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CALL DOWN CONTRACT

Framework Agreement with:	Mannion Daniels Limited
Framework Agreement for:	Global Development Delivery Framework (GDD)
	Lot 10 – Education, Gender and Social Inclusion
Framework Agreement ECM Number:	ecm_5883
Call Down Contract For:	Support to the Global Education Evidence Advisory Panel (GEEAP) Secretariat and Building Evidence in Education (BE2) Network
Contract ECM Number:	ecm_7154

I refer to the following:

1. The above-mentioned Framework Agreement dated 18 December 2023;
2. Your proposal of 4 July 2024 (Annex C, Tender)

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 24/01/2025 (“the Start Date”) and the Services shall be completed by 23/08/2029 (“the End Date”) unless the Call Down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement. FCDO may extend the duration of this contract by up to 24 months (subject to Business case addendum).

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 £1,810,389 (“the Financial Limit”) and is exclusive of any government tax, if applicable as detailed in Annex B. FCDO may increase the contract value by up to 120% of the original contract value (exclusive of any government tax).

4. FCDO Officials



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4.1 The Project Officers are:

[REDACTED]

4.2 The Contract Officer is:

[REDACTED]

5. Key Personnel

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

[REDACTED]

6. Reports

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

7. Call Down Contract Signature

7.1 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.



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Annex A

Terms of Reference

Support to the Global Education Evidence Advisory Panel (GEEAP) Secretariat and Building Evidence in Education (BE2) Network under the What Works Hub for Global Education (WWHGE)



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Acronyms

BE2	Building Evidence in Education Network (also referred to as BEE)
BMGF	The Bill and Melinda Gates Foundation (the Gates Foundation)
CIES	Comparative and International Education Society
Coalition for Learning	The Global Coalition for Learning (World Bank, USAID, FCDO UNICEF, BMGF)
EMIS	Education Management Information Systems
EWf	Education World Forum
FCDO	Foreign Commonwealth and Development Office
GEEAP	Global Education Evidence Advisory Panel
GPE	Global Partnership for Education
ITT	Invitation to Tender
KIX	Knowledge and Innovation Exchange (also referred to as GPE-KIX)
KPI	Key Performance Indicator
MoE	Ministry or Ministries of Education
PRO	Programme Responsible Owner
SPB	Strategic Partnerships Board
SRO	Senior Responsible Owner
ToR	Terms of Reference
UKFIET	United Kingdom Forum for International Education and Training
UNESCO IIEP	United Nations Education, Science and Culture Organisation International Institute of Educational Planning
UNICEF	United Nations Children's Fund
VfM	Value for Money
WWHGE	What Works Hub for Global Education



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Summary

Programme name	<p>Strategic and operational support for the global networks on education research: the Global Education Experts Advisory Panel (GEEAP) and Building Evidence in Education (BE2).</p> <p>These services will be delivered as part of the What Works Hub for Global Education (WWHGE) programme. Further information on the WWHGE programme can be found in Annex A and on devtracker¹.</p>
Timeframe	<p>2024- 2029</p> <p>The tender is for delivery with an implementing partner from August 2024 until March 2029 (55 months).</p> <p>FCDO reserve the right to further extend the contract by up to a period of a further 24 months and to increase the contract value. Any amendment to the contract value will represent no more than 120% of the initial contract term value.</p>
Value	Up to £1.84m (exclusive of UK VAT but inclusive of any applicable local taxes) for the initial contract term
Location	Global, with an expectation that the primary focus of events and evidence dialogue will be in Coalition for Learning and WWHGE priority countries (Bangladesh, Botswana, Ghana, India, Kenya, Nigeria, Pakistan, Rwanda, Sierra Leone, South Africa and Tanzania) and at relevant global and regional evidence events.
Scope and objectives	<p>The scope of this contract is to provide strategic and operational support to the Global Education Evidence Advisory Panel (GEEAP) and the Building Evidence in Education (BE2) network. GEEAP and BE2 are global initiatives, jointly convened by the UK's Foreign, Commonwealth & Development Office (FCDO), UNICEF Innocenti –</p>

¹ <https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300936/summary>



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	<p>Global Office of Research and Foresight, the World Bank, and USAID² and supported by other donors.</p> <p>This contract will contribute to the following outcomes:</p> <ul style="list-style-type: none"> • GEEAP Outcome: Evidence on what works informs decisions, policies, and investments aimed at transforming learning outcomes at scale therefore contributing to more cost-effective spend in LICs and LMICs. • BE2 Outcomes: Education evidence standards, tools and guidance are recognised, adopted and applied by actors at global and national levels. An increased co-ordination of research including joint funding between donors to increase the breadth and depth of robust evidence. <p>The supplier is expected to work in close partnership with FCDO, the other GEEAP and BE2 Convenors (World Bank, USAID, UNICEF and UNESCO), other WWHGE Strategic Partners (British Council, Learning Generation Initiative and Bill and Melinda Gates Foundation) and funders (currently Marshall and Jacobs Foundation) plus the WWHGE main delivery partner – the Blavatnik School of Government who lead a consortium of partners, in delivery of the above objectives.</p>
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1. Introduction

- 1.1. These Terms of Reference (TOR) are for a supplier to provide strategic and operational support to the Global Education Evidence Advisory Panel (GEEAP) and Building Evidence in Education (BE2) Network.
- 1.2. Requirements are detailed in Section 6 and centre around coordination and facilitation of GEEAP and BE2, provision of reports, facilitation of events and delivering communication that facilitates uptake and use of evidence.
- 1.3. Whilst this particular contract is being led by the FCDO, the GEEAP, BE2 and WWHGE are joint initiatives with strategic partners who have an aligned interest in evidence-based policy making for at-scale transformation of learning outcomes. This contract is the mechanism through which the UK will support the operations and activities of the multi-donor funded GEEAP and BE2 initiatives from 2024/25 onwards under the WWHGE programme. The UK's previous support to GEEAP and BE2 was through the [Knowledge and Education Evidence Products \(KEEP\)](#) programme, which closed in March 2024.

² Throughout the document, this group is referred to as "Conveners".



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- 1.4. This work requires high levels of expertise with education stakeholders and a strong global reputation in the sector in order to manage the academic partners and individuals. The work has high visibility and thus research skills are necessary but are not solely sufficient to deliver this contract.

2. Context

- 2.1 The **Global Education Evidence Advisory Panel (GEEAP) and Building Education Evidence Network (BE2)** aim to respond to and address current and future pressing need for evidence and more systematic, dynamic evidence dialogue within the education sector. Their work to date has included formation of networks and working groups on education evidence, rigorous literature reviews, evidence synthesis, guidance notes, evidence dialogues, communications products and contributions to donor coordination bodies in the education research sector. Through their work they help build and maintain a coherent narrative on what works to achieve foundational learning outcomes.
- 2.2 [Global Education Evidence Panel \(GEEAP\)](#)³: The GEEAP is a panel of global experts established in 2020 to meet the global need for thought leadership, stronger coordination and consensus around education approaches. It is jointly convened by the UK's [Foreign, Commonwealth & Development Office](#) (FCDO), [UNICEF Innocenti](#) – Global Office of Research and Foresight, the [World Bank](#), and [USAID](#)⁴. The GEEAP consists of leading international researchers and practitioners in economics, education, psychology, and policy. Their independent recommendations use sound evidence in education to influence cost-effective policymaking in low- and middle-income countries around the world. This independent, cross-disciplinary body brings together world-class academic experts from the UK, US, Europe and Global South, to review the latest evidence on cost-effective practices and provide recommendations for policymakers, primarily through the production of the [Smart Buys in education](#) for low- and middle-income countries to inform countries' decisions about budget and delivery.
- 2.3 The GEEAP reports provide intellectual steer to the WWHGE on what works to improve learning and the cost-effectiveness of interventions.⁵ The GEEAP Panellists provide advice on research topics, synthesis and support dissemination of GEEAP products, for example through education events and technical discussions with government decision makers. The GEEAP Secretariat includes representatives from the four convenors (FCDO, World Bank plus UNICEF Innocenti and USAID to provide strategic guidance and direction. The GEEAP delivers the products through the work of a Secretariat and core technical team that support the Panel to achieve its aims. The GEEAP Secretariat also leads on communication strategy for evidence uptake and monitoring and reporting on GEEAP's work. The GEEAP TORs is detailed in ITT Volume 2 - Annex A1 – GEEAP Terms of Reference.

