Foreign, Commonwealth & Development Office

UKaid
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CALLDOWN CONTRACT

Framework Agreement with: **Oxford Policy Management Limited (OPM)**

Framework Agreement for: **IMDP Lot 13**

Framework Agreement Purchase Order Number: PO8373

Call-down Contract For: **Data and Research in Education (DARE)**

Contract Purchase Order Number: **TBC**

I refer to the following:

1.   The above-mentioned Framework Agreement dated **May 2019**

2.   Your proposal of **8/11/2021** and subsequent agreed amendments made due to the delays in contract commencement

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 **17th July 2023** ("the Start Date") and the Services shall be completed by **16th January 2026** ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

1.2   The contract may be extended subject to extension of the business case, to be considered only if programme conditions require and allow. This could be up to 20% of the programme original cost, totalling a maximum of ████████, and for up to an additional 3 years, only if required and sanctioned by FCDO. For absolute clarity, we reserve the right to extend the contract by up to 3 years but this may or may not include an increase in the available budget.

1.3   **Break Points**: the programme will include two break points – one at the end of inception phase (October 2023), and another after two years of the programme (June 2025). The inception and mid-term report will be reviewed by FCDO. Continuation following a review point will be subject to the satisfactory performance of the Service Provider during the preceding period, and the continuing needs of the programme.

2.   Recipient

2.1   FCDO requires the Supplier to provide the Services to the British High Commission, Islamabad ("the Recipient").

3.   Financial Limit

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

4.   Officials

FCDO

4.1   The Contract Officer is:

████████
████████████████

4.2   The Project Officer is:

████████
████████████████

Supplier

4.3   The Contract Officer is:

████████████
████████████

4.4   The Project Officer is:

████████
████████████

5.   Key Personnel

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

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████████████████████████████████████
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6.   Reports

6.1   The Supplier shall submit project reports in accordance with the Terms of Reference and following agreement during the Inception Phase.

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7. Duty of Care

7.1 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 HMG 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.

8. Limitation of Liability

8.1 The Supplier's limit of liability shall be as provided for in Clause 35.2 of Section 2 (Standard Terms and Conditions) unless a different amount is provided for below in which event that different amount shall apply.

9. Monitoring of Call-down Contract Performance

9.1 The Supplier shall comply with the performance monitoring conditions set out in Annex A.

10. Commercial Caveats

10.1 The following commercial caveats shall apply:

- Fees will only be paid for productive days or whilst travelling at FCDO's request.

- FCDO will not pay for a day of rest following travel, either Overseas or in the UK.

- FCDO will only pay for security services which have been mutually agreed in advance and at cost.

- Rented accommodation should be used whenever possible and in particular for Long Term visits.

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- Hotel accommodation should be compliant with the expenses policy and justified on the basis of Value for Money, with costs kept to a minimum.

- Receipts must be retained for all expenses.

- As detailed elsewhere in the tender documents, FCDO will only pay for expenses e.g. travel, subsistence and accommodation at actual cost within the pre-agreed policy.

11. ██████████████████████████████████

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12. **Call-down Contract Signature**

12.1 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.

For and on behalf of
The Secretary of State for Foreign,
 Commonwealth and Development Affairs

Name: ████████████

Position: Commercial Head of Humanitarian and Business Partner for MENA, AFPAK and EECAD

Signature:

Date:

For and on behalf of

Oxford Policy Management Limited

Name:

Position:

Signature:

Date:

September 2020

**Data and Research in Education (DARE) Terms of Reference (ToR)
PROJECT ID: PROJ 10208**

Contents

Introduction

1. These terms of reference (ToR) outline the requirements for a Service Provider (SP) to deliver the research objectives (outcome 2) of the Data and Research in Education' (DARE) programme. They outline the objectives of the research component of the programme, requirements for delivery and expectations of the implementing partner(s).

Background to the DARE programme

2. In Pakistan, over 20 million children are not enrolled in school, with nearly 50% of school-age girls not attending school. For those who do go to school, Pakistan's education system does not help them to learn enough: the average child attends school for 8.8 years but achieves only 4.8 years of learning.[3] The spread of COVID-19 presents further unprecedented challenges. Significant learning loss as a result of school closures, existing inequality is anticipated to increase and children from vulnerable communities are likely to drop out of school in the long-term as a result of increased economic and social barriers, including child labour and child marriage. Together this constrains human capital development and hinders Pakistan from achieving provincial, national, and global education goals, and pursuing the Leave No Girl Behind agenda.

3. These challenges are the culmination of a wide-range of factors: insufficient resources and poor utilisation of available resources; supply-side constraints in available school places; demand-side challenges to access, including cultural barriers to girls' access to school; a complex political economy with a tumultuous recent history, compounded by contentious federal governance dynamics; and weak accountability throughout the system. Effective responses to these challenges remain elusive, in part, due to insufficient access to – and understanding and use of - quality and timely education data and evidence to understand the nuance of the problem and develop effective responses. While not suggesting a lineal relationship of "more and better evidence" leading to "better ideas" and therefore "better outcomes", DARE's research component aims to improve the reciprocal and mutually beneficial relationship between producers and consumers of data and research evidence, in pursuit of improved education outcomes.

4. To address the challenges outlined above, DARE is designed to achieve two main outcomes:

    i. **Outcome 1:** Pakistan has a strengthened national education data system, in which quality data is produced by government, made publicly available and is used by government at provincial and federal levels and by non-government stakeholders to improve education provision and resource targeting, and to drive continuous improvement in learning outcomes. Understanding where need is greatest and using data to make informed decisions on how best to meet this need will be particularly important to improve access to a quality education for girls and the most marginalised. Robust data will also be crucial in enabling Pakistan's education system to navigate the challenges presented by the coronavirus pandemic; understanding where children are, through what channels they can be reached and how to reintegrate them to the system when the pandemic subsides, and schools reopen. This outcome will be primarily delivered via technical assistance provided to government in collaboration with the World Bank.

    ii. **Outcome 2 (focus of this tender?):** A rigorous body of relevant, timely and accessible evidence is produced on key issues within education service delivery in Pakistan, including: how to get more girls into school and ensure they learn; how to run effective distance-learning programmes for children now out of school due to the Covid-

DARE research SP ToR

> 19 pandemic and catch-up programmes once schools reopen; and how to improve teaching quality and how to improve accountability throughout the education system. This portfolio of robust research will be produced by a high-capacity Pakistani research community, with evidence publicly available and used by government and implementers to improve education service delivery. A collaborative approach to co-identifying and co-creating policy relevant research establishes a greater symbiotic relationship between producers and consumers of rigorous evidence.

