

PO 10039. CONTRACT SECTION 3 - TERMS OF REFERENCE GIRLS' EDUCATION CHALLENGE PROGRAMME 2b (GEC2b)

1. Introduction

1.1 The UK Department for International Development (DFID) is seeking to appoint a Fund Manager (FM) to effectively manage and oversee delivery of the 'Girls' Education Challenge' (GEC) programme, phase 2b which will run from July 2020 until March 2025.

1.2 Whilst significant progress has been made since 2000 on getting girls into school, gender inequality in education persists within and between countries.¹ Girls often face multiple obstacles to receiving an education. These challenges include family pressure to help with housework; pressure to get married or early pregnancy; and threats of violence at school or during the journey. Girls are significantly less likely than boys to go to school in the first place, particularly the poorest girls. Girls are 1.5 times more likely than boys to be excluded from primary school. That's 15 million girls of primary school age who will never have the opportunity to learn to read and write in primary school, compared to about 10 million boys.²

1.3 DFID's mission is to help eradicate poverty in the world's poorest countries. A critical pillar is helping children and young people to gain a quality education, as a key driver of growth and social inclusion. DFID's education approach is set out in its [2018 Education Policy](#) and is based around the following priorities: to invest in good teaching; to back system reform that delivers results in the classroom; and to step up targeted support to the most marginalised. This approach aims to improve the quality of global education so that more children and young people can learn the basics needed to fulfil their potential.

1.4 [The Girls Education Challenge](#) programme is an important element of this effort. It is working to provide quality education for up to 1.5 million highly marginalised girls. Designed as a 'challenge fund', the GEC aims to find better ways of getting girls into school and ensuring they receive a quality education and learn whilst they are there. GEC projects are designed to tackle a range of barriers that prevent girls from benefiting from education. This includes contributing to more gender inclusive education systems and schools; improving teaching quality; providing tailored education support such as mentoring and bursaries; and tackling harmful social norms that prevent girls from going to school.

1.5 The GEC was originally launched by DFID in 2012 to help at least one million marginalised girls benefit from a quality education. The programme is strongly aligned to DFID's Education Policy, in particular through its commitment to targeted support for hard-to-reach girls, and its focus on achieving learning outcomes. It is a centrally managed programme, overseen by the Girls' Education Programme Team in DFID's Children, Youth and Education Department (CYED).

¹ Reducing global poverty through universal primary and secondary education. UNESCO. 2017.

² Leaving no one behind: How far on the way to universal primary and secondary education? UNESCO. 2016.

1.6 GEC phase one supported 38 original projects in 18 countries, at a cost of £355 million (2012 – 2017). The programme reached nearly 1.4 million marginalised girls and delivered measured improved learning outcomes for 820,000 girls. Its impact was measured through robust independent baseline, midline and endline evaluations.

1.7 Phase two of the programme was subsequently launched in mid-2017 to ensure that as many phase one girls as possible could continue to learn, complete primary school and transition on to and through secondary education, and then enter further education, training, or employment. In addition, this second phase aimed to support up to an additional 500,000 highly marginalised girls to gain literacy, numeracy and other skills relevant for life and work. GEC phase two currently supports up to 41 projects in 17 countries at a cost of over £500 million³ (2017 – 2025). The programme is currently estimated to be reaching over 1.3 million marginalised girls and 190,000 highly marginalised girls over two windows:

- A **Girls' transition window (GEC-T)** to continue funding successful GEC one projects and ensure that up to one million marginalised girls transition successfully into further education or training. This window comprises of 27 projects (selected from 37 GEC one projects) located in 15 countries.
- A **Leave no girl behind window (LNGB)** to fund targeted 'catch up' projects for up to 500,000 highly marginalised girls who have dropped out of, or never attended school to gain literacy, numeracy and other skills relevant for life and work. This window is comprised of up to 14 projects across 10 countries

As with phase one, the GEC's impact is measured through robust independent evaluation. Each project has its own independent evaluator and there is a separate portfolio evaluation which will be conducted by an independent Evaluation Manager which is not part of this contract. GEC phase two projects vary in length from three to eight years, with the majority of projects closing between January 2021 and December 2022 as beneficiary girls move from adolescence into adulthood, however the programme has planned closure date of up to March 2025 to accommodate the longer-running projects and the independent evaluation.

1.8 The GEC differs from typical education programmes on a number of aspects. These include: its size and scope - as the world's largest fund dedicated to girls' education; its cohort approach to identifying and measuring beneficiaries; that it is conducting evaluations of individual projects within a broad portfolio enabling comparison across multiple contexts; and its focus on hard to reach girls, as guided by the GEC marginalisation framework. Its uniqueness means that the programme generates a high degree of UK domestic and global interest, both in terms of its results and lessons for the sector. The programme is also delivered through a non-typical collaborative working model, staffed by both DFID and the FM. Currently one DFID staff

³ £500 million of UK funding, plus additional funding from USAID in Somalia and Afghanistan under delegated cooperation agreements.

member is seconded into the FM's head office in London as the Senior Portfolio Lead, four DFID Senior Education Advisers are seconded at the regional level, and there is an additional dedicated DFID Education Adviser based in Afghanistan.

1.9 The Supplier will assume the role of Fund Manager for the GEC programme from July 2020, following completion of the programme handover period which starts upon contract signing, until the programme's conclusion in March 2025. DFID may, at its sole discretion extend the duration of the contract by up to 30 months and may increase the overall value of the fund by up to an additional 50% of the original contract value (see paragraph 17). Projects have been previously selected through competitive funding windows. All projects under the GEC portfolio have now been selected, designed and are largely established and so the FM will be taking on a reasonably mature portfolio. We do not currently anticipate future additional funding windows under this contract.

1.10 The FM will hold an accountable grant or contract with the lead implementing partner for each project (depending on the nature of the partner) and these shall follow standard DFID templates and procedures. The FM is responsible for disbursing funds to each of the 41 projects in arrears on a quarterly basis, in line with agreed budgets and evidenced expenditure. Projects are responsible for implementing to a high quality in line with their agreed implementation plans to achieve the stated objectives of their interventions. In re-tendering the FM contract, DFID is not expecting any change to the existing agreements with projects, or to their implementation or staffing. A core consideration is to ensure as little disruption to projects and implementation as possible.

1.11 The role of the FM is wide ranging and complex, encompassing portfolio and project management and oversight; proactive risk management including in Fragile and Conflict Affected States (FCAS); results and knowledge management and dissemination. The programme is currently predominantly funded by DFID, with additional funding provided by USAID for project activities in Afghanistan and Somalia. There may be additional future funding provided by other donors, to expand existing project activities or to fund new projects for example.

2. Background:

2.1 The programme currently operates in 17 countries, including: Ghana, Nigeria, Sierra Leone, Democratic Republic of Congo, Kenya, Ethiopia, Somalia, Rwanda, Uganda, Tanzania, Malawi, Mozambique, Zimbabwe, Zambia, Afghanistan, Nepal and Pakistan. Ahead of project funding reaching its planned end for each investment, the FM will support implementation of successful project sustainability strategies. This will include engagement with host governments on ongoing in-country influencing in collaboration with DFID (see Annexes D and E for a list of projects and their respective beneficiary numbers, countries and budgets). The programme may expand into additional countries and/or regions, depending on future funding committed by other donors and/or DFID (See paragraph 17 for more detail).

2.2 The GEC phase two Business Case, Logical Framework and GEC phase one evaluation findings should be considered as additional reference documents to these ToRs in guiding the work to be delivered.

3. The Recipient/Beneficiaries

3.1 The recipient of the services will be African and Asian Governments, schools, education systems, educators, and school children.

3.2 The main beneficiaries of the services are marginalised and highly marginalised girls. The programme also indirectly benefits girls and boys in GEC beneficiary schools and communities, for example through improved teaching quality and school governance, and changed attitudes to girls' education.

4. Scope of Work

4.1 The FM will deliver all FM services for GEC phase 2b as set out in these Terms of Reference, to ensure the provision of high-quality education support for marginalised and highly marginalised girls that leads to improved learning outcomes.

