

Section 4 - Appendix A Annex A
Call-down Contract
PO 10063 - Terms of Reference

***Exiting Poverty in Rwanda: Technical Assistance Facility to strengthen
Rwanda's Social Protection Sector***

Summary: The UK Foreign Commonwealth and Development Office (FCDO) is seeking a framework provider ("Supplier") to design, develop and manage a flexible and responsive Technical Assistance (TA) Facility. The TA Facility will provide technical expertise and capacity building to the Government of Rwanda and support the effective implementation of its Social Protection Sector Strategic Plan (SP-SSP) and ultimately a strengthened national social protection system, as well as the delivery of FCDO's Exiting Poverty in Rwanda (EPR) programme which aims to eradicate extreme poverty and reduce overall poverty.

FCDO's Exiting Poverty in Rwanda (EPR) programme will enable people to exit out of poverty at the same time as protecting Rwanda's poorest and most vulnerable citizens into the future. EPR is a £64.5m programme, with £50.5m ear marked as Financial Aid to the Government of Rwanda. This is likely to be the last programme supporting Rwanda's social protection sector that involves financial resource transfer at this scale, so greater focus will be on influencing the wider policy context for social protection (SP), strengthening systems and building capacity and learning to underpin the delivery of the programme and its long-term sustainability.

The UK will provide up to £5,876,925 (exclusive of applicable taxes) for the TA Facility covered by these Terms of Reference. The contract will be awarded for the full period between 3rd March 2021 and 31st March 2024.

The Supplier will be required to:

- Design and manage a TA Facility to support implementation of FCDO's EPR programme and the Government of Rwanda's Social Protection Sector Strategic Plan;
- Deliver capacity building interventions through technical inputs and advice, training and workshops, undertaking studies and research, and mentoring and coaching of government technical personnel;
- Drive forward the design, piloting and scale up of innovations within the Social Protection sector as set out in the SP-SSP and EPR Business Case. This will include work on graduation, shock responsive SP and vulnerability targeting (through categorical or specifically designed instruments).
- Manage a TA Strategic Fund in close collaboration with GOR and FCDO.

Human Capital and Resilience Team
FCDO Rwanda

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Contents

A. Introduction	3
B. Objectives	4
C. Recipient.....	5
D. Scope of Work	6
E. Requirements	6
F. Team Structure and Skills and Experience Required	11
G. Constraints and Dependencies.....	17
H. Results.....	18
I. Deliverables and Performance Requirements	18
J. Management and Reporting	21
K. Budget, Value for Money and Timeframes	22
L. Environmental Considerations	23
M. Safeguarding	23
N. Disability Considerations:	24
O. Gender Consideration.....	25
P. Modern Slavery Considerations.....	25
Q. Ethical Principles	25
R. UK Aid Branding	26
S. Digital.....	26
T. Transparency	26
U. Delivery Chain Mapping.....	26
V. Scale up/Scale Down.....	26
W. Government Tax	26
X. End of Contract Activities:.....	27
Y. Duty of Care.....	27
Z. Risk Management.....	28
AA. Do No Harm	28
AB. General Data Protection Regulation (GDPR)	28
APPENDIX A - GENERAL DATA PROTECTION REGULATION (GDPR)	29
Annex 1: Business Case for the Exiting Poverty in Rwanda programme – link provided (see accompanying document).	30
Annex 2: Interim Capacity Assessment (see accompanying document).	30
Annex 3: Key Performance Indicators and Disbursement Linked Indicators (see accompanying document).	30
Annex 4: TA Facility Design Considerations (see accompanying document). ..	30

A. Introduction

1. The Foreign Commonwealth and Development Office (FCDO) leads the UK Government's effort to end extreme poverty and ensure that no one is left behind. International evidence on the poverty reducing effects of social protection investments, and especially on the type of cash transfer and 'graduation'-styled or 'cash +' programming that FCDO Rwanda mostly focuses on, is by now well established.
2. FCDO has been a key partner in developing Rwanda's social protection sector since the inception of the Vision 2020 Umurenge Programme (VUP) in 2008. The first phase of support to the social protection in Rwanda (2009-2014, £34m) focused on supporting the Government of Rwanda (GoR) to set up VUP. The second phase (2013-2018, £62.4m) focused on expanding the VUP, both in terms of geographical reach and in terms of reaching the most vulnerable and excluded in Rwanda.
3. In November 2019, FCDO Ministers approved an investment of up to £64.5 million over the next four years (2019-2024) to fund a third phase of work supporting Rwanda's social protection sector. The ***Exiting Poverty in Rwanda*** (EPR) programme will enable people to exit out of poverty at the same time as protecting Rwanda's poorest and most vulnerable citizens into the future. This is likely to be the last programme supporting Rwanda's social protection sector that involves financial resource transfer at this scale so greater focus will be on influencing the wider policy context for social protection (SP), **strengthening systems and building capacity and learning to underpin the delivery of the programme and its long-term sustainability**.
4. £50.5m of non-budget support financial aid to the GoR, is earmarked to 4 areas:
 - **Multi-Sectoral 'Graduation' Package:** Building on initial pilot interventions aimed at supporting people to 'graduate' – or exit – from poverty, this programme will explore the best packages to lift different groups of the population out of poverty. Funds are earmarked for the scale-up of successful pilots.
 - **Shock-responsive social protection:** Responding to national data on the scale of destruction to assets and savings as a result of climate-related and other shocks, the programme will support the development of a system that is able to respond and adapt to households' needs after a climate-related and other shocks in order to protect livelihood gains from being eroded.
 - **Cash Transfers targeting the most vulnerable:** (i) the scale up of Nutrition Sensitive Direct Support (NSDS) for improved nutrition outcomes for the poorest; (ii) expanded Direct Support for people with disabilities (PwD) - adding a new category of people caring for PwD.
 - **Climate and vulnerability-focused Public Works (PW):** (i) modest expansion of a form of PW focused on labour-constrained households (mainly women with caring responsibilities); (ii) support to around 30,000 households through climate-sensitive PW that will focus on the poorest regions most affected by climate and other shocks.

5. FCDO's support in this phase will go beyond the VUP programme to provide essential financial and technical assistance to support Rwanda to establish a robust, domestically financed, inclusive and comprehensive SP sector.
6. A key component of FCDO's support will therefore be to **provide technical assistance (TA) to support the implementation of GoR's new social protection policy and strategy**. This TOR is for a Technical Assistance Facility, that will be based at the Ministry of Local Governments (MINALOC) with additional support to Local Administrative Entities Development Agency (LODA) and other relevant agencies in the sector.
7. These Terms of Reference (TOR) are to be read in conjunction with the Business Case for the programme ([see Annex 1](#)), Interim Capacity Assessment Paper (see Annex 2), Key Performance Indicator and Disbursement Linked Indicators (see Annex 3), and TA Facility Design Considerations (Annex 4) .