³ <https://www.worldbank.org/en/topic/teachingandlearning/brief/global-education-evidence-advisory-panel>

⁴ Throughout the document, this group is referred to as "Conveners".

⁵ Three reports have been launched since the GEEAP's inception in July 2020: The 2020 and updated in 2023 '[Smart Buys](#) reports'



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- 2.4 **Building Evidence in Education Network (BE2)**:⁶ Building Evidence in Education (BE2) is an international working group of education research funders composed of about 35 member organisations including bilateral donors, foundations, multilaterals, UN organizations and their associated institutes, and two international networks: the Interagency Network for Education in Emergencies and the Youth Employment Funders Group. The objectives of BE2 are to:
- i) Strengthen donor research collaboration and coordination;
 - ii) Encourage higher standards of commissioned research;
 - iii) Promote the availability and access to rigorous evidence.
- 2.5 BE2 is led by a Steering Committee made up of FCDO, USAID, the World Bank Group; a rotating UN agency (currently UNICEF) and a Foundation (currently Jacobs). It is supported by a Secretariat. BE2 currently has 6 special interest groups (SIGs)⁷. These groups convene thematic experts and produce guidance notes to provide tools and guidance for generating better evidence and leveraging existing evidence more effectively and efficiently which the UK has used to inform future programming by disseminating to education advisers at post.
- 2.6 Both the GEEAP Secretariat and BE2 Steering Committee include a strong lead and supporting personnel who provide technical, communications and logistics support to ensure continuous coordination and operational delivery of GEEAP and BE2 activities.

3. Objectives

- 3.1 The purpose of this contract is to provide strategic and operational support to GEEAP Secretariat, GEEAP Panellists and to the BE2 Steering Committee and members.
- 3.2 Within the scope of the overall objectives of the WWHGE programme the overarching aim of providing support to GEEAP and BE2 through this contract is to build greater understanding and consensus on what works to improve foundational learning outcomes and to support bolder evidence-based decision-making by national governments and education donors on education policies, their implementation and education spending. To support this the objectives of this contract are to translate and synthesis evidence in ways to maximise evidence use and response, to strengthen coordination across funders of education research to enhance collaboration on evidence production and use, and to ensure clear guidance and standards for evidence production.

⁶ <https://www.worldbank.org/en/topic/education/brief/building-evidence-in-education>

⁷ 1. Climate Smart Education Systems; 2. Early Childhood Development; 3. Knowledge System Strengthening; 4. Learning Variability; 5. Teacher Professional Development; 6. Education in Emergencies. Potential SIGs have also been discussed for Higher Education and Fiscal Space but are not active.



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4. Expected Impact and Outcomes

- 4.1 The services required through this contract will contribute towards the overall What Works Hub for Global Education (WWHGE) impact and outcomes.

Impact: Evidence-based reforms in strategic priority countries implemented to improve learning outcomes for girls and boys.

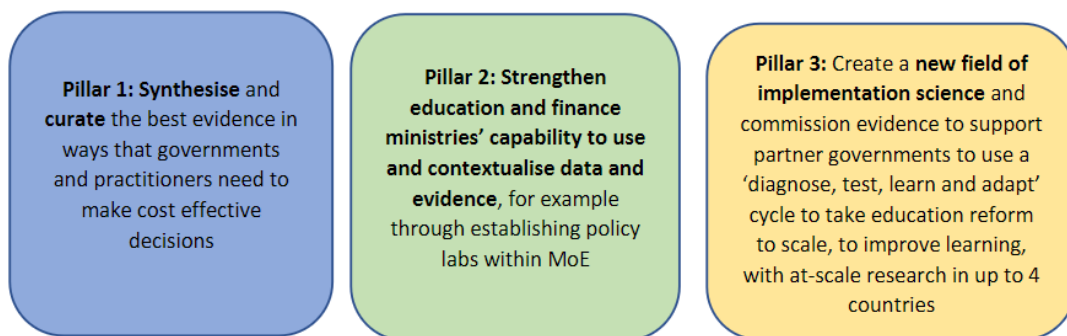
- 4.2 **Outcomes:**

GEEAP Outcome: Evidence on what works informs decisions, policies, and investments aimed at transforming learning outcomes at scale therefore contributing to more cost-effective spend in LICs and LMICs.

BE2 Outcomes: Education evidence standards, tools and guidance are recognised, adopted and applied by actors at global and national levels. An increased co-ordination of research including joint funding between donors to increase the breadth and depth of robust evidence.

- 4.3 **Links to the WWHGE:** To deliver these outcomes the supplier will be expected to support delivery of pillar 1 and 2 (see Figure 1), with corresponding clusters of work aligned around pillar 1) Synthesis and curation of evidence; and pillar 2) Knowledge systems strengthening. Details on expected deliverables are covered in Sections 7 and 8 below.

Figure 1: What Works Hub Global Education Pillars



5. Scope of Work

- 5.1 The FCDO will provide up to £1,840,000 over 55 months (from August 2024 until March 2029) for delivery of this TOR. This will include a full 55 months of support to GEEAP and up to 24 months of support for BE2 provided between 2024-2026). It is anticipated that 75% of overall funds will need to be allocated for GEEAP and the remaining 25% of funds allocated to BE2.
- 5.2 Both GEEAP and BE2 are convened and supported financially by multiple donors. The joint funding and in-kind support to GEEAP and BE2 has been an essential element of shared ownership and collaboration within these initiatives. The funding to be provided by FCDO through this contract aims to provide a base level of core funding for the administrative



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operations of GEEAP and BE2 and technical support for essential deliverables (such as regular meetings and the GEEAP annual evidence report). This is to ensure that GEEAP and BE2 have the financial security needed for long term strategic development and to maintain effective and reliable staffing and resourcing of core operations. Sections 7 and 8 on inception and implementation deliverables set out the minimum requirements that are expected through this contract.

- 5.3 As set out in section 13 on scaling up and down, we expect there to be flexibility to scale up/down activities dependent upon other donors contributing funds, whilst maintaining core staff costs.
- 5.4 This contract requires the capacity of the supplier to cost for 24 months of operational delivery for BE2 (in line with deliverables in Section 7 and 8). The supplier will be involved in fundraising discussions and will have adequate foresight on likely scale up.
- 5.5 The FCDO recognises that the GEEAP is a global offer and there may be requests for targeted evidence products and event support in countries outside of the WWHGE focus countries. Therefore, we anticipate that a focus of activities will be in support for WWHGE focus countries but that opportunities for responsive work outside of WWHGE focus countries will be considered and assessed by the GEEAP Secretariat and the Supplier will have early sight of this.
- 5.6 For GEEAP evidence events co-ordination with other stakeholders⁸ is critical, along with the financial flexibility to be country demand-responsive. Events will include externally run events (such as government national evidence weeks and conferences, global research conferences including UKFIET, CIES and EWF), and GEEAP-led events (such as GEEAP report launches and annual meetings of panellists). Events may be jointly hosted by country governments or with other WWHGE delivery partners.⁹ Recent technical events have also given higher profile to local research as well as awareness of research gaps. Events may be online, hybrid or face to face according to the scope of event. The supplier will lead dialogue with the GEEAP Secretariat and Panellists and BE2 Steering Committee to prioritise which externally-led events to engage with. The number of events required for this contract are specified in Section 8.
- 5.7 The scope of activities is aligned to the objectives set out in Section 4, the requirements set out in Section 6 and workstream deliverables set out in Section 7 and 8.
- 5.8 As part of the overarching governance of the programme the Team leader is expected to represent GEEAP and BE2 on the WWHGE's Strategic Partnership Board. This is an advisory board which meets quarterly to provide strategic direction to the WWHGE and facilitate

⁸ Stakeholders include: GEEAP Panellists, GEEAP convening institutions (FCDO, World Bank, USAID, UNICEF), in-country organisations leading or hosting evidence events including governments, academic institutions, civil society, and other relevant FCDO Education Research programmes e.g. EdTech Hub, and WWHGE delivery partners (see footnote 9 below)

⁹ WWHGE delivery partners: British Council, Learning Generation Initiative, Gates Foundation, World Bank, UNICEF, UNESCO IIEP and a consortium led by Blavatnik School of Government.