5. There are pockets of high-quality, globally well-regarded research conducted in Pakistan, particularly in Punjab, which has benefited over the last two decades from the pioneering Learning and Educational Achievements in Pakistan Schools (LEAPS) and the Research on Improving Systems of Education (RISE) research programmes, among others. Additionally, Pakistan has experienced forward-looking government-led policy innovations as well as being the focus of large-scale donor funded programmes in recent years. Consequently, the country has seen a wide range of innovative education initiatives which have been the subject of research efforts. However, the scope and scale of the generation of high-quality education research in Pakistan is still disproportionately small compared to the extent of the educational challenge faced by the country, as demonstrated by the desperately low indicators summarised in paragraph 2. In 2013, Pakistan's Sustainable Development Policy Institute (SDPI) surveyed educational organisations and assessed the quality of their research, reporting that: "…*By and large, education as a theme of research is only a small part of the wider research portfolios of most of the organizations and often lies at the margins of their priority themes. There are very few organizations specialised and (are) exclusively engaged in educational research*".[36] Of those organisations which are involved, most are think-tanks and the study notes that "*academic institutions…are invisible from this landscape of educational policy research*." While this situation has improved somewhat in more recent years, there is still substantial untapped potential among Pakistan's university education faculties to become involved in policy-relevant research. While this challenge of research generation is not unique to Pakistan, the scope and scale of the educational challenge faced by the country demands much wider generation of quality research products, to understand the problem in more detail.

6. The challenge with research evidence is not only rooted in supply, however, Analysis and research conducted by government partners is also weak: "*Research cells in the BISE, which are mandated to carry out research and improve the assessment systems, are either not established or non-functional.*"[37] The application of research to design, test, adapt and scale interventions and policy responses is also an area with huge potential for development in Pakistan. These later stages of the education evidence ecosystem – the application of evidence through action research or implementation science – are where DARE's research SP will locate itself; blending high-quality, academically rigorous research and methodological approaches with policy-relevant interventions.

Objectives and scope

7. To deliver outcome 2, the DARE programme's research SP will conduct high-quality research into key education policy issues and promising, innovative interventions. This will include the UK's signature issue of how to ensure all girls receive 12 years of quality education, improving teaching for better learning outcomes, and how to provide education to children affected by school closures during the coronavirus pandemic. Other issues of research interest include but are not exclusive to: how best to support inclusion of marginalised groups (including freedom of religious belief - FoRB) in the education sector; research into high-potential innovations in policy and practice which focus on the UK's key policy issues of improving teachers and teaching,

strengthening systems, and supporting the most marginalised; and improving education system resilience in the face of the increasing impacts of climate change.

8. The British High Commission, Islamabad is therefore seeking to appoint a dynamic and collaborative Research Programme SP (RPC) to design, manage and implement a £9.5m education research programme in Pakistan, and foster significant uptake of the research findings. The programme will run for 2.5 years (2023 to 2025). The RPC will bring together experts in Pakistan's education system with specialist education researchers to design and implement a rigorous education research programme which 1) seeks to understand Pakistan's education challenges in more detail through problem identification/operations research, and 2) finds and/or designs high-potential solutions and exposes them to rigorous evaluation. This ToR sets out the ambition for and requirements of the RPC.

9. This ToR is for the delivery of outcome 2 of DARE, though it is expected that DARE's research SP will engage with the other parts of the DARE programme, collaborating with government and other delivery partners to ensure coherence and maximise synergies across the programme. The Theory of Change for DARE is shown in Figure 1 below. This outlines the overall theory of the DARE programme and demonstrates how the research component fits into this.

10. While this is a research programme and we intend it to be led and driven by expert academics in education and Pakistan's education system, we also expect it to be rooted in the considerations of relevance, utility and applicability to the challenges faced on the ground by Pakistan's education policy and decision-makers. While the approach, design and methodologies of the research should be academic, robust, and rigorous, its outputs should be accessible and relevant to non-academic audiences. This process should start from the very beginning, with the research agenda and questions being co-created with input from government and policy actors with whom the research SP SPis expected to develop deep and trusted relationships, and to involve throughout the design and implementation of research interventions. The outputs may include policy briefs and research publicly available on a website but will be best determined based on policy makers' needs as understood following strong and ongoing research-policy collaboration.
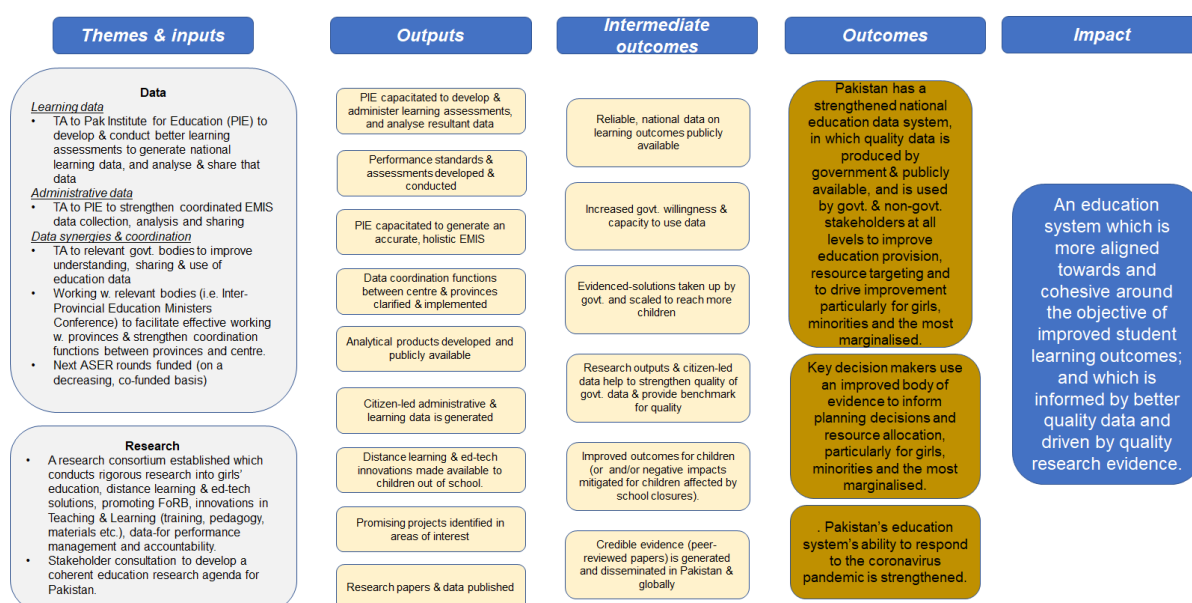

Fig. 1: DARE programme theory of change

DARE research SP ToR

The Recipient

11. The contract will be administered through the British High Commission, Islamabad. It is expected that all research outputs and products will be created as public goods, with an intended audience of government and other stakeholders in Pakistan's education sector, as well as other interested parties across the global education sector. Research outputs will be made publicly available in accordance with the FCDO's Open Access Policy. For the current policy see https://www.gov.uk/government/publications/FCDO-research-open-and-enhanced-access-policy.