B. Objectives

8. FCDO is looking to establish a new Technical Assistance Facility (TA Facility) as part of FCDO's *Exiting Poverty in Rwanda* (EPR) programme which aims to eradicate extreme poverty and reduce overall poverty.
9. [Rwanda's Social Protection Sector Strategic Plan \(2018/19 – 2023/24\)](#) sets out that the priorities going forward will be to ensure the sustainability of results achieved to date by developing a robust and inclusive safety net that continues to support immediate extreme poverty reduction but also prevents households from slipping back into poverty in the future.
10. The EPR programme outcome and outputs are aligned with and seek to support the implementation of the Rwandan Government's Social Protection Policy (approved by the Cabinet on 16th June 2020) and the Social Protection Sector Strategic Plan (SP-SSP). The EPR programme also goes beyond the SP-SSP as it seeks to build sustainable capacity for management of Social Protection within Government systems. The TA Facility will be an integral part of the EPR programme and should therefore support the successful implementation of the SP-SSP and the overarching outcome and outputs of the EPR programme.
11. The intended EPR outcome is to **enhance the resilience of vulnerable men, women and children and of the social protection system that helps sustain them**.
12. To achieve the overarching EPR outcome, the outputs of the programme are as follows:
 - Institutional capacity for evidence-based planning, strategic sector management, and effective SP service delivery enhanced.
 - Access by selected vulnerable groups to more effective core social security instruments enhanced.
 - Systems for shock-responsive social protection established.

- Linkages between SP and complementary services that enable sustainable graduation from extreme poverty strengthened.
 - FCDO technical assistance and direct engagement effectively supports implementation of EPR and SP-SSP.
13. The outputs of the programme may change slightly as the context and the Theory of Change evolve.
 14. The TA Facility will not alone be expected to deliver the outcome and outputs, as the EPR outcome and outputs will not be fully within the control of the Facility. However, Suppliers must set out in their bids how their proposed technical assistance interventions will contribute towards the achievement of all the outputs and how they will seek to measure the impact and effectiveness of the proposed approach. Suppliers should specify in their bids how they will use short-term inputs of people, skills, and information to achieve the longer-term goals of sustainably building the capacity of GoR to deliver more effective social protection policy and programmes. The key measures of change are therefore not predetermined in these terms of reference, as they will depend on the technical assistance interventions designed by the Supplier.
 15. An area of technical assistance that will support the achievement of the EPR outputs and outcome will be the TA Facility's support to the GoR to deliver EPR Disbursement Linked Indicators (see Annex 3). Parts of the financial aid provided to the GoR through EPR will be performance-based, with payments made subject to the achievement of disbursement-linked indicators (DLIs). The DLIs focus on improvements to existing social protection instruments, the introduction of new instruments, and strengthening the institutional capacity of the GoR to deliver effective social protection programming and policy, in line with GoR's Social Protection Sector Strategic Plan. The TA Facility will also support the delivery of the EPR Financial Aid more broadly, by providing support on effective planning, budgeting, reporting and monitoring and evaluation (see further details below).
 16. A full results framework, including impact, outcome and output indicators, will be developed through the procurement process and inception phase. The final results framework for the TA Facility will speak directly to or be integrated within the overarching EPR results framework.

C. Recipient

17. The recipient of this work is FCDO Rwanda, the Ministry of Local Governments (MINALOC) and Local Administrative Entities Development Agency (LODA) in the Government of Rwanda. The design and implementation of the TA Facility is expected to respond to the needs of the Government of Rwanda and should be aligned to their priorities. Workplans for the TA Facility will therefore be agreed with FCDO and MINALOC and the team will report against these workplans to both FCDO Rwanda and the Permanent Secretary of MINALOC. Constant communication with the DG LODA will also be required.

D. Scope of Work

18. FCDO is looking for a Supplier to design, develop and manage a flexible and responsive **Technical Assistance Facility** to provide technical expertise and capacity building to the Government of Rwanda and support the effective implementation of its Social Protection Strategic Plan (SP-SSP) and ultimately a strengthened national social protection system, as well as the delivery of the EPR financial aid.
19. The scope of work will include both short-term and longer-term priorities. The TA Facility therefore needs to be flexible, responsive and adaptive. The Supplier must be able to balance the need to deliver on immediate short-term priorities, such as 'plugging gaps' to meet fiduciary and other quality control requirements, with longer-term priorities around sustainably building the capacity of GoR to effectively deliver social protection policy and programming. There will be challenges and trade-offs in managing the tensions between immediate and longer-term needs, and Suppliers should therefore be clear in their bids about how this will be managed and balanced in a realistic way.
20. In order to effectively deliver on longer-term priorities around building the capacity of the GoR, the TA Facility must establish credibility, trust and strong working relationships with the GoR. Suppliers should explicitly set out in their bids how this will be achieved.
21. The below sets out the four components of the programme (see Section E on Requirements for more details):
 - **Component 1: Design and management of TA Facility** to support implementation of FCDO's EPR programme and the GOR's SP-SSP.
 - **Component 2: Delivery of capacity building interventions** through technical inputs and advice, training and workshops, undertaking studies and research, and mentoring and coaching of government technical personnel.
 - **Component 3: Drive forward the design, piloting and scale up of innovations within the SP sector** as set out in the SP-SSP and EPR Business Case. This will include work on graduation, shock responsive SP and vulnerability targeting (through categorical or specifically designed instruments).
 - **Component 4: Management of a TA Strategic Fund** in close collaboration with GOR and FCDO.

E. Requirements

22. The key requirements for this contract to be achieved by the Supplier over the programme period (**March 2021 – March 2024**) are outlined below. The final deliverables will be agreed between the Supplier and FCDO and documented in workplans during the inception phase.

23. The sequencing of deliverables should be phased in way that is most conducive to contributing towards the outcome and outputs of the EPR programme. Whilst delivering the requirements set out below, the TA Facility should take a phased approach, focussing on delivering key requirements and taking forward processes that can build trust and credibility with the GoR in the first year of implementation (phase 1), including, but not limited to supporting the delivery of the DLIs. The deliverables for years two and three (phase 2) should be defined at the end of phase 1 and focus on supporting the GoR to deliver on the reform and implementation plans, and ongoing and emerging research and learning agendas. This sequencing will allow the TA Facility to build trust and credibility and be responsive and adapt to changing needs.
24. Suppliers should set out how they will deliver on the requirements outlined in this ToR, and a proposed process for delivering these requirements using a phased approach.
25. **Component 1: Design and management of TA Facility** - Under this component, the Supplier will:
- Conduct a comprehensive institutional capacity needs assessment of the SP sector. This assessment will focus on the governance and institutional set-up of the social protection sector, the functioning of the various organisations involved both individually and collectively, and their abilities to play their mandated roles. It will involve an assessment of respective mandates, governance structures and processes, leadership, coordination, alignment, transparency and accountability arrangements within the social protection sector.
 - Collate key findings from key informants within the sector and review documentation and programme data from the previous phases of support. This will include reviewing the interim capacity assessment (see Annex 2), evidence on Rwanda's SP sector (including results from the delivery of the GOR's VUP programme and the previous phase of FCDO's support to SP (the Social Protection Support to the Poorest in Rwanda ([SPSPR](#)) programme), and global evidence on effective TA.
 - Conduct a Safeguarding Assessment, looking across the various social protection instruments (see further details in section M). The findings from the assessment will inform a mitigation action plan that the TA Facility will be responsible for taking forward.
 - Design a flexible, responsive and effective TA Facility covering structure, key roles, locations and working arrangements.
 - Recruit and manage a team of international and national technical experts who will provide technical assistance in the following two ways: i) embedded advisors in MINALOC and LODA, and other relevant agencies, for medium and long-term technical assistance; ii) short-term technical assistance drawn from a pool of experts. Bidders will be expected to provide CVs of their proposed Technical Advisers as part of the bidding documents.
 - Plan and manage the delivery of all TA interventions and Strategic Fund (see Components 2, 3 and 4), provide quality assurance and report against agreed deliverables and results. This will include supporting the GoR on results,

progress and financial reporting, as well as FCDO's corporate requirements on results, including on International Climate Finance (ICF) Key Performance Indicator 1 and FCDO's Single Departmental Plan results returns.

