



Foreign, Commonwealth & Development Office

CALL DOWN CONTRACT

Framework Agreement with: Oxford Policy Management Limited

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: Sudan Independent Monitoring & Analysis (SIMAP)

Contract ECM Number: 6341

I refer to the following:

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

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 **8th April 2024** ("the Start Date") and the Services shall be completed by **31st March 2029** ("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 **£7,325,879.34** ("the Financial Limit") and is inclusive of any government tax, if applicable as detailed in Annex B.

22. PAYMENTS & INVOICING INSTRUCTIONS

- 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

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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]
[REDACTED]

4.2 The Contract Officer is:

[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]

6. Reports

6.1 The Supplier shall submit project reports in accordance with the Terms of Reference

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.



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- 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 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:



Foreign, Commonwealth & Development Office

Position:

Signature:

Date:

Terms of Reference

Sudan Independent Monitoring & Analysis Programme (SIMAP)

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Acronyms

BOS	British Office Sudan
CSSF	Conflict, Security & Stability Fund
FCAS	Fragile & Conflict-Affected States
FCDO	Foreign, Commonwealth & Development Office
FGM	Female Genital Mutilation
GDPR	General Data Protection Regulation
HMG	His Majesty's Government
ICRC	International Committee of the Red Cross
KPI	Key Performance Indicator
M&E	Monitoring & Evaluation
MEL	Monitoring, Evaluation & Learning
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Overseas Development Assistance
OGDs	Other Government Departments (non-FCDO)
OHCHR	Office of the High Commissioner for Human Rights
PRO	Programme Responsible Owner
RSF	Rapid Support Forces
SAF	Sudanese Armed Forces
S4GS	S4 Global Solutions
SEIR	Sudan Economic Impact & Reform Programme
SFFGM2	Sudan Free of Female Genital Mutilation Phase 2
SHF	Sudan Humanitarian Fund
SIMAP	Sudan Independent Monitoring & Analysis Programme
SPRP	Sudan Peace & Reconciliation Programme
SRO	Senior Responsible Owner

SSGP	Sudan Stability & Growth Programme
ToC	Theory of Change
UK	United Kingdom
UN	United Nations
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHO	World Health Organisation

PROGRAMME SPECIFICS

1. INTRODUCTION

The Foreign, Commonwealth & Development Office (FCDO) is seeking a supplier to deliver the Sudan Independent Monitoring & Analysis Programme (SIMAP) over a 60-month period (starting approximately in March 2024). The programme has a current maximum budget of up to £7.5 million, which may be subject to change over the life of the programme.

FCDO has a diverse bilateral programme and policy portfolio in the Republic of Sudan operating nationwide in many insecure and conflict-affected settings. For many years, His Majesty's Government (HMG) staff and programme partners have faced barriers to monitoring programmes, gathering evidence and meeting with interlocutors due to a combination of security risks, host government restrictions on travel for non-Sudanese nationals, and logistical challenges associated with covering a vast, remote geography. Since the outbreak of fighting between the Sudanese Armed Forces (SAF) and Rapid Support Forces (RSF) in April 2023, FCDO does not have a mission based inside Sudan, posing additional barriers to FCDO-led activity.

FCDO is seeking to contract a Supplier for the duration of the programme with experience of physically assessing project implementation in conflict-affected environments, and of delivering a flexible approach in a changing context. The Supplier is required to have extensive access inside Sudan, and the capacity to assess projects and conduct research across a wide range of sectors and themes. The Supplier will have an excellent understanding of Monitoring & Evaluation (M&E) systems, how to consolidate and analyse information, and be capable of producing and presenting high quality reports to FCDO and its partners. They will have a strong understanding of development and humanitarian programming, value for money, gender and vulnerability, as well as capacity to manage financial and fraud risks.

This portfolio-wide independent monitoring and analysis programme will be the first of its kind for the FCDO's bilateral portfolio in Sudan. It will offer a new resource to strengthen British Office Sudan's (BOS) access to current data and information to optimise policy responses and enact robust controls on fiduciary, safeguarding, and delivery risks, ensuring that learning and accountability are enacted.

2. THE RECIPIENT AND BENEFICIARIES

The ultimate beneficiaries of SIMAP will be the communities and individuals who are the targets of UK Overseas Development Assistance (ODA)-funded activities and policy work in Sudan. The services delivered under this contract will make recommendations in response to feedback received from beneficiaries and provide insights to support policy formulation. In so doing SIMAP will support FCDO and its partners in the international community to improve the delivery of services and policy responses to support Sudan's stability and development.

The principal user the products and services of the contract will be British Office Sudan. A secondary set of stakeholders will be programme implementing partners and other members

of the international community in Sudan (e.g. peer donors, multilateral institutions) who will benefit from BOS sharing relevant data and evidence generated by the contract with them. A large share of BOS' implementing partners in Sudan are UN agencies, presenting an opportunity for the programme to influence system-level changes and impact at scale if it can successfully inform and improve practice.

The Supplier will be required to design and deliver materials that are appropriate for these different groups of stakeholders, which will require communicating technical information to non-specialists, and in formats which recognise the different levels of information required by stakeholders in different functions to perform the accountability and learning requirements outlined in section 3. The Supplier should be capable of producing materials in English and Arabic, though translations to other languages spoken by populations in Sudan may be required for certain documents e.g. questionnaires translated to Tigrinya or Amharic to engage refugees.

1. PURPOSE

This contract is to provide a monitoring, learning and analysis service to the FCDO in Sudan. The three main workstreams, which align with the outcomes articulated in the programme Theory of Change (see Annex A), are:

- Assurance & Capacity Building: Field-based monitoring of programme delivery and results; assessments of implementing partner systems for collecting programme information and meeting FCDO priority compliance requirements, including making recommendations for improvements and providing targeted technical assistance.
- Learning & Innovation: Design and implementation of a learning strategy to support FCDO and its partners with synthesising and acting on data and evidence generated by the programme and FCDO's wider portfolio in Sudan; delivery of action learning research projects to test the potential of new and/or innovative approaches to policy or programme delivery, and enhanced collection of beneficiary feedback to inform the design and/or implementation of FCDO policy and programmes.
- Strategy & Analysis: Demand-led research and analytical pieces on topics of strategic interest to the FCDO in Sudan, including desk-based reviews drawing on secondary sources and primary research conducted in Sudan.

3. SCOPE OF WORK

The requirements for each workstream, to be delivered by the Supplier over the life of the contract, are outlined below. Envisioned deliverables for each phase of the contract are outlined in section 7, though specifics will be agreed between the Supplier and FCDO during the inception phase and documented in an Inception Report. An overview of the FCDO's bilateral programme and policy portfolio in Sudan, which will be the focus of services, is provided in section 5.1.

These terms of reference do not outline exact methodologies (the "How") to deliver each workstream because FCDO is open to considering different approaches to meeting the requirements. Furthermore, it is not anticipated that all activities listed in section 3.4 will be employed with every programme, partner or theme of interest to the FCDO in Sudan. A list of priority monitoring activities and analytical products for the first year of implementation will be agreed between FCDO and the Supplier during the inception phase, and thereafter reviewed

on a rolling basis as part of regular workplan and milestone reviews. However, the Supplier should be capable of delivering all activities described below.

3.1. Workstream 1: Assurance and capacity building for programme delivery

The main objectives of this workstream are as below. The questions listed with each objective are representative of the lines of inquiry that are of interest to FCDO but are not exhaustive – nor will all questions be relevant to all programmes.

- **Verify delivery:** Are activities and outputs being delivered to agreed plans and quality standards? Are activities inclusive, gender and conflict sensitive? Are there any unintended consequences and/or unidentified? What contextual challenges are impacting delivery?
- **Verify results:** Does information on achieved results provided by partners match with what can be observed on the ground? Can numbers and assessments be traced to their source and reproduced? How accurate are results reported to FCDO likely to be? What challenges do implementing partners face that may impact on their results achievement and/or reporting?
- **Assess safeguarding policy implementation and risks:** To what extent do observed activities show that safeguarding and protection risks are being addressed through specific actions or activities? To what extent are safeguarding protocols agreed with FCDO being operationalised along the delivery chain? What are the challenges? What are potential areas for improvement and how could these be addressed by partners?
- **Assess financial controls and fraud risks:** What is the flow of funds down the delivery chain? To what extent do financial records correctly reflect implemented activities? To what extent are partner financial and aid diversion controls agreed with FCDO being operationalised along the delivery chain? What are the challenges? What are potential areas for improvement and how could these be addressed by partners?
- **Assess Monitoring, Evaluation & Learning (MEL) systems:** To what extent are implementing partners monitoring projects in line with MEL plans agreed with FCDO? What is the capability and quality of personnel and systems responsible for managing MEL along the delivery chain? What are the challenges? What are potential areas for improvement, and how could these be addressed by partners?
- **Gather feedback from beneficiaries and affected communities:** What are beneficiaries' and affected communities' thoughts on the delivery and quality of programme activities and outputs? Are there opportunities for beneficiaries and affected communities to provide feedback to implementing partners? How appropriate and effective are existing feedback mechanisms? To what extent are beneficiaries and affected communities engaged in planning, implementing and evaluating programming?
- **Build partner capability:** How can the skills and capacity of partners be improved on key programme compliance topics and processes to enable them to deliver activities to a high standard and in line with FCDO requirements? What knowledge, tools and/or processes could help partners to improve their capability and preparedness?

FCDO will assist in facilitating introductions to partners during the contract Inception phase and will regularly seek feedback from partners on their experiences interacting with the

Supplier and the content generated through the contract. The assessment of partners' delivery and systems is inherently sensitive, both in the nature of the information that will need to be accessed and the relationships that will need to be maintained with a wide range of organisations. The Supplier must have very clear ethical protocols in relation to handling data and be able to engage constructively with implementing partners to enable smooth facilitation of access and ongoing ways of working.

3.2. Workstream 2: Learning and innovation in delivery of policy and programme objectives

The main objectives of this workstream are as below. The questions listed with each objective are representative of the lines of inquiry that are of interest to FCDO but are not exhaustive.

