



Foreign, Commonwealth & Development Office

CALLDOWN CONTRACT

Framework Agreement with: Oxford Policy Management Limited

Framework Agreement for: Global Evaluation and Monitoring Framework Agreement (GEMFA) Lot 3

Framework Agreement ECM Number: ECM_4751

Call-down Contract For: Nigeria Portfolio Monitoring, Evaluation and Learning (PMEL)

Contract ECM Number: ECM_5395

I refer to the following:

1. The above-mentioned Framework Agreement dated 1st February 2023
2. Your proposal of 7th June 2023

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

1. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than 1 August ("the Start Date") and the Services shall be completed by 30 June 2026 ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

2. Recipient

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

3. Financial Limit

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

4. FCDO Officials

- 4.1 The Project Officer is:

[REDACTED]



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4.2 The Contract Officer is:



Supplier

The Project Officer is:

The Contract Officer is:



5. Key Personnel

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

Name	Role
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

6. Reports

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

7. Extension Options

- 7.1 The contract includes the option to extend by up to an additional 24 months in duration and up to an additional £2,000,000 in value.

7.2 End Date of Extension Period

30th June 2028



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7.3 Minimum written notice to supplier in respect of extension.

3 Months

8. Closure

- 8.1 There will be a minimum 3-month closure period during which the suppliers will responsibly close down the programme in accordance with the Terms of Reference at Annex A.

9. Duty of Care

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

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

10. Call-down Contract Signature

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



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

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

Name:

[REDACTED]

Position:

[REDACTED]

Signature:

Date:

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

Name:

[REDACTED]

Position:

[REDACTED]

Signature:

Date:

TERMS OF REFERENCE

HMG Nigeria Portfolio Monitoring, Evaluation and Learning (PMEL)

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Introduction

1. Nigeria is Africa’s largest democracy, largest economy and by 2050 will be the third most populous country in the world. It is a federation of different ethnic, cultural and linguistic groups, with significant disparities in average wealth, economic and human development across the country, with the north in particular lagging behind. Nigeria has 36 states and the Federal Capital Territory mapped into six regions.
2. FCDO Nigeria’s approved Official Development Assistance (ODA) budget for financial year 2021/22 was £95.1m million representing a reduction from £209m in 2020/21. Its budget for 23/24 is further reducing to £59m but expected to return to 21/22 levels for 24/25. The office has 8 programmes currently running with 4 additional programmes expected to come onstream over the next few months (excluding Conflict Stability and Security (CSSF)F programmes) which cut across four thematic blocks – Sustainable Economic Transformation, Human Capital and Demography, Governance and Stability and Lake Chad Basin blocks (see Annex 2). The four blocks consist of teams from the various HMG Departments as well as the centrally managed programmes (CMPs).¹
3. The HMG Nigeria Country Plan sets out how resources and capabilities deployed by all HMG Departments in Nigeria come together to contribute to tangible changes (Outcomes). The last Country Plan was written up in 2021 and covered a period of one year only. It is expected that a new Country Plan will be in place once PMEL begins implementation. The Country Plan will be foundation for the work being delivered by the PMEL supplier.

Since the merger between ex-Department for International Development (DFID) and the ex-Foreign and Commonwealth Office (FCO) in 2020, there have been some efforts to join up more across departments and avoid siloed working. However, this is a process and there remain opportunities to leverage synergies and deliver economies of scale across the portfolio. A review of our geographic coverage has been conducted to reconsider where and how HMG should focus activities in Nigeria. This review will help HMG deliver a more united approach (the outcome of the review is now with the Senior Management team and the final approach is yet to be agreed and implemented). The current FCDO Nigeria Geographical footprint was adapted from legacy DFID Nigeria and is based on the 3+3+1 geographic focus which refers to 3 focal partner states of Kaduna, Kano and Jigawa, 3 regions of North-East, South-West and South-East/South-South Nigeria and 1 Federal. This 3+3+1 geographic focus has guided the decisions about implementing locations for programmes especially for new business cases which only began coming onstream in 2019/20. With the FCO and DFID merger in 2020, the decision about where we should be implementing programmes was highlighted for a review. This review commenced in 2021 and the final position is yet to be agreed. PMEL will support this process by providing recommendations which consider all our levers.

4. The Portfolio Monitoring Evaluation and Learning (PMEL) will work at the portfolio level drawing evidence across all FCDO Nigeria blocks. This will include programmes and other local (Nigeria) HMG departments (i.e. British Council, Home Office, MoD, DTI) programmes and other government departments centrally (UK) managed programmes (CMPs) will also be included where relevant.

¹ Centrally Managed Programmes are those delivered by central teams based in the UK, often covering several countries or geographic regions.

- 5. FCDO Nigeria is seeking an independent supplier² to deliver its PMEL programme. The supplier will deliver a range of Monitoring Evaluation and Learning (MEL) activities and services over 3 years.
- 6. PMEL will give FCDO Nigeria a mechanism to provide answers to questions at a portfolio level. This evidence will inform decisions around the strategic management of all HMG resources used in Nigeria. PMEL will take a whole-of-mission view to understand the impact of our combined efforts towards development objectives.
- 7. Up to £3 million has been allocated for the delivery of this PMEL over 3 years, covering all aspects of the contract. Bidders should plan based upon the projected budget profile in the table below; However, budget availability is subject to change.

Financial Year	23/24 (assuming a timeline of June 23 to March 24)	24/25	25/26	26/27 (assuming Apr 26 to Jun 26)	Total
Estimated Budget	£400k	£1.2m	£1.2m	£200k	£3m

Background

- 8. PMEL will support the FCDO vision of taking “a long-term view of our international policy objectives while being agile and responsive within that”.³ The FCDO’s Vision Statement says, “We will be best in class in using evidence, data and digital to inform our policy and our action.”⁴ The 2021 Integrated Review commits the FCDO to put “greater emphasis on using insight and analysis from around the world to target our diplomatic interventions overseas more effectively...”⁵
- 9. PMEL will respond to the challenge of HMG Nigeria’s limited ability to consider the totality of our efforts at the portfolio level. It will fill the gap in our portfolio analysis and enable us to clearly and confidently articulate our impact.
- 10. The objective of this programme will be to analyse existing data from programmes and activities across the portfolio (including centrally managed programmes (CMPs), non-Official Development Assistance (ODA) and activity led by other government departments (OGDs)), synthesise evidence to form new knowledge products and use these to inform the strategic management of all HMG resources used in Nigeria. PMEL will also fill some data gaps where required, by developing a set of shared indicators which can be used at the programme level and build consistency across the portfolio where possible, to help aggregate results. PMEL will take a whole-of-mission view to understand the impact of our combined efforts towards development objectives. This will include questions on programme and diplomacy performance, contribution to change, which approaches work best and how we should allocate future resources, see theory of change in annex 4.

² Throughout this document, MEL supplier or supplier will be used interchangeably to represent the company, NGO, or group of companies/NGOs/individuals who might bid for this contract.
³ ‘FCDO Vision Statement’, August 2020.
⁴ Ibid
⁵ HMG (2021), Global Britain in a Competitive Age: The Integrated Review of Security, Defence, Development and Foreign Policy, page 46

The Nigeria Delivery Board will use this learning to agree actionable recommendations regarding the delivery of all HMG engagement in Nigeria over the longer term to maximise our impact and alleviate poverty. This will ensure the HMG resources in Nigeria are delivering value for money (VfM).

11. A summary of current programmes and independent MEL in the FCDO Nigeria portfolio are provided in the attached Annex 2. Also, to be included in this work are relevant FCDO and other government departments centrally (UK) managed programmes (CMPs). Annex 2 includes a list of 30 possible Centrally Managed Programmes (CMPs) which might be in scope for PMEL,⁶ at this stage. We anticipate the supplier will incorporate data from up to 10 CMPs but these need to be agreed and prioritised during the Mobilisation phase and it is conceivable that a higher number of the CMPs listed will need to be incorporated. Other local (Nigeria) HMG departments (i.e. British Council, Home Office, MoD, DIT) programmes will also be included where relevant. We expect input from CMPs and HMG departments in Nigeria to be minor in comparison to FCDO Nigeria programmes.

In addition to the HMG geographical footprint in para 3 above, there are other geographical considerations to be made by the suppliers regarding CSSF, CMPs and other local HMG departments. These include departments which deliver regional programming and activities which cross country borders, such as work delivered in the Lake Chad Basin. Where this is the case, as far as data will allow, the supplier will need to build an understanding of the impact of work within the borders of Nigeria as a country where this is the case. There are no plans for field visits, either within Nigeria or beyond.

12. FCDO invites suppliers to set out how they will deliver the outputs set out in this Terms of Reference within the overall budget ceiling of £3m. This should demonstrate how they intend to maximise the effective utilisation of the proposed budget to deliver outputs and outcomes. VfM will be a key commercial scoring criterion for assessing supplier proposals.
13. Plans should remain flexible and able to respond to the priorities of HMG Nigeria as they arise. They will also need to be adapted based on learning generated throughout implementation on what has and hasn't worked. Suppliers should build into their proposals how they will ensure the necessary flexibility is built into their approach, methodology and contract.

There will be a six-month mobilisation phase. Requirements for the mobilisation phase are listed below from paragraph 52. The mobilisation phase will be designed to 'flow' directly into implementation, but there will be a formal break point in the contract at the end of the mobilisation phase,

Objective

14. The purpose of PMEL is to directly support the more effective delivery of ODA in Nigeria and maximise the UK's impact. It will generate learning which will inform all HMG activity.
15. PMEL will contribute to the improvement of the quality, consistency and availability of data across programmes which will feed into useful and relevant analysis at the portfolio level. Evidence produced by PMEL will inform decisions which lead to more effective delivery of programmes and other activity and at a higher level, feed into strategic decision making about the content and shape of the HMG Nigeria portfolio. PMEL will primarily be

⁶ The list of 30 Centrally Managed Programmes is based on those which are £400k or more, or those which have been identified by colleagues as ones of interest for the office. No rigorous criteria have been used, so this selection should be revisited by the supplier using a set of criteria to be agreed in conjunction with colleagues.

repurposing existing data and building confidence in results reported through the activities listed. PMEL is expected to engage in discussions and interviews with various stakeholders which can be considered as primary qualitative data collection but there will be no travel to intervention field sites to collect data.