4.2 The FM will be expected to oversee the delivery of all parts of the programme. The FM will continue to hold the existing 41 agreements with Non-Governmental Organisations (NGOs) and other implementing partners delivering activities on the ground, as held under the previous FM contract. The FM may also be required to form new grant agreements with other NGOs and implementing partners (subsequent to due diligence assessments being carried out) for new projects as additional funding is identified, however this does not constitute as part of the core scope under this tender.

5. Requirements

5.1 The FM will be required to provide:

A strong oversight and strategic leadership of the GEC **portfolio**- focused at the HQ level covering: -

- i. Ensure through effective portfolio management that the GEC portfolio provides greater value than the sum of its individual projects. This includes capturing and disseminating learning and evidence from across the portfolio on what works for marginalised girls and leveraging the established GEC brand in collaboration with DFID to support global influencing using evidence generated through the portfolio approach.
- ii. Manage portfolio results against the overall GEC logical framework. Including regular analysis of expected project results against programme level trends; and proposing and implementing strategies for course correction at both as needed to deliver end targets on literacy, numeracy, transition, and sustainability at both project and portfolio level, as well as ensuring required number of beneficiaries are being reached with quality support. Whilst delivery of results is primarily the responsibility of

projects, the FM will monitor each project's progress toward targets and take proactive remedial action and offer support as needed to ensure projects meet their intended outcomes and results. This includes close working between the FM's technical staff and the seconded Regional Education Advisers (REAs), and a directive approach to providing technical advice to projects and following up to ensure this has been successfully implemented and achieved the desired impact.

- iii. Robust financial management at the portfolio level. Includes regular analysis of projected spend against programme budget and forecast and implementing strategies for course correction as needed to meet expected spend targets and ensure accurate financial data is reported to DFID.
- iv. Management of upside Payment By Results approach with implementing partners. This means that partners receive an additional, pre-determined, amount of funding if they meet or exceed their intended results, but there is no financial penalty if results are not met.
- v. Provision of specialist technical oversight and guidance including provision of technical education leadership across the portfolio, including through a dedicated Education Director role. It should also include setting standards and providing guidance to implementing partners on key technical issues such as gender and broader inclusion and learning and teaching quality. This technical support should include a flexible facility to respond to new/ unexpected demands (at both portfolio and project level) and ensure that the FM can actively deal with failing projects/ those on special measures. It should also build on the established role of the four Regional Education Advisers based in country and seconded from DFID to ensure that these positions are utilised to greatest possible positive impact, including capitalising on their significant collective technical expertise and experience. See paragraphs 5.3 and 5.4 'expected operational model' for further detail of existing and expected arrangements.
- vi. Effective portfolio risk management and oversight of project-level risk management. At portfolio level, this includes the implementation of a differentiated strategy across the diverse GEC operating contexts, tracking risk trends and ensuring robust mitigations are in place in response to regular risk assessments, including quarterly re-fresh of a portfolio-level risk assessment owned by the FM. At the project level, it includes oversight of effective project risk management and, where contexts require it, conflict sensitivity analysis which should be led by projects. This should include regular third-party monitoring of project sites in all project locations in every country of operation including Fragile Conflict Affected States (FCAS), and inclusion of relevant conflict, security, and political economy expertise within the FM and projects as a central element of the risk oversight strategy. Through this, understanding and managing the balance of risk across the portfolio. These arrangements must be in line with best practice and general DFID guidance.
- vii. Implement robust fraud and anti-corruption policies; and child protection and safeguarding policies, in line with DFID standards and adapted to the varied contexts of implementation. Includes risk-based monitoring to

- ensure standards are met by implementing partners and effective escalation processes to DFID for handling breaches.
- viii. Design and implement strategies to maximise value for money across delivery streams, using the four E framework (economy, efficiency, effectiveness, equality) in collaboration with DFID VfM expertise.
 - ix. Develop and implement strategies to maximise the sustainability of GEC's work. This should include ensuring high quality sustainability strategies are in place for all projects and that these are implemented to a high quality and building and maintaining strong relationships at the country and regional level with key stakeholders.
 - x. Ensure that the portfolio operates as a cohesive offer by supporting genuine coordination between projects and leading implementation of portfolio- level strategy.
 - xi. Actively adapt as projects begin to close and the emphasis of the portfolio shifts. This should include shifting technical skill emphasis from implementation to that which is needed for rollout of final evaluations and project end points, including project closure specialists and sustainability.

B. Effective, high quality, programme management of GEC projects, focused at the country level covering: -

- i. Implement robust and proactive performance and implementation monitoring and management strategies to monitor project progress towards results and against agreed delivery plans. Where delivery plans and/or expected results are off track, and/or where minimum implementing standards are not being met (e.g. safeguarding and financial management) the FM should have a clear process for course correction and holding projects to account. Including regular technical monitoring visits to projects (at least quarterly) with a focus on assessing quality of delivery and ensuring any issues are identified and addressed. Also providing additional technical support to partners as required; use of project improvement plans to address key weaknesses; and managed early closures, if required and agreed by DFID.
- ii. This should be supported by standardised quarterly project reporting that demonstrates progress against results, providing a quantitative early warning system of poor performance. See section 14 'Reporting' for further detail.
- iii. Provision of capacity building for implementing partners as needed to ensure that they are able to deliver effective, high quality project implementation and monitoring that represents value for money, in compliance with minimum standards including in areas such as safeguarding and financial management and is adapted to their context of operation.
- iv. At both a project and portfolio level, the FM should be able to articulate whether the GEC is on track and propose a methodology for corrective action where the portfolio or project are off-track. Once improvement measures have been put in place, the FM should then follow-up to ensure that the new approach is working.
- v. Procurement of new / expanded activities by current implementing partners; and procurement of new projects, as required. Includes designing and running robust and efficient procurement processes to deliver agreed results targets and high-quality project design and

implementation; conducting relevant due diligence, contractual and financial negotiations; (utilising DFID templates, processes and procedures where relevant) and signature and management of grant agreements on behalf of DFID.

- vi. Robust financial management of implementing partners. Includes regular financial monitoring visits (at least bi-annual), with a focus on assessing financial compliance, as well as provision of support and capacity building where implementing partner weaknesses are identified- e.g. where forecasting is inaccurate.
- vii. Oversee implementation of effective project sustainability plans, including project closure where appropriate and with strong exit management in line with DFID programme rules and best practice. This should be underpinned with a strong focus on ensuring the sustainability of GEC investments.
- viii. Compliance with all other DFID programme management requirements, including (though not limited to): meeting [International Aid Transparency Initiative \(IATI\)](#) requirements; participation with DFID internal audits; participation with Independent Commission on Aid Impact (ICAI).
- ix. Ensure that process for achieving all of the above are streamlined and proportionate so as not to place undue burden on projects and implementing partners.

C: Successful management of the GEC 2 closure

- i. Projects closed in line with DFID SMART rules and best practice, including all necessary financial assessments, and review of and disposal of assets
- ii. Oversee high quality implementation of project sustainability plans, including provision of technical support as required.
- iii. Strong focus on capturing and sharing learning from GEC 2
- iv. Endline reports reviewed and assessed, including for PbR payments
- v. Programme closure report submitted to DFID within six months after end of the contract, with strong recommendation that DFID is given sight of an early draft and an opportunity to provide comments.

D. Integrated and effective results and knowledge management, covering:-

- i. Provide robust quality assurance and technical support for the projects' independent evaluations which use quasi-experimental and qualitative methods of data collection and analysis. This should include technical support to ensure robust and appropriate testing of learning assessments.
- ii. Collect, aggregate, synthesise and report key project data as requested by DFID, including socio-economic and demographic characteristics of beneficiaries, management and regular analysis of data reported through the central information and data management system which will be handed over by the incumbent FM.
- iii. Develop and implement a clear strategy for identifying and disseminating knowledge and data at country level, including packaging this appropriately for relevant stakeholders. This should include project profiles that are updated at least every quarter to ensure relevant and consistent figures and narrative are disseminated to stakeholders.

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- iv. Where possible and appropriate, support projects to embed research within programme delivery and design, such as randomised testing of certain types of interventions
- v. Proactively identifying areas of good practice, results, and success, and strategically sharing these with relevant audiences with DFID's support
- vi. Develop and implement a strategy for portfolio-level and cross-project lesson learning from management information, monitoring data and project level evaluations to ensure that greatest possible value is extracted from the portfolio approach.
- vii. Regularly updated lines on GECs three key aims: learning outcomes; transition and sustainability. Regular sharing of best practice case studies. Both of which can be used for Ministerial/and Senior Civil Servant briefings/speeches/correspondence. Providing material for the GEC website and Twitter accounts. Production of newsletters and thematic reviews to assist with DFID's wider communications and policy influencings. The nature and frequency of these products should be agreed with DFID.

