 6.4 The Supplier will ensure that its approach to primary data collection is well-considered with sufficient budget, fieldwork and time allocated. Where in-country work is required we expect the evaluation to work with local evaluators in the most efficient and cost-effective way.

7 Evaluation outputs

- 7.1 All outputs are expected to be high quality and accessible. Reports will include a well-designed and succinct Executive Summary of 2-3 pages and innovative approaches to communicating findings (infographics, blogs, etc.) should be proposed. In line with FCDO's evaluation policy, all evaluation reports will be published together with a management response setting out how FCDO will respond to the recommendations.
- 7.2 The outputs listed below for the Implementation Phase are indicative. A more detailed view of the outputs for the Implementation Phase will be agreed with and signed off by FCDO at the end of the Inception Phase.
- 7.3 As the programme evolves, expected outputs for the Implementation Phase can be reviewed at Annual Reviews and at the GSP programme midline. FCDO retains the rights to review and approve any changes to expected outputs for the Implementation Phase.

7.4 All outputs will be reviewed and subject to approval by the FCDO SPT, with selected outputs being reviewed by GSP partners (see governance arrangements below).

Inception Phase (6 months)

Output	Timeline
Methodology developed for the impact indicators in the Logframe	End of month 3
Detailed evaluation methodology for the programme and agreeing the final the evaluation questions in collaboration with FCDO SPT	End of month 3
Final evaluation communications and uptake plan, including an influence plan/stakeholder engagement plan sharing good practices on the effectiveness of TA and its measurement. This should include how to bring GSP partners together to share learning, and how to engage other FCDO teams.	End of month 4
Revised Logframe and report with recommendations on a detailed monitoring framework for the GSP programme and for each partner, with a particular focus on support to and recommendations for the World Bank to develop a robust but proportionate approach to measurement of the Logframe indicators on the effects and effectiveness of support offered by the RSR Gender window (specifically output indicators 2.3 and 2.4), working with each partner to strengthen their existing monitoring framework including indicators, methodologies and systems required for tracking progress	End of month 6
Final Evaluation Inception Report which should detail how the evaluation scope and objectives including evaluation questions will be addressed as specified in this Terms of Reference. It should propose country case studies and detailed methodology within the original budget envelope proposed for this evaluation. The Inception Report should include assessment of the evaluability of the programme's Theory of Change and evaluation questions	End of month 6

Implementation Phase (36 months)

Output	Timeline
Baseline report – setting out the initial available data across outcome and output indicators and the baseline situation for the specific evaluation case studies that will be conducted (e.g. country case studies, TA study, ways of working assessments or others as detailed in the Supplier's methodology).	End of month 12
Mid-line report – providing a review of progress to date and making recommendations for programme adaptations and wider lessons for FCDO, the World Bank, UNICEF OoR and UNICEF HQ.	End of month 24
End line report – the final report will be delivered at the end of the GSP programme with the focus on capturing the longer-term outcomes of efforts to strengthen the gender-responsiveness of social protection and providing recommendations on how FCDO, the World Bank, UNICEF and the wider social protection sector can take this agenda forward.	End of month 36
A learning series including short, action-orientated briefing papers, and events (webinars, roundtables, seminars, training modules, a set of presentations to FCDO) on a range of themes including: measurement and evaluation of the effectiveness of TA, lessons in strengthening gender-responsive social protection systems, influencing governments and national partners etc. The Inception Report should propose the themes and timeline for the learning series, with some room for adaptation over the course of implementation. This element of the evaluation will provide more timely assessment of programme performance, including any recommendations for changes in ways of working. Bids should outline their initial proposal on the learning series – including the number of events and timing in relation to the programme lifecycle.	TBD

8 Reporting requirements:

- 8.1 Brief monthly (Inception) and quarterly (Implementation) progress reports in the form of a presentation to the FCDO SPT covering progress in the last month/quarter and a look forward to activities in the next month/quarter. Depending on the proposed evaluation work plan these may reduce to 6-monthly during Implementation.
- 8.2 Annual progress reports over the course of the evaluation implementation to feed into the FCDO annual review, including an update on progress of evaluation activities, highlighting learning to date and recommendations for

adaptation, including (as appropriate) suggested changes to the Theory of Change based on emerging evidence (deadline end May each year)

