#### **CALLDOWN CONTRACT**

Framework Agreement with: Ecorys UK Ltd

Framework Agreement for: Global Evaluation Framework Agreement (GEFA) Lot 2

Framework Agreement Purchase Order Number: PO 7448

Call-down Contract For: Independent Monitoring, Evaluation and Learning Unit for FCDO's Africa Regional Climate and Nature (ARCAN) programme

Contract Purchase Order Number: ecm 4650

I refer to the following:

- 1. The above mentioned Framework Agreement dated 12<sup>th</sup> September 2016;
- 2. Your proposal of the 4<sup>th</sup> November 2022 (attached at Annex C)

and I confirm that FCDO requires you to provide the Services (Annex A), 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 30th December 2022 ("the Start Date") and the Services shall be completed by **31**<sup>st</sup> **March 2027** ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

#### 2. Recipient

2.1 FCDO requires the Supplier to provide the Services to the FCDO and the ARCAN Programme Advisory Committee (the "Recipient").

#### 3. Financial Limit

3.1 Payments under this Call-down Contract shall not, exceed £3,371,701.00 ("the Financial Limit") and is exclusive of any government tax, if applicable as detailed in Annex B.

When Payments shall be made on a 'Milestone Payment Basis' the following Clause 22.3 shall be substituted for Clause 22.3 of the Framework Agreement.

## 22. PAYMENTS & INVOICING INSTRUCTIONS

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

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

#### 4. FCDO Officials

4.1 The Project Officer is:

4.2 The Contract Officer is:

#### 5. Key Personnel

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



#### 6. Reports

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

## 7. Duty of Care

All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:

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

#### 8. Call-down Contract Signature

8.1 If the original Form of Call-down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier within **15 working days** of the date of signature on behalf of FCDO, FCDO will be entitled, at its sole discretion, to declare

this Call-down Contract void.

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

Signed by an authorised signatory for and on behalf of Secretary of State for Foreign, Commonwealth	Name:
and Development Affairs	Position:
	Signature:
	Date:
Signed by an authorised signatory	
for and on behalf of the Supplier	Name:
	Position:
	Signature:
	Date:

## Annex A

## **Terms of Reference**

# Independent Monitoring, Evaluation and Learning Unit for FCDO's Africa Regional Climate and Nature (ARCAN) programme

#### December 2022 to March 2027

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#### INTRODUCTION

- 1. FCDO is seeking a supplier<sup>1</sup> to provide an independent monitoring, evaluation and learning (MEL) unit from December 2022 to March 2027 to support the implementation of the *Africa Regional Climate and Nature* (ARCAN) programme.
- 2. The ARCAN programme aims to support governments, regional and national institutions, and communities with additional capacity and technical expertise to implement climate and natural resources smart policy, planning and programming. It builds on the momentum generated by FCDO's existing regional climate and nature programmes<sup>2</sup>, to address cross-border challenges in areas at the forefront of the climate and poverty agenda:
  - Reducing resource degradation by improving water, land and forest management;
  - Increasing opportunity to prepare for and respond to climate shocks and climate change by improving use and generation of climate and weather information;
  - Generating sustainable growth and wellbeing by facilitating a transition to low carbon development; and
  - Supporting local capacities (policy, institutional, technical, financial) to build regional resilience to climate and natural resource risks.
- 3. ARCAN will support a range of existing multi-partner initiatives in several key areas, alongside a dedicated technical assistance workstream. As a regional programme, ARCAN focuses on multi-country and regional initiatives that are (i) tackling sectors most affected by climate change, (ii) supporting work that is focused on regional / multi-country level and (iii) supporting work that makes best use of UK expertise.
- 4. A more detailed description of the ARCAN programme can be found in Annex A. Additionally, bidders may wish to review the programme business case which is available at: <a href="https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300808/documents">https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300808/documents</a>. Bidders should note that some details of the programme set out in this ToR, including specific budgets, may differ to those in the business case due to the ongoing work to review ODA allocations. The programme theory of change can be found in Annex B. A review of the ToC is likely to take place before the contract for this requirement is awarded.
- 5. As part of ARCAN, up to £3.5 million is allocated for monitoring, evaluation and learning. This funding will be used to establish an independent monitoring, evaluation and learning unit to help support evidenced based decision making and learning across the various components of the ARCAN portfolio, and to deliver a robust independent monitoring and evaluation function.
- 6. The ARCAN MEL supplier is being procured at an early stage of the programme when many of the programme components are still in an inception or design phase and/or have not yet started to receive funding. This ToR sets out the high-level requirements of the

OFFICIAL-SENSITIVE

The term "Supplier" is used throughout this ToR to represent the company, NGO, or group of companies/NGOs/individuals who might bid for this contract. Tenders can be made by single organisations or groups.

These include:

i.) Weather and Climate Information Services for Africa:

https://devtracker.fcdo.gov.uk/projects/GB-1-204624/documents
ii.) CONGO- Improving livelihoods and land use in Congo Basin Fore

CONGO- Improving livelihoods and land use in Congo Basin Forests: https://devtracker.fcdo.gov.uk/projects/GB-1-204956/partners

MEL supplier, and bidders should note that sub-requirements will be subject to change through the life of the contract.

- 7. The MEL supplier will be expected to work closely with other relevant initiatives funded by the FCDO, including:
  - Climate Action for a Resilient Asia Programme (CARA): A regional programme with a similar focus to ARCAN, focused on Asia. This programme will procure a MEL supplier with a similar function to that of ARCAN.
  - Pioneering a Holistic approach to Energy and Nature-based Options in MENA for Long-term stability (PHENOMENAL): A regional programme with a similar focus to ARCAN and CARA, operating in the Middle East and North Africa region.
  - Climate Adaption and Resilience (ClARe): a research framework programme supporting adaptation through action-oriented research and capacity strengthening to build resilience, address knowledge gaps, and boost the response to the climate crisis in the Global South.
- 8. This close working will involve proactive sharing of MEL products between the programmes and may also include joint organisation of lesson learning workshops or other events as appropriate.
- The successful supplier is expected to start with a 3 month inception phase in December 2022 before moving into implementation (if inception report approved by FCDO) from April 2023 to March 2027.

## **PURPOSE AND OBJECTIVES**

- 10. The purpose of this contract is to deliver an **independent monitoring**, **evaluation and learning function** on behalf of FCDO that will implement the following three, interlinked components in support of delivery of the ARCAN programme:
  - Supporting the programme to identify what is working and what is not working (and for who with a particular focus on gender, economic and social inclusion), complimenting and strengthening the ARCAN partners own monitoring and learning, through the provision of robust monitoring, evaluation, learning and VfM assessment at portfolio level and ensuring relevant lessons feed into the global evidence base on climate change adaptation and mitigation.
  - Provision of targeted technical advice to ARCAN programme partners to ensure their reporting and M&E approaches are aligned to and support the overall objectives of ARCAN.
  - 3) Facilitate and inform strategic programme decision making, ensuring the application of learning from monitoring, evaluation and research activities across the programme are used to refine delivery of programme components.
- 11. The expected **impact** of the MEL unit is: Improved performance of the ARCAN programme components and the programme as a whole (i.e. more than the sum of its parts), and a contribution to the global evidence base on climate change adaptation. The expected **outcomes** are:
  - Strengthened programme delivery and accountability through a greater understanding of the quality of programme implementation (including the programmes GESI

- impacts), highlighting of potential risks, and verification and triangulation of results and value for money.
- 2) Appropriate programme adaptation based on evidence and learning generated across the programme.
- 3) Improved understanding and evidence of the programme's contribution to intended impact and outcomes.
- 12. The expected outcomes and impact will be achieved through:
- 13. **Independent monitoring, evaluation and research** is expected to provide FCDO with a greater assurance of the results being achieved by ARCAN and its downstream partners, operating in targeted sectors in Africa, highlight potential risks and support programme adaptation and learning. It is also expected to test the evidence base underpinning the programme theory of change and contribute to the global evidence base on climate change mitigation and adaption.
- 14. This component will comprise verification, synthesis and triangulation of partners' monitoring and results data, in addition to wider data collection and analysis particularly on the broader context in areas where the programme is operating—, synthesis of evaluation and learning of ARCAN components, as well as operational research and value for money analysis. It will also include the provision of political economy / gender, equality and social inclusion / conflict analysis. Insights gathered through independent monitoring, evaluation and research will be used by FCDO to improve understanding of implementing partners' activities, performance, and the quality of learning and adaptation processes.
- 15. Independent monitoring by the MEL unit is **not** designed to replace programme and project level MEL activity which is the responsibility of ARCAN programme partners **nor** will it replace FCDO staff conducting regular monitoring visits. Furthermore, the independent monitoring mechanism is not designed to investigate or highlight fraud<sup>3</sup> and is instead a tool to support the management of overall portfolio and programme risk.
- 16. **Technical advice to ARCAN programme partners** will be <u>offered</u> to strengthen their own MEL approaches, with a particular focus on GESI and International Climate Finance (ICF) KPIs, ensuring that all partners M&E approaches feed in to monitoring ARCAN as an overarching programme. This component of the contract is expected to improve the quality of MEL under the programme and improve the data on which the FCDO and partners make decisions. This component will also support ARCAN programme partners make better use of political economy, gender equality and social inclusion and conflict analysis to inform their work.
- 17. Support to programme oversight and decision making through regular structured learning and review mechanisms are expected to consolidate and critically review learning under the programme, and to provide a forum to discuss potential programme adaptations and challenge decisions. It is likely an approach using principles similar to 'strategy testing' will be most suitable, whereby programme theories of change are

 $<sup>^{\</sup>scriptsize 3}$  If fraud is suspected the Supplier would have a duty to report it to FCDO.

<sup>4</sup> https://asiafoundation.org/wp-

- routinely reviewed against emerging data and evidence. We encourage bidders to set out how they would manage such an approach in practice for the ARCAN programme.
- 18. ARCAN programme implementers and their partners will be responsible for undertaking their own MEL relevant to the programme results framework and to reports requested by FCDO. The MEL unit is therefore not expected to substitute or replace the partners' own reporting systems. There will be an expectation for suppliers to work closely with the MEL unit and it is expected that recommendations made by the MEL unit with regards to partner M&E systems will be acted upon within the life of the programme.
- 19. The selected Supplier for the MEL Unit (hereafter the Supplier) will be responsible for delivering the outputs presented in the 'requirements' section of this TOR and for reporting progress against an agreed work plan and KPIs as part of quarterly narrative reports.

#### THE RECIPIENT

- 20. The **recipient of these services** is the FCDO Pan-Africa Department and the ARCAN Programme Advisory Committee<sup>5</sup>.
- 21. The primary target audience for the outputs from this contract are the FCDO programme management team in the Pan Africa Department, the Programme Advisory committee<sup>6</sup>, ARCAN implementing and downstream partners, FCDO country offices in Sub-Saharan Africa and FCDO programme teams running regional climate programmes in other regions (Asia and MENA) and the FCDO research and evidence department.
- 22. The **secondary audiences** for the outputs from this contract are as follows:
  - For independent monitoring, evaluation, research and technical advice: other donors to the instruments ARCAN is funding
  - For the evaluations, learning mechanisms and operational research a wider audience will be relevant including: FCDO country offices; other UK Government departments working on climate change; local governments; other donors, private sector and civil society organisations working to address climate change; research organisations.
     Where outputs are expected to be published the secondary audience would include a worldwide public audience.

#### **SCOPE OF WORK & REQUIREMENTS**

- 23. The work of the Supplier will be divided into three key components further elaborated below, namely:
  - 1. *Monitoring*: Review of MEL systems across the programme, synthesis of partner reporting and provision of independent monitoring. Development of portfolio level results and VfM

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content/uploads/2015/10/Strategy-Testing-An-Innovative-Approach-to-Monitoring-Highly-Flexible-Aid-Programs.pdf

<sup>&</sup>lt;sup>5</sup> The PSC represents the highest decision-making structure in FCDO's management of this programme. It provides strategic direction to the programme; and oversees programme implementation by the Programme Team and its implementing partners. The PSC will convene formally on a six-monthly basis.

<sup>&</sup>lt;sup>6</sup> The exact details of this committee are still being established.