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coordination amongst WWHGE partners. Board meetings are organised as virtual or hybrid meetings. Other members of the Strategic Partnership Board include: the Bill and Melinda Gates Foundations, Blavatnik School of Government, British Council, Learning Generation Initiative, UNESCO IIEP, UNICEF, USAID and the World Bank.

6. The requirements

- 6.1 To deliver the objectives of the **GEEAP** support we require a supplier who can demonstrate and provide the following: :
- (i) **Coordination and facilitation:** to provide a coordination function to GEEAP Panellists and Convenors that facilitates strategic discussion on priorities, and supports delivery of activities of the Panel.⁸
 - (ii) **Synthesis:** to provide high quality evidence synthesis products, including regular GEEAP reports responsive and contextualised evidence curation where required to support evidence uptake.
 - (iii) **Uptake events and technical discussions:** to facilitate evidence dialogue and uptake of high-quality education research to help build consensus and understanding on what the evidence tells us works to drive improvements in learning.
 - (iv) **Communication and uptake:** to deliver excellent communication that facilitates uptake and use of evidence to maximise the impact of GEEAP reports and support technical evidence dialogue.
- 6.2 To deliver the objectives of the **BE2** support we require a supplier who can demonstrate and provide the following:
- (i) **Coordination:** to provide a strategic coordination function to BE2 Steering Group, Special Interest Groups (SIGs) and BE2 Members to strengthen knowledge networks to improve coherence, standards and investments in education evidence and evidence use,
 - (ii) **Events:** to facilitate membership events identified by the BE2 Steering Committee and SIGs to promote dialogue and coordination on education research standards, tools, evidence and discussion on research gaps.
 - (iii) **BE2 guidance and tools:** to facilitate the Steering Committee and SIGs to develop and disseminate tools and guidance documents to improve standards in education research and use of evidence.
 - (iv) **Communication and uptake:** to deliver excellent communication that facilitates uptake and use of evidence to maximise the impact of BE2 reports and support technical evidence dialogue.
- 6.3 In addition, there are three cross-cutting objectives for both GEEAP and BE2 support required by this TOR:
- (i) **Partnership development:** to convene existing and new partners around GEEAP and BE2 objectives to strengthen networks and support fundraising for GEEAP and BE2



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initiatives. When attending external events the supplier will be expected to represent GEEAP and BE2.

- (ii) **Monitoring and Learning:** to develop and deliver a clear Monitoring and Learning strategies for GEEAP and BE2 to document impact and enable feedback loops for learning and adjustment.
- (iii) **Governance and Coordination with other WWHGE partners:** to work with WWHGE strategic partners and the Blavatnik School of Government and provide strategic advice as part of WWHGE programme governance and coordination structures.

- 6.4 In addition, for GEEAP workstream 1.2 the supplier will be expected to be able to hire academic research assistants with the necessary technical background to deliver evidence product outputs. Further details on deliverables are given in Sections 7 and 8.
- 6.5 To achieve the above objectives will require responsive, high-quality convening, operations and communications support to the GEEAP Secretariat, GEEAP Panel and BE2 Steering Group and members.
- 6.6 The Supplier is afforded flexibility in the composition of the team it assembles. However, it should have a single point of contact – a Team Lead (Secretariat Leader) responsible for managing and overseeing the contract deliverables. The Supplier should propose an appropriate team structure in their proposal with an indication of time allocations to different functions and explain how the team can flex to meet varying levels of global and country demand, and may propose additional roles. CVs need to be submitted for all key roles. Roles anticipated include a Communications Director; Communications officer; Event manager; Monitoring, Evaluation and Learning (MEL) manager (across both programmes); and Project manager. These roles need to align with the job families in the framework agreement. The team may represent a mix of international and national/regional experts with considerations to a gender balance within the proposed team.
- 6.7 Within the team structure the Supplier is expected to meet the following requirements:
- a) Strong leadership and management skills;
 - b) Expertise and capacity to operate effectively within a large consortium of stakeholders;
 - c) Knowledge and expertise in organising and coordinating regular and large-scale multi-stakeholder events in person and virtually;
 - d) Knowledge and expertise in managing panels and workshops at large conferences;
 - e) Capacity and skills to represent the interests of the stakeholders in various international fora (education conferences, etc);
 - f) Knowledge and expertise in managing membership consortia;
 - g) Knowledge and expertise in communication and dissemination strategies, including experience working on evidence uptake.
 - h) Knowledge and experience in monitoring and learning, preferably including similar network and evidence programmes.

- 6.8 The proposed **Team Leader (Secretariat Leader)** must submit a CV and have:



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- a) Advanced level of expertise and significant experience in leading and/or coordinating partner networks, expert panels, communities of practice, and/or working groups or similar in the education sector;
- b) Experience in catalysing collaboration between partners and facilitating joint funding/multi partner initiatives.
- c) Established reputation with the research community in education and donor partners;
- d) Track-record in the coordination of global stakeholders and an expert knowledge of the donor community and private foundations working in the field of education;
- e) Advanced level of expertise in knowledge management and communications including experience in setting up web events, leading editorial skills, website development and online communications.
- f) Documented experience of strong leadership to manage a team with the flexibility to deliver to short deadlines and based on country demand.

6.9 **Logistical arrangements:** The supplier will be responsible for all logistic arrangements for themselves and members of the core team as well as the logistical and planning arrangements for all face-to-face meetings as outline under Paragraph 8 (Geographic Locations). All relevant expenses must be built into the cost of proposal.

7. Inception Deliverables

- 7.1 The expected inception period will be three months, during which time the supplier will be expected to develop and deliver the following deliverables. Milestone references have been included below to link deliverables and timelines to the payment milestone table in Section 15.3.
- 7.2 **Deliverables for inception:**
- a) GEEAP Strategy - Work with the GEEAP Secretariat and Panellists to produce a GEEAP strategy with the vision of using independent evidence to influence policy [**Milestone: Inception 1 draft version and Milestone: Inception 2 – final version**].
 - b) BE2 Strategy – Work with the BE2 Steering Committee to produce a vision for BE2 network on how to strengthen coordination on education research investments and use [**Milestone: Inception 1 draft version and Milestone: Inception 2 – final version**].
 - c) GEEAP Communications Plan [**Milestone: Inception 3**].
 - d) BE2 Communications Plan [**Milestone: Inception 3**].
 - e) GEEAP Monitoring and Learning strategy [**Milestone: Inception 3**].
 - f) BE2 Monitoring and Learning strategy [**Milestone: Inception 3**].
 - g) Agreement of Implementation milestone deliverables, timelines and agreement of KPIs [**Milestone: Inception 3**].
- 7.3 The above Communication plans and Monitoring and Learning strategies should be developed in consultation with the FCDO WWHGE team to ensure that ways of working across the WWHGE are clearly set out. Both plans should include (in Annexes) the proposed tools that will be used in delivery and monitoring of plans. The WWHGE is currently coming to the end of inception period and finalising mechanisms with delivery partners on ways of working and



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monitoring. Ways of working will include regular meetings and inputs into quarterly and annual reporting against log frame. A briefing on ways of working will be provided to the supplier upon contracting.