E. Development of new funding streams and projects, covering:-

- i. Support DFID to identify and respond to potential funding opportunities with new donors. Includes presenting at relevant donor discussions, developing and refining funding proposals, and designing relevant procurement processes to handle new funds, as requested by DFID. The priority for these additional funds is for the GEC to be able to reach additional girls with quality support under the LNGB window.
- ii. Ensure that additional donor partners receive the agreed project reporting and other engagement products as required. This may include FM engagement at specific events and cooperation launches, and communications surrounding these.

F. Engagement and join-up at country, regional, and portfolio level.

- i. Facilitate cross-project learning and cooperation on key technical and thematic issues, including through regular learning sessions and leadership at the country and regional level to convene projects and support them in collective host government influencings. Sharing this information with DFID to ensure the learning can assist with policy influencings.
- ii. Ensure genuine project coordination at country and regional level to maximise the impact of the GEC portfolio approach, including supporting REAs (whilst in post) to strengthen host government and HMG engagement with GEC projects. This includes ensuring that projects are in line with and complementing DFID Country Office and host government planning and initiatives.

The Fund Manager is expected to adapt the delivery of these requirements to the COVID-19 pandemic, for example to ensure projects are supporting GEC girls and communities during the pandemic through adapting workplans and providing technical guidance as needed. A 12 month interim delivery structure will be agreed with the Fund Manager ahead of signing the contract, with a workplan and milestones to be agreed by September 2020.

5.2 The expected results of the programme are:

Headline result 1 – Supporting girls’ education transitions

Enable at least 1 million marginalised girls to complete primary education, and make positive transitions to secondary education, or from education to work. This will be measured through baseline, midline and endline evaluations, as well as ongoing Fund Manager monitoring and project reporting.

Headline result 2 – Supporting accelerated learning outcomes for girls

Accelerate girls learning outcomes, through at least a 50% improvement in the number of girls meeting learning targets by 2020. This will be measured through baseline, midline and endline evaluations, as well as ongoing Fund Manager monitoring and project reporting. This should include delivering for girls with disabilities where beneficiaries with disabilities have been identified as part of baseline survey.

Headline result 3 – Leaving no girl behind

Ensure at least 500,000 highly marginalised adolescent girls, who have never been to school or who have already dropped out of school, gain basic education and skills relevant for family life and work by 2025. This will be measured through baseline, midline and endline evaluations, as well as ongoing Fund Manager monitoring and project reporting.

Headline result 4- Learning

Ensure that learning from the GEC is disseminated and used widely to positively impact the education of millions more girls. This includes for internal GEC purposes, to inform DFID’s wider programme & for the education sector more widely. This will be measured under the agreed objectives as outlined in a Learning Strategy for the GEC (yet to be developed). This strategy should include understanding what works (and what does not) to deliver education results for marginalised and highly marginalised girls, and testing innovative approaches where these are included in existing project design

Headline result 5- Capacity Building

High-quality capacity building provided to GEC implementing partners as required to support successful project implementation and achievement of intended results and ensure compliance with agreed minimum standards. This will be measured through project annual reviews and review and Adaptation Meetings. This should include ensuring minimum child protection and safeguarding standards are met by all projects, preventing school violence and ensuring that projects are considering keeping children safe as part of their implementation.

Expected operational model:

5.3 The FM will ensure that their resourcing offer includes a substantial dedicated core full-time team, rather than being a collective of part-time

consultants and others, and that this team incorporates the substantial technical expertise and knowledge required to successfully deliver the programme. DFID is open to bids from single suppliers, consortia, and/or lead suppliers with downstream partner/s who feel that they can deliver the requirements as set out in this ToR. We would welcome proposals from both private sector and non-profit suppliers, or a mix of the two.

5.4 It is expected that the FM's operating model will have significant FM resource concentrated at the country level to provide sufficient technical and operational oversight and support to projects and implementing partners. This should include:

FM staff based in country/ region leading project management:

- The FM should set minimum standards for its in-country staff to ensure standardisation of approach across the GEC portfolio. This should include consistent ToRs and chains of accountability across all comparable positions.
- In recruiting, the FM should seek to encourage high quality applications from African and Asian nations, including in senior roles.
- Given the strategic nature of these positions, if staff members change once the FM contract is in place, DFID expects to have oversight of the recruitment of in-country Programme Managers, and in the broader in-country team make-up and format. This should include consultation on short-listed CVs and final sign-off of preferred candidate.

A HQ hub leading portfolio management:

- This should include both an Operations Director, and an Education Director with relevant high-quality expertise (details TBC) to lead implementation of the programme,

Existing seconded DFID staff to be included in core delivery team:

- Incorporation of one existing seconded DFID staff member as the Senior Portfolio Lead based at the FM's HQ. This post will oversee the portfolio, reporting to the programme directors, and holding line management responsibilities for key positions within the FM.
- Four existing Regional Education Advisers based in Nepal, Uganda, Tanzania, and Nigeria. These positions should have the opportunity to co-locate with FM staff in country/ region.
- Each of these five posts is funded and recruited by DFID but managed by the FM as part of their core staff. Travel costs for the seconded staff member at FM HQ should be included in the FM's budget, but in practice will be paid for by DFID through their systems. DFID will cover all costs for the REAs. DFID will retain 20% of the capacity of each of these positions under their own direction.
- Seconded DFID staff are expected to remain in post until October 2021. DFID will advise the Fund Manager by early 2021 whether these posts will be extended beyond this date.

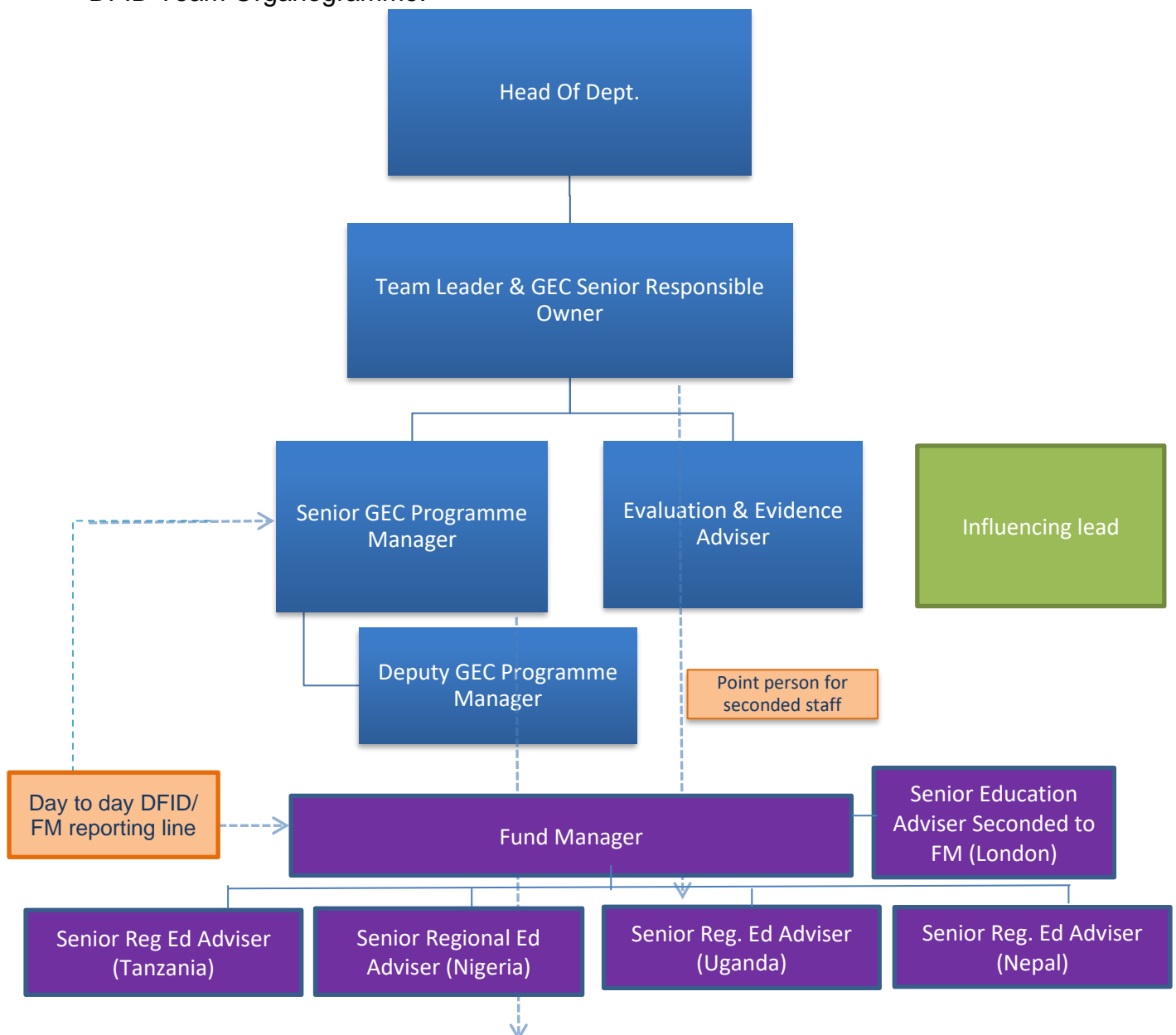
Given the impact of COVID-19 on international travel and overseas working, it is expected that the Fund Manager will move to a more country-based model in 2021 as per the interim delivery structure.