- framework and analysis. Provision of technical advice and capacity building to programme partners on MEL.
- 2. Evaluation and research: Provision of evaluation & learning synthesis, evidence mapping and demand-led evaluations. Provision of political economy / gender, equality and social inclusion / conflict analysis to inform other ARCAN interventions.
- 3. *Learning:* Facilitating routine, structured learning and decision making as part of the programme governance structure.
- 24. The MEL unit will form a critical component of the ARCAN programme through supporting FCDO and partners with the systematic, planned and intentional use of emerging evidence and analysis in order to drive decisions on programme content and strategy. The MEL unit is expected to actively deliver evidence and analysis into the programme's governance framework at least every 6 months to support decision making. The unit will complement and strengthen both FCDO and partners' own monitoring and learning processes and assist the programme in taking timely decisions on the success or failure of specific areas of the programme against a testable theory of change. Owing to the complex nature of the systems the programme seeks to engage in and influence, it is critical to learn from both success and failure and to develop and share evidence on the approaches used.
- 25. ARCAN has high ambition on addressing gender equality and social inclusion which will require partners to incorporate this into their programme level theories of change and monitoring frameworks. The MEL unit will be required to provide support and monitor implementation of this, through the provision of analysis and technical support to partners.
- 26. The outputs of the contract, to be achieved by the Supplier over the period May 2022 September 2026 are outlined in detail below. Milestones for outputs 1 and 2 will be confirmed at the end of the design phase, pending the selection of partners. Priorities and deliverables for technical advice will be agreed on a quarterly basis between the Supplier and FCDO.

The Supplier bid should set out the proposed approaches and methodologies that will be used to deliver each of the outputs and meet the requirements as outlined below, unless the ToRs stipulate these will be developed during the inception phase. The use of innovative approaches and techniques to facilitate learning processes and soliciting the views and feedback of beneficiaries (including the most marginalised) and relevant stakeholders is highly encouraged.

- 27. The MEL unit is expected to present its findings in ways that are accessible to the different intended audiences. This involves ensuring that reports and information products under this contract are timely, concise, clear and accessible. The use of digital tools (data dashboards, interactive theories of change/system maps, videos) is highly encouraged.
- 28. The Supplier will be responsible for managing and storing all data it collects in line with ethical and data protection guidelines, including ensuring it meets GDPR requirements.
- 29. Given the complex nature of the programme, the funding arrangements with some of the partners involved and the timing the outputs and deliverables of this contract are highly fluid and subject to change. The Supplier must be prepared to adapt its approach to changing circumstances as necessary.

30. The below sets out some of the expected outputs and deliverables that can be planned for in advance.

Output table

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Output 3: Facilitating structured learning and decision making				
Sub-outputs	Year 1	Year 2	Year 3	Year 4
Facilitation of portfolio learning	Portfolio Monitoring, evaluation and learning framework developed (part of inception report)	1x Strategy /learning workshops facilitated	1x Strategy /learning workshops facilitated	1x Strategy /learning workshops facilitated
Annual learning reports	1 report expected, max 15 pages	1 report expected, max 1 pages	1 report expected, max 15 pages	1 report expected, max 15 pages

#### Output 1: Independent monitoring (estimated to be approximately 45% of budget)

31. Under this output the Supplier will be expected to verify and triangulate partner results data at the activity, output and outcome level as well as undertake wider data collection and analysis in relation to the project-level and programme level theories of change as relevant (e.g. testing of assumptions). A particular focus will be placed on results contributing to achieving ICF KPIs and ensuring that GESI impacts are effectively monitored. The Supplier will also play a key role in refining the overall MEL framework for the ARCAN programme.

#### MEL Systems and data Review

- 32. An early deliverable during the inception phase will be a full review of MEL systems across ARCAN. This initial assessment will primarily be desk based, reviewing project proposals, theories of change, MEL plans, reports and other partner specific MEL related documents. Where the funding relationship allows (see 'other requirements section') the review may also involve direct consultation with partners. The purpose of this review is to provide FCDO with an assessment of the strength of partners monitoring systems and assess the quality and availability of data to monitor the projects in and of themselves and as part of ARCAN. As a result of the review the supplier will produce recommendations and/or a risk analysis for each partner that can be taken forward as part of the M&E technical assistance under this MEL contract, or will need to be managed and mitigated by the ARCAN programme where MEL technical assistance is not feasible or appropriate.
- 33. The review is also expected to have a strong focus on how partners assess, monitor and strengthen social inclusion, gender and conflict sensitivity of their interventions as well as the extent to which partners are able to sufficiently disaggregate data on gender, disability<sup>7</sup>, age, and location. It is important that the assessments are able to highlight where MEL systems could be further harmonised with the overall MEL approach for

<sup>7</sup> Using the Washington group question set
http://www.washingtongroup-disability.com/washington-groupquestion-sets/short-set-of-disability-questions/

ARCAN as well as assessing data quality and providing FCDO with an assurance of the strength of MEL across the programme.

- 34. The review will also inform priorities for technical assistance and capacity building on MEL to ARCAN projects. Depending on the findings of the review there will also be scope for a follow-up to track progress and improvements in year 3 of the programme.
- 35. Publicly available information on ARCAN implementing partner MEL frameworks is included in annex A. FCDO will facilitate access to additional material to support the assessments at the beginning of the inception phase.
- **36.** The detailed approach and methodology for the review is set out in the supplier's bid attached at Annex C" and attach the bid as Annex C

## **Additional Monitoring and verification**

- 37. Priorities for additional independent monitoring and verification will be identified through the above systems review during the inception phase. Given the nature of funding arrangements under the ARCAN programme (see section on 'Other specific requirements' for further details), not all components will be subjected to additional monitoring, beyond a desk-based review of their reporting. The following hierarchy is suggested:
  - 1.) **Level 1:** desk-based synthesis of monitoring data from partner reporting, triangulating with secondary data where possible, and recommendations made to FCDO on areas for data systems improvement/follow-up. This level of monitoring will cover all programme components.
  - 2.) Level 2: Where priorities for more in-depth independent monitoring are identified, and where access can be agreed with partners, this level will involve more rigorous verification of partner results, particularly at outcome level.
- 38. The proposed methodology for independent monitoring must integrate qualitative and quantitative techniques to ensure proper triangulation of information. The proposals should set out an approach to verifying the quality of reported data, quality of results, and, where relevant, collecting a wide range of beneficiary and non-beneficiary feedback.
- 39. For areas of the programme subject to more in depth, the use of innovative monitoring and sampling methods and techniques is encouraged, including the potential use of digital data collection methods where appropriate (e.g. remote sensing).
- 40. It is envisaged that a suite of monitoring tools will be used to meet the needs for independent monitoring services including, but not limited to, field observations, focus group discussions, beneficiary interviews, key informant interviews, remote sensing and use of secondary data sources. The monitoring approach is expected to include a substantial component of beneficiary feedback, and to explore the perspectives of a wide demographic, including vulnerable groups.<sup>8</sup> Proposed approaches to beneficiary

<sup>8</sup> Suppliers will be expected to outline their approach to beneficiary feedback, ethical protocols and data management procedures to ensure data collection does not put staff/field monitors, partners and/or beneficiaries at risk, and ensures FCDO's safeguarding standards are met.

feedback must consider relevant population characteristics (i.e. sex, age, disability and location). In addition, they must ensure that beneficiary engagement is used not only to verify results but also to hold FCDO and its partners accountable to affected populations where feasible. Non-beneficiary feedback to triangulate results might include key informant interviews with programme delivery staff, government officials and other key stakeholders as well as those who have not been exposed to the programme.

- 41. We expect that monitoring will go beyond simply measuring results framework indicators and fidelity to established workplans and implementation strategies but will embrace complexity, tracking the unpredictable, 'boundary' actors and results outside the programme that contribute to the overall objective beyond those originally noted in the results framework.
- 42. The Supplier will produce short, high quality independent monitoring reports on a 6-monthly basis, synthesising findings from project monitoring visits and desk-based reviews conducted within this timeframe. These should provide actionable recommendations in an accessible manner which will be used to strengthen the programme, using dashboards and data visualisation as appropriate.
- 43. The recommendations from independent monitoring will be taken on board by the FCDO programme management team and used as points for discussion with ARCAN partners. ARCAN partners will also be required to respond in writing to the findings highlighted by the independent monitoring. As a result, we expect partners to learn and adapt implementation and strengthen their accountability systems. Where relevant, the insights and lessons from independent monitoring will be shared more broadly within FCDO and other donors.
- 44. The supplier should develop a process which sets out clearly how evidence and data from independent monitoring will support the other outputs of this requirement. Evidence from independent monitoring should be routinely used to inform the learning work under output 3.
- 45. The methodological approach, tools and the sampling approach for independent monitoring and wider data collection will be agreed with FCDO during the inception phase for this output.
- 46. Each ARCAN component deemed in scope of more in-depth (Level 2) independent monitoring is expected to be visited at least once annually, implying a minimum of two visits to each project site during the period of project implementation. Criteria for sequencing of projects and sites will be agreed between FCDO and the Supplier during the inception phase (e.g. projects with high risk, high spend). The exact frequency of monitoring visits may differ per project and will be determined and agreed based on the number of projects, partners, sites, and other relevant considerations. The latter may include the findings of previous monitoring visits, partner MEL capacity, the start of new activities, and level of risk.
- 47. Outputs from the monitoring work stream will not be subject to EQUALS quality assurance unless there is a disagreement between the supplier and FCDO on the quality of the reports.

Detailed approaches and methodologies for monitoring will be agreed during the

# inception phase. Supplier bids should set out the types of approaches the supplier would expect to use and has expertise in delivering.

#### Technical MEL support to ARCAN partners

- **48.** Based on the MEL systems review and where appropriate based on the funding relationship between FCDO and the ARCAN partner, the MEL supplier will provide technical support on MEL to ARCAN programme partners. This will be on a demand led basis and is expected to include:
  - Support to develop detailed indicator definitions and data collection approaches for specific indicators
  - Support to develop systems to collect disaggregated data on relevant indicators including on gender, age, poverty levels and disability.
  - Support to integrate the monitoring of political economy factors, conflict sensitivity and gender equality and social inclusion.
  - Support to design or refine wider MEL tools including theories of change, MEL frameworks, evidence strategies etc.
- 49. The level of demand for technical assistance will be kept under review to ensure the demand is sustainable. All requests for support will be agreed in writing between the FCDO, programme partner and MEL supplier.

## Output 2: Evaluation and research (estimated to be approximately 45% of budget)

50. The supplier will be expected to develop an approach to and deliver the following evaluation and research activities:

#### **Evidence mapping**

- 51. Strongly linked to the theory of change elements of the MEL systems review under output 1 and MEL framework development under output 3, during the inception phase the Supplier will produce an evidence map summarising the evidence underpinning the ARCAN theory of change and highlighting any key gaps. This will be used to identify recommendations for additional research and evaluation to be taken forward by the MEL supplier or by other partners (e.g. FCDO funded research programmes).
- 52. Given the focus will be on the ARCAN theory of change, the evidence map is not expected to be a comprehensive evidence mapping across all the sectors that ARCAN supports but should draw on good practice in evidence mapping (e.g. 3iE, Campbell Collaboration) whilst also paying attention to grey literature.

#### **Evaluation** synthesis

- 53. As previously highlighted, ARCAN funds a range of existing initiatives, many of which have already undergone evaluations and reviews and have further evaluations and reviews planned. To add further value, and test assumptions around the ARCAN portfolio adding up to 'more than the sum of its parts' the supplier will be required to undertake evaluation synthesis at mid and end points of ARCAN. This is expected to draw on all evaluation, lesson learning and review work and triangulate this with evidence from outside of the ARCAN programme.
- 54. The approach and methodology for the synthesis during the inception phase is set out in the supplier's bid attached at Annex C Details of ARCAN project evaluation plans will be shared with the Supplier during the inception phase to aid the development of the approach.

55. The primary audience for the synthesis will be the FCDO programme team, ARCAN partners, FCDO programme teams working on similar projects and the wider international community working on climate change.

#### Specific Evaluations and analyses

- 56. Based on the evidence mapping against the programme theory of change and consultation with partners, there are expected to be a range of opportunities to take forward specific, evaluative pieces of work. These will mainly test specific hypothesis set out in the ARCAN theory of change where evidence is assessed as weak or mixed. They will also be used to examine 'process' elements of ARCAN interventions, in particular examining questions around the programme's GESI impacts. It is likely that at least one evaluative piece of work will be commissioned to test the assumption that bringing programmes together under ARCAN will strengthen linkages between different investment types, resulting in a portfolio that is more than the sum of its parts in terms of outcomes and impact.
- 57. This workstream is also expected to include provision of VfM analysis to support the ongoing monitoring of VfM across the programme.
- 58. The exact number of evaluations/analyses to be conducted will depend on the results of the scoping conducted during the inception phase but the FCDO expects a minimum of five evaluations/analyses will be conducted over the life of the ARCAN programme under the current £3.5m scenario. It is likely that the evaluation workstream would be substantially strengthened should further budget become available.

