

CALL DOWN CONTRACT

Framework Agreement with: Cowater International Ltd

Framework Agreement for: Global Development Delivery Framework (GDD)

Lot 3 – Education, Gender and Social Inclusion

Framework Agreement ECM Number: ECM_5795

Call Down Contract For: Resource and Support Hub 2

Contract ECM Number: ecm_7429

I refer to the following:

1. The above-mentioned Framework Agreement dated 18th December 2023;
2. Your proposal of 21st February 2025

and I confirm that FCDO requires you to provide the Services (Annex A, Terms of Reference), 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 1st May 2025 (“the Start Date”) and the Services shall be completed by 30th April 2030 (“the End Date”) unless the Call Down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

2. Recipient

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

3. Financial Limit

- 3.1 Payments under this Call Down Contract shall not, exceed £15,000,000 (“the Financial Limit”) and is inclusive of any local government taxes and exclusive of UK VAT, if applicable as detailed in Annex B.

4. FCDO Officials

- 4.1 The Project Officer is:

[REDACTED]
[REDACTED]
[REDACTED]

- 4.2 The Contract Officer is:

[REDACTED]
[REDACTED]
[REDACTED]

5. Key Personnel

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

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

6. Reports

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

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

8. Termination Notice and Gateway Reviews

- 8.1. The Parties agree to annual reviews of the Services to take effect on 1 May of each contractual year ("Gateway Reviews").

8.2. At the Gateway Reviews the Authority may:

- I. 8.2.1. Terminate the Contract in accordance with Clause 43 (Termination Without Default of the Supplier) of Section 2 (Standard Terms and Conditions).
- II. 8.2.2. Partially terminate the contract or reduce the scope of Services in accordance with Clause 45 (Partial Termination, Suspension, and Partial Suspension) of Section 2 (Standard Terms and Conditions),
- III. 8.2.3. Increase the scale of the Services offered within the scope of the contract, with the agreement of both parties.
- IV. 8.2.4. Increase the scope of the Services offered under the contract, with the agreement of both parties.

8.3. The Authority must provide at least 3 Months' notice, in writing, by 1 February, prior to any change to which clause 8.2 above applies coming into effect at the Gateway Reviews.

8.4. Notwithstanding legal obligations, such as to redundancy processes, if necessary, the Supplier will take all reasonable steps to amend the Services, in line with the Authority's request, by the date of the Gateway Review.

8.5. The Authority will remain liable for the cost of Services delivered under the contract until such time as the services have been removed from the contract providing the Supplier is acting in accordance with Clause 8.4.

Annex A
Terms of Reference
Resource and Support Hub 2

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List of Acronyms

CAPSEAH	Common Approach to Protection from SEAH
CHSA	Core Humanitarian Standard Alliance
CSOs	Civil Society Organisations
DCM	Delivery Chain Mapping
FCDO	Foreign Commonwealth and Development Office
GBV	Gender Based Violence
GDD	Global Development Delivery
GDPR	General Data Protection Regulation
HQAI	Humanitarian Quality Assurance Initiative
IASC	Inter-Agency Standing committee
ICVA	International Council of Voluntary Agencies
INGO	International Non-Governmental Organisation
IPR	Intellectual Property Rights
IQTS	Investigation Qualification Training Scheme
KII	Key Informant Interviews
KPI	Key Performance Indicator
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex +
MENA	Middle East and North Africa
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
PRO	Programme Responsible Owner
PSEA	Protection from Sexual Exploitation and Abuse
PSEAH	Protection from Sexual Exploitation, Abuse and Harassment
QA	Quality Assurance
RSH	Safeguarding Resource and Support Hub
SEAH	Sexual Exploitation, Abuse, and Harassment
SRO	Senior Responsible Owner
ToC	Theory of Change
ToR	Terms of Reference
VFM	Value for Money
WRO	Women's Rights Organisations

1. Introduction

- 1.1 The United Kingdom (UK) Foreign Commonwealth and Development Office (FCDO) leads the UK's diplomatic, development and consular work around the world. In 2020 the UK Government launched a cross-Whitehall [Safeguarding Strategy](#), focusing on tackling Sexual Exploitation, Abuse and Sexual Harassment (SEAH). This sets out the actions the UK is taking across all government departments which engage in delivering Official Development Assistance (ODA) to safeguard beneficiaries and staff against SEAH.
- 1.2 The FCDO's Safeguarding Unit was established in 2018. It is responsible for the FCDO's policy and influencing on safeguarding against SEAH alongside capability-building of staff and partners. It also oversees programmes that deliver global public goods on safeguarding against SEAH (see ToR Annex B for a summary of Safeguarding Unit's portfolio).
- 1.3 The Safeguarding Unit is commencing a new business case for building organisational capability to safeguard against SEAH. As part of this, the Unit are commencing a new programme called **the Safeguarding Resource and Support Hub 2**. This builds on a previous programme called 'The Safeguarding Resource and Support Hub', available on [Development Tracker](#). The overall 'Building organisational capability to safeguard against sexual exploitation and abuse and sexual harassment' Business Case budget is up to £20 million. This contract will be for the programme component of this Business Case, with a value up to £15 million.

2. Background and intended programme outcomes

- 2.1 One of the four strategic shifts set out in the Safeguarding Strategy is to 'Strengthen organisational capacity and capability across the international aid sector', with a commitment to providing resources to partners where needed, to ensure programmes and delivery chains prevent and respond to SEAH, in a victim-survivor centered way and in line with international standards. Since the Strategy launched, the FCDO has taken steps to support this strategic shift. This contract, for the Safeguarding Resource and Support Hub 2 programme seeks to further contribute to this.
- 2.2 The programme aims to contribute to and strengthen prevention of SEAH via enabling primary prevention activities (building capability of organisations operating within the aid sector) and building the evidence base. The programme will underpin and build upon the UK's strong reputation as a credible and influential leader in the protection from SEAH (PSEAH). It also seeks to develop locally-led models for direct capability support, in line with the UK government priority to deepen engagement with the 'global south'.
- 2.3 The programme has been developed through lesson learning from previous FCDO interventions and programming, evidence review, and early market engagement held in July 2024. There are a number of challenges which the programme aims to address:
- i. **A continued lack of sector-wide evidence on what works to prevent and respond to SEAH across the aid sector.** Evidence gaps are still widespread with inconsistency in which approaches are effective, despite widespread recognition of the importance in addressing SEAH.
 - ii. **There is critical ongoing need for SEAH capability-building within aid organisations. More support is required to tackle SEAH,** especially in

strengthening victim-survivor centred approaches, building culture change within organisations and supporting staff capability. Whilst there has been a strong uptake of international standards, there continues to be a need for better coordination and coherence as well as embedding robust ethical organisational cultures and norms. Smaller, national organisations, especially CSOs, are often least able to pay directly to build capability.

FCDO programming

2.4 The FCDO has funded a number of safeguarding programmes which have helped build organisational capability. In particular, the **Safeguarding Resource and Support Hub (RSH)** programme. RSH has been successfully providing free support to aid organisations to strengthen their measures against SEAH. It has a strong focus on less-resourced CSOs in developing countries. It was designed to improve dialogue to facilitate and share learning, 'mainstream' SEAH safeguarding to shift organisational culture and generate evidence to contribute to the global evidence base. RSH was established in response to evidence gathered which indicated the SEAH safeguarding support landscape was fragmented, with no centralised body or 'one-stop-shop' which provided contextualised and/or dedicated resources for less-resourced organisations and CSOs.

2.5 The RSH has sought to help fill this gap. Since its creation in 2019, the programme has become a well-established provider, especially for CSOs in priority countries it has served. The RSH [global online platform](#) includes a resource library of extensive, contextualised tools and guidance as well as e-learning, expert resource and a consultants directory. The global reach of these resources has seen the online platform considered as a global public good. Direct services of RSH have been targeted to specific regions (12 national settings across MENA, South Asia, Africa and Eastern Europe). Evidence has demonstrated that the contextualised offers provided by RSH has suited a range of contexts. It has both led national hubs in development settings (e.g. Jordan), protracted crisis settings (e.g. Yemen, Ethiopia), as well as set up reactive hubs to new crises (e.g. Eastern Europe Hub). RSH has been highlighted as an important initiative, which engages with (targeted) countries, to support processes that build capability, raise awareness and develop and share knowledge to better support evidence-informed policy development. **This contract is the successor to the RSH programme and will retain the brand name of the Safeguarding Resource and Support Hub** (see contract deliverables section 5).

2.6 The FCDO has also supported PSEAH capability and accountability by funding the [Humanitarian Quality Assurance Initiative \(HQAI\)](#), [The Interagency PSEA Community Outreach and Communication Fund](#), and the Core Humanitarian Standard Alliance (CHSA) to develop the [Investigation Qualification Training Scheme \(IQTS\)](#).

Programme intended outcomes

2.7 **This contract is dedicated to building capability of organisations across the aid sector and will seek to address capability challenges and evidence gaps.** It is clear that whilst progress has been made since 2018, there is still much more to do. Ensuring people who work across the sector are adequately trained on preventing and responding to SEAH, along with a clear framework for action, empowers them to act ethically and responsibly, galvanising cultural change that not only protects the people they serve, but also fosters a safer working environment and is conducive to speaking up.

2.8 The supplier will address capability challenges and evidence gaps through the following

long-term outcomes:

- a. **Improved and sustainable capability to effectively hardwire safeguarding SEAH within organisations**, improving sector capacity and contributing to a shift in organisational culture and strengthened accountability.
- b. **Widespread, rooted understanding of and action on SEAH safeguarding** (at both international and local scale) beyond 'donor compliance', reflected in SEAH communities of practice across the sector engaging in more inclusive dialogue, strengthening shared learning on what works to prevent and response to SEAH in different contexts.
- c. **Contextualised and accessible evidence and learning on what works in building organisational capability** to prevent and respond to SEAH in the sector, which contributes to strengthened regional and global knowledge and evidence-base, disseminated across the sector.

2.9 The Safeguarding Unit will ensure interlinkages across its other programmes where relevant (e.g. when in same country, for advocacy and communication, to support thematic knowledge etc.) to facilitate learning and evidence between interventions and which can inform the programme and its capability building initiatives.

3. Objectives of this contract

3.1 This contract will enable support to aid sector organisations to strengthen their safeguarding policies and practices against SEAH. The intended objectives of this contract are therefore:

- a. **To build capability of less-resourced organisation in the sector**, especially CSOs, to manage PSEAH, ensuring they have access to contextualised free, quality training, resources, support and good practice;
- b. **To improve action and engagement across a range of key stakeholders and within communities of practice** across the sector which amplifies voices of CSOs and to advocate for and strengthen the knowledge base on PSEAH;
- c. **To support the generation of evidence and best practice on what works** to build organisational capability in the course of its work, building a community of practice and communicating results and learning sector-wide.

3.2 This will be achieved through three pillars:

- **Pillar 1 – Capability: Providing direct high-quality resources and support to the sector, particularly less-resourced CSOs.** Through a free online platform (a 'one stop shop') of global public goods, and through, direct capability-building activities such as training, mentorship and advice, virtually and at the country level. The programme will develop contextualised tools and guidance in national and regional priority settings, taking into account socio-economic and political dynamics, to provide tailored and relevant resources which appropriately consider gender, social and cultural norms. It will also share wider best practice tools and resources and facilitate access to expertise.
- **Pillar 2 – Engagement: Building up and engaging across a range of key stakeholders and communities of practice in the sector.** The supplier will collaborate and coordinate on PSEAH across the sector, at national, regional and international levels to advocate for and enable strategic coordination of efforts, experience and skills, to share challenges and lessons learned as a result of activities and strengthen the knowledge base on PSEAH. A critical element of this pillar will be to amplify the voices of CSOs and bring local CSOs more strongly into sectoral

discussion spaces.

- **Pillar 3 – Evidence: Programme activities support the generation and brokering of evidence and best practice that can reinforce and strengthen capability building**, and these are disseminated to a diverse range of users through evidence and learning products and reports. Providing thought-leadership through both driving and capturing innovative approaches, for example, which recognise the impact of gender norms, intersectionality and are particularly survivor-centred.

4. Scope of Work

Supplier requirement

- 4.1 The supplier will have the capability to draw on a range of relevant skills and expertise including those with contextual and local knowledge, to support specific marginalised and vulnerable groups (e.g. LGBTQI+, marginalised ethnic and racial groups, children, people with disabilities and victim-survivors) to engage with this contract. This is a highly sensitive and technical area and the FCDO recognise and value different skills and experiences that may be brought by organisations of all sizes across the sector.
- 4.2 The supplier will deliver a core programme of work to engage the sector on building capability as well as a responsive service facility which will be in addition e.g. rapid support offers (see contract deliverables section 5 for more details). The supplier will set up a strong quality assurance function that distinguishes and accounts for the different types of products, resources and support developed, including consideration of periodical independent checks to further strengthen quality assurance.
- 4.3 Each of the three pillars are mutually reinforcing. Capability building initiatives should enable dialogues as well as the generation of evidence. Increased engagement and convening will strengthen capacity building initiatives across the sector whilst evidence on what works to build organisational capability can stimulate better engagement and coordination.
- 4.4 The aim is to enable a flexible approach to delivery which can adjust and scale up and/or extend the resources over time, targeting to where need and potential impact is greatest. This should also include consideration for stopping interventions in areas which are not achieving expected/adequate impact. This approach will provide the supplier with flexibility to pilot innovative approaches to SEAH safeguarding.
- 4.5 The supplier should consider exploring opportunities to replicate the model through alternative funding from the wider donor community and other organisations to maximise the potential reach of this programme. For example, the previous RSH supplier included provision to establish reactive activities and established a short-term regional hub in Türkiye-Syria with funding provided by the Disasters Emergency Committee (DEC) to support in the aftermath of the earthquake.

Recipients and beneficiaries

- 4.6 The contract will primarily support small and medium sized CSOs in the 'global south', and those operating in high-risk environments, from a SEAH perspective, who are least able to pay for this support themselves (the primary 'end-user' / 'recipient'). However, larger CSOs and wider sector actors (e.g. other local stakeholders, INGOs, private sector, government institutions, donors) will benefit from the programme and make use of materials too.

Stakeholder engagement

4.7 The supplier is required to engage actively and coordinate a range of stakeholders across the contract lifecycle to convene and collaborate and amplify the voices of smaller CSOs. This includes, but may not be limited to:

- i. Smaller, local CSOs in the 'global south' as key end users; vulnerable groups who would benefit from lowering the risk of SEAH they are exposed to;
- ii. Larger international CSOs, multilaterals and other donors who may also utilise the globally available services (e.g. via the online platform) and potentially co-fund elements of the programme (alongside relevant accountability checks);
- iii. Relevant international and national networks and institutions e.g. CSO networks, Women's Rights Organisations (WROs), UN-led PSEA Networks wherever they have a presence, CHS Alliance, Humanitarian Quality Assurance Initiative (HQAI), Bond (the UK network for organisations working in international development), Inter-Agency Standing Committee;
- iv. Local and national government institutions to build credible national relationships;
- v. Research bodies including local research institutions and universities, think tanks and consultancies in sharing evidence and boosting innovation (pillar 3).

4.8 In building strong stakeholder relationships, the programme will be able to effectively complement the work plans of the respective functions (e.g. the PSEA Network) and work collaboratively to build sector capability, particularly focusing on less-resourced CSOs.

Building the evidence

4.9 A better understanding of 'what works' to build organisational capability helps to inform and sharpen capability initiatives that can then inform the whole sector. The supplier is therefore expected to generate evidence, learning and best practice in the course of the programme's activities, including initiatives that are most cost-effective for supporting those who are less-resourced. This will support to reinforce and strengthen capability building initiatives and the supplier is expected to disseminate these sector-wide to a diverse range of users through usable evidence/learning products (including contextualised, where relevant).

4.10 Local leadership is vital to ensuring interventions and support work effectively; unless we listen to and partner with those who best understand local needs and realities, our work will risk leaving the most marginalised behind and is less likely to maintain impact. It is therefore important for the supplier to contextualise, local expertise and promote building local capacity and ownership for sustainability. The supplier will deliver the activities in strong partnership with national CSOs based on mutual respect and delegating responsibilities where appropriate.

Geographic focus

4.11 Materials and resources created by the supplier will be publicly available on the RSH website platform and will therefore be a global public good with global reach.

4.12 The contract objectives will also be delivered in specific regions and countries across a range of contexts, working in countries which are at highest risk of SEAH, in the sector to provide direct support to less-resources organisations. This is set out below (4.13-4.16), but it is suggested that engagement will be staggered in its approach to rollout

across the lifecycle of the contract, to both support with focus and programme management, and to enable an iterative, continuous learning approach, whereby lessons from previous cycles can inform future phases.

- 4.13 The supplier will provide national support across three regions: South Asia, Africa and MENA. In each of these regions, the supplier will provide support where FCDO is already operating to enable alignment with portfolio priority areas. This could also include continuation of previous locations FCDO has supported initiatives on SEAH safeguarding (such as via RSH) which may support impact.
- 4.14 Within each of the three regions, we have identified two countries for national hubs to engage with (as set out in the table below). The supplier will also propose countries they assess as the most advantageous to engage with, 1 (one) per region. This will be developed at Inception Phase.

Region	Confirmed Countries	Supplier to propose (to be developed at Inception Phase)
South Asia	Bangladesh and Pakistan	1 x additional country
Africa	Ethiopia and Nigeria	1 x additional country
Middle East and North Africa	Jordan and Syria	1 x additional country

- 4.15 As part of the Inception Phase, the Supplier will undertake a country-based analysis to propose the most appropriate additional country within each region to operate in (see Section 11 for further details).
- 4.16 In 2024, the RSH programme piloted 'local affiliate partnership hubs' in Nigeria and Ethiopia. This non-funded partnership between the incumbent supplier and a national partner CSO, sees the CSO in each country take over and lead national programme operations, supported by the global platform. The affiliate model pilots are seeking to test local ownership approaches to contribute to further extend safeguarding practices in countries and to facilitate national acceptance and accessibility by government, donors and less-resourced CSOs, beyond the funding lifecycle of the programme. The successful supplier will therefore need to consider these pilot partnerships.

Common Approach to Protection from SEAH (CAPSEAH)

- 4.17 Governments, multilaterals, civil society, private sector and other stakeholders are taking steps to protect against SEAH, but approaches are not yet joined up or applied consistently. The CAPSEAH addresses this by synthesising existing PSEAH standards and approaches into a single guide that everyone working in the humanitarian, development and peace-related sectors can use to improve and align their work on PSEAH. The supplier will promote the use and endorsement of and alignment with CAPSEAH, through supporting multistakeholder dialogues at national/regional levels and increasing the dialogue between smaller, national organisations. This will enable a more inclusive dialogue and strengthen shared learning on 'what works' to build capability to prevent and respond to SEAH in different contexts.

4.18 The RSH programme previously hosted the CAPSEAH website platform, which was launched alongside its initial consultation in November 2023, and subsequent formal launch in June 2024. RSH enabled wide consultation due to its ability to reach and convene a breadth of stakeholders. The RSH programme developed the website platform with FCDO, which is directly linked to the RSH website platforms (<https://capseah.safeguardingsupporthub.org>). The CAPSEAH platform is now considered part of the RSH ‘family’ of online resources. Given the success of the relationship between RSH and CAPSEAH, this new programme will continue to host and manage the website platform. This will ensure continued alignment of the programme to CAPSEAH, provide continuity for its growing number of users, and enable continued awareness-raising through a trusted source of expertise on SEAH safeguarding.

4.19 Like the wider RSH website platforms, the supplier will assume management of the CAPSEAH website, and its ongoing design and updates, hosting, branding and images, and promote CAPSEAH via stakeholder engagement. The supplier will link directly to Safeguarding Unit CAPSEAH adviser leads for support and direction on content and updates, as well as through engagement with the CAPSEAH steering committee. Feedback from stakeholder engagement, and learning, evidence and best practice identified through the programme can also enhance CAPSEAH.

5. Contract Deliverables

5.1 The contract tackles an issue driven by power imbalances and often underpinned by gender inequality. All outputs will aim to contribute to improving the lives of vulnerable groups, recognising that SEAH is known to particularly affect women and girls, minority groups, disabled persons and other groups who may have less power or be more marginalised. As such, programme outputs shall be designed to be inclusive, fair, and considerate of the needs of those groups. **The supplier must undertake a robust inclusive and intersectional approach including drawing from evidence which factors in stakeholder’s views, and is survivor-centred for example CSOs, WROs, victim/survivors and those most vulnerable to SEAH in the sector. The supplier’s methodology should set this out at inception phase.**

5.2 The Supplier is required to fully familiarise themselves with the outgoing FCDO capability programme – the Safeguarding Resource and Support Hub which this programme will follow from. All data, resources and information in relation to this programme will be made available to the supplier by the incumbent suppliers, at the time of programme closure in March 2025. This will include all technical systems and platforms, all products produced over the lifetime of the programme, including at global level and at each hub.

5.3 An independent evaluation of the RSH programme will be completed by July 2025 which will be shared with the supplier to provide additional learning and evaluation insights for the contract and may be used to shape and influence delivery.

