



Foreign, Commonwealth & Development Office



Section 4 Appendix A

CALLDOWN CONTRACT

Framework Agreement with: Montrose International LLP

Framework Agreement for: Independent Monitoring and Process Evaluation
Regional Framework Agreement (IMPERFA)

Framework Agreement Purchase Order Number: 7930

Call-down Contract For: Programme Level Monitoring & Evaluation (M&E) of FCDO funded Education Technical Assistance (TA) to General Education Quality Improvement Program for Equity (GEQIP-E) in Ethiopia (**Abbreviated to TARGET M&E**)

Contract Purchase Order Number: PO10074

I refer to the following:

1. The above-mentioned Framework Agreement dated 29th November 2019;
2. Your proposal of 20th July 2021

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 23rd August 2021 ("the Start Date") and the Services shall be completed by 31st December 2022 ("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 Ethiopia, Ministry of Education (MoE), Regional Education Bureaus (REBs) and the Technical Service Provider (TSP) implementing TARGET (the "Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed £399,981 ("the Financial Limit") and is inclusive of any government tax, if applicable as detailed in Annex B.

4. REDACTED

5. Officials

FCDO



Foreign, Commonwealth & Development Office



REDACTED

Montrose International LLP

REDACTED

6. Key Personnel

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

REDACTED

7. Reports

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

8. Duty of Care

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

- 8.1 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.
- 8.2 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:
- 8.2.1 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;
- 8.2.2 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.
- 8.3 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.
- 8.4 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.
- 8.5 Where FCDO is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

9. REDACTED



Foreign, Commonwealth & Development Office



10. Named Sub-Contractor

10.1 Lamp Development Organisation Limited

11. Call-down Contract Signature

11.1 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.

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
The Secretary of State for Foreign,
Commonwealth and Development Affairs

Name:

Position:

Signature:

Date:

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

Name:

Position:

Signature:

Date:

[

Terms of Reference

Programme Level Monitoring & Evaluation (M&E) of FCDO funded Education
Technical Assistance (TA) to General Education Quality Improvement Program for
Equity (GEQIP-E) in Ethiopia
(Abbreviated to TARGET M&E)
PROJ10193

Contents

Terms of Reference	1
Programme Level Monitoring & Evaluation (M&E) of FCDO funded Education Technical Assistance (TA) to General Education Quality Improvement Program for Equity (GEQIP-E) in Ethiopia.....	1
PROJ10193	1
1. Introduction	2
2. Objectives.....	3
3. The Recipient	3
4. Scope of Work.....	4
5. Context.....	5
6. Requirements.....	6
7. Roles and Responsibilities	8
8. Staffing Skills and Qualifications	9
9. FCDO co-ordination, management and stakeholder engagement	9
10. Reporting.....	9
11. Timeframe, budget and extension options.....	9
12. Constraints and dependencies.....	10
13. Scale up/Scale Down	10
14. Duty of Care	10
12. Safeguarding Considerations	11
13. Risk	11
14. UK Aid Branding	12
15. Transparency.....	12
16. Ethical Principles	12
17. Background on GEQIP-E	13
18. General Data Protection Regulation.....	14

1. Introduction

The Foreign and Commonwealth Development Office (FCDO) has engaged Montrose International LLP (referred to as 'The Supplier' and 'The M&E Supplier' throughout the remainder of this document), to design and implement a comprehensive monitoring and evaluation (M&E) strategy for the remainder of FCDO's Technical Assistance to Reinforce GEQIP-E Ethiopia (TARGET). The UK's business case to provide £110 million to Ethiopia's General Education Quality Improvement Programme for Equity (GEQIP-E) is composed of a £90 million Financial Aid (FA) and £20 million Technical Assistance (TA) and was approved in March 2018. The FA contributes to a Multi-Donor funded operation aimed to materialize the Government of Ethiopia's (GoE) GEQIP E programme, through a Programme for Results (PforR) managed by the World Bank. The FCDO manage the TA to Reinforce GEQIP-E in Ethiopia (TARGET), this is implemented by Education Development Trust (EDT), who work to amplify the impact of the FA.