## Political economy, GESI and conflict analysis

- 59. As part of the theory of change development/review during the inception phase the supplier will be expected to identify areas of ARCAN that would benefit from more indepth analysis on political economy, GESI and conflict issues. This will inform ongoing analysis throughout the programme. The supplier may also be expected to respond to ad hoc requests for these types of analysis.
- 60. This work should inform both the overarching ARCAN theory of change and MEL framework, and partner level MEL frameworks.
  - Detailed approaches and methodologies for evaluation will be agreed during the inception phase, once scoping is complete but approaches including process, performance, impact and cost-effectiveness evaluation will all be in scope. Bids should highlight the suppliers experience with a broad range of evaluation methods and approaches.
- 61. All products under the evaluation work stream, except the evidence gap map, will be subject to EQUALS quality assurance.

## Output 3: Facilitating structured learning and decision making (estimated to be approximately 10% of budget)

62. Output 3 is cross-cutting, bringing together and synthesising all the other requirements under outputs 1 and 2 to inform ongoing learning and decision making. As a first step under this output, the supplier will be required to review and refine an overall MEL framework and strategy for ARCAN at the portfolio level, centred around routinely

tracking and reviewing progress against the ARCAN theory of change. This will take place during the inception phase and is expected to comprise:

- 1.) A portfolio-level theory of change, building on the draft contained in annex B. We would encourage partners to take an innovative approach to developing and visualising the ToC at portfolio level, ideally including a 'systems' lense, ensuring the ToC can capture the complexity of ARCAN while remaining a useful M&E tool.
- 2.) A set of indicators, building on an existing draft set of indicators which will be shared during inception, to monitor progress against the ToC. This will include ensuring that ARCAN meets requirements for reporting against <u>relevant ICF indicators</u>, particularly ICF KPI 15 on transformational change.
- 3.) A supporting value for money framework, with a set of indicators, to ensure that VfM can be tracked across the programme on an ongoing basis.
- 4.) An approach to succinctly capturing and visualising performance at a high level across the ARCAN programme.
- 63. The approach to developing portfolio level MEL framework and tools is set out in the supplier's bids attached at Annex C
- 64. Once agreed, the Supplier will be expected to develop an approach to operationalising this MEL strategy at portfolio level. This will involve synthesising emerging evidence against the programme theories of change to facilitate the application of learning from monitoring, evaluation and research activities across the programme in refining delivery of programme components. Based on these synthesised findings the supplier will be expected to facilitate annual strategy/learning workshops to examine:
  - What was delivered how it went and what worked and did not work as expected
  - What the program team learned from what worked and what did not
  - If there have been any changes to the external context (political economy, other donor investment) that may require the programme to change its approach.
- 65. In addition to the workshops, the supplier will produce annual synthesis reports capturing the outputs of the strategy discussions alongside synthesised evidence and learning from across the activities under outputs 1-3. These reports and the outcomes of the workshops will be used to inform the FCDO led annual review of ARCAN.
- 66. Under this workstream the supplier will also be expected to produce a use and influence plan for all monitoring, evaluation and learning outputs.
- 67. While most of the detail will be worked through in the inception phase, the supplier bids attached at annex C sets out an approach to managing the learning focused output.

#### Other specific requirements

## Relationship between the Supplier, FCDO and partners

68. The ARCAN' Programme Advisory Committee (PAC)<sup>9</sup>, under the leadership of the programme SRO, is responsible for strategic management the programme and ultimately

<sup>&</sup>lt;sup>9</sup> The exact details and composition of this committee are still being determined.

monitoring progress against the agreed results framework. The Supplier is not expected to substitute or replace the partners' or FCDOs own MEL and reporting systems.

- 69. The relationship between the supplier, FCDO and the programme partners will be key to the success of the MEL unit. These relationships will require careful management and will differ depending on the funding arrangement between the FCDO and implementing partner. The funding relationships across the programme can be broadly categorised as follows:
  - 1.) Contributions to a multi-donor trust fund (e.g. SRMI, CAFI, CIWA). In these situations, the MEL supplier will likely have limited access and influence unless this can be successfully negotiated by the FCDO. Each trust fund already has its own governance arrangements and MEL approach that will have been agreed among a range of partners and it would not be appropriate for the UK to insist on separate reporting streams for its own contributions to these funds. However, there are likely to be opportunities for collaboration and engagement including on monitoring systems support and on specific evaluative pieces of work. As a baseline, all reporting to the FCDO through these funding arrangements will still be subject to a desk review by the MEL supplier as outlined in output 1 and 2 above and all evaluation produced through these arrangements will be in scope for the evaluation synthesis.
  - 2.) Direct agreement with an organisation (MOU) (Met Office). Under this funding arrangement FCDO will be able to broker a closer working relationship between the MEL supplier and implementer and these partners will be expected to collaborate closely with the MEL supplier across the three outputs set out in this ToR. A formal requirement on MEL engagement will be built into the MOU.
  - 3.) Contract with a private supplier (Technical assistance). This will be the same as with a direct MOU agreement, though a requirement to work closely with the MEL supplier will be built into the supplier's contract.

#### Linkages to other FCDO climate programmes

70. The MEL supplier will be expected to work closely with other relevant initiatives funded by the FCDO, including:

Climate Action for a Resilient Asia Programme (CARA): A regional programme with a similar focus to ARCAN, focused on Asia. This programme has allocated £5m for the procurement of a MEL supplier with a similar function to that of ARCAN. Further details are available at: <a href="https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-301000/summary">https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-301000/summary</a>

Pioneering a Holistic approach to Energy and Nature-based Options in MENA for Long-term stability — PHENOMENAL. A regional programme with a similar focus to ARCAN and CARA, operating in the Middle East and North Africa region. Further details are available at: <a href="https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-301142/summary">https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-301142/summary</a>

Climate Adaption and Resilience (ClARe): a research framework programme supporting adaptation through action-oriented research and capacity strengthening to build resilience, address knowledge gaps, and boost the response to the climate crisis in the Global South. Further details are available at: <a href="https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300126/summary">https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300126/summary</a>

71. This close working will involve proactive sharing of MEL products between the programmes and may also include joint organisation of lesson learning workshops or other events as appropriate. The supplier, with support from the FCDO M&E adviser, will

be expected to keep a watching brief on learning emerging from the programmes, looking for opportunities to feed this into the ARCAN programme and vice versa. Particular attention will need to be given to the research outputs from CIARe with regards to strengthening linkages between research and practice.

#### **Ethical considerations**

72. The Supplier and partners must follow the do no harm approach and FCDO's Ethics Principles for Research and Evaluation.

#### REPORTING

- 73. The Supplier is required to submit formal reporting against an agreed work plan and attend periodic meetings to discuss progress and future workplans with FCDO. The content of the progress reports will be agreed between FCDO and the Supplier during inception.
- 74. The table below sets progress reports and deliverables within a provisional timeframe, the exact dates of which will be finalised between the Supplier and FCDO at the contract award stage, and adjusted on an annual basis.

Phase	Year (Apr- March)	Period (FY Quarters)	Progress report	Date	Deliverables	Meeting type
Inception	2022/23	Q4	n/a	March 2023	Inception report	1x Kick-off meeting + 1x formal review meeting at end inception
		Q1	Quarterly Report	Jun 2023		Quarterly review meeting
	2023/24	Q2	Quarterly Report	Sep 2023		Quarterly review meeting
entation		Q3	Annual Report	Dec 2023	See specific output deliverables	Annual review meeting
Implementation		Q4	Quarterly Report	Mar 2024	above	Quarterly review meeting
	2024/25	Q1	Quarterly Report	Jun 2024		Quarterly review meeting
		Q2	Quarterly Report	Sep 2024		Quarterly review meeting
		Q3	Annual Report	Dec 2024		Annual review meeting

	Q4	Quarterly Report	Mar 2025	Quarterly review meeting
	Q1	Quarterly Report	Jun 2025	Quarterly review meeting
2025/26	Q2	Quarterly Report	Sep 2025	Quarterly review meeting
	Q3	Annual Report	Dec 2025	Annual review meeting
	Q4	Quarterly Report	Mar 2026	Quarterly review meeting
2026/27	Q1	Quarterly Report	Jun 2026	Quarterly review meeting
	Q2	Quarterly Report	Sep 2026	Quarterly review meeting
	Q3	Annual Report	Dec 2026	Annual Review meeting
	Q4	Final Report	Mar 2027	Final sign- off meeting

#### **SKILLS AND EXPERIENCE**

- 75. FCDO is encouraging bids from teams/consortia with a proven track record of delivering MEL for complex, portfolio programmes; independent monitoring, and mixed-method evaluations testing causal pathways (i.e. using theory-based approaches). Experience of evaluation synthesis and evidence mapping is also a key requirement. Technical expertise and experience of carrying out MEL or research on climate change mitigation and adaptation is also an essential requirement.
- 76. The Supplier will be required to be present in the geographic areas either permanently or on a regular basis (NB FCDO will not provide office space or support services). Suppliers may want to partner with groups or organisations with an ongoing presence in target countries and relevant experience.
- 77. The composition of the team should include a balance of international and national consultants, and take into account diversity considerations as well (e.g. age, gender, disability). If required, we strongly encourage organisations to form consortiums to obtain the appropriate diversity and skill mix. The location of the team can be flexible but skills and expertise required include:

#### 78. A team leader with:

- Demonstrable relevant experience,
- Demonstrated ability to design and manage MEL systems for development projects;
- Organisational expertise in the design and implementation of MEL for climate change and natural resource management programs, biodiversity conservation, with

- experience integrating other cross-cutting programmatic areas (governance, WASH, land rights, food security, etc.)
- Experience of working with Multi-Donor Trust Fund and Multilateral Development Bank monitoring and reporting systems;
- Experience of designing and implementing multi-programme / portfolio MEL systems
- Excellent communication skills in English and ideally in French
- (Given the scope and scale of the programme, FCDO has a strong preference for this role to be full-time).

#### 79. A team that includes skills and expertise in:

- MEL systems design and implementation
- In depth technical knowledge of climate change adaptation, natural resource management, biodiversity and experience across a range of other cross-cutting programmatic areas relevant to ARCAN.
- A broad range of evaluation approaches and methodologies including, realist evaluation/synthesis, experimental/quasi-experimental evaluation and other theory based approaches (contribution analysis, QCA,
- Experience on gender equality issues, and working with girls' and women's rights organisations
- Experience of delivering political economy, GESI and conflict analysis
- Experience of evidence mapping and synthesis
- Working knowledge of relevant languages including French.
- Experience of working on or monitoring and evaluating programmes delivered in fragile and conflict affected states, including experience of conducting conflict analyses.
- 80. Given the scope and scale of the programme, FCDO has a strong preference that the team leader be supported by at least 2 additional full-time roles.

#### **BUDGET**

- 81. The maximum budget for this contract is £3,371,701.00 (please note this figure includes all applicable taxes exclusive of UK VAT). It is the supplier's responsibility to establish its taxation position both in the UK and in any relevant country(ies) to ensure it meets its obligations. This budget will cover all the activities and expenses of the Supplier in delivery of the outputs set out in this ToR.
- 82. FCDO reserves the right to scale back or terminate this contract in line with our Terms and Conditions.

## **TIMEFRAME AND BREAK POINTS**

- 83. The contract will commence **30**<sup>th</sup> **December 2022 and is anticipated to run until 31**<sup>st</sup> **March 2027.** There will be an **inception period** from 30<sup>th</sup> December 2022 to 30<sup>th</sup> April 2023 before full implementation starts. FCDO reserves the right to extend the contract for an additional 24 months and increase the value up to 50% of the original contract value (£1,685,850.50).
- 84. The contract has 3 break clauses
  - 1. After the inception phase, FCDO will decide if to proceed to implementation with the Supplier. Continuation of the contract will be dependent on approval of the Inception

- report and agreed—activities, resources, timeline and budget. In the event the Inception outputs cannot be agreed FCDO reserves the right terminate the contract.
- 2. There will also be a break clause at the midpoint (May 2024) of the contract where FCDO will reserve the right to end the contract early if the services being delivered are not deemed to be adding sufficient value, or there are broader changes to the ARCAN programme rendering the MEL services redundant.
- 3. A further breakpoint will be contained in the third year of the contract in March 2025, when the current HMG spending review comes to an end.

#### **GOVERNANCE ARRANGEMENTS**

- 85. The Supplier will report to the FCDO Pan Africa Department's Evaluation Adviser and Programme Manager. When considered necessary, the Programme Advisory Committee may request the MEL unit to share its findings directly. Vice versa, the MEL unit can make representations to the Advisory Committee (subject to consultation with the Senior Responsible Owner) to flag issues or concerns related to the programme. As highlighted elsewhere in this ToR, the exact make-up and remit of the ARCAN Programme Advisory Committee is still being determined.
- 86. Key deliverables under this contract (including inception report, interim and final evaluation reports) will need to be reviewed and signed off by FCDO's Evaluation Quality Assurance Service.
- 87. FCDO will agree a work plan with the Supplier during the inception, which will be revisited regularly and adjusted when necessary. FCDO will sign off on the design, methodological approach and tools proposed for independent monitoring, evaluation synthesis, and learning mechanisms during the inception phase. It is expected that the Supplier will independently manage the implementation plan, but will consult the FCDO Evaluation Adviser and Senior Responsible Owner before decisions are taken. Regular progress meetings will be held, at least monthly.
- 88. FCDO will support the Supplier in understanding the programme. FCDO will also ensure that necessary connections are made between the Supplier, ARCAN partners (and downstream partners of ARCAN partners), and relevant FCDO country office teams; but does not expect to play the role of relationship manager/ liaison, nor will we hold any duty of care responsibility for the successful Suppliers of this ToR.
- 89. In line with the International Aid Transparency Initiative (IATI), FCDO requires partners receiving and managing funds to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners. Further information is available from: http://www.aidtransparency.net/. The Supplier should submit copies of its supply chain (sub-contractor) invoices and evidence of payment when invoicing FCDO for its actual costs of procurement of local services and applicable management fee.