- **Facilitate learning:** How can busy stakeholders be supported to access and synthesise information emerging from the programme's monitoring and analytical work in an ongoing way? What are the best ways of summarising and presenting data emerging from independent monitoring and analytical reports? What are the best formats for communicating different types of information and engaging with different groups of stakeholders – including FCDO programme teams, FCDO staff in policy and/or leadership roles in Sudan, programme implementing partners, and peer donors or missions?
- **Inform new approaches:** How can research be used to support experimentation with new ways of delivering FCDO policy and programme objectives in Sudan? What research approaches are appropriate for testing the potential for impact of new or pilot programming approaches? How can early policy effectiveness be independently assessed? How can findings be used to inform forward decision-making (e.g. on whether to expand, adapt or stop particular approaches)?

It is anticipated that delivery of this workstream will require development of a 'learning strategy', as an early deliverable during the Inception phase, to outline the Supplier's approach to supporting FCDO and its partners with maximising the value of information emerging from the programme. The effectiveness of this strategy in supporting FCDO and its partners to act on information will be continuously reviewed, with adjustments made to the nature of deliverables, programme communications and/or other aspects during implementation of the programme where required. The effectiveness of the programme in facilitating learning will also serve as a key performance indicator within the contract.

3.3. Workstream 3: Strategy and analysis to inform decision-making

The main objectives of this workstream are as below. The questions listed with each objective are representative of the lines of inquiry that are of interest to FCDO, but are not exhaustive.

- **Inform development policy and approaches:** What is the current state of play in key sectors in Sudan where the FCDO is active in and/or could consider becoming more active (e.g. agriculture and climate, education, health, etc)? What are key issues and what is the Government of Sudan's policy and/or objectives? What are other donors and actors in the international community doing? What are potentially effective approaches to intervening in these issues based on global and local evidence?

- **Improve contextual understanding:** What are the specific factors impacting on particular situations or events of interest to the UK in Sudan? How uniform or specific are certain issues to particular localities and/or groups, and how do they compare (e.g. to national or regional trends, etc)? What are the potential implications for UK policy and/or programming on these areas?
- **Monitor strategic effectiveness:** What progress can be observed against the objectives articulated in the cross-HMG Sudan Country Plan? What independent and/or third party evidence is available against target outputs and outcomes, and what does it suggest about the effectiveness of UK strategy and approaches in Sudan?

As suggested above, the specific sectors, contextual and/or thematic questions that are likely to be of interest to FCDO will evolve over the life of the programme. Work against this area will be demand-led, and the Supplier will need to set out an approach to regularly consulting with FCDO stakeholders on their research and analysis needs, and working these into a prioritised list of research commissions to deliver over a set time period. Some may be possible to service by conducting desk-based reviews of secondary research and evidence, while others will require primary data collection and evidence gathering with communities and stakeholders in locations throughout Sudan. Furthermore, some research products may be repeat commissions (e.g. regular updates on progress against key themes included in the Sudan Country Plan) while others will be one-off commissions.

3.4. Potential Activities

In proposal submissions, Suppliers should propose an approach and methodology for addressing the objectives and questions set out under each workstream above. The table below references the types of activities we believe would be appropriate to meeting some of these objectives. However, this list is not exclusive nor exhaustive. FCDO will expect the Supplier to provide a clear methodology which presents a cost-effective and robust approach to delivering services across the three workstreams, taking account of the delivery environment in Sudan.

Table 1: Indicative Activities

Activity	Description	Purpose
Activity verification	Field visits which involve directly observing programme activities in real-time or retrospectively (e.g., inspecting infrastructure installations) to understand whether planned activities are being implemented to agreed plans and to a high quality.	Gives FCDO and other donors assurance that projects are being implemented as agreed. Field visits may identify recommendations to improve project delivery.
Expenditure verification	Field or desk-based reviews of how budgets have been utilised to deliver activities, including tracing funds from disbursement by FCDO to implementing and downstream partners, procurement of goods and services, etc.	Provides assurance that funds are being used as intended and deters fraud. Reviews may identify recommendations to improve financial controls and/or policies.
Results verification	Field and desk-based audits of results reported by partners, including tracing information from its source up reporting chains, and confirming with beneficiaries and observers whether and how results have been achieved. Priority indicators will be identified by programme teams to	Provides confidence that results reported centrally and used in public FCDO documents (e.g. Annual Reviews) or communications provide an accurate picture of delivery and use of UK Aid funds. Findings may identify recommendations to improve

	verify based on their importance to programme Theories of Change and/or potential use in BOS public communications.	data collection processes and/or improve project delivery.
Policy compliance assessments	Field-based assessments of how key policies and/or FCDO requirements are being implemented in practice – topics may include e.g. safeguarding or risk management, with activities including reviewing policies of implementing, interviewing field-based staff to understand training and preparedness, reviewing records and/or conducting interviews to understand how cases are being reported and handled, etc.	Provides assurance that activities are being delivered in compliance with UK requirements and do no harm. Findings from assessments may identify recommendations to e.g. improve partner or sector practices, to clarify donor requirements, etc.
Beneficiary feedback	Field and/or remote-based consultations with direct beneficiaries of programme activities and/or affected communities surrounding delivery sites to obtain feedback on services and their effects; consultations may also explore areas of interest or concern (e.g. barriers to accessing services, inclusivity, unintended consequences, etc)	Provides FCDO, implementing partners and other donors insight into whether programme activities are fit for purpose and having their intended effects. Findings may identify recommendations to improve project activities and/or approaches in Sudan.
MEL Capacity Assessments and Technical Assistance	Field and/or desk-based assessments of Monitoring, Evaluation & Learning (MEL) capacity and processes used by implementing partners, downstream partners, and/or sectors in Sudan. Tailored technical assistance to help partners act on findings and improve quality of practice.	Provides FCDO, implementing partners and co-funders an understanding of the capacity of MEL systems and helps to address issues where weaknesses are identified, in turn improving the quality and reliability of data on development interventions in Sudan.
Contextual and/or thematic monitoring reports	These will be commissioned on a recurring and/or needs basis where BOS requires evidence on key assumptions or needs more information on specific issues to inform decision-making. Topics could fall under any themes covered in Sudan's Country Plan (e.g. economic reform, green growth, peacebuilding, etc), while recurring reports may focus on e.g. tracking contextual indicators and/or issues not directly covered by any BOS bilateral ODA programmes.	Provides bespoke, timely insight to FCDO policy and programme teams on evolving or emerging issues to inform decision-making and shape policy; helps establish a culture of regularly utilising and reviewing data and evidence in decision-making
Action learning research	Quick turnaround (<6 month) research projects investigating the potential for impact and/or early implementation lessons from delivery approaches that are being piloted or tested. Unlike evaluations, action learning does not seek to test causality or produce statistically significant findings, but rather to generate early, objective observations on whether and how an approach is working in practice, and whether it should be adjusted or stopped prior to further investment.	Provides FCDO, implementing partners and co-funders early and objective insight into how new or different approaches to programming are working, allowing stakeholders to determine whether to continue investment and/or how to adapt delivery before scaling activities; de-risks UK investment in more novel or pilot projects, encouraging a culture of supporting innovation.
Learning strategy delivery	Synthesis of findings generated across the programme, and by BOS' other programmes, into accessible information	Ensures the knowledge generated through the programme, and by individual programmes in BOS'

	products and events for programme stakeholders. Design and management of a calendar of learning activities and deliverables.	portfolio (e.g. through programme evaluations or commissioned research) is well understood and utilised by stakeholders.
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3.5. Additional points

Evaluations of individual programmes and/or the FCDO's portfolio of work in Sudan will be out of scope for this contract. It is anticipated that programme evaluation needs will be provided for through individual programme budgets during the life of SIMAP – this will ensure there is sufficient resource and time available to deliver multi-year evaluations of any programmes whose timeframes may not align with the dates of this contract. However, it may be that any programme or portfolio-level evaluations commissioned during the life of this contract will want to draw on monitoring data and information generated by the Supplier as an independent source of evidence. It is hence expected that the appointed Supplier will be prepared to input into MEL designs and/or evaluation plans for the FCDO's bilateral programmes in Sudan to ensure that any activities led by different teams are well-coordinated and mutually re-enforcing. The Supplier will also be expected to supply data and analysis generated through the contract to any of the FCDO's suppliers and/or partners in Sudan, at the FCDO's request.

While the priority portfolio of focus will be the FCDO's bilateral programme and policy portfolio managed by British Office Sudan, there may be a requirement to monitor other HMG and/or non-bilateral programmes active in Sudan delivered by the cross-government Conflict Security and Stability Fund (CSSF), the FCDO centrally, or other government departments (OGDs) over the life on the contract. This will be dependent on FCDO's monitoring priorities. In such instances, all commissioned work will be agreed in advance and the Supplier's performance will remain managed by British Office Sudan. Additional commissions will only be undertaken if inclusion of these programmes is a priority for British Office Sudan, the Supplier has sufficient capability and expertise to deliver the requirements, and there is available budget remaining within the total programme envelope.

4. WHAT SUCCESS WILL LOOK LIKE

Investment in independent monitoring and analysis will provide British Office Sudan with closer to real-time insight into progress and contextual developments across its programmes and priority policy areas. As specified in the Theory of Change for SIMAP at Annex A, the overall intended impact of the programme is: ***Improved effectiveness of FCDO policy and programme portfolio, and improved outcomes for target communities in Sudan.*** This will be enabled by HMG stakeholders utilising information provided by the programme to adapt programming and policy approaches more quickly and effectively and sharing information with the international community in Sudan to influence sector approaches based on strengthened data and evidence. Collectively, these efforts will deliver greater impact for the communities and groups in Sudan who are the focus of UK activities and diplomacy.

In line with the three workstreams detailed in section 4 above, the programme will have three core outcomes, as below:

- **Assurance & Capacity Building:** FCDO has increased oversight of programme delivery, can better manage risks and better support partners to improve performance.
- **Learning & Innovation:** FCDO is able to support more innovative policy and programming approaches, shares learning systematically and influences sector approaches in Sudan.

- **Strategy & Analysis:** FCDO has increased access to relevant, outcome-focused analysis to support strategic decision-making and shape the response of the international community in Sudan.