- 7.4 The Monitoring and Learning strategies should set out SMART indicators with baseline targets against which to measure progress. These will be incorporated into the WWHGE logframe. The current logframe is included in ITT Volume 2 - Annex A5. The supplier will be expected to adopt pre-existing indicators where relevant, or propose new SMART indicators where required.
- 7.5 For the monitoring of impact and influence, FCDO will share tools that will be used across the WWHGE. These tools are currently being developed and will be shared with the Supplier after contracting. Tools include Impact Story template (see Para 8.11 and Annex A4) and trackers for events and communications. Within the Monitoring and Learning Strategy, the supplier will be expected to set out how they will use these tools or additional approaches (if needed) to document impact of GEEAP and BE2 activities and enable feedback loops for learning and adjustment. This should include an approach to assessing changes in policies, practices, and implementation; the GEEAP/BE2 contribution; and the strength of the evidence supporting these claims. An independent evaluation for this contract is not required as part of the Monitoring and Learning strategy as there will be an independent evaluation of the WWHGE portfolio that will be commissioned separately by FCDO. The TORs for this evaluation will be shared with the supplier after contracting.
- 7.6 During Inception, some core services will also be expected (listed below from 7.7 onwards). This is to ensure continuity of core functions of BE2 and GEEAP, such as regular coordination meetings. Updates and outputs from GEEAP and BE2 are detailed in *ITT Volume – 2 – Annex – A2 - GEEAP Agenda January 2024* and *ITT Volume - 2 – Annex A3 - BE2 Agenda January 2024*. Any outputs from activities undertaken between the issuing of this TOR and award of contract will be provided to the supplier upon award of contract. This will include summaries of the GEEAP Panellist meeting held in January 2024 and BE2 Annual Members Meeting held in February 2024. In addition, a formal handover will be provided including transfer of data such as BE2 membership database.
- 7.7 The following core services and associated deliverables should start during inception. They are summarised here with more detail provided in Section 8.

For GEEAP

- 7.8 **Workstream 1.1: Coordination of the GEEAP Secretariat and panellist**
GEEAP conveners meet at regular GEEAP Secretariat calls at least twice a month; Evidence of delivery included in Quarterly reports and monthly update emails.
- 7.9 **Workstream 1.2: GEEAP evidence products**
Targeted evidence products: A minimum of 1 brief and presentation based on Smart Buys reports for use in policy-discussions.
- 7.10 **Workstream 1.3: GEEAP events and technical dialogues**
 - a) Externally-led events: Support to at least one workshop/webinar, panel or side event at a national, regional and international conferences. Including support logistics for any



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required GEEAP Panellists attendance. Evidence of delivery to be included in Quarterly reports

- b) Briefings: Writing of at least one briefing for a ministerial or senior technical meetings with GEEAP Panellists. Evidence of delivery included in Quarterly reports.

7.11 **Workstream 1.4: GEEAP Communications and outreach**

- a) Support to panellists and Secretariat members for social media work and support to Panellists on written, visual and audio communications. Evidence of delivery included in Quarterly reports
- b) Press releases for events; interview scripts for radio and media stories for social media, print and television (at least 1). Evidence of delivery to included in Quarterly reports.
- c) Social media engagement for at least one evidence event. Evidence of delivery included in Quarterly reports.

Building Evidence in Education (BE2) Network¹⁰

7.12 **Workstream 2.1: Coordination of BE2**

- a) BE2 Steering Committee meetings. Including managing and chairing monthly Steering Committee calls, agenda development, minute-taking and sharing action items for members' follow up.
- b) Provide support to Special Interest Group¹¹ Convenors with the coordination and minute-taking of meetings. Likely to be up to 3-5 meetings during inception.
- c) Regular BE2 member updates, via a monthly newsletter or equivalent.
- d) Updated membership list: Maintain an up-to-date list of BE2 members and to manage the membership applications submitted to the Steering Committee.
- e) Updated BE2 member platform and external website: Manage the internal BE2 platform and BE2 external website content hosted by Steering Committee members (USAID, World Bank).
- f) Representation in other initiatives: Coordinate with other key initiatives funded by BE2 Steering Committee members, e.g., through participation in meetings/workshops, representing BE2 members and supporting communication to BE2 members on these initiatives.

7.13 **Workstream 2.2: Events:** The supplier will be required to deliver the following:

- a) Workshops and/or webinars for Special Interest Groups and/or BE2 members linked to BE2 activities (a minimum of 1 during Inception).

¹⁰ BE2 implementation requirements during the inception period will be confirmed with the supplier prior to contracting. This is dependent on whether or not other donor funding is available for 2024/25 to support BE2 activities. See paragraph 5.4.

¹¹ Special Interest Groups (SIG) are led by member organisations with up to 2 members nominated as Convenors for each SIG. These Convenors will set the agenda for meetings and determine their frequency, but will require support for meeting organisation and minuting.



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- b) **BE2 representation at external events:** Support to at least one workshop/webinar, panel or side event at a national, regional and international conferences. Evidence of delivery to be included in Quarterly reports
- 7.14 **Workstream 2.3: BE2 tools and guidance notes** – no expected implementation deliverables during inception.
- 7.15 **Workstream 2.4: BE2 Communications and outreach**
 - a) Support continued dissemination and use of BE2 tools and guidance notes.

8. Implementation Deliverables

- 8.1 The below section provides an outline of the scope of work and deliverables required for GEEAP and BE2. These are grouped by workstreams aligned to objectives, plus two cross-cutting workstreams on Monitoring and Learning and partnership development. The deliverables set out the minimum requirements expected. Milestone references have been included below to link to the payment milestone table in Section 15.

For GEEAP the supplier will be expected to deliver the following.

- 8.2 **Workstream 1.1: Coordination of the GEEAP Secretariat and panellist**
 - a) Panel convene (at least twice a year virtually with an in-person meeting at least biennially).
 - b) GEEAP conveners meet at regular GEEAP Secretariat calls at least twice a month with advance materials for the Panel, product drafts, panel feedback, and panel decision making. Evidence of delivery to be included in Quarterly reports.
 - c) Coordinated events with key global initiatives funded by the Conveners. Joint partner meetings agreed joint communications (at least five events per year). Evidence of delivery to be included in Quarterly reports.
 - d) Coordinated technical slides with input from Panellists or Conveners for partner key initiatives/events. Seek input or comments from other key initiatives for Panel activities. Evidence of delivery to be included in Quarterly reports.
- 8.3 **Workstream 1.2: GEEAP evidence products**
 - a) **Smart Buys “state of evidence” report**, every 2 years (2 in total). In years that this is not produced the deliverable will be an in-depth thematic technical research synthesis ‘what works’ report (2 in total). The scope of this report will be defined by Panellists on an annual basis.
 - b) **Targeted evidence products** that build on and synthesise the recommendations in the Smart Buys report by issue or country. This will include briefs and presentations for use as part of



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policy-discussions.¹² These shorter synthesis products will be prioritised and agreed by the GEEAP Secretariat. It is anticipated that up to 4 products will be required per year. This demand-responsive work will be targeted at WWHGE focus countries (see para 5.12), but also form part of the FCDO's internal Centre of Expertise¹³ offer. Because the Centre of Expertise is a service offered globally across FCDO, requests may come from non-WWHGE focus countries, but the supplier will only be expected to respond when it falls within the technical expertise of GEEAP research products or Panellists. Decisions on when requests submitted through the FCDO Centre of Expertise will be directed to GEEAP Secretariat for consideration and response by GEEAP will be managed by the FCDO WWHGE team. Shorter evidence products or country briefs delivered at short notice with an 8 day turn around.

Based on needs identified by the Panel or Secretariat members, some GEEAP products will be translated into other languages.