5.4 During the inception phase, the supplier will conduct a sector mapping exercise to better understand the landscape of capability-building initiatives and offers within each regional setting, to further support shaping of the programme offer, facilitate strategic partnerships and ensure the intervention avoids duplication. This should be at global scale, regional and country-specific level and made available as an output. The supplier will also engage with FCDO’s overseas posts in any discussions to support start-up of the programme, buy-in of its aims and mapping of existing programmes and partners to support

stakeholder analysis.

5.5 Table 1 sets out the requirements for the inception phase, over 9 months.

Table 1 – Inception Phase Deliverables	
Governance and structures	Produce an Inception Report and submit alongside relevant inception documentation. Make all administrative, logistical and management arrangements to facilitate the launch and delivery of the programme in the implementation phase, according to the approved programme design and approach. Including: • Establish an Executive Steering Committee, comprised of CEOs of implementing suppliers, FCDO Safeguarding Unit senior staff and core programme team (SRO and PRO). • Establish relationships with programme partners and ensure all key programme governance mechanisms (including the Steering Committee) and ways of working are fully in place, with clear lines of accountability (e.g., through ToRs and an MoU). • End user (recipient) engagement in national hub settings to co-create and co-design robust strategies which are responsive to the specific needs/gaps in each specific context. • Mapping risks through the delivery chain and setting mitigation strategies. All relevant due diligence of sub-contractors. • Develop a Communication and Policy Influencing Strategy for each country. • Full handover with the RSH programme incumbent suppliers, arranging handover meetings to ensure smooth process and limiting break in service for end-users. A meeting will be arranged early in 2025 to bring parties together to agree steps required for smooth handover.
Pillar 1 Capability	• Conduct mapping of wider, existing sector guidance, tools, information, services and platforms for SEAH safeguarding in the sector (as part of stakeholder engagement). Particularly, assessment of existing capability-building offers which can support to inform programme offers. This should also be developed into a quality assured, recommended resource list, to signpost wider best practice offers to the market e.g. into short descriptions and links e.g. free, paid for, thematic. Ideally to add as a resource for the CAPSEAH website. • Full handover and transition of the RSH technical systems and online platforms – global as well as all national hubs online resources. All products will be packaged to be transferred to the successful supplier in a usable, accessible format. A stakeholder map that includes contact information and recent engagement history will be handed over in line with data protection regulations. • Review and stocktake existing RSH materials and platforms to consider any possible streamlining approaches to ensure ongoing reach and dissemination of relevant / key materials. Assessing RSH online resources and hub platforms and consider options for synthesising and streamlining content to maximise accessibility. • Undertake country-based analysis to propose the additional country they assess as most appropriate and advantageous within each region to operate in, 1 (one) per region. The supplier will provide national hub

	model strategies, tailored to local organisational level in order to meet the specific needs and requirements, whilst adhering and aligning to international standards. See Section 11 for further details of criteria for selection. • Scoping work for national hubs and a costings framework defining locally tailored services, including how to recruit and embed into national settings. This should be co-created and co-designed with national/local actors, experts and end-users (e.g. CSOs) and seek to share accountability and risk. • Developing a mentorship programme outline offer for CSOs, including specific engagement strategies e.g. investigations, leadership engagement, managing a survivor-centred and 'do no harm' approach, handling sensitive information, establishing referral services. • Developing free e-learning offer to provide sector with free core learning on safeguarding. This should build on the RSH 'Safeguarding Journey'.
Pillar 2 Engagement	• Develop communication plan to maximise advocacy, engagement and outreach to end users, international stakeholders, including remote partners. Stakeholder mapping (using handover documentation from RSH programme) as well as in discussion with FCDO. • Establish a network of key stakeholders including key FCDO offices to support to identify local expertise and materials. • Commence next phase of scoping and analysis of agreed national hubs to develop implementation approach e.g. in consideration of wider networks, key actors and specific context such as high-risk SEAH sub-national regions. This should include mapping of referral services. • Review and refresh the Consultants Directory, building on the RSH directory, and develop approach to quality assuring and adding consultants, especially in key areas of need such as those from global south and investigators. • Establish mechanisms or join existing mechanisms to drive and facilitate engagement and exchange of ideas on SEAH safeguarding standards for key actors across the sector e.g. local and international NGOs, survivor-representative organisations, multilaterals, think tanks, academic institutions and others.
Pillar 3 Evidence	• Mapping of available networks which also support to build the evidence base. • Quality assurance of services and work with end users to identify demand. • Develop an online, free repository which signposts existing services, evidence, learning tools and guidance, for wider international community to draw from (e.g. UN, INGOs, IFIs, donors etc.). • Drawing on existing evidence, research and learning which support building evidence of 'what works' to build capability – mapping of evidence gaps which can then inform programme activities. Consider options for quality assurance function of wider learning, evidence and materials in the sector as they are developed, which can be shared as best-practice and recommended learning, evidence, and capability building offers for the sector, beyond what the contract creates.

MEL	• Develop overarching MEL approach, a logframe (likely structured around the three pillars) and a Theory of Change – which is built from the overarching business case Theory of Change (ToR Annex A). Inception logframe to be agreed with FCDO within first three months of contract. • Develop a strategy for monitoring and evaluating learning and building capability, with clear anticipated outcomes and indicators, which includes regular and robust feedback loops from end-users. • Develop approach to measuring effective uptake and use of online platforms (e.g. quantity as well as quality). • Approach to commissioning an independent rigorous evaluation of the programme, over its lifetime. At inception, the evaluation should be scoped out to define the precise questions which add value by providing new insights and to ensure good value for money.
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5.6 Table 2 sets out the Implementation phase, 3-4 years.

Table 2 – Delivery Phase Deliverables	
Governance and structures	• Manage delivery and activities under all workstreams. The supplier is responsible for ensuring that the results framework outputs are on track to be met, and that the agreed delivery plan is adhered to. • Monitor the contract's progress and results. The supplier is expected to facilitate and contribute to the FCDO monitoring arrangements, such as progress reports and Annual Reviews. • Manage partnerships with sub-contractors, and key stakeholders. • Actively manage, mitigate, and report programme risks including reporting to FCDO; the supplier will regularly update the agreed programme risk matrix. • Ensure strong and flexible financial management. • Establish National Expert Boards in each national setting made up of national sector experts and critical stakeholders such as researchers, field practitioners, CSOs, private sector and multilaterals to inform programme decisions and advise on equitable stakeholder engagement. The two main functions will be to: i) provide advice on programme strategy and methods; and ii) advise and draw on developing country networks to ensure service uptake.
Pillar 1 Capacity and Capability	• Maintain, quality assurance and continually refresh the online platforms (global, national and CAPSEAH) with latest tools, guidance and support to ensure it reflects the latest thinking and best practice. Critically, resources should seek continuous end-user feedback which can be systematically incorporated. • Maintain and refresh e-learning offer with ongoing end-user feedback to inform updates and refinement. • Draw on regional and thematic networks in developing countries (and potentially national hubs) to direct organisations to regionally contextualised advice – if not directly provided. • Support for eligible organisations to adhere to agreed international standards on safeguarding against SEAH through tailored guidance and referral mechanisms, and peer-to-peer assessment to improve organisational accountability; keeping abreast of any amendments to

	international standards. • Continue to work to implement co-designed and locally-informed and led management models at national hubs level with sustainability at its heart. Critically, which learn and adapt to regular feedback from end-users and local actors to track and ensure services are meeting expectations. This should be central to sustainability strategies and be built into the MEL strategy. • Provision of up to date, locally tailored information, resources and tools in chosen hub national settings. This should include how to unpack the concept of PSEAH in diverse local and national contexts. • Provision of quality assured specialists in hub national settings such as; SEAH specialist investigators, a pool of advisers who can conduct due diligence assessments, regionally contextualised national and legal mapping and analysis of enablers of / challenges to progressive management of SEAH; mapping of local, national support services for survivors and complaints avenues (local/national/international). Key information globally available via online platform with tailored support available to eligible organisations. • Act as an approachable contact point for organisations of varying sizes, cultural and linguistic backgrounds.
Pillar 2 Engagement	Develop reputation as key convening actor through: • Communicating lesson learning of the programme, including what has and has not worked in appropriate local, national and international fora and in contextually relevant and usable formats. • Amplifying the voices of CSOs in PSEAH communities of practice at local, national and international level. • Conducting ongoing end-user engagement to assess levels of SEAH risk in FCDO countries/sub-regions and inform proposals to expand the reach of the programmes services in response to need/risk. • Facilitating sharing and pooling of resources, expertise and best practice, including training and mentoring, between organisations of different sizes through 'marketplace' function.
Pillar 3 Evidence	• A one-stop-shop for quality assured evidence and learning on building organisational capability for safeguarding against SEAH, supporting organisations/individuals to meet PSEAH standards and adopt best practice, whilst ensuring coherence and continuity with the CAPSEAH platform. • Maintaining online repository through periodic sector reviews to ensure continual provision of latest evidence, learning tools and guidance, for wider international community to draw from (e.g. UN, INGOs, IFIs, donors etc.). • Identifying evidence gaps and support to build the evidence based, including through engagement with academia, and research bodies. • Building contextual knowledge on safeguarding against SEAH, taking into account different cultural norms. • Continued facilitation of global platform for SEAH debate.
MEL	• Continued M&E of programme overall and of learning and capability built through the programme. • Develop a logframe for the remainder of the programme, agreed with

	FCDO no later than three months after the start of the Implementation Phase. This will be for the duration of the implementation period and make clear what results will be achieved and how indicators of success. This will include specific targets for each country. The logframe must align with the overall Theory of Change. • Procurement of independent evaluation. This must fulfil the basic conditions of independence, transparency and follow a robust methodology.
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Exit Phase Requirements

5.7 An Exit plan will be developed by the supplier and delivered to FCDO within three (3) months after the Commencement Date. The Exit Plan will consolidate the final sustainability, exit and transition strategies (as developed throughout the lifecycle of the programme) as well as core contractual requirements e.g. arrangement for any transfer of services, including comprehensive handover of project activities, assets and final necessary financial audits.

6. Supplier responsibilities

6.1 The Supplier is responsible for the delivery of this contract as per this ToR and will be accountable to the FCDO. The supplier is encouraged to set up strong collaborative relationships with other aid agencies in its area of operation.

6.2 The contract will be managed by the FCDO's Safeguarding Unit. A Senior Responsible Owner (SRO) in the Safeguarding Unit will hold overall responsibility for the contract. A Programme Responsible Owner (PRO) will undertake day to day management of the contract and is the main contact for the Supplier. Social Development or other Advisor(s) in the Safeguarding Unit will provide technical advice on the direction of the deliverables in conjunction with the SRO and PRO for this contract.

Supplier Contract Management

6.3 The Supplier is responsible for the following:

- Plan, deliver and monitor activities in line with pre-approved annual workplans.
- Provide regular reporting to FCDO as set out in section 12.
- Ensure accurate, timely and robust financial management as set out in section 10.
- Develop robust risk management and mitigation strategies as set out in section 15.
- Carefully manage safeguarding risks based on in-depth safeguarding risk assessment and localised mitigation strategy.
- Ensure inclusive and politically aware programming – so that gender and inclusion considerations are streamlined in programme activities and the programme remains sensitive and responsive to changes in context, including political changes.
- Ensure strong management with all partners down the delivery chain.
- Establish and maintain effective working relationships with relevant stakeholders.
- Drive innovation and continuous improvement across all supplier responsibilities.

Monitoring, evaluation and learning

6.4 The Supplier is responsible for the following regarding MEL:

- Day to day monitoring and implementation to ensure that outputs and outcomes are met. The supplier will need to produce a high quality logframe and a MEL Strategy that takes into account details of building the evidence base (pillar 3) to inform the programme. The MEL Strategy must include:
 - The approach for data collection, management, analysis and dissemination.
 - The approach for M&E of learning and capability building through the programme.
 - Be aligned with the ToC and logframe.
 - Articulate how the Supplier will integrate an inclusive and intersectional approach. We would encourage the ToC and Logframe and Strategy to be developed alongside stakeholder engagement including relevant local actors.
 - The MEL Strategy is to be finalised during the inception phase and reviewed annually with updates shared with the FCDO for approval.
- Theory of Change: The Supplier will develop a Theory of Change for the contract. This will build from the overarching Theory of Change (ToR Annex A). The supplier may develop one per country, if preferred, for improved contextualisation and sharing on the programme's aims.
- Logframe: A logframe will be developed for the inception period, and agreed with FCDO no later than three months after the contract signature. When this concludes, a logframe for the remainder of the programme will be developed and agreed with FCDO no later than three months after the start of the Implementation Phase. This is to be reviewed annually in discussion with the FCDO as part of the Annual Review. The logframe will be for the duration of the implementation period and make clear what results will be achieved and include indicators of success. This will include specific targets for each country. The logframe must align with the Theory of Change.
- Monitoring: The FCDO is a signatory to the Inclusive Data Charter¹. The supplier is required to disaggregate data by sex, age, geographic location and disability status. This should be built into the logframe.
- Evaluation: The Supplier will commission an independent evaluation of this Contract during its lifecycle. This should be developed from inception phase and must be finalised by the end of the contract. This must fulfil the basic conditions of independence, transparency and follow a robust methodology. An Evaluation Steering Committee (selecting the individual/ team leading the evaluation) will receive the report and have the right of refusal / approval, which will include the FCDO. The FCDO will receive the draft independent evaluation report at the same time that the Supplier does. The final evaluation report will be validated by the FCDO.

7. Governance scope

7.1 The Supplier will be responsible for managing any sub-contractor or partners engaged in the delivery of this contract.

7.2 The relationship with the FCDO will be managed on a monthly basis through check-in meetings and a quarterly basis through quarterly reporting and extended quarterly management meetings throughout the life of the programme.

¹ <https://www.data4sdgs.org/initiatives/inclusive-data-charter>

- 7.3 The supplier's core team will ensure a coherent approach which works across the three pillars, at global platform level, as well as within and linked to national hubs.
- 7.4 The core team will be required to operationalise and manage the contract's user-friendly online platforms. The suppliers core team will receive strategic direction from a governance board ('Executive Steering Committee') comprising of the CEOs of all suppliers and partners of the programme, FCDO Safeguarding Unit senior staff and the Senior Responsible Owner (SRO).
- 7.5 The supplier is expected to deliver the activities in strong partnership with national CSOs based on mutual respect and delegating responsibilities were appropriate. It is important for the supplier to draw on the required local knowledge and promote building local capacity and ownership for sustainability.

8. Management and Technical Requirements

- 8.1 The Supplier must provide appropriately skilled personnel and systems to ensure strategic and effective day-to-day management of the contract.

The Core Team

- 8.2 The quality and experience of the team will be critical for delivery of this contract. It is expected that a small, multi-disciplinary team of full-time personnel with the right expertise will be required, rather than a large team of part-time members, to fully deliver this Contract and ensure effective day-to-day management of the programme. This will be alongside a pool of technical experts who can be drawn down for specific deliverables for dedicated periods. FCDO would expect to see a gender balance across the team. We welcome suggestions from suppliers on the delivery model which will maximise programme results and value for money. The Supplier's team structure is required to demonstrate the skills set demanded by the TOR. The Supplier must also conduct due diligence of any subcontracted partners as appropriate.
- 8.3 The Core Team shall deliver the following, as a minimum:
- Expertise on safeguarding against SEAH, gender equality and gender and social inclusion analysis, GBV, child sexual exploitation and abuse, building capability for organisational change, research and monitoring and evaluation.
 - Team Leader(s) for oversight of the overall programme, with relevant experience successfully leading programmes with demonstrable leadership, engagement, excellent delivery and staff management skills.
 - Programme managers with relevant experience leading programme management and delivery (e.g. procurement, logistics, administration, operations, monitoring and reviewing), financial and risk management in similar programmes; programme management expertise to provide oversight and coordination, ensure cohesion between the three pillars, and delivery of the practical outputs; evidence of effective management of downstream partners including due diligence.
 - National/regional leads for local oversight and delivery (with efforts to draw upon local SEAH safeguarding and capability expertise.)
 - MEL skills and experience – (please see section 6.4)

Technical Expertise Pool

8.4 Recognising this is a highly sensitive and technical area, the Supplier will also provide personnel that have the relevant and extensive technical expertise in relation to safeguarding against SEAH, wider social development expertise, capability building and MEL. Suppliers should demonstrate how they will obtain access/source technical experts and how the capacity, quality and appropriateness of the roles will deliver quality deliverables.

8.5 Technical expertise pool should include the following skills:

Safeguarding against SEAH and relevant social development expertise, skills and experience, with evidence to include:

- Relevant expertise and skills in relation to safeguarding against SEAH, gender equality and gender analysis, especially GBV, child SEA. Experience supporting particular marginalised and vulnerable groups (e.g. LGBTQI+, marginalised ethnic and racial groups, children, people with disabilities and victim-survivors).
- Technical/thematic expertise in socio-economic analysis and Political Economy Analysis (PEA). Ability to undertake stakeholder analysis in complex environments.
- Relevant, national, contextual knowledge and expertise.
- Experience engaging across sectors with key stakeholders internationally on PSEAH to build strong collaborative and credible working relationships on relevant issues. This includes working with civil society groups and a range of public and private sector stakeholders.
- Experience conducting or contributing to building the evidence base on SEAH safeguarding and/or relevant capability building.

Capability building expertise, skills and experience, with evidence to include:

- Experience developing bespoke capability building initiatives and materials as required by the Terms of Reference including contextualised materials and in local/national/regional settings – especially the ‘global south’.
- Experience and knowledge in building civil society organisations’ capability to adopt new skill sets and to achieve organisational behavioural change.
- Experience in participatory processes and how to manage these to achieve the above.

Monitoring, Evaluation & Learning expertise, skills and experience, with evidence to include:

- Designing M&E strategy, monitoring and evaluating programmes, applying continuous learning approaches to improve delivery. This should include technical expertise in measuring performance change in CSOs and the processes by which such change is achieved to understand what works and identify good practice; and technical expertise in both quantitative and qualitative analysis.
- Understanding of how to generate and broker evidence and best practice on SEAH safeguarding, the programme and through third-party sources and ability to build innovation and capture evidence in the field of SEAH safeguarding.

8.6 Staff composition should include a fair mix of representation of national expertise in each of the national hub countries of operation with specific contextual national, local knowledge and expertise in supporting particular, relevant marginalised and vulnerable groups (e.g. LGBTQI+, marginalized ethnic and racial groups, children, people with disabilities and victim-survivors). Local leadership is vital to ensuring a more effective,

equitable and inclusive approach.

- 8.7 The Supplier is responsible for managing agreements with downstream partners and conducting effective due diligence on all downstream delivery partners/sub-contractors, as well as internal monitoring and reviews, financial management, risk management (including safeguarding and fraud), logistics/operations, administration, procurement. Due diligence record of downstream partners/sub-contractors must be made available, on request, to the FCDO.
- 8.8 The Supplier will establish a project presence in each country location and will recruit, motivate, and retain appropriate personnel to deliver on the deliverables, outputs and outcomes associated with the contract.
- 8.9 The supplier will ensure that at least basic-level training on safeguarding against SEAH including on complaints and whistleblowing is conducted at least every two years with the core team, staff, and volunteers as well as partners.

9. Contract Management Requirements

- 9.1 FCDO will manage the Supplier's performance primarily through a logframe, key performance indicators and a workplan.
- 9.2 The contract will have a dedicated senior responsible owner (SRO) and programme responsible owner (PRO) in FCDO, who will be the primary contacts for agreeing workplans and who will be responsible for the day-to-day management of the contract. In addition, the Supplier will be in contact with other FCDO staff during the contract, such as SGU advisers and wider staff, relevant policy leads in UK and overseas posts. For each agreed output the supplier will discuss the scope of work and methodology with FCDO as part of the inception phase process.
- 9.3 Communication with implementing partners is a crucial part of this contract. Therefore, once the contract is awarded an introductory meeting will be set up between FCDO, and the Supplier, to discuss the contract and its objectives and clarify any points of concern. This will also include a meeting with current RSH supplier.
- 9.4 Each year FCDO will produce an Annual Review of the Supplier's performance and progress as per FCDO standard rules. At the end of the contract, a Project Completion Review will also be completed. Both the Annual Review and Project Completion Review will use quarterly and annual reports by the Supplier as the basis for assessing contract performance.

10. Financial Management Requirements

- 10.1 The supplier is required to deliver effective financial management, ensuring strong financial controls, with effective management of sub-contractors and will need to demonstrate Value for Money (VFM) at all stages of the programme. This will include demonstrating that administrative costs can be minimised and that programme activities are designed to maximise cost effectiveness. This should also have a particular focus on

equity, given that women and people with protected characteristics are most affected by SEAH.

10.2 Within this, the Supplier is responsible for:

- Agreeing annual budgets with FCDO within the contract budget envelope linked to any agreed updates to the workplan.
- Flexibly managing budget increases or reductions (this may require a contract amendment).
- Agreeing with FCDO prior to authorising appropriate budget amendments (this may require a contract amendment).
- Producing monthly financial forecasts showing projections for current and following quarter.
- Producing quarterly and annual financial returns (in FCDO's financial year period) showing funds disbursed, broken down as agreed with FCDO.