8.3 A final progress report to feed into FCDO's programme completion report

8.4 Annual financial report

9 Break Points

9.1 REDACTED

10 Payments

10.1 REDACTED

11 Supplier Performance

REDACTED

12 Timeline

12.1 REDACTED

13 Budget

13.1 The Supplier has at bid stage submitted a detailed financial proposal which includes all costs (including in-country): management costs, professional fees, travel, other expenses and any applicable government taxes.

13.2 Annex B outlines current countries of GSP activities, however the final geographical footprint of the programme is not known. The Supplier has proposed an approach for country selection and has included within it financial proposal the costs related to in-country evaluation activities. The Supplier will at a minimum deliver 4 country visits, and will deploy a flexible approach to this element of the evaluation.

14 Extension Option

14.1 REDACTED

15 Constraints and dependencies

15.1 There will be a number of challenges in delivering this work. Some of these are outlined below;

15.2 The evaluation will accompany programme implementation to generate baseline, mid-line and end-line data on programme contributions to outcomes

and also to identify lessons. Ideally, the programme would learn, adapt and course correct during implementation. However, the feasibility of this will depend on the implementation cycles for each programme workstream, and the time lag for activities to be implemented and to start to lead to desired changes. For example, it will be a minimum of two years from the approval of any RSR project before those projects deliver outputs, and we can expect longer lags between evidence generation, uptake and use and then policy or programmatic impacts. The Supplier will need to propose an approach that recognises this gap in implementation of GSP activities and intended outcomes and impacts and design an evaluation framework that can generate lessons within this context.

- 15.3 Identifying case studies or countries in which to conduct deep dives will depend on (a) having a critical mass of GSP TA Facility projects and RSR projects and (b) the timely implementation of these, such that case study countries or projects can be identified and followed. As such, the evaluation may need to consider a phased approach to conducting baselines.
- 15.4 The evaluation will be reliant to some extent on the quality of programme partner monitoring data. Indicators on quality of TA are largely based on self-reporting or client reporting and can be subjective and/or qualitative indicators. The Supplier will need to work with partners to ensure these are the right indicators and are measured as robustly as possible and to identify ways to triangulate measures and/or conduct deep dive assessments into a smaller number of cases to trace results independently.
- 15.5 The programme has four workstreams with different implementing partners. The Supplier will need to work collaboratively across GSP programme partners, strengthening and influencing their approach to M&E and also work in close collaboration with any independent evaluations or reviews planned by partners, e.g. UNICEF OoR intends to commission an independent impact evaluation of the research component. The Supplier will outline how the evaluation will engage and coordinate with GSP programme partners, including supporting their capacity and approach to M&E.
- 15.6 The programme aims and outcomes – contributing to social protection systems change in country and creating a step change in practice across the sector – are high ambition however it is important to recognise the scale and scope of TA interventions (for FCDO and the World Bank). These will often be small scale TA projects that look at a specific part of the social protection system or a specific constraint to gender-responsive social protection. Therefore, when assessing impacts the evaluation needs to be realistic and proportionate, being mindful of the what the individual TA projects are trying

to achieve and their effectiveness in doing that, as well as how and when these smaller scale changes add up to higher order systems change.

- 15.7 FCDO SPT will procure a new TA Facility in 2020 to provide knowledge and technical advisory services to FCDO teams (and through them governments and other country stakeholders) for the full life of the programme. Delays in procuring and starting the new TA facility may slow down the number and scope of TA projects for FCDO, affecting what the evaluation can look at.

16 Roles and responsibilities

- 16.1 The evaluation team will report to FCDO's SPT. The primary point of contact with the evaluation team is the Senior Responsible Officer of the GSP programme. The SPT Programme Manager will be the contact for programme and contract management issues.