8.4 **Workstream 1.3: GEEAP events and technical dialogues**

The supplier will be expected to organise and support global, regional and national evidence events, webinars and report launches relevant for dissemination of GEEAP products. The location and timing of GEEAP-led events will be decided with GEEAP Panellists, GEEAP Convenors and the supplier. It is anticipated that these will be held within the UK, USA or WWHGE focus countries. The supplier will be expected to manage a flexible fund to enable responsive attendance and participation at events.

- a) **Internal GEEAP-led dissemination events** (up to 2 per year), including launch events for each GEEAP State of Evidence and Thematic reports produced under workstream 1.2a (4 in total).
- b) **Externally-led events**: workshops, webinars, panels and side events at national, regional and international conferences (minimum 4 per year). Evidence of delivery to included in Quarterly reports.
- c) **Briefings** for ministerial (or senior technical) meetings with GEEAP Panellists (in-country and at regional and global events e.g. EWF) up to 5 per year). Evidence of delivery to included in Quarterly reports.
- d) **Proposals** submitted for panels and workshops for CIES and UKFIET. Accompanied by resultant organisation and delivery. Target: one proposal per event.
- e) **Supporting logistics** travel, lodging and related expenses for experts speaking at annual meetings and/or CIES, UKFIET and EWF: maximum of four experts per year. Events to be agreed as part of annual workplans and reviewed quarterly.

¹² These targeted synthesis products may include briefings that can be used by stakeholders in-country as part of evidence dialogue and policy discussions. This is distinctive from Workstream 1.3,c deliverable on briefings specifically for meetings involving GEEAP Panellists.

¹³ The Centre of Expertise is an internal FCDO offer which provides expert policy, research and programming advice to FCDO staff. Where there are research requests made through the Centre of Expertise that are relevant for GEEAP e.g. synthesis of evidence from a GEEAP report, this will form one of the 4 demand-responsive requests required.



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8.5 **Workstream 1.4: GEEAP Communications and outreach**

The supplier will be required to lead GEEAP's communication strategy, managing social media, online-presence, television and print media at global, regional and local levels. The supplier will be expected to create tailored communications products, in collaboration with Panel members and the conveners, that will increase awareness about the report specifically. The supplier should set out their approach in the Communications Plan to be delivered during inception. It is expected that this Communications Plan will include the following deliverables. Targets for deliverables will be reviewed as part of approval of the Communications Plan at end of inception, but it is expected that they will meet the minimum requirements set out below:

- a) **Support to panellists and Secretariat members for**, social media work and support to Panellists on written, visual and audio communications. Evidence of delivery to included in Quarterly reports.
- b) **Press releases for events**; interview scripts for radio and media stories for social media, print and television (at least 4 per year). Evidence of delivery to included in Quarterly reports.
- c) **Impact videos** commissioned for variety of media outlets (at least 1 per year). Evidence of delivery to included in Quarterly reports.
- d) **Print, radio, television outreach** in at least 11 countries per year. Evidence of delivery to included in Quarterly reports.
- e) **Social media engagement** (for each evidence event and across at least 3 strategic partners) with amplification by reposting across the network. Evidence of delivery to included in Quarterly reports.
- f) **Blogs** (at least two per year).
- g) **Podcasts** (at least two per year).

For Building Evidence in Education (BE2) Network the supplier will be expected to deliver the following:

8.6 **Workstream 2.1: Coordination of BE2 members including the Steering Committee, Special Interest Groups (SIGs)**

The supplier will be expected to coordinate the BE2 Steering Committee, and to organise and support the activities of SIGs. For SIGs this will include coordinating activities, including providing updates from SIGs for the Steering Committee at least twice a year, supporting SIGs in the development of products and events for members, and development of potential proposals to CIES, UKFIET or other relevant conferences. The supplier will also be required to maintain excellent communication across the BE2 network to keep members up to date on latest developments, activities and BE2 initiatives.

As part of coordination of the BE2 Steering Committee and membership network the supplier will be required to deliver the following:



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- a) **BE2 Steering Committee meetings.** Including managing regular calls, chairing meetings, agenda development, minute-taking, and sharing action items for members' follow up. Progress to be reported through Quarterly reports.
- b) **Special Interest Group meetings:** Liaising with SIG convenors to coordinate meetings, sending out invitations, taking minutes and sharing action items for members' follow up. Progress to be reported through Quarterly reports.
- c) **Regular BE2 member updates,** via a monthly newsletter or equivalent: Ensure regular communications with BE2 members and share updates about the group (e.g., through email, brief news flashes). Progress to be reported through Quarterly reports.
- d) **Up-to-date membership list:** Maintain an up-to-date list of BE2 members and to manage the membership applications submitted to the Steering Committee. Progress to be reported through Quarterly reports.
- e) **Up-to-date BE2 member platform and external website:** Manage the internal BE2 platform and BE2 external website content hosted by Steering Committee members (USAID, World Bank). Progress to be reported through Quarterly reports.
- f) **Mapping of donor research investments** to support coordination and inform future funding: Undertake a mapping of BE2 member current research investments and ensure that this is updated on an annual basis.
- g) **Representation in other initiatives:** Coordinate with other key initiatives funded by BE2 Steering Committee members, e.g., through participation in meetings/workshops, representing BE2 members and supporting communication to BE2 members on these initiatives. Progress to be reported through Quarterly reports.

8.7 **Workstream 2.2: Events**

The supplier will be required to deliver the following:

- a) **Launch events for each BE2 guidance notes and tools** (at least one per year, 2 in total)
- b) **Workshops and webinars on guidance notes and tools** for SIGs and/or BE2 members, these may be led by the supplier as the BE2 Secretariat lead, or by SIGs with Secretariat support (a minimum of 8 per year, 16 in total over the contract period)
- c) **BE2 member meetings** (a minimum of two in total over the contract period).
- d) **BE2 representation at external events** (including: UKFIET, CIES and EWF). Support to external representation, including proposals submitted for panels and workshops for external events e.g. CIES and UKFIET. Accompanied by organisation and delivery of sessions. Target: one proposal per event, with up to 4 events per year. The supplier will lead dialogue with the BE2 Steering Committee and SIG leads to prioritise which events to support. Progress to be reported through Quarterly reports.

8.8 **Workstream 2.3: BE2 tools and guidance notes.**

Support the Steering Committee and Special Interest Groups (SIGs) in the development and dissemination of tools and guidance notes. The Steering Committee will agree and commission guidance notes or updates of existing guidance and evidence products for SIGs. Tools and guidance notes will support the needs of education advisers and country governments as well



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as BE2 members on better use of evidence, and evidence products will address critical gaps in knowledge or inform policies and programmes.

The supplier will be expected to support production of these tools, including procuring consultants to lead on drafting and design of products. To create these products, the supplier will require inputs from research teams and technical expertise. The supplier will be required to deliver the following:

- a) **BE2 Tools & Guidance Notes:** One guidance note or tool per year (or substantive update to an existing guidance note).

8.9 **Workstream 2.4: BEE Communications and outreach**

The supplier will be required to lead BE2's communication strategy, including managing social media, BE2's online-presence, awareness and uptake of BE2 products and strong communication with members across the network. The supplier should set out their approach in the Communications Plan to be delivered during inception. It is expected that this Communications Plan will include the following deliverables. Targets for deliverables will be reviewed as part of approval of the Communications Plan at end of inception, but it is expected that they will meet the minimum requirements set out below:

- a) **Internal communication to BE2 members**, with regular updates via newsletters/email at least once a month. Progress to be reported through Quarterly reports.
- b) **Maintaining up to date information on BE2 on externally hosted websites** Progress to be reported through Quarterly reports.
- c) **Social media engagement** (for each tool, guidance note or product) with amplification by reposting across the network. Progress to be reported through Quarterly reports.