16. Its broad objectives are further explained below. These will be refined and agreed during the six-month mobilisation phase.

16.1 Component 1: Improvement of Monitoring Across FCDO Nigeria Portfolio which will include the following:

- **Reviewing available data across the portfolio (the existing Six-Monthly Review (SMR) process which captures data across blocks against the Country Plan, programmes, independent MEL contracts, centrally managed programmes, block level frameworks, and any other data for other government departments), and mapping this to the Country Plan goals with a view to understanding aggregate impact and the potential for harmonisation of reporting across the portfolio.**
- **Proposing a set of key high-level qualitative and quantitative indicators which can demonstrate our portfolio level progress against the Country Plan.** This will include all ICF indicators and any other centrally reported results. This will require close working with the Senior Responsible Officer (SRO) of PMEL and careful management with programme teams to avoid duplication with independent MELs and too much additional burden.
- **Review existing processes for tracking performance and providing recommendations on how to improve existing X-HMG reporting (currently the SMR),** including commissioning templates and presentation/ communication of findings and recommendations.
- Find the **best formats for sharing results data from the MEL system** at the portfolio level.⁷
- **Providing technical assistance to teams with regards to monitoring and data collection.** This might involve providing support for the development of ICF indicator methodologies or shared indicators or facilitating the development of block level theories of change. This will be demand-led.
- The supplier will also have a role at the monthly Delivery Boards **to share learning and discuss findings and recommendations**, ensuring more frequent opportunity for lesson learning.
- They may also need to attend the Delivery and Country Strategy Boards (for part of the agenda rather than the duration), **to share information and background to proposed changes to the portfolio.**

16.2 **Component 2: New knowledge products** such as evaluations, synthesis or other analytical pieces. Potential questions for this have been identified within the Design Phase report which will be shared with the successful bidder (see Annex 3). The contracted supplier will also need to facilitate a review of the questions in collaboration with teams across HMG to understand relevance and prioritise these, as well as help identify any further gaps. A list of criteria is available in the Design Phase report for the prioritisation process. These questions are suggestions, not final and can be amended or added to at any point during implementation.

⁷ FCDO have a new platform, the Results and Evidence Exchange (REX) for collating results. Currently this is limited to reporting of International Climate Finance results, but there may be scope to broaden this out. REX is still being developed, but currently has features for not only collating results data, but linking this to a theory of change, recording evidence against specific parts of the theory of change and capturing risk data. In time we should have a better idea on it's potential to be the results platform for PMEL or how the two might link.

16.3 Component 3: Learning Agenda which comprises of:

- **Mapping programmes and other activity across the portfolio to provide a framework for further analysis and challenge with a view to developing theories or theories of change around how the office is achieving aggregate impact.** This will involve collating evidence of X-HMG activities and results (including relevant and prioritised CMPs), draw on existing evidence such as block level theories of change and gathering any other information which helps us understand our activity and change pathways at the office level, such as our Country Plan. (The supplier could also facilitate theory of change workshops for blocks without existing ones, but this will be in response to demand under the technical assistance). The mapping will highlight areas of potential links and synergies which can be further tested through analysis.
- **Facilitate a process to regularly reflect on, re-asses and challenge to the office-wide theory of change and related assumptions.**
- **Being present at the Delivery Board** to ensure staff are engaged and aware of PMEL activities, to seek feedback on plans and share learning as it is generated from PMEL activities.
- **To deliver specific learning sessions based on PMEL activities including analysis undertaken through component 2. Other learning sessions such as learning from programme Annual Reviews at regular intervals or running sessions on new central strategies to understand what they might mean for Nigeria are also in scope.**

- 17.** Through the delivery of the above objectives, the expected outcome of the PMEL contract will be for decision makers (Block Senior Responsible Officers, Country Delivery Board and Strategy Board) to have access to and be able to use, synthesized, relevant, quality evidence to inform decisions.

The HMG Nigeria Country Strategy Board is the pre-eminent decision-making and management structure for all HMG activity (diplomatic-defence-development, financial and human resource) in Nigeria. It ensures full coherence in HMG Nigeria's cross-departmental effort to reflect our commitment to the maximum possible fusion of activity as captured in our new strategy for 2020-2023 and 2021 HMG Country Plan. The Country Strategy Board delegates authority for key delivery areas to designated Block SROs who are accountable to the Country Strategy Board for the delivery against agreed sub-strategies.

The HMG Nigeria Delivery Board evaluates all proposals for programmatic activity and provides advice, to maximise coherence.

- 18.** At the impact level, recommendations from PMEL which are implemented will lead to more effective delivery of ODA by FCDO Nigeria. Ultimately, this will mean that better quality interventions lift more people in Nigeria out of poverty.

The Recipient

- 19.** The principal recipient of the portfolio MEL services will be FCDO Nigeria but with wider implications for HMG Nigeria. Further, the products from the MEL will inform the strategic management of all HMG resources used in Nigeria.
- 20.** Ultimately the beneficiaries of the PMEL unit will be poor and vulnerable people in Nigeria, who receive benefits from more effective and evidence-based activities delivered by HMG Nigeria.

Scope

21. PMEL will take a X-HMG view of our portfolio by working across the thematic blocks. Therefore, all HMG activities will be in scope. There are no additional stakeholders as PMEL is internally focused. PMEL will focus on repurposing data which exists across HMG Nigeria to produce new learning and insights. It will not duplicate other offers available across FCDO such as:

Evaluation Quality and Learning Service (EQUALS) offers a quality assurance function for key evaluation products (terms of reference, inception, baseline and draft final reports) valued at over £115K (+VAT). EQUALS also offers short and long- term specialist technical evaluation inputs/advice. EQUALS experts can provide evaluation technical support throughout the life of the programme, ranging from evaluability assessments to theory of change facilitation. PMEL will not be delivering any Technical Assistance (TA) to support programme level evaluation. The focus will be portfolio level analysis and MEL which will require specific and focussed resource.

West Africa Research and Innovation Hub offer small amounts of funding through an Evidence Fund to conduct research delivered by external suppliers. The Evidence Fund programme is a flexible resource that delivers research and evidence to FCDO country offices. Projects delivered are meant to inform better decision making in the delivery of FCDO business objectives by addressing local and context specific issues within UK partner countries. This resource could be useful to PMEL, by filling any gaps in contextual evidence about Nigeria. PMEL will not deliver this type of research directly.

The Evidence Fund for thematic and portfolio evaluations. It is noted that there are some similarities in terms of the offer. This fund can now deliver country office level portfolio evaluations with a view to strengthening accountability, improve delivery of results and VfM, support decision making on resource, strategic direction, risk management; to track/profile success and challenges for a group of programmes or policy interventions that support a common overarching objective. Whilst this resource is available, the bidding windows are restricted and therefore it will not deliver the ongoing, demand-led analysis and quick production of evidence envisaged of PMEL.

Approach

22. In order to achieve the objectives of this contract, the MEL supplier will deliver a set of specific *outputs* as outlined below. **The supplier bid should set out the proposed approaches and methodologies (in broad terms) that will be used to deliver each of the outputs and meet the requirements as outlined below.** It is important to note that approaches and plans included in the supplier bid should provide FCDO a clear sense of the bidder's overall vision to deliver this contract. The use of innovative approaches and techniques to facilitate learning processes and soliciting the views and feedback of beneficiaries and relevant stakeholders is highly encouraged.

PMEL is expected to synthesize existing data so we expect theory-based approaches (and testing hypotheses, etc.) to work best. Experimental approaches (such as Randomized Controlled Trials) are ruled out. For the learning priorities, we expect rapid evidence to inform decision making and one or two evaluations at most.

For component 2, PMEL supplier should consider the indicative questions in annex 3 from a thematic or subject perspective and propose relevant approaches accordingly although eventual approach will depend on the questions that are eventually agreed.

23. Throughout delivery, the PMEL supplier is expected to take a co-creation approach, by working closely with the PMEL SRO, Reference Group and consulting across HMG mostly through attendance at the Delivery Board. This will be important in building productive and

cooperative relationships and creating incentives for involvement in PMEL which will ensure relevant and useful outputs.

PMEL is not expected to collect data from delivery partners as they will be synthesizing already existing data and discussing with HMG colleagues.

24. Another important principle of the analysis will be ensuring learning and recommendations are practical and implementable within the organisational context. The PMEL supplier will take the necessary steps, with support from the PMEL SRO, to understand FCDO and HMG strategy, policy and boundaries within which we deliver. This will ensure that any recommendations are feasible.
25. The MEL supplier is expected to present its findings in ways that are tailored to the different intended audiences. This involves ensuring that reports and information products under this contract are timely, concise, clear, and accessible. The use of digital tools (data dashboards, interactive theories of change/system maps, videos) is highly encouraged.
26. Given the complex nature of the programme, the outputs and deliverables of this contract are subject to change. The supplier must be prepared to adapt its approach to changing circumstances as necessary.
27. The Portfolio MEL will be directly accountable to deliver against the following output areas:
- 27.1 **Improvement of monitoring across FCDO Nigeria Portfolio (Indicative budget - 25%):** The HMG Nigeria Country Plan (see annex 5) will form the foundation for this. It will involve reviewing data across the portfolio (from SMR, programmes, independent MEL contracts, CMPs, block level frameworks, and any other data from other government departments), mapping this data to the Country Plan and proposing a set of key qualitative and quantitative indicators that can demonstrate the portfolio level progress against the Country Plan.
- 27.2 **New knowledge products (Indicative budget - 60%):** The new knowledge products will include evidence synthesis which evaluates strategy, tests assumptions, and builds an understanding of the UK's contribution to change. Detailed approaches and methodologies including evaluation questions will be agreed between FCDO and the supplier during the mobilisation phase; although some potential questions have already been identified within the Design Phase report. Methodologies and approaches will need to be relevant and most suitable to the questions prioritised. Bids should highlight the supplier experience with a broad range of evaluation methods and approaches. Detailed Information on FCDO's general approach to evaluations can be found in [HMG's Magenta book](#).
- 27.3 **Learning Agenda (Indicative budget - 15%):** Facilitating a process to regularly reflect on, re-assess and challenge the office wide theory of change and related assumptions. As well as delivering specific learning sessions based on PMEL activities, learning from ARs and implications of new central strategies for Nigeria amongst others.
28. During the mobilisation phase, the supplier is expected to produce a Risk Matrix for PMEL, of which final sign-off will be with FCDO. It will be a live document reviewed every quarter. FCDO guidance on the structure of the Risk Matrix will be shared with the chosen supplier.
29. Some potential risks to this evaluation have been identified at this stage and they include the following.
- 29.1 **Delivery risks**
- Inability of supplier to establish effective exchange and interaction with HMG, impeding co-learning and co-production.
 - Under performance of the supplier who is unable to meet the requirements of the programme.