The TA works with the Government of Education at Federal, Regional, Woreda and school levels to addresses systemic challenges by focusing on four key task areas. They are:

- Task 1: Support a delivery approach at federal, regional and woreda level, through developing measurable targets, clear priorities and instilling accountability to improve performance of the education system
- Task 2: Establish a professional and practice-oriented education leadership training in Ethiopia by reforming the national training system.
- Task 3: Transform the role and build capacity of current education leaders through a reformed Inservice school leadership development system, to improve instructional leadership, teacher performance, community participation, inclusive practices and ultimately improve school performance. This includes piloting ideas on improving performance in the lowest achieving schools in target areas.
- Task 4: Improve monitoring, evaluation, research, data and learning to allow for ongoing analysis and improved decision making in the education system.

These focus areas aim to improve the overall equity, quality and efficiency of the general education system, as set out by GEQIP-E in a sustainable and transformative way. The M&E Supplier will assess the performance of TARGET at various points throughout implementation. The aim will be for this to; enable TARGET to ensure their support enhances performance of GEQIP-E; measure the contribution of TARGET to GEQIP-E overall; and evaluate the impact of TA on learning outcomes, equity and efficiency of education in Ethiopia.

2. Objectives

The Supplier will provide M&E support to TARGET. This will include advice, support and quality assurance to enrich TARGET's own M&E activities and support to TARGET to make decisions based on systematically collected data. The Supplier will also provide an independent verification of TARGET's activities and milestones. More broadly, the M&E process will not only evaluate the TARGET's impact on delivering GEQIP-E, but also provide lessons learned on what works in terms of TA in Ethiopia and education TA in general.

Objectives 1-3, outlined below, will aim to both test TARGET's ability to deliver on their four task areas to support the expected GEQIP-E results listed below and in the business case. This will feed into the narrative on the relevance, effectiveness, efficiency, impact and sustainability of FCDO's TA to GEQIP-E.

The objectives/tasks for the M&E Supplier are:

- 1) Develop a comprehensive Monitoring and Evaluation strategy for the GEQIP-E TA, including a rigorous methodology to test TARGET's contribution to the programme Theory of Change and Value for Money (VfM), as well as a clear work plan including how and when to communicate lessons learned to all stakeholders during implementation to facilitate an adaptive programme approach.
- 2) Enrich TARGET's approach to M&E, including their baseline and M&E strategy.
- 3) Verify the validity of results posted by TARGET at set points during implementation.
- 4) Advise on the continued relevance of TARGET's interventions vis-à-vis the Programme Theory of Change, on whether it leads to achieving the broader outcome and impact of GEQIP-E and adapt this where necessary.
- 5) Measure the contribution of TARGET to GEQIP-E implementation and delivery including specific outputs in the FCDO's GEQIP-E logframe.
- 6) Evaluate the impact of TA on learning outcomes, equity and efficiency in Ethiopia (including a disaggregated assessment of impact on learning outcomes of different vulnerable groups), tracking student attendance and undertake a VfM analysis using this assessment.

The expected results of the GEQIP-E programme, as outlined in FCDO's Business Case include:

- Improved learning outcomes for around 1,035 million students – half of whom are girls - and career guidance at primary and secondary schools for effective transition to the labour market and further education.
- Improved skills and competences of over 125,000 teachers and head teachers;
- Upgraded leadership, accountability and performance of at least 9,000 worst performing schools, including through a “delivery” approach, supported by the Prime Minister's office;
- Reduced inequity in education participation and achievement through pre-primary expansion, better education for girls, refugees, and up to 24,000 students with special needs.
- Improve efficiency and performance of the education system, measured by an increase in grade 8 completion rate (24%), reduced primary dropout (15%) and repetition (5%).
- Increased non-salary expenditure by government from £120m to £230m p.a
- Increased enrolment in Grade 2 and increasing retention to Grade 5.

