



# Foreign, Commonwealth & Development Office

## CALL DOWN CONTRACT

**Framework Agreement with:** Oxford Policy Management

**Framework Agreement for:** Global Evaluation Monitoring Framework Agreement (GEMFA)

Lot 1 - Monitoring High Value Lot

**Framework Agreement ECM Number:** ECM\_4738

**Call Down Contract For:** Independent Feedback, Operational Reviews and Monitoring (I-FORM) for AAWAZ II programme

**Contract ECM Number:** ECM\_6806

I refer to the following:

1. The above-mentioned Framework Agreement dated 1 February 2023
2. Your proposal of 31 May 2024

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 17 September 2024 ("the Start Date") and the Services shall be completed by 31 March 2027 ("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 FCDO Pakistan, UNICEF, UNFPA and British Council (the "Recipient").

### 3. Financial Limit

- 3.1 Payments under this Call Down Contract shall not, exceed £1,890,000 ("the Financial Limit") and is inclusive of any government tax, if applicable as detailed in Annex B.

## 22. PAYMENTS & INVOICING INSTRUCTIONS

March 2024



## Foreign, Commonwealth & Development Office

- 22.3 Where the applicable payment mechanism is "Milestone Payment", invoice(s) shall be submitted for the amount(s) indicated in Annex B and payments will be made on satisfactory performance of the services, at the payment points defined as per schedule of payments. At each payment point set criteria will be defined as part of the payments. Payment will be made if the criteria are met to the satisfaction of FCDO.

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, indicating both the amount or amounts due at the time and cumulatively. Payments pursuant to clause 22.3 are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call Down Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Call Down Contract were properly due.

### 4. FCDO Officials

- 4.1 The Project Officer is:

[REDACTED]

- 4.2 The Contract Officer is:

[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]



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## 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. Call Down Contract Signature

- 8.1 If the original Form of Call Down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier

March 2024



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within **15 working days** of the date of signature on behalf of FCDO, FCDO will be entitled, at its sole discretion, to declare this Call Down Contract void.

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

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

Name:

Position:

Signature:

Date:

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

Name:

Position:

Signature:

Date:



Foreign, Commonwealth  
& Development Office



**Global Evaluation and Monitoring Framework Agreement (GEMFA)  
Framework Project No: Project 9169  
Lot 1: Monitoring High Value Lot**

**Mini-Competition - Invitation to Tender (ITT)**

**Volume 2: Terms of reference**

**Call Down Contract Title: Procurement of Service Provider for Independent  
Feedback, Operational Reviews and Monitoring (I-FORM) for Aawaz II  
programme**

**ITT number: ITT\_6335**

## List of Acronyms

AAC	Aawaz Aagahi Centre
Aawaz	Urdu word for voice
ACA	Aawaz Change Agent
AMAR	Alignment, Monitoring and Results
BC	British Council
CP	Child Protection
CSO	Civil Society Organisation
DF	District Forum
DFID	Department for International Development
DoC	Duty of Care
EFM	Early and Forced Marriage
ERM	Early Response Mechanism
EWS	Early Warning System
FCDO	Foreign, Commonwealth & Development Office
FCO	Foreign and Commonwealth Office
GBV	Gender-Based Violence
GDPR	General Data Protection Regulation
GESI	Gender Equality and Social Inclusion
GoP	Government of Pakistan
HR	Human Rights
I-FORM	Independent Feedback, Operational Reviews and Monitoring
INGO	International Non-Governmental Organisation
IP	Implementing Partner
KAP	Knowledge, Attitude, and Practices
KP	Khyber Pakhtunkhwa
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MTR	Mid-Term Review
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
PAR	Participatory Action Research
PCA	Participatory Community Analysis
PF	Provincial Forum
PRO	Programme Responsible Owner
PrOF	Programme Operating Framework
PWDs	Persons with Disability

QA	Quality Assurance
SDA	Social Development Adviser
SEAH	Sexual Exploitation, Abuse and Harassment
SNG	Sub-National Governance Programme
SRO	Senior Responsible Officer
SSC	Strategic Steering Committee
TA	Technical Assistance
TOC	Theory of Change
ToR	Terms of Reference
TPM	Third Party Monitoring
UNJP	United Nations Joint Programme
VAT	Value Added Tax
VF	Village Forum
VfM	Value for Money
VfM 4Es	Economy, Efficiency, Effectiveness and Equity

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## **Volume 2 - Terms of Reference**

### **Procurement of Service Provider for Independent Feedback, Operational Reviews and Monitoring (I-FORM) for Aawaz II programme**

#### **1. Context and Background**

- 1.1 The UK's Foreign, Commonwealth & Development Office (FCDO) in Pakistan intends to procure a service provider for Independent Feedback, Operational Reviews and Monitoring (I-FORM) of Aawaz<sup>1</sup> II: Inclusion, Accountability, and Reducing Modern Slavery programme. The contract is expected to start on 17th September 2024, and end on 31<sup>st</sup> March 2027. A budget of up to £2.2 million is available for this purpose.
- 1.2 The Aawaz II programme aims to support government and communities to promote and protect the rights of marginalised groups to strengthen their control over their own development. The rationale for this intervention recognises that Pakistan has witnessed high levels of violence and insecurity, poverty, and conflict. The COVID-19 pandemic and floods have exacerbated the secondary impacts on marginalised groups. Risks of economic and social exploitation and exclusion remain high and reinforces discrimination and harmful social practices. Children, youth, women and girls, religious minorities, transgendered and persons with disabilities face particularly severe disadvantages.
- 1.3 The thematic focus of the Aawaz II programme is on child and forced marriages, gender-based violence, and discrimination against minorities and marginalised groups. The programme is designed to operate in two focus areas:
- 1.3.1 Institutional development is delivered through the United Nations Joint Programme (UNJP), (The institutional development component supports government institutions for improving laws, policies and strategies, and systems).
- 1.3.2 Community engagement delivered through the British Council (BC). UNICEF is the coordinating agency and works together with UNFPA.
- 1.4 Community engagement complements UNJP's work with government institutions and focuses on building knowledge and coalitions for change, increasing citizen demand for action and services, and reducing community acceptance of harmful practices. Geographical focus is currently on Punjab and Khyber Pakhtunkhwa (KP) with some work at the Federal level. The scope of this programme has now been extended to include the Sindh province. See Annex 1 for more details.

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<sup>1</sup> Aawaz is Urdu word for voice.

## **2. Purpose**

2.1 The purpose of this assignment is to carry out independent operational reviews and assessments of programme interventions, collect beneficiary feedback, conduct baselines and endline surveys and provide coordination and documentation support for quarterly technical reviews, aggregation of data on results and value for money from implementing partners, and facilitation of learning across Aawaz II programme. This will provide accountability and assurance to FCDO about the delivery of results and the quality of partner data and reporting and enable learning at strategic and operational levels.

## **3. Recipients**

3.1 The primary recipients of the I-FORM deliverables will be FCDO, UNICEF, UNFPA, British Council and the Supplier for community engagement in Sindh province. The data, analysis and recommendations from operational reviews and assessments and beneficiary feedback reports will also be shared, on need basis, with relevant government departments and downstream partners (NGOs or private sector firms) to improve intervention strategy and delivery, risk management, accountability, and value for money.