#### **CONTRACTUAL ARRANGEMENTS**

- 90. The services described in this terms of reference will be provided under a single contract. Should the successful bid be provided by a consortium, then the contract will be with the lead Supplier, who will be responsible for the performance and delivery of services provided by consortium members and/or downstream partners.
  - 91. This will be an **output based** contract and payment will be based on satisfactory delivery of the outputs.

#### **CONTRACT PAYMENT STRUCTURE**

92. The contract will be subject to a hybrid performance-related payment model. During the inception phase, expenses will be reimbursed on actual expenditure and fees will be paid on the successful delivery of the inception phase deliverables. The inception report will also be treated as a milestone and payment will be made on its satisfactory completion.

#### **Key Performance Indicators**

- 93. As mentioned above, FCDO will follow a hybrid approach for making payments against the deliverables agreed under the inception phase of the contract. Full details of the KPI scoring approach will be agreed during the inception phase but are likely to include the following:
  - Timeliness (1-4): FCDO will use Delivering on Time as a key criterion for performance evaluation against the deliverables. Scores will range from 1-4 with a score of 1 being awarded if there is a delay of 6 weeks or more (or less if FCDO has not been notified in advance) and a 4 being awarded if agreed deadlines are met.
  - Quality (1-4): FCDO will assess the quality of deliverables using FCDO standards and the extent to which a deliverable achieves the purpose it is meant to serve. In some cases, such as an evaluation report or a significant piece of research work, we will use our Independent Quality Assurance processes to validate the judgement of ARCAN programme team. Quality criteria will be agreed between the FCDO and the supplier during the inception phase. We expect to use a 1-4 point scale to rate the deliverables on their quality. If there is a dispute over the quality of a deliverable (e.g., a report), then feedback will be provided, and the supplier allowed an opportunity to improve the deliverable to the required standard. FCDO will also draw on its independent quality assurance service (EQUALS) where there are disputes on the quality of non-evaluation products. Criteria for quality scoring will be agreed during the inception phase and may differ depending on the type of product.
  - Effective Dissemination (1-4): For reports, evaluations products, research products— if meant to capture learning—FCDO will evaluate them also on the basis of how well the learning is captured and shared. Criteria for dissemination scoring will be agreed during the inception phase.
- 94. The payment of the 20% KPI element of fees will be released if products are assessed as meeting a minimum aggregate score across the KPIs.

#### **RISKS AND CONSTRAINTS**

- 95. The key risks and challenges that FCDO has identified, and which the Supplier is expected to address in addition to other risks they have identified:
- 96. Delivery challenges include:
  - Identifying and engaging with populations at risk and responding to their specific needs:
  - Delivery challenges associated with safety working in fragile or conflict areas;
  - Need to work through local actors on the ground who may not have the skills and tools required to achieve minimum standards of monitoring / research etc.;
  - Limited capacity of implementing partners in M&E leading to the risk that data is not reliable, timely or relevant enough to monitor or evaluate performance;
  - Lack of complementarity between partners' MEL and the work of the MEL unit, compromising value for money and creating a potential data collection burden on beneficiaries.

#### 97. External context challenges include:

- Increased fragility or political instability in donor and partner countries makes it impossible to continue supporting MEL practices and/or development interventions.
- Grant activities disrupted due to events beyond grantees control e.g., conflict, extreme climate event, changes in government policy;
- Programme execution and / or MEL activities hindered by host government unwillingness to collaborate with or license programme efforts;

## 98. Data challenges include:

- The limitations in available, reliable and comparable data;
- Risks to data confidentiality, transportation and security;
- Risks of identifying beneficiaries in data analysis and reporting

## 99. Safeguards challenges include:

- MEL practices used by partners fail to uphold ethical standards.
- Activities create negative externalities for example inadvertently "doing harm", such as through displacement of activities' from one sector to another (i.e. leakage) or deepening inequalities;
- Risk of causing harm to beneficiaries and communities (e.g. social shaming, stigma), inability to offer support / services in impartial monitor role, managing expectations;

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

- 100. The General Data Protection Regulation (GDPR) is legislation that came into force on 25th May 2018. GDPR builds on data protection legislation, with a focus on governing the processing of personal data. Personal data is information relating to an identified, or identifiable living person. Further information on personal data and general responsibilities under GDPR legislation is available at The Data Protection Act.
- 101. Under GDPR the contract must be clear on the roles and responsibilities relating to the Controller and the Processor.
- 102. A Controller determines the purpose and means of processing personal data under the contract. The responsibilities of this role include:
- Ensuring a clear statement of what personal data can be gathered under the contract.
- Ensuring the Processor has the capability to meet the requirements of GDPR under the contract
- Ensuring a Data Protection Impact Assessment (DPIA) is carried out (where appropriate) prior to contract award.
- 103. A Processor is responsible for processing personal data on behalf of the Controller, as specified in the contract and their responsibilities include:
- Processing data in line with GDPR.
- Processing the data within the scope stated by the Controller in the contract.
- Ensuring any Sub-Processors, they contract have the capability to meet the requirements of GDPR.
  - 104. Relationship Status: If personal data is being processed, there are 3 main types of relationships that could arise in relation to the Controller and Processor roles under a supplier contract:
- FCDO is the Controller, and the Supplier is the Processor

- FCDO and the Supplier are operating as Joint Controllers.
- FCDO and the Supplier are operating as Independent Controllers

#### **Delivery Chain Mapping**

- 105. Delivery Chain Mapping is a process that identifies and captures, usually in visual form, the name of all partners involved in delivering a specific good, service or charge, ideally down to the end beneficiary. Delivery chain mapping is a key component of FCDO's Due Diligence Framework, which adopts a four-pillar approach in assessing a potential partner's (including MEL partner) capacity and capability to deliver our work and manage UK taxpayer's funds. The four pillars assess an organisation's i) Governance and Internal Control; ii) Ability to Deliver; iii) Financial Stability; and iv) Downstream Activity. This process allows teams to understand potential delivery chains and where the greater risks and assurance will be required to successfully implement our contracts. The delivery chain is assessed at pillar four, Downstream Activity.
- 106. FCDO's Competitive tendering processes are designed to test suppliers' capability/capacity to ensure risks are managed and mitigated, and to provide assurances on the successful delivery of the programme. This will include a requirement to provide visibility of the flow of FCDO monies via a Delivery Chain Map with a requirement to update and report throughout the length of the contract.

#### **Fraud and Corruption**

- 107. FCDO has a zero-tolerance approach towards fraud, bribery, and corruption, and we do everything within our power to prevent, detect and, if found, respond robustly to allegations. FCDO will take the necessary steps to respond to all allegations and will pursue sanctions as appropriate and available in each case, including dismissal, prosecution, suspension, and cancelation of aid. An FCDO priority is to operate with the highest standards of business integrity, honesty and objectivity in line with the Civil Service Code to ensure that the FCDO is a force of good in the world.
- 108. This policy applies to all of FCDO's activities, and we encourage our partners and suppliers to adopt similar policies consistent with the principles of the policy.
- 109. Key definitions to note under this policy include:
  - Fraud is an intentional act of dishonesty by one or more individuals internal or external to FCDO with the intent of making a gain for themselves or anyone else or inflicting a loss (or risk of loss) on another, that results in the loss or misuse of FCDO funds and resources.
  - Theft is taking without consent and with the intention of not returning any property belonging to FCDO or which has been entrusted to it including cash, equipment, vehicles and data. This should also be reported to the FCDO Investigation Team under this policy.
  - Bribery is giving someone a financial or other advantage to induce that person to perform their function or activities improperly or to reward that person for having already done so.
  - Corruption is a more general concept and relates, in this context, to dishonest or criminal behaviour by an individual for personal or organisational gain. It is important to note that different countries have differing laws in this area and the UK concept of dishonest or criminal applies even if an activity is legal in the country of the activity

## Exit Strategy

110. The supplier will be required to submit an Exit Strategy to the FCDO no later than 3 months following commencement of the contact. The Exit Strategy must address what will be done to sustainability exit this contract and the steps to be taken in the event of early termination of the services.

#### **Annex A: ARCAN Overview**

#### Context

Climate Change is leading to increases in average temperatures and changes in the severity and frequency of extreme weather events (floods, droughts, temperatures) across the globe. Africa is responsible for less than 3% of energy-related greenhouse gas (GHG) emissions that contribute to climate change, but will bear the highest costs of global climate change because: 1) it is sensitive to severe weather changes; 2) it has weak institutions that affect its responses, and 3) millions of already vulnerable and poor people and livelihoods depend on sectors directly affected by climate, such as agriculture, water and forests. In addition to increasing climate vulnerability, the natural resources upon which livelihoods, economic growth and health depend are increasingly being degraded.

Whilst there has been some targeted action to tackle these issues, a lack of capacity, mixed incentives, broader political economy issues within and between stakeholders (including government and the private sector), hinder the integration of climate and environmental risks into key decision making, policy and investment areas, specifically in sectors where climate and environment is not the focus.

FCDO has a strong track record of delivering climate and environment policy and programming, particularly in areas where other donors do not usually operate. For example, supporting the use and generation of climate and weather information, our work on community-based management and improving water governance on transboundary water are well regarded by governments and other donors, complimenting and often underpinning work of others.

The ARCAN programme will deliver on UK and global commitments to tackle climate change and resource degradation, with a clear focus on poverty reduction. It aligns with planned research programmes and complements the work of other FCDO and UK Government Departments, maximising the potential impact of UK investments in this space. The transboundary nature of many of the environmental issues facing Africa, together with regional interests to work together to tackle common issues, means that working with and through stakeholders in Africa at a regional level, as proposed in this programme, helps increase the scale and sustainability of UK actions.

## Overview of the ARCAN programme

ARCAN will support a range of existing multi-partner initiatives in several key areas, alongside a dedicated technical assistance workstream. As a regional programme, ARCAN focuses on multi-country and regional initiatives that are (i) tackling sectors most affected by climate change, (ii) supporting work that is focused on regional / multi-country level and (iii) supporting work that makes best use of UK expertise. The programme will work with African Governments and institutions to build resilience to climate change, improve management of natural resources, and support regional responses to cross-border environmental challenges. These actions are key to building resilience to economic shocks and have potential to provide an alternative, greener pathway for COVID19 recovery.

The *impact* of the programme is expected to be "improved adaptive capacity of African countries and communities, especially the poorest, to respond to and prepare for the effects of climate change". Achievement of this impact will contribute to the overarching objective of the HMG Strategic Approach to Africa – "By 2030: African economies increasingly climate resilient, low carbon and environmentally sustainable, with stronger political commitment to tackling climate change".

In delivering this impact the programme will intervene across four thematic areas, and contribute to the following outcomes, which are closely aligned to the outcomes in the UK's Africa Strategy 'Greener, cleaner planet' objective:

- Greater use by a range of stakeholders of robust data on climate, weather and natural resources to strengthen resilience, innovation and investment decisions;
- Increase in number of African Institutions understanding, accessing and piloting use of climate and natural resources related finance mechanisms;
- Increase in regional and African led initiatives demonstrating greater collaboration on NR management, tackling degradation and addressing climate change – with a focus on enabling inclusive poverty reduction
- Greater availability and use by all relevant stakeholders of innovative approaches and technologies to deliver positive poverty and environmental impacts in sectors such

- as energy, natural resources management, agriculture and environmental degradation;
- Increase in number of countries with growth and energy strategies and sectoral plans, policies and regulations/operating procedures which demonstrate integration of climate and NRM issues at regional, national or local levels

To achieve these results, ARCAN builds on a range of existing partnerships with large organisations such as the World Bank and the UN but will also work with others to further support regionally relevant initiatives. Further details on the thematic areas and projects ARCAN will fund are outlined below. ARCAN initially has £100m available, though this may increase to £250m depending on future budget settlements.

Each individual component will have its own detailed theory of change- these are in varying stages of design and will be made available to the supplier during the inception phase. An overarching theory of change for the programme can be found in annex B.