3. The Recipient

FCDO Ethiopia, Ministry of Education (MoE), Regional Education Bureaus (REBs) and the Technical Service Provider (TSP) implementing TARGET are the main recipients of the final products and deliverables. Reports will also be shared with MDTF partners where relevant. The end line report

should be suitable for wider sharing with stakeholders and interested parties within the international community supporting TA.

4. Scope of Work

FCDO's Education Policy "Get Children Learning" emphasises that business as usual will not increase learning, instead evidenced based innovation and reform is essential. This M&E work will be able to provide valuable learning on 'what works'. This will include: how FCDO can cost effectively provide and use Technical Assistance to improve learning outcomes, equity, and system efficiency. Given the synergy between GEQIP-E and the "Leave No One Behind" agenda, this M&E work will offer a valuable assessment of the differential impact of the programme on girls and children with disabilities.

The Supplier will need to provide both accountability to FCDO in terms of TARGET's performance and provide support, learning and recommendations directly to TARGET itself. The Supplier will assess TARGET's progress against the broader theory of change and relevant GEQIP-E logframe output areas.

The scope of the M&E should include activities that:

- Advise on the viability of the M&E strategy and baseline proposed by the EDT during the first 2 years of their support, including advice and support for TARGET on how to strengthen their own M&E for the remainder of their contract.
- Assess TARGET's progress towards impacts, outcomes, and the critical enabling and constraining factors, including the progress towards FCDO's Theory of Change and advising on log frame revisions as necessary.
- Share learning about what is working/has worked well in which contexts and why including any further lessons learned which may affect the ongoing implementation of this TA programme or development/design of future programmes. This may include the intended and unintended outcomes of TARGET programme
- Assess the effectiveness of the TA support, including cost-effectiveness of TARGET programme and how the intervention presents value for money.
- Support independent verification for the outcome oriented (payment by results) milestones

To respond to the listed expected results as well as TARGET's key task areas, the evaluation of the performance and effectiveness of TARGET element will focus on the following questions:

- *What is the impact of TARGET in terms of improving equity, especially in relation to gender and disability?*
- *How has TARGET contributed to the ultimate aim of GEQIP-E to: raise learning outcomes in general education; increase equitable completion rates in primary education; and improve efficiency in the system?*
- *To what extent has TARGET developed sustainable federal, regional and woreda level capacity in delivery, leadership and data utilisation?*
- *What is the impact of school leadership interventions on school performance, classroom practice, learning and inclusion?*
- *Which interventions have supported low performing schools to improve and how?*
- *How has the education delivery approach supported a transformative focus on learning outcomes as well as the delivery of GEQIP-E's Disbursement Linked Indicators (DLIs) and Key Performance Indicators (KPIs)*
- *To what extent has TARGET improved access and use of data and evidence at all levels of government? How is this supporting the most marginalised?*

- *How has TARGET responded flexibly, pragmatically and rigorously to the emerging demands of GoE and in line with GEQIP-E outcomes? What is the wider impact of this support?*
- *How has TARGET adapted to C-19 and support the response to C-19.*

TARGET interventions will give emphasis to the ‘emerging’ regions: Afar, Benishangul Gumuz, Gambella and Somali regions. The challenges involved in working in these contexts will need to be considered carefully as part of the scope of the Supplier, in order to design the most appropriate approach to meet the objectives.

The M&E Supplier will propose rigorous, feasible indicators and methodologies to meet the scope, as well as propose appropriate systems for the feedback of learning into the ongoing TA programme implementation to GEQIP-E.

5. Context

Ethiopia is a large and diverse country. It is divided into nine decentralised regions and two city administrations, with over 80 languages spoken nationally. There are over 36,000 primary schools but fewer than 4000 secondary schools. Over 90 per cent of all schools are government schools and all are supported through GEQIP-E. TARGET will reinforce GEQIP-E as a whole but will also focus on supporting both the emerging regions and the lowest performing schools.