12. The ultimate beneficiaries of this programme will be children and their families living in Pakistan, particularly girls, children marginalised by ethnicity, religion, location or disability, and children out of school, who will benefit from improved education service delivery as a result of the learning and implementation of research findings. Other key beneficiaries will include government officials, policy makers and other organisations working in the education sector.

The Requirements

13. ***Programme outputs.*** The SP will provide the appropriately skilled personnel and infrastructure to deliver the following outputs and outcomes:
    i. **Research agenda.** An early requirement will be for the research SP to establish a targeted, strategic, and realistic research agenda. It is expected that a broad research agenda following the themes outlined in these ToRs will be pursued by the consortium, within which the SP will have flexibility to seek out and propose promising research projects pertinent to DARE's objectives, suitable for support via implementation funding and worthy of investigation through rigorous evaluative research.
    ii. **A rigorous body of evidence on 'what works to strengthen education in Pakistan,** including what works specifically for the demographic groups of interest outlined in these ToRs; and *why* these interventions work – or do not work**.** It is expected that this will be generated through robust and rigorous experimental, quasi-experimental and implementation research into and evaluation of high-potential, innovative interventions with scope for scale and replication across Pakistan.
    iii. **Accessible and relatable research products to showcase this evidence base.** The rigorous academic literature which will be generated by this programme must also be understandable and relevant for a non-academic audience. Therefore, it is imperative that the programme also produces accessible and relatable research products to communicate research findings in the most appropriate way, e.g., for policy makers.
    iv. **An effective engagement, dissemination, and communication plan**. This will be required to ensure that the academic research and other research products can reach those consumers who require it to inform policy and practice, to create impact: government, civil society, donors, and other stakeholders in Pakistan's education system. Dissemination of research evidence should go beyond "supply" (i.e., simply making accessible materials available). It should consider carefully the "demand" dynamics of research consumers; what formats of communication work most effectively for intended audiences and work directly with research consumers on their journey of understanding and use of research evidence. We invite ideas for how best to develop and implement such a strategic engagement plan in Pakistan's specific context.
    v. **Strengthened domestic education research capacity.** In delivering this wider education research agenda, it is intended that domestic capacity will be built to continue to deliver more high-quality education research in the future and to deepen the academic-policy

relationships forged during the programme for sustained dialogue on education evidence for policy making.

14. ***Activities.*** To deliver the outputs and outcomes outlined above, it is envisaged that the following set of activities will be conducted by the SP, with expected associated deliverables. The SP will set out how they will approach each of these activities, including their proposed priorities, leads (where appropriate), and ways of working.

> **Activity 1: Set the intellectual and strategic direction for the DARE research programme, including setting the conceptual and measurement frameworks (*outputs i and ii*)**

15. ***Strategic Direction:*** The SP will be expected to outline a strategy and plan for the research programme. The SP's senior team will also ensure technical excellence in the research, including advising on direction, methodology, tools, and results. The SP will outline membership of senior team, where possible.

16. ***Research agenda and questions.*** During the inception phase between awarding of the contract and implementation, the SP will propose a research agenda to BHC Islamabad, which is then agreed by FCDO as the guiding framework for the research to be conducted. This agenda will outline a framework or menu of questions and corresponding opportunities which will become the basis of the research to be conducted. The research agenda should be rooted in the key challenges facing Pakistan's education sector, the SP will be required to submit their analysis of these, along with information on their approach to problem identification and analysis. Based on this, the SP will be invited to propose a set of research questions which are not only of interest and importance for improving education in Pakistan, but also which would be feasibly implemented within the timeframe of the programme. The alignment of questions with opportunities is an important one, such that interesting research questions are given form and feasibility via tangible prospects for a research project to be undertaken.

17. ***Alignment to UK priorities.*** Part of this research agenda will be focused on how to support delivery of the UK's education priorities in Pakistan, including how to provide 12 years of quality education for every girl; and how to provide inclusive education for the most marginalised children, including those marginalised by ethnicity, religion, location, poverty, and disability. Additional themes of interest for the research portfolio include: how to deliver effective remote, distance and digital learning, especially for those children worst affected by Covid-19 school closures; the climate and environment and how to deliver this effectively via education; and the madrassah and single national curriculum reform initiatives currently being undertaken by the government in Pakistan. The SP will propose ideas for how these priorities will be realised via this research programme. Proposed framing questions on these topics include the following:

    i.   How to improve learning outcomes for girls? (using, for example, the 'Global Learning Poverty' metric of measuring girls reading at age 10 to ascertain impact/progress;)
    ii.   How best to enable those excluded from education (especially those groups referenced in these ToRs) to achieve foundational literacy and numeracy following the pandemic?
    iii. How to deliver effective remote/distance/virtual education in Pakistan's context, particularly for girls and marginalised groups?
    iv.   How to scale high-potential interventions in Pakistan's context? (acknowledging both government and private sector delivery channels and considering the political economy of the education system).

  v. How education systems can respond to shocks and build resilience to ensure education delivery continues during disruptions caused by the pandemic, or extreme weather events as a result of climate change?

18. **Expected deliverables:** To demonstrate progress in this activity area and to achieve the outputs and outcomes related to it, the following deliverables will be expected::
  i. An inception report outlining the strategic framing and approach of the research; a research agenda consisting of key research questions, sub-questions and proposals on how to investigate and answer these; proposed targets for the number of research projects and accompanying knowledge products; an approach for research capacity building; and information on research programme design, staffing and structure to oversee programme management, research implementation and dissemination, and grant-funding to research implementation partners.
  ii. Accompanying the report, the following will be expected:
   a. A user-friendly measurement framework, to use as a tool to monitor and assess progress over the course of the programme.
   b. A risk management approach and accompanying risk matrix, to use to anticipate, record, mitigate and address risks as they arise over the programme.

Activity 2: Build a body of rigorous, high-quality evidence on what works to improve education in Pakistan *(outputs ii and iii)*

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19. ***Research Design and Methods:*** The SP will propose methodological research designs which are appropriate to answering the proposed research questions in a way that generates timely, rigorous evidence. We expect that a substantial element of the research projects will take an action research approach, which investigates implementation as well as impact. The SP will outline how they would go about this, while maintaining research rigour. We expect the wider research agenda to include randomised controlled trials (RCTs), rapid and/or nimble RCTs, quasi-experimental impact evaluations using mixed methods approaches, cost-effectiveness studies, longitudinal studies, participatory research, ethnographic research, political economy analysis, and comparative case study analyses. We welcome designs that consider scale and scalability of interventions, with a clear definition of scale-up ambitions and potential, and evaluation plans that allow for analyses of mechanisms of change and comparison of effects at different stages of scale-up. Methodological innovation, variation, and flexibility (e.g., adaptation of methods to fit challenging and changing contexts) is encouraged where it will enable the delivery of high quality, relevant research.