## **4. Scope of Work and Tasks**

4.1 The scope of this assignment covers all workstreams and implementing partners of Aawaz II programme at the Federal and provincial levels in Punjab, KP and Sindh. The scope and tasks are categorised into the following three strands.

### *Strand 1: Operational Reviews and Assessments*

4.2 The service provider will collect quantitative and qualitative data on selected interventions to assess their effectiveness using the Development Assistance Committee (DAC) or other suitable criteria. The operational reviews are expected to review end-to-end delivery chain and adherence with pre-agreed design or strategy for the selected intervention. This will entail activities including, but not limited, to the following:

4.2.1 Conduct operational reviews of selected programme interventions each year to collect data that will give FCDO assurance about the extent to which implementing partners are delivering the intended results and taking all possible measures to mitigate fiduciary and other risks and maximise value for money.

- 4.2.2 Conduct spot visits to monitor selected field activities to ascertain the quality of implementation and make recommendations for improvements; this can be a standalone activity or combined with data collection methodology for operational reviews.
- 4.2.3 Assess or validate the quality of data submitted by partners to FCDO, using a sample-based approach, related to results, log-frame indicators, and Value for Money (VfM) metrics and make recommendations for robustness of indicator definitions, means of verification and internal monitoring systems.

*Strand 2: Beneficiary feedback*

- 4.3 Beneficiary feedback provides crucial information for continuous monitoring and validation and enhances transparency and accountability in operations. This will entail activities including, but not limited, to the following:
  - 4.3.1 Collect and analyse information directly from a cross-section of beneficiaries of selected programme interventions through focus group discussions, key informant interviews or household surveys. The beneficiaries include a wide range of groups: children, women and girls, youth, minorities, transgendered and persons with disabilities, and users of systems and services supported under the programme.
  - 4.3.2 Conduct assessments of mechanisms of beneficiary participation, accountability, grievance, and safeguarding measures.
  - 4.3.3 Conduct a Knowledge, Attitudes, and Practice (KAP) Endline Survey in KP and Punjab focussed on the thematic areas. In Sindh it will also include both Baseline and Endline Surveys.

*Strand 3: Technical review coordination and alignment*

- 4.4 Aawaz II is a complex programme with a wide range of interventions and multiple implementing partners with different organizational cultures and reporting systems. The first-tier partners include UNICEF, UNFPA, British Council and the community engagement supplier for Sindh province. The second-tier partners include a multitude of government departments, UN Agencies, and civil society organizations. The programme has several governance structures in place to ensure smooth flow of information and management including quarterly and annual reviews and a Strategic Steering Committee (SSC). The service provider will provide coordination and documentation support to FCDO in the following areas:
  - 4.4.1 Coordinate with first tier implementing partners for successful execution of quarterly technical reviews. Key tasks will include collating information on progress against workplans and milestones, and managing administrative tasks such as agenda, meeting schedule and recording minutes.

- 4.4.2 Aggregate implementing partners' data on results, milestones and maintain/ improvise an online dashboard (developed by the current I-FoRM supplier) for data entry, results tracking and management, and reporting progress.
  - 4.4.3 To develop a VFM framework, including a VfM metrics (indicators) for the partners.
  - 4.4.4 To collate the (quarterly/ annual) reports submitted by implementing partners and develop a consolidate VfM report conforming to the overall log frame of programme.
  - 4.4.5 Aggregate/consolidate work plans of UNJP, British Council and the service provider's own work plan into an overarching Aawaz II work plan.
  - 4.4.6 Convene six-monthly Strategic Steering Committee (SSC) meetings with representatives from FCDO, UN and the British Council and act as Secretariat.
  - 4.4.7 Present findings of Strands 1 and 2 work at technical review meetings and prepare and track a Master Action Plan for recommendations that have been agreed with partners.
  - 4.4.8 Facilitate lesson-learning within FCDO and across programme's implementing partners through sharing materials in suitable format and learning events, etc.
- 4.5 For this assignment, we estimate that the relative significance of each strand varies, with strand 1 requiring almost twice as many resources and effort as the other two strands.

## **5. Approach and methodology**

- 5.1 The service provider is expected to demonstrate agility and flexibility in use of monitoring methods to suit any adaptations in scale and intervention strategy due to the impacts of any emergency or other contextual changes in Pakistan. Therefore, a menu of specific activities to be monitored and assessed cannot be prescribed at this stage. The service provider will be required to develop an annual work plan for the three strands in consultation with FCDO and implementing partners. The final decision for selection of activities and specific elements of the delivery chain to be monitored and assessed each year will rest with FCDO but the service provider will be required to duly consult implementing partners for operational viability, data collection, methodology and cooperation of downstream partners.
- 5.2 The service provider is expected to provide expertise and skills in carrying out third-party monitoring, validation and beneficiary feedback exercises in Pakistan or similar country contexts. It is expected that the service provider will use a mix of quantitative and qualitative research methods for strands 1 and 2. Expertise in use of innovative data collection methods in contexts with restrictions on mobility and physical presence is highly desirable. A list of key workstreams of implementing partners is provided in Annex 1 to highlight the

nature of interventions. This information should be used for providing specific examples of relevant expertise and skills and for proposing broader principles and considerations for monitoring approach and methods.

- 5.3 The first work plan and methodology will have to be approved by FCDO as part of the inception report. Any proposals for improvements or subsequent adaptations will also be agreed with FCDO. The service provider must make available an appropriate management, quality control and backstopping mechanism, secretariat and any other support staff necessary to execute the scope of work.

## **6. Contract Value**

- 6.1 The maximum budget for this contract is up to £2.2 million (inclusive of all local government taxes but exclusive of VAT) for the entire duration.

- 6.2 The contract will commence 17 September 2024 and end 31 March 2027 (31 months).

Where the operating environment allows FCDO may extend the contract by mutual agreement for up-to a further 12 months with a maximum budget increase of £500,000.

## **7. Scale-up/down**

- 7.1 Any change in the scale, scope or the key personnel of the contract will be subject to internal approvals and a contract amendment including updating the Contract Financial Proforma (as applicable).

## 8. Deliverables

8.1 The service provider will submit the following deliverables:

Milestone	Phase	Milestone	Description	Verifier	Approver	Due Date
1	Inception Phase	Inception Report	<p>Report should include an executive summary with a range of graphics, approach, and methodology (including sampling strategy if applicable), field planning, an agreed time-bound milestones matrix and management structure.</p> <p>The Inception Report should also include:</p> <ul style="list-style-type: none"> <li>• Appropriate operational arrangements including 2024-2025 workplan,</li> <li>• Log frame</li> <li>• Risk matrix,</li> <li>• Payment framework</li> <li>• VFM indicators</li> </ul> <p>The FCDO Evaluation Adviser and SRO will work with EQUALS to QA the inception report. Recommendations must be incorporated in the inception report.</p>	Programme Manager	SRO	Month 3
2		Validation of Partner Systems during Inception Phase	Aawaz II operates two unique delivery models. One for systemic changes, institutional reforms and capacity building and the second for voice and accountability, referral services.	Programme Manager	SRO	Month 3