26. Component 2: Delivery of capacity building interventions. This component comprises the main body of work under the ToR. Table 1 sets out the focus areas for the capacity building interventions. Suppliers should take an advanced approach to capacity building. This means not limiting capacity building to technical inputs and advice, training and workshops, but including a broader focus e.g. undertaking studies and research, providing mentoring and coaching, and leadership development of government technical personnel.

Table 1: Delivery of Capacity Building Interventions - Focus Areas

<i>Focus area</i>	<i>Requirements</i>
Leadership and coordination of the SP Sector	<p>The Supplier will support the GoR to provide greater coordination and policy leadership within the SP sector, including through the Social Protection Sector Working Group (SP-SWG). This will include but is not limited to:</p> <ul style="list-style-type: none"> ▪ Contributing to the effective functioning of the social protection sector management and advisory structures, including the Sector Working Group and its sub-committees, by developing processes to strengthen the strategic prioritisation of annual work-plans, results framework and the quality of reporting, dialogue and follow up. ▪ Leadership and coordination of multi-sectoral SP interventions such as graduation packages, shock-responsive SP, nutrition and vulnerability focused instruments etc. ▪ Coordination of interventions of key stakeholders in social protection sector.
Policy and strategic plan development and implementation	<p>The Supplier will provide technical assistance to the GoR:</p> <ul style="list-style-type: none"> ▪ Developing staff capacities and skills within GoR (mainly in MINALOC and LODA and other relevant agencies) to effectively lead, manage and implement the delivery of SP instruments. ▪ Providing policy analysis and advice to MINALOC and LODA senior leadership on the design, implementation and review of SP systems and on operational aspects of existing and new programming (including, but not limited to graduation, shock-responsive SP, categorical grants). ▪ Developing staff capacities and skills to ensure that SP instruments are inclusive (by ensuring they are gender sensitive and disability is mainstreamed) and that staff can put in place social safeguards in response to safeguarding risks within the SP sector.
Evidence informed policy and programme implementation	<p>The Supplier will support and embed evidence generation and learning in the implementation of SP-SSP through:</p> <ul style="list-style-type: none"> ▪ Supporting MINALOC, LODA and other agencies involved in SP in analysing and addressing key management and operational constraints to their interventions' implementation performance and their root causes. ▪ Designing and commissioning impact and process evaluations, research, evidence and learning activities (in response to

	<p>gaps/needs). This will include working with MINALOC to commission an independent impact evaluation of the SP-SSP.</p> <ul style="list-style-type: none"> ▪ Building the capacity of the Sector (through direct engagement with MINALOC, LODA and the SP-SWG sub-committee) to analyse and use evidence generated to build their ownership of findings and to inform adaptive and flexible approach to SP-SSP implementation. ▪ Supporting MINALOC to identify learning opportunities on social protection design, implementation and policy strengthening for key social protection personnel.
Financial management	<ul style="list-style-type: none"> ▪ Supporting GoR dialogue on social protection budgetary requirements, financing and future sustainability, to develop a shared vision and financing plan. ▪ Providing technical advice on strengthening social protection financial management systems and processes based on international best practice and the lessons from VUP, to ensure efficient and effective delivery of social protection programmes within the GoR. ▪ Provide advice to FCDO budget preparation and financial processes whenever required, including on financial reporting and audits. ▪ Providing Public Financial Management skills transfer to management and relevant staff in LODA.

27. Component 3: Drive forward the design, piloting and scale up of innovations within the SP sector. The Supplier will:

- Work closely with MINALOC and LODA to develop and operationalise a policy innovation reform plan in line with the SP-SSP (see DLIs Annex 3). This will focus on graduation packages, shock responsive SP, categorical and vulnerability focused instruments.
- Design and commission national pilots for a new graduation package. This will include supporting MINALOC to gather data through monitoring and evaluations and develop a scale-up plan for successful pilots. Although the TA will support the GOR in designing the pilots and commissioning evaluations, it will not be directly engaged in the implementation and their evaluations.
- Support the development of adaptive and shock-responsive SP, including developing an effective system to scale up existing SP instruments and develop short-term relief interventions.
- Support scale-up of the new Nutrition-Sensitive Direct Support instrument and links to community Early Childhood Development Centres (through the expanded Public Works programme).
- Provide high-level technical assistance to ensure inclusive SP instruments, through the design of categorical or adapted interventions (e.g. Disability and Old Age grants) and efforts to mainstream gender and disability.

28. Component 4: Design and Management of Strategic Fund (no more than £600,000 included in the overall contract value), in close collaboration with GOR and FCDO, to facilitate timely access by MINALOC and LODA to high quality short-term TA. The Strategic Fund will be separate to, but complement, components 1-3. Under this component the Supplier will:

- Design a Social Protection Strategic Fund, in consultation with the GoR and FCDO. The design of the Strategic Fund must include:
 - Operational guidelines and principles for operating the Fund.
 - Process for mobilising the Fund (i.e. procedures for how, when and for what purposes the Fund can be used).
 - Governance mechanisms and protocols, including oversight, decision-making and resolution processes.
 - Clear monitoring and evaluation strategy.
 - Financial management processes and oversight functions for the Fund.
- Ensure that the Fund is strategic and responsive, and supports the EPR programme objectives, the policy priorities set out in the SP-SSP and addresses gaps in the Institutional Capacity Assessment (component 1). The Strategic Fund shall include, but will not be limited to:
 - Support on operational delivery barriers: Provision of short-term and longer term technical assistance to tackle barriers to delivery of key social protection instruments, including support on data management, Monitoring Evaluation Information System (MEIS) upgrades, digitisation, planning and budgeting 'dashboards', as well as funding for IT solutions for local government to support improved targeting and digitisation.
 - Skills development: Provision of short-term technical assistance inputs to support specific areas of professional development required for effective implementation, management and review of GoR social protection assistance. This will complement inputs from the TA Facility (component 2) and will address priority TA facility development needs identified by GoR and the SP-SWG.
 - Sectoral policy development and reform: Provision of short-term technical assistance to support GoR to develop and operationalise a policy innovation reform plan in line with the SP-SSP. This will complement inputs from the TA Facility (Component 3).
 - Research and evidence: Commissioning of timely and targeted policy analysis and evidence, that respond to the social protection sectors developing evidence agenda. This may entail primary or secondary research, using a range of possible methodologies.
- Rapidly access, mobilise and contract a range of high-quality Technical Advisors and Specialists within the social protection field, and procure equipment where needed.
- Ensure the effectiveness of the Fund throughout the programme, including ensuring that Governance Mechanisms remain effective; that robust planning processes are in place and inform the use of the Fund; that strong financial management and oversight of Fund resources is in place (as evidenced by timely allocations, disbursements, accurate forecasts etc.); and that clear value for money is demonstrated. The TA Facility must ensure that robust processes and procedures are in place that sets out how, when and for what purposes the Fund can be used, as well as clear decision-making processes, that will facilitate effective management and utilisation of the Fund.
- Work closely with FCDO officials and relevant sector stakeholders on the use and management of the Fund (e.g. MINALOC and LODA).