Performance Management

10.3 Supplier performance will be managed using a robust performance management framework including a logframe and operational Key Performance Indicators (KPIs) built into the contract and the programme evaluation.

10.4 The indicators and logframe are likely to cover some of the following areas:

- i. Feedback from recipients on quality, accessibility, and relevance of services, guidance and support provided;
- ii. Effectiveness in amplifying the voices of CSOs and bringing them into national/international discussions and engagement;
- iii. Ability to regionally contextualise tools, guidance and services which are relevant to national settings, and take account of gender, social and cultural norms (particularly in relation to vulnerable and excluded groups) to meet specific requirements and needs, to reach the most marginalised;
- iv. Effectiveness in facilitating the sharing and pooling of resources and best practice on safeguarding against SEAH in the sector with broad and comprehensive range of stakeholders to help build the global evidence base on what works to build organisational capability to safeguarding against SEAH;

10.5 A logframe for the inception period will be agreed with FCDO no later than three months from the contract start date. When this concludes, a logframe for the remainder of the programme will be developed and agreed with FCDO no later than three months after the start of the Implementation Phase.

11. Payment Structure and Key Performance Indicators

Inception phase

11.1 In the Inception Phase, Payment will be linked to the milestones which are set out in the table below (Table 3).

11.2 Payment will be made quarterly in arrears throughout the programme.

11.3 If the Inception Phase milestones are not completed to a satisfactory level, FCDO

reserves the right to withhold payment and delay moving into implementation phase until a satisfactory report is provided.

- 11.4 During the Inception Phase the supplier will undertake a country-based analysis and propose additional countries within the three regions, assess as the most advantageous to engage with, 1 (one) per region. The supplier will provide national hub model strategies, tailored to local organisational-level in order to meet the specific needs and requirements, whilst adhering and aligning to international standards. This methodology should have an inclusive and intersectional approach.
- 11.5 Innovative models are welcomed, including consideration of flexibility to be built into models which can respond to learning.
- 11.6 Proposed locations will be selected during the Inception Phase and will be included within the inception report. The following criteria will be used to support this:
- **Robust evidence-based needs assessment** e.g. risks of SEAH are high and there is a high level of aid and a high number of CSOs with considerable engagement in the aid sector.
 - **Rationale for selection of locations** e.g. range of contexts for evidence generation, convening and collaborating across national and international CSOs. Consideration of a range of contexts e.g. not just humanitarian or Fragile and Conflict Affected States. Consideration of structural barriers (including intersectional issues such as gender and diversity) and power analysis to understand the parameters for engagement.
 - **The impact that the specific supplier(s)** will be able to have in each location e.g. existing/previous work or relationships, national footprints and demonstration of strategic fit of existing national initiatives/offers against the scope of the programme i.e. where it can complement existing offers or fill gaps, and not duplicate efforts.
 - **National hub model development strategies** tailored to local organisational level in order to meet the specific needs and requirements, whilst adhering and aligning to international standards.
- 11.7 Following selection of the three (3) locations, if one or more is considered as a fragile country in accordance with the latest OECD States of Fragility report, the supplier can use the 'Price Ceiling Uplift' as set out in the GDD Framework terms. This change will be done via a contract amendment.

11.8 Table 3 – Inception Phase Milestones

Table 3 – Inception Phase Milestones linked to payment		% of milestone
Governance and structures	• Mapping risks through the delivery chain and setting mitigation strategies. All relevant due diligence of sub-contractors. • Develop a Communication and Policy Influencing Strategy for each country.	10%
	• Full handover with the RSH programme incumbent suppliers, arranging handover meetings to ensure smooth process and limiting break in service for end-	5%

	users. A meeting will be arranged early in 2025 to bring parties together to agree steps required for smooth handover.	
Pillar 1 Capacity and Capability	- Conduct mapping of wider, existing sector guidance, tools, information, services and platforms for SEAH safeguarding in the sector (as part of stakeholder engagement). Particularly, assessment of existing capability-building offers which can support to inform programme offers. This should also be developed into a quality assured, recommended resource list, to signpost wider best-practice offers to the market e.g. into short descriptions and links e.g. free, paid for, thematic. Ideally to add as a resource for the CAPSEAH website. - Review and stocktake existing RSH materials and platforms to consider any possible streamlining approaches to ensure ongoing reach and dissemination of relevant / key materials. Assessing RSH online resources and hub platforms and consider options for synthesising and streamlining content to maximise accessibility. - Developing a mentorship programme outline offer for CSOs, including specific engagement strategies e.g. investigations, leadership engagement, managing a survivor-centred and 'do no harm' approach, handling sensitive information, establishing referral services.	25%
	- Undertake country-based analysis to propose the additional country they assess as most appropriate and advantageous within each region to operate in, 1 (one) per region. The supplier will provide national hub model strategies, tailored to local organisational-level in order to meet the specific needs and requirements, whilst adhering and aligning to international standards. - Scoping work for national hubs and a costings framework defining locally tailored services, including how to recruit and embed into national settings. This should be co-created and co-designed with national/local actors, experts and end-users (e.g. CSOs) and seek to share accountability and risk.	25%
Pillar 2 Engagement	- Develop communication plan to maximise advocacy, engagement and outreach to end users, international stakeholders, including remote partners. Stakeholder mapping (using handover documentation from RSH programme) as well as in discussion with FCDO. - Establish a network of key stakeholders including key FCDO offices to support to identify local expertise and materials.	10%
Pillar 3 Evidence	- Mapping of available networks which also support to build the evidence base. - Quality assurance of services and work with end users to identify demand.	10%

MEL	• Develop overarching MEL approach, a logframe (likely structured around the three pillars) and a Theory of Change – which is built from the overarching Theory of Change (ToR Annex A). Inception logframe to be agreed with FCDO within first three months of contract. • Develop a strategy for monitoring and evaluating learning and building capability, with clear anticipated outcomes and indicators, which includes regular and robust feedback loops from end-users. • Develop approach to measuring effective uptake and use of online platforms (e.g. quantity as well as quality). • Approach to commissioning an independent rigorous evaluation of the programme, over its lifetime. At inception, the evaluation should be scoped out to define the precise questions which add value by providing new insights and to ensure good value for money.	15%
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11.9 During the inception phase the supplier and FCDO will work closely to refine the outputs for the Implementation phase. FCDO's decision on outputs will be final.

Implementation phase

11.10 During the Implementation Phase FCDO will pay inputs quarterly at 80% with the remaining 20% payment linked to the achievement of KPIs. For the duration of the contract, expenses will be paid on actuals.

11.11 KPIs will be used to track programme progress and performance on a quarterly basis. ToR Annex E details SMART targets and weightings for each of the following KPIs.

11.12 Extract of the Key Performance indicators (KPIs) table:

Table 4 – Key Performance indicators (KPIs) table		
KPI 1	Delivery of core context and need specific products and services.	25%
KPI 2	Quality delivery of products and services. To be assessed both in relation to users reached and feedback from end users on quality, accessibility, and relevance of services, products and support provided.	30%
KPI 3	Financial Management – The supplier maintains a high quality of financial management, delivering the programme on budget with accurate forecasting and timely reporting.	15%
KPI 4	Quality reporting – Accurate, complete, clear and consistent and useable reporting	15%
KPI 5	Timely reporting - 100% of reports received on time in accordance with ToR.	15%
KPI 6	Subcontractor Payment Terms Compliance – 100% of payments to subcontractors in line with agreed contract terms	TBC

11.13 The payment structure and application of the KPI process will be as follows:

- 20% of Core Team fees will be subjected to the KPI process.

- The measure for the KPI's is Pass or Fail.
- Where several Outputs are completed in the same reporting period, invoices may be consolidated.

11.14 The Supplier must inform the FCDO as soon as possible if they anticipate missing the deadlines for any deliverables. In this circumstance, the Supplier will provide to the FCDO a justification for the anticipated delay in delivery and propose a new deadline for FCDO's consideration. FCDO may, as its sole discretion, agree to extend the deadline for completion of an output – this approval will be provided in writing and will not be unreasonably withheld.

12. Reporting Requirements

12.1 The Supplier will provide the following as a minimum:

Table 5 – Reporting Requirements	
Reporting	Detail
Inception Report	
Inception Report	The inception report should set out progress against Inception Phase tasks and actions for the Implementation Phase as per requirements outlined in Section 5. The report should also include: • Update on progress and activities completed during inception phase to date • Actions, associated timelines and reporting processes for the Implementation Phase • An agreed workplan for Implementation in Year 1 • Country-based analysis and proposal of the additional countries assessed as most appropriate and advantageous within each region to operate in, 1 (one) per region. • Financial update including a VfM strategy and indicators for implementation phase • Updated risk register and delivery chain map • Agreement of KPI 1, 2 and 6 Targets. • Exit strategy outline. Maximum 25 A4 pages (minimum font size 11).
Submission	By email to programme SRO and PRO on the last calendar day of the 4th month of the contract start date.
Quarterly Reports	
Quarterly Report	The quarterly report will be a concise narrative and financial report, submitted within 14 working days following the end of the reporting quarter. It should cover the following: • Overall performance summary – key achievements and challenges, progress against key KPIs, as set against the logframe. • Progress against workplan, MEL activities. • Financial overview – key points from financial reporting, e.g., explanation for variances, slower-than-expected rate of spend, VfM.

	• Updated risk register with latest key risk assessment and mitigations. • Programme changes – any changes in activities, locations, downstream partners, key staff. • Lessons learnt. • Asset register update. • Overview of key activities in the next quarter. Maximum 25 A4 pages (minimum font size 11).
Workplan	Proposed workplan and budget for the next quarter. Workplans will include detail for each country of operation.
Financial Report	Maximum of 6 A4 pages or Excel worksheets (excluding annual audited accounts) minimum font size 11, including spend disaggregated by workstreams and covering all requirements outlined in Section 10 to be delivered throughout the inception, implementation and exit phases.
Submission	By email to Programme SRO and PRO within 14 working days following the end of the reporting quarter. This will allow inclusion of latest web analytics from online platforms.
Annual Reports	
Annual Reports	The annual report will contribute to the wider programme Annual Review. It should be maximum 25 pages and cover the following: • Overall performance summary – key achievements and challenges of the year; progress against KPIs and outcome-level indicators, analysis of any changes to the theory of change and its assumptions. • Progress towards workplan, achievements/challenges. • Summary of MEL activities and how findings will be used to improve delivery of the programme. • Summary of communications activities. • Financial performance – summary of financial expenditures for the reporting period, compared to the approved budget and explanation of any significant variances. Programme management achievements and challenges. • Key risks during the year and mitigating actions taken. • Programme changes – any major changes in activities, locations, downstream partners, key staff. • Summary of VFM over the year outlining economy, effectiveness, efficiency, equity, including cost-effectiveness assessments. • Lessons learnt. • Recommendations and priorities for the next year. Maximum 25 A4 pages (minimum font size 11).
Submission	The annual reporting schedule will be aligned with FCDO's financial year of April to March. By email to programme SRO and PRO no later than one month following the end of each year of the programme (i.e. expected to be 30 April each year).
Workplan	Proposed workplan and budget for the next year will be submitted individually by partners but must have been discussed and agreed prior

	to sharing with FCDO.
Financial Report	Maximum of 6 A4 pages or Excel worksheets (excluding annual audited accounts) minimum font size 11, including spend disaggregated by workstreams and covering all requirements outlined in Section 5 to be delivered throughout the inception, implementation and exit phases. Submitted individually.
Risk Register	Risks reviewed quarterly. This should build from the FCDO template. (see ToR Annex D).
Logframe	Complete logframe updated with the most recent data.
Annual Audited Accounts	Identifying FCDO funds, associated disbursements and unspent funds.
Asset Register	Using FCDO-provided template. Any assets identified as lost or stolen to be clearly flagged as such.
Delivery Chain Map	To assess full delivery chain and identify any risks alongside. To be reviewed quarterly.
Exit Plan	
Exit Plan	The exit plan should cover all requirements outlined in Section 5 to be reviewed at each Annual Review and finalised 12 months before the end of the contract.
Final Report	
Final Narrative Report	The final report should cover the results and lessons learned over the life of the contract in a format agreed with FCDO. Maximum 40 pages. The template and structure will be provided by FCDO but be in line largely with the Annual Review requirements. An asset disposal plan guided by the UK asset disposal guidelines will also be required if any assets were procured with the programme funds.
Final financial report	This report should provide an overview of all expenses made under this project.
Exit report	Based on the exit strategy developed during inception, this report will cover sustainability, exit or handover strategies for each intervention including a section on lessons learned.
Final evaluation	The Supplier is expected to commission an external, independent evaluation of the programme during its lifecycle. This should be developed from inception phase but must be finalised before the final six months of programme. This must fulfil the basic conditions of independence, transparency and follow a robust methodology.
Submission	By email to Programme SRO, PRO before the contract end date.

12.2 Ongoing reporting to FCDO is expected on a regular basis (verbal and written), including to fulfil any central FCDO commissions or to report on any arising contractual or commercially sensitive issues.

13. Contract duration and budget

13.1 The start date of the Contract is May 2025. It is anticipated the Contract will run for 5 years (60 months), ending April 2030.

13.2 The value for this Contract is up to £15,000,000. The budget is exclusive of VAT. It is the Supplier's responsibility to understand their tax obligations.

13.3 The budget is subject to FCDO's annual budget allocations and cross-HMG Spending Reviews therefore the budget may increase or decrease during the term of the Contract. The budget will be confirmed between the FCDO and the supplier on an annual basis.

13.4 Contract financial profile: The suggested yearly profiling – subject to change.

FY	25/26	26/27	27/28	28/29	29/30
Indicative budget	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000

13.5 The indicative budget for the Inception Phase is expected to be around 7-8% of total budget, excluding extension options.

13.6 The contract will be subject to a review point at the end of Inception Phase. Continuation of contract beyond that point will be subject to satisfactory performance and progress against the agreed outputs. This will involve a review to determine whether performance and achievements to date are sufficient to continue to implementation phase. The supplier will be notified no later than 3 months before the review point whether the contract will continue into the next Spending Review period or be terminated at the review point.

13.7 The contract will comprise of 3 phases:

- Inception phase: 9 months
- Implementation phase: 42 months
- Transition/Exit phase: 9 months

13.8 The Contract will have **three** formal review points:

- a. At the end of the Inception phase (est. January 2026): Progression to the Implementation phase is subject to satisfactory performance on the delivery of the Inception phase KPIs including the Inception Report.
- b. At the end of the HMG spending review period (June 2025). At this review point the FCDO will confirm availability of funding for the contract to proceed with implementation.
- c. At the end of each financial year (March). At this review point the FCDO will confirm availability of funding for the next financial year and so on until contract expiry.

14. Scale Down / Up

14.1 FCDO reserves the right to scale down/up or to discontinue this contract at any point in line with FCDO Terms and Conditions and at 'no fault'. Scaling down or up may occur for a number of reasons, including but not limited to: a. Supplier Performance; b. Funding;

c. Changes to the operational context e.g. stopping interventions in areas which are not delivering expected/adequate impact.

14.2 However, the aim is to enable a flexible approach to programming which can adjust and possibly scale up and/or extend the resources over time, targeting to where need and potential impact is greatest.

14.3 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.

14.4 The contract will include an option for FCDO to extend the term of the contract by up to an additional 24 months, with up to £4 million. This option will be exercised at the sole discretion of FCDO.

15. Risk Management Requirements

15.1 The supplier is required to monitor and actively mitigate any identified risks associated with the delivery of this programme. This should be through development of robust risk management and mitigation strategies, including undertaking due diligence on any downstream partners, and regular reporting and escalation in line with FCDO's risk management approach.

15.2 A risk register should be maintained and reported on a quarterly basis. This should include engagement with end-users, especially CSOs. Risks should be presented in a risk matrix, including the level of risk and how partners plan to identify, monitor, mitigate and respond to these challenges (see ToR Annex D for risk register example template).

16. Intellectual Property Rights (IPR)

16.1 The supplier will take over the management of the full suite of RSH website platforms and all relevant project specific products. The FCDO own the RSH brand and name, and therefore this new contract will retain the name and branding, to support consistency for end-users. The RSH project-specific IPRs are owned by the existing supplier who has developed the materials. The existing supplier has granted the FCDO a perpetual, irrevocable, non-exclusive, assignable, royalty-free license to use, sub-license and/or commercially exploit any Project Specific IPRs. The new supplier will therefore be able to request to sub-license through the FCDO to use the project-specific IPRs.

16.2 Project-specific IPRs under this contract shall be managed in line with standard T&Cs of the new Global Development Delivery (GDD) Framework.

17. Delivery Chain Mapping

17.1 Delivery Chain Mapping (DCM) is a process that identifies and captures, usually in visual form (on one page), the name of all partners involved in delivering a specific good, service or charge, ideally down to the end beneficiary. Addressing this is the actions

/activities required to manage regular and exceptional risk throughout the network to reduce exposure and vulnerability.

- 17.2 Bidders are required to produce an initial delivery chain risk map which should, where possible, identify all partners (funding and non-funding e.g. legal/contributions in-kind) involve in delivering a specific product or service, ideally down to the end beneficiary, including financial values. An updated version of this will be needed by the end of the inception phase. Updates will be required whenever the delivery chain changes and/or quarterly and may result in contract amendment.
- 17.3 As a minimum, it should include details of:
- a. The name of all downstream delivery partners and their functions;
 - b. Funding flows (e.g., amount, type) to each delivery partner;
 - c. Accountability lines
 - d. High level risks involved in programme delivery, mitigating measures and associated controls.
- 17.4 Access to the FCDO DCM Guide can be found [here](#).

18. Asset Registers

- 18.1 During the term of the contract the Supplier is required 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.
- 18.2 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.
- 18.3 Assets should be recorded in an asset register and managed in accordance with FCDO's rules. Procured items will remain the property of FCDO for the lifetime of the programme. The supplier should ensure that there is a complete, accurate inventory of all programme assets and facilitate physical checks by the SRO annually.

19. Transparency

- 19.1 FCDO has transformed its approach to transparency, reshaping our own working practices and pressing others around the world to do the same. FCDO requires Supplier(s) 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 subcontractors, sub-agencies and partners.
- 19.2 It is a contractual requirement for all Supplier(s) 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 information is available from: <http://www.aidtransparency.net/>.

19.3 In accordance with clause 34.1 of Section 2 of Terms and Conditions no publicity is to be given to this Contract without the prior written consent of FCDO. There may be locations where the use of the UK Aid logo will not be appropriate. Any exceptions to the rule above must be discussed with FCDO on a case-by-case basis.

19.4 Transparency, value for money, and results are top priorities for the UK. FCDO has a duty to show UK taxpayers where their money is being spent, its impact, and the results achieved. FCDO has guidance on the use of its logos, which will be shared with the Supplier(s) as necessary.

20. Value for Money

20.1 To ensure the programme represents Value for Money (VfM), the supplier shall report quarterly against VfM indicators. These will be developed in detail during the inception phase. The below is indicative, based on learning from previous capability-building programmes.

VfM Measure	Indicator
Economy	<i>e.g. competitive fee rates, consultant day rates against benchmarks</i>
Efficiency	<i>e.g. deliverables against KPIs, demonstration of minimising indirect costs, effective initiatives which are accessible to a wide breadth of target audiences</i>
Effectiveness	<i>e.g. feedback received on services and products; uptake of support and resources; % of users noting increased knowledge / capability</i>
Equity	<i>e.g. programme outputs contribute to improving the lives of vulnerable groups, recognising that SEAH is known to particularly affect women and girls, minority groups, disabled persons and other groups who may have less power or be more marginalised</i>

21. Do No Harm

21.1 The Supplier must have in place, safeguarding policies and procedures to ensure that everyone, regardless of age, gender religion or ethnicity can be protected from harm. This includes sexual exploitation, abuse or harassment but should also be taken to be understood as all forms of physical or emotional abuse and financial exploitation.

21.2 The Supplier will carry out the requisite due diligence on any partners and downstream partners including around their approach and policies to ensure safeguarding of beneficiaries and other programme stakeholder and appropriate training and vetting of staff.

21.3 The supplier is responsible for ensuring that appropriate standards are cascaded down the delivery chain. FCDO expects to see evidence the standards have been shared and the partners are clear about expectations by the mid-point of the Inception Phase at the latest.

21.4 It is vital that through their operations suppliers do no harm and take all reasonable steps to prevent social and environmental harm from occurring to local people and to

respond appropriately when harm or allegations of harm occur. This particularly includes careful consideration of the risk of retraumatising victim-survivors of SEAH. Suppliers need to ensure engagement throughout the programme cycle with technical experts with experience of engaging with survivors, to mitigate this risk.

22. Duty of Care

- 22.1 The Supplier is responsible for the safety and well-being of their personnel and third parties affected by their activities, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
- 22.2 The Supplier is responsible for ensuring appropriate safety and security briefings for all their personnel, including contractors, and ensuring that their personnel register and receive briefing as outlined above. Travel advice is also available on the website and the Supplier must ensure they (and their personnel) are up to date with the latest position.
- 22.3 The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, including contractors, considering the environment they will be working in and the level of risk involved in delivery of the services (such as working in dangerous environments, transportation risks etc.). The Supplier must ensure their personnel receive safety in the field training prior to deployment if judged necessary.
- 22.4 Bidders must develop their tender based on being fully responsible for Duty of Care in line with the details provided above. They must confirm in their tender that:
- a. They fully accept responsibility for security and duty of care.
 - b. They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
 - c. They have the capability to manage their duty of care responsibilities throughout the life of the contract.
- 22.5 Acceptance of responsibility must be supported with evidence of capability and FCDO reserves the right to clarify any aspect of this evidence. The Supplier will be required to include a statement that they have duty of care to informants, 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.