- 16.2 Governance arrangements will be developed during the Inception Phase. FCDO will establish an *Evaluation Steering Group* with representatives of the different GSP partners. The Supplier will be responsible for providing this group with draft deliverables and incorporating their feedback into final products, specific ways of working will be agreed with FCDO during the Inception Phase. This group will support the evaluation in reviewing key deliverables and providing strategic guidance and oversight but will not be a decision-making body. Final responsibility for contracting, milestone approval and enabling participation of FCDO country offices will be the responsibility of the FCDO SPT.

- 16.3 The evaluation team will provide regular updates to FCDO on the progress of the evaluation; it is anticipated that brief monthly updates are likely to be appropriate during intensive periods such as the Inception Phase with quarterly or six-monthly updates during the Implementation Phase. These updates should be in the form of a meeting, with minutes provided by the Supplier. The evaluation team may use video conferencing for some participation but should budget for core members to attend a minimum of one meeting in the UK per phase. The Supplier should expect to deliver at least one formal presentation at FCDO during each phase of the evaluation or following the key milestone deliverables (baseline, mid-line and final reports), alongside other planned communications and evaluation uptake activities (see evaluation outputs), and to attend in person annual GSP partners meetings. These have been budgeted for appropriately in the Supplier's financial proposal.

- 16.4 It is expected the Supplier will have the skills required to produce work that will meet the standards of the Government Statistical Service (GSS) <https://gss.civilservice.gov.uk/> , the Government Social Research Service

(GSR) <http://www.civilservice.gov.uk/networks/gsr> as well as DAC <http://www.oecd.org/development/evaluation/qualitystandards.pdf> and FCDO's standards https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/204119/DFID-Evaluation-Policy-2013.pdf.

17 Other requirements

17.1 **Transparency:** FCDO will have unlimited access to the material produced by the Supplier in accordance with [FCDO's policy on open access to data](#)/as expressed in FCDO's general conditions of contract.

17.2 **Branding and visibility:** the evaluation will comply with FCDO's rules and guidance on UK Aid branding and digital communications. Programme specific branding requirements will be agreed during the Inception Phase, including use of GSP branding in evaluation outputs.

18 Safeguarding:

18.1 FCDO's aim across all its programming is to avoid doing harm by ensuring that their interventions do not sustain unequal power relations, reinforce social exclusion and predatory institutions, exacerbate conflict, contribute to human rights risks, and/or create or exacerbate resource scarcity, climate change and/or environmental damage, and/or increasing communities' vulnerabilities to shocks and trends. FCDO seek to ensure their interventions do not displace/undermine local capacity or impose long-term financial burdens on partner governments, therefore, require partners to lead and robustly consider environmental and social safeguards through its own processes and to live up to the high standards in safeguarding and protection which FCDO requires.

18.2 The Supplier will be required to produce a robust risk analysis ahead of the Implementation Phase, including setting out mitigating safeguarding measures. A clear reporting and whistle-blowing procedure to ensure reporting of any cases of misconduct to FCDO should be put in place.

19 Confidentiality

19.1 All evaluation personnel are under an obligation not to disclose to any third parties any confidential and commercial information obtained either directly from FCDO or by virtue of their engagement in relation to this contract. Confidential information may be in any form and shall include all information that, due to its character, nature or method of transmittal, a reasonable person would treat as confidential.

20 Duty of care

- 20.1 The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
- 20.2 The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.
- 20.3 The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in seismically active, dangerous, fragile and conflict-affected environments). The Supplier should ensure their personnel receive the required level of training and, if appropriate, complete a UK government approved hostile environment training course (SAFE)¹ safety in the field training prior to deployment.
- 20.4 As the countries/areas of work involved in this intervention are currently undetermined, FCDO is not in a position to be able to provide a Duty of Care assessment at this point. On this basis, FCDO assumes that this programme will be rated as 'Medium/High' risk. Therefore, as part of their response, bidders will be asked to submit a 'generic' response to provide assurance to FCDO that they can manage DoC responsibilities in even the most challenging of environments.
- 20.5 During the programme, it is FCDO's expectation that the Supplier will provide a full Duty of Care assessment for each potential country/area of work where in-country ground work is expected to be necessary. If the programme activities take place in medium or high risk locations, FCDO will share available information with the Supplier on security status and developments in-country where appropriate.
- 20.6 The Supplier accepts that it is fully responsible for Duty of Care in line with the details provided above and confirms that:
- They fully accept responsibility for Security and Duty of Care.