			The report should include a deeper understanding of the programme delivery mechanisms for each of the workstreams.			
3		Work Plan	<p>Provide a work plan in consultation with FCDO and programme implementing partners by the close of the inception period along with robust approach and methodology for execution of monitoring interventions identified under strands 1-3. Provide a detailed plan to deliver the key results of the contract. The workplan for year 1 of implementation will have to be submitted to FCDO before the end of the inception phase .</p> <p>The Work Plan will include:</p> <ul style="list-style-type: none"> <li>• Key milestones, indicators, activities, planned resources amongst other. These yearly workplans will be reviewed and if necessary, adjusted on a quarterly basis during quarterly review meetings between the supplier and FCDO.</li> <li>• Theory of Change approach, implementation strategies, partner's work plans, internal monitoring and evaluation arrangements, sources of data and stakeholders potentially relevant to this assignment.</li> </ul> <p>Monthly progress review meeting will be held to report against the targets set out in the log frame and annual work plans. The results of these quarterly feedback surveys and monthly progress</p>	Programme Manager	SRO	Month 3 and annually thereafter

			reviews will contribute to performance assessment regularly.			
4	Implem entation Phase	Technical review (Strand 2)	<p>Technical review of Strand 2 consists of the following reports:</p> <ul style="list-style-type: none"> <li>• Beneficiary Feedback report on programme themes (GBV, child marriage, child protection and social inclusion) agreed with the programme team and implementing partners.</li> <li>• Aggregate reporting of programme results from all workstreams e.g. how many people with disabilities benefitted from programme activities or how many people benefitted from GBV services.</li> <li>• Beneficiary feedback assessments and presentations on key findings from UNJP and community engagement components (KP, Punjab and Sindh).</li> </ul>	Programme Manager	SRO	Quarterly
5		Endline Survey Report	Endline survey report initiated 3 months before programme end date of Knowledge, Attitudes, and Practice (KAP) in KP, Punjab and Sindh focussed on the thematic areas	Programme Manager	SRO	1 month before end of programme
6		Risk Register	A detailed risk register and risk mitigation framework. The detailed risk register and risk mitigation framework as well as a delivery chain risk map showing the risks associated with the flow of funds will be required as part of the deliverables at the end of the inception phase.	Programme Manager	SRO	Quarterly
7		Value for Money	A detailed final VFM strategy. Develop value for money indicators and baselines.	Programme Manager	SRO	Annually before the



		(VfM) Strategy	Include lessons learned and systems established already under I-FORM contract to assess their use to the extent possible in future activities under this contract to ensure value for money of prior investment of FCDO funds.			Programme Annual Review
8		Quarterly Performance Reports	Quarterly narrative performance reports. If reports are written by downstream partners, the supplier will quality assure these reports. The report will include a section on political economy analysis approaches. The report will include impact stories. The quarterly narrative report will contain a section on VfM and provide an assessment of progress made against VfM indicators.	Programme Manager	SRO	Every quarterly
9		Annual Progress Report	<p>Coinciding with the FCDO Annual Review period. The structure of the report will mirror the FCDO annual review template. The report will include following sections and themes to report against:</p> <ul style="list-style-type: none"> <li>- Executive Summary</li> <li>- Current situation analysis</li> <li>- Context update</li> <li>- Theory of Change</li> <li>- Programme Progress including impact stories</li> <li>- Strategic Partnership and Coordination</li> <li>- Disability Inclusion</li> <li>- Value for Money</li> <li>- Programme Monitoring &amp; Evaluation</li> <li>- Due Diligence</li> <li>- Sustainability/Impact</li> </ul>	Programme Manager	SRO	On an annual basis

			<ul style="list-style-type: none"> <li>- Risk Matrix</li> <li>- Delivery Chain Risk Maps</li> <li>- Comprehensive Budget</li> <li>- Asset Register</li> </ul>			
10	Closure Phase	Final Financial Report	To include Final Financial Report – Overview of all expenses made under the project, total spend including audited accounts.	Programme Manager	SRO	1 month after the end of the financial year
11		Project Completion Report	The template and structure will be provided by FCDO before the report is written. The report will be structured along the FCDO Programme Completion Review template – as per Annex 3.	Programme Manager	SRO	3 months before ceasing activity
12		Final Evaluation	The Supplier is expected to commission an external evaluation of the project. This evaluation report will respond to the question of the overall impact of the contract implementation, identify main lessons to be learned and provide recommendations for successor interventions.	Programme Manager	SRO	No later than 2 months before project completion.

## 9. Desired skills and expertise

9.1 The service provider must be registered and able to operate in Pakistan, must have access and ability to travel in Punjab, KP and Sindh and have expertise in collecting qualitative and quantitative data in a low-profile and culturally sensitive way.

9.1.1 Prior expertise of third-party monitoring and evaluation. Expertise of similar assignments in programme's thematic areas and operating ability in fragile and uncertain situations will be an advantage.

9.1.2 Ability to work in gender-sensitive and difficult-to-reach locations.

9.1.3 Strong statistical expertise, expertise and track record in design and implementation of quantitative and qualitative research methods.

9.1.4 Advanced data handling expertise and track record that includes the production, cleaning, and design of data sets.

9.1.5 Expertise and demonstrated track record in assessing end-to-end delivery processes.

9.1.6 Excellent facilitation and communication skills.

9.1.7 A core team skill set comprising of both statistical and social research expertise (including cross-cutting issues such as gender and social development). Staff assigned to the assignment should have local language skills, and relevant expertise and training in data collection.

9.1.8 Selected service provider will be required to declare any conflicts of interest, both for the organisation as a whole as well as individuals assigned to carry out this work.

9.1.9 Sufficient capability to undertake evaluation and surveys in Pakistan (not essential but desirable).

## 10. Performance monitoring

10.1 Performance assessment meetings will be held monthly during the Inception Phase and then on a quarterly basis thereafter. At the Performance Assessment meetings, the implementing partner will be measured against the targets set out in the log frame and annual work plans. There will also be a quarterly online survey to collect feedback from Programme SRO and implementing partners (UNJP and British Council and their downstream partners). The results of these quarterly feedback surveys and monthly progress reviews will contribute to performance assessment regularly.

10.2 Contract performance will also be monitored against agreed Key Performance Indicators (KPIs). The table below shows generic KPIs that will be set out during the inception:

<b>KPI 1</b>	<b>Quality reporting and compliance with the criteria set-out in this Terms of Reference– 100% of reports</b>
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<b>Quality</b>	and forecasts issued in accordance with Terms of Reference.
<b>KPI 2</b> <b>Timeliness</b>	<b>Timely reporting and compliance with the criteria set-out in this Terms of Reference</b> – 100% of reports and forecasts issued in accordance with Terms of Reference,

## 11. Contract Management and Milestone Payments

11.1 This will be a milestone-based Contract, with KPIs linked to a payment strategy. Payment will be quarterly in arrears and expense will be paid on actuals. The KPIs will monitor the Milestones as set out on section 8.

- Only fees will be subject to the KPI process.
- The KPIs will be applied on a pass/fail bases.
- If a Milestone fails a KPI a 10% deduction will be applied to the invoice
- If both KPIs are failed on one milestone a maximum of 15% will be deducted from the invoice
- If more than one Milestone is failed during a quarterly reporting period, a cap of 30% will be applied to the deduction from the invoice.
- Invoices will be paid quarterly in arrears.

## 12. Gender, Safeguarding, Ethics and Social Inclusion

12.1 Aawaz II works with a diverse range of vulnerable communities including women, girls, children, transgender, people with disabilities and religious minorities. The service provider needs to ensure that the vulnerabilities are well understood, the team members are regularly briefed and trained on ethical inquiry approaches and utmost care is made to ensure the programme does not exacerbate their situation.