Appendix 1: General Data Protection Regulation (GDPR)

Appendix 1 of Call-down Contract**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.

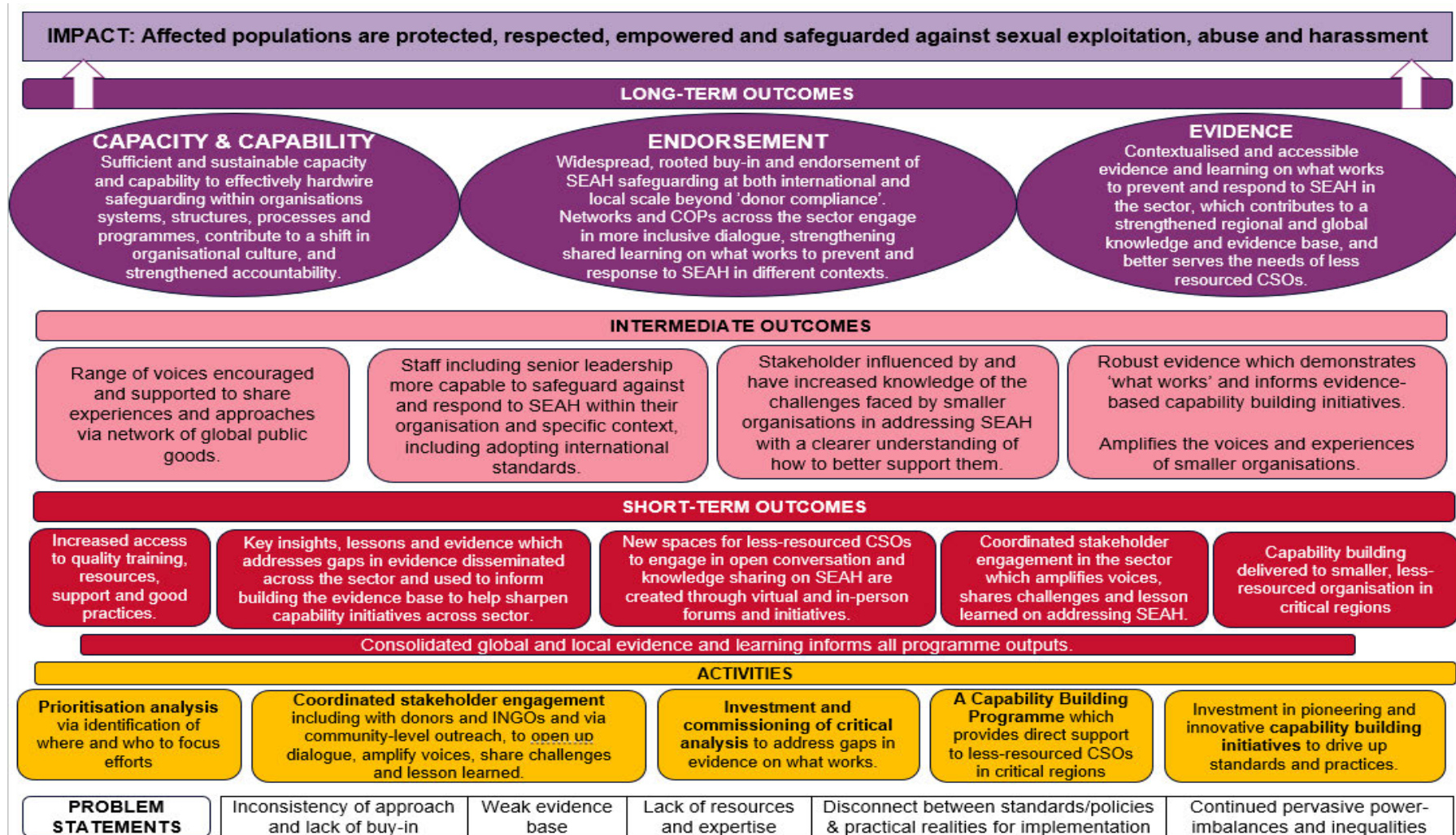
The completed schedule must be agreed formally as part of the contract with FCDO and any changes to the content of this schedule must be agreed formally with FCDO under a Contract Variation.

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this Call-down Contract: 1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of the Personal Data required for the administration and/or fulfilment of this contract All data will be managed in accordance with the UK's General Data Protection Regulation 2016 (GDPR). Any data shared with the supplier or FCDO will be kept confidential with all documents (including digital) safely stored and managed.
Subject matter of the processing	The contract is to enable support to aid sector organisations to strengthen their safeguarding policies and practices against SEAH. This will be through a global online platform, national and regional online platforms and direct services in national settings.
Duration of the processing	Data processing will be required through the duration of the project.
Nature and purposes of the processing	The intended objectives of this contract are to build capability of less-resourced organisation in the sector, especially CSOs. This will require direct engagement with sector organisations and individuals for training and capability building activities. The programme will produce guidance, tools and resources including the generation of evidence and best practice on what works in the course of its work. The purposes are for training, contracting, recruitment, processing, statutory obligation, assessment, review, evidence generation, monitoring, learning, audit and evaluation. The nature of processing will involve collecting, recording, organising, structuring, storage, retrieval, consultation, use disclosure by transmission, dissemination or otherwise making available alignment or combination, restriction, erasure or destruction of data.
Type of Personal Data [and Special Categories of Personal Data]	Primary and secondary data will be used and obtained. The type of personal data includes: • Personal identifiers of the staff/consultants who will be working with the Supplier • Primary data obtained by the Supplier and sub-contractors of users of the services from trainings and capacity building activities, at scale • Secondary data of CSOs and organisations which the programme Supplier will support e.g. personnel contact information

	Personal data for users of the services within the contract, at scale. Personal data categories that may be collected by The Supplier: Names, Age, Gender, Information about Persons with Disabilities, Personal Contact Information, Geographical Location.
Plan for return and destruction of the data once processing complete	There will be a 9 month close down period before the contract ends. 12 months before the end of the contract the supplier will submit an updated exit/transition strategy to close the project. This will include the handover of all technical and intellectual property. The supplier will be responsible for ensuring a plan for the handover of all key datasets and resources in an appropriate useable format to FCDO/future suppliers and/or the destruction of data before the end of the programme after completion of work (no longer than is necessary) unless requirement under EU or European member state law to preserve that type of data.

ToR Annex A: Theory of Change

The below Theory of Change (ToC) is for the business case and is linked directly to HMG's 2020 Strategy on Safeguarding against SEAH ToC.





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ToR Annex B: Summary of FCDO Safeguarding Unit programmes

Name	Dev tracker	Geography	Status	Timeframe	Value	Partners	Programme Summary
Resource and Support Hub for safeguarding against sexual exploitation, abuse and harassment	DevTracker Programme GB-GOV-1-300788 (fcdo.gov.uk)	Global online platform National/regional Hubs: Ethiopia, Nigeria, South Sudan, Jordan, Yemen, Syria, Pakistan, Bangladesh, Eastern Europe, Türkiye-Syria	Implementation	June 2019 - Mar 2025	£9.9m	Options Consultancy, Social Development Direct, Terre des Hommes, Sightsavers, International Council of Voluntary Agencies (ICVA), Clear Global	The Safeguarding Resource and Support Hub Programme seeks to support organisations working in the international development sector to strengthen their safeguarding measures against SEAH. It has a strong focus on less-resourced CSOs. The programme is designed around three key outcomes. 1. Improving dialogue on safeguarding against SEAH amongst organisations in the aid sector to facilitate shared learning and raise awareness; 2. Building the safeguarding capacity of less-resourced CSOs, including mainstreaming safeguarding within organisations and shifting organisational culture; 3. Generating evidence on what works in safeguarding against SEAH in the aid sector and making it accessible and contextualised to less-resourced CSOs, contributing to the global evidence base.
Supporting Survivors and Victims of Sexual Exploitation and Abuse and Sexual Harassment	DevTracker Programme GB-GOV-1-301212 (fcdo.gov.uk)	Global and Malawi	Closed	Oct 2020 - July 2024	£5.5m	Social Development Direct	This programme aims to strengthen support for victim-survivors of SEAH. It is designed to address some of the most significant challenges and barriers that survivors face across the 'response chain' by piloting innovative approaches. There are four output areas: 1. Promoting and strengthening a range of reporting mechanisms; 2. Improving the capacity of the aid sector to conduct high quality investigations; 3. Improving delivery of support to survivors in-country; 4. Promoting a range of quality of services to survivors.
Safeguarding Innovation and Engagement Programme Fund	DevTracker Programme GB-GOV-1-300648 (fcdo.gov.uk)	Various	Implementation	May 2018 - Sep 2024	£5m	Various	The programme supports a range of initiatives with a view to achieving three outputs: 1. FCDO and other donors demonstrate alignment with the IASC Minimum Operating Standards (MOS) on PSEA and/or the Core Humanitarian Standard (CHS) as relevant to SEA, including standards on vetting, references, whistleblowing,

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							due diligence, reporting and complaints mechanisms. 2. New tools and guidance available to help FCDO and partners improve safeguarding standards. 3. Partners engaged and convened to drive up standards and deliver culture change across the international aid sector
Project Soteria: stopping perpetrators of sexual exploitation and abuse and sexual harassment from working in the aid sector	DevTracker Programme GB-GOV-1-300784 (fcdo.gov.uk)	Bangladesh, Kenya, Nepal, Philippines, Tanzania and Uganda	Implementation	Jun 2019 - Apr 2025	£10m	INTERPOL	The programme aims to prevent perpetrators of SEAH from working in the aid sector by strengthening cooperation between Law Enforcement Agencies (LEAs) and aid organisations. The programme was designed in two phases: the first phase (2019-2021) built key stakeholder relationships and designed the scope of the current implementation phase (2021-2025) which focuses on the following activities: 1. Capacity Building for Law Enforcement to use INTERPOL capabilities more effectively. 2. Promoting Information Sharing, notably using INTERPOL Notices to gather and disseminate intelligence internationally and reinforce border management capacity to assess and use this information. 3. Criminal Analysis and Investigative Support including using a Criminal Analysis File (CAF) to develop a wider understanding of the nature, location and patterns of sexual abuse and exploitation by aid sector staff to help inform prevention and response measures. 4. Assistance to the aid sector to help them collaborate more closely with law enforcement communities to jointly tackle SEAH. 5. Threat Identification Scheme (TIS) pilot to allow aid sector organizations to send INTERPOL information on their newly hired candidates to identify individuals that could pose a risk to vulnerable adults and children. 6. Digital solutions via the Vulnerable Communities Secure Collaborative Platform to i) ingest misconduct data, ii) ingest CVs and other searchable data to check candidates and iii) share non-operational data; and 7. An Incident Response Team (IRT) to support Law

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							Enforcement Agencies in humanitarian emergencies if requested or consented by a member country.
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ToR Annex C: Links to Strategies and Key Documents

- [UK strategy: safeguarding against sexual exploitation and abuse and sexual harassment within the aid sector - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/672222/UK_strategy_safeguarding_against_sexual_exploitation_and_abuse_and_sexual_harassment_within_the_aid_sector.pdf)
- [Home | CAPSEAH \(safeguardingsupporthub.org\)](https://safeguardingsupporthub.org/)



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ToR Annex D: Risk Register Template Example

Risk No.	Risk Description (cause, event, consequence)	Risk Category	Proximity	Gross Likelihood	Gross Impact	Gross Risk Rating	Mitigation Strategy (including timescales)	Residual Likelihood	Residual Impact	Residual Risk Rating
E.g. R1		e.g. Delivery	e.g. 0-3 months	e.g. Likely	e.g. Moderate	e.g. Moderate		e.g. Possible	e.g. Moderate	e.g. Moderate



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ToR Annex E: Supplier Performance KPIs

Supplier Performance KPIs, Acceptance Criteria, Weightings and scoring criteria indicated below. When submitting invoices the Supplier must clearly distinguish Core Team costs and the amount potentially to be withheld/held at risk.

ID	Supplier Performance KPI	Acceptance Criteria	Weighting	Evidence	Scoring
KPI 1	Delivery of core context and need specific products and services.	Number of products produced (e.g. primary products, webinars, mentorship/ training, advice/ service) which are context and need specific ** <i>**Specific cumulative targets will be developed and agreed with the supplier at the inception phase.</i>	25%	- Deliverables: Creation and provision of primary products such as guidance and resource as well as direct support - Specific cumulative targets assessed quarterly	Specific cumulative target met [Pass/Fail]
KPI 2	Quality delivery of products and services. To be assessed both in relation to users reached and feedback from end users on quality, accessibility, and relevance of services, products and support provided.	a) % increase of unique visitors to online platforms, with at least 50% from target regions ** b) At least 75% of respondents report receiving information and/or support that meet their needs and supported improved understanding	30% a) 15% b) 15%	- Web analytic user data - User-level evidence and feedback demonstrating satisfaction with access to and quality of products and services which supported improved understanding e.g. surveys and feedback requests.	a) Specific cumulative target met [Pass/Fail] b) At least 75% of respondents report received [Pass/Fail]

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		<i>**Specific cumulative targets will be developed and agreed with the supplier at the inception phase.</i>		Specific cumulative targets assessed quarterly	
KPI 3	Financial Management – The supplier maintains a high quality of financial management, delivering the programme on budget with accurate forecasting and timely reporting.	Accurate management of budget and adherence to monthly forecast.	15%	- Monthly financial reports/forecasts - Quarterly financial reports/forecasts including VfM analysis - Invoices	95% accurate financial management by assessing the variance between budget forecast and actual spend. [Pass/Fail]
KPI 4	Quality reporting – Accurate, complete, clear and consistent and useable reporting	Adherence to reporting requirements and accepted by FCDO.	15%	All reports (ToR section 12 – Reporting requirements)	100% of reports meet quality requirements [Pass/Fail]
KPI 5	Timely reporting - 100% of reports received on time in accordance with ToR.	All reports submitted on time and accepted by FCDO.	15%	All reports (ToR section 12 – Reporting requirements)	100% of reports received on time [Pass/Fail]



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KPI 6	Subcontractor Payment Terms Compliance – 100% of payments to subcontractors in line with agreed contract terms	All invoices paid within the payment terms	TBC	Invoices	100% of payments paid on time.
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Annex B

1. It is a requirement that all invoices are presented in the format of the payment basis, and in the case of Fees and Expenses only those categories defined are separately identified. Only one invoice per period, as defined in the Framework Agreement Terms and Conditions of Section 2, Clause 22, should be submitted.

The amount to be paid for the completion of the services is fixed at £15,000,000.

- (i) at relevant points throughout the contract period.

At each payment point set criteria will be defined as part of the schedule of payments. Payment will be made if the criteria are met to the satisfaction of ECDO.

[illegible]

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[illegible]

The following job families/task/activities in **Syrian Arab Republic** will be eligible for the 10% price ceiling uplift from the agreed Framework Rates:

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- International Programme Management
- International Programme Support and Administration
- International Programme Ancillary
- National Programme Leadership
- National Technical Expert
- National Programme Management
- National Programme Support and Administration
- National Programme Ancillary

If a country identified in the above paragraph is no longer identified as “extremely fragile contexts” in the new report (or otherwise the most fragile category defined in the new report) then the 10% uplift will no longer apply to that country for subsequent call downs.

Existing call-down contracts awarded will not be affected by the publication of any new list of Extremely Fragile countries.

Award Part B: General and Technical Proposal



ITT_6709

Resource and Support Hub 2

B1 – B4

Submitted by GDD Framework Prime Cowater International
in Partnership with Social Development Direct (SDDirect), Terre des
Hommes, International Council for Voluntary Agencies (ICVA) and the
Global Women's Institute, The George Washington University (GWI)



Section B1: Contents page, General and Technical Response

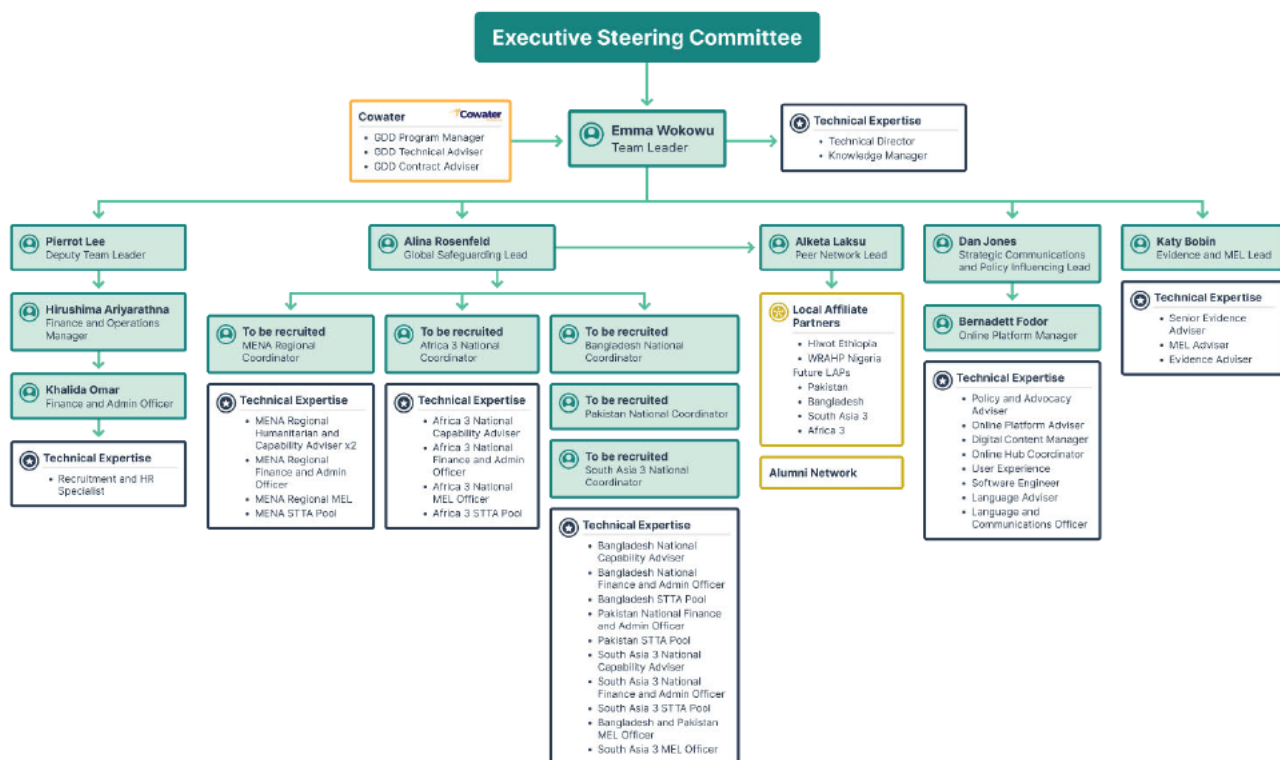
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T1 Programme Team Expertise

Our consortium, like our Core Team, brings together the right technical and management expertise and experience to ensure RSH 2 delivers maximum impact. At the heart of our consortium is SDDirect, which has been the Technical and Delivery Lead for the Safeguarding Resource and Support Hub Global programme (RSH 1) since its inception in December 2019. As lead supplier, Cowater International will focus on contract management and accountability while SDDirect continues as Technical and Delivery Lead overseeing a supply chain of specialist organisations (Terre des Hommes (TdH), International Council for Voluntary Agencies (ICVA) and the Global Women's Institute, The George Washington University (GWI)). SDDirect and Cowater International have an established and successful delivery partnership. SDDirect has invested in developing an international management model for RSH that coordinates and facilitates the delivery of National Hubs, within an overarching structure that provides consistency and quality assurance, while accommodating local flexibility according to need. The relationship between leadership and national delivery teams allows the programme to continuously draw on global best practice and cross-Hub learning while enabling delivery that is demand-driven and contextualised at a national level. Our core team structure for RSH 2 is a small, multi-disciplinary team of full-time personnel. Built around our high performing team from the first phase, we have clear roles and responsibilities underpinned by robust systems, processes, and established ways of working. Our core team members bring a wealth of institutional knowledge, experience and existing relationships that will enable consistent and smooth transition to RSH 2.

Below is our RSH 2 Organogram. All core team roles are green.



Our core team is led by [REDACTED] As Team Leader (TL) [REDACTED] has oversight of the overall programme, coordinating a globally diverse team to deliver against the RSH 2 objectives across workstreams, overseeing workplans and activities, and ensuring alignment across programme Pillars and outcomes. [REDACTED] will be the primary contact point for FCDO, leading on programme governance and will represent RSH 2 externally with strategic stakeholders. [REDACTED] brings 15 years' experience managing large, complex, multi-country, multi-stakeholder projects and consortia. She combines expert programme management and leadership experience with a technical understanding of safeguarding prevention and capability building. Emma has proven experience in this role overseeing the A+ rated RSH global programme, as well as its expansion to Eastern Europe with DEC funding, leading diverse multi-disciplinary teams in 12 countries across 4 regions, operating in 18 languages. Under Emma's leadership, RSH attracted additional investment from diverse donors through 6 additional contracts, piloting innovative models for sustainable localisation in Africa.

