



Department
for International
Development

Humanitarian Assistance and Resilience in
South Sudan (HARISS)
March 2017

PO 7478 Terms of Reference for an Evidence and Learning Facility in South Sudan (ELFSS)

INTRODUCTION

1. The Supplier will be responsible for managing the monitoring, evaluation, research, analysis and knowledge management of the Humanitarian and Resilience Programme in South Sudan (HARISS). The overall service described in these terms of reference is referred to hereafter as the Evidence and Learning Facility for South Sudan (ELFSS).
2. HARISS is a five-year (2015-2020) humanitarian and resilience building programme targeting the Greater Upper Nile (GUN) states. It aims to save lives, alleviate suffering of those populations affected by the country's alarming humanitarian crisis, and support vulnerable people's capacities to prepare, withstand and recover from conflict, natural disasters and disease outbreaks. It has three components:
 - i. Life-saving assistance that aims to lessen the risk of mortality and morbidity amongst displaced populations and vulnerable host communities
 - ii. Resilience-building that aims to help vulnerable people to prepare for, withstand and recover from conflict, disasters and stresses – the focus is on 1) food security and livelihoods, (2) protection and gender-based violence, and (3) emergency preparedness and response;
 - iii. Enhanced monitoring and evaluation to better measure the impact of interventions and of multi-year programming, and to make tangible progress in priority areas such as accountability to affected populations and Value For Money.
3. These Terms of Reference (TORs) for ELFSS articulate the specific requirements within the third HARISS component on monitoring and evaluation.
4. Investing in resilience in areas that have suffered intense insecurity over many years is innovative and potentially risky. Equally, maintaining humanitarian aid indefinitely will do little to help people and communities move beyond dependence, towards self-reliance and resilience to future shocks and longer term community development. Simultaneously supporting humanitarian response and resilience in the same region is a

new strategy for DFID South Sudan. We assume this will allow for rapid flexibility to changing circumstances and the capacity to switch “modes” from resilience to emergency response and back, as per local dynamics. This approach will be tested over the next four years with the support of the service provider that is sought through these ToRs.

5. In doing so, DFID intends to better understand how to achieve improved outcomes for people living in areas of protracted crises. Results in this context include the capacity to better cope with the impacts of conflict, changing climates and natural hazards when they occur; to reduce food insecurity, especially over the hunger gap; to reduce exposure of women and girls to violence; to enhance capacity to prepare for and respond to disasters. Therefore, this model is one of supporting the right action in the right places, putting in place the means to capture the learning and evidence of the best value for money (VFM) approaches across different modes of response¹.

PROBLEM STATEMENT

6. There is broad recognition of the need for better understanding of the link between inputs, outputs and outcomes in South Sudan, and for having a more result-oriented and evidence-based humanitarian response. Evidence of impact and a clear understanding of what works/doesn't work to enable successful projects be replicated or scaled up is partial at best. There are several reasons for this, including insufficient or lack of dedicated means for learning in real-time, adjusting programmes accordingly and building a robust evidence base for the humanitarian sector.
7. Development and humanitarian agencies are increasingly recognising the need to do work differently and to “blend design and implementation through rapid cycles of planning, action, reflection and revision (drawing on local knowledge, feedback and energy) to foster learning from both success and failure.”² There is also growing recognition that we simply don't know the answers up front but rather need to make ‘small bets’ to identify activities that show promise of meaningful results and others that don't.
8. Given the HARISS programme is a needs based humanitarian response, and acknowledging that a deterioration in the overall security and humanitarian situation in South Sudan is looking highly likely, it is probable that DFID's humanitarian partners will operate in increasingly broad geographical locations, and with increased risks of loss and diversion due to external factors. The Supplier's approach particularly to providing rapid TPM / verification / impact missions will be a priority.

¹ Achieving better value for money is fundamental across DFID spend globally; more info can be found in [DFID's approach paper](#) to VFM.