12.2 The service provider will ensure that gender, safeguarding, social inclusion and the ethics principles are considered in team composition, all monitoring, evaluation and learning deliverables. It will make suggestions for better integration of these issues in programme implementation such as through improving data disaggregation, refined indicators and adjustments in monitoring and evaluations systems being used along the entire delivery chain.

12.3 The service provider will ensure highest standards of ethical inquiry are maintained. Working ethically requires you to reflect regularly on the ethical questions raised by your work and adopt a culture of dialogue and learning.

It requires you to take personal moral responsibility for acting with honesty, integrity and respect for others.

12.4 The ethical principles driving this work will include the following:

- Seek to maximise benefit and minimise harm.
- Respect people's rights and dignity.
- Act with honesty, competence and accountability.
- Deliver work of integrity and merit.

12.5 For more guidance on Ethics and Safeguarding please click [FCDO Ethical Guidance for Research, Evaluation and Monitoring Activities - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/fcdo-ethical-guidance-for-research-evaluation-and-monitoring-activities)

### **13. Likely impact on climate change and environment**

13.1 The climate and environmental impact this this assignment is low. Where possible, issues of climate change and environmental degradation will be included in the results frameworks and value for money frameworks.

### **14. Governance arrangements**

14.1 The service provider will report to FCDOs Gender, Equality and Social Inclusion (GESI) team on all management, programme, and finance related issues. FCDO's SRO for the programme and the service provider will agree formal governance arrangements during the inception phase. This would include day to day point of contacts, how things will work with other programme implementing partners. The service provider will also be expected to report findings and recommendations to the technical team at FCDO, UN and British Council to support the delivery of the programme.

### **15. Duty of Care**

15.1 The service provider will be responsible for the safety and well-being of their personnel including third parties affected by their activities under this contract, and appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

15.2 The service provider will be responsible for ensuring appropriate safety and security briefings for all their personnel working under the contract and ensuring that their personnel register and receive appropriate briefing. Travel advice is also available on the FCO website, and the service provider must ensure they (and their personnel) are up to date with the latest position.

15.3 The service provider will be responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel,

considering the environment they will be working in, and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc). The service provider must ensure their Personnel receive the required level of training prior to deployment.

15.4 The Service Provide is responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix prepared by FCDO (see below Annex 2). They must confirm in their Response that:

15.4.1 If the service provider is unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, their bid will be viewed as non-compliant and excluded from further evaluation.

15.5 Acceptance of responsibility must be supported with evidence of Duty of Care capability and FCDO reserves the right to clarify any aspect of this evidence. In providing evidence, interested service providers should respond in line with the Duty of Care section of the bid.

## **16. General Data Protection Regulations (GDPR)**

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

## **17. Confidentiality**

17.1 The service provider shall treat the findings from this assignment as confidential and safeguard the information accordingly. The service provider will not disclose information arising from this assignment to any other person without FCDO's written consent. The service provider shall not use any information gathered otherwise than for the purposes of this contract.

17.2 Under no circumstances should the service provider confirm publicly or deny the existence of this contract or that they are working on behalf of FCDO for this assignment. No statements will be made to the media regarding any matter associated with this engagement.

## **18. Modern Slavery**

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

## **19. Fraud and Corruption**

19.1 Protecting taxpayers' monies from fraud and corruption is of utmost importance. The Service provider is responsible for providing assurances to FCDO that it will carry out due diligence on its sub-Contractors and grantees.

## **20. Do No Harm**

20.1 FCDO requires assurances regarding protection from violence, exploitation, and abuse through involvement, directly or indirectly, with FCDO Service providers and programmes. This includes sexual exploitation and abuse but must also be understood as all forms of physical or emotional violence or abuse and financial exploitation.

20.2 The ToRs requires the Service providers to engage with beneficiaries through different MERL approaches. FCDO requires the Service provider to engage with people with respect, inclusion and with the principles of doing no harm. The Service provider must also follow the practices of as privacy, confidentiality and consent.

20.3 The Service provider must demonstrate a sound understanding of the ethics of working in this field and applying these principles throughout the lifetime of the programme to avoid causing harm to beneficiaries. In particular, the design of interventions including research and programme evaluations must recognise and mitigate the risk of negative consequence for women, children and other vulnerable groups. The Service provider 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, must be included in both regular and annual reporting to FCDO.

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

20.3.2 FCDO does not envisage the necessity to conduct any environmental impact assessment for the implementation of the Issue-based programme. However, it is important to adhere to principles of "Do No Harm" to the environment. Please see link for details: [Safeguarding against Sexual Exploitation and Abuse and Sexual Harassment \(SEAH\) Due Diligence Guidance for FCDO implementing partners - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/674442/Safeguarding_against_Sexual_Exploitation_and_Abuse_and_Sexual_Harassment_SEAH_Due_Diligence_Guidance_for_FCDO_implementing_partners.pdf)

## **21. Registration**

21.1 The Service provider, whether a for-profit or not-for-profit organization i.e. private sector/INGO/NGO/CSO (or its local affiliate in Pakistan) or in any other form recognized by law, must be registered under the relevant

department as laid out by rules of the government of Pakistan. The organization must be in full compliance with the rules and regulations specified by the body under which it is required to be registered.

## **22. UK Aid Branding**

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

## **23. Delivery Chain Mapping**

23.1 FCDO will require the Service provider to plot out a delivery chain map as part of their ongoing monitoring of the programme. This delivery chain must include all levels of organisations Contracted to or by the consortium, from grassroots delivery up to the lead Service provider. Service providers will be required to submit the first delivery chain map during the Inception Phase and again thereafter, as a minimum, on an annual basis.

## **24. Asset Registers**

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

## **25. Social Value Considerations**

25.1 All government departments are now required to take account of social value as part of the award criteria in procurements. More information on taking account of social in government Contracts can be found here: <https://www.gov.uk/government/publications/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-Contracts>

## **26. Disability**

26.1 For FCDO, disability inclusive development means that people with disabilities are systematically and consistently included in and benefit from international development. We expect Civil Society and Private Sector partners to outline their approach to disability inclusion and how people with



disabilities will be consulted and engaged throughout the project including the differential needs of women and girls.

## Appendix: GPDR

### 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
<b>Identity of the Controller and Processor for each Category of Data Subject</b>	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract</p> <ol style="list-style-type: none"><li>1) The Parties acknowledge that Clause <b>33.2</b> Protection of Personal Data and <b>33.4</b> Section 2 of the contract shall not apply for the purposes of the Data Protection Legislation as the <b>Parties are independent Controllers</b> in accordance with Clause 33.3 in respect of the following Personal Data:<ul style="list-style-type: none"><li>• Personal data associated with staffing and recruitment for respective organisations</li></ul></li><li>2) <b>FCDO is the Controller, and the Supplier is the Processor</b> in accordance with Clause <b>33</b> (Section 2 of the contract) of the following Personal Data:<ul style="list-style-type: none"><li>• Personal data associated with implementing partners</li><li>• Personal data associated with beneficiaries of implementing partners</li></ul></li><li>3) For the avoidance of doubt the Supplier shall provide <b>anonymised data</b> sets for the purposes of reporting on this project and so FCDO shall not be a Processor in respect of personal information as it does not constitute Personal Data.</li></ol>
<b>Subject matter of the processing</b>	<p>The project is to provide third-party monitoring, evaluation and learning for FCDO in Pakistan for its flagship gender equality and social inclusion</p>