6. Governance

DFID co-ordination

6.1 DFID's role centres on providing the funding for the GEC, and providing the strategic direction, overall governance of the GEC and holding the FM and the Evaluation Manager accountable. This includes setting out overarching policies for the GEC, approving the eligibility and selection criteria for each funding window, reviewing and confirming all formal project selection decisions, and approving all subsequent Fund disbursements against contractually agreed timescales. DFID, largely through its GEC Team, will also leverage GEC knowledge and learning to inform its future relevant policy and bilateral programming. DFID will lead the relationship with USAID in Afghanistan and Somalia and will have an active role should other donors become involved and interested.

DFID Team Organogramme:



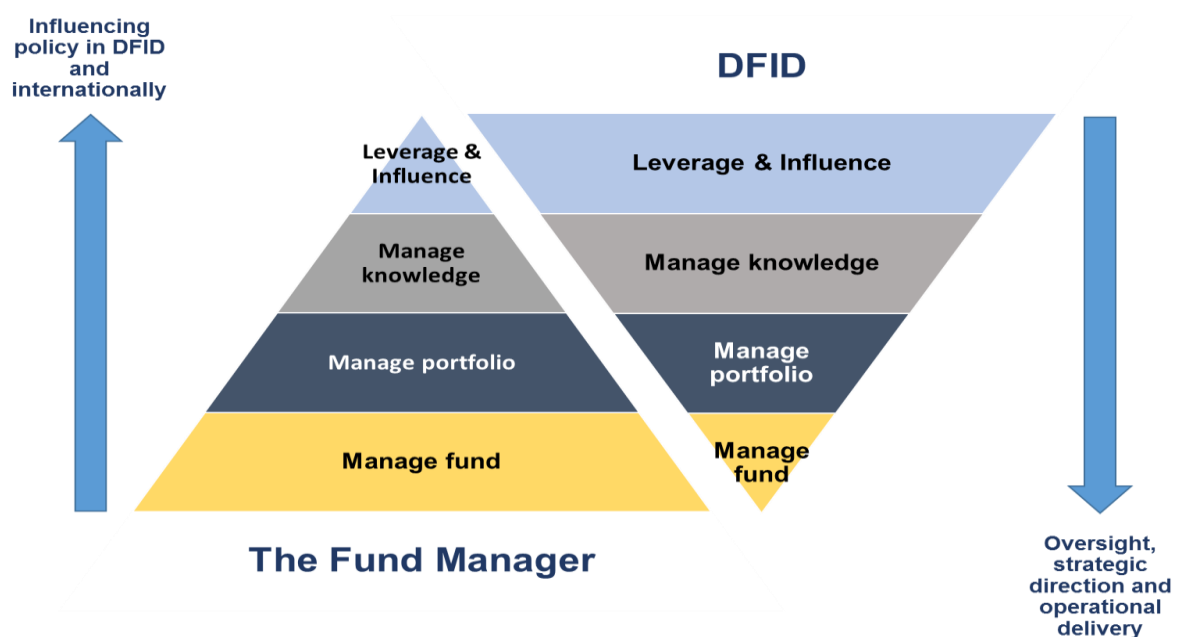
Ed Adviser
(Afghanistan)

6.2 The DFID GEC team will have the day-to-day oversight and management of the FM. This relationship will be led by the DFID Senior Programme Manager, with some elements delegated to the Deputy Programme Manager. Relationships and workstreams related to Evaluation and Results will be led by the DFID GEC evaluation adviser and the DFID influencing lead will be responsible for overseeing those related to influencing. The FM will also have contact with the Senior Responsible Owner and Head of DFID's Children Youth and Education Department. The DFID GEC team will monitor operational and financial progress and raise any issue that requires attention to DFID senior management and Ministers as necessary.

6.3 These arrangements are in addition to the embedded REA posts and Seconded Portfolio Lead outlined above.

Accountability:

6.4 The GEC operates as both a fund, and as an international development programme. This model is underpinned by the collaborative DFID/ FM model, including through the DFID staff seconded to the FM, and the interaction of the FM with the DFID GEC Team. Whilst projects themselves are immediately responsible for results delivery, DFID holds the FM to account for proactively managing the GEC portfolio and ensuring that results targets are being reached. Where the FM understands that results are off-track, they should intervene with proactive remedial action to get projects back to where they should be. The expected split of responsibilities between the FM and DFID is illustrated through the following diagram:



In this way, DFID and the FM complement each other's efforts to ensure that

the programme has maximum possible positive impact across the four headline result areas identified.

7. Required capacity and expertise

7.1 The FM will consistently demonstrate optimal delivery capacity and a high quality of technical expertise across their model/ consortia as follows:

- Fund management at the portfolio level (i.e. oversight/management of multiple projects working towards a shared goal)
- Fund management at the project level (i.e. oversight of individual projects who are supported to manage risk and achieve agreed results and outcomes)
- Understanding and adapting to issues related to gender equality and social, economic and political marginalisation
- Experience of risk management, including political economy analysis and conflict sensitivity in FCAS. This should include conflict advisory and political economy technical expertise that can be deployed to the relevant project locations and oversight of project level conflict sensitivity.
- Adaptation of programme and project delivery to meet the challenges of varied implementation contexts, including appropriate nuancing of approach.
- Safeguarding and Child Protection technical expertise
- Technical expertise and skills in quality assuring and providing technical expertise to large and diverse portfolio of evaluations in Africa and Asia. We expect the Team Leader to have substantive knowledge, skills and experience in evaluation of international education programmes including those that have apply quasi-experimental methods
- Analysis, synthesis and presentation of large quantitative data sets for a policy-making audience
- Policy and evidence uptake at a global level

The FM will consistently demonstrate a high quality of education technical capacity and expertise across their consortia. This includes:

- Teaching and Learning
- Identifying and reaching the most marginalised
- Equity in education delivery, including reaching and effectively supporting those with disabilities
- Transition at every phase of education
- Delivery of life skills and sexual and reproductive health and rights education, as well as broader empowerment initiatives, through school-based mechanisms such as girls' clubs.
- Do no harm
- Use of evidence in adaptive programme management

The FM will bring in additional expertise as needed to respond to the COVID-19 pandemic, for example on remote monitoring and distance learning.