² ² [Doing Development Differently](#) is a development manifesto with over 400 signatories from 60 countries. More info: <http://doingdevelopmentdifferently.com/>

9. The Objective of ELFSS is i) to develop a robust evidence base on the impact of UK investments in humanitarian and resilience work in South Sudan and ii) to enable well informed decision making during the course of HARISS by DFID South Sudan and partner agencies.

The **main outcomes** are:

- i. **Enhanced adaptive programming**, defined in monitoring as the capacity of organisations to make more rapid, iterative adjustments to programmes based on ongoing monitoring and evaluation (M&E) and active communication with communities;
 - ii. **Strengthened environment for learning and adaptation**. Humanitarian and resilience practice and policies are informed by the best available emergent evidence pertinent to the specific problems being addressed. This means building a robust evidence base on what works and what doesn't work;
 - iii. **Value for money (VFM)** of multi-year and flexible programming is assessed and enhanced in comparison with annual / status quo DFID humanitarian investments in South Sudan;
 - iv. **Partners' performance** will be evaluated utilising Development Assistance Committee DAC criteria³, accountability to affected populations (AAP), and VFM.
10. The ELFSS should build on the significant body of research and analysis that has already been undertaken over many years in South Sudan, with a focus on learning that is relevant to the areas of work in GUN States. This accumulated learning will be fed into an evidence database under a "Knowledge Management" function that is described within these TORs.

THE RECIPIENT

11. The primary recipients of this programme are DFID South Sudan and the HARISS programme steering committee members. Secondary recipients are partner organisations (e.g. UN and NGO organisations) of DFID under the HARISS programme.

SCOPE

12. The Supplier will be responsible for managing the implementation of the ELFSS between 12th June 2017 and the 12th June 2021. It will involve working with HARISS implementing partners including United Nations (UN) agencies, the International Committee of the Red Cross (ICRC), and Non-Governmental Organisations (NGOs).

³ [DAC criteria](#) have been developed in a consultative process including a broad spectrum of development stakeholders globally and set out the key principles of good evaluation processes.

13. The work is divided into four separate, yet complementary components: (i) monitoring and evaluation, (ii) value for money, (iii) accountability to affected populations, and (iv) knowledge management. It is expected that bids will clearly articulate the management and delivery of each component.
14. This contract will complement and link to different DFID-funded knowledge management / research agreements in relevant sectors in South Sudan and elsewhere.⁴

REQUIREMENTS

15. The Supplier will be expected to deliver on the following tasks:

i. HARISS Monitoring and Evaluation

- Undertake an assessment of the M&E systems, capabilities, strengths and weaknesses of all partners. This should be done in a collaborative manner with a view to understanding all partner M&E capacities and approaches in line with DFID expectations and principles.

This should analyse, inter alia, agency capacity for understanding how results are being captured; how well indicators are developed, how assumptions are made; quality of baseline indicators used including the quality and robustness of data sources; capacity for theory of change process; quality of logframes; extent of gender and equity considerations;

Results from this analysis should be clearly presented in a matrix that sets out key functions / processes, with a scoring given to each, to enable understanding of the strengths and weaknesses of partner agency's capacities. A "traffic light" or similar system should enable orientation for improvements needed, examples of best practice, as appropriate.

- Synthesise and interpret data collected against key HARISS programme logframe indicators. This will include regular, at least bi-annual, summaries of key results data for the DFID Results Framework. We will be looking for dynamic presentation of results and relevant data, as elaborated in paragraph 16.
- Commission, or undertake directly, third party monitoring (TPM) to support and supplement DFID partners' internal monitoring capability. This will include systematic visits by third party monitors to DFID funded humanitarian and resilience projects to verify the approach taken in terms of quality and results. This can be organised by geographical area, sectorial thematic or by partner / consortia, as appropriate. There will be an estimated 12 partners overall working across at least three GUN states.

⁴ These include the [Building Resilience and Adaptation to Climate Extremes and Disasters](#) (BRACED) consortium, which has a specific [knowledge management service provider](#). CONCERN manage the [Braced consortium](#) for South Sudan. [Secure Access in Volatile Communities](#) (SAVE) focuses on accountability / M&E and learning in conflict-affected states.