F. Team Structure and Skills and Experience Required

29. The TA Facility will require a team with different skills and experience. It will include a range of team members who will deliver long- term, short-term, embedded, and remote technical assistance. Given that the TA Facility will support the implementation of the SP-SSP, and the scope of support across the whole sector, it is likely the TA Facility will be divided into three different 'sections', namely a 'Policy Section', 'Operations Section' and a 'Learning Section' (see table below).The different 'sections' will be made up of embedded experts in MINALOC and LODA, as well as individual team members located in, or providing remote support to different institutions in the sector.
30. In addition to the three 'sections', the TA Facility will include a draw down function consisting of a pool of experts that can provide short-term, targeted technical assistance and capacity building to the social protection sector.
31. A senior expert will be assigned as team leader (TL) to manage the team across the three 'sections', the short-term pool of experts and ensure delivery of the programme. The TL will also be responsible for the management of the Strategic Fund (see component 4 above).
32. The TA Facility will require constant engagement in country with some posts providing embedded support to Government institutions and will, therefore, require core TA Facility staff to be based in Rwanda. For short-term TA, experts will only be expected to visit Rwanda when needed and upon consultation and approval by FCDO.
33. All members of the TA Facility will be required to work closely with key counterparts in GoR and other bodies involved in the Social Protection Sector Working Group, including Civil Society Organisations (CSOs). It will also require close consultation with key development partners, particularly the World Bank, United Nations Children's Fund (UNICEF) and World Food Programme (WFP) on understanding capacity gaps in the sector.
34. In addition to the indicative roles and skills outlined in Table 2 below, the team should have a proven track record of the following skills and abilities:
 - Strong communication skills, with proven ability to establish rapport, build trust, collaboration and nurture good working relationship with diverse range of stakeholders, especially with senior government officials.
 - Strong analytical skills and demonstrated Social Protection expertise.
 - Demonstrated ability to provide advanced capacity building, including through coaching and mentorship.
 - Strong knowledge and previous experience of working in Rwanda, including solid political awareness of the Rwandan context.
 - The consultants should be able to communicate fluently in spoken and written English. Knowledge of French and Kinyarwanda by some members of the TA Facility will be essential.

35. Below is an indicative list of roles and skills to be included in the team:

Table 2: Potential roles/skills for the TA Facility

	Title	Role	Skills
Leadership and Oversight	Team Leader ¹	<ul style="list-style-type: none"> Lead recruitment and manage team members. Manage and coordinate TA Facility workplans and delivery of capacity building and technical inputs. Manage and coordinate Strategic Fund, in collaboration with GoR and FCDO. Act as main interlocutor for the TA Facility with all parties in the SP sector, including MINALOC, LODA and FCDO. Provide regular updates and reporting (see Section J below) to FCDO. Provide guidance and capacity building to team members and quality assure all inputs and deliverables. 	<ul style="list-style-type: none"> Programme and team leadership skills. Excellent communication and stakeholder management skills, with a proven ability to gain trust and build strong collaborative working relationships Track record of people management and ensuring a highly performing team. Expertise in designing technical assistance facilities and/or engaging directly within a facility. Ideally, this expertise would be directly related to the social protection sector and/or the Rwandan context. Track record of influencing institutional changes. Strong monitoring and evaluation skills and ability to effectively communicate results (including knowledge of FCDO reporting requirements). Experience or knowledge of the Rwandan context.
Policy Section (MINALOC)	Senior SP Policy Expert / Economist (possible Team Leader)	<ul style="list-style-type: none"> Provide high-level support to the Director General of Social Affairs and Community Development at MINALOC; Work in close collaboration with the Social Protection Lead at MINALOC. Provide support to the Social Protection Division at LODA. Work closely with MINALOC and LODA to develop and operationalise a policy innovation reform plan in line with the SP-SSP. 	<ul style="list-style-type: none"> Extensive expertise in Social Protection policy and programme design and implementation. Expert knowledge of Social Protection in sub-Saharan Africa, particularly Rwanda. Excellent communication and stakeholder management skills, with a proven ability to gain trust, build strong collaborative working relationships and effectively engage with high level stakeholders (in particular with government). Knowledge and expertise in collaboration with DPs working on SP (e.g. the World Bank and UNICEF). Strong knowledge and previous experience of working in Rwanda.
	Specialist SP Advisors (x2)	<ul style="list-style-type: none"> Provide technical advice and capacity building on key aspects of the SP-SSP including: <ul style="list-style-type: none"> Policy leadership Graduation Shock-responsive SP Gender, disability and old age categorical social assistance 	<ul style="list-style-type: none"> Demonstrated expertise on specific policy and programmatic issues within Social Protection. Experience of working closely with and providing technical advice to, government officials, including at Ministerial level. Strong analytical skills, political awareness and excellent communication skills.

¹ Please note that the Team Leader will also carry out one of the senior roles in the Policy Section.

			<ul style="list-style-type: none"> • Experience of working in sub-Saharan Africa on social protection programmes, particularly in Rwanda. • Expertise on social inclusion issues within SP, including on mainstreaming gender and disability, as well as on safeguarding.
Operations Section (LODA and other Agencies)	Operations Lead	<ul style="list-style-type: none"> • Support the development of processes and procedures for delivery, as well as LODA's role in oversight of districts. • Build capacity across LODA to ensure effective operations of Social Protection programmes. • Support LODA on implementation challenges within different Social Protection instruments. • Ensure a smooth implementation of the graduation strategy 	<ul style="list-style-type: none"> • Demonstrated expertise on specific policy and programmatic issues within Social Protection. • Experience of working closely with and providing technical advice to, government officials. • Strong analytical skills, political awareness and excellent communication skills. • Experience of working in sub-Saharan Africa on social protection programmes, particularly in Rwanda. • Proven expertise in graduation policies and strategies in developing countries.
	Senior Public Financial Management Expert	<ul style="list-style-type: none"> • Work with and support financial management of the VUP and associated SP programmes; • Work with counterparts in the Planning and Budgeting Dept in LODA to build skills on planning, budgeting and financial management. • Build capacity across LODA to ensure effective financial management and operations of Social Protection programmes. • Provide financial updates and required assurances for FCDO on financial management of FCDO resources. • Review financial data and provide recommendations to the implementation team in order to maximise operational efficiency and financial returns. • Assists in the development and improvement of financial reporting tools. • Implement best practices, process improvements, and internal controls. • Monitor and follow-up compliance and fiduciary risk assessment recommendation. • Advise LODA on financial guidance to ensure that funds allocated to decentralised entities are managed in line with formal agreements 	<ul style="list-style-type: none"> • Professional qualifications in accounting, PFM or other relevant subjects. • Experience of supporting national governments to set up and strengthen public financial and budgeting systems to mitigate against fiduciary risks. • Experience of supporting national governments to set up systems to manage financial aid, including experience of working with FCDO on Non-Budget Support Financial Aid. • Knowledge of and experience of engaging with other DPs including World Bank. • Knowledge of Social Protection in Rwanda, including context and issues, programming, policy and implementation.
	Expert in Monitoring and	<ul style="list-style-type: none"> • Support the delivery of systems design in line with social protection business requirements. 	<ul style="list-style-type: none"> • Strong expertise in designing monitoring and evaluation solutions and business processes, preferable in the area of social protection. • Expertise in designing and digitising Social Protection Cash Transfers.