¹ World Bank (2013) 'Social Safety Nets and Gender: Learning from impact evaluations and World Bank projects', Washington, DC: World Bank Independent Evaluation Group.

- 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.

21 Background to GSP programme

21.1 Poverty and gender inequality are inextricably linked. Women and girls face multiple barriers and vulnerabilities throughout their lives because of their gender. Their lack of access to assets, resources and opportunities makes it more difficult for them to go to school, access health care, and deal with shocks and crises when they happen. Despite this, poverty reduction efforts, including social protection, often fail to take into account gender inequalities, and gender equality policies and programmes often fail to identify social protection as a potential mechanism to support gender equality outcomes. To maximise the impact and value for money of our interventions we need integrated strategies that address income insecurity together with other persistent barriers that the most vulnerable women and girls face.

21.2 The centrally managed GSP programme, funded by the FCDO SPT in Policy Division, aims to address this gap and enhance outcomes for the most marginalised women and girls from social protection and gender equality programmes and policies globally. The UK is providing up to £19 million of funding over five years to improve the gender impacts and value for money of social protection investments in stable and fragile contexts.

21.3 The GSP programme aims to address bottlenecks at global and country level through four inter-related workstreams:

- **Building the evidence base through high quality research on what works and why (£5million)**, partnering with UNICEF's Office of Research (OoR).
- **Improving the effectiveness of FCDO and our partners' investments in gender-responsive social protection (£4million)**, through the provision of targeted technical assistance through the GSP Technical Assistance Facility (GSP TA).
- **Strengthening capacities and influencing World Bank social protection operations (£8.5million)**, through funding and support to the Gender Window of the World Bank's Rapid Social Response programme and creation of a Senior Gender and Social Protection post within the World Bank Social Protection and Jobs Practice.
- **Strengthening awareness, knowledge and learning of what works and why (£1.5million)** through knowledge exchange, evaluation and

learning. This workstream brings together a number of interventions to share knowledge within FCDO, programme partners and other development partner and governments on good practice. These include: strengthening capacity and influencing UNICEF operations through a seconded FCDO Social Development Advisor, knowledge exchange and learning events and an independent evaluation.

21.4 Further information on the programme, including the GSP Theory of Change, is contained in Annex A.

22 Key documents

- [Gender-Responsive Social Protection Business Case](#)
- GSP programme [Logframe](#) including nested Logframe for each component
- GSP annual review July 2019
- [World Bank Rapid Social Response website](#)

Annex A: GSP Programme Background

GSP Theory of Change

1. The programme aims to improve the well-being and empowerment of women and girls through gender-responsive social protection. The premise is that by ensuring social protection programmes are gender-responsive they will increasingly **reach** the poorest and most vulnerable women and girls, be more relevant or appropriate to their specific vulnerabilities, and hence deliver greater **benefits** to them and be more **empowering**.
2. The Theory of Change for the programme is that by addressing *critical constraints* that have been inhibiting a greater gender focus in social protection policies and programmes, we will enhance benefits for women and girls. These constraints include a lack of data, limited evidence on what works, weak capacity, and lack of coordination and incentives for alignment between gender equality interventions and social protection systems.
3. To address these constraints the programme will provide *research and evidence, technical advisory services, capacity strengthening, knowledge exchange and learning* to strengthen gender-responsiveness of social protection programmes, systems and policies both *for FCDO programmes* (including reach to partner governments and development partners in country), *UNICEF and World Bank* operations and *knowledge exchange and learning across the programme and the sector*.
4. In so doing, this will deliver the following **outputs**:
 - *high quality evidence base* on what works and why,
 - *increased demand for advice and capacity to deliver* on gender-responsive social protection among FCDO programmes and partner governments' operations,
 - *improved gender-equality focus and responsiveness* in World Bank social protection investments, and
 - *greater awareness, knowledge and learning* across countries and agencies working on social protection.
5. The programme has also funded *two posts in key development partners* to strengthen capacity – a Senior Gender Specialist in the World Bank's Social Protection and Jobs practice and a FCDO secondee to UNICEF's Child Poverty and Social Protection Unit. These roles will influence and strengthen institutional capacity, facilitate learning and knowledge exchange on gender-responsive social protection and influence these organisations operations, addressing a critical human resource constraint to investing in learning.