Cross-cutting workstreams (GEEAP & BE2)

8.10 **Workstream 3.1: Partnership development**

The supplier will be required to work on a partnership development and fundraising strategy for both GEEAP and BE2 to enable crowding in of additional funds to support and expand the work of the two groups and uptake of their products. This may also include leveraging in-kind contributions e.g. convening organisations providing meeting space for in-person meetings and events.

- a) **Fundraising strategy** (in year 1) Develop a fundraising strategy with GEEAP Convenors and BE2 Steering Committee to coordinate fund-raising from other sources as needed to meet strategic goals.

8.11 **Workstream 3.2: Monitoring and Learning.**

Robust monitoring and learning is critical to ensure that influence and impact of the GEEAP



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and BE2 is documented at both conceptual and instrumental levels (see wheel of impact¹⁴). Based on the Monitoring and Learning strategies developed during inception, the supplier will be expected to collect and manage regular monitoring data. They will need to deliver:

- a) Quarterly and annual influence and uptake reports documenting reporting against contract outputs and on influence and contribution to outcomes.
- b) Within Quarterly and Annual reports, include a section on lessons learned, documenting how feedback loops have enabled adaptation to delivery.
- c) Capture impact stories and update these as appropriate. With a new or updated impact story being shared at least every 6 months. The current template for an Impact Story is included in ITT Volume 2 – Annex A4 – Impact Story Template.

8.12 **Workstream 3.3: Governance and Coordination with other WWHGE partners**

The WWHGE is a partnership programme whose delivery involves a number of strategic partners and a consortium of partners led by the Blavatnik School of Government (BSG). Board members are listed in Paragraph 5.8 The supplier will be expected to sit on a WWHGE Strategic Partnership Board every quarter, as part of programme governance structures. It is also anticipated that some deliverables such as events and communication work will require coordination with other WWHGE strategic partners and BSG. The supplier will need to deliver:

- a) Attendance at quarterly Strategic Partnership Board meetings (held virtually or hybrid).
- b) Participation in coordination and management meetings with FCDO, the Blavatnik School of Government and other strategic partners linked to deliverables, as required.

9. The Recipients

- 9.1 The main recipients of the outlined services of the Secretariat are the FCDO and other GEEAP Convenors and Panellists and BE2 Steering Committee and BE2 member organisations. Secondary recipients will include partner governments and other stakeholders who are engaging with GEEAP and BE2 products.

10. Budget and payments

- 10.1 **Budget:** The budget for this contract is up to £1.84m (exclusive of UK VAT but inclusive of any applicable local taxes) for the initial contract term. It is the supplier's responsibility to establish its taxation position both in the UK and in countries and ensure it meets its obligations. Any local government taxes should be clearly laid out in the Pro Forma Commercial Cost Template. Suppliers should carefully consider value for money (VfM) including economy, efficiency, effectiveness, and equity when developing their bids and respective budgets and not craft bids to reach this maximum budget if not deemed necessary.

¹⁴ [The wheel of impact | The Impact Initiative \(ids.ac.uk\)](https://ids.ac.uk/)



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- 10.2 While there is flexibility in how funds are allocated between GEEAP and BE2 support, it is anticipated that approximately 75% will need to be allocated for GEEAP and the remaining 25% of the budget will be allocated towards BE2. FCDO are open for proposals to specify a budget breakdown based on their assessment of need and delivery approaches. As specified above in the scope of work, this indicative funding allocation is based on the assumption that GEEAP support will be funded through this contract for 56 months, whereas BE2 support will be funded through this contract for 24 months in total.
- 10.3 **Payments:** FCDO intends to manage payments to the service provider through a Hybrid Payment Mechanism, as described in Section 15. Payments will be made quarterly. Invoices should be submitted alongside the Inception report, the quarterly progress reports and the final report (see proposed timeframes under the Contract Management, Reporting and Validation section). The FCDO will provide feedback on quarterly reports within ten working days. **See Section 15** for further details on payment mechanisms.

11. Risks, constraints and dependencies

Risk management

- 11.1 It is essential to have continuity of the GEEAP and BE2 given the high profile of these global initiatives. The GEEAP has been cited in the new FCDO White Paper as a global initiative that puts the UK's leadership on the international stage. It is thus crucial that there is no gap in the delivery of the activities and outputs.

Dependencies

- 11.2 To date support to the GEEAP and BE2 Secretariats has been provided from different funding sources, including the FCDO through KEEP and from foundations. Following the award of this contract there will be a transition period with the supplier of this contract. This will be facilitated by the FCDO WWHGE team, GEEAP convenors and BE2 Steering Committee to ensure that the supplier has access to all required information and data to fulfil these TORs.
- 11.3 The Scope of Work and objectives of this contract recognise that GEEAP and BE2 are collaborative, multi-partner initiatives that extend beyond the WWHGE programme. Whilst there is alignment of objectives and expected outcomes between the WWHGE and the GEEAP and BE2, because this contract is a component of the WWHGE there will be FCDO reporting requirements and expected ways of working to ensure connectivity and collaborative with other WWHGE partners. The supplier will be expected to agree ways of working with the WWHGE main delivery partner (the Blavatnik School of Government at University of Oxford and their consortium of downstream partners) and WWHGE strategic partners. This includes reporting against the WWHGE logframe and may require collaborative work on events and communications. The FCDO WWHGE team will facilitate this and provide inputs as necessary.



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12. Contract duration and extension options

- 12.1 This is a 55-month contract for delivery (from August 2024 until March 2029) with an option to extend for up to 24 months (subject to Business case addendum).
- 12.2 In compliance with the overall GDD framework requirements there will be a review point 24 months into the 55-month contract period.
- 12.3 FCDO may increase the contract value by up to 120% of the original contract value (all figures are excluding VAT but inclusive of local taxes).

13. Scaling up/scaling down

- 13.1 Following FCDO reviews, FCDO reserves the right to scale the requirement up or down over its lifetime to include potential changes to the volume of deliverables and delivery period, along with adjustments to the scope of work (for example, increasing/decreasing the number of events or evidence products). Any such changes will be fully communicated to the supplier.
- 13.2 As both GEEAP and BE2 are multi-donor funded initiatives, the other convening donors are encouraged to support and finance GEEAP and BE2 activities. Therefore, this contract may be scaled up or down to allow other donors to finance specific deliverables (e.g. events or evidence products) as part of this contract or outside of it. However, this contract will maintain core operational support for GEEAP and BE2 including staff time.
- 13.3 FCDO reserves the right terminate the contract in line with the FCDO Ts&Cs. In the event if FCDO decides to terminate the main GEEAP programme, the Secretariat support contract may be scaled down and/or terminated. Any such changes will be fully communicated to the Supplier and implemented in accordance with the terms and conditions and procurement regulations.

14. Performance management

14.1 Key Performance Indicators (KPIs)

FCDO will assess the performance of the supplier against agreed work plans and key performance indicators (KPIs). Indicative KPIs are outlined in Table 1.

- 14.2 As described in Section 15, up to 20% of Programme Costs (excluding Expenses) are linked to KPI performance during Implementation. Altogether, KPIs will be scored out of a maximum total score of 100, within which a weighting will be applied to each KPI. In line with the maximum total score of 100, the proposed payment % structure shall be as follows:



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Total Score	Payment of retained payment (up to a maximum of 20% of total Programme Costs excluding Expenses)
100	20%
80	15%
60	10%
40	5%
Below 40	0%

- 14.3 The methodology will be finalised and agreed by FCDO during contract award, as well as using the logframe as the performance documents with exact measures to evaluate satisfactory performance for full payment.
- 14.4 The supplier will demonstrate to FCDO at specific review points, to be refined with FCDO during the inception phase, its performance against these KPIs. Together with final agreement of the relevant KPIs, the Supplier and FCDO will also agree an effective system to monitor their achievement over time, which will be included in the logframe. This system will include a process whereby any disputes concerning achievement of the KPIs or otherwise can be dealt with effectively.
- 14.5 FCDO reserves the right to review and refine the weighting of KPIs for the implementation phase based on the more defined workplans and budgets agreed in the inception phase, in consultation with the supplier. The evidence required to assess achievement of KPIs will also be defined in the inception phase.