- HMG staff time/motivation could be limited, leading to lack of effective engagement to deliver outputs and outcomes of PMEL or implement recommendations.

29.2 **Data related risk**

- Quality of data available/ or able to be generated at the programme level is poor/ insufficient to answer strategic questions, leading to poor quality outputs.

30. Under the International Development Act (Gender Equality) 2014, FCDO must have regard to the contribution its assistance is likely to make to reducing gender inequality. Analysis and findings will be most useful when they capture data on the impact of activities for different groups. As such, gender and inclusion will be purposefully considered for all PMEL activities.
31. During the six-month mobilisation phase, PMEL will work closely with the FCDO PMEL SRO to produce a workplan for the 2.5 years of implementation whilst also delivering the MEL framework, tools and baselines that will enable tracking of progress against key indicators over the lifetime of the programme.
32. PMEL will undergo an Annual Review every year of implementation, as per FCDO's corporate requirements. This will be an important moment for the programme to understand performance and learn lessons. PMEL will be expected to produce a self-assessment report at the SRO's request towards these Annual Reviews.

The Requirements

33. FCDO is seeking a supplier to act as a portfolio MEL in support of FCDO Nigeria's portfolio of programmes and other HMG interventions.
34. A co-creation approach to PMEL with FCDO Nigeria is required. The embedding of learning into existing processes is expected to give rise to opportunities for measuring uptake and help FCDO Nigeria understand the added value provided by PMEL.
35. The supplier will deliver:
- **Relevant expertise:** The chosen supplier will need to have technical capability and experience of delivering similar work. A requirement of the bid will also be the utilisation of relevant national and local experts to ensure specialise local knowledge is available for the programme. Sub-contractors would be considered.
 - **Project management:** The chosen supplier will undertake project management of the programme, reporting regularly to FCDO Nigeria via the PMEL reference group. A robust monitoring and evaluation framework will be developed to track progress of outputs, outcomes and impact and the supplier will provide evidence and data to track performance against those indicators.
 - **Delivery of PMEL:** The supplier will be responsible for delivering the outputs described in paragraphs 16 and 27.
 - **Lesson and recommendation communication and uptake:** The supplier will need to provide a plan for lesson learning and uptake for all outputs. This will include identification of the relevant stakeholders (FCDO/HMG staff) who have the agency to make decisions and implement findings and recommendations into programming and strategic decisions. The supplier will be responsible for deciding on the most effective formats for sharing new insights and evidence which maximise effectiveness. The supplier will be given the opportunity to share learning, discuss findings and recommendations at the monthly Delivery Boards.

36. The portfolio MEL will work across all currently live and pipeline programmes. They will also work across any new programmes developed during the lifetime of PMEL. There are currently 8 live programmes with 4 new programmes under development, this is likely to change over the duration of this contract.
37. To deliver these outputs in paragraphs 16, 27 and 35, the PMEL supplier will need to have a wide range of skills available to them. They will need technical expertise to support the office to build a credible evidence base, must be capable strategic thinkers who can co-create a learning agenda with the FCDO Nigeria team, and help to synthesise and present information in ways that are conducive to learning and decision-making. They should have experience in supporting adaptive management in programmes and portfolios and be comfortable responding to changing learning needs in an agile and timely fashion.
38. It will be important to consider the following principles in the design and delivery of PMEL in FCDO Nigeria;
- 38.1 Relationship-building and ‘soft-skills’ will be crucial to the success of PMEL. The portfolio MEL staff must be adept at establishing productive relationships, with the right mix of technical, interpersonal, and managerial skills. Working in close partnership with staff from FCDO Nigeria will be a key element for this programme to be successful. For these reasons the delivery team will need to have some staff personnel based in Nigeria, preferably including the Team Lead.
- 38.2 The PMEL supplier will need to identify their team including their proposed Team Leader in their bid. It will be important that if Key Personnel leave the programme that they are replaced with someone of equal or greater ability and experience. FCDO Nigeria would want to be involved, as far as possible, in the recruitment process of the wider team and any replacement of key staff.

Requirements for the proposal

39. The proposal should include a detailed plan on how the PMEL supplier intends to deliver against the output areas and services described above (paragraphs 17, 28 and 36). This detailed plan should cover the first six months of the programme with a more detailed work plan up to the end of year one and a broader plan for years two and three to be agreed after the six-month mobilisation phase.
40. This plan should discuss how they will deliver immediate services listed in this ToR and the approach they will take to co-design a more detailed plan for the first 12 months (up to end of year one) of work and a broader work plan (for years two and three) to be agreed at the end of the mobilisation phase. Given that we have identified the objectives of PMEL we would also like to understand what skills and experience potential partners bring to each of these areas.
41. All plans will need to be adaptable based on what has and has not worked and the evidence and learning needs of FCDO Nigeria. The proposal should provide details on how the supplier will manage this adaptive process and ensure flexibility in work plans and resourcing including staffing.
42. FCDO expects suppliers to provide a commercial proposal at the time of tender which sets out how the supplier(s) will deliver the PMEL outputs in a way that represents VfM. .
43. The supplier should also identify any risks they foresee and a strategy to manage these. They should also include communication, stakeholder, quality assurance and monitoring strategies.

44. FCDO Nigeria has assessed that the make-up and quality of the PMEL team will be crucial to its success. The proposal should include the supplier's approach to how they will deliver the staffing requirements given in this ToR.
45. FCDO Nigeria believes there may be a potential conflict of interest, should suppliers currently implementing a programme (1st or 2nd tier) for a bi-lateral HMG Nigeria entity (see annex 2) bid for this contract, hence the supplier should not currently be implementing or throughout the duration of this contract undertake the implementation of any programme for any HMG Nigeria entity bi-lateral programme. Current suppliers of other Monitoring, Learning or Evaluation bi-lateral programmes in Nigeria would be permitted to bid and would be permitted to bid for any future Monitoring, Learning or Evaluation contracts. Implementing partners for any of the Centrally Managed Programmes (CMPs) for any HMG entity would be permitted to bid given that each CMP assessed will only be a very small percentage of the overall portfolio assessments.

Skills and Expertise Required

46. Delivery of PMEL outputs will require knowledge of the context of Nigeria and country networks, experience managing multi-methods evaluation and research and strong communications and evidence uptake experience. As well as technical skills, it will be equally important that the supplier has a strong track record and proven experience of building collaborative, cooperative relationships which foster a strong learning environment.
47. The quality, capability and experience of personnel is essential. The supplier should respond to the requirements of the ToR, be a diverse team of technical expertise with a balance of national and international expertise, and experience of working in partnership with local expertise.
48. The final team makeup will be up to the supplier's discretion but should include the following skill sets across the team.
- Strong knowledge and understanding of the economic, political and social context of Nigeria as relevant to HMG Nigeria's Country Plan;
 - Technical expertise in adaptive management;
 - Evaluation and research expertise, particularly in design and management of evaluation and research projects;
 - Quantitative and qualitative methods expertise and experience in development of a range of evidence products including evidence synthesis, systematic review, meta-analysis etc.;
 - Monitoring development programmes, including development of monitoring systems, logical frameworks, data collection and VfM analysis.
 - Capacity building/ technical assistance with government partners in developing countries;
 - Learning uptake and communications (very important). This will include demonstrable soft skills to build productive relationships, influencing and collaborating, as well as hard technical skills (such as development of communications/knowledge strategies as well as IT and graphic design skills required to develop engaging content);

- Expertise in governance (diplomacy and influencing, political economy assessment, etc.) and stabilization, ideally with reference to Nigeria, is essential. A mix of other experience relevant to the portfolio will be useful – governance, health, economy, education, humanitarian, conflict, gender and social inclusion.
49. The Team Leader should demonstrate skills and experience of managing programmes of a similar size and complexity. We expect the Team Leader to demonstrate expertise in leadership and programme management. They should also have some of the skills sets listed above and experience in using evidence in adaptive management.
50. Suppliers should set out the structure of their team and how they plan to recruit this team and the wider institutional network that will enable them to meet the programme requirements.

Required outputs from the mobilisation phase

51. During the mobilisation phase the supplier will work in close collaboration with FCDO Nigeria to co-design a detailed workplan including a clear (documented) understanding of how PMEL will work with HMG Nigeria.
52. During this phase, the MEL supplier will need to be able to hit the ground running and provide some services to FCDO Nigeria from the outset. These services are outlined below.
53. The following outputs will be delivered under the mobilisation/inception phase:

Component 1: Improvement of Monitoring Across FCDO Nigeria Portfolio

- Report on the existing portfolio data monitoring systems and options for filling the gaps at the portfolio level based on information from relevant sources, within the design report and from various meetings to be held as agreed with FCDO Nigeria colleagues.
- Map of portfolio programmes, activities and data against Country Plan goals as well as associated assumptions.
- Documented understanding of draft theories of change for all four blocks and the portfolio and response from blocks regarding their intention to demand the available offer of working with PMEL to develop their block ToC or not (ONLY for blocks without ToC).
- Develop and agree the PMEL Results and VFM framework.
- Proposed set of key high-level qualitative and quantitative indicators which can demonstrate portfolio progress against the Country Plan.