The FCDO programme team managing SIMAP will hold overall responsibility for developing and maintaining the programme Theory of Change and an accompanying log frame to monitor progress against the above goals. It is expected that the Supplier will work closely with FCDO during the Inception Phase to input into appropriate metrics and methods for assessing progress against each area of the ToC, aligning with programme value for money indicators and contractual KPIs (see section 12).

While specific indicators and methodologies will be reviewed with the Supplier during the inception phase, indicative indicators at the impact and outcome level of the ToC are provided in the table below.

Table 2: Indicative log frame indicators

Area	Potential indicators
Impact: Improved effectiveness of FCDO policy and programme portfolio, and improved outcomes for target communities in Sudan	<ul style="list-style-type: none"> • Portfolio quality score (average Annual Review scores for all programmes in Sudan bilateral ODA portfolio) • % of outcome and impact-level targets met annually by Sudan bilateral ODA programmes • Perceptions of UK policy relevance and effectiveness in Sudan (e.g. amongst peer missions)
Outcome (Assurance & Capacity Building): FCDO has increased oversight of programme delivery, can better manage risks and better support partners to improve performance	<ul style="list-style-type: none"> • Confidence level of BOS leadership/SROs in information available on programme delivery and performance • Residual risk ratings for programmes utilising monitoring services • Partner performance on areas targeted for capacity building (as assessed by BOS staff e.g. through Annual Reviews) • Example actions taken by BOS staff and partners to manage risks and/or improve performance in response to findings
Outcome (Learning & Innovation): FCDO is able to support more innovative policy and programming approaches, shares learning systematically and influences sector approaches in Sudan.	<ul style="list-style-type: none"> • Number and examples of pilot and/or innovative projects undertaken by FCDO programmes (with support from SIMAP on monitoring and/or action research) • Example adaptations to project designs or approaches based on feedback • Number and examples where programme outputs have been shared externally and how they have been used
Outcome (Strategy & Analysis): FCDO has increased access to relevant, outcome-focused analysis to support strategic decision-making and shape the response of the international community in Sudan.	<ul style="list-style-type: none"> • Confidence level of BOS leadership in information available to support strategy and policymaking • Example uses of programme deliverables (e.g. rapid research reports) in shaping UK policy and/or approach of international community in Sudan

As suggested by the above, a critical success factor will be that FCDO staff and partners are actively engaging with and utilising the information produced by the Supplier to inform decisions on programming and policy in Sudan. To enable this to happen, it will be essential for the Supplier to deliver outputs that are robust and reliable, and tailored to the information needs and decision-making timelines of stakeholders. The development and ongoing adjustment of an appropriate learning strategy by the Supplier to support stakeholders with acting on information will be key to enabling success across the life of the programme.

5. PROGRAMME CONTEXT

Sudan is a volatile country plagued by economic crisis, conflict and contested politics. A military coup in October 2021 upended the transitional power sharing agreement reached between military and civilian groups in July 2019 following the ousting of Omar al-Bashir after 30 years of authoritarian rule. Following a year-plus of negotiations between military and civilian representatives about restoring a path towards civilian rule and integrating Sudan's two militaries into a single force, ferocious fighting broke out between the SAF and RSF in Khartoum and multiple other locations on 15th April 2023.

The extent of conflict led the UK and many other international partners to close their diplomatic missions/offices in Khartoum and to evacuate staff from the country. As of October 2023, the UK does not have a mission located inside Sudan due to the ongoing security situation. His Majesty's Ambassador has relocated to Addis Ababa, Ethiopia with other staff employed by a newly formed 'British Office Sudan' located across Addis Ababa, Nairobi, Cairo and London. Direct financial and technical assistance from the international community (including the UK) to the Government of Sudan has been halted since the October 2021 coup.

Prior to the outbreak of conflict, Sudan was already considered the 8th most fragile country in the world¹ and has been in a protracted economic crisis since the secession of South Sudan in 2011. Nearly 70% of the Sudanese population are below the age of 30,² while 1 in 3 are facing acute food insecurity in October 2023³. Prior to the outbreak of fighting in April 2023, there had already been a deterioration of the humanitarian situation in recent years due to the political and economic crisis, dry spells resulting in crop failures, spikes in conflict and increased commodity prices due to the war in Ukraine. Fighting between the RSF and SAF has driven significant new displacement, with an estimated 5.5 million Sudanese fleeing their homes since April 2023.⁴ In the absence of a peace agreement to end the fighting – and an acceptable political settlement to restore economic growth and stability – these trends will continue to worsen. Sudan is further the sixth most climate-vulnerable country in the world and regularly faces significant climate shocks in the form of floods and droughts.⁵

5.1. FCDO activity in Sudan

UK strategy in Sudan prior to April 2023 was focused on supporting a return to a civilian-led transition to democracy, economic stabilisation, peace, and improved protection of the most vulnerable, as outlined in the 2022-25 HMG Sudan Country Plan (see Annex B). **The Sudan Country Plan will be fully revised in autumn 2023** to reflect the changed context. In the

¹ The Fund for Peace, Fragile States Index 2021, see: <https://fragilestatesindex.org/>

² Sudan National Population Council, 2020

³ UN OCHA, 'Sudan Humanitarian Update (7 October 2023)', see: <https://reports.unocha.org/en/country/sudan/card/1YIIAsoBT1/>

⁴ Ibid.

⁵ Global Climate Risk Index, 2021

interim, FCDO is working to deliver a short-term set of priorities through its programmes and diplomatic engagement surrounding (i) providing effective humanitarian assistance and securing greater humanitarian access inside Sudan; (ii) integrating voices from Sudanese civil society into the peace and political process; and (iii) preventing further atrocities and ensuring respect for international law.

Due to a combination of security risks, host government restrictions on travel for foreign nationals, and logistical constraints arising from covering Sudan's vast, remote geography, HMG staff already faced obstacles to monitoring programmes and conducting evidence gathering throughout Sudan. The closure of the British Embassy in Khartoum in April 2023 has significantly heightened the challenges to HMG staff conducting activities inside the country. Implementing partners often have a presence in field locations and report directly to FCDO, though FCDO has limited oversight of downstream partners. FCDO intends to utilise SIMAP to complement its own monitoring and evidence gathering activities (when possible), and to ensure good quality oversight and learning continues to take place when FCDO staff cannot travel to the field.

While SIMAP will be the first programme of its kind for FCDO's bilateral portfolio in Sudan, it follows a modest-scale, 6-month independent monitoring pilot commissioned in 2022 to identify lessons for delivering such services in Sudan. Lessons from the pilot were delivered in July 2022, and have been shared as an accompanying document to this proposal. Recommendations have been incorporated into the Business Case and this ToR, and include:

- i. Planning for a robust inception phase, including visits to implementing partners to ensure clear lines of communication, expectations around results and processes, and to establish key information needs;
- ii. Including targeted, additional efforts to recruit female staff for fieldwork teams, particularly in remote areas where female enumerators are more scarce due to differences in educational attainment and cultural barriers against their work; and;
- iii. Ensuring management of fieldwork is kept highly adaptable to changing circumstances, with adequate administrative and logistical support to enable such flexibility. These lessons will feed into the mobilisation phase for this programme.

The table below provides an overview of FCDO bilateral programmes active in Sudan as of October 2023. All these and future programmes which emerge within the 60-month life of SIMAP will be within scope for this contract. The Embassy is currently designing new programmes on the themes of private sector development and a successor peace and governance programme (to the Sudan Stability & Growth Programme and Sudan Peace & Reconciliation programmes mentioned below) which will launch between 2024-2025.

Table 3: FCDO bilateral programme portfolio at October 2023

Programme	Years, Value	Tier 1 Implementing Partners ⁶	Example Activities	Locations (at October 2023) ⁷
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⁶ 'Tier 1' implementing partners are organisations that have agreements in place with FCDO (e.g. contracts, accountable grant agreements, MoUs) for the delivery of programme activities. Many Tier 1 partners have additional downstream partners in their supply chain who undertake direct delivery in the field. For example, the Sudan Humanitarian Fund makes grants to a range of Sudanese and international Non-Governmental Organisations to deliver humanitarian relief activities throughout the country.

⁷ The list of states where programme implementing partners are active is continually fluctuating due to changing access restrictions imposed by the de facto authorities in Sudan and security considerations. Several

Sudan Free of Female Genital Mutilation Phase 2 (SFFGM2)	2019-2024, £14.4m	UNICEF, UNFPA, WHO	<ul style="list-style-type: none"> • Community mobilisation and engagement to challenge and transform harmful norms surrounding FGM and Child Marriage • Provision of prevention and care services for those at risk of and/or survivors of FGM • (Since April 2023) Provision of protection, provision and care services in response to Gender-Based Violence (GBV) 	<ul style="list-style-type: none"> • Gedaref • Gezira • Kassala • Khartoum • Northern state • North Kordofan • South Kordofan • White Nile • Blue Nile • North Darfur • River Nile • Sinnar • Red Sea • West Kordofan
Sudan Stability & Growth Programme (SSGP)	2018-2024, £38.4m	World Bank, British Council, OHCHR	<ul style="list-style-type: none"> • Support to civil society (including political activists, rights groups and independent media) to advocate for reforms that bring about greater economic stability and inclusive governance • (Since April 2023) Support to coordinate and champion civilian voice in the peace and political process 	<ul style="list-style-type: none"> • Kassala • Red Sea • Khartoum • Blue Nile • North, West, Central, East, & South Darfur
Sudan Peace & Reconciliation Programme (SPRP)	2022-2024, £3.3m	Saferworld, S4GS, Palladium	<ul style="list-style-type: none"> • Support to locally-led peacebuilding initiatives to reduce intercommunal conflict • Training for international community in applying conflict sensitive approaches in Sudan • Research to improve understanding of drivers of conflict 	<ul style="list-style-type: none"> • North Darfur • South Darfur
Sudan Economic Impact & Reform (SEIR)	2020-2023, £80m	World Bank, WFP	<ul style="list-style-type: none"> • (Pre-Oct 2021 coup) Support to the Government of Sudan to administer the Sudan Family Support Programme, a national cash transfer programme helping to mitigate the impact of needed economic reforms on citizens. • (Post-coup) Support to the World Bank to repurpose funds to support vulnerable households / humanitarian response through the iNGO sector 	<ul style="list-style-type: none"> • No active delivery as of Oct-23; funds are being repurposed post-conflict with UK input
Sudan Humanitarian Preparedness & Response (SHPR)	2022-2025, £120m	Sudan Humanitarian Fund (UN OCHA), WFP, ICRC, UNICEF, INGO protection	<ul style="list-style-type: none"> • Provision of life-saving humanitarian assistance to the most vulnerable people facing both rapid onset and protracted crises • Provision of protection services (particularly for sexual and gender-based violence) • Improved preparedness of the humanitarian system in Sudan to respond effectively to crises 	<ul style="list-style-type: none"> • North Kordofan • South Kordofan • West Kordofan • Northern State • Khartoum • Red Sea • River Nile • Kassala • Aljazirah • Gedaref

programmes (e.g. SHPR, SEIR, SFFGM2) have a mandate to deliver activities in any location in Sudan. Suppliers hence should be prepared to deliver activities in any accessible location in Sudan over the lifetime of the contract.