Since the early 1990s, primary school net enrolment has risen from 20% to 93%. In this time, the population has doubled to 104 million with 44% of the population now between the ages of 0-14 years old. Ethiopia has produced a remarkable expansion of access and opportunity in primary education. This expansion has increased equity, but early gains are slowing and that progress through grades is slow and intermittent, particularly among children from the most disadvantaged groups. Only one in four rural girls complete primary school and only 9.8% and 2.8% of children with disabilities are accessing primary and secondary education respectively. Children are learning over time, but performance levels are substantially lower than the curriculum would expect, damaging prospects for mid-level skills development. The challenge for Ethiopia is how to provide quality education for all, especially for disadvantaged and marginalised students, in a system that has undergone such rapid transformation. Therefore, the focus of GEQIP-E is to improve quality, equity and efficiency of the education system and as such, a Payment for Results (PforR) modality was selected. This is the first time this modality has been used with the Ministry of Education in Ethiopia and TARGET’s work on delivery will aim to strengthen this approach.

The UK previously supported GEQIP I (2009 -2013) and GEQIP II (2013 – 2019). The UK’s TA to GEQIP II, Quality Education Strategic Support Programme (QESSP) was implemented by the British Council. There are a few key differences between TARGET and QESSP. Firstly, TARGET intervenes more at the grassroots including a TA presence at regional level and with key institutions such as universities and agencies. Secondly, TARGET interventions are set to entirely amplify the FA results. Thirdly, TARGET has been designed to respond to the long term demands of MoE leaving a relatively small remaining allocation to respond flexibly to short term demand from the MoE, unlike QESSP, which was largely demand driven.

The main donors supporting education in Ethiopia are World Bank, UNICEF, USAID, UK, Finland, Norway and JICA. Global gold standard education research in Ethiopia such as Young Lives, Research on Improving Systems of Education (RISE), Early Learning Partnership are starting to close the evidence gap on what works to improve education in Ethiopia.

6. Requirements

6.1 Methodology

The Supplier will develop a complete M&E strategy for TARGET which will track and demonstrate its results, impacts, value for money and lessons learned by building on the work done by EDT so far. The Suppliers proposal will provide a strategy that meets the specific needs of this programme. Including but not limited to:

- 1) Address the challenge of linking specific institutional results delivered by TARGET to actual results in terms of children's learning, educational equity and efficiency.
- 2) Link the results of TARGET with the Ethiopia Government's strategy, including the 2030 Roadmap and ESDP VI.
- 3) Provide a clear mechanism for feeding learning derived from M&E into the ongoing programme, GEQIP-E and future support to GEQIP-E.
- 4) Explore effective integration of inclusion, such as children with disabilities, pastoralist children and rural girls, in its programming and M&E undertakings
- 5) Explore the cross-cutting issue of gender in particular, as part of the evaluation.

6.2 Learning from M&E for TA programmes

Measuring impact of TA programmes such as TARGET may be challenging. The methodology and indicators should reflect current developments in measuring quality, equity and efficiency of education as well as capacity building. These methods could include both quantitative and qualitative approaches. Innovative approaches are welcomed, though these must be both methodologically and intellectually rigorous and feasible.

Indicators to best capture the behaviour change, soft skills and process change central to the work of TARGET should be explored. Methods should enable the M&E to support TARGET to be adaptive as well as measure the catalytic nature of this TA, and future TA in education and/or Ethiopia.

The methodology proposal should include:

- Approach to validating and improving the existing baseline developed by TARGET. This will include an assessment of existing data available to construct a robust baseline and evaluation. This will include available secondary data as well as primary data collected or planned for as part of TARGET's baseline and any primary data collection that will need to be carried out by the Supplier in order to verify or strengthen the evaluation of TARGET activities.
- Inclusion of a counter-factual or comparator to the extent possible or an alternative methodology to assess contribution of TARGET to programme results;
- Definition of quantitative and qualitative tools to collect and support rigorous analysis of the data;
- Definition of sample size, sampling methodology and justification for sampling strategy including independent verification of the outcome-oriented milestones
- Disaggregation of data by sex, ethnicity, disability and income levels.