Component 2: New Knowledge Products

- With reference to para 16 and 27, meet with FCDO colleagues, review available reports and documentation to agree key questions to focus on in the implementation phase. as well as the respective knowledge products to be expected.

Component 3: Learning Agenda

- With reference to para 16 and 27, meet with FCDO colleagues, review available reports and documentation to develop an approach paper on this agenda covering the proposed process to regularly reflect on office-wide theory of change and related assumptions as well as recommendations for the SMR. This will also include the plan

for lesson learning and uptake of outputs as well as proposed formats for sharing new insights and evidence.

Cross component

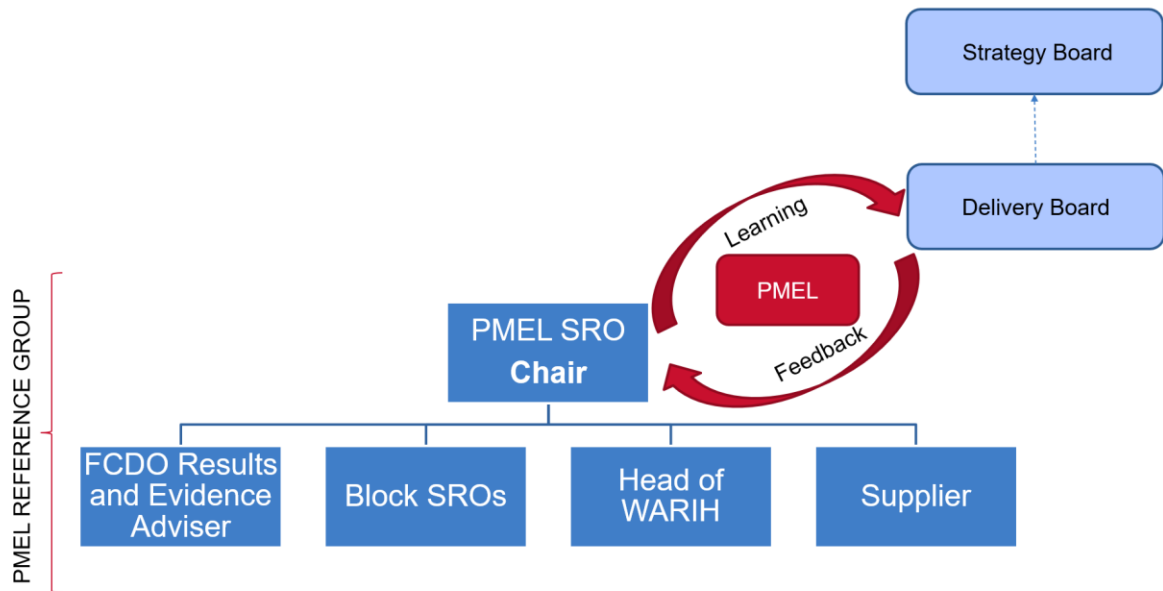
- Exit strategy (see paragraph 76)

- 54. For each output area, targets and milestones will be agreed with the supplier during the mobilisation phase for the first year, and then revisited for outer two years. This will lead to an agreed results framework by the end of the mobilisation phase.
- 55. The supplier will set up a monitoring and evaluation system to understand the change which can be attributed to or has been contributed to by the programme (see PMEL Theory of Change in Annex 4). This will include a logframe/results framework as described above, with agreed milestones to track progress and results.
- 56. VfM in terms of effectiveness will also be tracked. This will be measured in terms of the number and impact of recommendations from PMEL. A VfM framework which builds upon the approach set out in the business case will also be developed with the supplier which will include indicators and milestones to be monitored annually. Given the challenges of quantifying outcomes and impact from PMEL, this will need to take a mixed-methods approach to measuring VfM.
- 57. During the Mobilisation Phase, the portfolio MEL will facilitate a series of meetings/workshops with the relevant HMG colleagues responsible for FCDO Nigeria programmes and other HMG interventions. The portfolio MEL will aim to help colleagues understand the role and responsibilities of the portfolio MEL including what should be prioritised across their teams.
- 58. PMEL will share the recommendations from its Mobilisation Report with FCDO Nigeria through the Delivery Board (and possibly, the Country Strategy Board) at the end of the mobilisation phase after agreeing these recommendations alongside the workplan, budget and results framework for the main phase with the PMEL reference group.
- 59. The supplier will further develop (from initial proposal) and document their risk, communication, stakeholder, quality assurance and monitoring strategies. They will also further develop their approach to how VfM will be delivered and tracked to maximise not only economy but, efficiency, effectiveness and equity.
- 60. The supplier will produce a Mobilisation Report to document the work carried out above.
- 61. At programme mid-line (Month 20) and end-line (Month 35), a learning event will be organised across FCDO where lessons learnt, value added and recommendations for other country offices will be organised.

Delivery and Partnerships

- 62. FCDO Nigeria will consider signing a contract with a single supplier or a small consortium. The supplier will bring together a team of experts with relevant experience, expertise and understanding of the local context to deliver the output areas as described above. As described earlier, we envisage a core team of locally engaged staff to enable the bulk of the work to be done by the team.
- 63. A PMEL reference group will meet at least monthly to provide direction and oversight to the programme. This group will have responsibility for decision making, steering the programme, and providing a quality assurance and sign off for PMEL outputs. This

reference group will be coordinated by the SRO. It will have the various block SROs (on a rolling basis or as relevant to the work being delivered), Head of West Africa Research and Innovation Hub (WARIH) and Results and Evidence Adviser in attendance. The SRO will be a contact point for the supplier and manage contractual and other programme management issues. However, the PMEL provider will be expected to be working directly with programme and activity teams to enable the co-creation approach. We do not expect significant interaction with programme implementing partners. The supplier will be responsible for taking notes at the reference group and following up on agreed action points.



Supplier Performance

Payment mechanisms and reporting requirements

- 64. The supplier will be required to submit annual budgeted work plans for FCDO approval containing detailed estimates for fees, intervention spend and reimbursable expenses. Suppliers will need to provide evidence of how they have utilised funding as part of invoicing and in line with the commercial agreements on costs. Payments will be made based on quarterly milestones signed off by FCDO staff through quarterly reports and a set of key performance indicators.
- 65. The contract payment structure will follow a hybrid output and input-based approach. All expenses for Inception and Implementation phases will be paid based on actuals and can be paid monthly. The mobilisation outputs and payment milestones against them may be refined between FCDO and the successful bidder during the inception/mobilisation phase. The supplier will be expected to produce quarterly progress reports.
- 66. **For the Inception/Mobilisation phase;** for component 1, 100% of all Fees will be payable based upon the delivery and acceptance by FCDO of the component 1 deliverables specified in para 53. For Component 3, 100% of all Fees assigned to Component 3 during the Inception Phase will be paid on delivery and acceptance by FCDO of the deliverables specified in para 53. For Component 2, all Fees allocated during the Inception Phase will be paid on an Inputs basis based upon actual expenditure agreed at the outset of the Mobilisation/Inception Phase and profiled in supplier bids. All non-Fees for the Inception Phase will be paid on an input-basis and will be paid quarterly (with the exception of expenses as per para 65)

- 67. For the Implementation Phase;** 100% of all Fees will be paid on the agreed workplan deliverables and outputs. Workplan deliverables and outputs not achieved in line with the workplan can be carried across to subsequent invoices, but this is only by express agreement by FCDO. 25% of these Fees will then be withheld and paid quarterly based upon achievement of the agreed quarterly Contract Management KPIs referenced in para 68 (and annex 7) below. Contract Management Fees cannot be carried across to subsequent bi-annual periods and subsequent quarterly invoices, unless there are mitigating circumstances explicitly agreed by FCDO. All non-Fees for the Implementation Phase will be paid on an input-basis and will be paid quarterly (with the exception of expenses as per para 65)
- 68.** Contract Management KPIs will cover the following 6 criteria (with Delivery and Quality being combined in the assessment, see annex 7);
- **Timeliness:** FCDO will use *Delivering on Time* as a key criterion for performance evaluation against the deliverables.
 - **Quality:** FCDO will assess the *quality* of deliverables using FCDO standards and the extent to which a deliverable achieves the purpose it is meant to serve. FB. We expect to rate the deliverables based on their relevance, accuracy, clarity and coherence. If there is a dispute over the quality of a deliverable (e.g., a report), then feedback will be provided, and the supplier allowed an opportunity to improve the deliverable to the required standard. Since PMEL is largely focused on repurposing existing data, suppliers will not be held to account on the quality of existing data collected by other partners.
 - **Lessons Learned, captured, and shared:** For reports, evaluations products, analytical products - if meant to capture learning - FCDO will evaluate them also on the basis of how well the learning is captured and shared. Detailed criteria for evaluating this will be developed during the mobilisation phase.
 - **Financial Management:** Regular and accurate forecasts within 5% maximum variance threshold and invoices (quarterly), linked to progress reporting, are submitted on time.
 - **Stakeholder Management:** The FCDO receives monthly progress updates about stakeholders engaged (across work pieces for all three components) during 1-2-1's with teams/colleagues, PMEL Reference group and Delivery board sessions clarifying attendees, meeting resolutions and action points. It is expected that these meeting resolutions and action points are shared with attendees after every engagement for avoidance of misunderstanding.
 - **Safeguards & Cross-Cutting Priorities:** Safeguarding against sexual exploitation, abuse and harassment policies in place and being adhered to.

68a) KPI invoice adjustments. A KPI invoice adjustment will be made on a biannual basis. An invoice adjustment will only be applied if the KPI score for the previous two quarters is 75% or lower. If an invoice adjustment is required, the Supplier will be required to add a credit to the next invoice equal to the sum of total KPI fees at risk for each quarter [1 minus % KPI payment for each quarter]. An illustrative example is provided below.