Deputy Team Leader (DTL) [REDACTED] will be responsible for the operational delivery, financial, risk, and management of the programme. This includes responsibility for the annual work planning process. Pierrot will be responsible for budget oversight, financial and risk management, KPI tracking and reporting, and programme compliance [REDACTED] brings over 10 years programme management experience, including in this role on RSH 1 since 2021, overseeing the set up and operationalisation of 7 National Hubs.

Our core team offers gender balance in the key leadership roles of TL/DTL.

Regional and National Hub roles make up 41% of our core team structure and will be recruited to start in month 10, in line with country level delivery. All recruitments will actively prioritise gender balance, diversity, and inclusion by ensuring fair and equitable hiring practices. We will attract and select candidates from diverse backgrounds, fostering a team that reflects a range of perspectives, experiences, and identities. This approach enhances innovation and decision-making and aligns with our commitment to creating an inclusive and representative work environment.

██████████ leads the Operations Team which includes Finance and Logistics Manager, ██████████, and the Finance and Admin Officer, ██████████. As in RSH 1, Hiru will lead day-to-day financial management including expenses, risk management, travel, safety, security, and duty of care ensuring compliance across partners through comprehensive due diligence across the RSH 2 supply chain. Hiru has successfully delivered in this role since 2020 overseeing 65 trips, and expense management across 8 Hubs. Khalida will be responsible for programme data management including monthly timesheet entries ensuring all costs are captured and entered onto our salesforce management tracking system.

Our Global Safeguarding Lead is ██████████. ██████████ is the core team technical lead with oversight of National Hub delivery, managing the Regional and National Hub Leads. ██████████ will provide technical guidance, support, and expertise across all programme deliverables. ██████████ is a safeguarding expert with 10 years' experience developing and implementing contextualised safeguarding policies, capability building local CSOs, developing safeguarding communities of practice, safeguarding training and resources, and conducting safe investigations in high-risk contexts. She brings an intersectional approach to her work rooted in a deep understanding of gender equality, social inclusion, and power dynamics. Alina has specific expertise in child sexual exploitation and abuse.

Our Jordan and Syria Hubs (plus one additional hub country) will be managed and delivered regionally from Jordan, and lead by our **Middle East and North Africa (MENA) Regional Hub Lead**. Pakistan, Bangladesh, an additional South Asia Hub, and one new Africa Hub will all **be led by National Hub Leads**. These local Leads bring together the technical direction, data being collected, and advocacy efforts to consider how end user needs are being met in their national context. The Hub Leads will liaise with country level stakeholders including FCDO country offices. Regional and National Hub Leads bring critical local knowledge and local leadership to hub level activities ensuring contextualised delivery. They will support the identification of Local Affiliate Partners (LAPs), working alongside them to share capacity and transition RSH delivery to a local CSO in line with localisation and sustainability approaches.

The Peer Network Lead, ██████████ will coordinate established LAPs (initially Hiwot in Ethiopia and WRAHP in Nigeria) and the RSH Alumni, comprised of RSH 1 National Hub personnel, mentors and mentees, national consultants and communities of practice from across RSH 1. ██████████ will provide technical direction to the LAPs bringing in additional expertise as needed, facilitate quarterly learning sessions and develop a best practice for future LAPs to be onboarded. Alketa is an expert in safeguarding, child protection, and policy development and brings strong TDH institutional knowledge of localisation. She has led global and regional peer learning initiatives, facilitated cross-organisational knowledge-sharing, and developed capability-strengthening programmes. A skilled trainer and mentor Alketa worked on RSH Eastern Europe as Regional Safeguarding Advisor.

██████████ is our **Strategic Communications and Policy Influencing Lead**. This new role will develop and oversee a new global communications and policy influencing strategy, coordinating and aligning the Online Hub team, as well as working across the National Hubs, to reach marginalised groups and key networks expanding and driving end user engagement. ██████████ brings 20 years' experience of advocacy, campaigning, communications and policy roles across large and small NGOs as well as the UK civil service. Dan will manage ██████████ **our RSH 2 Online Hub Manager**. Bernadette will continue her successful work from RSH 1 to deliver the Online Hub, including a redesign of the website, drawing on a range of technical specialist.

██████████ **Evidence and MEL Lead**, will oversee the generating, brokering, and disseminating of robust, contextualised, and accessible evidence on Sexual Exploitation Abuse and Harassment (SEAH). She will also oversee the programme MEL function, ensuring that data is captured systematically across all RSH 2 activities. ██████████ brings 15 years' experience designing, overseeing, and embedding MEL frameworks for complex programs. She has successfully led the procurement and management of numerous multi-stakeholders, multi-country evaluations. Katy brings considerable experience in designing and leading meta-syntheses of research and evaluations including the evidence mapping for RSH1. She will be supported by a Senior Evidence Adviser, Global Evidence and MEL Advisers and national MEL experts from the technical expert pool.

Establishing the Core Team: Our international core team is ready to mobilise from day one of contract signature and has inputted into our quality assured inception workplans for each pillar. National and Regional Lead roles in the core team will start in month 10. We will draw in specialist HR and recruitment technical expertise to manage the recruitment process for these positions. We have existing, nationally compliant, recruitment processes for these positions and a well-established network of national and regional RSH champions who will support the promotion of all national and regional level roles to maximise reach and ensure a good pool of high-quality candidates for each post. Having worked in 6 of the 9 operational countries in RSH 1, we have a highly engaged pool of prospective candidates for each of the roles.

T2 Technical Expertise

To deliver RSH 2, our core team will need access to a diverse range of skills and specialisms at global, regional, and national levels at various stages of the programme. [REDACTED] **will be the RSH 2 Technical Director** providing strategic oversight and expert technical guidance to the core team across aspects of delivery, ensuring integration of the 3 principal threads (intersectionality, sustainability and gendered and cultural norms). Anna is the Head of SDDirect's Safeguarding Portfolio and brings two decades' experience working in development and humanitarian settings on safeguarding (including protection from sexual exploitation, abuse and harassment (PSEAH)), child protection and gender-based violence (GBV). Anna has provided technical advice to RSH 1 since 2021.

Through a detailed co-design process, our consortium has mapped out the key technical roles and identified the specific expertise needed to deliver against the TOR requirements. These include PSEAH and social development expertise (gender equality, GBV, child SEA); experience supporting marginalised groups (LGBTQI+, ethnic minorities, children, people with disabilities, and victim-survivors); socio-economic and Political Economy Analysis (PEA); stakeholder analysis; national expertise; and PSEAH movement building. Additional expertise includes capability building (contextualised materials, CSO capacity building, organisational change, participatory processes) and Monitoring, Evaluation & Learning (M&E strategy design, continuous learning, CSO performance measurement, quantitative and qualitative analysis, and evidence generation for SEAH).

Where feasible at this stage, we have allocated technical roles. This includes tried and tested experts who have previously worked with RSH as well as experts from our partners Terre des Hommes, ICVA, and the Global Women's Institute of The George Washington University (GWI), aligned to their technical specialism and distinctive contribution to the consortium. We have included the CVs of key technical experts who are confirmed in their roles. We have undertaken due diligence on all confirmed technical experts, proposed and agreed clear scopes of work together with a specific allocation of days and a fixed rate.

In addition to these clearly defined technical roles, our core team will have access to a flexible pool of technical experts both national and international who can be deployed in much more targeted ways to respond to specific demand as it arises. This flexible pool is particularly important for Hub level delivery which is contextually driven and demand led. **In RSH 1, we established mechanisms for effectively drawing upon over 250 technical experts both long and short term, to deliver activities across all pillars. We will continue to use and adapt these tools and processes to access and deploy technical expertise on RSH 2.**

Access: Our consortium brings experts and networks with practical experience in PSEAH, MEL, evidence generation (including through the Empowered Aid initiative), GEDSI, behaviour and social norms change (including COM-B), policy, advocacy and influencing, communications and localisation, and language analysis. We delivered RSH 1 in 12 National Hubs across 4 regions maintaining strong relationships with former staff, mentors and mentees, senior technical advisors, National Expert Board (NEB) members, the PSEA networks, local PSEAH champions, individuals on the Consultants Directory, the GBV clusters, and other key stakeholders. With experience applying global PSEAH standards across diverse settings and organisations, the RSH Alumni provide a rich and diverse bank of technical expertise available to the programme. We will use existing networks from RSH 1 and networks across the consortium, to identify local Women's Rights Organisations (WROs), Organisations for People with Disabilities (OPDs), child rights groups, and organisations representing or working with LGBTQI+, marginalised ethnic and racial groups, and/or victim-survivors. In new Hub countries, individuals will be identified through the country assessment and stakeholder mapping process, through GWI Empowered Aid technical advisory groups (TAGs) and other channels.

Recruiting, deploying, and retaining technical experts: The existing RSH Operations Manual outlines the protocol for drawing on technical expertise. National Hubs will lead on the coordination of incoming requests from CSOs, informing the core operations team if they have someone in mind for a piece of work, or would like support to source an individual. A clear scope of work is drafted by the of the Lead roles, supported by a costed workplan, and approved by the Team Leader. The operations team will lead the resourcing process, conduct all relevant background checks and issue the scope of work. By working with a centralised Operations Team, the National Hubs can focus on engaging with stakeholders and facilitating activities in country. All contracted experts will have background checks completed in line with the services they are delivering, some being lighter touch based on types of delivery and access to working directly with CSOs. All technical experts are required to sign the RSH Safeguarding Framework. This protocol is set out in the Contracting and Due Diligence Guidelines which are held by the Operations Team. The National and Regional Leads will flag in advance where there may be a trend in demands coming from CSOs and where specialist expertise needs to be sourced to support delivery. As needed, the Recruitment and HR specialist will make a concerted effort to engage new consultants through LinkedIn, DEVEX, as well as in-country networks.

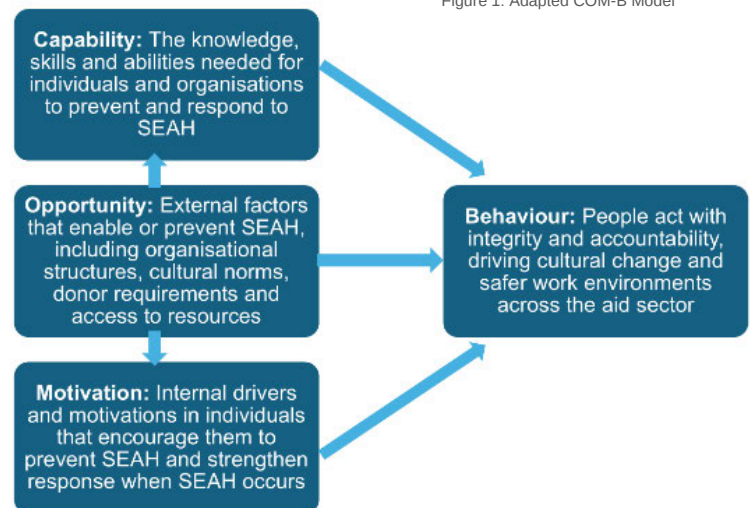
We enhance retention by fostering a sense of ownership, empowering team members to contribute meaningfully, take initiative, and see the impact of their work, which strengthens commitment and long-term engagement. We have transparent and fair rates across the programme allowing us to maintain continuity, expertise, and programme delivery knowledge. Exit interviews are undertaken as part of the leavers' process to ensure learning is built into future roles and staff can reflect on their experience working on RSH.

T3 Implementation approach and strategy to deliver three key pillars

Overview

Our vision for the RSH 2 programme is to contribute to **sustainable change** and an **enabling ecosystem** where, together, CSOs and sector stakeholders, including national governments, donors and INGOs, can progress efforts and action on PSEAH capacities and strong capabilities of stakeholders across national, regional and global levels. Through RSH 2 our consortium will contribute to the **removal of barriers** for PSEAH progress in Hub country contexts and simultaneously **strengthen capabilities and coordination and provide evidence** on what works to effectively prevent and respond to SEAH across settings.

Building on experience across the consortium working on gender equality, disability and social inclusion (GEDSI) and gender-based violence (GBV), we will apply the COM-B model of behaviour change to PSEAH in national and global settings. There are many approaches to identifying drivers of behaviours, and the COM-B model has been found particularly useful in work on violence against women.¹ This model considers internal factors to a person (or group of people) and external environmental factors, noting that people (or groups of people) must have the capability (C), opportunity (O) and motivation (M) to change their behaviour. The diagram above has been broadly adapted to the PSEAH agenda and RSH 2 focus. Through our country and global assessments (explained below) we will identify capability levels and gaps across end users, opportunities for change across influential stakeholders and motivators for change; we will work with key stakeholders to diagnose (1) what behaviours we are seeking to change across actors, (2) the factors that influence those behaviours, and (3) what activities can best contribute to the aspired behaviour change. With these findings, we will design our interventions and activity plans across the Pillars. A behaviour change wheel is used alongside the COM-B model to inform intervention design. Based on social science and behavioural change good practice and frameworks, the behaviour change wheel suggests activity types that best contribute to growth in capability (C), opportunity (O) or motivation (M).²



By aligning our vision to change PSEAH related behaviours with a clear and actionable strategy, which includes three separate but interlinked Pillars, we will create a focused pathway to translate our shared change aspirations into measurable outcomes and sustainable success. Our intention is that RSH 2 collaborates and co-creates with stakeholders **to strengthen their PSEAH policies, procedures and practice so that individuals and organisations act with integrity and accountability, driving cultural change and safer work environments across the aid sector**. Alignment, technical coherence and coordination between the three Pillars is critical and will include continuous feedback loops and unified goal setting in line with the theory of change (to be developed in inception). In addition, three principal threads will run through our approach: **sustainability and local ownership, intersectionality, and consideration of gender and social norms**.

Delivery of contextualised services by National Hubs

Each National or Regional Hub will be set up to deliver activities in line with the three Pillars. RSH inputs, including capability building, coordination and advisory support, will be provided to CSOs in each Hub country, recognising the Hub's changing level of experience and reach. Advice and support will be adapted to the local context, recognising that an understanding of the situation in which the SEAH occurs is crucial for effective prevention and response. Translation, which is a key part of contextualisation, is also central to our approach – we will be guided by local

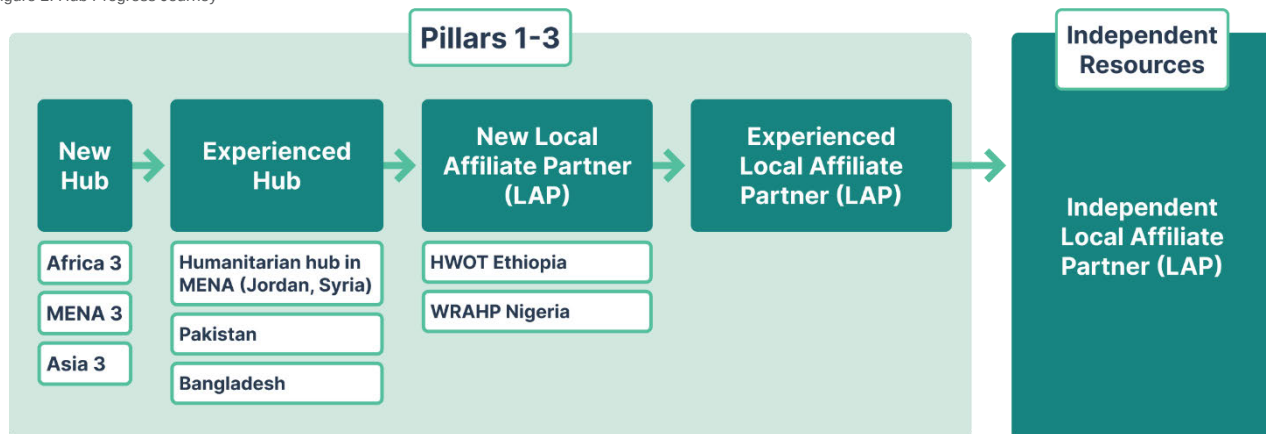
¹ For more information, see UN Women and Prevention Collaborative (2021), Brief: Fostering Behaviour Change to Prevent Violence Against Women, [Behaviour-change-brief-FINAL-20Dec-1.pdf](#) and ActionAid, UCL, CBC (2019), [ActionAid 2019 Behaviour-Change-Manual.pdf](#)

² For more information, see UN Women and Prevention Collaborative (2021), Brief: Fostering Behaviour Change to Prevent Violence Against Women, [Behaviour-change-brief-FINAL-20Dec-1.pdf](#) and ActionAid, UCL, CBC (2019), [ActionAid 2019 Behaviour-Change-Manual.pdf](#)

experts, a language advisor, to ensure that languages identified for translation are appropriate, practical and conflict sensitive (e.g. we will systematically consider the potential tensions and risks of prioritising one language over another).

We consider both **organisations and individuals as end-users and key stakeholders**. Progress against the Pillars, and subsequent effect across the ecosystem, will support the advancement of Hubs and the transition to **PSEAH service delivery by a local organisation** (with support from RSH) and to becoming a Local Affiliate Partner (LAP) and, ultimately, an independent LAP member of the RSH family, equipped to deliver responsive services and generate funding from diverse sources in line with national need, and part of a **peer network** of LAPs supported by RSH to grow and develop.³

Figure 2: Hub Progress Journey



Building on experiences from RSH 1 with LAPs Hiwot in Ethiopia and WRAHP in Nigeria, progression criteria will be set to support advancement towards the LAP and independent LAP stages. The pace of progress across Hubs towards LAP transition will vary for myriad reasons, including internal factors such as organisation size and experience as well as external factors such as gender, social and cultural norms and the level of support - or how enabling - the PSEAH ecosystem is. For similar reasons, the PSEAH service delivery expectations will differ across the LAPs, starting with a lower service offer and growing over time. **Our ambition is to co-create a self-supporting network of LAPs, with LAPs and other stakeholders, by the end of the programme**, recognising benefits relating to sustainability, community buy-in, cost-effectiveness, resilience and local accountability.

Similarly, knowing the skills, expertise and motivation across many individuals who work on PSEAH - and noting their untapped potential as long-term champions for PSEAH progress - we will create a second peer network as an “Alumni Network”⁴ of former RSH staff, mentors and mentees, senior technical advisors, and others. With experience applying global PSEAH standards across diverse settings, **our vision is that these individuals⁵ and their autonomous Network will contribute to continued PSEAH advancement alongside the LAP peer network of organisations**. An enabling ecosystem, with CAPSEAH as the bedrock, will be key to continued progress for both Networks.

Expertise

Successful delivery across the three Pillars, and for any additional responsive service or rapid support requests, will require us to **incorporate and deploy a wide breadth of expertise** covering different topics relating to PSEAH in the Hub settings and beyond. We will build on expertise identified, and strengthened, in RSH 1 as well as our experience of identifying and deploying consultants for the database (in RSH 1) to identify and deploy skills from new individuals, organisations and consortium partners.

- Lessons from our [approach to inclusion on RSH EE](#) iterate the value of working with local organisations representing diverse groups across the programme cycle. We will incorporate this expertise from inception, deploying advice and inputs from diverse local CSOs and global experts to identify new or changing risks and verify existing risks of SEAH and that arise from power imbalances on the basis of different characteristics (and the intersection of diverse characteristics) and how to effectively prevent and respond.
- A National Expert Board (NEB) will be established in the first six months of every region or Hub start-up / re-start, ensuring that a group of **high profile and well networked** individuals with diverse experiences provide the

³ Suggested timings for length of time Hubs are open and transition to LAPs are outlined in the workplan.

⁴ We will discuss and agree the network name with participants, stakeholders and FCDO in inception, e.g. The Safeguarding Movement, Safeguarding Network etc.

⁵ These individuals may include individuals on the RSH 1 Consultants Directory

necessary strategic oversight, connections and guidance throughout the programme. NEBs from RSH 1 will be refreshed in line with current needs, bringing in relevant sectors or networks.

- **RSH Hub staff and staff in LAPs** can draw on relevant expertise from their setting and experiences as needed. For example, we may draw on: MENA Hub staff for humanitarian PSEAH expertise; staff in Bangladesh for expertise on working with extremely marginalised groups (e.g. [Hijra community](#)); the LAPs in Nigeria or Ethiopia on RSH localisation procedures.
- In new Hub countries **key local and national experts** (GBV, GEDSI and PSEAH) will be identified in the country assessment process and through advice from the local FCDO office. In existing Hub and LAP countries, relationships from RSH 1 will be built on, for example this may involve identifying specific areas such as investigations. Key local experts working on related initiatives will also be identified through consortium partners, for example an ICVA NGO localisation initiative in Bangladesh will be valuable to learn from.
- The creation of a **RSH Alumni Network** described above can be drawn on for peer learning and practical experience sharing. The Network will be organised at a country level and through topical “Communities of Practice” or “workstreams” for maximum potential (see Pillars 1 and 2 for more detail). Individuals already on the consultant’s database may also be part of this network.
- **Global advisors** from across the consortium, with representatives in Washington, Geneva, London, Budapest, bring expertise on a diverse range of topics, ensuring that the breadth of services can be delivered to a quality global standard, reflecting CAPSEAH in practice. To extend our global expertise offer for RSH 2, networks from existing, related programmes being delivered by consortium partners, such as [Empowered Aid](#), [LocalLink](#), [PSEA Outreach Fund](#) and ICVA localisation initiatives and [What Works to prevent GBV](#), will be drawn on.