6.3 As part of tender proposal, the Supplier should outline:

- the evaluation questions and detail the range of rigorous and innovative indicators and methodologies for data collection and analysis which will best answer the evaluation questions.
- details of secondary data sources to be used and assessment of their limitations and mitigating actions to be taken as a result

- A clear work plan for taking forward the work, including how to capture examples of best practice and regularly feed in lessons learned to support TA to achieve full potential
- Identify essential and potential stakeholders, interviewees and target groups identified, including a clear process of how they will be mapped and their roles as sources of evaluative evidence noted.
- How M&E of value for money will be incorporated beyond a descriptive assessment of overall results and impact. For example, using the new Building Evidence in Education Cost Measurement Guidance Note. This should examine whether UK is reaching the intended target with the right level of support as per the objective of the programme, at the right time, and at reasonable overhead.

6.4 Deliverables (August 2021 – December 2022)

The Supplier will be expected to produce:

- Advice on how to strengthen the baseline
- A light touch mid-term evaluation
- Fully fledged end term evaluation
- six monthly light touch reports on progress, including verification of TARGET milestones. These may have a thematic focus but this will be defined in collaboration through the steering board with FCDO and TARGET throughout implementation.
- Final evaluation report bringing together key lessons from previous reports. This can then be published and accessible on devtracker and pull out broader lessons about TA.

Work should be aligned to feed into FCDO processes such as annual reviews and the final Project Completion Report where possible. In addition, they will provide biannual verifications on specific components of TARGET to provide lesson learning opportunities where possible. Key areas of interest will be the delivery programme and the leadership programme, and ultimately the impact of both of these interventions on learning outcomes, equity and improving efficiency of the education system. In addition to suggestions from the Supplier, assessments will be informed by TARGET's inception report, the GEQIP-E PAD, FCDO's Business Case and log frame, TARGET's bid, World Bank GEQIP-E Aide Memoires, Annual CSA verification reports. and will document best practice, collate lessons learnt, and quality assure M&E reports provided by the Supplier

Table 1

Deliverables	Indicative Completion Date	Format	Recipient
Provide inputs to strengthen methodology of the TARGET's own M&E framework and plans	August/ Sept 2021 (depending on start date)	Report	FCDO Ethiopia, MoE and TARGET
Fully-fledged midline	October 2021	Report	FCDO Ethiopia, wider FCDO MoE and TARGET
Feed into annual review	November 2022	Discussion	FCDO Ethiopia
Light touch actionable 10-15-page evaluation findings to verify milestones / specific areas of interest.	March 2022	Report	FCDO Ethiopia, MoE and TARGET
End term evaluation	December 2022 /extension dependent	Report	FCDO Ethiopia, wider FCDO MoE and TARGET

A lessons learned document on the process and methodologies for providing M&E to education TA	December 2022 2022 /extension dependent	Report	FCDO Education Cadre, Education partners
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6.5 Verification process and Payment

The performance of the Supplier will be monitored by FCDO throughout the contract term. Payments will be made biannually; fees will be paid upon 100% achievement of deliverables demonstrated in the biannual narrative and financial reports, and expenses will be reimbursed on actual costs incurred. Payment will be released upon FCDO's approval of satisfactory completion of the deliverables, and submission of accompanying financial reports. If there are issues on the quality of delivery, it will be discussed at the earliest opportunity with the supplier and clear direction will be given and is expected to be adhered to by the supplier.

6.6 Implementation and performance requirements

At the outset, the Supplier shall meet the FCDO Ethiopia team, TARGET team, and any other key stakeholders by phone or video conference. They will engage with Donor Partners (DPs) in the MDTF including the World Bank and Finland to understand the links between FCDO's TA, GEQIP-E FA, as well as the World Bank TA, Finnish TA and their monitoring and evaluation processes. The Supplier shall engage with the Central Statistics Agency (CSA), National Learning Assessment (NLA), National Education Assessments and Examinations Agency Ethiopia (NEAEA), EMIS, the Ethiopian Development Research Institute (EDRI), Research on Improving Systems of Education (RISE) Ethiopia, the Ministry of Education (MoE), Regional Education Bureaus (REBs) and the Supplier implementing the GEQIP-E midline and end line evaluation, to facilitate access to current data and research that strengthens the monitoring and evaluation of GEQIP-E TA.