	Information Systems (Social Protection focussed)	<ul style="list-style-type: none"> Analyse business information needs and translate those needs into technical solutions. Assist and support the LODA implementation team on Monitoring Evaluation Information System upgrade for social protection modules 	<ul style="list-style-type: none"> Expertise in social protection software development projects.
	Specialised Technical Advisors	<ul style="list-style-type: none"> These experts will be identified through the institutional capacity assessment. Possible roles include: <ul style="list-style-type: none"> Disability and SP experts (located in the National Council for People with Disabilities) Early Childhood Development and Nutrition (located in the National Early Childhood Development Programme). Gender and SP expert (located in Ministry for Family and Gender Promotion (MIGEPROF) to ensure linkages with broader Social Care Services) 	<ul style="list-style-type: none"> Specialised Technical Advisors will need to demonstrate high levels of skills and experience in the required area.
Learning section (based in MINALOC but cross cutting)	Capacity Building Lead	<ul style="list-style-type: none"> Overall responsibility for ensuring capacity development. Facilitate the development of training materials, processes for training up new staff, training of trainers, etc; Facilitate learning as part of the policy advocacy agenda (e.g. facilitating workshops with decision-makers on key topics like graduation, shock responsive SP, targeting, public works, etc.). Coordinating the training needs at district and sector level, to ensure coherence/coordination to the training needed at different levels (districts/LODA/MINALOC/decision-makers). 	<ul style="list-style-type: none"> Knowledge of Social Protection in Rwanda, including context and issues related to programming, policy and implementation. Expertise in leading learning and training/workforce development. Strong track record of developing and delivering capacity building and skills development programmes.
	Capacity Building Coordinator	<ul style="list-style-type: none"> Develop training content. Provide administrative support to the various learning activities. 	<ul style="list-style-type: none"> Knowledge of Social Protection in Rwanda, including context and issues related to programming, policy and implementation. Expertise in developing and delivering capacity building and skills development programmes.
	Monitoring, Evaluation and Research Specialist (s)	<ul style="list-style-type: none"> Lead on designing and implementing the results framework for the TA Facility, and support the GoR to report on results. Lead on reporting of key corporate results to FCDO including on ICF Key Performance Indicator 1 and Single Departmental Plan indicators. Work with MINALOC to strengthen the results framework for the SP-SSP, including commissioning an independent impact 	<ul style="list-style-type: none"> Strong expertise in designing and implementing monitoring and evaluation plans. Expertise in designing or delivering independent monitoring for result-based financing. Expertise in designing independent impact and process evaluations. Strong track-record of conducting qualitative and quantitative research particularly on social protection and using the findings to influence policy changes.

		<p>evaluation (as well as process and impact evaluations related to Disbursement Linked Indicators).</p> <ul style="list-style-type: none"> • Provide leadership in the SWG by ensuring that the SP-SSP results framework is embedded in the SWG, facilitating strengthened reporting and functionality of SWG. • Design and commission rapid research to respond to evidence gaps. • Support research usage across the SP sector, especially in relation to policy innovations and implementation. 	<ul style="list-style-type: none"> • Knowledge of FCDO review procedures and reporting formats.
Short-Term Pool	Short-term TA Experts	<ul style="list-style-type: none"> • The pool of experts will be required to provide short-term, targeted technical assistance and capacity building to the SP Sector. Examples include: <ul style="list-style-type: none"> – Quantitative and qualitative analysis of national Rwanda Data – Capacity assessments – Independent monitoring of DLIs – Safeguarding – High-level training on SP 	<ul style="list-style-type: none"> • All short-term TA experts will need to demonstrate high levels of skills and experience in the required area.

36. FCDO expects the TA Facility to remain constant as put forward at proposal stage. If the personnel proposed by the supplier are not available at or before award of the contract, proposed replacement personnel will be subject to FCDO approval, and consultation with MINALOC and LODA. If the proposed alternative is not acceptable, FCDO reserves the right to either not award or terminate the contract. FCDO will only authorise changes to key personnel mid-contract in exceptional circumstances. Roles that will require FCDO's approval before replacement include the Team Leader, Senior Social Protection Expert, Operations Lead and Senior Financial Management Expert.
37. A change in the core TA Facility arrangements will trigger a break clause to allow FCDO to make decisions on the suitability of new candidates and the future of the contract.

G. Constraints and Dependencies

38. The programme will comprise of 6 months of inception and followed by an implementation phase. The contract will be awarded for the full period between 3rd March 2021 and 31st March 2024. Depending on the COVID-19 restrictions in Rwanda at the point of contract signature, the Supplier may be required to mobilise and work remotely.
39. The contract will be subject to review point after the end of the 6-month inception period. Continuation of the services and progression to full implementation will be subject to FCDO's approval of the inception report, satisfactory performance and agreement of working documents as laid out in Section I. MINALOC & LODA will also play an important role in the approval of the inception report and evaluation of performance.
40. If any changes to the contract are proposed, the Supplier must submit proposal with details of proposed changes to FCDO Rwanda in writing. No action is to be taken against proposed changes until a formal written amendment to contract is issued by FCDO's Procurement and Commercial Department (PCD) and accepted by the Supplier. Further to the reporting timeframes (see Section J), there will be monthly meetings to discuss progress against milestones and KPIs and updates to the Supplier Relationship Management tool.
41. FCDO reserves the right to scale back or discontinue the TA contract at any point (in line with our Terms and Conditions) if it is not achieving the results anticipated.
42. The EPR programme will be seeking to make improvements to the SP system based on evidence and as such will accommodate a considerable degree of flexibility and adaptability in the programming approach based on emerging evidence. The potential Supplier will therefore need to design the TA Facility to be able to respond to changing priorities and demands. This may require resources to be re-purposed if it becomes clear that they are not achieving tangible results. However, any changes to agreed budgets will need to be approved by FCDO.

43. The Supplier will be required to work in coordination with the SPIU and other development partners and stakeholders working in the social protection sector to ensure synergy of efforts to strengthen the social protection system and delivery of the EPR programme

H. Results

44. The EPR programme will have its own overarching log-frame and monitoring and evaluation system. The responsibility for tracking progress and reviewing impact for the overall EPR programme lies with FCDO. The Supplier however will be required to develop a results and M&E framework (including a Log-frame and Theory of Change) for the TA Facility that speaks directly to or is integrated within the EPR results framework. The TA Facility will also support the GoR on results reporting, and support on FCDO's corporate requirements on results, including on International Climate Finance (ICF) Key Performance Indicator 1 and FCDO's Single Departmental Plan results returns. Bidders should clearly describe and price their proposed monitoring approach building on the objectives, scope and requirements in the ToR. A full results framework will be finalised during the inception phase.