ARCAN 'Pillars'	Description of Projects inc Geographic	Planne	Status	Planned
	coverage and links to publicly	d start	at time	End Date of
	available MEL system information	date of	of this	FCDO
	(£100m scenario)	FCDO	tender	funding
		fundin		
		g		
Transboundar	£8m to the Cooperation in International Waters in	Q1	<b>F</b> CDO	Q4 25/26
y Water	Africa Programme (World Bank), supporting riparian	FY23/24	Funding	
, Management	countries to unlock the potential for sustainable,		not yet	
<b>J</b>	climate resilience growth through improved		started	
	transboundary water management. FCDO support will			
	initially focus on Nile Basin.			
	Relevant MEL related documents:			
	https://www.ciwaprogram.org/pdf/CIWA AR2021.pdf			
Nature	£31.25m to the Central African Forests Initiative to	Q4 FY	FCDO	Q4 25/26
	support enabling & reforming programmes and large-	21/22	funding	
	scale field investments (on agriculture, energy, forestry,		started as	
	conservation, land use planning and tenure, mining and		planned.	
	hydrocarbons, demography and governance) combined		Initiative	
	with high-level policy dialogue. The programme		already in	_
	operates in Democratic Republic of Congo, Republic of		implementat	Q4 25/26
	Congo, Cameroon, Gabon and Equatorial Guinea,		ion.	
	Central African Republic.			
	Relevant MEL related documents:	Q1 22/23		
	https://mptf.undp.org/sites/default/files/documents/3			
	5000/33914			
	https://www.cafi.org/news-centre/mid-term-review-			
	<u>cafi-fund</u>		FCDO	
	https://www.cafi.org/what-we-do/annual-reports		funding not	
	£6.5m to the Forest and Farm Facility (FAO) to support		yet started.	
	work with forest and farm producer organisations to			
	secure their rights, organise their businesses and			
Weather and	sustainably manage their forests and adjacent farms. £15.75m to the UK Met Office to support initiatives	Q1	Inception	Q4 25/26
	focused on improving the uptake of weather and	FY22/23	phase	Q4 23/20
Climate	climate information services to strengthen resilience	1122/23	pilase	
Information	Cililare illioitilation services to strellkriten resilience			

Services	through the WISER programme.			
Services	MEL approach currently being developed/agreed. Some			
	learning from previous phases will be relevant to			
	consult: https://www.metoffice.gov.uk/about-			
	us/what/working-with-other-			
	organisations/international/projects/wiser/knowledge-			
	learning			
Energy	£18m to the Sustainable Renewables Risk Mitigation	Q4	SRMI- first	Q4 25/26
Lifergy	Initiative (World Bank) supporting governments to	FY21/22	disbursemen	α. 23/23
	develop sustainable solar programs to (i) attract the		t made.	
	private sector; (ii)reduce reliance on public finances;		Initiative is in	
	and (iii) maximise socio-economic benefits.		implementat	Q4 25/26
	£4m to the Sustainable Energy for Africa programme	Q1	ion	α. 23/23
	(African Development Bank) to support the provision of	FY23/24	1011	
	technical assistance and catalytic finance to unlock	,		
	private sector investments in green mini-grids, green			
	baseload, and energy efficiency.			
Climate	£14m to establish a Finance and Policy Technical	FY 22/23	Finance and	Q4 25/26
Nature and	Assistance Facility which will provide assistance across	,	Technical	,
Finance Policy	four key areas: a) supporting access to climate finance,		Assistance	
Tillance Toncy	b) support to mainstream climate and nature into		Facility will	
	policy, c) strengthening approaches to political		no longer go	
	economy, inclusion and fragility and d) Support for		ahead. FCDO	
	meeting international climate transparency		exploring	
	requirements. As of September 2022 the procurement		other	
	for this component of ARCAN will not go ahead.	FY 22/23	avenues to	Q4 25/26
			support	
			these	
			objectives.	
	£20m to the Africa Adaptation Acceleration Programme			
	(Global Centre for Adaptation), supporting the		Support to	
	Upstream Facility to provide technical support to		AAAP under	
	identify and scale adaptation measures across four		ARCAN is	
	priority areas: agriculture; water and infrastructure;		subject to	
	youth jobs and entrepreneurship, and; increasing access		ministerial	
	to private finance.		approval.	
Monitorin	<b>£3.5</b> m to support monitoring, evaluation	Q1 22/23	Subject of	Q4 25/26
g,	and learning across ARCAN- including		this tender.	
Evaluation	sharing knowledge and evidence between			
and	components.			
Learning				

## Annex B: Draft ARCAN Theory of Change Overarching ARCAN Theory of Change

#### **The Core Problem**

Climate change is already a reality for Africa, as is its severity. The core problem that ARCAN aims to addresses is that existing levels of poverty and low human capital increase vulnerability to multiple shocks, including those related to climate change. Climate change will likely be a threat multiplier further exacerbating underlying tensions and vulnerabilities. Political and other constraints (including limited capacity, land tenure and conflict/instability) contribute to limited responses and incentives which drive poor natural resource management, further raising vulnerability of people and the natural systems on which they depend to climate change. True to the 'wicked' nature of the problem there is no one simple or linear solution — instead, addressing the challenges of climate change and natural resources management must include consideration of the political economy and vested interests which contribute to the problems or tend to work against technical solutions being taken up at the scale needed.

#### What does success look like?

Long term success of this programme will be achieved if there are improvements in the adaptive capacity of African countries and communities to respond to and prepare for the effects of climate change. These responses (e.g. use of better and appropriate information, natural resources management and green, equitable jobs) are expected to increase resilience to these shocks. African economies will also be more able to take advantage of low-carbon technologies to underpin economic growth, reducing pressure on natural systems. This will in turn lead to poverty alleviation activities which can be sustained in the longer term. Poverty alleviation and securing human capital increases for communities and individuals is the optimum way to enhance resilience. The multi-faceted approach taken works across the spectrum of resilience, human capital, energy access and economic development. This success will contribute to the overall achievement of the objectives of the Refreshed HMG Strategic Approach to Africa on climate change and natural resources, which by 2030 aims to support African economies to be increasingly climate resilient, low carbon and environmentally sustainable, with stronger political commitment to tackling climate change.

With an overall goal of enhancing adaptive capacity and poverty alleviation in the context of a changing climate, ARCAN will also develop sustainable economies, secure livelihoods for future generations and contribute to global efforts to reduce carbon emissions.

#### **Intended outcomes**

To contribute to this long-term change, which will ultimately depend on a range of factors outwith the control of the ARCAN programme alone, we combine a set of interventions that enable incremental change towards five intermediate outcomes (referred to herein as portfolio outcomes)- all focused on improving the adaptive capacity of African countries and communities:

- 1. Strengthened resilience, innovation and investment decisions as a result of greater use by a range of stakeholders of robust data on climate, weather and natural resources issues. Including in early warning & Disaster Risk Reduction, social protection and health systems, sustainable food systems and economic development and planning;
- 2. Increase in the number and capacity of African Institutions (Government and non-Governmental, including private sector) understanding, accessing and piloting use of climate and natural resources related finance mechanisms;
- 3. Increase in regional and African led initiatives demonstrating greater collaboration on Natural Resource management, tackling degradation and addressing climate change with a focus on enabling inclusive poverty reduction;
- 4. Greater availability and use by all relevant stakeholders of innovative approaches and technologies to deliver positive poverty and environmental impacts in sectors such as energy, natural resources management, agriculture and environmental degradation;
- 5. Increase in the number of countries with growth and energy strategies and sectoral plans, policies and regulations/operating procedures which demonstrate integration of climate, natural resource management and poverty alleviation issues at regional, national or local levels.

#### **Overall assumptions**

#### **External context**

• Political Momentum to Tackle Global Climate Change Remains: Being a global issue leads to space in which the programme operates to continue;

International recognition of the importance of sound Natural Resource Management in tackling climate change and reducing poverty grows: The ability to work on issues linked to environment and sustainable natural resource management remains open;

- UK and FCDO Commitment to reducing poverty and tackling climate change remains: HMG remains committed to addressing climate change, and continues to have dedicated climate finance to allow programming on the issue, both in mitigation and adaptation.
- International Climate Finance (ICF) is available and includes actions on natural resource management in tackling climate change. This programme will be a key programme for delivering ICF targets both in terms of spending and results.
- Conflict risk remains manageable: Conflict and instability remains located in distinct geographies, these geographies do not expand;

#### Assumptions about the interventions and their causal effects

- Willingness of African institutions to engage on these issues continues to grow: To be successful, there is a need to work in partnership with and increase the capacity of African institutions;
- Nature and Climate Interventions can be designed with a clear focus on pro-poor outcomes; the landscape is a productive asset and should be actively managed with communities at the centre;
- It is possible to broaden support for priority climate smart investments by using data on risks and opportunities to demonstrate the business case for changes to investments beyond the climate and "green" sector ministries to others such as Ministries of Finance or Health;
- Data and information on the state of resources or climate can help inform decisions around where to make investments or how to improve the resilience of a system (e.g. health systems);
- The importance of political economy analysis is understood and acted upon by all actors, understanding incentives which can lead to or stop change;
- Working at a regional scale, and between regions allows for sharing of knowledge and facilitates learning and allows for action at scale.

Given the complex nature of the problem, achievement of ARCAN objectives will not follow a linear causal path i.e. invest in X then Y happens resulting in Z. Instead, the set of interventions we propose interact with various aspects of a highly complex and adaptive system, each playing a different role in steering various parts of this system toward desirable outcomes. An important central assumption to ARCAN is that each intervention area positively reinforces the actions of the others, ultimately meaning the programme adds up to more than the sum of its parts.

5+ years 1-5 years 3-5 years What will ARCAN fund? (Pillars and Projects) Programme level outcomes and Project level results impact Transboundary Water Management (from 2023/24): £8n Sustained Engagements with priority basins, strengthening foundational elements such as data, agreements, institutions, and investment and operation Greater use by a range of stakeholders of robust Regional cooperation & integration on transboundary water management strengthened. Water resource development and management strengthened data and evidence on climate, weather and natural resources to strengthen resilience. PROBLEM: innovation and investment decisions Africa has contributed little to global climate change, but is at the forefront of its Knowledge Generation and Management initiatives to trengthen the evidence base and create tools to manage nternational waters. impacts. Reduced forest surface area converted to agriculture Lack of adaptative capacity stems from a Rural development supported Increase in number of African Institutions range of issues ncreased availability and use of improved energy solutions reducing demand for unsustainable wood understanding, accessing and piloting use of (existing poverty, low climate and natural resources related finance Reduced impacts of infrastructure and mining activities on the forests Improved land use planning to human capital, exposure to extreme Reducing demographic pressure through increased family planning services and uncertain Restoration of degraded areas weather, pockets of political instability and political economy). -More inclusive governance and cross-sectoral processes lead to enabling policies and legal environments for forest and farm producer organizations (FFPOs); Increase in regional and African led initiatives Defined as "wicked" demonstrating greater collaboration on natural Increased entrepreneurship, access to markets and finance through equitable value chains and business development services within FFPOs, while respecting sustainable food and agriculture problems, their resource management, tackling drivers of interactions means deforestation tackling degradation and that single solutions addressing climate change – with a focus on Improved delivery of landscape-scale mitigation, adaptation and resilience for climate change through the direct engagement of FFPOs and integration with inclusive approaches enabling inclusive poverty reduction are not effective and Improved adaptive capacity of African countries and Directly support forest and farm producer organisations mprove livelihoods can often lead to Improved access to social and cultural services to empower women and marginalized commu communities, especially the poorest, to respond to and unintended prepare for the effects of climate change. consequences, often across horders and through time. Weather & Climate Information: £15.75m MOU with OPPORTUNITIES: Greater availability and use by relevant Tackling Climate stakeholders of innovative approaches and Change technologies to deliver positive poverty and and biodiversity loss environmental impacts in sectors such as energy, is the UK's no. natural resources management, agriculture and environmental degradation; 1 international priority Support to COP26 campaigns. ICF commitments and refreshed Africa Strategy outcomes Builds on existing Increased number of countries with growth and initiatives energy strategies and sectoral plans, policies and and leverages regulations/operating procedures which partnerships Climate finance and policy integrate climate and NRM issues at regional, Mix of short term and long-term technical assistance provided in response to demand from African countries, focused on enabling governments to integrate climate-change and NRM considerations into Flexibility to adapt national or local levels £14m to support provision of flexible, demand led to new evidence and priorities approaches to political economy, inclusion and fragility and d) Support for meeting international climate

Transformative and inclusive adaptation program solutions developed, brokered, implemented and

ransparency requiren

£20m to the GCA to support the AAAP to provide technical support to identify and scale adaptation