Cross Pillar Inception Scoping and Assessment

During the **inception period we will carry out, or update, a “country assessment” in each Hub country.** The content will aim to cover five areas: (1) gender political economy analysis (GPEA) and GEDSI analysis, (2) country PSEAH risk analysis, including broad analysis of why certain groups are marginalised, in what circumstances, and how this impacts SEAH risks, (3) a stakeholder analysis, using the **socio-ecological model** as a frame, to map expertise, different user-groups (defined below), initiatives, materials and to understand who is doing what, where and how⁶ on PSEAH, (4) a costings framework for Hub level activities, and (5) information on referral services.⁷ This inception scoping process will also be a chance to review and update the consultants’ directory. Using the findings, we will identify gaps across the marketplace and diagnose the behaviours that we are seeking to change across actors and the ecosystem more generally. We will use this information to create a cross-Pillar, programme-wide strategy at each Hub level, this will be closely aligned to the programme policy influencing and communications strategy. The cross-Pillar strategy and subsequent activities will focus on how - with others - RSH 2 can contribute to the changed future behaviours. The process will be led by national staff and include engagement with national PSEA Networks for a complete [Sexual Exploitation and Abuse Risk Overview](#) (SEARO) and representatives of marginalised groups and local CSO networks at a minimum. **End-users will be consulted** and will verify findings and relevant strategies. Activity plans that contribute to the strategy delivery will be updated on an annual (or more regular) basis and in light of external changes. We will utilise ICVA networks and in-country TDH, GWI and RSH 1 connections to initially identify end-users and assessment leaders and participants.

We will also undertake a scoping exercise to identify three new Hub countries. To identify a technically and operationally appropriate third Hub country within each region, our approach will include desk-based mapping, FCDO consultations and national and regional consultations using consortia networks, followed by a country assessment in the chosen country. It is likely that country assessments will require more time in new countries; we will draw on standing relationships built in RSH 1, consortium national and regional networks and FCDO support.

Pillar 1: Capability

Using the findings from inception scoping, through Pillar 1, we will aim to contribute to a robust and accountable PSEAH ecosystem by engaging stakeholders, building and maintaining a strong network, running an online Hub, and offering direct capability-building services. Our aim is to deliver high-quality, evidence-based, innovative, demand-driven, and **contextually relevant capability-building services to support CSOs in developing their PSEAH knowledge and practice.**

We will build on the global **resource mapping** from RSH 1 to deepen our understanding of available tools, information and services that can support programme activities. A thorough stocktake (in inception) will allow us to streamline and synthesise RSH library contents into thematic resource packages for easier access and navigation. Where high-quality resources already exist, we will prioritise their use over replication. We will also update the widely used **e-learning course** that we developed in RSH 1 to incorporate the latest best practices, for example by integrating practical findings from Empowered Aid where appropriate, ensuring accessibility to a broad audience. Where there is end-user demand in a Hub country, complementary efforts such as a post-e-learning discussion package or additional case studies on specific marginalised groups will be explored. We will also aim to improve the

⁶ For example, are the services free, paid for or thematic.

⁷ Where not already available from our work in RSH 1

usability of the offline e-learning options for users in low connectivity settings. Artificial Intelligence (AI) integration in the e-learning package will also be considered, for example we will explore the ethics and effectiveness of interactive case studies to enhance learning or the option of using AI for increased scale.

The **Online Hub** will undergo a comprehensive review and update during inception. A user experience (UX) designer will ensure the Hub is intuitive, accessible, aligns with the streamlined content approach and reflects end-user needs. Updates may include an enhanced search function, a more user-friendly resource library with updated tags and categorisation, and dedicated pages for key topics aligned with thematic workstreams. The use of AI will be considered throughout this process. The Hub will be continuously maintained and improved throughout the programme, based on user feedback, to remain responsive to evolving end-user needs.

The **Resource Library** on the Online Hub will be continuously updated and expanded throughout the programme. Through the inception scoping and ongoing gap analysis, we will identify areas where updated, contextualised resources and tools are needed in each National Hub. The production and contextualisation of new resources will focus on quality, intersectionality, use of new evidence (including from Empowered Aid), learning on what works, and addressing gaps in thematic areas or complex topics. The process will be guided by **local experts** to ensure resources are relevant and tailored to each country's context.

Thematic areas, identified during inception and ongoing gap analysis, may include topics such as the safeguarding journey, investigations, survivor-centred approaches, PSEAH in humanitarian contexts, organisational change and leadership, and prevention and risk mitigation, confidentiality and sensitive information handling. Each theme will have a dedicated workstream across Hub countries, offering clinics, webinars, and mentorship to provide cohesive support aligned with relevant thematic resource packages. We will ensure that the outputs and resources integrate an **intersectional approach**, recognising the differing identities and realities for victim-survivors.

We will build on lessons learned in RSH 1 and end-user testing in the strategy development and activity design process to inform a new approach to organising and managing capability building. We have learned that there are three categories of primary end-users of the Hubs and resources, each with different levels of support needs: (1) those completely new to PSEAH, (2) those with some understanding of PSEAH, and (3) those experienced in PSEAH. A fourth category for continued support is the LAPs. Secondary users include other actors in the PSEAH ecosystem (see Pillar 2). Hub activities will be organised in a way to meet the varying needs of each category of (primary) end-user. We will utilise ICVA networks across the Hub countries and in-country TDH, GWI and RSH 1 connections to initially identify and reach CSO end-users. The table below shows how activities will be grouped and for which users they are intended. The activities will run concurrently to ensure the needs of all types of users are met.

Category and type of user	Activities
1. New to PSEAH CSOs Individuals	RSH Led e-learning: Free and self-directed, hosted on the Online Hub. May be complemented by in-person reflection, discussion support, or AI options. SEAH Safeguarding training: In-person training to CSOs. Mentorship: Six-month mentorship cycle (to be confirmed in inception) on implementing the Safeguarding Journey for CSOs to receive tailored technical support from mentors. Mentorship includes training, Organisational Capacity Assessments, workshops, and individualised support. Peer to Peer Learning, RSH facilitated Webinars: Online events to bring together subject matter experts and leaders at national and international levels to provide insight and information on thematic topics relevant to the National Hub, such as disability inclusion. Collective Learning Workshops: In-person events to bring together different organisations and individuals, including secondary users, to allow for the exchange of knowledge and intersectional approaches to PSEAH, including on risks for specific groups, CAPSEAH amplification and 'what works' (see Pillar 2).
2. Some Understanding of PSEAH CSOs Individuals	RSH Led Ask an Expert:⁸ CSOs with specific questions looking to improve their safeguarding practice will have access to local STTAs who can provide guided technical advice. If numerous organisations ask for support in similar areas, they may be grouped together in trainings or clinics for efficiency reasons.

⁸ This activity may be given a more appropriate name after consultations with end users and FCDO in inception.

	• Live clinic: As part of the thematic area workstreams described above, clinics will be held for CSO staff⁹ to deep dive into a specific topic and get real-time technical advice on how to overcome challenges in implementation. • Mentorship: 6-month mentorship cycle on focused thematic areas such as investigations, emergencies, prevention and risk mitigation, and digital safeguarding. The mentorship thematic areas will be determined based on need in the National Hub. Mentorship includes training, Organisational Capacity Assessments, workshops, and individualised support. Peer to Peer Learning, RSH facilitated Some in this user-group may contribute as subject matter experts and CSO leaders. • Webinars: Described above. • Collective Learning Workshops: Described above.
3. Experienced in PSEAH or a specific topic within (Participants may also be Alumni) CSO Individual	RSH Led • Ask an Expert: Described above. Content likely to be more complex. • Clinics: Described above. Content likely to be more complex. • Mentorship: Described above. Content and roll out will depend on demand, mentoring may not be a priority initiative for this user group. Peer to Peer Learning, RSH facilitated Most likely to contribute as subject matter experts and CSO leaders. • Webinars: Described above. • Collective Learning Workshops: Described above.

Work with the LAPs will focus on three areas: (1) structural support for LAPs so that they have PSEAH systems in place and a solid understanding of international standards, including CAPSEAH, (2) broader organisational capability building to enable RSH delivery based on partner assessment, for example fundraising, grant management and MEL, and (3) support to deliver RSH initiatives, including a reasonable range of the capability building activities listed above.

Whilst the above sets out a broad plan, we will simultaneously **invest in pioneering and innovative capability building initiatives** to better document ‘what works’ in SEAH prevention and response. This may include exploring organisational change initiatives, such as linking culture change efforts to social norms change and COM-B or refining key drivers for building leadership PSEAH awareness and knowledge. It may also include piloting efforts for CAPSEAH amplification through working closely with the Alumni Network and other catalytic stakeholders. In inception we will also explore the use of AI to increase the number of languages that the Essential Package and key resources can be provided in, aiming to increase the scale and reach of PSEAH content. We will be guided by our language advisor and local experts. We will consider connections to anticipatory action initiatives and expected disasters.

Pillar 2: Engagement

Delivery under pillar 2 will contribute to a wider **enabling ecosystem** which is essential to drive up overall PSEAH standards. During RSH 1, the consortium built a strong rapport with and understanding of key stakeholders (including with Christian Saunders, Special Coordinator on improving the United Nations response to sexual exploitation and abuse, and Gaya Gamhewage, Director PRSEAH at WHO), as well as a reputation of being a thought leader on PSEAH. This will be extended in RSH 2 with a focused strategy, dedicated policy influencing staff and resources, and a new, influential consortium partner in GWI. Also, RSH 2 will be informed by an adapted socioecological model (figure 3) and will adopt the COM-B model to engage, influence and collaborate with stakeholders across the SEAH ecosystem, co-creating solutions with the sector and testing initiatives with end-users as we progress. As detailed above, during the inception period we will carry out, or update, a “country assessment” in each Hub country. We will be led by NEBs and key stakeholders to refine where RSH has leverage points and opportunities for change at national, regional, and global levels,

Figure 3: Adapted Sociological Model



⁹ It is likely that the clinics will be organised by sector, such as education or water sanitation and hygiene actors, or representative group, such as child rights organisations, CSOs representing LGBTQI+ organisations, OPDs or WROs, or by leadership level.

outlining draft objectives, primary audiences, and related activities. We will also engage with other FCDO funded programmes to build on complementarity and multiply impact, including the PSEA Outreach Fund (led by consortium partner, ICVA) and initiatives on victim-survivor support and aid sector accountability.

Building on the work from across the other two Pillars, in **RSH 2 we will continue to be a global platform for SEAH debate and advancement, including CAPSEAH dialogue discussions**. Alongside CSO experts, we will present and discuss core topics, such as the safeguarding journey, together with more complex, nuanced and sensitive areas, such as applying a survivor centred approach in low resource settings, delivering investigations well, social norms change efforts for PSEAH, intersectional PSEAH in practice, and applying accountability along supply chains.

To support these efforts and to contribute to our policy influencing and change agenda, **we have links to and strong knowledge of key stakeholders** which we aim to extend in RSH 2 through our new partner, GWI, and extending existing partner in-country networks held by ICVA and TDH. Across our relationships, we will focus on applying the value of RSH as a convening space at national and global levels, bringing together actors who often work in isolation, to strategize, share and learn from each other so they can take fresh ideas and perspectives back to their respective organisations. In RSH 1, we established CAPSEAH as an effective influencing platform via the RSH website. As part of RSH 2, we will continue to convene CAPSEAH content, launch related initiatives and embed CAPSEAH throughout our engagement and core messaging with diverse stakeholders:

- In every Hub country and at local, national and international levels, we have strong links to the **PSEA Networks**, who are accountable for PSEA across UN missions. Examples of ways to strengthen links include developing a country level offer of what RSH can bring to PSEA Networks, continuing liaison with FCDO and the UN Special Coordinator for SEA office for support and advocating for PSEA pre-deployment training to reflect RSH as a tool to deliver the job well.
- In every identified Hub we have **existing links to national and local Government representatives** through TDH presence and track record, and existing networks from RSH 1. Engagement strategies are likely to include presenting PSEAH as an investment in national legislation and social strategy and promoting CAPSEAH endorsement as an opportunity for Governments to demonstrate their commitment at a global level.
- Across the consortium we have **existing links with diverse donors**, including foundations (e.g. Mastercard Foundation) and institutional donors (e.g. UN, Swiss Development Cooperation, FCDO) in every existing Hub country and at a global level. Donors have ultimate accountability for PSEAH in their fund supply chain with varying levels of capability and capacity. Activities could include convening or attending inter-donor exchanges, facilitating CSO representation where possible and working through existing groups, e.g. SEAH Safeguarding Donor Technical Working Group (often referred to as 'TWG') or Donor Safeguarding Investigations Group (DOSIG) and local donor coordination mechanisms. Notably, ICVA has strong connections across humanitarian funders in Geneva and are well placed to lead engagement for RSH in core decision-making fora.
- We have **existing strong links with INGOs at national, regional and international levels**. Many INGOs have PSEAH requirements for partner CSOs and many also have comparatively high resources and a good understanding of SEAH risk. RSH can act as a convenor between CSOs and INGOs through a series of organised events such as collective learning sessions, thematic roundtables or quarterly meetings. Sessions may focus on challenges that different CSOs face applying PSEAH and related context-specific trends.
- **Other CSOs, including WROs, OPDs, LGBTQI+ organisations and child rights organisations**, will be important to engage with as they are at the PSEAH "front line". We will extend existing relationships through the delivery of Pillar 1 and consortium partner networks. Influencing activities may focus on encouraging CSOs with high capabilities (users with high or medium expertise, Pillar 1) to promote PSEAH messages to their peers, multiplying the avenues for message delivery.¹⁰ Activities may also include convening group "risk pulse checks" to better understand changes in risk and SEARO, especially in humanitarian settings. Discussions may be organised by theme or marginalised group.
- **We have strong links with RSH Alumni** and, as described above and in T2, see their untapped potential as long-term champions for PSEAH progress. We will convene an RSH Alumni Network, map skills, and include a representative group in inception mapping to understand how they can best help multiply the PSEAH message and their accompanying support needs. The Alumni will be organised in Hub countries as well as by workstreams, or Communities of Practice. Activities may include providing technical advisory support, sharing PSEAH connections to facilitate message amplification and convening activities to enable Alumni to better engage with their networks to promote PSEAH, e.g. social norms change training.
- Across the consortium, we have **existing strong links with related international networks**, such as CHS Alliance; Funder Safeguarding Collaborative (FSC), Humanitarian Quality Assurance Initiative (HQAI) and Bond; Interagency Standing Committee (IASC) PSEA; DIGNA, the Canadian Centre of Expertise on the Prevention of Sexual Exploitation and Abuse; Keeping Children Safe Coalition and others. Also, ICVA hosts the [international PRIDE Centre](#), a new initiative on LGBTQI+ inclusion, which we will aim to engage with and the [Empowered Aid TAG](#), including a range of experts and practitioners, is led by consortium partner GWI.

¹⁰ This example from Gaza showcases how a Lebanese NGO URDA applied the Empowered Aid approach, <https://gwu.app.box.com/s/59p1i7hjvaft8i2pdd15a5djlglg80f8p>. For more case studies, see here: <https://empoweredaid.gwu.edu/case-study-library>)

- Across the consortium we have **links with and will expand connections with research institutions and academia**. For example, we may engage with the Sexual Violence Research Institute (SVRI) on their [Global Shared Research Agenda on Violence Against Women](#), including mapping where research priorities overlap and sharing plans to understand and amplify the role of CSOs in these processes. Engagement with the WHO (as an aspiring leader in global PSEAH research and practice) to bring CSO voices to their research agenda will also be prioritised, including mapping where research priorities overlap and sharing plans to understand and amplify the role of CSOs in these processes.
- We also have existing connections with **multilateral and finance institutions** which we will extend in RSH 2. Engagement may include participation in the UN PSEA(H) Training Workstream Group, with the OECD and DAC Reference Group as well as with diverse UN agencies and other multilateral organisations, to share and encourage consideration CSO perspectives in their PSEAH efforts.

Pillar 3: Evidence

As stated in the ToR, there remains a significant lack of sector-wide evidence on **what works** to prevent and respond to SEAH, with persistent gaps and inconsistencies in identifying effective approaches, despite widespread recognition of the issue's importance. Working closely alongside Pillars 1 and 2, Pillar 3 seeks to address these gaps by **generating, brokering, and disseminating robust, contextualised, and accessible evidence** on SEAH prevention and response. For the purposes of this programme, **'evidence' includes both rigorous, research-based findings as well as practice-based insights** generated through operational experience (see Pillar 1) and supported by the MEL function (see T7). This approach bridges research rigour with field-based learning, ensuring that our work is both evidence-informed and grounded in real-world contexts.

While this programme will primarily address the needs of less resourced CSOs, this Pillar **will benefit a wider range of actors - including UN agencies, INGOs, IFIs, and donors - across the aid sector**, who can utilise the **evidence to shape policy and practice**. The varying needs of different stakeholder groups will be acknowledged in the **type and format of evidence** that is brokered and generated. Pillar 3 will support more effective responses to SEAH, indirectly benefitting affected populations.

Pillar 3 will be designed in line with the CAPSEAH commitment to *participate in joint efforts to strengthen and align PSEAH approaches*, with a focus on *building the evidence base, including knowledge of what works*. We will apply the **COM-B model** (see Pillars 1 and 2) to diagnose what behaviours need to change relating to strengthening the evidence base on SEAH, and subsequently, **influence key stakeholders** to take forward and maintain a **shared global Research and Learning Agenda**. Learning from SVRI¹¹, shows that this approach improves buy-in and commitment to filling known gaps and advancing the evidence base at a global level.

We propose establishing a **Research and Learning Steering Group**¹² which will act as a **convening body**, bringing together practitioners, CSOs, researchers, and other key stakeholders e.g. FCDO Research and Evidence Directorate (RED), SVRI, and WHO. The Research and Learning Steering Group will ensure the Research and Learning Agenda **aligns with global priorities, identify new research initiatives and opportunities for collaboration**, provide strategic input on the **prioritisation of activities** going forward, and inform the **strategic use of the flexible fund to address key evidence gaps**. The RSH 2 team will also bring insights and representation from the Hubs, ensuring that **CSO voices are amplified in this arena**.

This Pillar will leverage the existing **RSH 1 Global Evidence Review 2021**¹³ and the **2024 updated mapping as foundational resources** to address evidence gaps and influence the priorities for future investment into research and learning. With this mapping already undertaken – and subsequently translated into highly relevant **research and learning priorities infographic** developed by RSH 1 - the inception phase will be utilised to develop and refine a clear and documented process for ongoing mapping and review of the evidence base. Based on learning from RSH 1, we would explore expanding the scope of the mapping to include grey literature and practical tools and guidance. This review process will also generate a **periodic synthesis of lessons**, which will be **disseminated in an accessible format**, depending on the appetite of engaged stakeholders.

The **Research and Learning Agenda** will build on the research and learning priorities identified through RSH 1 and be kept relevant through the **evidence mapping and review process**, as well as through the **collaborative work** of the Research and Learning Steering Group. The **live nature of the agenda** will ensure that it continues to **maintain strong alignment** with the principal threads of **sustainability and local ownership, intersectionality, and consideration of gender and social norms**, as well as the priorities of the sector more widely.

Pillar 3 will continue from RSH 1 in **building contextual knowledge on safeguarding against SEAH, considering different cultural norms**. Most of the **evidence generated directly through the programme** will take the form of

¹¹ <https://www.svri.org/topic-specific-research-agendas/intersections-between-vaw-and-vac-global-shared-research-research-priorities/>

¹² We will discuss and agree the group name with key stakeholders in inception.

¹³ [https://safeguardingsupportHub.org/sites/default/files/2021-03/RSH Global Evidence Review Final Design V5.pdf](https://safeguardingsupportHub.org/sites/default/files/2021-03/RSH%20Global%20Evidence%20Review%20Final%20Design%20V5.pdf)

practice-based learning derived from the Pillar 1 capability building initiatives translated into **actionable and contextualised evidence/learning products** (see T7). Uptake of this evidence on what works will **strengthen capability building initiatives across the sector**. Additionally, new research-based evidence may be generated through strategic collaborations and/or the utilisation of the flexible fund, guided by the priorities identified in the Research and Learning Agenda. To support high standards in emerging evidence and learning, **options for a quality assurance function will be explored** during inception. This could involve reviewing and providing feedback on research outputs or offering expertise to steering committees and advisory groups.