8. Country / regional engagement

8.1 The Supplier has laid out their approach to in-country engagement through the submission of a short **country/regional engagement strategy**. Including:

- Proposed model for in-country portfolio and project management
- Proposed model for technical and financial monitoring of projects
- Proposed model for providing technical support to implementing partners
- Engagement and collaboration with local governments and DFID Country Offices
- Demonstrating how they will effectively incorporate and engage with the existing Regional Education Advisor posts

9. Monitoring and evaluation

9.1 Throughout the monitoring cycle the FM will:

- Conduct robust, relevant and contextually appropriate monitoring to ascertain whether, how and why grant recipients are performing in a cost-effective way and in compliance with their project level logframes.
- The FM will alert the DFID GEC team of any concerns arising from monitoring and propose mitigating actions to be agreed.
- Quality assure the data and progress reports of grantees. This should include appropriate quality assurance at both the UK/HQ level and periodic quality assurance at the country level.
- Aggregate, synthesise and interpret the data and grantee progress reports into quarterly and annual overall progress reports for DFID and other stakeholders as agreed with them. Overall progress is assessed by DFID against the milestones and targets in the Programme Level Logframe which the FM is responsible for
- Aggregate synthesise and present end of project data into an overall project completion report.
- Update the Project Level logframe in consultation with DFID every six months, at the annual review and 6 months later, and in a way that reflects recommendations made by DFID GEC Team.
- All Midline and endline project evaluations quality assured, with appropriate technical support provided to ensure they include robust, appropriate and contextually relevant analysis.
- Where strategically relevant and agreed well in advance with DFID, stakeholder engagement events are held to share key findings in ways that are aligned with national or regional priorities and/or reflect the needs of projects.
- Endline evaluations reviewed and sharing events held for projects where strategically relevant and agreed with DFID in advance in line with project end dates and relevant themes or wider national/regional agendas
- A robust country level monitoring function provided through the provision of country co-ordinators in conjunction with country level education and financial monitors. Regular monitoring visits and reports completed, and quality assured

- A strong relationship established with the dedicated Evaluation Manager.
- Data from funded projects collected and aggregated to report aggregated management information to DFID. This will have been defined and agreed with DFID – on a quarterly basis and as requested for briefings and lesson learning
- Grantee/contractor compliance monitored with internationally approved transparency guidelines and principles applied by DFID in relation to GEC funds and progress reported to DFID – quarterly

9.2 Each of the GEC projects has an independent evaluation, contracted by the projects themselves, and the FM will be responsible for using the data generated by these to assess project performance at midline evaluation points. In addition to this, DFID will procure an overall Evaluation Manager who will operate separately from, but in coordination with, the FM to deliver a portfolio-level evaluation.

10. Knowledge Management

10.1 The FM will deliver:

- A strategy for knowledge management to disseminate lessons learned maintained and implemented in coordination with DFID and the Evaluation Manager. Approach evolved to reflect the maturity of the fund, its lessons and insights.
- Lessons learned reported to DFID to agree the evolution of GEC objectives and outcomes accordingly
- Lessons learned and case studies shared with grant recipients – quarterly
- Maintenance of the GEC website. The website is used to disseminate lessons and establish and maintain a case study database, and user tracked and shared with DFID in quarterly reporting.

11. Financial and Contract Management

11.1 The FM will ensure that:

- All claims checked, verified and authorised in order that all funds are claimed in accordance with agreed budgets
- Unspent funds returned reimbursed to DFID – at the end of the GEC projects. Interest accrued returned to DFID which in turn will return to HMT.
- Funds disbursed within agreed timeframes following approval by the FM
- DFID approval obtained prior to authorizing appropriate budget amendments (the FM will have delegated authority to approve increases to project budgets up to a maximum of £100,000 per budget amendment) – as required
- Annual expenditure reports checked and verified for all projects – annually
- Annual Audited Accounts received from all fund recipients for each of the financial years covered by any part of the DFID grant showing the DFID grant as a separate item of income along with any associated expenditure. Verification undertaken that the GEC funds were expended

in accordance with the agreed terms of the contract/grant undertaken and audits made available to DFID on request. Fund recipients who fail to submit annual financial expenditure reports and Annual Audited Accounts on time actively pursued by the FM and any concerns reported to DFID – annually

- Ad hoc enquiries relating to the projects responded to – as required
- Quarterly and annual financial returns produced for the GEC showing amounts disbursed, broken down into individual projects and areas of expenditure in DFID's financial year period – monthly, quarterly and annually
- Breakdown of claims received from fund recipients and a total figure for payment submitted to DFID along with an assurance statement that all amounts claimed have been checked and verified. (DFID will issue payment to the FM for onward payment subject to cross-checking and receipt of all necessary assurances) – monthly, or more frequently, if necessary
- Fund resource forecasts submitted – monthly – including individual projects' underspend analysis to ensure accurate F/Y outturn forecast.
- Fixed asset register maintained and submitted to DFID – annually – to be constructed from projects' individual assets registers held by implementing organisations and checked routinely by financial monitoring process.
- FM data uploaded to the IATI website in compliance with internationally approved transparency guidelines and principles applied by DFID in relation to GEC funds – quarterly
- A statutory external audit of the GEC bank account conducted and made available to DFID for each of the financial years in which funds are paid to the FM through the Girls' Education Challenge – annually

12. Constraints and dependencies

12.1 The FM will continue to manage the existing grant agreements with Non-Governmental Organisations (NGOs) and other implementing partners delivering activities on the ground, as held under the current FM contract. The FM may also be required to form new grant agreements with other NGOs and implementing partners (after Due Diligence Assessments being carried out) for new projects as additional funding is identified.

12.2 The FM must work in close coordination with the separately-contracted Evaluation Manager who will be responsible for the overall portfolio-level evaluation of the GEC.

13. Reporting

13.1 The FM is required to provide DFID with quarterly portfolio-level reporting which is aggregated from individual project-level quarterly reports. This should demonstrate progress towards outcomes at project and portfolio level, as well as outlining changes, developments and lessons learned over the reporting period. In outlining progress against results this reporting should provide a quantitative early warning system of poor project and/or portfolio performance.

DFID will provide a suggested template for this. DFID will provide written feedback on this report, which will be followed by a face to face meeting of DFID and FM teams to discuss key issues raised by the report and to plan for the next quarter. The FM will support DFID as required through the DFID annual review process which will be undertaken in October and November of each year.

14. Disability considerations:

14.1 For DFID disability inclusive development means that people with disabilities are systematically and equitably included in and benefit from international development. The FM should outline their and their consortia's approach to disability inclusion, in accordance with a rights-based approach and the United Nations Convention on the Rights of Persons with Disabilities. We expect the FM to demonstrate how people with disabilities will be consulted and engaged throughout the project.

15. Delivery chain mapping

15.1 Delivery chain mapping is a process that identifies and captures, usually in visual form, the names of all partners involved in delivering a specific good, service or charge, ideally down to the end beneficiary. Addressing this is the actions/activities required to manage regular and exceptional risk throughout the network to reduce exposure and vulnerability.

15.2 The FM shall provide and maintain an up to date and accurate record of named downstream delivery partners in receipt of DFID funds and/or DFID funded inventory or assets. This record must demonstrate how funds/assets flow from the initial source to end beneficiaries. This record needs to be updated regularly by the FM and when there are material changes to the delivery chain. As a minimum, delivery chain data should be submitted to DFID on an annual basis as part of the annual programme report. delivery chain mapping should be included as a standing agenda item in the regularly scheduled progress meetings with DFID, for discussion and review.

16. Review Points:

16.1. The key review points and associated deliverable for the GEC2b will be:

Stage	Indicative Dates
First Annual review – Annual programme report	October 2020
Post-COVID structure and timeframes agreed	February 2021

16.2 DFID reserves the right to terminate the contract in the event of unsatisfactory performance and/or delivery of outputs. DFID further reserves the right to terminate the contract in the event of substantial changes within the operating environment of the programme in accordance with the DFID Standard Terms and Conditions.

17. Scale Up/Down (if appropriate)

17.1 DFID reserves the right to scale down or discontinue this programme at any point, and consequently scale down or terminate the contract in line with the Terms and Conditions. Scaling down is at DFID's discretion, and may occur for a number of reasons, including but not limited to: Political Economy Reasons; or shortage of funds. Political Economy Reasons include a change in the situation of the security, government stability, corruption, or delays in key necessary government engagement in the specific areas in question which affect the effective delivery in a way that prevents reasonable adjustment to the programme in an appropriate timeframe.

17.2 Conversely, DFID may also scale up the value and scope of the programme - should it prove to be having a strong impact and has the potential to yield better or additional results, dependent on budget and ongoing effectiveness of the programme. DFID may scale up the programme by increasing the number of regions/countries in which the GEC is implementing (constituting a programme scope increase/change) or add funding for new components to support girls' education. Where DFID decides to increase the value and/scope of the contract during its term (including any extensions, as set out below under paragraph 17.4), the increase to the Fund Manager costs may increase up to an additional £9.5m over and above the original contract financial limit.