The purpose of TPM is to bring an objective / external verification of delivery and to provide a neutral, standardised and independent view across the whole humanitarian and resilience portfolio. TPM should also draw out examples of good practice. A partnership or sub-contract(s) with a local company or organisation(s) is encouraged.

- Provide relevant components of the HARISS reporting and learning process on an annual basis. This will include:
 - a) producing bi-annual reviews, including summaries of progress against baseline indicators, test assumptions and the theory of change of each project, assess evidence and learning generated by partner organisations against the programme logframe(s) and recommendations for programme adjustments;
 - b) providing timely inputs for DFID's annual reviews and mid-term / end line evaluations;
 - c) producing a number of in-depth topical studies on a theme or sector to be determined by DFID and HARISS implementing partners in the course of the programme– see relevant paragraph under Knowledge Management, below.
- Provide high-level technical support and quality assurance to DFID's HARISS partners that advance projects' M&E, evidence and learning – e.g. on baselines, sampling, surveying, composite indicator design, bespoke evaluation methods, etc.
- Support, where necessary, HARISS partners to incorporate gender, age and disability sensitivity in beneficiary selection and project design; develop adequate results reporting templates that capture data disaggregated by age and gender.
- A set of core questions DFID will be seeking to understand, monitor and evaluate over the period of the contract is set under the Requirements section (paragraph 15).

ii. VALUE FOR MONEY

- Design a framework to analyse and compare the VFM of different project and programme initiatives supported under HARISS including: humanitarian responses and the main resilience components; a breakdown of expenditure by key results across the HARISS portfolio.
- Determine benchmarks for measuring VFM between annual and multi-year funding;
- Define VFM indicators for key resilience investments. This should include a return on investment and cost: benefit analysis across sectors, enabling comparison, analysis and learning.
- Produce recommendations and relevant learning for HARISS partners on best practice and lessons learned for enhancing VFM on a 6 monthly basis.

iii. ACCOUNTABILITY TO AFFECTED POPULATION (AAP)

- Undertake a review of existing initiatives in South Sudan that promote AAP. This should include “beneficiary feedback mechanisms” and “communicating with communities” models. This report should identify the different models that are adopted or piloted and the extent to which effective two-way communication with target communities is working. This report is expected within the inception phase period (first 6 months of the contract).

DFID will be looking for evidence of where learning and evidence already generated in these fields has been capitalised on to date; the intention is to guide the appropriate mechanism(s) that will be utilised for HARISS.

- Extract lessons learned from the DFID-funded SAVE-ME and CDAC projects⁵ that are relevant for the context of South Sudan considering levels of literacy, trust, gate-keeper bias, aid manipulation, mobile network coverage, etc. Innovative alternatives that enable actual two-way communication (including responses to feedback) while being unobtrusive for communities are welcomed.
- Analyse existing AAP mechanisms of HARISS partners and existing AAP projects in the country influence project design and adjustments.
- Field research conducted or contracted by ELFSS in AAP should aim for gender equity in field teams, to the extent possible.
- Produce recommendations and relevant learning for HARISS partners on best practice and lessons learned from AAP analysis on a bi-annual (six monthly) basis.

iv. KNOWLEDGE MANAGEMENT

- Undertake a systematic review of evidence and learning in fields of resilience related to HARISS core themes⁶. This should include relevant programme evaluations, knowledge, attitude and practice (KAP) analysis, longitudinal studies, etc. Building upon the significant body of research and learning already compiled over many years in South Sudan should help to develop an evidence base on what works to build resilience and reduce vulnerability in the local context of the GUN region. This review is expected by the end of the first six months / inception phase of the contract.
- Produce or commission publications / reports that are relevant to HARISS and fill specific gaps in the existing literature. These can include real-time

⁵ [Secure Access in Volatile Communities](#) M&E (SAVE-ME) includes research into models of accountability to affected populations and beneficiary feedback. [Communicating with Disaster Affected Communities \(CDAC\)](#) aims to enable communities affected by, and prone to, crisis are actively engaged in decisions about the relief and recovery efforts in their country.