		consortium (DRC lead)	through provision of technical assistance, research and expertise	<ul style="list-style-type: none"> • Sennar • Blue Nile • White Nile • East Darfur • Central Darfur • North Darfur • South Darfur • West Darfur
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Programme implementing partners deliver throughout Sudan, with partners such as WFP and the Sudan Humanitarian Fund active in all states and regions. It is imperative that the Supplier team has the ability to travel throughout the country, including to fragile and conflict-affected areas where the FCDO advises against travel for UK citizens.⁸ It is also important that the Supplier be prepared to work with all of the FCDO's Tier 1 and downstream partners, as the latter are often responsible for direct delivery of activities in the field which will be the subject of monitoring visits.

6. TIMING & BUDGET

The Supplier will be contracted for a period of 60 months (including the Inception phase). A workplan for the first year of implementation will be agreed between the Supplier and FCDO during the inception phase and thereafter reviewed on a rolling basis. A full refresh of the workplan is expected annually (on the anniversary of the start of the implementation phase). Progression from one annual workplan to the next will be subject to the satisfactory performance of the Supplier, the continuing requirement for the services, and agreement on deliverables and budgets for the following period.

A budget of £7,500,000 (inclusive of all Government Taxes) is available over a 60-month period for this contract. Given the likely volume of demand under each workstream indicative divisions of the lifetime budget are: approximately 60% under workstream 1 (Assurance & Capacity Building), 20% under workstream 2 (Learning & Innovation), and 20% under workstream 3 (Strategy & Analysis). Suppliers should treat these divisions only as indicative splits to assist in the development of their proposals. There is no mandated split of resources across the 3 workstreams, furthermore, spend under each is expected to fluctuate from year to year to reflect evolving FCDO priorities and workplans agreed with the Supplier.

There will be the option to extend the budget by up to an additional £2 million should additional funding become available and/or to extend length of the contract by a maximum of 12 months, subject to FCDO internal approvals and the desire of all parties to extend the contract.

The contract will be divided into three phases as below:

- i. Inception phase (6 months): Once the contract has been agreed, there will be a maximum 6-month inception phase during which the Supplier will fully scope their approach to delivering this ToR in consultation with FCDO staff and key implementing partners. This phase will also involve the Supplier establishing operations in Sudan and recruiting key personnel (where required), agreeing a workplan with the FCDO for the first year of implementation and finalising targets for contractual key performance indicators. The phase will conclude with FCDO's acceptance of an inception report.

⁸ See: [Sudan travel advice - GOV.UK \(www.gov.uk\)](https://www.gov.uk/sudan-travel-advice)

- ii. Implementation phase (48 months): The Supplier is expected to start implementation as soon as the inception phase is completed. Workplans and budgets will be agreed annually with FCDO and reviewed monthly to keep the programme relevant to evolving FCDO needs and priorities in Sudan.
- iii. Closure phase (6 months): At least 3 months prior to the end of the contract end date, the Supplier should begin to wind down activities and prepare for a responsible exit from delivery in Sudan. It is expected that this phase will involve the Supplier transferring any data and intellectual property generated through the programme to FCDO, agreeing how to disperse of any assets acquired, and documenting lessons learnt from delivery across the life of the contract.

Each phase of the contract will have its own unique deliverables and reporting requirements, which are further detailed in section 7.

7. PHASES

7.1. Inception Phase

There will be an Inception Phase at the start of the contract lasting a maximum of 6 months. During this phase it is expected that the Supplier will engage with FCDO and key programme implementing partners in Sudan to understand in detail the nature of the FCDO's bilateral portfolio and activities, and the geographic spread of sites for monitoring and/or research activities. The Supplier is expected to establish an operational footprint in Sudan (if required) and to obtain any necessary permissions to conduct fieldwork in the country – for example from the Sudan Humanitarian Aid Commission (HAC).

Based on lessons learnt from other FCDO portfolio monitoring programmes, during the Inception Phase the Supplier should work with FCDO to develop detailed methodology notes for all activities to be delivered under the contract (e.g. specifying the Supplier's approach to conducting results verification activities, policy compliance assessments, etc), including developing templates for data collection tools. The Supplier should also develop templates for key deliverables to be produced across the implementation phase (e.g. monitoring dashboards, detailed written reports and evidence summaries, etc). It is expected the Supplier will draw on industry best practice in developing these materials and approaches, and ensure they align with the learning strategy developed for FCDO (more below). The Supplier is encouraged to propose use of innovative approaches and technologies to mitigate evolving access and security challenges within Sudan, as well as to reach remote and vulnerable population groups with appropriate methods.

A key deliverable during the inception phase will be the Supplier producing a 'learning strategy'. This strategy should specify the Supplier's approach to supporting FCDO and its partners to maximise the value of information generated by independent monitoring and analysis over the life of the contract. The strategy should also consider how to draw in other evidence routinely generated by the FCDO's portfolio (e.g. programme evaluations, Annual Reviews, bespoke research commissions) to ensure a harmonised and consistent approach to learning across the Sudan bilateral portfolio. It is expected the Supplier will need to engage with a range of FCDO stakeholders and partners to understand their information needs and preferences – including FCDO programme teams, portfolio managers and members of BOS' senior leadership team. Within the learning strategy, the Supplier should outline what range of information products and communication activities are required to reach each group of stakeholders and help them absorb information effectively. The strategy should also include a schedule of learning activities and products to be delivered by the Supplier that aligns with existing FCDO decision-making structures and meeting rhythms within British Office Sudan,

such as monthly Portfolio Assurance Meetings (which reviews delivery of bilateral ODA programmes) and monthly Portfolio Boards (which takes decisions on the strategic direction of the bilateral programme portfolio).

During the Inception Phase, it is expected the Supplier will liaise frequently with FCDO to scope activities and finalise the approach to delivering each workstream. In addition to focused meetings to discuss requirements for specific programmes or workstreams, it is expected the Supplier team leader will meet with the FCDO Programme Responsible Owner (PRO) and programme manager/s for SIMAP at least fortnightly to discuss progress through the Inception Phase and to review deliverables prior to their final submission.

The Inception Phase will conclude with the Supplier submitting an Inception Report. At a minimum, it is expected the Inception Report should contain the following content within the report text or as attachments.

- Technical deliverables:
 - i. Methodology notes for all independent monitoring and analysis activities to be carried out under the contract, including templates for data collection tools (where relevant)
 - ii. A robust Quality Assurance process to ensure the accuracy of information and quality of all deliverables submitted to FCDO
 - iii. A learning strategy, outlining the Supplier's approach to supporting FCDO stakeholders to act on information generated through the contract, including a schedule of learning activities and products for the first year of implementation
 - iv. Templates for key reports and information products to be produced across the implementation phase, including a Terms of Reference template to be used for agreeing specific deliverables with FCDO over the life of the contract
- Management deliverables:
 - v. Contract management plan, including final programme management and governance arrangements agreed with FCDO
 - vi. Overview of supplier team structure, including roles and responsibilities and how technical and contextual expertise will be called down on a needs basis
 - vii. Details of all downstream partners, including a full delivery chain risk map
 - viii. Detailed workplan and budget for the first year of implementation, including payment milestones and a schedule of deliverables
 - ix. Value for money indicators, including baseline values, milestones and targets agreed with FCDO (to feed into the SIMAP log frame)
 - x. Completed risk register with mitigation measures
 - xi. Asset management approach and an asset register
 - xii. Templates for monthly progress and financial reports, and any other standard reports to be submitted to FCDO across the implementation phase

Continuation of the contract to the implementation phase will be subject to FCDO's approval of the Inception report and reaching agreement with the Supplier on all aspects within it. Implementation activities will not begin until FCDO has approved the inception report.

7.2. Implementation Phase

During the implementation phase the Supplier will deliver flexible, demand-led services across the programme workstreams. Deliverables will be agreed through a rolling workplan, set at the start of each year and thereafter reviewed on a monthly basis during standing programme management meetings between the Supplier and FCDO programme team. The exact number and range of technical deliverables will vary each year in line with FCDO priorities, though are expected to include the below. To note, this list is not exhaustive of all deliverables that may

be required – or proposed by the Supplier – to deliver the objectives of the contract, though indicates the types of regular deliverables FCDO expects to receive.