17.3 Any such changes will be fully communicated to the FM and implemented in accordance with the terms and conditions of contract.

17.4 The contract will include options to extend for up to an additional 30 months beyond the initial 5 year core period

18. Payment and Performance

18.1 Payments for the FM's fees and expenses (the Fund Manager Costs) will be made in arrears upon submission of monthly invoices that will be reviewed and approved by DFID. The FM will make payments to projects led by commercial/private sector organisations through contracts and the payment schedule and arrangements will be specified in each respective contract. The FM will make payments to projects led by not-for-profits via Accountable Grant mechanisms and each grant agreement will specify a workplan, a budget and disbursement timeframes and milestones.

18.2 A payment by results (PbR) model will be used for effective implementation of the GEC2b programme, the PbR model is outlined at Annex A. Key Performance Indicators (KPIs) will link delivery of targets to an agreed payment schedule.

18.3 The remainder of Fund Manager Costs payable by DFID to the FM which are not linked to KPI's and programme expenses will be reimbursed to the FM on the basis of actual costs incurred; however, such payment will be capped at the value of the remaining fees and expenses and up to the contract financial limit.

19. Timeframe

19.1 This GEC 2b contract will run from July 2020 until the planned end date of the programme in March 2025. Recognising the complex and innovative nature of the fund, the FM and DFID GEC team will consider lessons learned during implementation and review the timeline as needed.

19.2 DFID will evaluate the performance of the FM throughout the life of the contract and at quarterly and yearly points through the standard quarterly and annual review process. Performance will also be monitored through the Key Performance Indicator (KPI) (see Annex A), as well as the Key Supplier Management (KSM) processes if the FM is part of this DFID structure. The FM will submit regular progress and financial reports to DFID on a monthly, quarterly and annual basis.

20. Due Diligence

20.1 The FM will undertake assessments of any new proposals as part of additional tendering required due to new funding for existing or additional Projects prior to signing respective Project agreements (whether via Contract or Accountable Grant) which meet the due diligence requirements agreed with DFID. These will be used to review fiduciary controls in relation to granted funds. Where fund recipients which were funded through GEC subsequently apply for additional funding or calls for proposals, the FM will agree with DFID the extent of additional due diligence that is required for these grant recipients.

20.2 Where due diligence is required, this process will require face-to-face interaction with proposed grantees. Based on the initial assessment, the FM will be responsible for agreeing with the applicant any financial strengthening measures to improve their capability and processes which it considers are necessary for the appropriate management of the grant. These will be included in the special conditions of the Accountable Grant Agreement.

20.3 Where the FM identifies residual risks after taking into account agreed mitigation and/or financial strengthening measures, it will report this in writing to DFID prior to the contract award, with a commentary on any specific issues which it considers need to be drawn to DFID's attention.

21. Exit strategy

21.1 It is important to DFID that its investments lead to sustainable capacity and funding streams for girls' education in the future. All GEC projects are required to have robust sustainability plans; the aim is to help increase schools', communities' and local governments' capacity and ambition to deliver better quality education for marginalised girls.

21.2 Regardless of potential for future costed extensions to the programme or any possible scaling up in the life of the contract, DFID expects the Supplier to ensure a responsible exit leading up to the withdrawal of DFID funding.. Engagement strategies should outline measures to ensure sustainability and hand-over to public sector or local/non-local private sector organisations to ensure sustainability of services into the future. Outcomes where market

functions supported or undertaken by GEC2b become fully sustainable and delivered in the market without donor or development finance should be the objective across the programme's activities.

22. Risk Management

22.1 Bids should include how risks will be managed. The FM will ensure appropriate political economy, environmental, social and conflict sensitivity analysis is undertaken and used to maximise the likelihood that impact will be achieved and ensure long-term sustainability. The FM will maintain a full risk register, setting out its understanding of the most important anticipated risks across the GEC2b portfolio with weightings of likelihood and impact, and setting out expected mitigations. This will be updated at least every quarter; revised risk registers will be submitted to DFID for review as part of regular project reporting.

22.2 Types of risks considered should include fiduciary, programmatic (operational and delivery), reputational (including to HMG), safeguards, external context and political risk, as well as risks to achieving VfM. Other types of risk should also be considered, as appropriate. As mentioned above, higher risk interventions will require great risk monitoring and mitigation and may require sign-off by the DFID.

23. UK Aid Branding

23.1 Ensuring that partners use UK Aid Branding is a condition of accepting funding from the UK government. This ensures transparency and acknowledges the role of the UK tax payer. UK Aid branding must be outlined by implementing partners in a visibility statement.

23.2 The FM should also acknowledge funding from the UK government in broader communications. No publicity is to be given to this contract without the prior written consent of DFID. Contracted partners that receive funding from DFID must use the UK aid logo on their development and humanitarian programmes to be transparent and acknowledge that they are funded by UK taxpayers. the FM should also acknowledge funding from the UK government in broader communications, but no publicity is to be given to this Contract without the prior written consent of DFID.

24.Digital

24.1 The FM will take over the running, maintaining and management of the existing Girls Education Challenge Website (www.girlseducationchallenge.org). This will be handed over to them by the incumbent FM. The FM will also provide material for the Girls Education Challenge twitter account ([@DFID_GEC](https://twitter.com/DFID_GEC)), this may be in the form of images, content or informing DFID when projects or partners are actively promoting the GEC on social media.

25. Transparency

25.1 DFID has transformed its approach to transparency, reshaping our own

working practices and influencing others across the world to do the same. DFID requires 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. It is a contractual requirement for all suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this DFID – further IATI information is available from <http://www.aidtransparency.net/>

26. Duty of Care

26.1 The FM 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.

26.2 DFID will share available information with the FM on security status and developments in country where appropriate. The FM is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract.

26.3 DFID will provide a copy of the DFID visitor notes (and a further copy each time these are updated), which the FM may use to brief their personnel on arrival. A named person from the contracted organisation should be responsible for being in contact with DFID to ensure information updates are obtained. There should be a process of regular updates so that information can be passed on (if necessary). This named individual should be responsible for monitoring the situation in conjunction with DFID.

26.4 Travel advice is also available on the FCO website and the FM must ensure it (and its personnel) are aware of this. The FM is responsible for ensuring appropriate safety and security briefings for all of its personnel working under this contract.

26.5 The FM is responsible for ensuring that appropriate arrangements, processes and procedures are in place for its 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 dangerous, fragile and hostile environments etc.). The FM must ensure its personnel receive the required level of appropriate training prior to deployment.

26.6 The Supplier has developed their tender response on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix prepared by DFID (see Annexes M and N to this Terms of Reference for a draft). They must confirm in the tender 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.

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- They will give responsibility to a named person in their organisation to liaise with DFID and work with DFID to monitor the security context for the evaluation.

26.7 If you are unwilling or unable to accept responsibility for security and Duty of Care as detailed above, your tender will be viewed as non-compliant and excluded from further evaluation.

26.8 Acceptance of responsibility must be supported with evidence of capability (provided in Appendix B - SQ Tender Technical Responses Template) and DFID reserves the right to clarify any aspect of this evidence. In providing evidence tenderers should consider and answer yes or no (with supporting evidence) to the following questions:

- i. Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
- ii. Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- iii. Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
- iv. Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
- v. Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- vi. Have you appropriate systems in place to manage an emergency / incident if one arises?

26.9 The service provider is responsible for ensuring that both it and its partners monitor and report on fraud, in line with DFID's zero tolerance policy. As part of its bid, the service provider should provide a summary in its tender of how it will monitor for compliance and programme performance purposes. It should also provide an overview of how it will approach Monitoring & Evaluation for programme outputs and outcomes, and how it will approach adjustment of output indicators/milestones but will have the opportunity to finalise plans prior to implementation.