20. In some cases, the SP may be required to collaborate with a small number of pre-selected grantees to design and implement a research project, funded directly by FCDO under DARE or another programme. The research SP will work with the grantees to develop specific research question and design the research programme, using appropriate methodologies. In these cases, the requirement to collaborate with third-party grantees will be written into the contract with the SP.

21. Outputs of the research should be of sufficiently high quality to publish in peer reviewed journals. Taken together, the research outputs should seek to build a coherent body of evidence on what works to deliver improved education outcomes, where possible at scale, for children in Pakistan, especially those most marginalised.

DARE research SP ToR

22. **Expected deliverables:** To demonstrate progress in this activity area and to achieve the outputs and outcomes related to it, the following deliverables will be expected - the SP will demonstrate how they will deliver these.

   i.   Multiple research/working papers published in peer reviewed journals and respected platforms of research publication (exact numbers and target publications to be discussed and agreed, based on research agenda, and associated research opportunities).
   ii. Regular reports (frequency to be discussed and agreed) demonstrating status and progress in research projects, with clear timelines to completion, publication and dissemination, and emerging findings and lessons, where appropriate.

23. **Key Performance Indicators:**

High quality research outputs provide new evidence on country level education systems and education reforms:

   i.   95 research studies commissioned;
   ii. 38 research studies submitted to peer reviewed academic journals;
   iii. 28 research studies accepted for publication in peer reviewed academic journals

Targets are indicative and FCDO reserves the right to revise these following agreement of the research questions identified in the inception phase.

> **Activity 3: manage implementation funds and use these to source and support high-potential education interventions, which form the basis for research activities** *(outputs ii and iii)*

24. ***Fund management***: in addition to the requirements outlined above, the research SP will be required to take on a fund manager role for a specific intervention and/or portfolio of interventions. Roles and responsibilities for this are likely to include (but not exclusive to):
   i.   commissioning research based on key research questions and/or running requests for proposals based on the same;
   ii.   conducting timely and appropriate due diligence of downstream partners;
   iii. developing programme agreements or contracts;
   iv.   funds transfers;
   v.   key management and oversight functions;
   vi.   monitoring and evaluation; and
   vii. reporting.

In this capacity, it is expected that 40% of the funds entrusted to the research SP will be used to support project implementation, such that research activities can be conducted on active projects. The research SP would be expected to work with FCDO to identify and agree projects to fund, based on pre-agreed research priorities. Funds for implementation would then allow for scaling-up selected projects, to test for effectiveness at scale. This is line with the guidance set-out in the IMDP Guidance document. Projects would be identified in the inception phase and agreed and approved by FCDO.

25. The SP will be tasked with sourcing high-potential education interventions which are either innovative and promising and which warrant testing; and/or projects and programmes which have proof of concept and have potential to scale, so are worthy of support to do so, while being rigorously evaluated. These interventions should speak to our strategic education priorities globally and for Pakistan: supporting girls to gain 12 years of quality basic education; supporting

those most marginalised by location, socio-economic status, religion, ethnicity, or disability; and the other themes outlined in para. 17 above.

26. **Expected deliverables:** To demonstrate progress in this activity area and to achieve the outputs and outcomes related to it, the following deliverables will be expected - the SP will demonstrate how they will deliver these:

   i.   The inception report will outline an approach to seeking appropriate implementation partners and how grant funding to them will be managed.
   ii. Terms of Reference (ToRs) for Requests for Proposals (RfPs) and clear selection criteria for how research project implementation funds will be allocated.
   iii. Regular reports will include updates on status of implementation funding to partners/projects, including financial information based on accurate and up to date budgets and expenditure; and updated risk management logs.

27. **Key Performance Indicator:**
   i.   Four project implementation partners are supported to take their innovative approaches to teaching and learning to scale and are the focus of research.

> **Activity 4: Manage effective, timely and accessible communication and dissemination of research outputs from the programme (*outputs iii and iv*).**

28. ***Publicly accessible knowledge products.*** It is expected that all research produced will be made publicly available through open-access channels, to maximise the number of people who can consume research products. It is expected that these will take the form of policy-briefs, case-studies, and presentations though we welcome ideas from bidders on how best to achieve this.

29. In some cases of particularly sensitive topics (e.g., Freedom of Religion or Belief - FoRB) an agreement between the researchers and the BHC will be made on how best to publish research results and evidence.

30. ***Strategic communications***. The SP will be expected to take a strategic approach to the dissemination of research and evidence products generated by the programme. Research findings should be unpacked into clear messages which can be targeted at key stakeholders in policy making and implementation. The SP will outline how they would deliver this and are encouraged to consider how communication of research could form part of a broader 'test-learn-adapt' strategy with policy makers.

   Expected deliverables: To demonstrate progress in this activity area and to achieve the outputs and outcomes related to it, the following deliverables will be expected:

   i.   Accessible knowledge products based on the research, which synthesise and summarise evidence, conclusions and their resultant lessons and recommendations. While policy briefs may form part of this, the SP will develop ideas for how best to publicly disseminate research evidence with the explicit objective of public engagement and uptake by those for whom it is relevant, especially policy makers. These ideas will then be developed during the inception phase. Exact numbers and types of knowledge products will be

discussed and agreed during inception, in line with what is appropriate for the research agenda to be developed.

31. **Key Performance Indicators:**
    i.   100 media pieces based on SP findings i.e., mentions of research SP or researchers in the press, media and blogging communities.

> **Activity 5: Building the capacity of Pakistan's domestic education research community (outputs v and i - iv)**

32. ***Research capacity building.*** The programme has a longer-term capacity building objective. In delivering outputs i to iv described above, to the SP will demonstrate how they will also build stronger domestic capacity to deliver education research in Pakistan in the future. It is expected that this will include but not be restricted to activities such as use of visiting fellowships, academic mentorship, writing workshops, training on methodologies, including action and implementation research. The main beneficiaries are anticipated to be academic staff at universities and think tanks in Pakistan, though, where appropriate, government officials that have a strong mandate for research and analysis within their role could also be supported to upskill.

33. **Expected deliverables**: during the inception phase, an approach to research capacity building should be outlined in detail, including how improved capacity will be measured, building on ideas shared in bidders' submissions.