Quarter	Total KPI Fees	Fees at risk (25%)	KPI Score	% KPI Payment	Invoice Adjustment
1	£150,000	£37,500	480 (80%)	Full payment	£0
2	£200,000	£40,000	360 (60%)	75%	£10,000
3	£250,000	£62,500	420 (70%)	90%	£6,250
4	£100,000	£25,000	540 (90%)	Full payment	£0
Total invoice adjustment					£16,250 credit

Scoring Methodology	Total Score Achieved	% KPI Payment
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Serious Underperformance Consistently below requirements	0-200	20% payment
Underperformance Often below requirements	201-300	40% payment
Less than Satisfactory Performs below requirements	301-350	60% payment
Satisfactory Sometimes performs below requirements	351-400	75% payment
Generally Satisfactory Mostly meets requirements	401-450	90% payment
Good Performance Consistently meets requirements	451-600	Full Payment

68b) Major Performance Failure”. In the event that the Supplier achieves a score of 75% or less, for 3 consecutive quarters this will be a material default of the contract unless agreed otherwise by the FCDO.

68c) Force Majeure. The Supplier must submit a Force Majeure Notice if a Force Majeure event prevents achievement of one or more KPIs. Force Majeure events are detailed in Section 42 and defined in Schedule 1 of the Standard Terms and Conditions

These KPIs will be assessed and signed off by the PMEL Reference Group although agreed criteria will be defined and agreed during mobilisation in a way that reduces the risk of challenge and subjectivity.

- 69.** During mobilisation phase, the PMEL team will meet with the Programme SRO (at a minimum) on a bi-weekly basis for a progress meeting or more frequently, should the need arise. The portfolio MEL will be required to produce quarterly narrative and financial reports, as well as a workplan for the next quarter. The supplier will also be subject to formal contract performance reviews as part of the FCDO annual review.
- 70.** It is expected that the portfolio MEL will conduct and make available to FCDO a statutory external audit of the portfolio MEL bank account for each of the financial years in which funds are paid.
- 71.** The central point of contact during programme implementation will be the Programme SRO. Financial (including annual audited financial reports) and progress reports should be submitted to the SRO in FCDO Nigeria. The FCDO Nigeria SRO will be the interface between PMEL and the Steering Committee, see more details in paragraph 62 above.
- 72.** A client bank account must be opened and used for MEL project fund disbursements. The name and purpose of the account must be communicated to the banking provider and the FCDO funds must be segregated from other funds and cannot be considered as resources at the disposal of the supplier organisation.
- 73.** It is expected that the supplier will provide advance funding from their own resources which will be reimbursed by FCDO based on a payment methodology. The supplier will be responsible for monitoring and forecasting all spending and be fully accountable to FCDO for all expenditure.

Constraints and dependencies

- 74.** A short review has been undertaken to understand the utility of existing data from FCDO Nigeria programmes for portfolio level analysis. This is included in the Design report which will be shared with the successful bidder during the mobilisation phase.

This Design report provides an overview of the quality and substance of existing data and information about programmes and identifying gaps.

More work will need to be done to understand the usability of CMP data once they have been prioritised for inclusion in PMEL. It is likely there might also be data gaps for OGDs and for diplomacy and influencing work.

The FCDO Nigeria programmes in scope for PMEL are listed in annex 6 below with a list of available dataset and documentation. The documents referenced in annex 6 were those available for review at the time of writing the Design Phase report.

Break points

- 75.** This contract will be issued for the full duration, but there will be a formal break point at the end of the 6-month mobilisation phase. Successful flow into the delivery phase will be based upon FCDO approval of the mobilisation report. Due to the nature of the programme, the contract will have adequate provision for variation to adapt to changes that occur during the life of the programme, and there will also be a review (but not a formal break-point) of progress at mid-line (i.e. after 18 months) to reflect, learn lessons and inform the remaining term of PMEL.

Timeframe

- 76.** FCDO Nigeria reserves the right to scale up (increase), scale down (decrease) or discontinue the contract at any point (in line with our Terms and Conditions) if the contract is not delivering the intended results. The contract will be awarded for a period of three years, with the option to extend for a maximum period of up to two years. The maximum available indicative budget for any extension period will be £2 million, inclusive of all applicable taxes.

Exit Strategy

- 77.** The supplier will be required to develop an Exit Strategy in consultation with FCDO Nigeria during the 6-month mobilisation phase. The Exit Strategy must address what will be done to sustainably exit this contract and the steps to be taken in the event of early termination of the services. This programme will end after its 3-year period and there is no assurance of additional funding.

Other requirements

- Compliance with [Environmental and Social Safeguards and the Ethical Guidance for Research, Evaluation and Monitoring Activities](#).
- Consider whether external ethics approval is needed. For evaluations, monitoring and other activities, submission to Institutional Review Board (IRB)/Research Ethics Committee (REC) (and the relevant regulatory authority in the country) is not generally required, however FCDO expects the planning of data collection and analysis to reflect active consideration of ethical principles and standards.
- FCDO will have unlimited access to the material produced by the supplier in accordance with [our policy on open access to data](#) as expressed in our general conditions of contract.

- Any datasets generated or introduced by PMEL will need to conform to appropriate internationally and locally approved standards.

Additional Requirements

Disability

- 78.** For FCDO, disability inclusive development means that people with disabilities are systematically and consistently included in and benefit from international development. To this effect, and in compliance of the Disability Discrimination Act 2005, the supplier will ensure data disaggregation by gender and consider disability in their findings as far as existing data allows.

Safeguarding

- 79.** The supplier must demonstrate that it has proper procedures and policies in place to address and eliminate the risk of poor human rights practices within the delivery chain of the contract. These practices include exploitation, abuse and harassment, all forms of child abuse and inequality or discrimination on the basis of race, gender, age, religion, sexuality, culture, or disability. There must be protection from violence, exploitation, and abuse, direct or indirect. 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 place an emphasis on the control of these and further unethical or illegal employment practices, such as modern slavery, forced labour, and other forms of exploitative and unethical treatment of workers.

Transparency

- 80.** In line with the International Aid Transparency Initiative (IATI), FCDO requires partners 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. Further information is available on [International Aid Transparency Initiative](#). The supplier should submit copies of its supply chain (sub-contractor) invoices and evidence of payment when invoicing FCDO for its actual costs of procurement of local services and applicable management fee.

Do No Harm

- 81.** 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.
- 82.** The supplier 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 monitoring and programme evaluations should recognise and mitigate the risk of negative consequence for women, children, and other vulnerable groups. The supplier will be required to include a statement that they have duty of care to informants, other programme stakeholders and their own staff, and that they will comply with the ethics principles in all programme activities. Their adherence to this duty of care, including reporting and addressing incidences, should be included in both regular and annual reporting to FCDO.
- 83.** 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.

- 84. The supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the contract. The supplier must ensure their personnel receive the required level of training prior to deployment (where applicable).
- 85. The supplier must comply with the general responsibilities and duties under relevant health and safety law including appropriate risk assessments, adequate information, instruction, training and supervision, and appropriate emergency procedures. These responsibilities must be applied in the context of the specific requirements the supplier has been contracted to deliver (if successful in being awarded the contract).
- 86. FCDO will not award a contract to a supplier who cannot demonstrate they are willing to accept and have the capability to manage their duty of care responsibilities in relation to the specific procurement.

Digital and Intellectual Property

- 87. The UK Government defines digital spend as ‘any external-facing service provided through the internet to citizen, business, civil society or Non-Governmental Organisations’. The Government Digital Service (GDS), on behalf of the Cabinet Office, monitors all digital spend across government and FCDO is required to report all spend and show that what we have approved meets with GDS Digital Service Standard. In FCDO, this applies to any spend on web-based or mobile information services, websites, knowledge or open data portals, transactional services such as cash transfers, web applications and mobile phone apps. Plans to spend programme funds on any form of digital service must be cleared with FCDO in advance and must adhere to the following principles:
 - 1. Design with the user
 - 2. Understand the existing ecosystem
 - 3. Design for scale
 - 4. Build for sustainability
 - 5. Be data driven
 - 6. Use open standards, open data, open source & open innovation
 - 7. Reuse & improve
 - 8. Address privacy & security
 - 9. Be collaborative
- 88. The supplier(s) is responsible for digital aspects of their approach including potential budget assigned to these interventions, licenses/permissions required and sustainability of investment and should pro-actively declare this to FCDO.

General Data Protection Regulations (GDPR)

- 89. The General Data Protection Regulation (GDPR) is a legislation that came into force on 25th May 2018. GDPR builds on data protection legislation, with a focus on governing the processing of personal data. Personal data is information relating to an identified, or identifiable living person. Further information on personal data and general responsibilities under GDPR legislation is available at [The Data Protection Act](#).
- 90. Under GDPR, the contract must be clear on the roles and responsibilities relating to the **Controller** and the **Processor**.
- 91. A **Controller** determines the purpose and means of processing personal data under the contract. The responsibilities of this role include:

- Ensuring a clear statement of what personal data can be gathered under the contract
 - Ensuring the Processor has the capability to meet the requirements of GDPR under the contract
 - Ensuring a Data Protection Impact Assessment (DPIA) is carried out (where appropriate) prior to contract award.
92. A **Processor** is responsible for processing personal data on behalf of the Controller, as specified in the contract and their responsibilities include:
- Processing data in line with GDPR
 - Processing the data within the scope stated by the Controller in the contract
 - Ensuring any Sub-Processors they contract have the capability to meet the requirements of GDPR
93. **Relationship Status:** If personal data is being processed, there are 3 main types of relationships that could arise in relation to the Controller and Processor roles under a supplier contract:
- FCDO is the Controller, and the supplier is the Processor
 - FCDO and the supplier are operating as Joint Controllers.
 - FCDO and the supplier are operating as Independent Controllers
94. Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Annex 1

Delivery Chain Mapping

95. Delivery chain mapping is a process that identifies and captures, usually in visual form, the name of all partners involved in delivering a specific good, service or charge, ideally down to the end beneficiary. Delivery chain mapping is a key component of FCDO's Due Diligence Framework, which adopts a four-pillar approach in assessing a potential partner's capacity and capability to deliver our work and manage UK taxpayer's funds. The four pillars assess an organisation's i) Governance and Internal Control; ii) Ability to Deliver; iii) Financial Stability; and iv) Downstream Activity. This process allows teams to understand potential delivery chains and where the greater risks and assurance will be required to successfully implement our contracts. The delivery chain is assessed at pillar four, Downstream Activity.
96. FCDO's competitive tendering processes are designed to test suppliers' capability/capacity to ensure risks are managed and mitigated, and to provide assurances on the successful delivery of the programme. This will **include a requirement to provide visibility of the flow of FCDO monies via a Delivery Chain Map** with a requirement to update and report throughout the length of the contract.