27. Do No Harm

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

- The programme will work in highly sensitive areas. The FM must demonstrate a sound understanding of the ethics in working in this area and applying these principles throughout the lifetime of the programme to avoid doing harm to beneficiaries. In particular, the design of interventions including research and programme evaluations should recognise and mitigate the risk of negative consequence for women, children and other vulnerable groups. The FM will be required to include a statement that they have duty of care to informants, other programme stakeholders and their own staff, and that they will comply with the ethics principles in all programme activities. Their adherence to this duty of care, including reporting and addressing incidences, should be included in both regular and annual reporting to DFID;
- A commitment to the ethical design and delivery of evaluations including the duty of care to informants, other programme stakeholders and their own staff must be demonstrated.
- DFID does not currently envisage the need to conduct any environmental impact assessment but suppliers should adhere to principles of “Do No Harm” to the environment. However, some activities, notably the PIM aspect, may require the FM to undertake environmental impact assessments on behalf of GoE and develop embed approaches within Government.

28. Innovation and flexibility

28.1 The Supplier will endeavour to **drive innovation and flexibility** in their fund management approach. This should include:

- How the FM will respond to the changing shape and size of the overall GEC portfolio. This includes both planned project closures (fund contraction) and potential new projects with expanded donor funding (fund expansion).

29. General Data Protection Regulations Requirements:

29.1 General Data Protection Regulations (GDPR) came into effect from 25th May 2018. This aims to protect the privacy of all EU citizens and prevent data breaches. Established key principles of data privacy remain relevant in the new data protection legislation but there are also a number of changes that affect commercial arrangements, both new and existing, with suppliers.

29.2 Under GDPR the contract must be clear on roles and responsibilities relating to the Controller and the Processor. A Controller determines the purposes and means of processing personal data. A Processor is responsible for processing personal data on behalf of a controller. In the majority of contracts, government would normally expect the Controller to be DFID and the Processor to be the supplier. However, there is the potential for DFID programme funded contracts to require a different relationship for these roles

29.3 The Controller must:

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- Clearly state what personal data can be gathered under the contract, along with the purpose and means.
- Ensure the processor has the capability to meet the requirements of GDPR.
- Ensure a Data Protection Impact Assessment (DPIA) is carried out (where appropriate) prior to contract award.

29.4 The Processor must:

- Process data in line with GDPR
- Process the data within the scope stated by the Controller in the contract.
- Ensure any sub-processors they contract have the capability and provide assurance of compliance.

29.5 The revised DFID Terms and Conditions have been adjusted to include a new Personal Data clause. The clause (32) is on the basis of DFID as the Controller and the FM as the Processor and you will see that the clause links directly to the details provided within Appendix A of this ToR. Further discussion between the FM and DFID will agree roles and responsibilities with regard to GDPR compliance.

Acronyms and defined terms

CT	Counter Terrorism
CYED	Children, Youth & Education Department
DFID	Department for International Development
DTL	Deputy Team Leader
DTO	Designated Terrorist Organisation
FCAS	Fragile and Conflict Affected States
FCO	Foreign and Commonwealth Office
FM	Fund Manager – the GEC 2b lead service delivery partner contracted to deliver the programme requirements.
Fund Manager Costs	The fees and expenses payable to the Fund Manager for the delivery of programme requirements
FM services	The programme services to be delivered by the Fund Manager
GEC	Girls' Education Challenge
HMG	Her Majesty's Government
HoD	Head of Department
IATI	International Aid Transparency Initiative
ICAI	Independent Commission on Aid Impact
IDP	Internally Displaced Person
KPI	Key Performance Indicator
KSM	Key Supplier Management

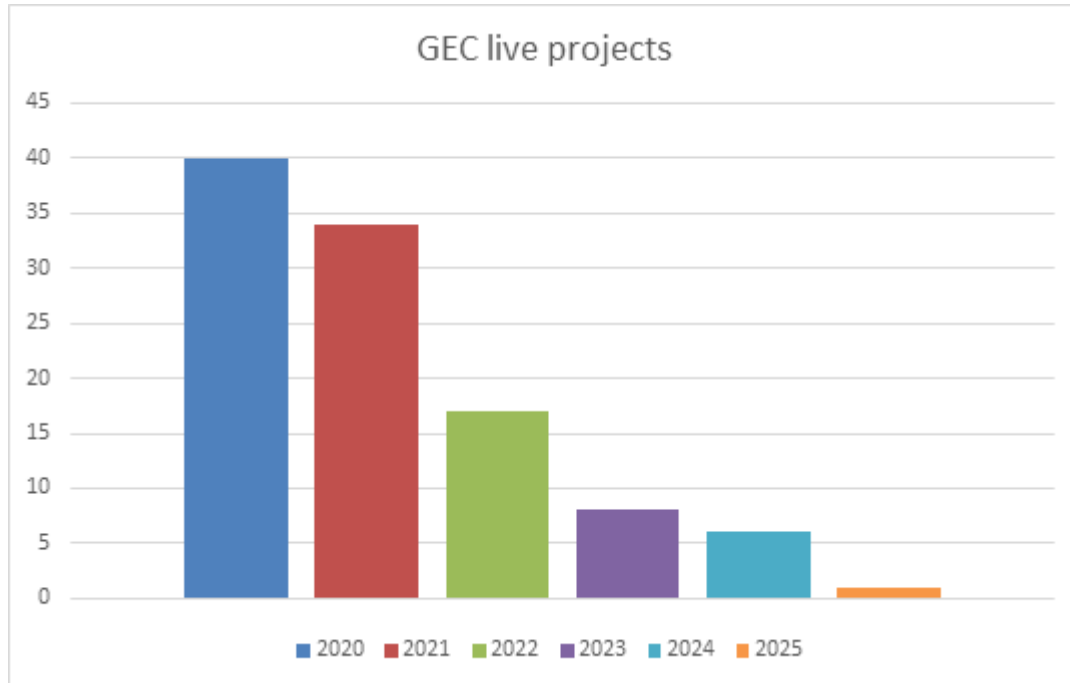
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LNGB	Leave No Girl Behind
Managed Funds	The funds which are to be managed by the Fund Manager and channelled into the GEC Projects
NGOs	Non-Governmental Organisations
PbR	Payment by Results
Project(s)	The projects delivering GEC services across multiple countries who are the recipients of GEC programme funds
REA	Regional Education Advisors: Senior DFID Education Advisers that have been appointed to the FM
Review and Adaptation Meetings	Six-monthly meetings facilitated by the FM to support projects to interpret and use the monitoring data to inform and improve their activities
Seconded Portfolio Lead	DFID member of staff that has been seconded to the FM to work on GEC.
SRO	Senior Responsible Owner
TL	Team Leader
ToRs	Terms of Reference
USAID	United States Agency for International Development
VfM	Value for Money

Annex D: Expected project funding end dates⁴

GEC-T				
Lead Implementing Partner	Country	Total direct learning beneficiaries (baseline figures, girls only)	(£)	Budget
AKF	Afghanistan	24,281		£46,966,734
Avanti Communications	Kenya	Awaiting		£17,475,161
BRAC	Afghanistan	49,147		£10,582,780
Camfed International	Tanzania	88,061		£8,417,814
Camfed International	Zambia	8,749		£4,855,574
Camfed International	Zimbabwe	172,579		£14,545,166
Camfed Tanzania	Tanzania	Awaiting		£5,634,353
CARE International	Somalia	32,862		£12,126,949
Cheshire Services Uganda (CSU)	Uganda	2,063		£12,306,117
Childhope UK	Ethiopia	Awaiting		£4,703,652
Discovery Learning Alliance	Ghana	124,820		£5,653,218
Discovery Learning Alliance	Kenya	149,270		£7,708,933
Discovery Learning Alliance	Nigeria	244,753		£12,334,294
EDT	Kenya	70,537		£29,772,710
Health Limited (HPA)	Rwanda	7,930		£1,251,783
I Choose Life - Africa	Kenya	10,123		£7,246,839
Leonard Cheshire Disability (LCD)	Kenya	2,260		£4,803,491
Link Community Development (Link)	Ethiopia	43,978		£14,082,158
Mercy Corps Nepal	Nepal	4,460		£2,668,781
Mercy Corps Nigeria	Nigeria	16,005		£5,100,435
Opportunity International	Uganda	28,898		£2,056,117
PLAN International UK	Sierra Leone	5,753		£13,260,440
Promoting Equality in African Schools (PEAS)	Uganda	7,398		£2,412,946
Relief International	Somalia	31,411		£14,739,191
Save The Children Mozambique	Mozambique	15,431		£14,266,131
Save the Children	DRC	62,721		£19,921,373
Varkey Foundation	Ghana	4,847		£11,023,678
Viva	Uganda	9,890		£10,635,469
VSO Nepal	Nepal	7,382		£3,995,784
World Vision UK	Zimbabwe	36,293		£16,545,430
WUSC	Kenya	20,673		£21,606,721
			1,282,575	358,700,222