⁶ See HARISS framework in Annex 1.

reviews of HARISS programme and partners' performance, thematic / topical reports relevant to HARISS investments including on topics such as VFM, AAP and the impact of multi-year humanitarian programming. At least 24 reports are expected within the project timeframe with an indicative breakdown as follows:

- (i) 8 bi-annual (six monthly) HARRIS progress reviews;
 - (ii) 3 topical studies, respectively on VFM, AAP and HARISS' overall impact;
 - (iii) 12 thematic reviews on topics such as a comparison between annual and multi-year funding⁷, Gender Based Violence (GBV) response and risk prevention approaches, flexible programming, benefits from linking emergency and resilience building, etc. (see HARISS framework in Annex 2). A steering committee for HARISS will decide, collectively, on the priority areas for thematic studies or reviews.
- Undertake a scoping study of mapping / GIS capacity in South Sudan with a specific emphasis on HARISS. This should include the capacity for i) actor mapping by area, ii) risk and hazard mapping, iii) markets analysis including trade routes and key logistics factors; iv) human geography, etc. This should be completed within the inception phase period/first six months following contracting and include options for partnerships with existing agencies where they have capacity.
 - Depending on the outcome of the systematic evidence review (outlined above) and the need for additional research and learning - DFID SS and IMC will jointly manage and monitor the use of £400,000 contract Evidence Fund that enables new research into specific fields of enquiry relevant to the HARISS programme. DFID will approve extra research requirements. Should the Evidence Fund not be fully utilised during the HARISS programme the unused funds will be re-invested in any other programme as deemed appropriate by DFID.
 - The Supplier will be expected to develop, host and maintain a website that enables HARISS partners to upload results and key project data. It should provide individual web-platforms for each HARISS partner who can set their own level of security / access for DFID and other HARISS colleagues. It should have geographical information services (GIS) capacity to enable a view of actions per location, linked with key documents, photographs, video, etc. This service will not be hosted on the DFID web platform. It should demonstrate what is possible with on-line results reporting and build upon a similar service operational under the DFID multi-year humanitarian programme in Somalia. DFID will own the copyright to the platform and may choose to replicate. Linked to this will be the need to demonstrate how innovative technology including GIS, mapping and other technology for data collection and submission is being used to best effect in South Sudan.

⁷ The South Sudan Common Humanitarian Fund (CHF) provides up to one year funding and is one example of a funding mechanism that could be used to compare the quality of outcomes and impact across different sectors.

- The Supplier will remain updated and informed on emergent evidence in the sphere of evidence and learning in the fields of humanitarian and resilience.

16. Core monitoring and evaluation questions for HARISS

Coherence: How coherent is the portfolio? How do the projects come together and complement each other? Has the approach been both results and cost effective? To what extent does HARISS and the work of ELFSS interact with and contribute to the UN-led Humanitarian Needs Overview and the South Sudan Humanitarian Response Plan?

Effectiveness: How does multi-year humanitarian funding change the way in which agencies programme? Does it improve VFM? What examples demonstrate better VFM? How does it compare to annual funding mechanisms?

Effectiveness: Have the specific needs of women and girls been taken into account by partners and have new approaches led to better outcomes for women and girls?

Relevance & effectiveness: Does providing early and flexible funding prevent situations from worsening? To what extent has the Emergency Preparedness and Response (EPR) mechanism reduced mortality, morbidity and suffering compared to the pre-existing system(s)? How well did the Internal Risk Facility (IRF) work and how was this seen by partners / beneficiaries?

Impact: To what extent does multi-year humanitarian funding improve outcomes for those in need of humanitarian assistance? In which groups are benefits found? What are the different impacts (and unintended consequences) for men and women, and children?

Impact: Does resilience programming actually work to i) enable transition from dependence on humanitarian aid to self-reliance, and, ii) reduce people's adoption of negative coping mechanisms?