6. Through these workstreams, the programme aims to achieve the following **outcomes**:
 - *improve the gender capabilities and capacities of social protection actors, including partner governments,*
 - *develop new and strengthened gender-responsive social protection policies, programmes and systems, informed by rigorous evidence; and*
 - *increase resource allocation for gender-responsive social protection.*
7. The four workstreams will work in an interconnected way to enhance evidence, knowledge and learning on what works and to strengthen capacity and influence partner governments', donors and development partners' behaviours. Therefore, the programme will achieve **impacts** on the poorest and most vulnerable women and girls by improving **coverage and reach of relevant and appropriate social protection systems** and **improved multi-sectoral approaches and packages**, including through cash plus interventions, going beyond cash transfers to comprehensive social protection systems and linkages to other services and support.
8. By working closely with the programme partners and other internal and external stakeholders we aim to create global momentum in gender-responsive social protection policy and practice, informed by robust evidence.

GSP workstreams – rationale and progress

Building the evidence base through high quality research on what works and why (UNICEF Research):

9. **Approach:** Operationally-relevant research will be conducted by UNICEF Office of Research - Innocenti to address fundamental questions on *the mechanisms through which social protection and social protection 'plus' can enhance gender equality and improve outcomes for women and girls; and the costs and benefits of addressing gender inequalities in the design and implementation of social protection policies, systems and programmes.* We are particularly interested in generating rigorous evidence on the impact of social protection on outcomes of concern such as violence against women and girls and women's economic empowerment, the mechanisms that drive results, in particular the role of complementary interventions and services (social protection 'plus').
10. **Rationale:** The GSP programme identified lack of evidence both on the **impacts of social protection on gender equality and women's empowerment**, and on the pathways of change, as a critical constraint to greater uptake of gender-responsive social protection. While evidence on the former is growing, the case remains to be made with national and global policy makers on the centrality and cost-effectiveness of gender equalities to poverty reduction efforts and vice versa;

and then to provide robust evidence on how to achieve gender equality outcomes through social protection.

11. **Progress:** A Contribution Framework was signed with UNICEF's OoR in October 2018 and the first fund transfer was made in November 2018. UNICEF OoR initiated a seven-month Inception Phase to May 2019, which was intended to scope out the priorities and focus of the research, including detail on the research methods and uptake, updating the original proposal they submitted to FCDO. The Inception Phase has now been extended to the end October 2019.

Improving the effectiveness of FCDO and our partners investments in gender-responsive social protection (GSP TA Facility):