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Table 1: Indicative KPIs (to be reviewed during inception)

KPI Ref. No.	KPI title	Frequency	What is being measured	KPI weighting	Indicative Performance Target (no./ %) ¹⁵	Source of KPI measurement data	Formula used for calculating KPI performance
KPI001	Timeliness and satisfactory completion of milestone deliverables	Quarterly	A detailed workplan for the implementation phase will be agreed between the supplier and FCDO at the end of month one of the contract. The workplan will include delivery dates for each workstream. The supplier should complete deliverables in line with the plan and submit reports in line with the timings outlined in Section 16. Early communication and agreement from FCDO is required for any requests to adjust output timelines. Agreement will only be given where there is strong justification and impact on delivery is outside the control of the supplier.	40%	90% of target to be met	Supplier to provide quarterly reports detailing the deliverables completed against the target set for the period	Achieved deliverables / total target deliverables = % >95% pass <95% fail
KPI002	Effective Financial management	Quarterly report and monthly	Timely submission of accurate forecasting and invoices by the 3 rd Friday of every month.	20%	1. Timeliness - Pass/Fail	Timely submission of invoices and quarterly reports	1. Timeliness – Pass/Fail 2. Accuracy of reporting– Pass/Fail

¹⁵ These will be confirmed during contract award



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KPI Ref. No.	KPI title	Frequency	What is being measured	KPI weighting	Indicative Performance Target (no./ %) ¹⁵	Source of KPI measurement data	Formula used for calculating KPI performance
		updates (when relevant)			2. Accuracy of reporting – Pass/Fail	which include accurate forecasting.	> 80% variance: Fail <80% variance: Pass A pass is required on both Timeliness and Accuracy in order to achieve a Pass overall
KPI003	Risk identification and risk management	Quarterly	Evidence of maintenance and monthly review of risk and issue matrix, including updates of mitigations.	20%		1. Risk and issues matrix shared with FCDO on a quarterly basis as part of quarterly reporting. 2. Risk updates raised and mitigating actions discussed in monthly GEEAP Secretariat and BE2 Steering meetings (as relevant) and recorded in minutes	Pass/Fail
KPI004	Effective partnerships	Quarterly	Evidence that the supplier is effectively coordinating and collaborating with GEEAP and BE2	20%	Pass/Fail	1. Quarterly and annual reports,	Pass/Fail



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KPI Ref. No.	KPI title	Frequency	What is being measured	KPI weighting	Indicative Performance Target (no./ %) ¹⁵	Source of KPI measurement data	Formula used for calculating KPI performance
	and collaboration		partners around education evidence research agenda and to contribute towards improved use of research.			including influence and uptake reports. 2. Minutes of GEEAP and BE2 meetings	



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15. Contract requirements and payment mechanisms

15.1 Payment Mechanism During Inception

- i. During Inception, payments will be aligned to satisfactory completion of inception milestones (as listed below and detailed in Section 7). In addition, any core services (as described in Section 7.7) will be reimbursable based on agreed fees and expenses.
- ii. Milestones will become eligible for inclusion in invoice upon FCDO's acceptance and approval. If a milestone is below standard or there is a dispute over the quality, then timely feedback will be provided.
- iii. The value of payment for each deliverable should be based on the realistic requirement of staff input and associated costs in line with the payment Tab 4 of the cost Pro Forma.
- iv. The Table below shows the anticipated payment schedule, by Milestone, for during Inception. Each Milestone has a due date and comprises multiple deliverables/outputs.

Milestone	Deliverables	Milestone Due Date
Inception 1	<ul style="list-style-type: none"> Draft GEEAP Strategy Draft BE2 Strategy 	End of Month 1
Inception 2	<ul style="list-style-type: none"> GEEAP Strategy BE2 Strategy 	End of Month 2
Inception 3	<ul style="list-style-type: none"> GEEAP Communication Plan GEEAP M&L strategy BE2 Communication Plan BE2 M&L Strategy Agreement of Implementation milestone deliverables, timelines and agreement of KPIs. 	End of Month 3

15.2 Payment Mechanism During Implementation

- (i) 80% of Total Programme Costs Including Government Taxes but excluding Expenses will be paid quarterly in arrears according to the values in the pro forma (in line with the agreed Pro Forma Commercial Cost Template).
- (ii) 20% of Total Programme Costs Including Government Taxes but excluding Expenses will be linked to payment-by-results subject to satisfactory



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performance of KPIs (which include timely and satisfactory delivery of milestones) as agreed during inception.

- (iii) 100% of Expenses (see Volume 3 - Pro Forma Commercial Cost Template - tab 2.4) will be paid quarterly in arrears based on actuals.

15.3 Fees at risk during Implementation (20% of Total Programme Costs)

- (i) The contract will link an element of payment to the successful achievement of KPIs. The maximum value of this element is 20% of Total Programme Costs Including Government Taxes but excluding Expenses.
- (ii) The 20% at risk will operate on a fee retention model. 20% of total quarterly invoices will be retained. KPIs will be assessed within 10 working days and the retained fees will be paid if KPIs are completely or partially met, according to the process described in Section 14.2.

16. Reporting requirements

- 16.1 The Supplier will report to the Programme Responsible Owner (PRO). The PRO will ensure that the supplier's delivery is regularly monitored against logframe output milestones and targets, through quarterly and Annual Reviews, with overall accountability from the SRO. The following reporting is expected:
- 16.2 **Monthly progress update:** A short email update which describes progress from the current month and plans for the month ahead. This should include a schedule of activities (planned, fielding, drafting, submitted). It should also capture any risks and document any requests for changes in deliverable due dates or scope due to factors outside of the control of the supplier.
- 16.3 **Quarterly progress reports.** The Quarterly report should include, but not limited to:
- Progress against outputs and outcomes (summary of performance per output indicator, explaining the activities implemented during the reporting period, the context within which these activities were implemented, and key successes, challenges and lessons learned). Deliverables achieved during the reporting period should be annexed.
 - Security and operational issues (note any suspension of operations, security incidents, significant (external) bureaucratic impediments, aid diversion or other incidents that have impacted operations during the reporting period).
 - Finance narrative (Brief explanation of finance report e.g., the extent to which planned spend is on track and plans until the end of the financial year).
 - Finance documents (financial reports that clearly outline spend against budget lines and realistic forecasts). Justification/detail should also be provided if there is an overall variance of 10% or more in the budget. Invoices should be linked to progress reporting.
 - Staff Changes (if applicable).



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- Log frame progress updates.
- Risk register (effective risk identification, mitigation and management will need to be demonstrated).
- VFM matrix reporting against economy, efficiency, effectiveness, and equity indicators.
- Delivery Chain Risk Mapping (DCRM)

The FCDO will provide feedback on quarterly reports within ten working days. The Supplier will incorporate this feedback and provide final versions of reports within a further ten-day period.

- 16.4 **Annual reports** will also be requested for the Implementation phase and replace every 4th quarterly report. These annual reports will feed into the FCDO Annual Review timeline for the wider WWHGE.
- 16.5 **Final report:** providing a summary of progress against outputs and outcomes and overall objectives of the contract. It will replace the final quarterly report and should include the expected content of the quarterly report. This is to be submitted alongside the final log frame, finance report and final invoice.