COMMUNICATION

17. Synthesise all the information and data generated for each partners' projects using infographics, statistics analyses including graphs and animations, concise written summaries in plain English, presentations with maps and relevant images, highlights and flags for specific areas of concern or excellence achieved on the ground. Sources for these analyses will include partner's M&E, communicating with communities / beneficiary feedback, third party monitoring, DFID's own monitoring field trips, photographs / video, or other media. This project-by-project analysis will be expected on a bi-annual / six monthly basis.

SPECIAL REQUIREMENTS

18. Other specific requirements for the Supplier include the following:

- a) **Financial Management:** All funds will be managed by the Supplier who will provide quarterly financial reports to DFID South Sudan. **No funds will be channelled through government systems.**
- b) **Risk Management:** The Supplier will review and maintain a risk matrix. A high risk and unpredictable operating environment is likely to persist for the duration of this intervention; therefore adaptability and effective risk identification, mitigation and management will need to be demonstrated and practiced throughout implementation. Risk management will be discussed on a quarterly basis by the Supplier and DFID due to the need to adapt to the changing contexts of operations.
- c) **Procurement:** The Supplier will develop a Procurement Plan in line with EU procurement guidelines, based on best practice and principles of transparency and value for money.
- d) **Asset Management:** The Supplier will manage how assets are procured by the ELFSS (if required). This includes maintaining an asset register, ensuring third party responsibilities are clear, considering whole life costs as part of ensuring cost effectiveness and value for money. Disposal of the assets at the end of the programme will be agreed by DFID.
- e) **Demonstrating value for money:** The Supplier will need to demonstrate and report on efficiencies and competitiveness in relation to staff salaries and associated costs, indirect overhead costs.
- f) **An implementation plan** for the inception and implementation phases giving clear deadlines for the deliverables outlined paragraphs 15 to 17 as well as the following points:
 - (i) Inception phase activities (maximum six months)
 - (ii) Setting up the office, procuring assets
 - (iii) Developing a mission statement and implementation work plan.

The implementation work plan will be regularly reviewed by the DFID South Sudan and should be considered a work in progress by the ELFSS Supplier.

CONSTRAINTS AND DEPENDENCIES

- 19. Humanitarian access in some areas of South Sudan is hampered by conflict, insecurity and obstruction by authorities and armed groups, making the delivery of humanitarian assistance challenging and at times impossible.
- 20. This makes monitoring and evaluating impact and performance challenging, especially in conflict-affected areas of the country. Monitoring will continue

to be undertaken by partners using a range of methods. These are expected to include third party monitoring, beneficiary consultation etc.

21. As noted above, there are numerous factors that could have implications for the evaluation, such factors need to be considered, and mitigating actions proposed in the evaluation design.
22. DFID envisions the establishment of a steering committee of key DFID and non-DFID experts in South Sudan humanitarian and development action. This steering committee would meet as required to review proposals for research, evaluations and studies, to ensure relevance, appropriate methodology and coordination with other donor supported research.
23. The Supplier will be expected to establish and maintain appropriate business standards, procedures and controls ('Ethical Walls') to ensure that no conflict of interests (Col) arises in relation to services undertaken for DFID.

TIMEFRAME

24. It is anticipated that the contract will commence 12th June 2017 and run until the 12th June 2021. An inception phase will last for the first six months of the programme. In order to reflect the fluid security situation in South Sudan and ensure there is sufficient flexibility to refocus requirements, there will be a review/breakpoint 2 months following contract award, at the end of the inception phase, and six monthly thereafter.

IMPLEMENTATION REQUIREMENTS

25. VFM of the ELFSS will be monitored throughout the life of the programme. VFM indicators will be agreed between DFID and the Supplier and finalised during the inception phase (first six months).
26. The Supplier will in their delivery of the contract maximise the advantages of PbR, whilst avoiding perverse incentives, and transactions costs.
27. Results will be set at the project onset in a clear logframe, attached to the contract, with indicators, targets and milestones that will set out (i) deliverables to be achieved at the end of the inception phase (first 6 months of the project) (ii) deliverables that will be achieved annually over the life of the contract. Progress will be reviewed annually and targets adjusted if necessary.