⁴ As of September 2019



Organisation	Country	Window	End Date
BRAC Afghanistan	Afghanistan	GEC-T	31 March 2025
Plan International UK	Sierra Leone	GEC-T	31 March 2021
Save the Children Fund	Mozambique	GEC-T	31 January 2021
Save the Children Fund	Democratic Republic of Congo	GEC-T	31 October 2021
Camfed International	Tanzania	GEC-T	31 December 2021
World University Service of Canada	Kenya	GEC-T	31 March 2022
Aga Khan Foundation (United Kingdom)	Afghanistan	GEC-T	31 March 2021
ChildHope UK	Ethiopia	GEC-T	30 March 2021
World Vision UK (WVUK)	Zimbabwe	GEC-T	30 September 2021
Education Development Trust	Kenya	GEC-T	31 March 2023
Relief International	Somalia	GEC-T	31 July 2020
CARE International UK	Somalia	GEC-T	30 October 2021
Camfed International	Tanzania	GEC-T	31 December 2021
Health Limited	Rwanda	GEC-T	31 January 2020
Link Community Development	Ethiopia	GEC-T	31 August 2024
Viva	Uganda	GEC-T	29 February 2024

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Mercy Corps Europe	Nepal	GEC-T	30 June 2020
Leonard Cheshire Disability	Kenya	GEC-T	31 March 2022
I Choose Life - Africa	Kenya	GEC-T	31 March 2022
VSO	Nepal	GEC-T	31 March 2021
Varkey Foundation	Ghana	GEC-T	31 July 2021
PEAS (Promoting Equality in African Schools)	Uganda	GEC-T	31 March 2021
Cheshire Services Uganda	Uganda	GEC-T	31 March 2024
Opportunity International United Kingdom (OIUK)	Uganda	GEC-T	30 April 2020
Discovery Learning Alliance	Ghana	GEC-T	31 March 2020
Mercy Corps Europe	Nigeria	GEC-T	31 March 2020
Avanti Communications Ltd	Kenya	GEC-T	31 March 2021
World Education, Inc.	Ghana	LNGB	28-Sep-21
CARE International UK	Somalia	LNGB	30-Jun-22
International Rescue Committee	Pakistan	LNGB	30-Jun-21
Street Child	Nepal	LNGB	30-Jun-21
ActionAid	Kenya	LNGB	30-Dec-22
Population Council, Inc.	Ethiopia	LNGB	29-Dec-21
Agency for Technical Cooperation and Development	Pakistan	LNGB	30-Jun-21
Plan International	Zimbabwe	LNGB	30-Jun-24
People in Need	Ethiopia	LNGB	30-Jun-22
World University Service of Canada	Afghanistan	LNGB	01-Jul-23
International Rescue Committee	Sierra Leone	LNGB	30-Jun-21
Voluntary Service Overseas	Nepal	LNGB	30-Jun-22
People in Need	Nepal	LNGB	30-Jun-22
Link Community Development International	Malawi	LNGB	31-Mar-24

Annex E: Project locations, beneficiary numbers, and budgets.⁵

LNGB				
Lead Implementing Partner	Country	Commonwealth (Y/N)	Targeted Beneficiaries (Contracting Stage)	Budget (£)
World Education, Inc.	Ghana	Y	20100	£9,633,744
ActionAid International Kenya	Kenya	Y	5000	£7,870,607
Link (LCDI)	Malawi	Y	5000	£7,803,407
International Rescue Committee	Pakistan	Y	48000	£9,171,525
ACTED	Pakistan	Y	5500	£4,071,024
International Rescue Committee UK	Sierra Leone	Y	32500	£17,954,226
World University Service of Canada (WUSC)	Afghanistan	N	5300	£15,414,710
Population Council, Inc.	Ethiopia	N	10500	£5,843,803
People In Need	Ethiopia	N	31000	£7,990,045
VSO	Nepal	N	2343	£4,896,542
Street Child	Nepal	N	7500	£1,621,503
People in Need	Nepal	N	8500	£5,969,254
CARE International UK	Somalia	N	42000	£12,768,354
Plan International UK (Plan)	Zimbabwe	N	21780	£12,173,335
			245,023	123,182,079

Annex M: Duty of Care Risk Assessment Matrix

⁵ As of January 2019.

Compliance with Counter-Terrorism Legislation⁶

As per the latest draft policy statement and the interim guidance, DFID's obligations under the legislation are set out below. They apply to suppliers too:

- o Identify your partners
- o Keep appropriate records
- o Identify risks and be clear about the process for escalating risks
- o Develop good relationships with your partners
- o Report any suspicions and incidents to the counter-fraud and whistle blowing unit

DFID programme implementers and partner agencies are responsible for:

- o Being aware of the legislation and their responsibilities
- o Being aware of and vigilant to the potential risks of terrorism.
- o Ensuring their funding, assets and other resources cannot be used for activities that may or appear to be used to support terrorist activities.
- o Supporting strong governance arrangements, financial controls and risk management policies and procedures that fit their needs. This will provide better safeguards against a range of potential abuse, including terrorist abuse.
- o Keeping DFID informed of evolving risks and reporting any incidents immediately to DFID
- o Reporting any suspicions to the police. This is a legal requirement.
- o At a minimum, partners need to be aware of which organisations are designated terrorist organisations (DTO) under CT legislation.

In addition to compliance to CT legislation, suppliers will also be required to adhere to all other relevant UK and EU legislation.

⁶ <https://www.gov.uk/government/publications/operating-within-counter-terrorism-legislation>

Annex N – DFID Overall Project/Intervention Summary Risk Assessment

This is a general risk assessment for the 17 countries in which the GEC operates. Risk varies by region and this must be taken into account when planning travel. Details and any changes can be found at the FCO travel advice page; this should be regularly checked.

1 Very Low Risk	2 Low Risk	3 Medium Risk	4 High Risk	5 Very High Risk		
Low		Medium	High Risk			
Country	City	Overall Security	Violent Crime	Civil Disorder	Terrorism	Espionage
Afghanistan	Kabul (Capital)	5	4	4	5	-
Democratic Republic of the Congo	Kinshasa (Capital)	4	5	5	2	-
Ethiopia	Addis Ababa (Capital)	3	2	2	3	-
Ghana	Accra (Capital)	2	2	2	2	
Kenya	Nairobi (Capital)	3	3	3	3	
Malawi	Lilongwe (Capital)	3	3	3	2	-
Mozambique	Maputo (Capital)	3	3	3	2	-
Nepal	Kathmandu (Capital)	2	2	2	2	
Nigeria	Abuja (Capital)	4	4	4	4	-
Pakistan	Islamabad (Capital)	5	2	3	5	Specific security concern
Rwanda	Kigali (Capital)	2	2	2	2	-
Sierra Leone	Freetown (Capital)	3	3	3	2	-
Somalia	Mogadishu (Capital)	5	2	2	5	-
Tanzania	Dar es Salaam (Capital)	4	4	4	3	-
Uganda	Kampala (Capital)	3	3	3	3	-
Zambia	Lusaka (Capital)	3	3	3	1	-
Zimbabwe	Harare (Capital)	3	3	3	1	-

NB: This is an assessment of the current situation. The situation may possibly change over the life of the programme.

Appendix A Schedule of Processing, Personal Data and Data Subjects

This schedule is for use with the standard GDPR clause where DFID is the Controller and the Supplier is the Processor.

It shall be completed by the Controller, who may take account of the views of the Processors. The completed schedule must be agreed formally as part of the contract with DFID and any changes to the content of this schedule must be agreed formally with DFID under a Contract Amendment.

The Supplier shall comply with any further written instructions from DFID with respect to compliance with the Clause 32 and the agreed schedule below. Any such further instructions shall be incorporated into this Schedule by way of a formal DFID Contract Amendment.

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>The Parties acknowledge that Clause 33.2 and 33.4 of Section 2 of the contract shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 of Section 2 of the contract in respect necessary for the administration and/or fulfilment of this contract</p>