Fraud and Corruption

97. FCDO has a zero-tolerance approach towards fraud, bribery, and corruption, and we do everything within our power to prevent, detect and, if found, respond robustly to allegations. FCDO will take the necessary steps to respond to all allegations and will pursue sanctions as appropriate and available in each case, including dismissal, prosecution, suspension, and cancelation of aid. An FCDO priority is to operate with the highest standards of business integrity, honesty and objectivity in line with the [Civil Service Code](#) to ensure that the FCDO is a force of good in the world.

98. This policy applies to all of FCDO's activities, and we encourage our partners and suppliers to adopt similar policies consistent with the principles of the policy.
99. Key definitions to note under this policy include:
- **Fraud** is an intentional act of dishonesty by one or more individuals internal or external to FCDO with the intent of making a gain for themselves or anyone else or inflicting a loss (or risk of loss) on another, that results in the loss or misuse of FCDO funds and resources.
 - **Theft** is taking without consent and with the intention of not returning any property belonging to FCDO or which has been entrusted to it including cash, equipment, vehicles and data. This should also be reported to the FCDO Investigation Team under this policy.
 - **Bribery** is giving someone a financial or other advantage to induce that person to perform their function or activities improperly or to reward that person for having already done so.
 - **Corruption** is a more general concept and relates, in this context, to dishonest or criminal behaviour by an individual for personal or organisational gain. It is important to note that different countries have differing laws in this area and the UK concept of dishonest or criminal applies even if an activity is legal in the country of the activity.

UK Aid Branding

100. Partners selected to receive funds will be required to use the UK Aid logo on materials, except in exceptional circumstances which would prevent this (e.g. security concerns).
101. Software (e.g. apps and online tools) used for collection of data, and fieldwork (e.g. online surveys) will also be required to use the UK Aid logo unless there is a mitigating issue.

Duty of care

102. The supplier must be self-supporting and responsible for their own activities and should not rely on FCDO transport, offices, facilities, logistical or administrative support. Suppliers must include all such costs in their bids.
103. The supplier owes a duty of care to the supplier personnel and is responsible for the health, safety, security of life and property and general wellbeing of such and their property and this includes where the supplier personnel carry out the services.
104. The supplier warrants that it has and will throughout the duration of the Contract:
- carry out the appropriate risk assessment with regard to its delivery of the services;
 - provide the supplier personnel with adequate information, instruction, training, and supervision;
 - have appropriate emergency procedures in place to enable their provision of the Services so as to prevent damage to the supplier personnel's health, safety, security of life and property and general wellbeing.
105. The provision of information of any kind whatsoever by FCDO to the supplier shall not in any respect relieve the supplier from responsibility for its obligations under this section. The positive evaluation of the supplier's proposal for the provision of the services and the award of this Contract is not an endorsement by FCDO of any arrangements which the supplier has made for the health, safety, security of life and property and wellbeing of the supplier personnel in relation to the provision of the services.

- 106. The supplier acknowledges that the FCDO accepts no responsibility for the health, safety, security of life and property and general wellbeing of the supplier personnel with regard to the supplier personnel carrying out the services under this Contract
- 107. FCDO will share available information with the consultants on security status and developments in-country where appropriate. Travel advice is also available online and the supplier must ensure they (and their personnel) are up to date with the latest position.
- 108. Suppliers will be fully responsible for Duty of Care of their own and sub-contract staff (if any).
- 109. If sub-contracted, the suppliers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment. suppliers 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 capability to manage their Duty of Care responsibilities throughout the life of the contract.
 - If a supplier is unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, their Tender will be viewed as non-compliant and excluded from further evaluation.
- 110. If at any stage, there are concerns that the supplier cannot manage Duty of Care then they may be precluded from operating in that region. The ability of the supplier to manage Duty of Care shall remain a pre-condition of the contract.

Annex 1: of Contract Section 3 (Terms of Reference)

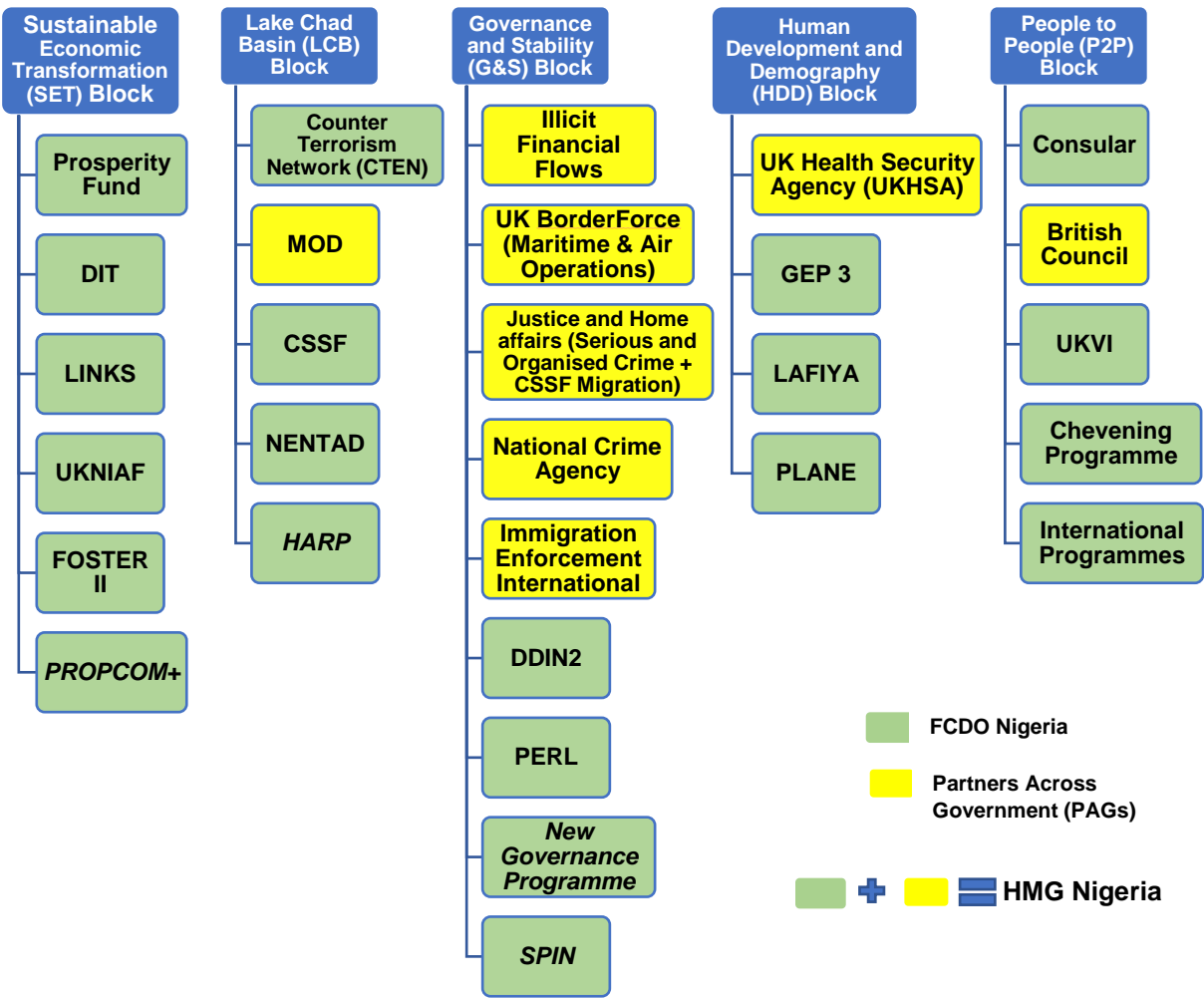
Schedule of Processing, Personal Data and Data Subjects

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 the following Personal Data necessary for the administration and /or fulfilment of this contract.</p>

Annex 2: HMG Nigeria Programme Portfolio
Block Structure Distribution Across HMG Nigeria



List of FCDO Nigeria Programmes (excluding CSSF Programmes)

	Programme	Block	Stage	Start date	End date
1	Partnership to Engage, Reform and Learn (PERL)	Governance and Stability (G&S)	Implementing	31/08/2015	30/04/2023
2	Strengthening Peace and Resilience in Nigeria (SPRING)	Governance and Stability (G&S)	Design		

3	Governance in Nigeria	Governance and Stability (G&S)	Design		
4	HARP⁸	Lake Chad Basin (LCB)	Implementing	01/04/2022	31/03/2025
5	Powering Economic Growth in Northern Nigeria (LINKS)	Sustainable Economic Transformation (SET)	Implementing	01/03/2018	15/09/2026
6	UK Nigeria Infrastructure Advisory Facility (UK NIAF)	Sustainable Economic Transformation (SET)	Implementing	15/05/2017	12/04/2027
7	Facility for Oil Sector Transparency (FOSTER) Phase 2	Sustainable Economic Transformation (SET)	Implementing	08/09/2015	30/06/2023
8	Propcom Plus	Sustainable Economic Transformation (SET)	Design		
10	Health Systems Strengthening (LAFIYA)	Human Development and Demography (HDD)	Implementing	26/10/2018	30/05/2026
11	Partnership for Learning for All Nigeria in Education (PLANE)	Human Development and Demography (HDD)	Implementing	26/03/2019	31/08/2028

List of Relevant Centrally Managed Programmes (CMPs) In Scope (To be prioritised during inception)