34. **Key Performance Indicator:**

    i.   500 people and 220 hours of learning interventions delivered under this contract
    ii.   95% of participants from research institutes, universities and think tanks reporting satisfaction with trainings

Programme delivery expectations and constraints and dependencies

35. In order to conduct the activities and deliver the outputs described above, contracted SP(s) will need to demonstrate their ability to satisfy the following expectations:

    i.   The SP will be expected to have deep expertise in Pakistan's education sector, including knowledge and understanding of historical development, governance structures, political economy dynamics, previous reform efforts and future plans, the research landscape, and key stakeholders including civil society actors and donors. Bidders should demonstrate this knowledge in their bid.
    ii.   To deliver this research agenda, it is required that SP members will be able to operate effectively within Pakistan. This includes having the necessary permissions / no-objection certificates (NOCs) to work and conduct research activities across Pakistan's provinces. Bidders should clearly demonstrate their capacity to operate effectively in Pakistan, including outlining any potential challenges they expect to face and how they would overcome these.
    iii. The SP will be expected to be able to deploy satisfactory language skills, including Urdu and provincial languages (e.g., Punjabi, Sindhi, Pashtu).
    iv.   The research SP will be expected to be able to leverage networks and connections with leading education research institutes in the UK and internationally in support of the consortium's research agenda. The SP will also be expected to utilise these networks and

> expertise to build further domestic capacity for education research to be conducted in Pakistan.
>
> v. It is expected that, where required and appropriate, the research SP will collaborate effectively with other UK-funded research initiatives active in Pakistan, including the Research for Improving Systems of Education (RISE) programme.
>
> vi. Adhere to research ethics. The SP will demonstrate how they will carefully consider research ethics and successfully receive all necessary ethical approvals to conduct research in Pakistan. This includes receiving any relevant ethical approvals from Pakistani institutions.
>
> vii. Adopt a proactive and vigilant approach to risk management. The SP is expected to be able to identify, manage and escalate all potential risks to the delivery of this research work. Bidders are expected to demonstrate their risk identification and management approach.

36. It is expected that the research SP will liaise with a wide range of stakeholders, including government bodies. This will likely involve providing support to the 'Pakistan Institute for Education' (PIE), which is being established via support from elsewhere in the DARE programme. The SP will consider the wider political economy of conducting research in Pakistan and their proposed approach to possible constraints.

37. The quality of expertise that SPs provide will be a key element to the success of this programme. Any attempt to change key personnel post-award will be regarded as a significant variation in terms of their tendered offers. Once the programme is underway, key personnel should not be replaced without FCDO's approval. Key personnel changes would only be considered by FCDO in the most exceptional circumstances.

Timeframe

38. **Start Date:** The expected start date of this programme is July 2023, by which point contracting should be finalised. The inception phase should start immediately following contracting.

39. **End Date:** The contract ends in December 2025.

40. **Scale up**: The contract may be extended subject to extension of the business case, to be considered only if programme conditions require and allow. This could be up to 20% of the programme original cost, totalling a maximum of £11.4 million, and for up to an additional 3 years, only if required and sanctioned by FCDO.

41. **Phases:** The programme will consist of three phases: 1) Inception Phase (four months); 2) Implementation Phase (two years); 3) Closure Phase (two months).

42. **Inception Period:** The inception period will cover four months from the start of the contract. Successful completion of the inception phase and continuation of the programme will require the SP to achieve all deliverables listed in the table below, subject to approval by FCDO.

43. **Implementation period:** The implementation period will cover two years.

44. **Closure period.** It is expected that the implementing partner/SP develop an exit strategy, to be discussed and approved by FCDO. It is expected that this will include successful transfer of all

assets (physical and intellectual), dissemination and communication of evidence and learning, and transparency of data (ensuring data is publicly available). It should support sustainability of the programme's outcomes.

45. **Break Points:** the programme will include two break points – one at the end of inception phase (October 2023), and another after two years of the programme (July 2025). The inception and mid-term report will be reviewed by FCDO. The external Advisory Board and each in country Programme Steering Group will have opportunities to comment on the inception report to ensure appropriate global and in-country positioning of the research. Implementation in each of the countries will only continue if it is deemed to meet expectations.

46. **Scale Down:** FCDO reserves the right to scale down or discontinue this programme at any point in line with the Terms and Conditions. Scaling down is at FCDO's discretion and may occur for various reasons, including but not limited to a change in the security and/ or political circumstances of Pakistan, political economy reasons or a shortage of funds. A 'political economy reason' is a change in the situation of the security, government stability, corruption or delays in key, necessary government engagement in Pakistan – such that they affect the effective delivery of research and it is not possible to make a reasonable adjustment to the programme in an appropriate timeframe.

Performance Management

47. FCDO will assess the performance of the SP against agreed work plans and key performance indicators (KPIs). Bidders are expected to outline clear results to the KPIs proposed under activities 2 – 5 in their proposals against which performance can be measured.

48. Performance will be assessed through FCDO Annual Reviews. FCDO will also track performance and budget execution through monthly and quarterly narrative and financial reports (including forecasting); monthly programme management and technical meetings; and quarterly performance reviews.

49. The SP will:
    i.   Report to the DARE Senior Responsible Owner/Lead Education Adviser on technical as well as strategic programme management issues.
    ii. Work closely with the DARE Programme Manager to report on contract/ compliance requirements and finances.

50. The SP will be responsible for recruiting and managing their own and all implementing partners (if any) performance and addressing poor performance. They will be required to demonstrate a strong commitment towards transparency, financial accountability, and due diligence of approved partners; and to exhibit zero tolerance to corruption and fraud.

Budget and Payments

51. **Total budget:** The maximum total budget for this procurement is £9.5m, inclusive of all applicable local taxes but exclusive of VAT. It is the SP's responsibility to establish its taxation position both in the UK and in Pakistan and ensure it meets its obligations. SPs should carefully consider value for money (including economy, efficiency, effectiveness, and equity) when developing their bids

and respective budgets and not craft bids to reach this maximum budget. While there is flexibility in how the £9.5m is allocated between workstreams, it is anticipated that 40% will be spent on operationalising interventions for research (i.e., managing grant funding for project and programme implementation), with the remainder allocated to research activities.

52. **Payments:** The contact will be subject to a hybrid performance related payment model. During the inception phase expenses will be reimbursed quarterly on actual expenditure and fees will be paid on successful delivery of the outlined inception phase deliverables. The agreed deliverables for the inception phase are set out below (paragraph 60). Deliverables will be recorded in the Contract Management Plan.