I. Deliverables and Performance Requirements

Inception Phase Activities and Deliverables

45. This programme will have a 6-month inception phase to design and set up the TA Facility. During the inception phase, FCDO will hold monthly meetings with the Supplier to track progress and support the design of the TA Facility.
46. A key activity for the inception phase will be conducting an **Institutional Capacity Assessment** to inform the design and activities of the TA Facility. This Assessment should focus on the governance and institutional set-up of the Social Protection sector, the functioning of the various organisations involved both individually and collectively, and their abilities to play their mandated roles. It will involve an assessment of respective mandates, governance structures and processes, leadership, coordination, alignment, transparency and accountability arrangements within the social protection sector.
47. Whilst the Institutional Capacity Assessment will inform the design and work plans for the TA Facility, the Supplier will also be expected to provide immediate technical assistance in key priority areas during the inception phase (such as financial management and supporting delivery of DLIs).
48. The Supplier will also conduct a **Safeguarding Assessment** of social protection assistance during the inception phase of the programme (see further details in section M). The assessment will build on international best practice and will cover issues related to labour, livelihoods, community relations, child protection, gender-based violence (in particular intimate partner violence), as well as sexual

exploitation, abuse and harassment. The findings from the assessment will inform a mitigation action plan that the TA Facility will be responsible for taking forward.

49. The Supplier will take a number of considerations into account when **designing TA interventions**, including considerations of the likelihood of affecting change, whether that change will result in strengthened SP system that benefits the poor people, and whether the resolution of the problem could translate into institutional changes or improvements that would guarantee an inclusive and self-sustaining SP system in Rwanda. All technical assistance interventions, at any stage of design and implementation, should be firmly grounded in an understanding of the way political and bureaucratic incentives work in Rwanda. Bidders should explain how they propose to deliver this requirement.
50. After three months of inception, the Supplier is expected to submit an interim inception report which sets out the progress made against the final inception phase deliverables (set out below), as well as progress made on embedding staff in MINALOC and LODA and support provided to the GoR on the implementation of the DLIs.
51. At the end of the inception phase, the Supplier must submit a final inception report, together with key deliverables outlined below. The final inception report must be no longer than 30 pages (excluding annexes) and will include:
 - Outline of structure of TA Facility including roles and responsibilities of final list of consultants to be engaged; programme and financial management arrangements including governance and accountability structures.
 - Capacity building plan including proposed long and short-term technical assistance objectives and capacity building plan for Government officials. This will include a long-term plan together with an annual plan with activities and timelines for the first year of implementation.
 - Mitigation action plan on safeguarding, addressing the safeguarding risks and capacity gaps identified in the safeguarding assessment.
 - Updated work plan and budget for the entire TA Facility life, including estimated yearly budget break-down for the entire programme.
 - Detailed plans for the management of the strategic fund (e.g. proposed budget for the fund, decision-making process around the funds allocation; procurement of services etc.).
 - Finalised Results Framework including Theory of Change and log-frame. This will also include information about support to FCDO reporting requirements (DLIs, Annual Reviews etc).
 - Finalised process for monitoring and reporting on Key Performance Indicators that may be refined by FCDO.
 - Research and evaluation plan.
 - Engagement strategy across Sector, with other DPs.
 - Finalised value for money plan against all four VfM categories (equity, effectiveness, efficiency and economy);
 - Updated Risk Assessment with risk management strategy, and a Delivery Chain Risk Map. This should be considered as live planning document and updated every quarter.

- Accompanying deliverables to be annexed to the main report, including:
 - Finalised Operations Manual.
 - Institutional Capacity Assessment Report.
 - Safeguarding Assessment Report.

52. As set out in Section G, there will be a review point at the end of the 6-month inception phase. Progression to full implementation of this programme will be subject to FCDO and GoR's approval of the above inception phase deliverables.

Implementation Deliverables and Performance Requirements:

53. The deliverables for the implementation phase of the TA Facility will be defined and agreed during the inception phase of the programme and will include the formal reporting requirements as set out in section J.

54. The implementation phase deliverables will be subject to performance requirements. The Supplier will be expected to provide, as part of the proposal documents, outline monitoring processes for proposed key performance indicators (KPIs) that will be tied to implementation phase deliverables. These performance standards will then be refined in collaboration with FCDO during the inception period.

55. The Supplier is expected to monitor progress against implementation and capture learning on what is and is not working and feed this back into implementation. Quarterly meetings (at a minimum) provide an opportunity for review. FCDO will review the quality of delivery with a strong emphasis not simply on progress against plans but an emphasis on how the programme is learning and improving.

56. The indicative Implementation Phase payment linked KPIs for EPR are set out in detail in Annex 3 and are summarised as follows:

- Contract management KPIs: Will relate to the quality of delivery of the contract in 4 selected areas – delivery and support, quality, value and innovation and risk management. Contract management KPIs will be assessed every quarter.
- Disbursement Linked Indicator (DLI) KPIs: Will relate to the achievement of the Disbursement Linked Indicators (DLIs) to be achieved by the Government of Rwanda (GoR) as part of the EPR programme and to be influenced by the Technical Assistance provided by the supplier. These KPI indicators will be assessed in line with the assessment of the achievement of the DLI targets by the GoR during the course of the programme.

57. Note that the KPIs are a selected set of deliverables to be associated with specific payments. These deliverables do not represent the totality of FCDO's expectations of the Programme. The Supplier will still be expected to deliver against other expectations including expectations in the contract, the SRM (Supplier Relationship Management) Scorecard, delivery against indicators in line with the

Results Framework, which will be assessed at Annual Reviews and will result in annual scoring for the Programme.

J. Management and Reporting

58. The Supplier will report to FCDO Rwanda Senior Responsible Officer (SRO) for the Exiting Poverty in Rwanda programme. The SRO will be responsible for oversight of the TA Facility on behalf of FCDO Rwanda. Contract administration and payments will be managed by the EPR Programme Manager on behalf of FCDO Rwanda.
59. The Supplier will maintain regular dialogue with FCDO to ensure compliance with all terms and conditions set out in the contract and high-quality programme management.² The TA Facility Team Leader will work in close collaboration with FCDO Rwanda to ensure deliverables are on track, provide opportunities for feedback and discussions, and compliance with all terms and conditions set out in the contract. The TL will also be expected to provide monthly updates on progress against the workplan. These updates will be discussed during the monthly catch up meetings with FCDO.
60. The TL will also be required to maintain constant communication with the Permanent Secretary (PS) MINALOC and the Director General (DG) of LODA. Members of the TA Facility will also be expected to participate in the SP SWG and relevant sub-committees³. The SWG co-chaired by MINALOC and FCDO and includes representatives from MINALOC, MIGEPROF, DPs and CSOs.
61. The Supplier will be expected to produce the following reporting documents:
 - **Monthly updates:** The Supplier is expected to submit monthly updates on progress against the workplan within seven days after the end of the reporting month. This update will be discussed during monthly meetings with FCDO.
 - **Quarterly reports** (for each quarter after inception phase): The Supplier is expected to submit quarterly narrative and financial reports within 14 working days following the end of the reporting quarter. The quarterly reports will be submitted in a format agreed with FCDO. Any amendment to the original work plan and budget proposed will need to be agreed with FCDO first.
 - **Annual Reports:** In a format agreed between the Supplier and FCDO. This will contribute to the wider EPR programme's Annual Review. FCDO carries out Annual Reviews of all its programmes to assess progress against the objectives contained in the log-frame, and to check if the programme is on track, and if any adjustments need to be made. The timeframe for Annual Reports and Reviews will be dependent on internal

² Including timely and accurate financial forecasting and invoicing and cost control; and effective contract management, including early notification on any proposed changes to the contract.