	programme, Aawaz II – Inclusion, Accountability and Preventing Modern Slavery.
<b>Duration of the processing</b>	Data processing will be required through the duration of the project.
<b>Nature and purposes of the processing</b>	<p>The nature of processing will involve collection, recording, organising, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available alignment or combination, restriction, erasure or destruction of data.</p> <p>The purposes are for processing, statutory obligation, assessment, review, monitoring, learning, audit and evaluation.</p> <p>The Parties shall undertake a review of these data protection provisions on such date to be agreed after the inception phase (3 months)</p>
<b>Type of Personal Data [and Special Categories of Personal Data]</b>	<p>Primary data is that which is collected directly from the subject (e.g. TPM supplier directly interviewing beneficiaries). Secondary data is that where the data on the subject is obtained from another party (e.g. TPM supplier collecting data on the beneficiaries from the IP).</p> <p>As a general rule the TPM supplier will not obtain any personal identifiers for any secondary data unless there is any specific requirements. For example, the TPM supplier may need the data on the beneficiaries or the implementing to draw the sample for the respondents that the TPM supplier will be directly interviewing.</p> <p>The type of personal data including the Controller and Processor of each type are listed below.</p> <ul style="list-style-type: none"> <li>• Personal identifiers of the international and national consultants who will be working with the Supplier</li> <li>• Primary data obtained by the Supplier from respondents contracted by the Implementing Partner IP (e.g, service providers):</li> <li>• Primary data obtained by Supplier from independent sources (e.g, community members, users)</li> <li>• Secondary data obtained by Supplier from services run by the implementing partners that has the personal data on the users (e.g. user records)</li> <li>• Secondary data obtained by Supplier from independent sources (e.g. government)</li> <li>• Secondary data obtained by the supplier from the implementing partners</li> </ul> <p>The data to be processed may include the following personal sensitive information:</p> <ul style="list-style-type: none"> <li>• Racial, ethnic or clan affiliation</li> <li>• Political opinions</li> <li>• Gender or sexual orientation</li> <li>• Religious beliefs or other beliefs of a similar nature</li> <li>• Physical or mental health condition</li> </ul> <p>Commission or alleged commission of any offence or any proceedings for any offence committed or alleged to have been committed by the individual.</p>
<b>Plan for return and destruction of the data once processing complete.</b>	Twelve months before the end of the contract the supplier will submit an updated exit strategy to complete the assignment and 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 TPM reports in an appropriate transferable format to FCDO and the destruction of data before the end of the programme.
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## ANNEX 1: AWAAZ PROGRAMME INFORMATION

Objective:	To support Pakistani society and government institutions that support increased voice, choice and control for marginalised groups, protect them from exploitation and prevent discrimination and intolerance at all levels.
Partners:	United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), British Council and a partner for Sindh province.
Intended reach:	8 million beneficiaries. Focus on children, women and girls, youth, minorities, transgendered, and persons with disabilities.
Budget:	£46.9 million
Duration:	9 years (September 2017 - March 2027)
Coverage:	Punjab, Khyber Pakhtunkhwa (KP) and Sindh with some focus at Federal level. Community interventions are in selected districts – see full list below.

Aawaz II has two implementation levels: institutional development delivered through the United Nations Joint Programme (UNJP), and community engagement delivered through British Council and a partner for Sindh province.

The institutional development component aims to support government institutions for effective laws, policies and strategies, capacity, and data to protect, enable and promote the rights of children, women, youth, minorities and other excluded groups. UNICEF is the coordinating Agency and works together with UNFPA in implementing the UNJP programme: UNICEF leads on child protection and is working with government to strengthen civil registration and vital statistics (CRVS) system with a specific focus on birth registration; support for the National Child Labour Survey and Child Protection Case Management and Referral mechanisms. Key government stakeholders include Planning & Development, Local Government, Social Welfare, Labour Departments and Bureaus of Statistics. UNFPA leads on gender-based violence and is working with the provincial Commissions on the Status of Women in Punjab and KP and the provincial Bureaus of Statistics to strengthen monitoring and data collection on women and girls.

British Council leads on community engagement component and complements UNJP's work with government institutions and focuses on building knowledge and coalitions for change, increasing demand for action and services, and reducing community acceptance of harmful practices. British Council has several civil society organisations as implementing partners to deliver work in 42 districts. The community engagement component will work with and train local youth as Aawaz Youth Volunteers, establish village forums, tehsil Aawaz Agahi Centres (including information and referral services) and district and provincial forums. These spaces will facilitate behaviour change and promote dialogue with government for actions to address abuse and exploitation.

The programme aims to benefit 8 million (direct 2.5 million and indirect 5.5 million) individuals by 2027. British Council started implementation in January 2020 and will start delivering results this year. UNJP is already in implementation phase. Some key results it has achieved to date include:

#### UNJP Results:

- Supported government's efforts to **register births of 3.46 million children (1.15 million in KP and 2.3 million in Punjab)**, testing different models for registration and fostered development of CRVS agenda in Punjab and Khyber Pakhtunkhwa.
- The programme has produced the following knowledge and evidence products:
  - **Punjab Child Labour Survey** is completed and launched lead by Labour Department Punjab. The KP child labour survey is at an advance stage of completion.
  - **Punjab Social and Economic Wellbeing Survey** was completed, and preliminary findings disseminated at the national level and in Punjab to inform evidence-based policy and programming.
  - **Political Economy Analysis on Child Marriage** in KP and Punjab and disseminated with relevant stakeholders including government officials, parliamentarians, faith leaders and UN agencies to support advocacy for addressing child marriage issue through awareness raising on its health consequences.
- More than **3,600 social service workforces in Punjab** were capacitated on birth registration and gender sensitive modules. In addition, **5,000** were trained on NADRA's digital platform in Punjab. Training session in KP will start soon.
- Comprehensive Child Protection (CP) bill has been finalised through a consultative process that is aligned with the Commission on the Rights of Child (CRC) and provides for establishing a Child Protection Case Management and Referral System (CPCMRS) and addresses all forms of child abuse in Punjab.
- The Child Protection and Welfare Commission (CP&WC), Social Welfare Department (SWD) and National Commission on the Rights of Child (NCRC), were supported to amend the Act.
- **GBV Case management** curriculum was developed and endorsed in KP and rolled out for both Punjab and KP case workers. **113 GBV case worker (65 in Punjab and 48 in KP)** were trained on GBV case management, **27,243 women and girls (2675 in ICT, 22,204 in Punjab and 226 in KP)** provided with psychosocial support with a special focus on GBV and **5.5 million people (3.2 million in Punjab and 2.3 million in KP)** reached through awareness campaigns on laws and reporting mechanisms of sexual violence incidents and domestic violence.

#### Community Engagement:

This component is managed by the British Council, delivered with the support of local civil society organisations in 37 (13 Punjab, 9 KP) districts.