- Technical deliverables:

- i. Programme monitoring reports: Summarising findings over an agreed timeframe and/or set of visits conducted for a specific programme in FCDO's portfolio. The key audience will be the FCDO team managing the programme and relevant implementing partners. Reports should bring together findings from the range of monitoring activities conducted on the programme and with its partners, such as activity and results verifications, or policy compliance assessments on specific questions and themes of interest to the programme. Reports should be presented in a clear and accessible format, including a short summary at the start of each report, so that urgent issues are clearly highlighted to FCDO and its partners for follow-up. The reports should make recommendations which can be used by FCDO and/or its implementing partners to address issues identified and to adapt activities where necessary. Reports should also track the progress of recommendations made in previous monitoring reports.
- ii. Portfolio summary reports: Summarising key findings for all programmes monitored over a set time period for staff in portfolio management and/or leadership roles in FCDO. These reports should draw on programme-level reports produced over a defined period and help staff in portfolio oversight roles to understand key findings for specific programmes and themes in common. They should include recommendations targeted at FCDO's leadership team for Sudan to address, for example, issues faced by multiple programmes and/or areas that would benefit from improved policy guidance and/or senior support. Succinct and visual presentations of information consolidated across programmes are encouraged to help busy stakeholders quickly understand and act on findings.
- iii. Rapid research and/or analytical reports: Summarising findings from short-term research or action learning projects commissioned under the contract. As with programme monitoring reports, these deliverables should contain sufficient detail to enable technical experts and lead sponsors within FCDO to understand the evidence collected and how conclusions were reached. They should also include a clear summary of findings at the start of each report that is accessible to non-specialists and draws out implications for FCDO programme delivery and/or policy formulation in Sudan. A range of deliverable formats may be required – for example, rapid evidence reviews summarising secondary research, or detailed contextual analyses and periodic updates based on field visits to locations of interest in Sudan. ToRs for each research commission should clarify the shape of the final deliverable to be produced to ensure shared expectations with FCDO from the outset.
- iv. Findings summaries and presentations: Drawing on information from specific monitoring and/or analytical reports produced for FCDO to help stakeholders understand key findings and act on information. It is expected these deliverables will take a variety of formats to reach diverse groups of stakeholders and communicate different types of information, though it is expected these may include e.g. facilitated discussions, slideshows, information digests (e.g. circulated over email), data dashboards, or other formats to be agreed between FCDO and the Supplier. FCDO is encouraging of visual and creative ways of communicating information from monitoring and analysis activities to engage stakeholders in time-effective and engaging ways.

- Management deliverables:

- i. Monthly progress reports: To inform monthly management board meetings between FCDO and the Supplier to discuss delivery against the workplan and budget utilisation, and to review a wider range of compliance issues – including updates to risk and asset registers, and declaration of any conflicts of interest. Details will be finalised with FCDO during the Inception Phase.
- ii. Quarterly progress and financial reports: Once a quarter an expanded progress and financial report should be produced to inform a quarterly contract performance review discussion. In addition to regular monthly items, the report should cover progress on contractual KPIs and targets, identify lessons learnt from delivery and make proposals for adjustments to forward approaches. Full details will be finalised with FCDO during the Inception Phase.
- iii. Annual reports: To summarise delivery across the preceding 12 months in implementing the workplan and spending against the approved budget. Annual reports should also contain a record of achievement against annual contractual KPI targets and key lessons learnt from delivery to inform Annual Reviews of the programme conducted by FCDO. Details will be finalised with FCDO during the Inception Phase.

Based on learning from other FCDO portfolio monitoring programmes, a brief Terms of Reference (ToR) should be developed for each technical deliverable – or set of deliverables (e.g. monitoring reports to be produced for a specific programme across a year) – in consultation with FCDO prior to work commencing. A template for technical ToRs should be agreed with FCDO during the Inception Phase, though it is expected these documents will outline the Supplier’s approach to delivering each assignment, including key research or monitoring questions to be addressed, methodologies to be applied, information sources, a schedule of activities (e.g. planned sites and dates for fieldwork), and an outline of the final deliverable that FCDO will receive. The SIMAP PRO and an appropriate sponsor identified from within British Office Sudan – such as the PRO for a programme to be monitored, or lead technical adviser commissioning an analytical piece – will both need to approve the ToR before proceeding. Deliverable ToRs should also include the fees required to produce the deliverable and be reviewed by the programme manager before sign-off.

The Supplier will be expected to review and update approaches, tools, methodologies and templates for delivering the contracted services at least once a year to reflect lessons learnt from delivery and/or emerging sector best practices. Where approaches and/or materials are considered fit for purpose, the Supplier should specify this along with outlining to FCDO recommended changes to previously approved tools with a rationale.

7.3. Closure Phase

No fewer than 6 months before the contract end date, the Supplier should outline to the FCDO in writing how they will close the contract, including handover of all technical and intellectual property to FCDO, and a plan for the responsible disposal of any programme-funded assets purchased. By the end of the contract, the Supplier should also provide a Closure Report to FCDO outlining lessons learnt from delivering the contracted services for the FCDO in Sudan to inform potential future programme designs. The report should also include final reporting on programme performance and achievements to feed into the FCDO Programme Completion Review.

8. FLEXIBILITY

Flexibility is a key requirement of SIMAP. Activities and milestone delivery may be reprioritised to reflect changes in the FCDO’s portfolio and/or priorities in Sudan, or changes to the

operating context. Changes may include, but are not limited to, providing services for additional or new HMG programmes delivering in Sudan; providing more, less or different types of monitoring and/or analytical activities and products; or ceasing activities that are no longer delivering value for money as assessed by programme stakeholders at review points.

The FCDO programme team will undertake regular consultation internally with FCDO colleagues and with implementing partners and provide advice to the Supplier to inform decisions to reprioritise or adapt activities during review meetings. All updates to the workplan will be subject to approval by the Programme Responsible Owner (PRO) and will be formally agreed and documented during Programme Management Board meetings.

In addition, the Supplier may need to adapt its approaches based on local conditions, particularly restrictions on physical field visits due to security and/or access constraints. The Supplier will be expected to have contingency plans in place in case of such challenges. Physical field visits are preferable to observe delivery and conditions, and engage with interlocutors first-hand. However, the Supplier should ensure methodologies can be adaptable to changing access conditions. Remote monitoring and evidence gathering techniques – for example, using mobile phone, satellite or other technologies – may be acceptable where in-person access is not possible.

9. QUALITY ASSURANCE

The Supplier will institute robust systems for the validation and quality control of all fieldwork and collected data. The Supplier will also provide effective quality assurance of all deliverables, ensuring any downstream partners are producing deliverables to a consistent, high standard and in line with requirements agreed with FCDO for specific deliverables.

The FCDO may opt to submit a selection of deliverables produced by the Supplier to the FCDO's internal Evaluation Quality and Learning Service (EQuALS), which has capability to quality assure ToRs and reports for independent monitoring services as well as evaluations. FCDO and the Supplier will agree during the Inception Phase the approach to drawing on external quality assurance from EQuALS, though it is expected the service will be used for key deliverables e.g. the Inception Report and a sample of other regular deliverables (e.g. ToRs for specific commissions, monitoring reports, etc).

10. SUPPLIER REQUIREMENTS

10.1. Access

The Supplier is required to have the ability to obtain extensive access inside Sudan, the ability to visit a wide range of project delivery sites and locations of interest, and the capacity to assess projects and conduct research across a wide range of sectors. The Supplier will also be responsible for obtaining appropriate visas and travel permits for international staff working in Sudan, which will require the Supplier, one of their subsidiaries, or consortia partners to be legally registered in Sudan. The successful Supplier must have the appropriate legal registration to operate in Sudan in place before the contract starts. British Office Sudan cannot facilitate applications for Supplier staff.

It is recommended that members of the Supplier leadership team (including a Country Team Leader) be based in Sudan when feasible over the years of the contract, and/or in the primary location of the BOS team working on Sudan to maintain strong relationships and effectively

manage the three workstreams. As of October 2023, the majority of BOS staff are based in Addis Ababa, Ethiopia.

Fieldwork logistics will be managed by the Supplier. FCDO will facilitate introductions to implementing partners who can advise on the specific location of project sites and/or schedules of activity delivery, though the Supplier is expected to manage the organisation and coordination of all fieldwork. Field visits must be conducted by Supplier personnel who are familiar with the customs, languages, security profile and administrative requirements of the specific districts/sub-districts that are being visited.

10.2. Skills and Competency

The supplier will be afforded flexibility in the structure and composition of the project team, which should be clearly specified in the proposal. The structure will be expected to evolve with the programme however, while flexibility will be allowed it is envisaged that the project team and the supplier itself shall comprise experts covering a range of technical expertise and possessing specific set of skills as outlined below:

- A proven track record of delivering field monitoring and research services in Sudan and/or the Region.
- Ability to draw on a wide range of thematic, contextual and technical expertise on a call-down basis, with the ability to conduct work on any the thematic priorities set out in the HMG Sudan Country Plan (see Annex B) and covered by FCDO's bilateral programme portfolio (see section 5.1). Relevant areas of expertise may **include but are not limited to: humanitarian delivery, conflict, peacebuilding and reconciliation, water, sanitation & hygiene, environment and climate, economic management, good governance, gender-based rights and norm change.**
- Knowledge of power structures and permissions in Sudan – including local customs, languages and sensitivities - and an ability to navigate these in order to access multiple geographies and work with diverse communities.
- Strong experience and expertise conducting monitoring and research activities in fragile and conflict-affected state (FCAS) settings.
- A proven track record of delivering a flexible and adaptable approach to service delivery in a changing environment.
- Excellent relationship management skills; ability to collaborate effectively with a wide range of organisations and partners to plan and deliver services in an efficient manner.
- Strong expertise in producing and presenting high quality, accessible information products taking a variety of formats.
- An excellent understanding of value for money, gender, conflict sensitivity and vulnerability.
- Strong safeguarding and 'do no harm' policies embedded in all approaches.
- Capacity to manage financial and fraud risks, and assess these in other organisations as part of fieldwork.

11. CONTRACT MANAGEMENT, REPORTING & VALIDATION

The FCDO Senior Responsible Owner (SRO) for SIMAP will be the Deputy Development Director for Sudan, who – as head of BOS' Operational Excellence team – has responsibility for assuring delivery of the FCDO's bilateral programme portfolio and sits on the Office's Senior Leadership Team. The SRO will have responsibility for maintaining oversight of programme performance and approving key contract management deliverables – including the Inception Report, annual workplans and budgets, and any adjustments to workplans and requirements agreed during monthly Programme Management Boards.

The Programme Responsible Owner (PRO) will be the Results & Evidence Adviser for Sudan, who will act as the technical lead for the contract. The PRO will approve all technical approaches and methodology notes, as well as the ToRs for specific deliverables working alongside an appropriate lead sponsor within the FCDO team. Programme management and coordination will be led by a dedicated Programme Manager drawn from British Office Sudan's programme management hub. The PRO and Programme Manager will be the key contacts for the Supplier with regard to day-to-day management. The Supplier is expected to meet with the PRO and Programme Manager on a weekly basis during the implementation phase to update them on delivery of activities, emerging issues or risks, and lessons learnt from delivery.