DFID JUBA CO-ORDINATION

28. DFID South Sudan's Humanitarian Adviser will provide the technical and management leads. A Humanitarian and Livelihoods Programme Manager

will maintain overall responsibility for ensuring effective contract management of the Supplier in response to these ToRs and for supporting the Supplier as appropriate throughout the assignment.

GOVERNANCE ARRANGEMENTS

29. The Supplier will report to DFID South Sudan Humanitarian Adviser (HA). All TORs for research and evaluations, innovation and/or evidence fund allocations will be approved by the HA.
30. The Supplier is expected to independently manage the implementation plan, but will consult the DFID South Sudan humanitarian adviser before decisions are taken. Evaluation methodologies will be pre-agreed with DFID.
31. The Supplier will inform DFID South Sudan prior to meeting with partners and DFID South Sudan may choose to be present at meetings. DFID South Sudan will facilitate introductions to partners for the Supplier.

REPORTING

32. The Supplier will provide progress narrative and financial reports to DFID SS on a quarterly basis. DFID will provide feedback within ten working days. The Supplier will incorporate this feedback and provide final versions of reports within a further ten day period.
33. DFID will carry out annual reviews of the programme in line with its programme management processes/procedures. The Annual Review report will be shared with the Supplier.
34. The Supplier will carry out an audit of the programme and, in the case of a consortium, of its downstream partners on an annual basis. A copy of the audit report will be shared with the DFID SS in a timely fashion to allow for it to be fed into the DFID annual review process. DFID SS reserves the right to undertake spot checks of the Supplier and downstream partners.