12. **Approach:** This workstream provides advisory support to FCDO teams and through FCDO to partner governments, other development partners and potentially civil society, to develop and strengthen the gender focus of social protection policies, programmes and systems and to build capacity of organisations to continue to design, implement and monitor gender responsive social protection. The workstream will share learning and good practices across FCDO and GSP programme partners, and more broadly (e.g. guidelines, thematic papers and other knowledge products). Technical Advisory (TA) services are currently delivered via an existing FCDO framework agreement, the Expert Advisory Call Down Service (EACDS) Lot D, which is led by Oxford Policy Management.
13. **Rationale:** This workstream addresses some of the *fundamental constraints* – capacity and incentives – to the design and implementation of gender-responsive social protection. It gives FCDO teams the *resources to influence* partner governments, other donors and development partners on this critical issue both through producing high quality evidence on what works and demand-driven advisory inputs on key policy and programme issues. The demand driven model assumes that energy and resources are focused where there are reform champions and they can have maximum impact, or alternatively create an enabling environment for gender-responsive social protection in the future. This assumption should be tested as part of the evaluation. In the Business Case, FCDO set out the rationale for working through the existing Expert Advisory Call Down Service (EACDS) Lot D, which is led by Oxford Policy Management. This option provided value for money, as it is an existing framework for providing technical advice and allowed services to be provided immediately.
14. **Progress:** Over the course of year one a number of call downs have been procured through Lot D at country and central level. A learning exercise is currently under way to identify what has worked and how to improve delivery of TA in the GSP programme. Furthermore, it has become clear that the EACDS lot D does not provide a long-term solution to the TA requirements of the GSP programme as it

will only be extended to September 2020. Therefore, FCDO SPT is also in the process of procuring a new TA facility to meet the longer-term needs of the GSP programme.

Strengthening capacities and influencing World Bank social protection operations

15. **Approach:** A partnership with the World Bank was established to boost outcomes for women and girls and promote gender equality through gender-responsive social protection systems, programmes and/or policies. A gender window has been established in the World Bank's existing multi-donor trust fund – the Rapid Social Response programme (RSR). FCDO is currently the largest funder to the window, providing £8 million. The GSP programme is also funding a Senior Gender Specialist in the Social Protection and Jobs global practice to strengthen World Bank capacities and learning on gender-responsive social protection.
16. **Rationale:** The decision to focus on the World Bank is due to its important role as a funder and thought leader on social protection. Social safety net and risk management lending was the Bank's largest lending portfolio in Africa in 2016². The World Bank's Social Protection and Jobs (SPJ) practice operates in 70 countries globally and has total commitments of US\$14.7 billion. In Africa, total commitments are just under US\$7 billion, making up 48% of the SPJ portfolio globally³. This shows the priority the World Bank places on social protection and increasing partner government demand for social protection programmes. Due to the scale of the World Bank's operations and close links with governments, the GSP programme can have wider and more sustained impacts on the social protection sector. However, the World Bank's Independent Evaluation Group (IEG) found that the World Bank has not done enough to integrate gender equality into its social protection investments in its 2014 evaluation¹. The IEG found that 40% of the World Bank's projects do not consider gender at all and while 67% of project indicators could have been meaningfully disaggregated by gender only 19% were.
17. The partnership with the World Bank aims to address a number of critical constraints in the practice to better integrating gender equality considerations into social protection:
 - There is insufficient gender **capacity** in the SPJ practice;
 - There is a need to shift the **mind-set** in the practice on why gender is important for social protection objectives, and vice versa;
 - There is a need to create **incentives** (e.g. resources) to integrate gender effectively;
 - Staff need support to **influence** partner governments' decisions, e.g. tools, evidence.

² Social protection and risk management was 22% of World Bank lending in Africa in 2016.

³ Data as of November 2017.

18. This partnership addresses these constraints by supporting the Bank to work differently in its social protection operations, going beyond simply targeting women in some social protection investments, to designing social protection policies, programmes and systems that address the specific vulnerabilities and poverty faced by women across the life cycle. To enable this shift, the partnership will deliver:

- **Data, Diagnostics, Stocktaking and Technical Assistance:** these activities are intended to diagnose and address the differing and complex intersecting constraints and vulnerabilities facing women and girls, and men and boys through social protection policies, systems and programmes. It includes the following activities: (a) diagnosing, stocktaking and mapping gender-responsive social protection by reviewing existing systems, programmes and services; (b) identifying and developing effective gender-responsive options for social protection policies, systems and programmes; (c) identifying and disseminating best practices, and providing TA to governments and (d) identifying ways to facilitate gender-responsive programme harmonisation and coordination across social protection programmes and other services; developing an understanding of the gender-specific consequences of social protection policies, system and programmes.
- **Awareness, Knowledge Exchange and Learning:** These activities are intended to support the aggregation and synthesis of operational experiences to facilitate the dissemination of lesson learned and inform policy dialogue with client countries. This includes: (a) identifying lessons learned from RSR Gender activities; (b) synthesising evidence, experience and lessons learned and developing knowledge products; (c) knowledge dissemination and training events globally and nationally; (d) capacity building among clients and other stakeholders and (e) supporting communities of practice for gender-responsive social protection.