7. Roles and Responsibilities

TARGET will receive payments from FCDO based on meeting specific KPIs and milestones. The Supplier will act as a rigorous independent accountability mechanism to feed into the process of assessing whether the TARGET Supplier is meeting agreed milestone targets and Key Performance Indicators (KPIs), as stated in the contract.

As an independent body, the Supplier will verify the results posted by TARGET itself. The Supplier will engage with the monitoring activity within TARGET programme to find opportunities for synergy, particularly in terms of feeding into evaluating against the theory of change, indicator design and data collection strategies.

Included in the tender proposal, the Supplier will explain how the evidence they generate will feed into TA learning. This close cooperation will be explicit within contracting arrangements of TARGET supplier as well as the Supplier.

The Supplier will engage closely with RISE Ethiopia, a multi-year FCDO funded global research programme researching education reform in Ethiopia and identifying lessons learned from GEQIP-E. The Supplier will engage with the GEQIP-E midline and end line evaluation. The Supplier has a clearly differentiated remit in that it will provide an independent evaluation of TARGET's contribution to GEQIP-E results.

8. Staffing Skills and Qualifications

The Supplier will provide a team which can deliver the proposed methodology. The Supplier will recruit and retain a high-quality team of experts with the relevant skills and expertise in a range of disciplines.

9. FCDO co-ordination, management and stakeholder engagement

The Supplier will report to the FCDO programme team and Education Advisers in the FCDO Ethiopia Human Capital Development Team. The overall coordinator of the work will be the Deputy Programme Manager.

The Supplier will need to identify and ensure clear communication with TARGET from the outset to clarify and agree Supplier and TARGET's roles and responsibilities in terms of both support to TARGET and monitoring of TARGET.

A steering group will be established, which will include TARGET representatives, to provide opportunities for engagement between TARGET and the Supplier. The steering group will provide independent advice and assessment on the M&E strategy and methodologies.

10. Reporting

The Supplier will report to FCDO Ethiopia Programme Manager and SRO.

The Supplier will require FCDO's approval for all strategic decisions including budget reallocation, reprogramming or milestone revision, and changes in key personnel. In case of uncertainty, the Supplier will ask FCDO advice for the right approach to follow.

The Supplier must work coherently at every stage of implementation with TARGET and where appropriate with the key directorates and units of the Federal Ministry of Education (FMoE), the Regional education bureaus and their GEQIP-E teams, training institutions, delivery units, schools, the World Bank and RISE.

The Supplier will submit biannual progress reports to FCDO Ethiopia alongside light touch quarterly updates if and where appropriate. The content of the report will be agreed during the first month of contract commencement. The performance of the Supplier will be monitored by FCDO through biannual meetings and annual reviews. This will be informed through a bi-annual and annual reports provided by the Supplier. See Deliverables section to see list of all technical reports, to whom and the frequency. In addition, the Supplier will provide financial reporting to FCDO at the end of the first two deliverables and then provide financial reporting going forward to align with biannual progress reports. The exact timing of financial reporting and payments will be agreed with FCDO and the Supplier during the first month of the contract.

11. Timeframe, budget and extension options.

The total budget for the independent M&E is £399,981. This is inclusive of any logistical support and provision for travel and in-country appointments. The timing for the contract will be August 2021 to December 2022.

There will be breakpoints for the Supplier after each of the first two deliverables; strengthening TARGET's own M&E and a fully-fledged midline, as detailed at Paragraph 6.4 Table 1 . Continuation

of the service after this period will be based on 1) agreement of the Supplier's deliverables and on satisfactory performance and the progress of the Supplier against the specified outputs. 2) TARGET's continued contract following each Annual Review.

This contract includes an option for up to a 20-month extension after December 2022 and an additional budget up to £250,000. Any extension is subject to continued need, extension of TARGET, availability of funding, and satisfactory performance of supplier programme.