	FCDO Funded/ OGD	Originating Dept	Centrally Managed/External to FCDO N Project Name	Start	End	FCDO Nigeria Block
1	FCDO	Private Sector	Financial Sector Deepening Africa (FSDA) Platform (205238)	17/03/2017	31/03/2030	SET
2	FCDO	Pan Africa Department	Africa Clean Energy Programme (ACE) (204637)	23/06/2016	23/07/2023	SET
3	FCDO	Private Sector	Mobilising Institutional Capital Through Listed Product Structures (300921)	25/02/2020	31/03/2026	SET
4	FCDO	Delivery and Digital	Digital Access Programme (204963)	16/07/2019	31/03/2023	SET
5	FCDO	RED	TEA - Transforming Energy Access (204867)	22/02/2016	31/03/2024	SET
6	FCDO	ECGD	Future Cities Nigeria	01/04/2017	31/03/2023	SET
7	FCDO	Global Health	The Reproductive Health Supplies Programme (300713)	10/12/2019	31/12/2025	HDD
8	BEIS	ECGD	Skills for Prosperity	22/07/2019	31/03/2023	SET
9	FCDO	RED	Africa Technology and Innovation Partnerships - ATIP (300704)	09/01/2020	31/03/2025	SET
10	FCDO	RED	Research on Improving Systems of Education (RISE) (204322)	17/01/2014	30/03/2025	HDD
11	FCDO	RED	Education Research in Conflict and Protracted Crisis (ERICC) (300405)	01/09/2017	30/09/2026	HDD
12	FCDO	ECGD	Manufacturing Africa - Foreign Direct Investment (205226)	02/05/2017	31/03/2027	SET
13	FCDO	Inc Society	Disability Inclusive Development Programme (300397)	05/12/2017	31/12/2023	G&S
14	FCDO	Institute of Development Studies	Better Assistance in Crises (Social Protection) - 300467	30/08/2018	31/03/2024	LCB

⁸ The Answering the Call to Action £15m Business Case was approved as a bridging intervention before HARP started in September 2022.

15	FCDO	Private Sector	Prosperity Fund Global Finance Programme (300452)	04/04/2018	31/03/2045	SET
16	FCDO	RED	TRANSFORM - Transformative Market Based Models for low income household needs (204415)	21/11/2014	31/03/2025	SET
17	FCDO	RED	Strengthening Research Institutions in Africa (300781)	30/11/2018	31/03/2025	ISDU
18	FCDO	ECGD	Commercial Agriculture for Smallholders and Agribusiness Programme (205118)	14/06/2017	29/04/2024	SET
19	FCDO	RED	Strengthening Impact Investment Markets for Agriculture (SIIMA) (300632)	29/03/2019	30/03/2025	SET
20	FCDO	RED	Tackling global plant and animal health risks which threaten global food systems and health - in partnership with the Bill & Melinda Gates Foundation (BMGF) (300728)	23/10/2019	30/06/2024	SET
21	FCDO	RED	AgResults: Innovation in Research and Delivery (203052)	13/07/2012	31/03/2029	SET
22	FCDO	Pan Africa Department	Africa Food Trade and Resilience programme (300489)	28/09/2018	31/08/2023	SET
23	FCDO	RED	CGIAR 2017-21, Support to develop and deploy the next generation of agriculture technology to support poor farmers by the international agriculture research organisation the CGIAR, 2017-21 (204764)	09/11/2017	30/04/2023	SET
24	FCDO	Pan Africa Department	African Continental Free Trade Area Support Programme (AfCFTA)	20/09/2021	31/03/2026	SET
25	BEIS	BEIS	BEIS NDC Partnership			SET
26	BEIS	BEIS	BEIS Renewable Energy Performance Platform (REPP)	01/12/2015	01/12/2023	SET
27	BEIS	BEIS	BEIS Climate Finance Accelerator	01/09/2019	31/03/2025	SET
28	FCDO		Better Assistance in Crises - Social Protection (300467)	30/10/2018	31/03/2024	LCB
29	FCDO	Research and Evidence Department (RED)	African Cities Research Programme (300180)	09/04/2019	30/09/2026	LCB
30	FCDO	Global Programmes	I2I - Ideas to Impact - Testing new technologies and innovative approaches to address development challenges (201879)	30/04/2014	31/03/2023	LCB

List of Programme Level Independent Monitoring Evaluation and Learning Contracts within the FCDO Portfolio

1. **DELVE** – Human Development Evaluation and Learning Services (DELVE) is delivering independent MEL activities for PLANE. This includes 4 workstreams; verification of results to provide assurance; ad hoc advice on technical aspects of MEL to improve the quality of systems; formative evaluation products which inform programming design and quality; and performance midterm and final evaluations.

2. **UK NIAF** – A technical review panel (TRP) will have a verification function to ensure results reported against the logframe and payment by results framework are being delivered as per the reports by the implementing partner. The logframe will be updated every 6 months based on the recommendations from the TRP. This TRP is currently pending due to challenges with finding a suitable supplier.

Others programme level independent contracts might be upcoming and they will be in scope for PMEL.

Annex 3: Indicative questions for component 2
Economies of scale and fostering synergies

1. Does the current structure of thematic blocks (including OGDs) help us achieve economies of scale and synergies across programmes? How are the block structures supporting more joined up working (or not)? How does this look within specific blocks and sectors? Are there synergies across blocks?	Component 2
2. Has the geographic focus which helps us layer efforts, helped to achieve systemic change for longer term impact?	Component 2
3. How far have diplomacy activities and development programmes worked in synergy to achieve development objectives? How successful have these been?	Component 2
4. Are HMG Nigeria’s activities in non-health sectors delivering any returns in health? If so, what do these look like? Are there any opportunities to deliver further health benefits through other sectors in the portfolio? ⁹	Component 2
5. Are there any opportunities to share learning more effectively across blocks or geographies?	Component 1
6. How relevant is the HMG Nigeria strategy to the current and changing context? What synergies exist with the Federal Government of Nigeria and States? Within the wider context, are there any global trends that we are missing?	

Impact

1. Has progress been made in creating change to national/sub-national governance systems in Nigeria? If so, how has this progress been made?	Component 2
2. Within programmes and across the portfolio, what combinations of interventions exist? Which of these lead to governance or systems change? What is the effectiveness of these combinations?	Component 2

⁹ This question was particularly relevant to health given the Best Buy recommendation, but health could be substituted for any other sector.

3. How is FCDO Nigeria’s Social Inclusion Strategy implemented in practice? How pro-poor is FCDO Nigeria’s portfolio: are we targeting the poorest and most vulnerable? Are there any opportunities to better use existing public data to better target our interventions?	Component 1 & 2
4. What do we know about the value for money and/or cost-benefit of each FCDO programme? How do these compare across the portfolio and why? How far is portfolio spend justifiable when compared to the impacts delivered? How does efficiency (in terms of cost-benefit) compare across the portfolio, and at sector and block levels?	Component 2 ¹⁰
5. Can existing data and evidence be verified? Are our results representative of real-world change? How confident are we overall in existing reporting systems?	Component 2
6. How far can change be directly attributed to HMG Nigeria and how confident are we in stating our contribution to change? How does the breadth and quality of evidence for change differ across specific geographic areas or regions? How does evidence of change differ by modality (diplomacy/ programmes), programmes, sectors, or blocks?	Component 2
7. How and why is change being brought about across the strategy, and diplomacy and development as a whole and in select programmes (or blocks or x-strategy priority areas such as building stability and social inclusion and gender? Why are some areas more successful than others in bringing about change? What types of formal and informal economic, social and political institutions do FCDO programmes incentivise?	Component 2
8. Which sustained changes has FCDO-N contributed to significantly over the past 5 years? What are the major factors which influence the achievement or non-achievement of sustained changes post-programme completion?	Component 2

Climate

1. How has International Climate Finance been mainstreamed across our FCDO Nigeria portfolio? How intentional have mainstreaming activities been (i.e. from business case design, or through pivots)? How has this affected the quality of programme design in delivering objectives? What is the efficiency and effectiveness of programme activities in delivering climate benefits?	Component 2
2. How far has the FCDO (and wider e.g. BEIS) Nigeria portfolio taken account of the specific context with regards to designing and mainstreaming climate change activities?	Component 2
3. Have there been any unintended consequences as a result of delivering climate benefits across programmes and departments?	Component 2
4. What types of climate change activities is the HMG Nigeria portfolio undertaking? Are we delivering any “hard” options, and if so, why? How	Component 2

¹⁰ FCDO Nigeria has a Value for Money process which should deliver VfM metrics across all programmes by January 2023. PMEL could do some work to analyse this at the portfolio level, but Economists would still be responsible for driving programme level VfM through quality frameworks and indicators.