53. During the Implementation phase, payments will be scheduled on a quarterly basis, in line with the UK financial year (April to March). Expenses will be reimbursed on actual expenditure and fees paid on a hybrid basis, with 50% of fees linked to deliverables / outputs, to be agreed during the inception phase, and 10% linked to KPI's which will be paid on achievement of the KPI. Payments will be linked to satisfactory delivery of outputs and meeting the KPIs. Payments will be made based on FCDO's satisfaction with agreed deliverables. Deliverables will be reviewed by the SRO with support from relevant technical adviser/s and programme manager/s within FCDO. The remaining 40% of fees will be paid on an input basis and paid quarterly.

54. **KPIs:** Key Performance Indicators (KPIs) have been outlined under activities 2 - 5 but may be refined and finalised for the implementation phase in the Inception Phase. Any changes will be by agreement by FCDO and inserted into the contract, building on key deliverables. SPs shall outline in their proposal how they intend to achieve each KPI. The targets may be refined during the inception phase and FCDO will then hold the SP to account on the achievement of each KPI. Any agreement to revise the agreed KPI targets will be at the discretion of the FCDO.

55. The SP will develop annual work plans, linked to KPIs, procurement plans and budgets, to be approved by FCDO. During development of the annual work plan the SP will identify which KPIs they intend to achieve over the course of the year. It is intended that each of the 8 KPIs, identified under activities 2 – 5, will have an equal percentage weighting and monetary value. Failure to meet a specific KPI will result in non-payment for that proportion of the 10% of fees put at risk. For the avoidance of doubt, the SP is expected to achieve the target set for all KPIs over the life of the contract, however, all KPIs identified do not need to be achieved and delivered in one financial year. The payment of the KPI will only be made when the target has been met. The annual work plans are intended to be working documents which will specify a timetable for the implementation of planned activities and may be updated or revised subject to approval by FCDO.

Contract Requirements

56. The FCDO programme team and SP will agree a set of deliverables for the programme, which will be reviewed and updated following each annual review of the programme. These will be noted in the contract management plan and may be updated throughout the year following a written request from the SP to FCDO. FCDO will have the final say and sign off.

57. FCDO intends to manage payments to the service provider through a Hybrid Model Payment by Results Contract and payment will be subject to the achievement of milestones identified and agreed by FCDO in the inception phase. During the inception phase expenses will be reimbursed quarterly on actual expenditure and fees will be paid on successful delivery of the outlined

inception phase deliverables. During the implementation period, agreed fixed 40% of fee costs incurred will be paid every quarter while 60% of the payment for each quarter will be placed at risk and will be payable upon successful achievement and delivery of pre-agreed payment triggers and KPIs.

58. FCDO may deviate from the payment model stated in the TORs for reasons that may be attributed to (but not limited to) value for money, changing context, availability of new information, etc. In that event, FCDO will discuss and agree these revisions with the SP.

59. Furthermore, the SP will be expected to:
   i. Propose appropriate verification measures for the outputs or results being delivered. Final output quality verification measures will be agreed with the FCDO, who will maintain the right to the final say on quality in the event of disputes.
   ii. Propose a process and parameters on how FCDO will approve outputs (either directly or through verification) capturing timing, escalation, invoicing arrangements, etc

Outputs and Deliverables

60. ***List of deliverables for the four-month inception phase:*** The deliverables should be designed in a way to be of direct use to the SP as well as FCDO. We are open to innovative ways of working provided that they are focussed on the longer-term intended outputs and outcomes of the programme. We expect the following deliverables from the four-month inception phase. Bidders should set out how they anticipate organising and completing this work during the inception phase.

Task	Deliverables
Programme Management (to be delivered and approved by FCDO in the first four months of the programme)	• An outline of the workstreams of DARE's research programme • An overall vision for the tenure of the programme, with sufficient room for adaptation but with detailed consideration of how DARE would achieve the overall intended outcomes and impacts • A logframe (co-designed with FCDO) • Annual budgets, with demonstrated cost efficiency and including a process for annual independent audits within the programme • Risk matrix and mitigation strategy, to be reported against regularly • Ways of working document – including designing and agreeing the management processes and systems for effective delivery, including how grant funding for project implementation will be managed. • Monitoring and reporting strategy (co-designed with FCDO) • Communication, stakeholder engagement and dissemination workplan • Inception phase report, including lessons learned
Research Leadership (to be delivered and approved by FCDO in the first four months of the programme)	• A research agenda, which outlines key research themes, questions, and opportunities, including tangible programmatic innovations to evaluate. It is expected that this will be informed by consultations with key policy makers, as well as identification of gaps in the evidence base in Pakistan.

	• Initial research question co-creation three-day workshop is held with government, donors, civil society, and key stakeholders including teachers, students, and parents. • Methodological guidance for the country research teams, including proposed robust quantitative and qualitative research methods which observe impact and cost-effectiveness, as well as guidance on implementation science. • Workplan for working paper series to emerge from this programme. • Kick off meeting held (virtually or in person) involving SP leadership and DARE programme board, and other relevant stakeholders (TBC). • Clear plans made for future engagement with government officials, education research institutions/universities and other sector stakeholders in Pakistan.

61. We anticipate that DARE's research programme will be adaptable, to respond to arising demands for research which are in line with the programme's intended outcomes. The list of specific deliverables for the implementation phase will be agreed at the end of inception – enabling the programme to have maximum flexibility and scope for co-design with local stakeholders. We anticipate there will also be some flexibility in the programme that allows for changes to be made to activities and outputs as the programme evolves, which means the logframe may be subject to change following agreement between FCDO and the research consortium.

62. Indicatively, a list of the anticipated implementation deliverables are as follows, which should be considered alongside the expected deliverables outlined under each activity workstream in paras. 13-32 above:

i. **Working papers** which are submitted to (and accepted by) high-quality journals. These include working papers which focus explicitly on implementation at scale, as well as others which focus on particular themes such as girls' education and teaching quality following research deep-dives and those which synthesise findings.

ii. **Accessible public knowledge products**, which may take the form of policy synthesis papers / policy notes which summarise key findings and/ or lessons learned from various parts of the programme. Bidders are invited to suggest ideas for how high-quality research can be made as accessible as possible, to maximise its usefulness and likelihood of uptake amongst policy and decision makers. These ideas will be developed during the inception phase.

iii. **Impact stories** which describe and summarise the impact that this research has had on a variety of areas – including on government policy or decision making, the implementation of the programme itself, and wider impacts on beneficiaries, or international/ national research discussions.

iv. **Quarterly reports on research programme process** against delivery plan and logframe targets (where applicable), including financial reports, narrative updates, and update risk management logs

Monitoring and Reporting

63. *Reporting:* FCDO's Senior Responsible Owner (SRO) for DARE will ensure that the programme is regularly monitored through quarterly reporting and annual reviews. Quarterly reports will include a summary of work to date against agreed milestones (including value for money), with an annual report which includes a review of progress against the logframe and a formal review of

the risk register. The SRO will meet with representatives from the SP (including the lead SP) each quarter, providing a formal opportunity every three months for the programme to course-correct to ensure that it continues to deliver against objectives. Building upon those offered in bid, the precise reporting modalities can be discussed and agreed between FCDO and the SP during the inception phase.