19. **Progress:** The Administrative Agreement was signed with the World Bank in November 2018, including agreement of more stretching results under the RSR Gender window than previously agreed for FCDO funding to the RSR classic MDTF (2012-2018). The first call for proposals (round 1) was launched in December 2018 and successful proposals selected in May 2019. The second call for proposals was launched in October 2019. There was high demand and generally good quality proposals. The Senior Gender and Social Protection Specialist was recruited to the practice and started in post in September 2019. A particular challenge is how to measure the quality and impacts of knowledge and advisory services provided under the RSR Gender window (see Logframe for output and outcome indicators) and trace the contribution of RSR Gender to larger IDA/IBRD projects and systems-level change within Bank operations and partner governments' social protection policies, systems and programmes.

Strengthening awareness, knowledge and learning of what works and why through knowledge exchange, evaluation and learning

20. **Approach:** This is a crucial component of the programme, ensuring that we **are effectively** monitoring, evaluating and learning about the effects of each of the individual workstreams and their collective impact on the practices, behaviours and knowledge of key social protection stakeholders and any resulting impact on social protection policies, programmes and systems. This workstream brings together a number of interventions to share knowledge within FCDO, programme partners and other development partner and governments on good practice. These include: seconding a FCDO Social Development Advisor to UNICEF, knowledge exchange and learning events and an independent evaluation.
21. **Rationale:** Changing behaviours and practices requires investment in learning and evidence on what works, and wide engagement of key stakeholders.
22. **Progress:** The FCDO SPT invested heavily in raising the profile of gender-responsive social protection in FCDO and with key partners. The team organised, funded and/or presented in 4 events through the GSP programme on a range of issues to raise awareness of and deepen dialogue on gender-responsive social protection⁴. A priority during the first year of the programme was the 63rd session of the Commission on the Status of Women (CSW), which included social protection in the priority theme. The programme supported a series of events in the run up to, during and after CSW. The FCDO secondee to UNICEF was recruited and started in post in September 2019. Finally, GSP programme partners discussed how to strengthen knowledge exchange and learning across the programme at the GSP Partners Meetings in May 2019 and September 2019. This will be used to inform the programme wide Knowledge Exchange and Learning (KEL) Strategy.

⁴ The events are: three webinars in the ODI/FCDO webinar series and the Social Protection Inter-Agency Cooperation Board (SPIAC-B) side event on gender-responsive social protection.

Annex B: Geographical scope of GSP, examples of GSP activities and timelines

The GSP is a global programme, and as implementation of each component progresses the geographical footprint of GSP activities is likely to change.

The information below provides an overview of current activities and is intended to give an indication of the type and location of GSP funded activities. With the strong focus on demand-led activities it is not possible to give a definitive list of countries where GSP will operate.

Component 1: Building the evidence base through high quality research on what works and why (£5million), partnering with UNICEF's Office of Research.

The UNICEF research inception report has not yet been finalised, and therefore country selection cannot be confirmed. It is expected that the final list of research countries will be available before the evaluation contract begins and therefore will be able to inform the evaluation Inception Phase. Countries are likely to include Benin, Tanzania, Ethiopia, Jordan and Uganda with additional countries to be confirmed.

The research will include conducting secondary analysis of impact evaluation data, adding additional waves or modules into ongoing impact evaluations and conducting political economy analysis.

Component 2: Improving the effectiveness of FCDO and our partners' investments in gender-responsive social protection (£4million), through the provision of targeted technical assistance through the GSP Technical Assistance Facility (GSP TA).