- The awareness raising for behaviour change and community led referral mechanisms strengthened voices of marginalised groups in 22 districts of Khyber Pakhtunkhwa and Punjab. The programme reached **900,000 people, 0.3m in KP and 0.6m in Punjab**. In addition, through SMS campaign, radio programmes and radio insertion in 22 districts and Islamabad we have reached **34.2 million people, 8.55 million in KP and 25.65 million in Punjab**.
- **32,726 young Volunteers (12,706 KP, 20,020 Punjab)** engaged in delivering small scale collective and social action projects to address early and forced marriages, gender-based violence, social exclusion, child protection, and intolerance. **141,507** community members (**53,061,266 KP, 88,446 Punjab**) benefitted through these small-scale initiatives.
- **205,661** people were informed about government services (**56,999 KP, 148,662 Punjab**), **53,892** received services (**17,868 KP, 36,024 Punjab**) (related to GBV, CEFM, child protection, CRVS etc.) and **4,639** individuals raised demands with duty bearers (**1,126 KP, 3,513 Punjab**).

**Table: List of community engagement districts**

Lower Dir, Buner, Malakand, Nowshera, Abbottabad

	<b>Phase 1</b> (January 2020-March 2022)	<b>Phase II</b> (April 2022-March 2024)	<b>Total</b>
<b>Punjab</b>	R.Y. Khan, Layyah, Jhang, Lodhran, Faisalabad, Nankana Sahib, Narowal, Bahawalpur, Kasur, Muzaffargarh, Khushab, Multan, Pakpattan (Total: 13)	Sargodha, Sheikhpura, Khanewal, Vehari, Sialkot, Hafizabad, Bahawalnagar, Sahiwal, Okara, Toba Tek Singh (Total: 10)	23 districts
<b>Khyber Pakhtunkhwa</b>	Kohat, Peshawar, Charsadda, Mardan, Mansehra, Battagram, Swabi, Swat and Haripur (Total: 9)	Lower Dir, Buner, Malakand, Nowshera, Abbottabad (Total: 5)	14 districts
<b>Sindh</b>	None	To be decided (Total: 5)	5 districts
<b>Total</b>	22 districts	20 districts	42 districts

**Further information**

The Business Case, log-frame, annual reviews and other key documents related to the programme are published at <https://devtracker.FCDO.gov.uk/projects/GB-1-204605>.

## ANNEX 2: Duty of care risk matrix

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

Note:

The Aawaz II programme is spread across 42 districts of Khyber Pakhtunkhwa, Punjab, and Sindh. Islamabad Capital Territory & Rawalpindi is included since the programme interact with federal ministries and implementing partners are usually based in Islamabad. Karakorum Highway is used to access two Aawaz II programme districts (Haripur and Mansehra) in northern KP.

As per the FCDO advice mentioned in the above template, most of our intervention areas fall under low-risk category, except two which are high (mentioned above) and two Mardan and Swabi districts and the whole of Malakand division is medium risk area. Therefore, on aggregate the overall risk category is low.



## ANNEX 3: Programme Completion Review template

### Programme Completion Review

<b>Title:</b>		
<b>Final Programme Spend £ (full life):</b>	<b>Review Date:</b>	
<b>Programme Code:</b> [AMP ID#]	<b>Start Date:</b>	<b>End Date:</b>

#### Summary of Programme Performance

Year								
Programme Score								
Residual Risk Exposure Rating								

DevTracker Link to Business Case (and any addendum):	
DevTracker Links to all logframes used during programme lifetime:	

#### [GUIDANCE NOTES:

The Programme Completion Review is more than a final year Annual Review. It is the opportunity to reflect on the entire programme, its performance, achievements, lessons and how learning will be shared to inform future programming.

Text in brackets is included as a prompt, to guide staff completing each section. To reduce page count, this should be deleted before sending for approval. Section lengths are suggested maximums.

The PCR must be published in full on DevTracker (unless it meets [transparency exemption criteria](#)), so all text must be suitable for publication. You can use the Delivery Plan, Timeline and Risk Register on AMP (if applicable) to record more sensitive information. Bullets rather than full narrative may make sense for some sections.]

#### [Scoring your programme:

The Programme Completion Review assesses and rates outputs using the following scale. The Aid Management Platform (AMP) and the [programme scoring calculator](#) will calculate the overall output score, taking account of the weightings and individual output scores.

Description	Score
Outputs substantially exceeded expectation	A++

Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

Ideally changes should not be made to any targets or indicators less than six months before review, unless agreed with the Head of Department.

In deciding how to score each output in a review, ask yourself: “are the results achieved to date those expected in the results framework, and if not, why not?” Provide sufficient justification of your score in the narrative].

### **[Writing PCR ToRs:**

Terms of Reference (ToRs) are important not only to confirm the main areas to be addressed in the review, but also to help with the division of labour among review team members. Regardless of the scope of the review (e.g. field visits or desk exercise; carried out by FCDO staff or external consultants) it is recommended that ToRs are prepared for all those involved, and shared and agreed in advance with implementing partners and important stakeholders. ‘In advance’ could be anything from a few weeks to several months ahead of the actual review date, depending on the scope, and the need to arrange official meetings and travel.

When writing your ToRs, consider how this final review fits into the bigger picture monitoring of the programme over its whole lifetime. Not every year will have required a major review, but if there are any particular gaps in monitoring or analysis, this is the moment to rectify that.

For example – best practice dictates that you should aim to have the programme independently reviewed (i.e. by someone outside the programme team) at least once in the programme’s lifetime. Unless you have an external evaluation planned, the PCR is likely to be the last opportunity to get an outside view on the programme. Just be aware that, if you do plan to use external reviewers, it may take several months to organise this (even within FCDO), and you may need to consider Duty of Care. Make sure you also consider any potential conflicts of interest, for example, using individuals who are associated with the programme in some way, or have been involved at an earlier stage of design/delivery.

The level of detail in a PCR will be influenced by the size of the intervention, its complexity (including how much it has changed over the course of implementation) and duration. Other factors to consider in setting the scope of the review are:

- The importance of capturing the specific lessons learned and evidence generated by *this* programme. A highly innovative programme, a programme in a new sector or geographic area for FCDO, or a programme that has failed to deliver as expected (or where aid failed to reach its intended recipients), is likely to have very significant lessons and evidence for FCDO on what works and doesn’t work, which will be valuable for future programming. An intervention that has delivered as expected, or one that builds on an already strong portfolio of similar programmes, may have less to contribute to the evidence base.
- The public profile of the programme, the expectations of stakeholders, and the anticipated demand for information at the end of the programme’s life, ensuring FCDO lives up to its commitments to transparency and accountability. For example, a programme that has had a lot of media or parliamentary attention (positive or negative), or a programme that has been very significant to a partner government or particular population, may want to use the opportunity of the PCR to tell the full story of the intervention and its impact, establishing a comprehensive point of reference for any future public enquiries.

See the [Monitoring, Reviewing and Scoring Programmes PrOF Guide](#) for more information on review ToRs.]

**[Timing your PCR:**

An approved Programme Completion Review is due within 3 months of the programme's end date on AMP. The due date will automatically change if the programme end date changes. Unlike Annual Reviews, PCRs cannot be deferred. This is to minimise the risk of information/institutional memory loss between programme end and review completion, either within FCDO (for example, turnover of the programme team), or among implementing partner staff (who, even if they remain with the partner organisation, will not have programme-funded time to engage with the review after the end date). It is also to ensure that we uphold commitments to accountability and transparency, and do not allow too long a gap between the final Annual Review and the PCR.]

## A. Summary and Overview (1-2 pages)

### Description of the programme and what it has achieved [1/2 page]

[Describe the programme in 1-2 paragraphs, including what the programme aimed to achieve. You might want to include headline points on changes in the operating context, partner performance and FCDO management of the programme. You should assume that some readers may not go beyond this summary.]