Governance arrangements for SIMAP will be finalised in consultation with the Supplier during the inception phase and documented in a Contract Management Plan. A draft structure is included in Annex C based on successful models used in other FCDO portfolio monitoring programmes. It envisions monthly Programme Management Boards held between the FCDO programme team (including the SRO, PRO and Programme Manager) and the Supplier leadership team to review delivery against the workplan and agree any formal adjustments to the workplan and/or FCDO requirements. In preparation for these meetings, the Supplier will prepare monthly progress and financial reports (see section 7.2), the exact format and contents of which will be finalised during the Inception Phase. The Supplier will also be expected to produce an Annual Report once a year as an input for FCDO-led annual reviews of the programme. Further details are included in section 7.2.

Quarterly contract performance review meetings will be required as an extension and/or addition to the monthly Programme Management Boards falling in relevant months. These meetings will be used to review progress against contractual Key Performance Indicators and to discuss how the Supplier has performed against what is required of them under the contract.

Internally, the FCDO programme team will facilitate quarterly discussions with a BOS Programme Steering Board comprising PROs from all programmes receiving monitoring services from the contract, lead technical and political advisers from the BOS team, and members of the Office senior leadership team. These forums will be used to collect feedback from FCDO staff on work completed by the Supplier to date, and to set priorities for the forward workplan and research commissions – for example, based on discussion of what decisions FCDO needs to take in the next 6-12 months, and hence which commissions should be undertaken as a priority.

As programme implementing partners are also a key stakeholder, the FCDO programme team will create opportunities for partners to provide feedback on ways of working and to input into prioritisation of technical capacity-building activities. Feedback will be gathered from partners – potentially through an 'Implementing Partners Forum' – after the first 6 months of implementation, which is likely to involve a high degree of learning as the Supplier and implementing partners adapt to working together. Thereafter, annual feedback sessions will be held in advance of annual workplans being set.

FCDO will conduct Annual Reviews and a Project Completion Review of SIMAP. All reviews will be published on FCDO's Development Tracker website. A logical framework will be agreed between FCDO and the Supplier during the Inception Phase which will be used as the basis for scoring in programme reviews. The Supplier will be expected to report against contractual key performance indicators that inform log frame outputs during monthly programme boards, and against contractual KPIs that inform log frame outcomes in the annual progress report. The Supplier will be required to design any processes required and to undertake data collection to monitor their own performance against contractual KPIs and targets.

Strong working relationships between the Supplier and FCDO implementing partners will be essential to successful delivery of the contract and should be carefully managed. FCDO will communicate the aims of SIMAP proactively and regularly to implementing partners, request their engagement in programme activities and facilitate introductions for the Supplier. It is expected the Supplier will need to have direct communications with implementing partners to plan and coordinate activities. The Supplier should inform FCDO of meetings with implementing partners and relevant FCDO programme staff may choose to join these meetings. The Supplier should keep FCDO informed of any issues with implementing partners as they arise. FCDO similarly will seek regular feedback from implementing partners and share this with the Supplier to support maintenance of good working relationships.

12. KEY PERFORMANCE INDICATORS

Continuation of the contract will be subject to the Supplier's satisfactory performance. Key Performance Indicators (KPIs) will be scored at quarterly review points to measure ongoing supplier performance. FCDO and the Supplier will fully ratify contractual KPIs and targets during the Inception Phase for the first year of implementation to align with the workplan. Thereafter, annual targets will be set between FCDO and the Supplier when agreeing workplans at the start of each year of implementation.

Table 4 contains a list of contractual KPIs to be assessed during implementation, some of which may be adjusted during the Inception period to set appropriate targets. In their proposals, suppliers should indicate their preparedness to be assessed and report against these KPIs, and may propose alternative/additional indicators to robustly track performance against the contract and the objectives of SIMAP.

Table 4: Proposed Contractual Key Performance Indicators

Programme Management KPIs	<ul style="list-style-type: none"> • <u>Financial management</u>: Monthly submission of accurate invoicing and forecast variance within 10% of budget, received at least 2 working days prior to programme management board meetings • <u>Delivery</u>: % of deliverables submitted on time; average # of days between submission of first drafts and sign-off of final versions • <u>Relationship management</u>: % of FCDO and implementing partner staff who rate their engagement with the Supplier as good or excellent (with a focus on professionalism and utility of advice) • <u>Flexibility</u>: Structures in place to regularly review FCDO needs and adapt workplans accordingly (<i>by end of inception phase</i>); updates to schedule of work and deliverables agreed within 5 working days of programme management board meetings
Technical KPIs	<ul style="list-style-type: none"> • <u>Quality</u>: % of deliverables that are rated by FCDO staff as of a good quality or higher (with a focus on accessibility and usefulness for supporting delivery and/or policymaking)

	<ul style="list-style-type: none"> • <u>Utility/Learning</u>: % of FCDO and implementing partner staff who report they have used programme outputs to inform decision-making; examples of adaptations made in response to outputs (e.g. changes to policy stance, risk management, etc) – <i>From start of implementation phase</i> • <u>Capacity building</u>: % of implementing partner staff that rate the quality of technical assistance received from the Supplier as good or excellent; examples of adaptations made by implementing partners in response to TA – <i>From start of implementation phase</i>
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A scoring mechanism will be agreed during the Inception Phase. The Supplier's performance against each of the KPIs will be measured using the following ratings to provide an overall picture of performance and to ensure continuous supplier improvement throughout the contract period.

Good	The supplier is meeting or exceeding the KPI targets
Approaching Target	The supplier is close to meeting the KPI targets
Requires Improvement	The performance of the supplier is below that of the KPIs targets
Inadequate	The performance of the supplier is significantly below that of the KPIs targets

Cabinet Office rules on 'Transparency Information' require that all new programmes report a set of core key performance indicators (KPIs) on a quarterly basis. FCDO will require the Supplier to report against the above KPIs once agreed. The FCDO will publish this information as KPIs.

Notwithstanding any other provision of this Agreement, the Supplier hereby gives consent for FCDO to publish to the general public the Transparency Information in its entirety (but with any information which is exempt from disclosure in accordance with the provisions of the FOIA redacted), and shall assist and cooperate with FCDO to enable this. FCDO shall, prior to publication, consult with the Supplier on the manner and format of publication and to inform its decision regarding any redactions but shall have the final decision in its absolute discretion.

13. PERFORMANCE REQUIREMENTS & DELIVERABLES

The Supplier will be managed through regular programme management meetings. It is expected that in the first year of the contract a quarterly review will be undertaken of the Supplier's performance against all relevant contractual Key Performance Indicators outlined in table 4. Reporting against some of these indicators will involve collecting qualitative feedback from programme stakeholders – including FCDO staff and implementing partners. During the Inception phase, FCDO and the Supplier will agree an approach to collecting qualitative feedback in a way that is as unbiased and representative as possible. KPIs that can be tracked more frequently (such as spend to budget, and the proportion of deliverables submitted on time) should be included in a dedicated section of the Supplier's monthly progress report to allow both FCDO and the Supplier to understand how delivery is progressing between review points, and whether the Supplier is on track to meet annual targets.

14. OPTIONS AT END OF PROGRAMME

As SIMAP is the first programme of its kind to be managed by British Office Sudan, it is not known whether there will be a desire to design a successor independent monitoring and/or analysis programme to continue some or all programme activities into the future. The performance and perceived value of SIMAP to the stakeholders outlined in section 2 will in part determine whether there is a desire to continue, in addition to evolving FCDO priorities and resources in Sudan.

The FCDO programme team will begin to consider options following programme closure between years 3-4 of the programme and may optionally choose to extend the contract by a maximum of one year to allow time for a successor Business Case to be designed without a prolonged break in services – if this is desirable and agreeable to all parties.

15. ASSET MANAGEMENT

Any physical assets procured by the Supplier using FCDO funds should be recorded in an Asset Register and responsibly maintained in line with the requirements outlined in the GEMFA Terms & Conditions. The Asset Register will regularly be reviewed during programme management meetings between FCDO and the Supplier. In advance of the end of the contract, the Supplier will agree an approach with FCDO for responsible disposal and/or transfer of all assets procured through the contract.

16. PAYMENT STRUCTURE

Payment will be based on a hybrid approach and will include (i) expenses paid on actuals, and (ii) milestone-based payments based on 100% of fees. The following payment model is required by FCDO and will be finalised with the supplier prior to the contract being signed. It will apply to all phases of the programme:

- Expenses: Reimbursed and paid quarterly based on actuals
- Milestone-based fees: Paid on successful delivery of milestones. 100% of fees will be at risk in the delivery of milestones.

Suppliers must provide a forecast milestone payment schedule for the life of the contract. This should **not** be presented on an aggregated basis particularly for Year 1 of the contract. Inception/Year 1 milestones should be accurate, while forecasts for outer years can be indicative. The outer years milestone payment schedules will be reviewed and ratified on the calendar anniversary of each year of the contract when annual workplans are being discussed with FCDO.

During the implementation phase, the supplier will be required to produce an annual workplan for each year of delivery outlining a schedule of deliverables to be completed each quarter and estimated costs. As outlined in section 7.2, the Supplier will be required to produce a ToR for each deliverable which should specify the fees that will be required to produce the deliverable aligned with the milestone payment plan. The ToR and associated fees will be reviewed by the PRO and programme manager, and approved provided they are well justified and in line with the overall forecast budget agreed with FCDO at the start of each year.

During the final year of implementation, the supplier should include in their annual workplan costs related to programme closure activities. A final payment will be made following FCDO acceptance of the closure report and completion of all other closure activities required by the contract.

17. BREAK POINTS

The contract will include the following break points:

- At the end of the Inception Phase, following a review of performance to date and the desire of all parties to continue to the implementation phase
- At the end of the current government Spending Review period (March 2025), following a review of FCDO resources and forward priorities

Additionally, FCDO will reserve the right to end the contract at any point due to poor performance by the Supplier and/or a lack of resources to continue the programme, in line with the contract exit clauses and notice periods outlined in the GEMFA Terms & Conditions.