64. At the end of the programme, FCDO will complete a project closure report which will assess the programme's achievements and impact against agreed outputs and outcomes.

65. **Quarterly invoices, reporting and forecasting:** Every quarter, the SP is expected to provide an invoice with a costed breakdown of deliverables, in the form of a financial report. Each financial report should be accompanied by an adjusted forecast for the following quarter. FCDO expects the RPC to use open book accounting in accordance with FCDO's latest Terms and Conditions.

Logframe: During the inception phase, the SP is expected to produce a logframe, in consultation with FCDO. FCDO will have final sign-off. The SP will report against the agreed logframe ahead of each annual review period. The logframe can be updated during the programme in discussion with, and with the agreement of, the FCDO SRO. The logframe should be supplemented by a monitoring note which justifies the logframe design and elaborates on data collection sources and methods. We ask SPs to provide a list of proposed targets which could be incorporated into a logframe at a later date.

66. **Value for Money (VfM) indicators:** VfM indicators will be amended and agreed in inception with the SP. The current indicative indicators are set out in Figure 2 below.

Figure 2: Table of VfM Indicators

Economy	• Partner administration and management charges as % total programme budget
	• Overheads/indirect costs of research institutions as proportion of their total programme allocations, disaggregated by international and in-country research institutions
	• Mean salary/rate per researcher day (including employee benefits/employer taxes and contributions
	• Mean person day cost for events (workshop/conference/annual meetings etc.), benchmarked against similar programmes
	• Additional funding leveraged, as % of FCDO funding
Efficiency	• Unit costs per research output and per peer-reviewed journal article, benchmarked against similar programmes
	• % of scheduled outputs delivered on time
Effectiveness	• % of outputs that have international co-authorship
	• Peer reviewed publications available, no. downloads (disaggregated for international/target countries), citation metrics
	• Evidence of policy influencing e.g., interviews with in-country stakeholders,
	• Data collection/ research plans/ working papers which explicitly focus on cost effectiveness
Equity	• Women authored papers
	• % papers with lead authors from Pakistani institutions
	• Data collection/ research plans/ working papers which explicitly focus on marginalisation

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Governance

67. *Governance:* The SP will be expected to regularly monitor the progress of the research programme and will be responsible for flagging any delays and for escalating risks in the programme to FCDO. The programme will be monitored against a logframe. The lead SP of the RPC will be responsible for managing their downstream partners effectively, and this will be expressly monitored and assessed during the annual reviews of the programme

68. The SP will be required to develop effective professional working relationships with other FCDO contractors delivering DARE and other relevant FCDO funded programmes.

69. The SP will be accountable to the Education Team within the British High Commission, Islamabad. The FCDO Senior Responsible Owner (SRO) for the programme will be the key decision maker on the programme.

70. The SRO will receive support, advice, and challenge via the overall DARE programme board, which will consist of staff internal to FCDO as well as relevant external stakeholders. This function will apply to the work of the research consortium. The SP may, on occasion, be invited to come and present to the DARE programme board.

71. The SP and FCDO will hold review meetings each financial quarter to discuss the programme's progress, future direction, issues and challenges, and emerging risks. Leads from other programme components (including the data systems-strengthening component) may be invited to join these meetings each quarter. An in-depth annual review will be completed each year. This will be the main accountability function within the programme.

72. **Conflicts of interest.** Bidders should clearly set out how they will address any potential or perceived conflicts of interest, to ensure the integrity and independence of the research. Such CoIs may include SP member activity on other UK-funded work, in Pakistan or elsewhere; or involvement in any other parts of the DARE programme.

Risk

73. **Risk matrix:** During the inception phase, the SPis expected to produce a risk matrix, of which final sign off will be with FCDO. FCDO guidance on the structure of the risk matrix will be shared. Bidders should indicate their assessment of the major risks to this programme and how they would mitigate them, including how they would work flexibly to mitigate the risk of political changes or instability disrupting research, and how they would mitigate such risks to prevent undue delay to research activities.

74. *Fraud and Corruption:* FCDO has a zero-tolerance approach to corruption. The SP lead will have full responsibility for monitoring and mitigating the risk of fraud and corruption in the delivery of research.

75. *Audit:* Comply with FCDO audit requirements as necessary.

76. *Delivery Chain Mapping:* FCDO will require the SP to plot out a delivery chain map as part of their ongoing monitoring of the programme. This delivery chain should include all levels of

organisations contracted to or by the consortium, from grassroots delivery up to the lead SP. SPs will be required to submit returns providing these details, as a minimum on an annual basis.

77. **Asset Registers:** During the inception and delivery of the programme, the SP will need to record the details of any purchased assets with a value of over £500 or equivalent in local currency. An asset is described as any equipment purchased with programme funds which has a useful life of more than one year. Attractive assets (such as mobile phones, laptops, satellite phones) should be grouped as they might individually have a value of less than £500. An 'attractive asset' is equipment which is mobile and attractive to a potential perpetrator. Assets should be recorded and managed in accordance with FCDO's PROF Rules.

78. **Transparency:** FCDO has transformed its approach to transparency, reshaping our own working practices and pressing others around the world to do the same. FCDO requires SPs receiving and managing funds to comply with regulations and 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 SPs 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 to FCDO. Further IATI information is available from http://www.aidtransparency.net/.

79. **Safeguarding:** The SP will need to put in place procedures to abide by FCDO Due Diligence requirements, including the enhanced due diligence policies launched in October 2018. The policy[1] contains six areas that must be covered (safeguarding, whistleblowing, human resources, risk management, the code of conduct, governance and accountability) and the lead SP will be responsible for ensuring that appropriate safeguarding standards are cascaded down the delivery chain. FCDO would expect to see evidence the standards have been shared and that partners are clear about expectations by the mid-point of the Inception Phase at the latest. All organisations that work with or come into contact with children should have safeguarding policies and procedures to ensure that every child, regardless of their age, gender, religion, or ethnicity, can be protected from harm. All organisations in the SP should have policies and procedures in place to ensure the protection of all stakeholders from violence, exploitation, and abuse through involvement, directly or indirectly, with the 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.

80. Safeguarding training of research staff at all levels, including and especially any research enumerators who go to the field, will be necessary. Application to and/or approval from university research ethics boards alone will not suffice for complying with safeguarding requirements.