Set out, without repeating too much detail from Sections B or C, why the programme has scored as it has against its final output targets, and the degree to which these have shifted compared to the original targets. If the programme closed early, explain the main reason(s) for this – for example, major changes in context; poor performance; FCDO-led reprioritisation; etc. The [Early Programme Closure PrOF Guide](#) has more guidance on the possible reasons for early closure, and how to manage risks and activities during the closedown period.

Standard wording to be used on reason for early closure due to ODA cuts. This wording should not be changed:

- Recognising the significant and unanticipated costs incurred to support the people of Ukraine and Afghanistan escape oppression and conflict and find refuge in the UK, the government is providing additional resources of £1 billion in 2022-23 and £1.5 billion in 2023-24.
- We will focus spend according to the priorities set out in the International Development Strategy, while maximising the best value for money and our flexibility to respond to new or emerging priority issues.
- Experts on the ground will be empowered to determine with our partners which programmes to continue in line with our approach to prioritisation. The FCDO strives to ensure that every penny of ODA spend brings maximum strategic coherence, impact and value for taxpayers' money.
- In due course, we intend to update ODA allocations and the spending commitments set out in the International Development Strategy once we have worked through these decisions with our partners and Service providers.
- The UK will remain a world leader in development, not just through the impact of our ODA spend but also through our business, trade, civil society, research and technology expertise.]
- This Programme Completion Review reflects that the programme has had limited time to deliver planned results, as well as reflecting the progress and achievements that have been possible. Where objectives have not been completed this does not necessarily reflect on the quality of programme design or delivery].

### Major lessons learned, evidence generated and recommendations [1/2 page]

[Capture the headline lessons learned/evidence generated, and your recommendations for future programming in this sector/region. You don't need to include the detail of all lessons and recommendations from each output –communicate what is most important – for example, the reasoning behind any significant changing of targets. These key lessons and recommendations can also be recorded on your programme's AMP Timeline, using the toggles to code these correctly, at the programme level and individual component level.]

If an independent evaluation has taken place, make sure you include the major findings, and provide a link to the report. If an evaluation is planned but not yet delivered (i.e. paid for under another programme), set out the plans for this, the questions it will consider, and how FCDO will use the evidence generated.]

#### **How this report was conducted** [1 paragraph]

[Briefly set out how this report was conducted and the evidence it has drawn on. You can refer readers to your ToR for further details, but remember that – unless you include it as an annex – this information won't be accessible to external readers, so make sure you include all the critical points here.]

#### **Actions following approval of this report** [1-2 paragraphs]

[Where appropriate, teams should use this report to record any outstanding actions on the programme (for example, final payments, recovery of unspent funds, receipt of audited statements, any final disposal of assets that has not taken place already). Note that **FCDO programme funds cannot be used to pay for any activity beyond the programme and funding agreement end dates** – so most of this activity should have taken place already. See the [PrOF rule 29](#) for more information on what is required at programme closure. Some actions and key decisions may sit better in the AMP Delivery Plan - use the Timeline feature to record and keep track of these.]

## B: Theory of Change and Outcome Assessment (1-2 pages)

	Starting point	Final result
Budget	<i>[What was the original programme budget at BC sign off?]</i>	<i>[What was the final spend?]</i>
Timeframe	<i>[What was the anticipated programme timeframe at BC sign off?]</i>	<i>[What was the total programme timeframe, from BC sign-off to closure?]</i>
Outcomes	<i>[What was the initial outcome-level target or statement? This could have been defined in the CN, BC, or an early logframe or AR.]</i>	<i>[What did the programme end up achieving at this level? Did the indicator change?]</i>

### Overall assessment of programme outcomes, sustainability and VfM [1/2 – 1 page]

[Were the logframe outcomes achieved, within the timeframe and budget originally allocated? If not – what was the main reason for this? What is your assessment of the likely sustainability of these results?

Consider the [VfM](#) of the programme as a whole, and how this may have increased or decreased compared to the Business Case proposition (referring to specific VfM indicators, if you can). Assessment at this level will usually focus on overall cost-effectiveness of the programme (i.e. outcomes over cost; how well the combination of outputs is delivering the outcome) while considering overall equity. You have space in the Programme Management section to discuss economy and efficiency.

*Note: this VfM structure is a suggestion. You are free to decide how to organise your VfM analysis in this review, based on what makes most sense for your programme, as long as you incorporate sufficient analysis of each of the 'E's.*

When considering the equity of the programme, think also about whether any unexpected outcomes emerged (positive or negative) and how these affected different groups. What were the impacts on [gender equality](#), compared with what was set out in the programme's Strategic Case? Monitoring data, evidence and learning – which this PCR is a part of – should always consider equity, and as far as possible disaggregate data by age, sex, disability, geography and other relevant variables. If the programme was designed to be adaptive, how has it changed over the life of the programme, and what are the VfM implications?]

### Summarise the programme's [theory of change](#) and results framework, including any changes to outcome indicators. [1/2 – 1 page]

[Refer back to the original Business Case. Describe the programme's ToC (using a diagram if helpful) and any major changes to this during implementation. Consider if the steps to achieving outcome and impact turned out to be valid. Did the logic, supporting evidence and assumptions hold up against the realities of implementation? Is there any new evidence which challenges the programme design/rationale? If the programme was specifically designed to be adaptive, what was the approach to adaptation, and what changes have been made? Explain how you have used engagement with stakeholders and beneficiaries to inform these changes.

Review the outcome level results against the logframe targets, and compare these with the overall output score. It is possible that output targets were met, but the intended outcomes were not – or vice versa. Does it feel like the score is a good reflection of what the programme has achieved? Describe (without repeating detail from the output section) major changes to the results framework and targets over the programme lifetime, including when they were made and why, and what their implications were for the programme.]

**C: Detailed Output Assessment** [aim for max. 1 page per output. Repeat for each output]

Output Number and Title	[Use the wording exactly as is from the current logframe or equivalent. This will need to be entered on AMP as part of loading the Annual Review for approval.]		
Output Score	[Enter the score (A++ to C) exactly as generated on the programme scoring calculation sheet]		
Impact weighting (%)		Impact weighting revised since last AR?	[If Yes, up or down?]

Output Indicator	Starting Target	Final Logframe Target	Final Result Achieved
	<p><i>[Include the first end-of-programme target given for this indicator, and its date. This could have been at BC stage, or in an earlier logframe/AR.]</i></p> <p><i>[Note: this section of the table is intended to allow a <u>concise</u> summary of changes to output indicators. If this does not make sense for your programme, or would be excessively time-consuming to complete, you are free to delete it and follow a purely narrative approach instead.]</i></p>		

**Briefly describe the output's activities and achievements during its lifetime, and provide supporting narrative for the score. [1/2 page]**

[Give an overview of what the output has delivered during its lifetime, and whether it has achieved its final end-of-programme targets. Make sure you highlight any significant challenges, or areas of underperformance.

If it makes sense to discuss at the output level, set out how you have monitored this output over the course of the programme, and the sources have you used for your assessment (e.g. partner reporting, FCDO field visits, third party verification, formal evaluation, beneficiary and stakeholder feedback, data collection/surveys). How effective was this M&E approach? Did any of the sources conflict?]