Quality assurance (QA) of services is central to upholding high quality outputs, ensuring excellence and innovation across all pillars of the programme. Through our approach to QA, we seek feedback and promote **continuous learning and improvement** to ensure that RSH provides relevant and appropriate advice, management, and innovation. Continuing our approach from RSH 1, QA will be built into the entire output development cycle as part of an end-to-end process, from ideation to delivery and dissemination. This includes technical, programme, communications and other expertise and advice as required by the topic. QA is often provided in English, however as RSH and our expert network has grown over time, there are growing instances where QA is provided in another language. In such situations, and where necessary, peer support to the expert providing QA in the other language is provided.

Communication and dissemination of evidence will take place through multiple channels, including the Research and Learning Steering Group, Pillar 2 as a global platform for SEAH debate and advancement, and feedback loops into Pillar 1 capability-building initiatives and the Online Hub. Dissemination of resources will be one element of the policy influencing and communications plan developed in the inception and updated throughout implementation. The **Online Hub** will bring **dispersed evidence and learning** - generated by the programme and potentially quality assured evidence generated outside of the programme - **into a centralised repository** making it more **accessible for the wider community**. As outlined in Pillar 1, the **Resource Library** will be continuously updated and expanded throughout the course of the programme, with a comprehensive review during the inception phase. This will include clear categorisation of the evidence outputs published and disseminated on the **Resource Library**, based on type of evidence, and intended audience. Evidence on the Resource Library will be continually refreshed in line with the ongoing evidence review process and mapped against the resources page on CAPSEAH to ensure harmonisation.

Implementation of Pillar 3 activities will be overseen by the Evidence and Learning Lead with access to a flexible research fund. This fund will support the generation of new evidence, brokering of research collaborations, and advocacy around research priorities. The work of the Pillar will be guided by the Research and Learning Agenda and priorities identified by Hubs and CSOs. GWI will provide a part-time Senior Evidence Adviser to lead the strategic advocacy, communications, and evidence brokering element, including collaborations between RSH 2 and research institutions and academia in the form of the Research and Learning Steering Group. An Evidence Officer will support implementation of Pillar 3 through evidence mapping, review, and synthesis. They will also work closely with the Technical Adviser, in the collaboration and influence of researchers and through the servicing of a steering group.

By aligning our work across the Pillars through coordination, evidence-driven insights and best practice, we will contribute to sustainable growth and Hub movement towards the independent LAP stage. Throughout implementation, we will monitor and evaluate our progress against the ToC, adapting to global shifts and emerging opportunities to deliver on our shared commitments for an enabling ecosystem for PSEAH.

T4 Approach and methodology

Our approach and methodology for effectively delivering RSH 2 through a multi-partnership structure is underpinned by our **Partnership Principles**, including:

- **Relationship building** – building trust through **shared principles** and clear **roles and responsibilities**.
- **Inclusive consultation and decision-making** processes, which encourages continuous **learning and adaptation**.
- Effective **communication and information sharing** to foster **transparency and accountability**.
- **Collaboration and contextual awareness** – establishing diverse teams which are sensitive to power dynamics, cultural and social norms.

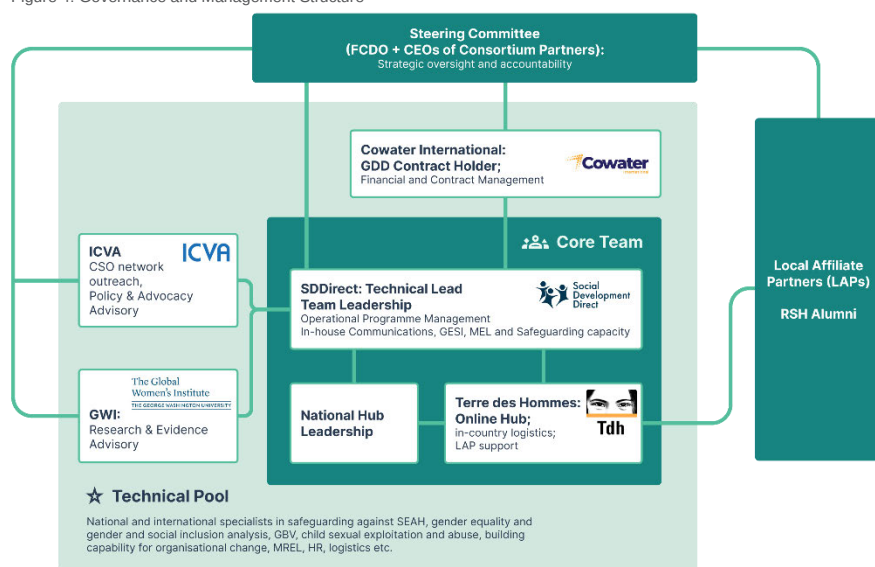
Governance and coordination

Delivering a multi-country, multi-partner programme requires a **structured and systematic approach** to ensure coordination, consistency, and impact across different Hub countries and more broadly. To deliver this, our approach is defined by five key characteristics:

- (1) **Multi-partner and pillar coordination**, bringing together diverse partners with complementary skills and resources and with a proven track record of **delivering quality outcomes together** in RSH 1. The Core Team is not segregated by Pillar; instead, there will be ongoing cross-pillar collaboration, continuous feedback loops and unified goal setting, avoiding siloes.
- (2) **Shared Purpose and Vision**, with continuous monitoring of contributions to the wider ecosystem, LAP and RSH Alumni progression.
- (3) **Indigenous and local expertise**, recognising the knowledge, networks and expertise of diverse actors.
- (4) **Long-term commitment**, focused on behaviour change and building accountability. This includes aligned country and global strategies based on assessments which consider SEARO alongside gender political economy analysis and have defined objectives over the programme period.
- (5) **Adaptability**, building in feedback loops to adjust based on changing risks, relevance and effectiveness.

The figure below shows our Consortium governance and management structure. The consortium organisations (Cowater, SDDirect, Terre des Hommes, ICVA and GWI) and Local Affiliate Partners (LAPs) have **clear roles across**

Figure 4: Governance and Management Structure



the core and technical team which match their experience and specialist expertise. All organisations, including LAPs, will be represented at senior levels on the **Executive Steering Committee** with FCDO. Programme leadership monthly meetings will bring together the functional leads (Operations, Hub delivery, Technical delivery, Communications and MEL) with the TL and DTL.

The **core team** – many already bringing existing working relationships from our partnership on RSH 1 – will be located across three consortium locations, UK, Hungary, and Switzerland in addition to the Hub countries in MENA, Africa and South Asia. These locations limit time zone challenges and increase working hour overlaps.

during inception, with the **Hub teams** and **LAPs** mobilising at the start of implementation¹⁴. During inception, the team will focus on inception deliverables including the country assessments and the library stock take, strategy development and recruitment. Lessons from the ongoing **RSH 1 external evaluation** will also inform our strategy development and planning. Operational start-up activities will include refining standard operating procedures (where necessary) building on RSH 1 foundations; inductions and team building; all staff and as necessary LAP capability building on foundational topics, such as intersectionality, PSEAH and social norms change; and Hub staff recruitment in time for a smooth transition to implementation.

Contextual understanding

Contextualisation is central to the way that RSH 2 will operate. Contextualisation means ensuring that **materials, initiatives, outputs, and engagement are grounded in the context in which the SEAH occurs**, noting local and

¹⁴ Existing LAPs in Nigeria and Ethiopia will have continued support during inception to identify strategic priorities and continue stakeholder engagement.

national legislation, language considerations, social norms, and power relations as key to successful prevention and response – thus, contextualisation is distinct from translation. The **country assessments** and resulting strategies, combined with the **local expertise** we have included as a core part of our delivery structure (described above, and including the role of LAPs), serve as the basis for quality contextualisation. Through our delivery of RSH 1 we learnt that there are different ‘levels’ of contextualisation, it can be applied differently across initiatives and requires consideration of the resource or activity content (what we say) as much as the process (how we do it). We will apply this learning across the three pillars of RSH 2 to ensure that all aspects of the programme are informed by **socio-cultural context analysis and intersectional approaches**, especially in relation to vulnerable and marginalised groups.

For example, under **Pillar 1**, due to sensitivities around gender, separate trainings may be required for men and women; and invite-only roundtables may be more appropriate and safer than public-accessible events for specific thematic discussions. For written library resources we will apply two approaches: (1) rapid (regional or country) and minimum adaptation, where there is an urgent need for plain language and short materials, identifying relevant resources from other hubs, stripping them of identifying country characteristics and including examples, terminology, culturally relevant images and contact details appropriate to the new country or region; and (2) in-depth country contextualisation over time, identifying contributing experts with the right skills, experience, and availability. In Bangladesh for RSH 1, for example, we held a roundtable to better understand PSEAH risks from Hijra community members to inform a [tip sheet](#). A similar approach in was taken to develop a resource on [disability inclusive safeguarding](#) in Bangladesh and Pakistan and to develop a [Romanian resource explaining GDPR](#). The immediate need for regionally generic plain language materials in specific languages will be balanced alongside the time required to develop more detailed, quality contextualised materials. **End-user inputs will be critical to assessing the level of demand for the type of library resources.** To contextualise content for trainings, webinars, and engagement topics we will ensure that appropriate terminology, images, contact details and SEAH risks are embedded in the content and process.

In **Pillar 2**, We will engage with and be guided by national and regional PSEAH experts and stakeholders, organisations or representatives of marginalised groups, including LGBTQI+ groups, representatives of victim-survivors, OPDs and WROs. Close engagement with and expanding networks of ICVA members as well as the TDH web of partners will be central to our methodology. Engagement with marginalised groups as part of **Pillar 3** will build on previous in-depth RSH 1 research, such as LGBTQI research, South Asia disability research and the Nigeria Hub disability research. Quarterly learning sessions will focus on sharing ideas on how best to engage different groups, between each of the Hubs, sharing challenges and communication approaches.

Programme and Risk Management

The operations team, led by SDDirect’s DTL, will lead on **programme and risk management**. SDDirect is an FCDO Tier 1 supplier, implementing 16 FCDO funded programmes, with a combined total contract value of over £28 million, with over **75% of our revenue generated through demand-led rapid response programming**. Our approach to programme management is robust, reliable, and ethical, but also innovative and iterative, learning lessons from delivery and remaining at the forefront of practice within the sector.

We have a comprehensive and proactive approach to **risk management** that allows us to identify, mitigate and respond effectively. The central risk register will be maintained in real time by the DTL, with each hub or region owning their own risk register. The DTL will hold monthly risk meetings with the TL and provide quarterly updates to the Steering Committee. As successfully implemented on RSH 1, the team will pivot activities based on risk levels within National Hubs. High and critical risks will be escalated to SDDirect’s Risk Management Committee and Board. During inception, a **risk map** will also be drawn up across the supply chain, including LAPs. Examples of our effective risk management in RSH 1 include responses to political unrest in Bangladesh (2024), Pakistan floods (2022), COVID-19 (2021) pivot to online support, and Ethiopia’s Tigrayan crisis (2020). An indicative risk matrix is below.

The RSH 1 **safeguarding policy** will be reviewed and updated during inception to ensure all activities and network engagement, including for LAPs, are clear and defined. We will develop a Whistleblowing policy as, with a wide staff base, staff confidence in their own protection will be crucial. The TL is the designated safeguarding focal point, with ultimate responsibility for safeguarding, including preventing harms caused in the delivery of the RSH programme and responding appropriately when harms do occur. A **safeguarding induction** will be held for all personnel, including staff and consultants. A range of channels will be available for reporting, including the RSH inbox and email. Wherever reports arise, the focus will be on escalating them quickly and confidentially to the TL who will lead the receipt, support and response in a survivor-centred way, with input from a case team, including an individual from a Hub country where appropriate. Country assessments will include a **mapping of services and referral pathways**, which will be useful for users as well as RSH 2 itself, should the need arise. Risks of safeguarding violations, including SEAH, will be mapped and regularly monitored as part of the wider programme risk management process.

Draft Risk Matrix

Type	Risk	Mitigations	Mitigation Strategy	Owner	Like-lihood	Impact	Rating
Programme	Hard to reach CSOs or vulnerable groups cannot access services.	Online & in-person offer to reach users. FCDO engagement and networks in country target those who may not have accessed services previously.	Treat	National Leads	2	3	6
Programme	USAID funding cuts destabilise delivery	Key delivery partners have low exposure to US funding. Target CSOs and aid sector in general will be impacted – at time of writing this is hard to predict – to monitor with FCDO.	Tolerate	TL	4	2	8
Political	Lack of buy-in among influential stakeholders who do not prioritise PSEAH or GEDSI initiatives.	Programme builds broad based international support for PSEAH through CAPSEAH and other initiatives; and considers backlash as a specific risk.	Treat	Strategic Comms and Policy Influencing Lead	2	2	4
Safeguarding	RSH personnel involved in a do no harm or SEAH incident or inappropriate behaviour.	Programme safeguarding framework, with inductions and ongoing communications internally. Clear reporting channels and response mechanisms.	Treat	TL	1	4	4
Programme/ Security	RSH delivery affected by unrest/conflict/natural disaster.	Ongoing risk monitoring and escalation; learnings from previous pivots; clear communications to users.	Treat	DTL	2	2	4
Political	RSH activities result in backlash or a rise in incidents	Context analysis and risk reviews take place before engaging users in any activities within the National Hubs.	Treat	Regional/ National Lead	1	4	4
Security	Duty of Care risk to personnel of a security/health/terrorist incident.	Duty of care protocols tailored to local context. All partners complete due diligence on their policies and protocols in the event of an incident.	Treat	DTL	1	4	4
Programme	Inability to source relevant expertise locally/internationally	Existing in-house and network capability. HR specialist to recruit and replace personnel.	Treat	TL	1	4	4
Fiduciary	Misuse of funds, including fraud, bribery, corruption etc.	Clear financial processes, policies, and oversight. Support provided to LAPs to build financial management capacity.	Treat	DTL	1	3	3
Programme	Duplication of efforts with other international safeguarding efforts.	Engage FCDO on other funded programmes through the SGU. Share newsletters and liaise regularly.	Treat	TL	2	2	4
Security	Cybercrime or hacking of the Online Hub.	Built in externally supported security for Online Hub. Spot checks and training for RSH personnel.	Treat	Online Hub Mgr.	1	3	3
Programme	Reduction in quality of service when handed over to LAPs affects take-up and reputation	LAP handover process ensures a supportive, equitable partnership, identifying and addressing capacity gaps.	Treat	Peer Network Lead	2	2	4
Programme	Low uptake due to poor quality or lack of contextualisation.	Experienced RSH 1 personnel and right mix of international and national expertise. Robust QA procedures will be in place.	Treat	TL	1	4	4

T5 Value for Money

Our consortium's financial management approach is designed to ensure rigorous stewardship of FCDO resources, achieving maximum impact while adhering to the highest standards of accountability and transparency. The contract holder and all delivery partners employ proven financial management controls, underpinned by rigorous compliance protocols.

- GDD Prime **Cowater is a trusted FCDO supplier with around GBP 130m of FCDO programming currently being delivered.** We have particular expertise in driving VfM through large (GBP 20m+), demand-led global or multi-country facilities.
- Technical and Delivery Lead **SDDirect** will subcontract other Consortium partners, preserving the same supply chain relationships which underpinned effective A+ delivery for RSH 1, including highly accurate financial reporting and demonstrated VfM, as recognised in successive Annual Reports: ***"The programme represents good value for money. For a relatively small budget it is showing greater than expected outputs."***²¹

During inception, an operations manual will be developed based on RSH 1's manual, detailing financial management responsibilities across all partners. It will provide guidance on budget tracking, variance, reporting, procurement, and record keeping, aligning with FCDO guidelines and international standards. Risk-based auditing will ensure compliance and mitigate financial risks. SDDirect uses Salesforce Kimble for contract management, including timesheet entry, expense recording, invoicing, budget tracking, forecasting, and cashflow management. This ensures financial accuracy and timely reporting. All personnel will complete Anti-Bribery and Corruption training and adhere to financial probity provisions.

A full **Value for Money (VfM) Strategy** will be developed during Inception to monitor the ongoing VfM of implementation activities. Key principles and considerations are:

Economy	• Competitive rates, with varied levels and job inputs to ensure appropriate inputs for required work. • Reduced operational, facilities and systems set-up costs leveraging consortium partner TDH existing online and in-country infrastructure.
Efficiency	• Rapid mobilisation, drawing on RSH 1 experience; team available from day 1. • Leveraging technology for cost-effective, quality services, e.g. AI in translation and e-learning. • Many team members have direct RSH 1 experience, minimising training needs.
Effectiveness	• Deep safeguarding technical expertise, working closely with FCDO at all levels. • Retained Technical Expert pool allocation for demand-led delivery, utilising a broad range of consortium experts and matching specialism to programme need. • Extensive network of safeguarding experts already in place across the consortium with wide geographic and sector expertise.
Equity	• Focus on inclusion and the most vulnerable groups, with insights from 12 countries and 5 years of delivery. • Accessibility embedded in delivery, ensuring broad applicability, including language, disability inclusion, and contextualisation.

Maximising Financial Sustainability by Exploring Innovative Funding Models

A key component of our VfM offer is our **LAP** approach. By transitioning over Hub services to national organisations (LAPs), we create a cost-effective, high-quality, and locally led approach to SEAH safeguarding capability building. An integral part of this approach, as noted in section T3 Pillar 1, will be supporting **sustainable fundraising for LAPs**, which includes seeking out new and innovative forms of direct funding, co-funding opportunities and other cost recovery/service provision options.

More broadly, RSH influencing and stakeholder engagement with diverse funders will advocate for additional and sustained funding to improve sector approaches to PSEAH. This includes securing additional funding for RSH where activities are aligned. Our Consortium has successfully secured co-funding in delivery of RSH 1, including: to open new hubs (Disasters Emergency Committee – Eastern Europe and Türkiye); roll out tailored activities (Swiss Development Cooperation – Tanzania) and top up planned activities (International Office of Migration – Syria; Oxfam West Africa). We would continue to prioritise this approach in RSH 2, building on our existing network of contacts with a range of bilateral, multilateral, and philanthropic donors and funders, under the purview of the Strategic Communications and Policy Influencing Lead. We retain the capacity within the consortium to scale up to need and demand in the sector and from funders.

T6 Coordination and Communication Strategy

Effective communications and coordination will be central to the success of RSH 2, cutting across delivery and supporting key objectives around **reach, collaboration, and sustainability**. Building on the success of RSH 1, our strategy will be to strengthen existing channels and relationships, while introducing new innovative approaches to further maximise global reach, amplify the voices of CSOs and drive sustainable changes in stakeholder behavior.

Downstream consortium partners: Clear roles, regular coordination meetings and a quarterly Executive Steering Committee will ensure streamlined communication, knowledge-sharing, and accountability between downstream partners. The coordination of LAPs will be a key innovation, overseen by a Peer Network Lead, to enable knowledge-sharing and peer collaboration among this cohort. Together, this will ensure that partners remain coordinated and actively contributing to strategic direction and programme outcomes.

Stakeholders: Internally, **National Expert Boards** will continue as a key tool for stakeholder coordination at National Hub level but will be expanded to include strategic actors identified in the country assessments. From the outset, we will actively engage **donors** to ensure they are involved, laying a strong foundation for discussions on co-funding and sustainability. At the global level, rather than a single advisory group, RSH will convene discussions on specific topics, such as localisation and financing, fostering multi-stakeholder dialogue and driving action on strategic priorities. Externally, we will participate in existing priority networks, such as the UN Inter-Agency Standing Committee and learnings on CAPSEAH.

End users: External communications to reach end users is outlined in the plan below, internal communication with end users will be embedded across programme design, delivery, and evaluation through **continuous, two-way engagement**. This approach ensures that end user needs are continuously collected, comprehended, and addressed to shape and refine the programme. Feedback mechanisms, such as surveys, and focus groups, will be tailored to different user groups, (from experienced users to newcomers), ensuring meaningful engagement.

Marketing and communications plan: In RSH 1, our team successfully reached over 1 million users and engaged diverse stakeholders, establishing the programme as a trusted thought leader on PSEAH. In RSH 2, we will build on this success under the leadership of a dedicated **Strategic Communications and Policy Influencing Lead**, who will coordinate all communications and influencing efforts, ensuring messaging is consistent and aligned with Pillar 2, and wider programme objectives including the dissemination of evidence created under Pillar 3. Central leadership will guide strategy implementation, while regional and national teams tailor messaging and approaches to local contexts, while ensuring FCDO visibility throughout.

In inception we will develop a new global communications and policy influencing strategy, **to maximise advocacy, engagement and outreach to end users and selected stakeholders** identified through our mapping process. We will target and tailor outreach, ensuring that communications are relevant, culturally appropriate, and reaching the right stakeholder groups. The overarching global strategy will inform country level strategies.

Our strategy will focus on targeting end users primarily, while also engaging stakeholders with significant accountability for change. These stakeholders include national governments, donors, and intermediary organisations such as the United Nations and international non-governmental organisations (INGOs). Local CSOs remain our primary end users, but key individuals and organisations identified through the country assessments will be engaged via effective channels with tailored messaging. For example, government and donors will be targeted through policy briefs and multi-stakeholder events while INGOs will be engaged as strategic partners and/or through webinars and tailored digital content.