18. SUSTAINABILITY

SIMAP does not aim to be sustainable in the sense that activities will not be possible to continue without funding after the end of the programme. However, elements of the programme – in particular the focus on capacity building for partners to address weaknesses in their monitoring and/or delivery approaches – should influence sustainable change in the quality of practice and information available to guide decision-making by FCDO and its partners in the international community.

Sudan is highly vulnerable to climate change due to its desert climate and limited rainfall, while FCDO is committed to aligning with the Paris Agreement and Sudan's Nationally Defined Contributions. While it is not anticipated that the programme will undertake any activities that present significant environmental threats or opportunities, security considerations and poor transport infrastructure in Sudan will necessitate a moderate climate impact through air and car travel by the Supplier.

The Supplier will be expected to identify and enact ways in which emissions can be minimised in their delivery of the contract. Potential strategies could include: (i) ensuring monitoring visits are planned efficiently to collect as much information as possible during country visits by international staff and/or when visiting a particular location (e.g. visiting multiple partners or programmes active in the same region) to reduce the need for multiple trips; and/or (ii) exploring where remote, digital technologies can be used to reduce or replace the need for travel (e.g. conducting phone or video surveys and interviews).

19. CONTRACT AMENDMENTS

Due to the adaptive nature of the contract a change control process will be required to amend the contract when necessary, whether this constitutes changes to the milestone delivery plan or any other material aspects of the contract. Any proposed material amendment to the contract must be submitted 3 months in advance of any change and signed off by the FCDO Senior Responsible Owner (SRO) and Commercial Lead.

20. EXIT & CLOSURE REQUIREMENTS

As outlined in section 7.3, the Supplier should propose a plan to FCDO for the closure of programme activities no less than 6 months before the contract end date and in line with the contract terms and conditions. This should include plans to responsibly wind down activities in Sudan, to transfer or dispose of all assets procured through the programme, and to transfer all data and information generated by the programme to FCDO.

The Supplier should produce a Closure Report as a final deliverable marking the end of the contract. Further details are included in section 7.3.

21. INTELLECTUAL PROPERTY & SENSITIVE INFORMATION

All intellectual property generated through the programme – including all original datasets and reports – will be the property of FCDO and will remain so after closure of the programme. The Supplier should follow the requirements of the General Data Protection Regulation (GDPR), set out in Annex E with regard to handling of personal information and sharing it with FCDO. FCDO may optionally choose to share some of the materials generated through the programme with implementing partners or partners in the international community, and may ask the Supplier to redact or remove any sensitive information to enable such sharing.

Due to the sensitivity of some topics explored in the FCDO's policy and programme portfolio in Sudan, it may be necessary for some Supplier staff to obtain Security Check (SC) clearance from the UK government to enable them to work on specific deliverables and exchange information with FCDO staff. In their proposals, suppliers should indicate whether they have staff on their rosters who are cleared at this level and/or their preparedness to obtain security clearance for relevant staff if deemed necessary. Any costs associated with obtaining clearances for staff should be met by the Supplier and will be reimbursable as an expense. Further information on clearance levels and processes is available on the UK government Security Vetting website.⁹

The Supplier will seek written permission from FCDO before sharing any materials generated through the contract – for example, as a sample of work – outside the team immediately working on the deliverables. Any material that is sensitive in nature should not be shared beyond Supplier team members who have appropriate security clearance.

22. General Requirements

In line with the provisions of GEMFA and the FCDO Supplier Code of Conduct,¹⁰ the supplier will be required to demonstrate and maintain compliance with the following requirements across the life of the contract and all personnel working on it.

22.1. DUTY OF CARE

All supplier personnel (including their employees, sub-contractors or agents) engaged under this contract will come under the duty of care of the lead Supplier. The Supplier is responsible

⁹ See: [United Kingdom Security Vetting - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/united-kingdom-security-vetting)

¹⁰ See: [Code of Conduct.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/674444/code-of-conduct.pdf)

for the safety and well-being of their personnel and any third parties affected by their activities, including appropriate security arrangements. The Supplier will also be responsible for the provision of suitable security arrangements for their domestic and business property. FCDO will share available information with the Supplier on security status and developments in-country where available. Travel advice is also available on the FCDO website for UK nationals. The Supplier must ensure they (and their personnel) are up to date with the latest position and any changes as they happen, as well as the specific guidance issued by other countries for their citizens.

This contract will require the Supplier to operate in conflict-affected areas, some of which may be highly insecure. The security situation is subject to change at short notice. The Supplier should be in a position to ensure continuity of safe and effective work in such an environment and should be capable of deploying to any areas required within Sudan in order to deliver the contract. It is not expected that the Supplier would put staff at direct risk – and proposals from the Supplier to temporarily suspend activities and/or exclude certain areas from fieldwork due to security concerns will be duly considered by FCDO. However, the Supplier must have the ability to monitor projects in a wide range of different districts across Sudan consistent with where programme implementing partners are active.

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the contract. The Supplier must ensure their personnel receive the required level of training prior to deployment (where applicable).

FCDO has carried out a country risk assessment (of foreseeable risks) for Sudan, which is included at Annex D. It is worth noting that at October 2023, FCDO advises against all travel to Sudan for UK nationals. Travel guidance is likely to evolve over the life of the contract and may differ for Supplier staff of different nationalities. Suppliers are required to provide evidence that they have the capability to take on and effectively manage their duty of care responsibilities throughout the duration of the contract.

FCDO will not award a contract to a supplier who cannot demonstrate they are willing to accept and have the capability to manage their duty of care responsibilities in relation to the specific procurement.

22.2. CONFLICTS OF INTEREST

To assist FCDO to assess any potential conflicts of interest (ColS), suppliers are required to include in their proposals any current FCDO Tier 1 implementing partners (see table 3) that they, their Sudanese partners, and any staff working on the contract have been working or plan to work with inside Sudan between 2020 to 2024. The supplier will also be required to declare any conflicts of interest arising over the life of the contract. A process for discussing and recording ColS will be agreed with FCDO during the Inception Phase, though is expected to form a standing agenda item during monthly programme management boards.

22.3. ETHICS

The FCDO expects that all evaluation, monitoring and any other related forms of data collection and analysis conducted on its behalf must comply with and be guided by the ethical principles and standards set out in the FCDO Ethical Guidance for Research, Evaluation

and Monitoring¹¹. All evaluation and monitoring assignments should also comply with the safeguarding in research standards¹².

The supplier should consider whether external ethics approval is needed for any assignments commissioned under the contract. Alignment with the FCDO's ethical principles and standards will normally be assured by submission of relevant protocols for review by the Institutional Review Board (IRB)/Research Ethics Committee (REC) and the relevant regulatory authority in the country where the research is completed. For most exercises, this will not be required, however, the FCDO expects that the planning of data collection and analysis will reflect active consideration of the ethics principles and standards throughout service delivery. During delivery of the contract, the Supplier must inform FCDO immediately of any ethics issues arising and shall investigate and document all breaches of the ethics principles and standards or potential cases of a breach.

22.4. INCLUSION

The FCDO aims to ensure that “no one is left behind”, and therefore expects both programming and evidence gathering to have a gender, age and inclusion lens. MEL systems should be able to show not only whether FCDO's interventions are working, but also who they are reaching, and any unintended consequences on groups. Inclusion encompasses meaningful engagement of all programme participants throughout service delivery, including those with limited visibility and those that are hard to reach, such as girls and those with disabilities.

The UK is bound by various policy and legislative commitments on gender equality, including the UK's International Development (Gender Equality) Act 2014, which makes consideration of gender equality a legal requirement before the provision of any UK development and humanitarian spend.

The FCDO expects that issues of gender equality and inclusion are considered throughout service delivery. Data collected under the contract should go beyond counting numbers to capturing the quality of results for different groups, and data collection methods should enable all groups to express their experiences and views. Where possible, all data should be disaggregated by sex, disability, age, geography and other relevant dimensions, and the analysis should highlight any differences and trends for these groups¹³.

22.5. BENEFICIARY ENGAGEMENT

Beneficiary engagement is about upholding dignity and agency of the people that the FCDO aims to support through its interventions. It is also about the right of beneficiaries to have a say over decisions that affect their lives. Beneficiary engagement is a process of thoughtfully finding ways to help beneficiaries have more agency in a meaningful and safe manner. The FCDO's approach to beneficiary engagement is based on four principles:

- **Do no harm** – beneficiary engagement should be designed with care to ensure that beneficiaries are not harmed through their engagement, that they feel safe to share their views and that the information they provide is kept safe.

¹¹ See: [FCDO Ethical Guidance for Research, Evaluation and Monitoring Activities - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/fcd-ethical-guidance-for-research-evaluation-and-monitoring-activities)

¹² See: [UKCDR: Guidance on Safeguarding in International Development Research | UKCDR](https://www.ukcdr.org.uk/guidance-on-safeguarding-in-international-development-research)

¹³ See <https://www.data4sdgs.org/inclusivedatacharter>

- **Engage early** – beneficiary engagement should be planned at the outset of the evaluation to ensure that their input is meaningful, and the resources required are available. It can also help to mitigate the risk of harm.
- **Leave no one behind** - beneficiary engagement should reach every beneficiary, including those beneficiaries who are the most marginalised, such as disabled people, the elderly, women and girls or others facing discrimination. They can be the hardest beneficiaries to identify, reach and engage.
- **Close the loop** – ensure that beneficiary engagement is respectful by acting upon feedback gathered and updating beneficiaries on what action is taken.

The Supplier is expected to give due consideration to engaging with beneficiaries and affected communities throughout service delivery, according to what is practical and relevant to the activities being delivered or assessed. The Supplier should consider at what stages beneficiary engagement can go beyond one-way extractive processes and include two-way engagement between beneficiaries and researchers. This should, at all times, consider the best combination of methods for gathering reliable data from beneficiaries (for example, avoiding elite capture and bias, ensuring diverse views, robust sampling protocols, etc) and sourcing evidence from other sources. At a minimum, the Supplier should state what their approach to beneficiary engagement will be for each assignment a ToR is developed for, demonstrating that they have considered what is the most appropriate way to engage with beneficiaries during key stages of the process.