12. Constraints and dependencies

There is a breakpoint in TARGET following annual review each year. At each breakpoint, FCDO Ethiopia will formally review the performance of TARGET against the identified KPIs to assess whether it should continue. TARGET is closely linked and aligned to GEQIP-E more broadly. Therefore, changes to the GEQIP-E programme as a whole, including the restructuring of DLIs, may impact TARGET and subsequently this M&E contract.

Covid 19 and political events such as a general election and current unrest may also impact the ability of TARGET to deliver and impact the M&E contract. If such unforeseen circumstances occur, this may lead to delays on the M&E activities.

13. Scale up/Scale Down

The Supplier shall commit to being fully prepared in the event any decision is made to scale up (increase) or scale down (decrease) the scope of the programme.

14. Duty of Care

The Supplier is responsible for the safety and well-being of their personnel and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property. All duty of care, transport, translation and logistical support, office space, and insurances will be the responsibility of the Supplier. The respective BE Programme Offices will share available information with the Supplier on security status and developments in-country where appropriate.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their personnel working under this contract and ensuring that their personnel register and receive briefing as outlined above. Travel advice is also available on the BE website (<https://www.gov.uk/foreign-travel-advice/ethiopia>) and the evaluation Supplier must ensure they (and their Personnel) are up to date with the latest position.

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, considering the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments).

Bidders must develop their proposals on the basis of being fully responsible for Duty of Care for the duration of the Contract, in line with the details provided above. Bidders 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.

Acceptance of responsibility must be supported with evidence of capability and FCDO reserves the right to clarify any aspect of this evidence. In providing evidence Tenderers should consider the following questions:

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

If a bidder 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.

12. Safeguarding Considerations

The Supplier must have safeguarding policies and procedures in place to ensure that every child, regardless of their age, gender, religion or ethnicity, can be protected from harm. The policies must expressly prohibit sexual exploitation and abuse and procedures must outline how to address reports of such acts. The Supplier must set out an appropriate process for obtaining ethical consent from those involved in the fieldwork. They should also specify how they have considered the “do no harm” principal in their planning.

13. Risk

The overall risk level is *major*. The programme will be implemented in Ethiopia’s rapidly changing context and success depends on GoE’s sustained political commitment and institutional capacity, the delivery capacity of Education Development Trust (the lead implementing partner for TARGET) and joined up effort with other key stakeholders (other donors, etc.). Risks will be assessed rigorously throughout implementation through regular, joint missions, realistic results, strong management of procurement and by complying with the ProF ruleset

The Supplier’s proposal should set out their fraud and safeguarding mitigation strategies including internal risk management and reporting systems. Suppliers should include in their bids the key risks that they perceive and how they plan to manage and mitigate them. These risks should be presented

in a risk matrix, including the level of risk and how they plan to identify, monitor and respond to these challenges

14. UK Aid Branding

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

15. Transparency

FCDO has transformed its approach to transparency, reshaping our own working practices. FCDO requires Suppliers receiving and managing funds, to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners.

It is a contractual requirement for all Suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this FCDO – further IATI information is available from;

<http://www.aidtransparency.net/http://www.aidtransparency.net/http://www.aidtransparency.net/http://www.aidtransparency.net/>

16. Ethical Principles

It is a requirement that all FCDO evaluations comply with [FCDO's Ethics Principles](#). Proposals and tenders to conduct research or evaluations should include consideration of ethical issues and a statement that the researchers will comply with the ethics principles. This assurance will then be contractually binding. Treatment of ethics will be included in the assessment of Proposals. In practice this will involve:

- Considering whether external ethics approval is needed
- Ensuring that the research will not cause harm to participants
- Ensuring participation is voluntary
- Ensuring confidentiality is protected
- Taking account of international and local legislation
- Checking research and evaluation designs respect gender and cultural sensitivities
- Ensuring data is stored securely and safely
- Publication of research findings
- Protecting the independence of research and evaluation
- Seeking to ensure participation of marginalised groups.