³ Security and Short-term Assistance; Social Care services; Livelihoods and Graduation

FCDO system requirements, the exact timeframe for the reports will be agreed between the Supplier and FCDO during inception.

- **End-term report:** The Supplier is expected to prepare and submit to FCDO an end-term report after completion of the Contract deliverables. The timeframe for submission of this report will be agreed between the Supplier and FCDO during inception but will be no later than three months after the completion of activities.

K. Budget, Value for Money and Timeframes

62. The UK will provide up to £5,876,925⁴ (March 2021 – March 2024) for the TA Facility covered by these Terms of Reference. FCDO reserves the right to extend the cost of this programme if additional requirements emerge during the implementation period by either:

- i. Increasing the budget by up to £1.8m within the initial contract period; or
- ii. Extending the programme duration for up to 1.5 years with a maximum, potential 50% increase of budget to the initial contracted value (at any point in the contract). This will be subject to internal FCDO approvals, should it prove to be having a strong impact and has the potential to yield better results.

63. The team will be expected to mobilise and begin work in Rwanda from March 2021.⁵ Bidders will be expected to produce a detailed workplan for the first six months in their proposals and then develop a full workplan for implementation during the inception phase. Deliverables will be expected throughout the contract period (as set out above) with all deliverables finalised and submitted no later than 31st March 2024.

64. Following the Supplier's submission of deliverables, FCDO's internal approval processes will take effect. Payment will be made by FCDO Rwanda based on schedule set out on the signed contract. Invoices shared with FCDO for payment will require evidence that the work has been undertaken to a satisfactory standard by presentation of draft deliverables, progress reports etc. The Supplier will be expected to submit narrative and financial reports with the invoice.

65. Payments will be made quarterly and will be linked to satisfactory completion of agreed tasks and performance related milestones. 100% of inception phase payments will be made against the delivery and approval of milestones, based on FCDO's satisfaction and approval of the inception phase interim and final report as detailed in Section I. Payments will be made on FCDO's approval of these reports and suppliers should therefore note that there may be a few weeks between delivery of the reports and payments, to facilitate FCDO's review.

66. It is expected that during full implementation 85% (+ the non-fees element of the KPI payment element) of the contract amount will be paid against quarterly

⁴ Inclusive of non-recoverable tax and exclusive of recoverable tax.

⁵ The TA Facility may have to start work remotely if COVID-19 restrictions remain in place.

milestones. Draft proposals for the milestones shall be included in tender documents and then refined during the Inception Phase. The Supplier's Fees within the remaining 15% will be linked to the delivery of annual Key Performance Indicators (KPIs). An indicative list of KPIs is in Section I and Annex 3. The annual KPIs will be finalised and agreed during Inception and completion of the full logframe. The KPI payments will be made at the point in the programme when the agreed KPIs have been achieved. For further information about the KPIs and Payment structure, please see Annex 3.

67. The Supplier will be required to deliver effective financial management and will need to demonstrate value for money at all stages of the TA delivery. This will include demonstrating that administrative costs can be minimised and that activities are designed to maximise cost effectiveness. The TA will be expected to report on value for money measures undertaken during the reporting periods and this will be assessed during FCDO annual reviews.
68. Exact payment timelines will be agreed during the inception period. Should the Supplier fail to deliver satisfactory services, the SRO reserves the right to withhold full or a portion of payment.

L. Environmental Considerations

69. FCDO does not envisage the necessity to conduct any environmental impact assessment for the implementation of the TA Facility. However, it is important to adhere to principles of "Do No Harm" to the environment. The TA Facility will however, as part of their support to the GoR to implement the SP-SSP, support the GoR to strengthen social and environmental standards within the VUP, including within Classic Public Works implementation.

M. Safeguarding

70. Recent adaptations to the VUP programme have focused on meeting the needs of particularly vulnerable groups including poor women, children under the age of five, people with disabilities, people with caring responsibilities and people of old age. Given the vulnerability of these groups, more attention is needed to ensure that all social protection interventions include safeguarding measures for participants and mitigating measures to address risks.
71. The TA Facility will therefore have a specific focus on safeguarding. The TA Facility will firstly undertake a comprehensive safeguarding assessment at the start of the programme, looking across the various social protection instruments. The assessment will build on international best practice, including the World Bank's Environmental and Social Framework, and FCDO's Enhanced Due Diligence and Child Safeguarding Due Diligence. The assessment will cover issues related to labour, livelihoods, community relations, child protection, gender-based violence (in particular intimate partner violence), as well as sexual exploitation, abuse and harassment.

72. The findings from the assessment will inform a mitigation action plan that the TA Facility will be responsible for taking forward in collaboration with FCDO. Examples of mitigation actions include, but are not limited to:
- Delivering training on safeguarding, including Sexual Exploitation, Abuse and Harassment (SEAH), for social protection sector stakeholders (at central and de-centralised levels).
 - Working with couples receiving cash transfers on joint decision-making/financial management to prevent gender-based violence and intimate partner violence.
 - Integrating training and sensitisation of parents and communities on safeguarding into community-based childcare services implemented under the VUP's Expanded Public Works scheme.
 - Developing safeguarding guidelines for home or community-based childcare services implemented under the VUP's Expanded Public Works scheme.
73. The Supplier shall ensure that plans for the safeguarding assessment and associated mitigation actions are planned and budgeted for, and that they have the relevant expertise to carry out the assessment.
74. The Supplier should also manage and monitor safeguarding risks associated with the TA Facility itself. FCDO requires assurances regarding protection from violence, exploitation and abuse through involvement, directly or indirectly, with FCDO Suppliers and programmes. This includes sexual exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation. The Supplier must therefore have appropriate policies and procedures in place to expressly prohibit sexual exploitation and abuse, and to receive and address reports of such acts.

N. Disability Considerations:

75. People with disabilities (PwD) in Rwanda are disproportionately affected by poverty, facing higher risks of exclusion.⁶ The GoR has in recent years ensured greater inclusion of PwD within social protection assistance, including by expanding VUP Direct Support to cover all extremely poor households with single workers caring for people with severe disabilities. However, as recognised in the SP-SSP, more can be done to improve targeting and ensure that the most vulnerable are included in social protection assistance. Supporting the GoR to further the inclusion of PwD in the delivery of social protection assistance will therefore be a key focus area for the TA Facility.
76. The TA Facility shall support the GoR to ensure that social protection interventions adequately respond to the needs of PwD and that PwDs are supported to actively participate in the social protection provision. The TA Facility shall also support the

⁶ 2014/15 EICV data shows that households headed by a PwD have a greater than average propensity to be in lower consumption quintiles: 23% are in the lowest consumption quintile while only 17% are in the highest. Households headed by people with disabilities are also over-represented among food insecure households (25% of household heads in severely food insecure households are disabled, while only 9% of household heads in food secure households are disabled).