# Appendix A: of Contract Section 3 (Terms of Reference) Schedule of Processing, Personal Data and Data Subjects

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

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

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract:
	The Parties acknowledge that Clause 33.2 Protection of Personal Data and 33.4 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
	The Supplier is the Controller in accordance with Clause 33  (Section 2 of the contract) of the following Personal Data:  i. The Employees of the Supplier in respect of whom, FCDO is the "Processor"  ii. of the international and national consultants who will be working with the Supplier  iii. Primary data obtained by the Supplier from respondents contracted by the Implementing Partner IP (e,g, downstream partners)  iv. Primary data obtained by Supplier from independent sources (e,g, community members, users of implementing partner services)  v. Secondary data obtained by Supplier from the projects run by the IP that has the personal data on the users (e.g. project records)
	the IP that has the personal data on the users (e.g. project records) vi. Secondary data obtained by Supplier from independent sources (e.g. government, national surveys) vii. Secondary data obtained by the supplier from ARCAN partners  The Parties acknowledge that for the purposes of the Data Protection Legislation, the Supplier is the Processor and FCDO is the Sub-Processor in accordance with Clause 33 (Section 2 of the contract) of the following Personal Data.





	i. Supplier Personnel other than the Employees of the Supplier
	The Parties acknowledge that for the purposes of the Data
	Protection Legislation, FCDO is the Controller and the Supplier
	is the Processor in accordance with Clause 33 (Section 2 of
	the contract) of the following Personal Data:
	FCDO staff
	For the avoidance of doubt the Contractor shall provide
	anonymised data sets for the purposes of reporting on this project
	and so FCDO shall not be a Processor in respect of this personal
	information in respect of this data as it does not constitute
	Personal Data.
Subject matter of the	The project is the third party monitoring (TPM) of the Africa
processing	Regional Climate and Nature programme that will be implemented
	by Implementing Partners (IP). The TPM supplier will be responsible
	for providing continuous support in monitoring, evaluation and
	learning and uptake of the findings to improve the programme.
Duration of the processing	Data will be processed for the purposes of the project as required
	for
	the duration of the project
Nature and purposes of the	The nature of the processing would involve collection, recording,
processing	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.
	The purposes are for employment, contracting, recruitment,
	processing, statutory obligation, assessment, review, monitoring,
	learning, audit and evaluation.
	The Parties shall undertake a review of these data protection
	provisions on such date to be agreed after the inception phase (3
	months)
Type of Personal Data [and	Primary data is that which is collected directly from the subject
Special Categories of	(e.g.
Personal Data]	MEL supplier directly interviewing beneficiaries). Secondary data is
	that where the data on the subject is obtained from another party
	(e.g. MEL supplier collecting data on the beneficiaries from the IP).
	As a general rule the MEL supplier will not obtain any personal
	identifiers for any secondary data unless there is any specific
	requirements. For example, the MEL supplier may need the data on
	the beneficiaries or the implementing to draw the sample for the



respondents that the MEL supplier will be directly interviewing.

The type of personal data including the Controller and Processor of each type are listed below.

- 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.

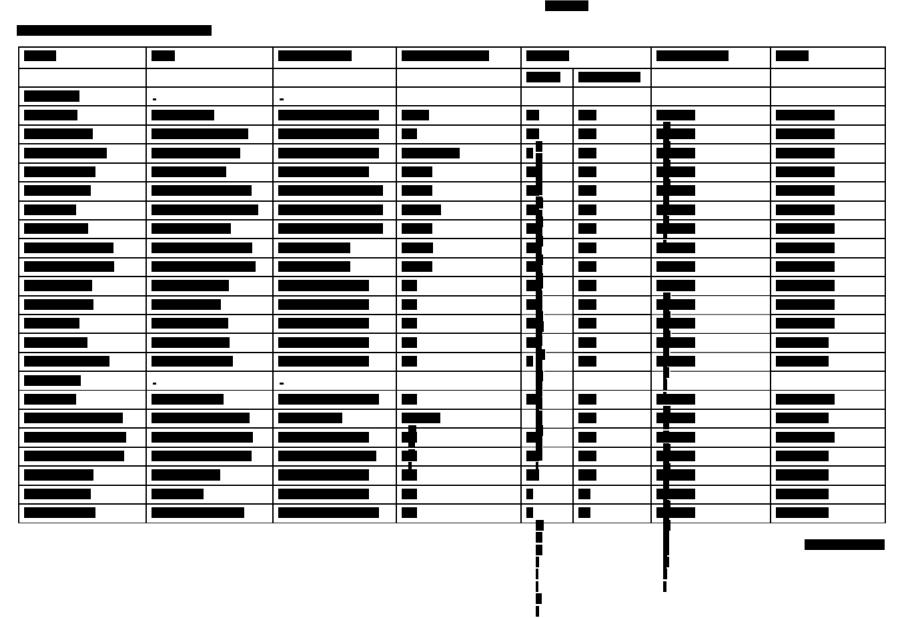
The data to be processed may include the following personal sensitive

#### information:

- Racial or ethnic origin
- Political opinions
- Religious beliefs or other beliefs of a similar nature
- Trade union membership
- Physical or mental health condition
- Sexual life
- Commission or alleged commission of any offence or any
- proceedings for any offence committed or alleged to have
- been committed by the individual.









- Long Term is in excess of 4 months.
- Fees will be paid for productive days or whilst travelling at the request of FCDO.
- FCDO will not pay for a day of rest following travel, either Overseas or in the UK.
- Detail of expected Fee Rate composition is provided in Section 2 of the Framework Agreement.





**Project Expenses** 

Costs should be shown separately in the format set out below inserting extra lines to provide full details under each heading. Government taxes, if applicable, should be shown separately on the sheet below titled Summary of Fee Rates and Expenses.







- FCDO will not reimburse costs for normal tools of trade (e.g. portable personal computers).
   All journeys by Rail or Air will be made by a class of travel that is no more than Standard / Economy.
- Rented accommodation should be used whenever possible and in particular for Long Term visits.
- Hotel Accommodation should be justified on the basis of Value for Money, with costs kept to a minimum.
- Receipts must be retained for all expenses unless FCDO specifically agree a Per Diem rate in the contract.
- Your proposed costing must make clear where you are intending to charge a per diem rate for any element of the Expenses.





**SUMMARY OF FEE RATES AND EXPENSES** 







OR

#### **MILESTONE PAYMENT BASIS**

The amount to be paid for the completion of the services is fixed at £3,371,701

Payment will be made either:

a) a lump sum on completion of the services

CRITERIA FOR PAYMENT
Draft Inception Report and outputs
Final Inception Report and outputs
Expenses - Inception Phase
Quarterly Performance Report - Q1
Expenses - Quarter 1
Specific Evaluation Report - 1
Quarterly Performance Report - Q2
Six monthly Monitoring Reports - 1
Expenses - Quarter 2
Annual Performance Report - Year 1
Expenses - Quarter 3
Specific Evaluation Report - 2
Quarterly Performance Report - Q4
Six monthly Monitoring Reports - 2
Expenses - Quarter 4
Annual Synthesis Reports - 1
Quarterly Performance Report - Q5
Expenses - Quarter 5
Quarterly Performance Report - Q6
Six monthly Monitoring Reports - 3
Expenses - Quarter 6
Specific Evaluation Report - 3
Annual Performance Report - Year 2
Expenses - Quarter 7
Quarterly Performance Report - Q8
Six monthly Monitoring Reports - 4
Mid-term Evaluation Final Report
Expenses - Quarter 8
Annual Synthesis Reports - 2

OFFICIAL-SENSITIVE

September 2020





Quarterly Performance Report - Q9		
Expenses - Quarter 9		
Specific Evaluation Report - 4		
Quarterly Performance Report - Q10		
Six monthly Monitoring Reports - 5		
Expenses - Quarter 10		
Annual Performance Report - Year 3		
Expenses - Quarter 11		
Quarterly Performance Report - Q12		
Six monthly Monitoring Reports - 6		
Expenses - Quarter 12		
Specific Evaluation Report - 5		
Annual Synthesis Reports - 3		
Quarterly Performance Report - Q13		
Expenses - Quarter 13		
Quarterly Performance Report - Q14		
Six monthly Monitoring Reports - 7		
Expenses - Quarter 14		
Annual Synthesis Reports - 4		
Annual Performance Report - Year 4		
Expenses - Quarter 15		
Endline Evaluation Final Report		
Expenses - Quarter 16		
Project Completion Report		
TOTAL		









Independent Monitoring, Evaluation and Learning Unit for FCDO's Africa Regional Climate and Nature (ARCAN) Programme

Part A – Executive Summary

ITT- No 5274







## **Executive Summary**

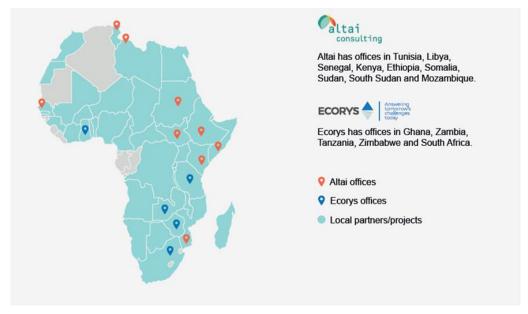
The Africa Regional Climate and Nature (ARCAN) Programme is complex and ambitious, and in the context of climate change ambition is precisely what is needed. The 2022 UNEP Emissions Gap report found that there is no credible path to limiting global warming within the first Paris Agreement target of 1.5°C and highlights the importance of adaptation, particularly for the most vulnerable. ARCAN is an opportunity to leverage UK technical and diplomatic expertise to achieve impact and influence across a notoriously complex, wicked systems-based problem at a continental scale. To be effective, ARCAN must identify and catalyse multiple concurrent causal pathways that navigate significant future climatic zone convergence and increasing variability across multiple divergent political, social and economic variables, (poverty, inequity – particularly in respect of gender, adaptive capacity, climate vulnerability and risk, and significant state fragility). To achieve this ambition, ARCAN brings together multiple ICF-funded programmes across the various thematic elements most significant to climate change – both in respect of adaptation and mitigation. The programme aims to strengthen communities as key stewards of globally significant natural capital, while its focus on GESI and conflict increases the likelihood that it can avoid maladaptation by including the most vulnerable, and reducing the likelihood of climate change becoming a greater threat and/or a conflict multiplier.

ARCAN's Monitoring, Evaluation and Learning (MEL) Unit will validate and strengthen the programme by developing and applying a robust evidence and knowledge base that monitors progress accurately, evaluates direct and catalytic effects and facilitates learning that inform decisions and adaptation. This use of evidence and analysis to support sound programmatic decisions and learning is what we understand to be ARCAN's "test and learn" approach, and supporting it is the core, essential purpose of the ARCAN MEL Unit that this proposal is tendering for. We are confident that we can excel in delivering that purpose.

Our consortium comprises Ecorys UK (lead), Altai and IIED (Section T1). Together we bring vast experience and complementary thematic and methodological expertise, coupled with near complete geographical coverage across Africa, significant in-house capability alongside extensive networks of relevant partners, institutions and individuals:

- ► Ecorys brings proven proficiency in designing and implementing large multi-country and complex FCDO MEL contracts in relevant geographies, and strong integration of gender, economic and social inclusion (GESI). Ecorys also offers significant experience in evaluating multilateral delivery chains and engaging multilateral partners.
- ▶ Altai brings **specialist independent monitoring and verification expertise**, in fragile and conflict affected contexts and States.
- IIED brings world renowned research, evaluation and learning and specialist thematic expertise.

Both Ecorys and IIED offer significant in-house technical expertise in the realm of climate change, and the specific thematic pillars upon which ARCAN will focus, while Altai offers specialist capability in MEL of Fragile and Conflict Affected States, with particularly relevant experience in the Horn and Sahel. With 14 offices across Africa and more than 30 years' experience working across the continent, our consortium has the experience, the networks and the people to work effectively across the ARCAN countries, and deliver absolute quality.









#### **Delivery Team**

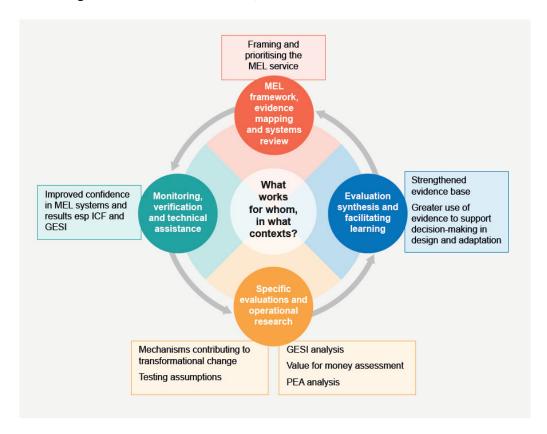
Our core team brings leading, complementary and highly specialised expertise. It includes:

- ▶ Ms Paula Silva (Team Leader) brings unrivalled experience designing and implementing MEL systems for climate related programmes (including UK PACT; BRACED; Climate-KIC).
- ▶ **Dr Jennifer Leavy** (Evaluation Synthesis specialist) is a mixed methods impact evaluation specialist who successfully delivered (with Paula) the FCDO BRACED programme;
- ▶ **Dr. Katharine Vincent** (GESI and Learning Lead) is a specialist in GESI, climate adaptation, weather and climate systems and disaster risk reduction with extensive experience across Africa;
- ▶ Mr Adrian Carriere (Monitoring Lead) offers extensive technical monitoring skills, including designing and conducting MEL systems assessment with IPs.
- ▶ **Ms Korina Cox** (Project Director) is Director of Ecorys and is experienced managing a large team of international research and evaluation specialists and overseeing development MEL services.