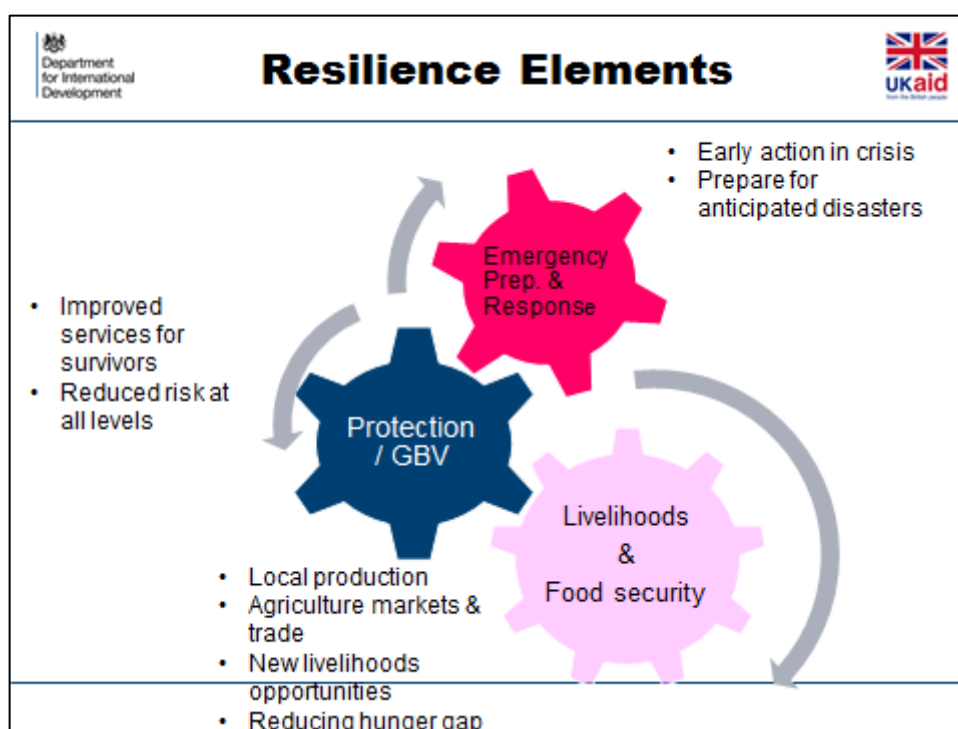
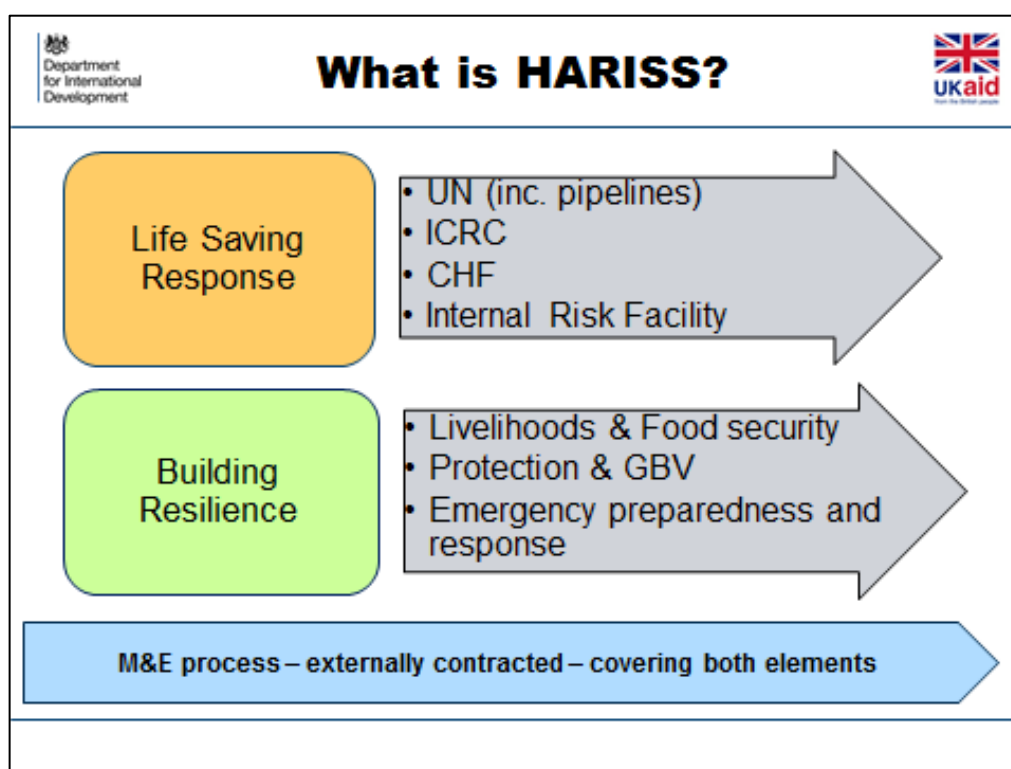
BACKGROUND

35. South Sudan continues to suffer from extreme humanitarian crises which appear to be getting worse, not better, over time. The majority of humanitarian need occurs as a direct consequence of conflict and in many cases targeted attacks on civilians. Natural disasters are prevalent including floods, droughts and disease outbreaks in different parts of the country.
36. Despite this bleak outlook, many areas of South Sudan enjoy periods of relative peace and stability, including large parts of the GUN region. Stability, in these contexts is the absence of conflict, regular displacement and the presence of local governance and civil security. Significant

opportunities exist for recovery, resilience and development work in these areas, although the lack of basic services such as water supply, adequate health and education services, logistical access, etc. prevent any meaningful investments.

37. Traditional South Sudanese mechanisms to cope with multiple shocks have been severely eroded by the conflict, leading to increased reliance on humanitarian assistance. Historically, communities were well adapted to the impacts of floods and droughts due to transhumance nature of their agro-pastoralist livelihood, but restrictions on mobility caused by conflict means that resilience options to flooding and drought have reduced.