GoR to deliver on the longer-term sector reforms on disability, as set out in the SP-SSP. This will include, but is not limited to:

- Supporting the GoR to develop, roll out and implement the Disability Living Grant for people with severe disabilities.
- Supporting the GoR to conduct analysis and develop options for achieving universal access to social protection for all people with severe disabilities and older people.
- Support the GoR to mainstream the inclusion of people with disabilities across the social protection sector.

77. The Supplier shall ensure that the work on inclusion of PwD is planned and budgeted for, and that the team has the relevant expertise to carry out this work.

O. Gender Consideration

78. As noted above, recent adaptations to the VUP programme have focused on meeting the needs of poor women, across all stages of their lives. This includes the changes to the VUP public works programme prioritising households with caring responsibilities and single parents (mainly women) and the new Nutrition-Sensitive Direct Support (NSDS) scheme. This phase of FCDO support to the social protection sector in Rwanda will therefore focus on making sure that all social protection assistance is gender sensitive.

79. The TA Facility shall work with the GoR to ensure that existing and future social protection instruments consider issues of gender equality and ensure that social protection assistance delivers the most optimal outcomes for poor women and men. This will include working to support the GoR to undertake and use Gender and Social Inclusion analysis to inform the implementation of social protection programmes, as well as in the development of new social protection instruments (e.g. graduation pilots, shock responsive social protection mechanisms etc.).

80. As noted above, further efforts are also needed to ensure that all social protection interventions include safeguarding measures for participants and mitigating measures to address risks (see details in section M).

P. Modern Slavery Considerations

81. The Supplier shall commit to prevent all forms of modern-day slavery. The Supplier shall ensure accountability and fair recruitment process for its TA Facility staff and consultants that will be involved in the delivery of the TA.

Q. Ethical Principles

82. A commitment to the ethical design and delivery of evaluations and research including the duty of care to informants, other programme stakeholders and their own TA Facility staff must be demonstrated.

R. UK Aid Branding

83. FCDO has guidance on the use of its logos, which will be shared with the Supplier(s) as necessary.

S. Digital

84. Suppliers that receive funding from FCDO must follow UK Government's and FCDO's standards for the use of digital in international development programmes. Details are available at:
www.gov.uk/government/publications/guidance-on-digital-spend-advice-and-controls-for-FCDO-partners-and-suppliers:

T. Transparency

85. FCDO requires Suppliers receiving and managing funds to release 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.
86. It is a contractual requirement for all Suppliers to comply with this approach, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this to FCDO. Further information is available from the International Aid Transparency Initiative (IATI): www.aidtransparency.net.

U. Delivery Chain Mapping

87. FCDO requires details of the organisations working within the delivery chains of directly contracted partners. As part of the contractual compliance checking process, the Supplier will be required to submit returns providing these details, as a minimum on an annual basis.

V. Scale up/Scale Down

88. FCDO reserves the right to scale up or scale down the programme depending on performance against anticipated objectives and emerging needs. FCDO reserves the right to extend the cost of this programme if additional requirements emerge during the implementation period (see section K)
89. FCDO also reserves the right to scale back or discontinue the TA contract at any point (in line with our Terms and Conditions) if it is not achieving the intended results.

W. Government Tax

90. The Supplier is responsible for establishing the status of this requirement for the purpose of any government tax in the UK or overseas. Any applicable taxes for the Supplier must be shown in the bidding documents. Bidder must supply a statement confirming they have investigated the tax position and confirm whether taxes will be applicable or otherwise.

X. End of Contract Activities:

91. At least three months before the expiry date of the contract the Supplier will prepare for FCDO Rwanda a project closure plan which shall include:
- A disposal plan for all assets procured throughout the lifetime of the TA in accordance with FCDO procedures on asset management and disposal.
 - Plans for addressing any material items that are necessary or desirable for the continued co-operation of the UK Government with the relevant implementing departments of the Government of Rwanda (MINALOC, LODA, etc.) after the contract date ends.
 - The Supplier's plans on ensuring the smooth transfer of responsibilities from the Supplier to any persons or organisation taking over such responsibilities after the contract ends.
 - The Supplier's plan to submit to FCDO (if requested or as otherwise directed by FCDO) prior to the contract end date (or termination of the contract), any finished work or unfinished materials, which relate to the contract.
 - The Supplier's plans to provide to FCDO Rwanda a summary of the status and next steps in relation to any on-going interventions or other material and unfinished activities being conducted by the Supplier, before the contract ends.
 - The return by the Supplier of all confidential information to FCDO before the contract end date.

Y. Duty of Care

92. The Supplier is responsible for the safety and well-being of their personnel and third parties affected by their activities, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
93. The Supplier is responsible for ensuring appropriate safety and security briefings for all their personnel, including contractors, 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.
94. The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, including contractors, considering the environment they will be working in and the level of risk involved in delivery of the services (such as working in dangerous environments etc.). The Supplier must ensure their personnel receive safety in the field training prior to deployment if judged necessary.
95. Acceptance of responsibility must be supported with evidence of capability and FCDO reserves the right to clarify any aspect of this evidence. The Supplier will be required to include a statement that they have duty of care to informants, and their own staff, and that they will comply with the ethics principles in all TA activities.

Their adherence to this duty of care, including reporting and addressing incidences, should be included in both regular and annual reporting to FCDO.

Z. Risk Management

96. The Supplier will be expected to set out its understanding of the most important anticipated risks, plans to understand further safeguarding and risk analysis and mitigation strategies. A risk matrix with proposed mitigation measures should be submitted as part of the bidding documents and then refined and finalised during the inception phase. The Supplier will be expected to update and report on the TA Facility's risk matrix as part of the regular reporting requirements.

AA. Do No Harm

97. The Supplier must demonstrate (in the tender documents and in finalised TA documents) a sound understanding of the ethics in working in this area and applying these principles throughout the lifetime of the TA Facility to avoid doing harm to beneficiaries.

AB. General Data Protection Regulation (GDPR)

98. Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Appendix A.

APPENDIX A - GENERAL DATA PROTECTION REGULATION (GDPR)

Schedule of Processing, Personal Data and Data Subjects

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

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

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract:</p> <p>1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of Personal Data necessary for the administration and/or fulfilment of this contract.</p>
Subject matter of the processing	
Duration of the processing	
Nature and purposes of the processing	
Type of Personal Data [and Special Categories of Personal Data]	
Plan for return and destruction of the data once processing complete.	(UNLESS requirement under EU or European member state law to preserve that type of data)

Annex 1: Business Case for the Exiting Poverty in Rwanda programme – link provided ([see accompanying document](#)).

Annex 2: Interim Capacity Assessment (see accompanying document).

Annex 3: Key Performance Indicators and Disbursement Linked Indicators (see accompanying document).

Annex 4: TA Facility Design Considerations (see accompanying document).