Our plan will deliver targeted messages that inform, engage, and drive change. We will maintain brand consistency and accessibility while continuously refining strategies through insights from user data, AI, and on-the-ground experiences. To maximise reach and impact, we will leverage a mix of digital and traditional media, building on the success of RSH 1 as well as adding innovative methods.

- **Localised storytelling:** Locally driven videos, blogs and authentic user-generated content will be optimised for online discovery, building trust, and strengthening engagement and reach.
- **Webinars:** Webinars will build capacity and increase reach. Co-hosted events with strategic partners will feature tailored series and follow-up resources driving traffic back to the Hub.
- **Newsletters and social media:** Monthly campaigns around key themes (see Pillar 1) will align communications with capacity-building efforts and generate consistent social media messaging and targeted, curated emails that drive repeat website visits.
- **Strategic partnerships:** We will collaborate with strategic organisations to promote translated materials in key regions, ensuring relevance and encouraging promotion within their networks.
- **Accessible content:** Accessibility will be a guiding principle across all communications, ensuring that information is clear, inclusive, and available in multiple formats. Key materials will be contextualised and translated into local languages, while Easy Reads, infographics, audio, and video summaries will remove barriers to engagement and are optimised for social sharing.

T7 Monitoring Evaluation and Learning

RSH 2 will be grounded in **feminist principles** and a deep understanding of **social, gender, and intersectional analysis**. We use **participatory and diverse MEL methods** to capture a broad range of perspectives, including **LGBTQI+, marginalised ethnic and racial groups, children, people with disabilities and victim-survivors**. Our work is rooted in **ethical, safe, trauma-informed and inclusive practice**, upholding high standards of safeguarding, respect, and integrity.

Our approach to developing the **Theory of Change (ToC)** for RSH 2 will ensure that it is **robust, evidence-based**, and aligned with the overarching business case ToC, while also being adaptable to different regional and country contexts. The **ToC will provide a cohesive framework**, ensuring all 9 Hubs across 3 regions remain connected to a shared vision while allowing for context-specific variations in assumptions and risks. The programme's 3 long-term outcome areas, as defined in the business case ToC (and which correlate to the 3 pillars), will be refined during inception to ensure they are framed as measurable changes. The **ToC will be developed through a participatory process**, led by the MEL team, with input from Regional and National Leads, programme teams, and safeguarding experts. A **stakeholder workshop** will refine key pathways of change and define assumptions, ensuring that the ToC remains both strategic, and grounded in reality. We will refer to the **COM-B model** (see T3) as an analytical framework and apply an **actor-based change approach**, enabling a clearer understanding of the factors influencing the change that we collectively want to measure and realise. The final ToC will be agreed upon with FCDO and will serve as the **foundation for the logframe and MEL Strategy**.

An **inception logframe** will be developed during the first 3 months of the programme and will focus solely on measuring **inception-phase activities and outputs**. It will provide a structured way to track progress during the inception phase and ensure the programme is positioned for effective implementation.

The **full programme logframe will be developed during inception**, ensuring clear alignment with the ToC and providing the basis for the MEL Strategy. Led by the MEL team, its development will involve close consultation with internal teams and FCDO, to ensure indicators and targets are practical and contextually relevant. This logframe will define indicators, means of verification, and targets while maintaining an overarching results framework structured around the three Pillars (long-term outcome areas). The logframe will clarify **disaggregated data requirements** - by sex, age, geographic location, and disability status - *where appropriate*, in line with the **Inclusive Data Charter**. The logframe will be finalised within the first three months of implementation, ensuring it is fully integrated into the MEL framework. Reviewed annually with FCDO, it will provide a structured yet adaptable tool for tracking progress, ensuring alignment with programme learning and performance. The logframe will be reported against in line with FCDO reporting requirements.

To ensure **that KPI targets remain both realistic and meaningful, we will take a structured, evidence-informed approach** to setting and refining them. This will begin with a review of available data and insights—such as country assessments and learning from RSH 1—to establish a clear understanding of the starting point for each indicator. Stakeholder consultation, including input from Regional and National Hubs, technical experts, and FCDO, will play a key role in ensuring that targets are both ambitious and achievable within programme realities. We note the use of the term 'need specific' in *KPI1- Delivery of core context and need specific products and services* (in Annex E of ToR). This is particularly relevant to pay attention to when setting targets, keeping in mind that meaningful progress is not always demonstrated by continuous numerical increases. Setting targets for product development should take into account not just quantity, but also the relevance and uptake of these products.

In relation to *KPI 2 % increase of unique visitors to online platforms*, we need to carefully consider the baseline, acknowledging that RSH 1 has already surpassed **over 1 million unique visitors to the Online Hub**. In this case we may expect higher visits from new countries/regions. To complement this KPI, we will explore, with the Online Hub team, how best to measure the **effective uptake and use of online platforms**. This will involve review of learning from RSH 1, and may include tracking user engagement patterns, return visits, content downloads, and feedback mechanisms. We welcome the opportunity to jointly (with FCDO) develop and set cumulative quarterly KPI targets during inception phase, and hope that this can be revisited at key points as the programme evolves.

During inception phase a **MEL Strategy** will be developed, outlining our **overall approach to MEL** and how we will **measure progress against the ToC**. It will include sections on:

- **Guiding principles** - safe, feminist, inclusive and intersectional MEL.
- **Logical framework**
- **Data management**- collection, analysis, quality assurance.
- **Reporting and data flow map** in line with FCDO requirements.
- **Learning approach** – internal and external e.g. end-user feedback loops, practice-based learning, action-research, implementation research, cross-hub learning etc.
- **Evaluation** – internal and external
- **Roles and responsibilities** – e.g. relating to monitoring outputs (programmes) and monitoring outcomes (MEL)

The MEL Strategy will be accompanied by practical resources such as **data collection tools** that will be developed during inception and early implementation, for **tailoring and contextualisation** by regional and national MEL colleagues. **MEL tools from across all RSH 1 Hubs have been mapped** into a comprehensive **knowledge management system** for reference and development where appropriate.

A key focus for the MEL Strategy will be **integrating methods and tools** that systematically **capture and apply learning on what works** to drive **organisational behaviour change through capability building**, ultimately **strengthening accountability among CSOs**. To achieve this, behaviour change considerations will be embedded at every stage—country assessment, ToC, logframe, monitoring, and evaluation—to enable meaningful measurement and learning. We recognise that **behaviour change is a gradual, incremental process**, and our indicators and targets will be designed to reflect this reality. We will build on approaches piloted through the Nigeria **organisational culture change pilot**¹⁵ (RSH 1), as well as **explore and adapt existing tools** to measure organisational behaviour change, ensuring alignment with the ToC (and COM-B model). For example, *Oxfam's 12-boxes framework*¹⁶ and the *Gender at Work* resources.¹⁷

We will continue to foster a **culture of curiosity and critical thinking** within the programme, recognising that **learning and knowledge creation** do not follow a straight path but evolve through **ongoing, cyclical processes**. With this in mind, we will promote **practice-based learning** throughout the lifetime of the programme. The MEL team will translate this learning into **actionable and contextualised evidence** and learning products, ensuring that insights from implementation—along with structured **end-user feedback loops**—continuously inform adaptation and improvement across the programme.

We will also explore the use of approaches such as **action-research and implementation-research** to be employed for the **pioneering and innovative initiatives that will be invested in through Pillar 1**, with the approach and tools being developed on a case-by-case basis in parallel to these initiatives being designed. Our GWI Senior Evidence Adviser will provide additional insights on research and tool design. By incorporating academic rigour and research-based findings, this will enhance the evidence base and complement insights from practice-based learning on **what works**.

To ensure that **lessons learned** from implementation are **systematically recorded, acted upon, and shared**, we will integrate a structured learning and adaptation approach within the MEL Strategy during inception. This may include after-action reviews, learning logs, and regular reflection sessions, with clear pathways for acting on insights. We will consider when to involve different groups, e.g. the core team, wider team, and external stakeholders such as FCDO, to ensure **learning informs adaptation**. We will utilise opportunities to share across RSH delivery partners e.g. through learning lunches, while externally, we will continue contributing to sector-wide conversations as outlined in Pillar 2.

To support transparency and collective progress across the sector, we will continue publishing learning widely online through the Online Hub and social media. We are also committed to sharing learning back with those our programme aims to support, particularly those who directly contribute insights through our research and learning processes. We will explore accessible ways to close the feedback loop, ensuring findings are shared meaningfully. Key learning and adaptations will be documented through quarterly reporting to support ongoing reflection and improvement.

The approach to **commissioning an independent evaluation** will be scoped out during inception phase. Early planning will align to SDDirect's **utilisation-focussed approach** to identifying intended use and users of the evaluation, enabling a sense of ownership from the outset. Our approach to this evaluation will be to ensure there is collaborative stakeholder engagement with FCDO and other key stakeholders. Firstly, there would need to be consensus on the purpose and scope of the evaluation. **Key evaluation questions** would then be explored in parallel to the ToC development process to set-up the **relevant MEL systems and ensure that the evaluation adds value**.

A provisional evaluation timeline will be drafted, and a skeleton ToR will be developed. The ToR will outline expectations around **independence, transparency, and methodological rigour** (in line with the standards set out in the FCDO Evaluation Policy and ethical research guidelines) as well as a **commitment to inclusive and participatory methods**. Given the scale and scope of this evaluation, global coordination would be required. However, strong regional presence will be essential to ensure **contextual expertise, access, and cultural sensitivity**. Regional evaluators will play a key role in shaping the approach, leading data collection, and contextualising findings.

¹⁵ <https://safeguardingsupporthub.org/documents/learning-rsh-nigerias-safe-organisational-culture-mentoring-pilot-programme>

¹⁶ [Test Your Organisation with the 12 Boxes Framework: A facilitators' guide to support NGOs in self-assessing their response to HIV and AIDS in their workplace and in their work using a gender perspective - Oxfam Policy & Practice](#)

¹⁷ <https://genderatwork.org/>

Social Value MAC 3.1 Creating a Diverse Supply Chain

Cowater International has chosen to lead this consortium to enable delivery by SMEs, VCSEs and diverse organisations. Cowater holds the relevant GDD Lot and brings deep experience delivering large programming as a key supplier to FCDO. For RSH 2 we will be working in a new way - providing quality assurance and management support to enable an SME and VCSE to take the leading role in technical implementation. The technical lead for this programme will be **SME social enterprise SDDirect**. A wholly owned commercial subsidiary of INGO Plan International UK, SDDirect exemplifies an innovative SME social enterprise model, which offers agility, excellence, and reach, alongside a clear social impact mission. SDDirect has a **commitment to feminist values** enshrined in its values, mission statement and policies, and is **women-led**. Together, Cowater and SDDirect have built a diverse supply chain for the delivery of this contract, with a diverse consortium including global charity TDH, CSO membership organisation ICVA and academic institution GWI, as well as an innovative methodology for engaging and empowering additional diverse organisations through an ambitious localisation approach, set out below. Cowater and SDDirect will monitor delivery against the commitments made in this section to ensure continuous improvement.

Understanding of the types of businesses in the market: As technical lead for RSH 1 since 2019, SDDirect has a detailed understanding of the types of businesses in the market and the level of participation by diverse suppliers, both in the UK and in RSH Hub countries. In the UK, SDDirect has sat on FCDO's SME Advisory Forum since its creation in 2023 and has led on wider SME consultation within the sector, including most recently presenting to FCDO on commercial barriers to locally led development. In Hub countries, our consortium has extensive national presence, bringing existing relationships with a range of small business suppliers in Hub countries to provide logistics, transport, events, catering, communications, translation, and other services (for example, in RSH 1 we engaged a SME to deliver Arabic, Kurdish and Turkish translation). This reach and understanding allows us to **identify opportunities to open sub-contracting for diverse businesses**.

Plans for engaging a diverse range of organisations and for collaborative working with them: For RSH 2, we will build on the innovative process launched under RSH 1 to localise longer standing Hubs, so that they can be led and developed by national organisations, as SEAH safeguarding champions embedded in their country context. This resulted in the creation of a **LAP model**, with the first two LAP organisations appointed in Ethiopia and Nigeria. **Hiwot Ethiopia** was initially established as a youth club by fourteen young people who wished to make a difference and grew into an Ethiopian Civil Society Organisation/NGO/charity focused on working with children and youth. **Women's Rights and Health Project (WRAHP) Nigeria** is an innovative non-governmental non-profit making organisation that works for the promotion of reproductive health, rights and general development of women, young people, and communities. Our methodology for RSH 2 builds on these initial steps towards localisation by continuing support for existing LAPs (commitment **prior to award**) and seeking out similar types of organisations in other Hub regions to take over management of services (commitment **during contract**), increasing sustainability and value for money, while transforming delivery towards a more diverse and locally led supplier model. We will ensure that all LAP funding is reviewed and allocated based on need and in line with wider programme compliance.

The target audience for RSH services has always been smaller, less-resourced national organisations. In RSH 2, as in RSH 1, we will continue to support these organisations to embed robust safeguarding processes and procedures, enabling them to meet donor requirements to secure funding, further advancing local delivery models and diversity of the supply chain.

Commitments: Our **supply chain selection process will always be structured to ensure fairness**, VFM, and strong risk management. Supplier evaluations will include supply chain diversity metrics to encourage (within our overall VFM framework) selection of suppliers that face barriers to participation.

Commitment	Target/Deadline	Monitoring Approach
Localisation and handover process for national organisations as LAPs	All Africa and South Asia Hubs	Programme Reporting
Accessibility for disabled business owners and employees prioritised, regularly evaluated and recommendations implemented	Biannual accessibility audits, with findings informing continuous improvements in how we engage disabled business owners, employees, and suppliers	Internal organisational reporting; Programme Reporting
Open advertising of opportunities	Open advertising of all relevant opportunities through local and social media to engage local SMEs and through Contracts Finder to engage UK SMEs	Internal organisational reporting; Programme Reporting
£ value of payments to Hub country SME, VCSE etc suppliers	£1.4million	Financial reporting.
% of total value of contract to be delivered by SME, VCSE etc suppliers	Technical lead contractor is an SME, delivering 70% of contract value.	Financial reporting.

Workplan

A detailed breakdown of activities and outputs clearly linked to performance management, quality assurance and payment mechanisms to ensure effective delivery.

#	KPI	Activities	Inception									Preparation
			Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Deadline
Inception: Governance and Operations												KPI
Activity 1.1	n/a	Establish an Executive Steering Committee, comprised of CEOs of implementing suppliers, FCDO Safeguarding Unit senior staff and core programme team (SRO and PRO).			X			X			X	
Activity 1.2	n/a	Establish relationships with programme partners and ensure all key programme governance mechanisms (including the Steering Committee) and ways of working are fully in place, with clear lines of accountability (e.g., through ToRs and an MoU).										
Activity 1.3	n/a	End user (recipient) engagement in national hub settings to co-create and co-design robust strategies which are responsive to the specific needs/gaps in each specific context.										
Activity 1.4	10%	Mapping risks through the delivery chain and setting mitigation strategies. All relevant due diligence of subcontractors.						X				
Activity 1.5		Develop a Communication and Policy Influencing						X				
Activity 1.6	5%	Full handover with the RSH programme incumbent suppliers, arranging handover meetings to ensure smooth process and limiting break in service for endusers. A meeting will be arranged early in 2025 to bring parties together to agree steps required for smooth handover.			X							
Activity 1.7	n/a	Produce an Inception Report and submit alongside relevant inception documentation. Make all administrative, logistical and management arrangements to facilitate the launch and delivery of the programme in the implementation phase, according to the approved programme design and approach.									X	
Inception: Pillar 1												
Activity 2.1	25%	Conduct mapping of wider, existing sector guidance, tools, information, services and platforms for SEAH safeguarding in the sector (as part of stakeholder engagement). Particularly, assessment of existing capability-building offers which can support to inform programme offers. This should also be developed into a quality assured, recommended resource list, to signpost wider best-practice offers to the market e.g. into short descriptions and links e.g. free, paid for, thematic. Ideally to add as a resource for the CAPSEAH website.						X				
Activity 2.2		Review and stocktake existing RSH materials and platforms to consider any possible streamlining approaches to ensure ongoing reach and dissemination of relevant / key materials. Assessing RSH online resources and hub platforms and consider options for synthesising and streamlining content to maximise accessibility.						X				
Activity 2.3		Developing a mentorship programme outline offer for CSOs, including specific engagement strategies e.g. investigations, leadership engagement, managing a survivor-centred and ‘do no harm’ approach, handling sensitive information, establishing referral services.						X				
Activity 2.4	25%	Undertake country-based analysis to propose the additional country they assess as most appropriate and advantageous within each region to operate in, 1 (one) per region. The supplier will provide national hub model strategies, tailored to local organisational-level in order to meet the specific needs and requirements, whilst adhering and aligning to international standards										X
Activity 2.5		Scoping work for national hubs and a costings framework defining locally tailored services, including how to recruit and embed into national settings. This should be co-created and co-designed with national/local actors, experts and end-users (e.g. CSOs) and seek to share accountability and risk.										X
Activity 2.6	n/a	Full handover and transition of the RSH technical systems and online platforms – global as well as all national hubs online resources. All products will be packaged to be transferred to the successful supplier in a usable, accessible format. A stakeholder map that includes contact information and recent engagement history will be handed over in line with data protection regulations.		X								
Activity 2.7	n/a	Developing free e-learning offer to provide sector with free core learning on safeguarding. This should build on the RSH ‘Safeguarding Journey’.				X						
Inception: Pillar 2												
Activity 3.1	10%	Develop communication plan to maximise advocacy, engagement and outreach to end users, international stakeholders, including remote partners. Stakeholder mapping (using handover documentation from RSH programme) as well as in discussion with FCDO.						X				
Activity 3.2		Establish a network of key stakeholders including key FCDO offices to support to identify local expertise and materials.						X				
Activity 3.3	n/a	Commence next phase of scoping and analysis of agreed national hubs to develop implementation approach e.g. in consideration of wider networks, key actors and specific context such as high-risk SEAH subnational regions. This should include mapping of referral services.										X
Activity 3.4	n/a	Review and refresh the Consultants Directory, building on the RSH directory, and develop approach to quality assuring and adding consultants, especially in key areas of need such as those from global south and investigators.					X					
Activity 3.5	n/a	Establish mechanisms or join existing mechanisms to drive and facilitate engagement and exchange of ideas on SEAH safeguarding standards for key actors across the sector e.g. local and international NGOs, survivor-representative organisations, multilaterals, think tanks, academic institutions and others.										
Inception: Pillar 3												
Activity 4.1	10%	Mapping of available networks which also support to build the evidence base.										X
Activity 4.2		Quality assurance of services and work with end users to identify demand.										X
Activity 4.3	n/a	Develop an online, free repository which signposts existing services, evidence, learning tools and guidance, for wider international community to draw from (e.g. UN, INGOs, IFIs, donors etc.).										X
Activity 4.4	n/a	Mapping of evidence gaps which can then inform programme activities, drawing on existing evidence, research and learning which support building evidence of ‘what works’ to build capability.										X
Activity 4.5	n/a	Consider options for quality assurance function of wider learning, evidence and materials in the sector as they are developed, which can be shared as best-practice and recommended learning, evidence, and capability building offers for the sector, beyond what the contract creates.										
Inception: MEL												
Activity 5.1	15%	Inception logframe to be agreed with FCDO within first three months of contract.			X							
Activity 5.2		Theory of Change – which is built from the overarching business case Theory of Change (Annex A).						X				
Activity 5.3		Develop overarching MEL approach including logframe (likely structured around the three pillars)										X
Activity 5.4		Develop a strategy for monitoring and evaluating learning and building capability, with clear anticipated outcomes and indicators, which includes regular and robust feedback loops from end-users.										X
Activity 5.5		Develop approach to measuring effective uptake and use of online platforms (e.g. quantity as well as quality).										X
Activity 5.6		Approach to commissioning an independent rigorous evaluation of the programme, over its lifetime. At inception, the evaluation should be scoped out to define the precise questions which add value by providing new insights and to ensure good value for money.										X

Hub Phasing

Type	Country	Inception	Implementation phase																Exit				LAP light touch
		Year 1				Year 2				Year 3				Year 4				Year 5					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Experienced LAP	Nigeria																						LAP delivery
Experienced LAP	Ethiopia																						LAP transition
New Hub	Africa 3																						Hub recruitment and assessments
Experienced Regional Hub	Syria																						Hub deliver
	Jordan																						
	MENA 3																						
Experienced Hub	Pakistan																						
Experienced Hub	Bangladesh																						
New Hub	South Asia 3																						



T2 CVS for allocated technical expert roles together with a select sample of national profiles



Pakistan and Bangladesh MEL Officer		275	
Bangladesh National Capability Adviser		275	
Bangladesh National Finance and Admin Officer		206	
Pakistan National Capability Adviser		275	
Pakistan National Finance and Admin Officer		275	
South Asia 3 National Capability Adviser		550	
South Asia 3 National Finance and Admin Officer		413	
South Asia 3 National MEL Officer		550	
STTA Int. Advanced	8	58	
STTA Int. Standard	69	178	
STTA Int. Entry	8	116	
STTA Nat. Advanced		39	
STTA Nat. Standard	44	99	17
STTA Nat. Entry	105	556	



Section B4: Matters not appropriate in any other appendix

Not applicable