Annex 1. HARISS Framework Diagrams



Annex 2. DUTY OF CARE

1. As part of its Duty of Care Policy, DFID SS has assessed the country and project risks in order to allow Suppliers to take reasonable steps to mitigate those risks during the duration of the contract. Below is the key for attributing overall scoring.
2. A matrix showing the latest risk scores for South Sudan as at August 2016 is set out below. **Project:** HARISS

Country: South Sudan

Date of Assessment: August 2016

Assessing Official: [REDACTED]

Theme	South Sudan – country wide
OVERALL RATING ^[1]	4
FCO travel advice	4
Host nation travel advice	None available
Transportation	4
Security	4
Civil unrest	5
Espionage	2
Violence/crime	5
Terrorism	3
War	3
Hurricane	1
Earthquake	2
Flood	3 ^[1]
Medical Services	4

3. South Sudan has been assessed as '4', which is high risk. Travellers and Suppliers should consult the FCO travel advice and DFID South Sudan for latest identification of high risk areas before travel to South Sudan.

^[1] The Overall Risk rating is calculated using the MODE function which determines the most frequently occurring value.

^[1] Flooding does occur during the rainy season between August and November in the North and North-Eastern States of Warrap, Lakes, Unity, Jonglei and Upper Nile.

4. The Supplier is responsible for their staffs safety and well-being whilst they are in South Sudan and for Third Parties affected by their activities under this Contract, including having appropriate security arrangements in place.
5. The Supplier is responsible for providing their own suitable security arrangements for their domestic and business property in-country and for ensuring appropriate on-going safety and security whilst in-country. Up to date travel advice is available from the Foreign and Commonwealth Office (FCO) website for South Sudan⁸.
6. Travel to many zones in South Sudan is subject to daily travel clearance from the UN office in advance. DFID also will share where available, information with the Supplier on the security status and developments in-country where appropriate. The Supplier must ensure that that they receive the required level of training and/or experience on safety in the field **prior** to deployment to South Sudan.
7. The country also sits in a seismically active zone, and is considered vulnerable to minor tremors from earthquakes. These are unpredictable and can potentially result in devastation due to the fact that most buildings have been poorly constructed. There are several websites focusing on earthquakes to which the Service Provider can refer, including the Seismic Hazard Maps of the Worlds Website⁹.
8. The Supplier should be comfortable working in all such environments described above and must be capable of deploying to any areas required within the country in order to deliver on the terms of reference for the Contract

⁸ http://www.fco.gov.uk/en/travel-and-living-abroad/travel-advice-by-country/sub-saharan-africa/south_sudan

⁹ <http://geology.about.com/library/bl/maps/blworldindex.htm>

Annex 3 Contract Deliverables clarified during PTC

List of key decisions made at Post-Tender Clarification stage:

Items agreed at PTC stage in addition to the deliverables mentioned in TOR	When
Revised technical (methodological) approach and resourcing plan due to context	At completion of inception phase
Revised workplan and linked financial plan	A revision to be submitted at the end of the inception period, and any time it is required in the future
Revised payment by result mechanism to reflect approach and incorporate user feedback	At completion of inception phase
Set up and initiation of TPM Lite approach	During inception phase
Full analysis of the security situation, risk appetite, and scenario planning for the contract that outlines clearly if and when (with triggers) remote work would be considered, and based on what and when a return to Juba would be actioned.	Within 2 months of contracting.
Access, security, and staffing structures update.	Initially shared with DFID on a bi-weekly basis with key actions where there are likely to be impacts on delivery.
Updated risk register	Updated monthly. To be shared with DFID at least each quarter.
Amount, nature, and approval mechanisms including templates for the Evidence Fund and Humanitarian Response Fund	At completion of inception phase
Detail of cost savings made following ELFSS and BRACE II contract awards	At completion of inception phase

Core inception period deliverables (in addition to those noted above) as agreed at PTC:

- An assessment of the M&E systems, capabilities, strengths and weaknesses of all partners incl. a gender assessment
- A M&E capacity action plan for the programme and for each partner
- A detailed M&E workplan
- A review of existing initiatives in South Sudan that promote AAP
- A systematic review of evidence and learning in fields of resilience related to HARISS core themes
- A framework to analyse and compare the VFM of different project and programme initiatives supported under HARISS incl. VFM benchmarks, VFM questionnaires and template for VFM reporting
- A GIS mapping capacity study
- A Knowledge Management capacity and gaps' audit report