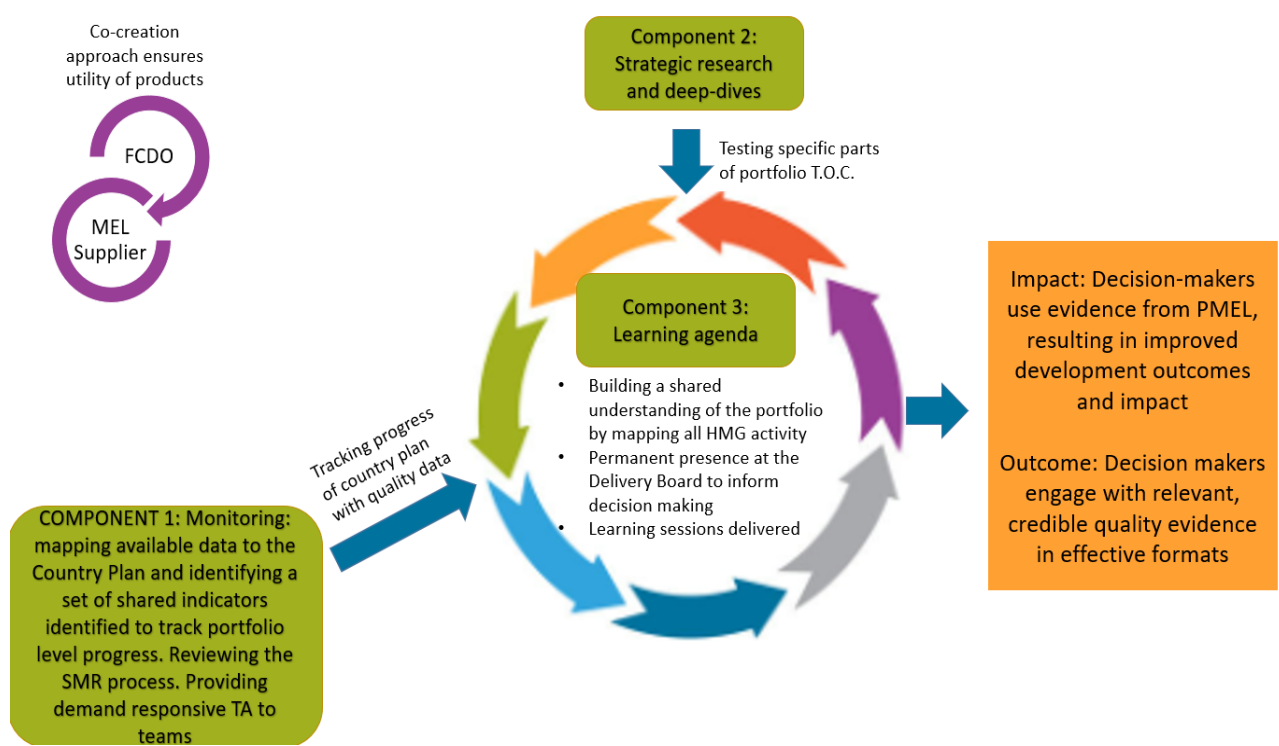
do these different types of activities compare in terms of effectiveness in the Nigeria context? What are the synergies and trade-offs?	
5. How far has the FCDO Nigeria portfolio been climate-risk assessed? For those parts of the portfolio that have included climate risk assessments, have these delivered VfM?	Component 2

Risk mitigation

1. What might the impact of elections be on Nigerian policy? How might this affect our programmes and other activities? How might we prepare for possible future scenarios?	Component 2 or by West Africa Research and Innovation Hub ¹¹
2. How far do programmes and diplomacy take account of the changing context and wills of multiple stakeholders in their activities? Is there anything that can be done to better monitor and review our portfolio in relation to these external factors?	Component 1
3. Are FCDO funds always used for intended purposes? Are we achieving value for money?	Component 1 & 2
4. To what extent can FCDO and partners demonstrate compliance with safeguarding policies? Are there any unintended consequences of FCDO activities which are compromising safeguarding objectives?	Component 1 & 2

¹¹ As per the suggested criteria, questions should be best answered by the PMEL programme and not through other resources. The East Africa Research and Innovation Hub previously led a research programme to inform the impact of and response to the Kenya Elections. Here similarly, academia might be best placed to deliver such a project in which case the Research Hub may have the most relevant suppliers.

Annex 4: PMEL Theory of Change



Assumptions

Outputs to outcome:

	Output	Outcome	Assumptions
Component 1	MEL framework consisting of indicators to track country plan outcomes, value for money, risk, and assumptions		Colleagues across HMG Nigeria are bought into the process, see the benefit, and actively participate in designing the MEL system It is possible to meaningfully measure all prioritised areas of the

		FCDO Nigeria decision-makers have synthesised, relevant, quality evidence to inform decisions	portfolio relevant to delivering ODA
	TA delivers better quality, more comprehensive data for the MEL system		There is enough flexibility within the portfolio to amend or add to data within programmes and other activity
	Rapid reviews of data from the MEL framework synthesised in reports		Colleagues and partners have the time and willingness to engage in increasing the quality of programme level data
			MEL data can be set out in a way which decision makers can engage with to make decisions
Component 2	Portfolio level theories of change established, identifying areas of weak evidence and risk		Monitoring data can be synthesised in a timely way to feed into decisions
	Strategic research, deep-dives and synthesis		It is possible to set out a testable, relevant theory of change at the FCOD Nigeria portfolio level
			PMEL can generate useful, credible, relevant recommendations which FCDO Nigeria have control over and can practically implement
			The criteria for prioritising areas for analysis are the right ones
Component 3			Staff turnover between analysis users and policy makers does not interfere with research uptake
	Technical skills, expertise and knowledge is available to support delivery of PMEL as required		The flexible facility consists of a relevant pool of people with local expertise

From outcome to impact:

FCDO Nigeria decision-makers have synthesised, relevant, quality evidence to inform decisions. Agreed recommendations are implemented resulting in bigger impact of ODA:

- Decision makers can understand how the evidence available can be used.
- The evidence produced is relevant to decision makers and policy priorities.

- Decision-makers have the leadership, enthusiasm, interest, determination and access to power to implement changes recommended or based on the learning produced by PMEL.¹²
- Competing evidence or information received externally to PMEL (but could be internally within FCDO/ HMG), does not supersede that produced by PMEL when decisions are made.¹³
- The political, financial and decision-making climates remain amenable to implementing decisions resulting from PMEL activities¹⁴

Annex 5: 2020/21 FCDO Nigeria Country Plan

An update to the existing 2020/21 FCDO Nigeria Country Plan is expected although specific dates are not confirmed.

According to the 2020/21 Plan, the UK desires a more resilient, stable, healthy and prosperous Nigeria that sees the UK as a strategic peace, trade and economic development partner. The plan was agreed on the back of some of the worst human development indices globally, raging insecurity crises, annual 2.6% population growth and an economy that presents many opportunities for mutual prosperity but with significant structural challenges. It had six goals and 34 KPIs, the goals are related to:

1. Resilient and Productive Economy
2. Effective Humanitarian Response and a Greener and Cleaner Nigeria
3. Open Society
4. Upstream Threats
5. Human Development
6. Bilateral Relations

¹² African Development Bank, (2008), Maximising the Use of Evaluation Findings, accessed 12th March 2022 <https://www.adb.org/sites/default/files/evaluation-document/35880/files/evaluation-findings.pdf>

¹³ Ibid

¹⁴ Ibid

Annex 6: Available Documentation for FCDO Nigeria Programme Portfolio

Programme	Business case	Business case addendum	Theory of change	Logframe	Annual reviews	Other	Notes
Conflict, Stability and Security Fund (CSSF)	✓	N/A	✓	✓	✓	Gender action plan	CSSF MEL for West Africa (not reviewed)
Nigeria Humanitarian and Resilience Programme (HARP)	✓	N/A	✓	TBC	N/A		New programme
Strengthening Peace and Resilience in Nigeria (SPRING)	N/A	N/A	N/A	N/A	N/A		No documentation available at time of review
New Governance Programme	✓	N/A	✓	TBC	N/A		New programme
UK support for Health in Nigeria – LAFIYA	✓	✓ (Super-sub)	✓	✓	✓		Original docs only
Partnership to Engage, Reform and Learn (PERL)	✓	✓	✓	✓	✓		Original logframe only
Partnership for Learning for All in Nigerian Education (PLANE)	✓	✓ (Super-sub)	✓	✓	✓		Original logframe only
Supporting Economic Development in conflict and climate affected regions in Nigeria – Propcom+	✓	N/A	✓	✓	N/A	Cost-Benefit Analysis VfM framework	New Programme

Nigeria Infrastructure Advisory Facility (UK NIAF)	✓	✓	✓	✓	✓	Cost-Benefit Analysis	
Facility for Oil Sector Transparency and Reform II (FOSTER II)	✓	✓	✓	✓	✓		
Powering Economic Growth in Northern Nigeria (LINKS)	✓	✓	✓	✓	✓	VfM framework	

*One programme closure review available rather than annual review

Annex 7 Contract Management KPI Assessment

<u>Key Performance Indicators</u>	<u>KPI Description</u>	<u>KPI % Weighting</u>	<u>Score (1 to 6)</u>	<u>Max. Possible Total Score</u>
Delivery & Quality	1a) Timeliness of milestone delivery to the satisfaction of FCDO. 1b) All programme reports are submitted on time, of acceptable quality to FCDO, and are easily understandable with very little need for comments and revisions.	30		180
2. Financial Management	2a) Robust cost control in line with contract. 2b) Accurate and timely submission of forecasting (within 5%) and invoices. 2c) Maximising Value for Money across inputs, outputs, and outcomes and FCDO's 4E framework through demonstration of effective programme management. VfM analysis to support/accompany regular reporting.	15		90
3. Strategic Partnerships and stakeholder relations	3a) Active engagement of FCDO throughout (engagement coherence and check-in meetings with FCDO stakeholders). Supplier is responsive and flexible to client and stakeholder needs and seeks to align with FCDO priorities. 3b) Dissemination of lessons learned 3c) Active engagement and communication with other FCDO programmes and development partners as appropriate.	20		120
4. Lessons learned, captured and shared	4a) Supplier's management team ability to respond quickly and adapt to the changing contexts or requests within the agreed timeline. 4b) The Supplier's management team responsiveness to FCDO's recommendations based on the findings of the PMEL Reference Group, annual reviews, annual audit reports or evaluation reports. 4c) How well is learning captured and shared	20		120
5. Safeguards & crosscutting priorities	5a) Evidence of effective integration political economy considerations into programme and contract interventions. 5b) Evidence of effective integration of gender and social inclusion into programme and contract interventions. 5c) Safeguarding against sexual exploitation, abuse and harassment policies are in place	15		90
	TOTAL	100	-	600

KPI Scoring Mechanism

Rating	Definitions
6	Responsibilities delivered with a high level of efficiency and effectiveness. Supplier proactively taking steps to achieve outcomes according to contracted responsibilities
5	Responsibilities delivered with a high level of Efficiency and effectiveness
4	Minor effort required to improve delivery of one or more contracted responsibilities.
3	Effort needed to deliver contracted responsibilities.
2	Major effort needed to deliver contracted responsibilities. Significant effort required from FCDO where service provider is not delivering.
1	Serious under performance. Not meeting most contract deliverables.