Paula, Jennifer, and Katharine have worked extensively together across many relevant prior assignments. All three were directly involved in framing our approach, and in delivery we will draw additional expertise from our consortium's own in-house staff and trusted associates. We are proud that 70% of our core team members are women, but more importantly that our core team are experts in the intersection of gender and climate, where FCDO's gender ambition for ARCAN is high, and the MEL Unit's capability must rise to meet it. Additionally, 51% (3,305/6,439) of the input days in this contract will be undertaken by experts drawn from across the Continent, with the significant proportion of the 49% balance delivered by experts who have worked extensively across Africa on related thematic and methodological contracts – ensuring highly contextualised knowledge, and an agile, responsive approach.

#### **Our MEL Approach**

Our MEL approach is designed to uncover what works, for whom and in what contexts. It is built on four elements:



Our approach to independent monitoring (Section T2) is designed to assess and continually improve the alignment of data collection to support ARCAN evaluation, learning and programme adaptation. Our systems assessment, independent monitoring including beneficiary feedback, verification and technical assistance outputs will draw on a combination of wide-ranging thematic expertise (including innovative ICF indicator measurement techniques), deep understanding of how to influence monitoring across varied partnership relationships and specialist know-how in







integrating climate and gender, economic and social inclusion dimensions. Across the independent monitoring workstream, our approach will ensure high minimum standards (through a targeted verification and assistance tailored to risks around quality and data gaps on key requirements) while also proactively sensitising innovation relevant for each thematic pillar, implementing partner and context. We also plan to monitor relevant contextual changes and capture unintended effects, to support the interpretation of data on the programme's direct and indirect results.

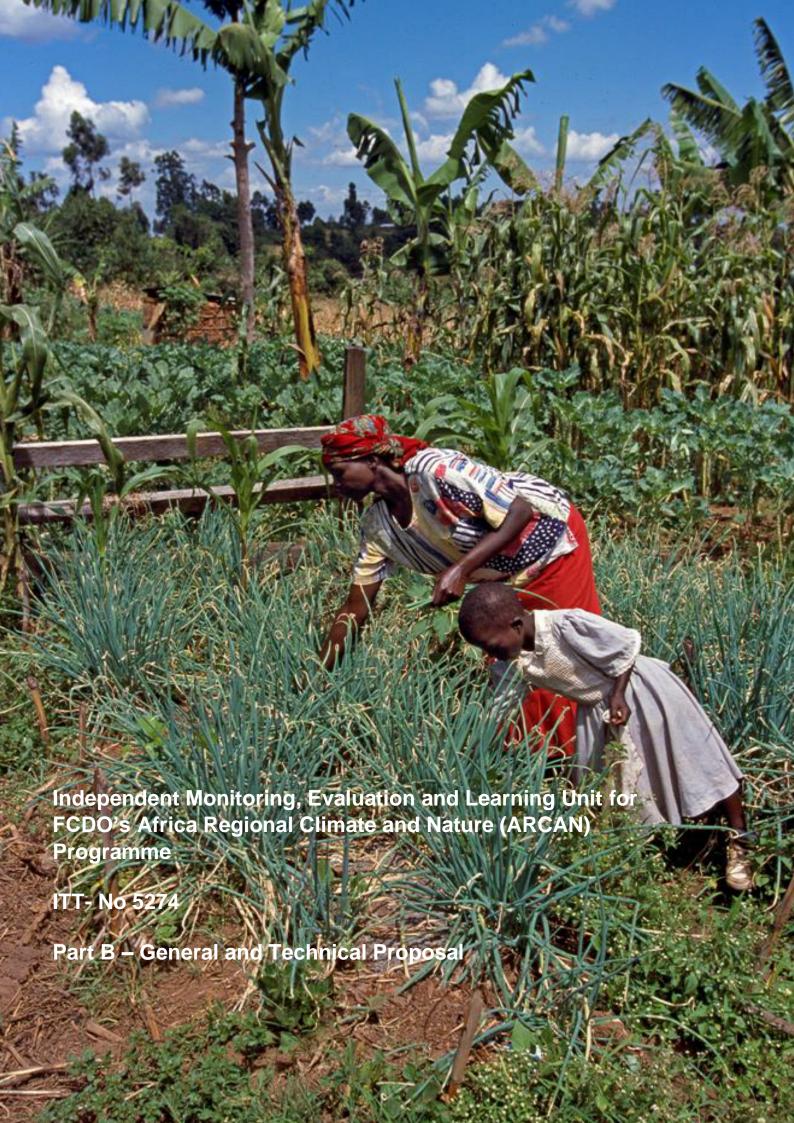
Our approach to evaluation synthesis, specific evaluations and operational research outputs, including GESI analysis and political, economy and conflict analysis, combines a theory-based approach with a realist synthesis lens (Section T3). It recognises that the programme's intervention theory does not follow a simple, linear pathway and the complexity of the relationship between climate change, nature and biodiversity investments requires widening our enquiry beyond 'what works'. We will map evidence underpinning the nested ToCs at the portfolio and thematic pillar levels, using the evaluation research to capture the relationships and interrelationships between them. We will apply contribution analysis methodology to establish whether outcomes did or didn't take place and assess the influence of ARCAN (and other actors), as well digging deeper into the influence of context (political, economic and climate) in enabling, or hindering progress. The use of realist synthesis techniques will facilitate deep understanding of how and why the programme makes a difference in varied contextual configurations. Our approach draws on Blue Marble Evaluation principles¹ which support cross-boundary thinking and the use of evaluation as an intervention that interacts with complex systems to support transformation. Our focus will be on delivering credible, timely and actionable context-relevant evidence to support large-scale systems change and adaptation at the portfolio and programme levels.

Our approach to monitoring and evaluation is utilisation focused, and we will develop a Use and Influence Plan to guide our approach to structured and facilitated learning (Section T4). Annual learning workshops will support the FCDO programme team to reflect on evidence emerging from annual learning reports (including beneficiary feedback) and evaluation workstreams and make operational and strategic programming decisions. On-going learning will be supported by regular updates of visualised data underpinned by more detailed layers of analysis for those who need a fuller picture (for example on VfM or GESI progress indicators). Partners will be engaged through learning outputs focused on thematic pillars and cross-cutting aspects in cases where ARCAN is well-placed to enhance the global evidence base on interrelationships between complementary interventions (e.g. across nature and climate finance investments).

Our approach will deliver the highest standards in ethical conduct (Section T5), drawing on our expertise in ethical research approaches including information security, safeguarding and do no harm principles. Our core team has been selected to ensure that experience in integrating GESI objectives, sensitivity to the complexity of fragile and conflict situations and wider ethical considerations is fully integrated into the MEL Unit design and delivery.

Our approach to management of the ARCAN MEL Unit (Section T6) will be robust and dependable, serving to underpin our positive contribution to the programme's objectives. The management approach will ensure: a) accountable contract governance; b) clear roles and responsibilities for delivery; c) commitment to quality and performance (and the processes to measure and assure it, including KPI's and retention); d) agility and responsiveness; e) focus and culture of risk management; f) Duty of Care, including the 'no harm' principle; g) zero tolerance approach to fraud, corruption and safeguarding breaches; and h) responsible commitment to impact and sustainability, alongside requirements for effective contract exit. Outwardly, our management approach will focus on developing and maintain the right relationships to ensure that the MEL Unit secures the access and legitimacy it needs, to realise its' full potential value and critical purpose, in supporting ARCAN to understand and deliver its' impact.

<sup>&</sup>lt;sup>1</sup> Blue Marble Evaluation









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	Ac	cronyms	
A2C	Alternatives to Charcoal	IP	Implementing Partner
AMR	Antimicrobial Resistance	IPLCs	Indigenous Peoples and Local Communities
ARC	Africa Risk Capacity	KII	Key Informant Interview
ARCAN	Africa Regional Climate and Nature Programme	KPI	Key Performance Indicator
ASCEND	Sustainable Control and Elimination of Neglected Tropical Diseases	LAMPS	Learning and Monitoring Programme in Somalia
AU	African Union	LIFE	Locally led Development in Fragile Environments
BEIS	Business, Energy and Industrial Strategy	M&E	Monitoring and Evaluation
BRACC	Building Resilience and Adapting to Climate Change	MDTF	Multi-Donor Trust Fund
BRACED	Building Resilience and Adaptation to Climate Extremes and Disasters	MEL	Monitoring, Evaluation and Learning
C&F	Conflict and Fragility	MLS	Monitoring and Learning System
CA	Contribution Analysis	MuST	Multilateral Strategy
CARA	Climate Action for a Resilient Asia Programme	ODA	Overseas Development Aid
CIARe	Climate Adaptation and Resilience	OKACOM	Okavango River Basin Water Commission
CRIDF	Climate Resilient Infrastructure Development Facility	PAD	Pan-African Department
CSSF	Conflict, Stability and Security Fund	PHENOMENAL	Pioneering a Holistic approach to Energy and Nature-based Options in the Middle East and North Africa for Long-term stability
DELVe	Human Development Evaluation, Learning and Verifications Service	PLANE	Partnership for Learning for All in Nigeria
DQA	Data Quality Assessment	PoC	Point of Contact
EECAD	Eastern Europe and Central Asia Directorate	R&D	Research and Development
EM	Evidence Mapping	RAG	Red, Amber, Green
EQ	Evaluation Question	RF	Results Framework
EU	European Union	SAFE	Stopping Abuse and Female Exploitation
EUTF	European Union Trust Fund	SFM	Sustainable Forest Management
FCDO	Foreign, Commonwealth and Development Office	SRO	Senior Responsible Owner
GAMRIF	Global Antimicrobial Resistance Innovation Fund	SUMAF	Support the Monitoring Actions Financed Under the Facility for Refugees in Turkey
GEF	Global Environment Facility	TAMD	Tracking Adaptation and Measuring Development
GEFA	Global Evaluation Framework Agreement	ТоС	Theory of Change
GESI	Gender and Social Inclusion	ToR	Terms of Reference
HMG	His Majesty's Government	TPM	Third Party Monitoring
ICAI	Independent Commission for Aid Impact	UKPACT	UK Partnering for Accelerated Climate Transitions
ICF	International Climate Finance	VfM	Value for Money
IEO	Independent Evaluation Office		
IFI	International Finance Institution		







## Section 1 – General and Technical Response

### 1. Team Structure, Composition and Expertise (T1)

#### 1.1 A Balanced, Complimentary and Well-Suited Consortium<sup>1</sup>

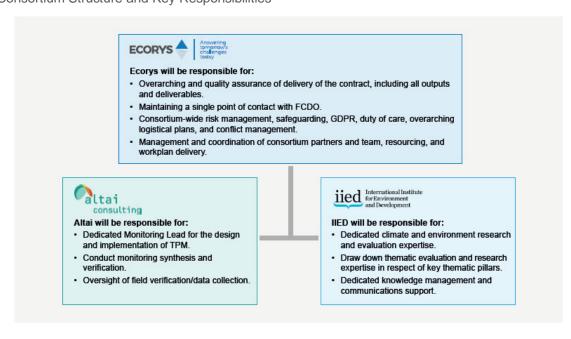
The Africa Regional Climate and Nature Programme (ARCAN) is an ambitious programme that seeks to deliver impact across a notoriously complex, systems-based 'wicked problem' at a continental scale. At this scale, ARCAN must chart and catalyse multiple concurrent casual pathways which navigate significant future climatic zone convergence and increasing variability across multiple divergent political, social and economic variables, most notable of which include poverty, inequality (particularly in respect of gender), adaptive capacity, vulnerability, and significant state fragility.