17. Governance and ways of working

- 17.1 The supplier will report directly to FCDO. The supplier will report to the WWHGE Global Education Research Lead Adviser on technical and strategic issues and, to the Programme Responsible Owner (PRO) on contract, compliance and management issues. The supplier will work closely with the Programme Manager who will deliver day-to-day operational support, including financial.
- 17.2 The WWHGE Global Education Research Lead will act as a focal point to support coordination between the supplier, GEEAP Secretariat and the BSG Pillar 1 lead on priorities for synthesis work, and responses to requests for synthesis.
- 17.3 FCDO and the supplier will agree on formal governance arrangements during the inception phase. This will align with the governance arrangements specified within the [GEEAP and BE2 governing documents \(See Annex A1 and the information provided on the World Bank's website¹⁶\)](#).
- 17.4 The supplier will be expected to work closely with BSG and strategic partners to coordinate inputs to technical events with decision makers including agreeing roles and responsibilities and logistics and funding for the GEEAP Panel members to attend. The inputs required from the supplier will vary according to the type of event.

¹⁶ <https://www.worldbank.org/en/topic/education/brief/building-evidence-in-education>



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- 17.5 The GEEAP representative will sit on the What Works Hub for Global Education Strategic Advisory board that convenes 4 times per year. The What Works Hub for Global Education Academic Director will sit on the GEEAP Secretariat. This will be one key mechanism to ensure two-way communication between the programmes.

18. Exit and Closure

- 18.1 Please see Section 16 of the GDD Framework Agreement Section 2 – Terms and Conditions. Please note the requirements under 16.5 regarding an Exit Plan.
- 18.2 Plans to transition from FCDO funding should also be included as part of the Fundraising Strategy (workstream 3.1). It is expected that the exit strategy will set out details on transfer of all assets (physical and intellectual), dissemination and communication of evidence and learning, and transparency of data (ensuring data is publicly available) and plans for management and transfer of BE2 membership data in line with GDPR requirements.



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Appendix 1: Background on the What Works Hub for Global Education

This programme sits under the funding of the What Works Hub for Global Education (WWHGE)

The expected delivery will be focused on WWHGE Pillar 1: to synthesise and curate the best evidence to improve foundational learning outcomes at scale in ways that governments and practitioners need to make cost effective decisions, and elements of WWHGE Pillar 2 to contextualise evidence and data and strengthen knowledge systems for evidence use.

- 1.5. The **What Works Hub for Global Education (WWHGE)** is a global research hub that aims to improve how evidence is used at all levels of government and all stages of the delivery cycle to inform and implement education policies that improve learning for all. The WWHGE is a £55m, 8-year initiative which will run until March 2029, of which up to £2.3m is being procured through these TORs¹⁷. The WWHGE has been in pilot phase since 2021 and is now entering full implementation with a consortium of delivery partners led by the Blavatnik School of Government, University of Oxford, jointly funded by the Bill and Melinda Gates Foundation and delivered with the support of strategic partners including, the British Council, the Learning Generation Initiative, UNESCO IIEP, UNICEF, USAID and the World Bank.
- 1.6. The **WWHGE** will both deliver and enable better access to world class education research in support of governments committed to addressing the learning crisis¹⁸ through evidence-based reform. The barriers to tackling the learning crisis are understood¹⁹ and there is increasing evidence on what works to improve foundational learning.²⁰ The WWHGE will focus on how to address gaps in children's foundational learning (basic literacy, numeracy, and socio-emotional skills) in the first instance, including a focus on improving learning outcomes for marginalised girls and children, ensuring stronger uptake of existing evidence, as well as strengthening our understanding of what works by scaling up the innovative use of implementation science in education.
- 1.7. The vision for WWHGE is a new way of working, which puts ownership of evidence production and use in the hands of national governments, academics, and civil society organisations. The WWH will build on existing organisational capabilities and programming wherever possible. It will play a pivotal role in coordinating partners, including governments, donors, and academic institutions, wanting to commission and use evidence to enhance our

¹⁷ Delivery of the rest of the WWHGE is financed through a contract with the Blavatnik School of Government who lead a consortium of partners, and financing agreements with Strategic Partners (World Bank, UNICEF, UNESCO IIEP, British Council and the Learning Generation Initiative).

¹⁸ Schooling has increased, but this does not automatically result in learning. We are facing a global learning crisis where children are not learning, are falling back in class, and are dropping out of school

¹⁹ Kaffenberger, M. (2019) [What Have We Learned about the Learning Crisis? RISE](#).

²⁰ Banerjee, Abhijit; Andrab, Tahir; Banerji, Rukmini; Dynarski, Susan; Glennerster, Rachel; Grantham-Mcgregor, Sally; Muralidharan, Karthik; Piper, Benjamin; Jaime Saavedra Chanduvi; Yoshikawa, Hirokazu; Ruto, Sara; Schmelkes, Sylvia. [2023 Cost-effective Approaches to Improve Global Learning - What does Recent Evidence Tell Us are "Smart Buys" for Improving Learning in Low- and Middle-income Countries?](#) Washington, D.C.: World Bank Group



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understanding of cost-effective and equitable reforms at scale. It will also pioneer a new discipline of implementation science to understand the challenges of taking bold reform on 'what works' to scale. The WWHGE will achieve this through three work pillars of work, described in the Theory of Change (see Figure 1).



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Appendix 2: 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 Call-down 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> <ol style="list-style-type: none"> 1. The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the Framework Agreement) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of the following Personal Data: <ul style="list-style-type: none"> • Personal Data associated with staffing and recruitment for respective organisations 2. FCDO is the Joint Controller and the Supplier is the Processor in accordance with Clause 33 (Section 2 of the contract) of the following Personal Data: <ul style="list-style-type: none"> • Names • Organisation affiliates • Email addresses • Job titles • Contact details
Subject matter of the processing	The supplier is to provide strategic and operational support to the Global Education Evidence Advisory Panel (GEEAP) and Building Evidence in Education (BE2) Network. These services will be delivered as part of the What Works Hub for Global Education (WWHGE) programme.
Duration of the processing	Data processing will be required through the duration of the project.
Nature and purposes of the processing	The nature of processing will involve collection, recording, organising, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available alignment or combination, restriction, erasure or destruction of data. Managing BE2 member database.



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	<p>The purposes are for employment, contracting, recruitment, processing, statutory obligation, assessment, review, monitoring, learning, audit and evaluation.</p> <p>The Parties shall undertake a review of these data protection provisions on such date to be agreed after the inception phase (3 months).</p>
Type of Personal Data [and Special Categories of Personal Data]	<p>Primary data is that which is collected directly from the subject. Secondary data is that where the data on the subject is obtained from another party.</p> <p>The type of personal data including the Controller and Processor of each type are listed below.</p> <ul style="list-style-type: none"> • Personal data of BE2 members • Personal identifiers of the international and national consultants who will be working with the Supplier: • Primary data obtained by the Supplier from respondents contracted by the Implementing Partner IP (e.g, service providers): • Primary data obtained by Supplier from independent sources (e.g, community members, users) • Secondary data obtained by Supplier from services run by the implementing partners that has the personal data on the users (e.g. user records) • Secondary data obtained by Supplier from independent sources (e.g. government) • Secondary data obtained by the supplier from the implementing partners <p>The data to be processed may include the following personal sensitive information:</p> <ul style="list-style-type: none"> • Racial, ethnic or clan affiliation • Political opinions • Gender or sexual orientation • Religious beliefs or other beliefs of a similar nature • Physical or mental health condition <p>Commission or alleged commission of any offence or any proceedings for any offence committed or alleged to have been committed by the individual.</p>
Plan for return and destruction of the data once processing complete	<p>There will be a 9-month close down period before the contract ends. Twelve (12) months before the end of the contract the supplier will submit an updated exit strategy to complete the assignment and close the project. This will include the handover of all technical and intellectual property. The supplier will be responsible for ensuring a plan for the handover of all key data sets and reports in an appropriate transferable format to FCDO and/or the destruction of data before the end of the programme.</p>



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	At the end of the contract there may be some requirements to handover to a third party if another organisation is contracted to manage BE2 or GEEAP.
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Annex B

SCHEDULE OF PRICES





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Annex C

Tender

Support to the Global Education Evidence Advisory Panel (GEEAP) Secretariat and Building Evidence in Education (BE2) Network under the What Works Hub for Global Education (WWHGE)