### **Lessons learned through this output, and recommendations for future programming [1-2 paragraphs]**

[What lessons have been identified in the course of delivering this output? What did you do differently as a result, and what implications did they have for delivery of this output? If you were unable to enact these lessons during the course of this programme, which would you recommend for the future?

A summary of the most important recommendations and lessons should be included in Section A. For anything that is not appropriate for publication, please use the AMP Timeline. This tool allows you to record lessons, recommendations, key decisions and actions at the programme level as well as individual component level, using different toggles to code these.

How will you disseminate your learning and recommendations within FCDO, among programme stakeholders, and in the broader development community?

Possible mechanisms for lesson learning and sharing include:

- Workshops with external stakeholders and experts, including partners that have participated in the programme (bearing in mind sensitivity considerations).
- Internal programme Boards and workshops within offices or departments. These can be particularly valuable for getting into detail, and documenting lessons for future programming in the same sector and/or context.
- Beneficiary feedback mechanisms, such as participatory evaluation, phone surveys and key informant discussions (further tools can be found in the [beneficiary engagement PrOF guide](#)) to understand if there are lessons learnt that could be used in similar programmes/context going forward or even form part of institutional lessons learnt.
- Presentations to colleagues via established networks, e.g. at cadre conferences; via quarterly Programme Management Lead dial-ins;
- Sharing case studies/articles on Yammer, Insight, or feeding into Smart Guides and Aid Learning Platform. Contact BDD via Service Anywhere or on Yammer if you are interested in contributing lessons from your programme in this way, and we'll be happy to discuss what might work well.
- Better Delivery Department's Delivery Solutions team, which works with programme teams on key decision points in programmes, is always open to insights on how programme teams would have managed programmes differently with the benefit of hindsight, and will treat details of individual programmes with discretion. You can contact us at [DeliverySolutions@FCDO.gov.uk](mailto:DeliverySolutions@FCDO.gov.uk) to set up a discussion.]

## **D: Value for Money [½ - 1 page]**

### **VfM performance compared to the original VfM proposition in the business case**



**Assess VfM compared to the proposition in the Business Case, based on the past year and during the lifetime of the programme.** You should refer to VfM measures and metrics from the Business Case and/or previous annual review. Changes in cost drivers (e.g. costs of major inputs) and the theory of change may be relevant. The assessment should encompass the 5 E's of FCDO's value for money framework – economy, efficiency, effectiveness and equity (including gender equality and disability), and overall cost-effectiveness. Referring back to the relevant text in the approved Business Case's Strategic Case and agreements with implementing partners may be relevant. You should note any formal extensions or amendments to the programme giving brief details about cost, duration and the reasons why. Significant changes to logframe indicators or targets may also be relevant.

Where an emissions assessment and shadow carbon pricing were required for the original appraisal case, this will need to be periodically reviewed and updated during implementation. Any review or updated estimates of emissions, and any implications these have on value for money once shadow carbon pricing has been applied, should be included here.

## **E: Risk** [½ - 2 pages]

**Overview of programme risk during the past year and over the life of the programme, drawing on FCDO's Risk Management Policy and Risk Appetite Statement and wider risk guidance.** [1/2 page]

[Review your risk appetite against your residual risk exposure. What have the main trends been in your risk exposure and response over the past year, and over the life of the programme? What have they been driven by?

What were the main risks highlighted through due diligence on your partners, and how have you responded to them across the life of the programme? Have you been able to deliver within risk appetite over the life of the programme?

If your programme is closing earlier than anticipated, you may want to set out here how you have managed specific risks identified part of early closure (see the [Early Programme Closure PrOF Guide](#) for more on this). This could include details of the programme's exit strategy, and any ongoing mitigations and sustainability actions that will continue beyond the period of FCDO support.

Some relevant information may not be suitable for publication but ensure the risk register on AMP and Delivery Plan are updated as necessary following this review (remember that projects remain open until they are archived, even after the PCR is complete).]

**Update on [Partnership Principles](#) (delete this section if n/a)** [1/2 page]

[For programmes for where it has been decided (when the programme was approved or at the last AR) to use the PPs for management and monitoring, provide details on:

- Any concerns about the four PPs over the past year and over the life of the programme, including on human rights.
- Did you notify the government of any concerns?
  - If Yes, what was the government response? Explain any remedial actions.
  - If No, was disbursement suspended during the review period? When? And what were the consequences?

Do you have any lessons, evidence or recommendations linked to the Partnership Principles that will be useful for other FCDO programmes? How will you disseminate these?]

## Annual Statement of Progress (Financial Aid programmes only – delete if n/a) [1 page]

<b>Current level of fiduciary risk and direction of travel since last ASP</b>	Minor/Moderate/Major/Severe Improving/Stable/Worsening
<b>Specific assessment of corruption risk and direction of travel since last ASP</b>	Minor /Moderate/Major/Severe Improving/Stable/Worsening

[Read the [Fiduciary Risk Assessment ProF Guide](#) to help you answer these questions. If you have sensitivity concerns about publishing this assessment, you should complete this ASP in a separate document to submit to your HoD alongside this Annual Review. You can then delete this section.

- What have been the **key fiduciary risks** on this programme? Include a brief description of the risks, mitigation measures, and progress achieved/remedial actions.
- Has there been there a credible PFMA reform programme? Is donor support for PFM aligned behind a single government-led action plan?
- Can you cite examples of positive progress to report which could feed into FCDO external publications?

List the sources used in preparing this Annual Statement of Progress, e.g. government/donor reports, meeting minutes, CSO indices.]

## **F: Programme Management: Commercial and Financial Performance, Monitoring and Evaluation** [1 - 1 ½ pages]

**Summarise the performance of partners and FCDO, notably on commercial and financial issues, and including VfM measures of economy and efficiency.** [1 page]

[Issues to consider for both the implementing partner(s) and FCDO include: quality and timeliness of narrative reporting and [audited financial statements](#); proactive dialogue on risks and updating of delivery chain maps; quality of financial management e.g. accuracy of forecasting; monitoring and disposal of assets.

Consider how FCDO could have been a more effective partner to help deliver the programme, and document your lessons and recommendations for future programming.

If there is a contract, set out (where applicable):

- Delivery against contract KPIs, and Terms and Conditions
- Compliance with the [Supplier Code of Conduct](#), drawing on advice from PCD
- Compliance with the new cost and transparency requirements, highlighting any profit variance and challenge and use of Open Book Accounting
- Overall performance of partners, including summary of the Strategic Relationship Management scorecard assessment, if applicable.]

### **Programme-level approach to monitoring and evaluation** [1/2 page]

[Briefly summarise the overall approach to monitoring and evaluation of this programme, if you haven't done so already – e.g. where it makes more sense to do this at the programme level than at the output level. This might include field visits, formal reviews, independent evaluations, regular

partner meetings, oversight committees, [beneficiary feedback](#), data collection/surveys, evaluation, lesson learning). How effective was this? At a high level, how did it informed your risk management and programming decisions?]

Date of last narrative financial report		Date of last audited annual statement	
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## Annex B

## SCHEDULE OF PRICES

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.

## 2. Milestone Payments

The amount to be paid for the completion of the services is fixed at £1,890,000.

Payment will be made on satisfactory performance of the services, at the payment points defined below (schedule of payments):

- (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 FCDO.

### Schedule of Payments:

[illegible]

[illegible]