17. Background on GEQIP-E

GEQIP-E reforms follow on from GEQIP II (2013-2019) and GEQIP I (2009 – 2013). Earlier GEQIP reform focussed on access and availability of inputs. While GEQIP-E now focusses on equity, efficiency and quality.

GEQIP-E was launched in July 2018 by the Ministry of Education together with the World Bank and other Development Partners (DP) including UK Department for International Development (FCDO), Finland Ministry for Foreign Affairs, and United Nations Children’s Fund (UNICEF). The Multi Donor Trust Fund (MDTF) is managed by the World Bank and FCDO is the largest donor after the World Bank, contributing £90 million of financial assistance to the MDTF over four years. GEQIP-E is a results-based programme and uses a Programme for Results (PforR) instrument to release funding. In late 2019 there will be a light touch restructuring process, which will involve revisiting and agreeing future Disbursement Linked Indicators (DLIs) as well as receiving Additional Financing from the Global Partnership for Education (GPE). The KPIs for GEQIP-E are:

- (i) KPI 1: Improvement in Grade 2 to Grade 1 enrolment ratio nationwide (disaggregated by gender); linked with Results Area (RA) 1 (has 3 IRIs)
- (ii) KPI 2: Improvement in Grade 5 survival rate nationwide (disaggregated by gender); linked with RA1 (has 2 IRIs)
- (iii) KPI 3: Improvement in girls-boys ratio in Grade 8 in Afar, Somali, and Benishangul-Gumuz; linked with RA2 (has 2 IRIs).
- (iv) KPI 4: Improvement in Gross Enrollment Ratio of Grades 1-8 in Afar, Somali, and Benishangul-Gumuz (disaggregated by gender); linked with RA2 (has 4 IRIs)
- (v) KPI 5: Improvement in Grade 2 learning outcomes in Mother Tongue Reading in Phase 1 schools (disaggregated by gender); linked with RA3.
- (vi) KPI 6: Improvement in Grade 8 learning outcomes in English and Mathematics in Phase 1 schools (disaggregated by gender); linked with RA3 (has 6 IRIs)

There is an Education Technical Working Group (ETWG) for the Ministry of Education and Donor partners, which meets regularly and is currently co-chaired by FCDO and Finland. There are also active task forces as part of GEQIP-E, focussing on equity, quality and efficiency and a steering committee for GEQIP-E which has met once and hopes to meet more regularly. TARGET will be fitting into these structures where appropriate.

The Supplier for TARGET, EDT, was contracted 1 August 2019 after a rigorous bidding process. This is a new supplier to Ethiopia, however the subcontractors have embedded in Ethiopia for some time. Education Development Trust has a 50-year track record in global education reform in over 91 countries, with over 20 years’ experience in Sub Saharan Africa. It has expertise in school leadership (the FCDO funded Building Learning Foundations programme in Rwanda) as well as a track record of impact providing Technical Assistance (the very successful Girls Education Challenge project in Kenya).

The sub-contractors are:

- a. Link Community Development International, a Scottish based charity that specialises in education in sub-Saharan Africa. They will help deliver specialist knowledge to deliver one of the main tasks of GEQIP-E focussing on models for community engagement, inclusion, teacher performance management and school improvement planning.
- b. Ethiopian Center for Disability and Development (ECDD), an Ethiopian charity that addresses the challenges of more effectively meeting the needs of persons with disability in Ethiopia. They will contribute technical expertise on disability issues through promotion, facilitation and implementation of equity and disability inclusive approaches.

Only 18 of the 51 roles are International and the team predominately consists of local Ethiopian staff. The model is designed to ensure that the long-term transfer of skills by upskilling local staff, will raise the overall return to the Ethiopian market.

[18. General Data Protection Regulation](#)

Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Appendix 7 and the standard clause in section 2 of the Framework Agreement.

Appendix A: Annex A (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> <ol style="list-style-type: none"> 1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the Framework Agreement) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of Personal Data necessary for the administration and / or fulfilment of this contract. 2) For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this project and so FCDO shall not be a Processor in respect of Personal Data necessary for the administration and / or fulfilment of this contract.