Digital and Intellectual Property

81. The SP must apply transparency standards in line with the UK Aid Transparency Guarantee. The SP lead must ensure that all partnerships are also IATI compliant.

82. All outputs from the research will be global public goods. The research outputs and primary data will be made publicly available in accordance with FCDOs Open Access Policy (https://www.gov.uk/government/publications/FCDO-research-open-and-enhanced-access-

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[1] Guidance: FCDO Enhanced Due Diligence: Safeguarding for external partners
PrOF Guide Enhanced Due Diligence - safeguarding for external partners (1).docx (sharepoint.com)

policy).

UK Aid Branding

83. 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). Software (e.g., apps and online tools) used for the 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. Full guidance can be found here: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/771876/UK-aid-branding-guidance-May-2018a.pdf

Ethical Principles

84. It is a requirement that all partners FCDO commission and fund comply with the Ethics Principles. Partners will be required to include consideration of ethical issues and a statement that they will comply with the ethics principles. FCDO expects the lead SP and downstream partners to obtain relevant research ethics approvals from their institution, as well as ethical review boards in Pakistan, where applicable.

Do No Harm

85. The nature of the DARE research programme means that researchers will come into contact with young children and engage with vulnerable families and communities. All organisations within the SP (including all sub-contractors) that work with or come into contact with children should have safeguarding policies and procedures to ensure that every child and young adult, regardless of their age, gender, religion, or ethnicity, can be protected from harm.   FCDO requires assurances regarding protection from violence, exploitation, and abuse through involvement, directly or indirectly, with FCDO SPs 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. In bids, the lead SP should set out their safeguarding policies and processes to expressly prohibit sexual exploitation and abuse, including their plans to ensure that any incidents are reported and dealt with appropriately in a timely manner.

86. The SP must demonstrate a sound understanding of the ethics in working in this area and applying these principles throughout the lifetime of the programme to avoid doing harm to beneficiaries. In particular, the design of interventions including research and programme evaluations should recognise and mitigate the risk of negative consequence for women, children, and other vulnerable groups. The SP 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.

87. 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.

88. FCDO does not envisage the necessity to conduct any environmental impact assessment for the implementation of DARE's research activities. However, it is important to adhere to principles of "Do No Harm" to the environment. This should be considered explicitly in the risk register. Flights should be kept to a minimum and all travel should take place in economy class.

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Duty of Care (DoC)

89. SPs are required to carry out a risk assessment (of foreseeable risks) and are required to provide evidence that they have the capability to take on and effectively manage their DoC Responsibilities throughout the life of the agreement. FCDO DoC risk assessments for each country are included in the Invitation to Tender pack.

90. The SP is responsible for the safety and well-being of their personnel (as defined in FCDO's agreement with the SP, Section 2 of the Contract) 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.

91. FCDO will share available information with the SP on risk assessments, security status and developments in-country where appropriate.

92. The SP is responsible for ensuring appropriate safety and security briefings for all 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 FCDO website and the lead SPSP must ensure they (and their personnel) are up to date with the latest positions.

93. The SP 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, etc.). The SP must ensure their personnel receive the required level of training.

General Data Protection Regulations (GDPR)

94. Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Appendix 2 and the standard clause 33 in section 2 of the IMDP Framework Agreement.

Modern Slavery

95. FCDO aims to address the underlying vulnerabilities of people at risk of modern slavery, with a particular focus on those within indirect supply chains. The SP needs to adhere to the following in the project to address modern slavery practices:
    - Strengthening the evidence base of effects of laws, policies, practices on workers in high-risk industries including migrant garment and domestic workers
    - Advocacy and common understanding of corrective legal, policy and procedural measures
    - Information campaigns among employers
    - Training and awareness programmes for direct employees and supply chain employees
    - Organising workers to protect themselves and access services
    - Sensitising labour recruiters on accountability for fair recruitment

Disability

96. For FCDO disability inclusive development means that people with disabilities are systematically and consistently included in and benefit from international development. Civil Society and Private Sector partners should outline their approach to disability inclusion and how people with disabilities will be consulted and engaged throughout the project, for instance through consultations with organisations of persons with disabilities (OPDs). FCDO's Disability Strategy

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2018 further outlines our commitment to improving the availability of disaggregated data using the Washington Group set of questions. Inclusive education is a key pillar of the strategy and research commissioned under DARE should consider the education of children with disabilities.

Exit & Closure Requirements

97. FCDO expects bidders to ensure a responsible exit leading up to the withdrawal of FCDO funding at the end of the programme. Engagement strategies should outline measures to ensure sustainability and hand over to public sector or local private sector organisations to ensure sustainability of services into the future.

98. An Exit plan will be developed and agreed 12 months prior to closing that will cover exit, continuity, and handover strategies for each intervention, including for multiple linked interventions that will require consolidation or coordinated exit. The Exit plan and implementation will be reviewed monthly with FCDO's SRO during last 12 months. Project closure report will need to be provided prior to PCR review commencement. Cooperation with the PCR team will be fundamental.

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Appendix 1 – Risk Assessment

Theme	FCDO Risk Score	FCDO Risk Score	FCDO Risk Score	FCDO Risk Score	FCDO Risk Score	FCDO Risk Score	FCDO Risk Score	FCDO Risk Score	FCDO Risk Score	FCDO Risk Score
Province	Islamabad Capital Territory & Rawalpindi	Punjab (north) including Lahore	Punjab (south)	Sindh (north)	Sindh (south) including Karachi	Baluchistan	Khyber Pakhtunkhwa (south) including Peshawar	Khyber Pakhtunkhwa (north and east)	Karakorum Highway (KKH)	Gilgit-Baltistan (except KKH)
Overall Rating*	2	3	3	4	4	5	4	3	3	2
FCO Travel Advice	2	2	2	3	2	4	4	3	4	2
Host Nation Travel Advice	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Transportation	3	3	4	4	4	4	4	4	4	4
Security	2	3	3	4	4	5	4	4	4	3
Civil Unrest	4	4	3	3	4	2	4	3	2	3
Violence/crime	3	3	4	4	5	4	4	3	3	2
Terrorism	3	3	3	3	4	5	5	3	3	3
Conflict (war)	2	2	2	2	2	4	3	2	2	2
Hurricane	2	2	2	2	2	2	2	2	2	2
Earthquake	3	3	3	3	3	4	4	4	4	4
Flood / Tsunami	2	4	4	4	4	3	2	2	2	2
Medical Services	1	2	3	3	2	4	3	3	4	4

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Appendix 2: Schedule of Processing, Personal Data and Data Subjects

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract**:** 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 SP shall provide **anonymised data** sets for the purposes of reporting on this project and so DFID shall not be a Processor in respect of Personal Data necessary for the administration and / or fulfilment of this contract.