22.6. UK AID BRANDING

The Supplier is expected to comply with clause 34 of the Global Evaluation & Monitoring Framework Agreement Terms and Conditions. Given the need for Supplier staff to be perceived as sufficiently independent by implementing partners and beneficiary communities to illicit unbiased feedback, UK aid branding may not be appropriate in connection to all supplier materials and field activities. The Supplier will agree an approach with FCDO to utilising UK Aid branding during the Inception Phase, though it is expected this will predominantly apply to intellectual property generated through the contract – such as final reports and information products – which FCDO may wish to share externally.

22.7. GDPR

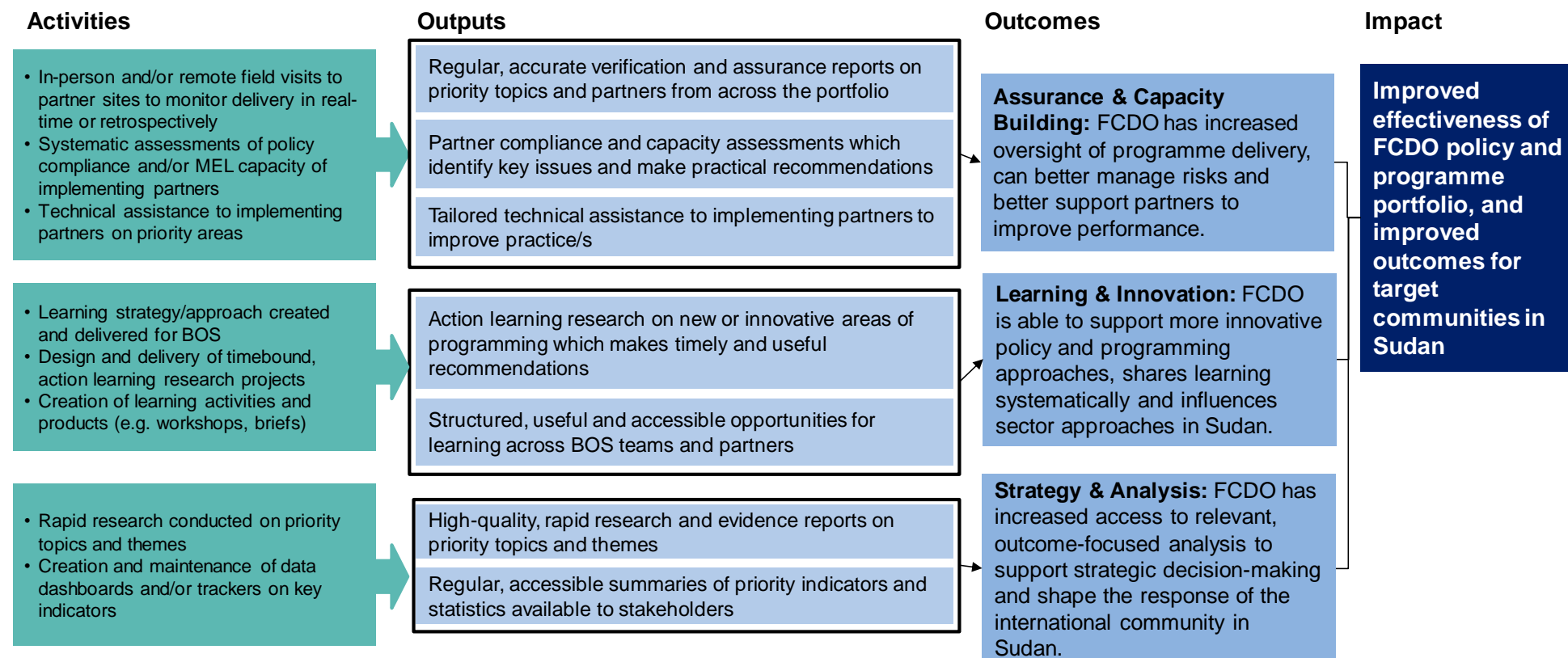
General Data Protection Regulation (GDPR) came into force in the UK on 25th May 2019. GDPR builds on data protection legislation, with a focus on governing the processing of personal data. Personal data is information relating to an identified, or identifiable living person. The Supplier must agree to comply with GDPR legislation throughout the delivery of this tender. Please refer to the GDPR Schedule given at Annex E to these Terms of Reference.

22.8. TRANSPARENCY

FCDO has a duty to show UK taxpayers where their money is being spent, its impact, and the results achieved. FCDO requires suppliers receiving and managing funds to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate subcontractors, sub-agencies and partners. It is a contractual requirement for all suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this FCDO – further IATI information is available on the International Aid Transparency Initiative website.¹⁴

¹⁴ See: [IATI Standard - iatistandard.org](http://iatistandard.org)

Annex A: Sudan Independent Monitoring & Analysis Programme Theory of Change



ANNEX B: HMG Sudan Country Plan 2022-25, March 2023

Note: British Office Sudan plans to fully revise the Sudan Country Plan in autumn 2023 to reflect the changed context since the outbreak of fighting between the Rapid Support Forces and Sudanese Armed Forces in April 2023. In the interim, the below provides an overview of the objectives HMG was working to in Sudan prior to the conflict as an indication of the types of themes that have recently been of interest to HMG. It is expected SIMAP could conduct monitoring or analysis on any external-facing themes included in the Country Plan or other country strategies in use by FCDO over the course of the contract.

Country Impact Statement 23-25: 'A successful civilian-led political and economic transition in Sudan, supporting the most vulnerable people, avoiding further destabilisation and building towards a more peaceful, inclusive, prosperous and democratic state, a positive influence in the multilateral arena, better aligned with the UK position on global priorities, with preparation for elections underway.'

▶ **Democracy & Freedom:** An inclusive political process that leads to credible elections, adherence to international human rights norms, state-building and peace-building.

▶ **Regional Stability & Security:** Sudan contributes to (i) improved regional stability; (ii) cooperates on areas of UK interest (national security, trade); and (iii) regional states support Sudan's stability and development.

▶ **Economy & Climate:** Sudan returns to and maintains a credible and politically-sound economic reform programme; tackling the drivers and impact of poverty and climate change. Enhanced resilience of people, ecosystems and markets.

▶ **Women & Girls Empowerment:** Cultural, political, and socio-economic barriers are addressed, increasing opportunities for women and girls to realise their potential. Sudan's human capital is strengthened, laying a stronger foundation for inclusive economic growth.

▶ **Humanitarian:** An efficient and responsive humanitarian system that reduces preventable deaths, ill health and keeps people safe from harm.

▶ **Consular & Crisis:** Effective and efficient delivery of consular services to visiting and resident British nationals focused on the most vulnerable. Respond effectively in the event of a crisis.

Out of scope

ANNEX C: Proposed Governance Structure for SIMAP

Weekly

Programme Management Check-in

Chair: Supplier Team Leader

Secretariat: Supplier Programme Manager

Membership:

- SIMAP PRO & Programme Manager

Agenda:

- Workplan progress and adjustments
- Programme approvals (e.g. personnel, deliverables)

Monthly

Programme Management Board

Chair: Supplier Team Leader

Secretariat: Supplier Programme Manager

Membership:

- SIMAP SRO, PRO & Programme Manager
- Supplier Director

Agenda:

- Workplan progress and adjustments
- FCDO feedback on performance
- Financial management and compliance (e.g. risk management, Cols, etc)
- Lessons from delivery
- 1 x year: Performance against contract KPIs, VfM and programme log frame

Quarterly

BEK Programme Steering Board

Chair: SIMAP PRO

Secretariat: SIMAP Programme Manager

Membership:

- PROs for all BOS bilateral programmes
- BOS advisers and political team
- Country Board reps (Development Director, SIMAP SRO/DDD, HMA)

Agenda:

- Feedback on supplier performance
- Priorities for next quarter – monitoring visits, rapid research, etc
- 1 x year: Review of programme ToC, annual workplan and ways of working

Bi/annually

Implementing Partner Forum/s

Chair: SIMAP PRO

Secretariat: SIMAP Programme Manager

Membership:

- Representatives from key BOS programme implementing partners involved in programme
- PROs for BOS bilateral programmes
- Supplier team leader

Agenda:

- Feedback on supplier performance and ways of working
- Priorities – technical assistance
- Held after first 6 months of implementation phase, then annually

ANNEX D: COUNTRY RISK ASSESSMENT – SUDAN

Project/intervention title: Sudan Independent Monitoring & Analysis Programme

Location: Sudan

Date of assessment: 09 November 2023

Assessing official: Ben Nicholson, Deputy Head of Mission, British Office Sudan

The table below outlines risk ratings based on current FCDO travel advice for Sudan.¹⁵ At November 2023, all of Sudan is designated as red (FCDO advises against all travel for UK nationals). However, FCDO implementing partners remain active in many parts of the country and the risk levels vary from one region to another – for example, access to medical facilities and travel are easier in the North and East of the country (which is SAF-controlled) than in the West or South.

Theme	FCDO Risk score
OVERALL RATING	4
FCDO travel advice	4
Host nation travel advice	Not available
Transportation	4
Security	5
Civil unrest	5
Violence/crime	5
Terrorism	4
War	5
Hurricane	1
Earthquake	1
Flood	2
Medical Services	5
Nature of Project/Intervention	3

1 <i>Very low risk</i>	2 <i>Low risk</i>	3 <i>Medium risk</i>	4 <i>High risk</i>	5 <i>Very high risk</i>
Low		Medium	High risk	

¹⁵ See: [Sudan travel advice - GOV.UK \(www.gov.uk\)](https://www.gov.uk/sudan-travel-advice)

ANNEX E: SCHEDULE OF PROCESSING, PERSONAL DATA AND DATA SUBJECTS

This schedule must be completed by the Parties in collaboration with each other before the processing of Personal Data under the Contract.

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

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this Call-down Contract:</p> <p>The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of the following Personal Data:</p> <p>For the avoidance of doubt the Supplier shall provide anonymised data for the purposes of reporting on this project and so FCDO shall not be a Processor in respect of this data as it does not constitute Personal Data.</p>