The FCDO TA facility has 6 call downs ongoing or about to start. 2 of these are global and relate to international gender-responsive social protection policy and practice, for example policy briefings and think pieces and incorporating gender and disability into guidance and tools. Other assignments cover Mozambique, the Sahel, Nepal and Ghana and are designed to influence FCDO social protection investments in country. This facility is accessed by FCDO advisors and is expected to remain largely limited to FCDO priority countries.

Component 3: Strengthening capacities and influencing World Bank social protection operations (£8.5million)

Round 1 of the RSR Gender window was launched in December 2018. Twelve successful proposals were approved in Round 1 in May 2019. These are in Ghana, Nigeria, Liberia, Afghanistan, Lao PDR, Benin, Cameroon, Niger, Zambia, India and Brazil and cover a wide range of areas including pension design, digital payments, social norms, GBV prevention, understanding labour force participation and transitions and improving the gender responsiveness of social protection systems.

The second round was launched in October 2019.

Component 4: Strengthening awareness, knowledge and learning of what works and why (£1.5million)

This workstream brings together a number of interventions to share knowledge within FCDO, programme partners and other development partner and governments on good practice. These include: strengthening capacity and influencing UNICEF operations through a seconded FCDO Social Development Advisor, knowledge exchange and learning events and an independent evaluation.

**Appendix A: of Contract Section 3 (Terms of Reference)
Schedule of Processing, Personal Data and Data Subjects**

REDACTED

Schedule of Prices

Proforma 1						
PROPOSAL BREAKDOWN - PERSONNEL INPUTS AND FEE RATES						
NAME	Role	Type of Expert	Country	No Days	Daily Fee Rate	Cost £
<div>REDACTED</div>						
Fees will only be paid for productive days or whilst travelling at the request of FCDO.						
FCDO will not pay for a day of rest following travel, either Overseas or in the UK.						
FCDO will only pay for security services which have been mutually agreed in advance and at cost.						
FCDO will only pay for expenses, eg travel, accommodation, subsistence etc at cost.						

Pro Forma 2
Please detail the management fee as submitted in your framework bid.
The management fee may be reduced but NOT INCREASED. A increased management fee will be classed as a non-compliant bid.

Management Fee £0.00

Proforma 3

PROPOSAL BREAKDOWN - PROJECT EXPENSES

Costs should be shown separately in the format set out below inserting extra lines to provide full details under each heading.

Government taxes, if applicable, should be shown separately on the Summary in pro forma 3.

REDACTED	
TOTAL PROJECT EXPENSES: (B)	£110,745.00

- * FCDO will not reimburse costs for normal tools of trade (e.g. portable personal computers)
- * All journeys by Rail or Air will be made by a class of travel that is no more than Standard / Economy.
- * Rented accommodation should be used whenever possible and in particular for Long Term visits.
Hotel accommodation should be justified on the basis of Value for Money, with costs kept to a minimum.
- * Receipts must be retained for all expenses unless FCDO specifically agree a Per Diem rate in the contract.
Your proposed costings must make clear where you are intending to charge a per diem rate for any element of the Expenses.

Proforma 4

PROPOSAL BREAKDOWN - SUMMARY OF FEE RATES AND EXPENSES

	Cost
Total Fees (A)	£505,671.25
Total Project Expenses (B)	£110,745.00
Sub Total	£616,416.25
Government Tax (e.g. x% of £)	£123,297.00
TOTAL	£739,713.25

Proforma 5

MILESTONE PAYMENTS PROPOSAL

The amount to be paid for the completion of the services is fixed at £ 739,713.25

Payment will be made:

b) at relevant points throughout the contract period as detailed below

CRITERIA FOR PAYMENT	AMOUNT OF PAYMENT
REDACTED	
TOTAL (Incl. VAT)	£739,713.25

ITT Volume 4: Proforma 6

PROPOSAL BREAKDOWN - Total Costs for Inception and Implementation

* Complete only where the requirement is split into distinct phases for Inception and Implementation.

REDACTED	
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