Ultimately ARCAN's effectiveness depends on the application of a robust evidence and knowledge base which monitors progress accurately, evaluates impacts robustly and learns lessons that inform decisions and adaptation – the purpose of the ARCAN Monitoring, Evaluation and Learning (MEL) Unit. To discharge this responsibility, **Ecorys UK Ltd.** (Ecorys) has assembled a consortium including Altai Consulting (Altai) and the International Institute for Environment and Development (IIED) because together these partners combine all of the required MEL track and capability that ARCAN needs to be successful, indeed outstanding. Together, we offer significant and highly relevant experience in implementing large scale and multi-country MEL activities for FCDO, combined with unrivalled thematic knowledge and capability across the broad theme of climate and the specific themes of the ARCAN programme. We also offer ARCAN recognised thought leadership and research excellence in respect of ARCAN's key cross cutting themes of Gender and Social Inclusion (GESI), Conflict and Fragility (C&F) and political economy (and ecology). Responding to the entirety of ARCAN's scope and complexity, our consortium provides:

- ► Trusted FCDO MEL suppliers with a permanent established presence across ARCAN's entire geographical range, as well as deep and broad contextualised knowledge and experience of ARCAN's thematic pillars, complex stakeholder landscape and diffuse programme delivery chains;
- ▶ A clear consortium structure with **clear lines of reporting with one lead contractor** responsible for contract delivery, reporting and liaison with FCDO drawing on the specific expertise of its partners to discharge specific, defined responsibilities that reflect their respective expertise;
- ▶ A consortium lead with **proven capability to deliver to FCDO's expectations and standards**, inclusive of all performance metrics, Value for Money (VfM), financial probity, risk and compliance.

Our consortium structure is illustrated in Figure 1 below.

Figure 1: Consortium Structure and Key Responsibilities



<sup>&</sup>lt;sup>1</sup> In accordance with the instructions to tenderers, the entire Part B does not exceed 40 A4 pages (20 A4 sheets both sides) in total, exclusive of CVs, acronyms list and diagrams cover, inclusive of contents page and tables.







#### Complete Consortium Coverage of ARCAN's Geographic Scope

Figure 2: Complimentary Geographical Coverage



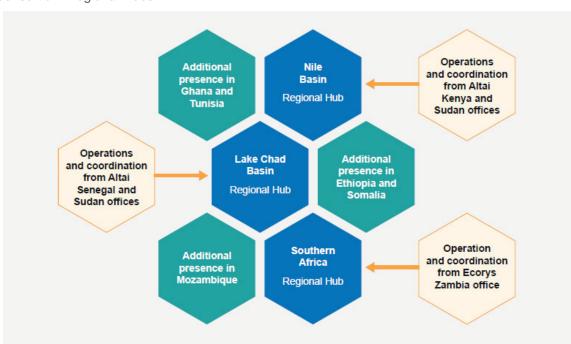
As presented in Figure 2, Ecorys and Altai offer ARCAN a near complete footprint across the entire African continent - including the entire likely focus area of the ARCAN programme, achieved through a complete network of established and fully operational corporate offices across Africa.

Critically, this coverage is complimentary – Ecorys covers anglophone West and Southern Africa, with key Hubs in Accra, Lusaka and Dar es Salaam, while Altai extensively covers the Horn and Eastern Sahel through it's hub in Nairobi and francohpone West Africa, Western Sahel and Central Africa (Congo Basin) from Dakar. In turn, this coverage incorporates a huge network of tried and trusted in-

country partners and individal associates that can be made available to ARCAN, that can be engaged and managed effectively, economically and in-country through our Regional Hubs. Whilst IIED has no permanent presence in Africa, it has one of the largest and strongest research networks in respect of the interesction of environment and development of any institute in the world. IIED's network too will be at ARCAN's disposal.

Our collective geographical coverage and experience ensure that we have an in-depth understanding of local contexts, we can provide reliable and engaging deliverables on budget and on time, and with our combined networks of local researchers we will source the right expertise to deploy into the different MEL activities that need to take place at country level. Initially, we will establish three main Regional Hubs as shown in Figure 3, though we can scale to incorporate a further hub in francophone West and Central Africa as required. These Hubs will operate as the central point of coordination for verification and evaluation activities in the relevant focal areas and stand capable of deployment across the respective regions. Each Hub provides a conduit to our local networks (for example, Proterrain Infos in Chad, Tusmo Somalia, InsightLooks in Sudan, Indba Agricultural Policy Research Institute in Zambia, Global Change Institute/University of Witwatersrand, Climate Systems and Analysis Group, University of Cape Town) and capability in the surrounding countries, and we are presently active in almost every country in the contintent.

Figure 3: Consortium Regional Hubs









#### **Extensive Experience of Delivering Large, Multi-Country MEL Programmes**

Ecorys was commissioned by FCDO to lead a consortium of partners to undertake independent Third-Party Monitoring (TPM) and quality assurance of FCDO's Sustainable Control and Elimination of Neglected Tropical Diseases (ASCEND) programme delivery across 25 countries and aimed to ensure the programme was having the intended impact by focusing on independent quality assurance and accountability, ensuring robust monitoring systems and programme management, and facilitating learning and adaptive management to improve the overall performance. Currently, Ecorys is undertaking the independent (third party) evaluation, learning and verification services for the Partnership for Learning for All in Nigeria (PLANE) (FCDO-Nigeria's flagship education programme). Our integrated methodology combines robust risk-based verification, targeted formative learning and rigorous evaluation of outputs/outcomes towards impact.

For the FCDO Learning and Monitoring Programme (LAMPS) in Somalia, Altai conducted approximately 800 nationwide monitoring and verification visits to FCDO project sites across all areas of Somalia for all of FCDO's development programming in Somalia. This included conducting verifications in the economic development, security and justice, governance and stabilisation, education, and health sectors. Our work included the analysis and entry of findings into a bespoke database and delivering over 32 strategic programme learning pieces. For the Monitoring and Learning System (MLS) for the EUTF East Africa and Sahel & Lake Chad windows, which measures the progress made by EUTF-funded migration projects, tracks their outputs and outcomes, Altia is analysing the existing M&E systems developed by partners, supporting the M&E teams in optimising data collection systems and conducting field research and case studies, among other activities.

IIED is currently evaluating, on behalf of the World Bank, Global Environment Facility (GEF) Independent Evaluation Office (IEO)'s USD 2.8 billion Sustainable Forest Management (SFM) portfolio, covering more than 500 projects over a timespan of almost 30 years. IIED is collaborating with the GEF IEO to assess the performance of the GEF SFM portfolio and to provide insights and lessons on GEF support for future forest-related interventions. IIED provided a report describing how saving forests requires business unusual, and how Indigenous Peoples and Local Communities (IPLCs) are the main source of organisational innovation that save forests. The IIED report identifies how further 'enabling investment' in those organisations can upscale promising approaches. The report also shows that when organised into interlinked tiers of local groups, regional aggregators, and national federations, IPLCs are the key rural agency for resilience to climate change and other shocks (including post-COVID recovery) and that IPLCs are key to maintaining biodiversity across diverse natural forests, diverse forest and farm smallholdings, and diverse value chains.

#### 1.2 Our Team Structure

In keeping with our experience of what works best for MEL assignments such as this, we have structured our team to combine strong management and technical oversight in the UK, with comprehensive on-the-ground capability and flexibility that we can scale and adapt as the programme progresses, the demand increases and the needs evolve. This structure is reinforced by technical excellence and thought leadership throughout, and we have accommodated geographical balance alongside technical distinction to ensure ARCAN's MEL function is best served. Our structure is therefore anchored on a lean technical delivery leadership and management team that is distributed between both Europe and Africa – ensuring that FCDO and the Pan-Africa Department (PAD) specifically has ready access in the UK, but that we also have senior leadership deployed in the region assuring the quality and relevance of the work we do on the ground in Africa.

This leadership team comprises: i) our **Team Leader, Ms Paula Silva** who brings unrivalled experience working with FCDO and various multilaterals in designing and implementing MEL systems for climate related programmes (including UK Partnering for Accelerated Climate Transitions (UK PACT); Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED); Climate-KIC), based in Europe with B1 level French fluency and available to undertake regular visits to both the UK and the ARCAN geography as required; ii) Our **Evaluation Synthesis specialist, Dr Jennifer Leavy**, as well as **Ecorys Project Director, Korina Cox**, and **Project Manager, Khalid Miah** who are all are based permanently in London; iii) our **Monitoring Lead, Adrian Carriere**, who is based in our Regional Hub in Nairobi, and **our GESI and Learning lead, Dr. Katharine Vincent** who is based in South Africa. This 'core' team offers globally recognised MEL expertise specific to the thematic, geographical and functional scope of the ARCAN MEL Unit's work and we are exceptionally confident in the proficiency of expertise that they offer. However, given the volume and breadth of work, we have further underpinned our leadership with:

Proven MEL methodological and thematic expertise drawn from in-house consortium staff, complementing the leadership team and bringing the right technical and methodological skills across the three Outputs of the ARCAN MEL Unit;



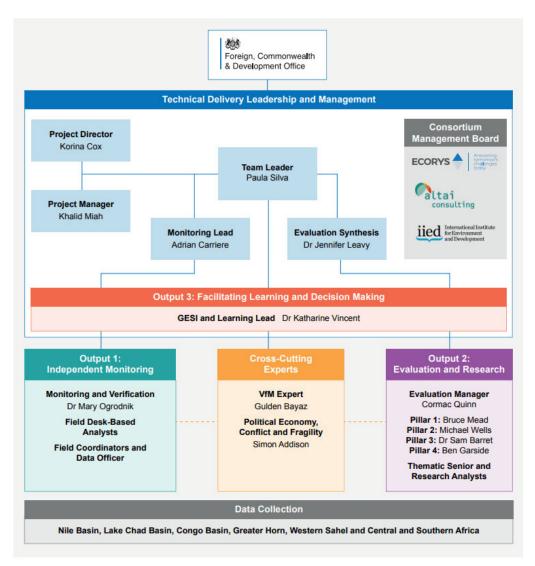




- ▶ Dedicated and exemplary expertise in respect of VfM and Political Economy and Conflict, as well as four named and reputed thematic experts across each of ARCAN's four thematic pillars all of whom have a core responsibility to assure the technical relevance of our efforts, and whose expertise can be drawn into specific activities and outputs as required; and
- ▶ A pool of Field Desk-Based Analysts, Coordinators and a Data Officer located across the Continent in our Regional Hubs, who can (economically) undertake desk-based, routine, and in-depth verifications, supported by a Data Officer and in-country data collectors from our trusted local networks in ARCAN's target landscapes and countries.

**Figure 4** presents the entirety of the ARCAN MEL Unit team, and how we have structured that team to balance the functional, geographical and thematic requirements and scope of the ARCAN programme.

Figure 4: Our Team Structure



#### 1.3 A Diverse Core Team of Technical Specialists

Alongside FCDO's articulation of its requirements in respect of the ARCAN MEL Unit team (as per the Terms of Reference (ToR)), our consortium compared our collective experiences on what we know works best to deliver services of this kind, and incorporated those lessons into our team selection:

▶ Outstanding climate MEL specialists: Our Team Leader, Evaluation Synthesis, Monitoring; and Gender and Learning Leads are all MEL specialists, but specifically in the climate and environment realm with unparalleled FCDO and pan-African experience. These individuals have also worked closely together across a range of climate related evaluations, are recognised thought leaders and close, proven colleagues.







- ▶ A strongly gendered team, not just in terms of the high proportion of women, but also in the strong GESI expertise across the entirety of that team: We are of course proud of the fact that 70% of our core team members are women, but more importantly that our core team are experts in gender and climate, where FCDO's gender ambition for ARCAN is high, and the MEL Unit's capability (so too that of the ARCAN Implementing Partners (IPs)) must rise to meet that ambition.
- ▶ The appropriate balance between national and international staff paring international expertise with local, contextualised knowledge. Through the structure outlined above, well-resourced Regional Hubs will deploy 49% of our inputs through national personnel based in the region an almost perfect synergy.
- ▶ Ensuring the required blend of methodological MEL and thematic climate expertise. Covering each of the four ARCAN thematic pillars, as well exemplary VfM, Political Economy Analysis and Conflict expertise.
- ▶ Proven, reliable and flexible in-house expertise. Deploying, as we will, extensive in-house MEL capability and thematic expertise increases reliability, reduces management burden, enables flexibility and assures quality.

#### The unique candidature of our Team Leader - Paula Silva



#### Outstanding experience designing and managing MEL systems for development projects

Paula is a leader in the field of MEL in the fields of disaster risk management, climate change adaptation and resilience. She offers extensive experience in working with major institutions and decision-makers at international, national, and sub-national levels – including key experiences working with and in multilateral agencies. She has over fifteen years of experience working in the field of MEL for climate change with a demonstrated track record of developing and managing innovative

frameworks to measure climate change adaptation and transformational change. Her areas of expertise include portfolio-level MEL systems and evaluations, underpinned by a sound understanding of international frameworks for the tracking and measurement of climate investments across the adaptation-mitigation spectrum.

Organisational expertise in the design and implementation of MEL for climate change and natural resource management programmes

Paula brings strong expertise in the design and implementation of MEL for climate change programmes and has held several leadership roles, including the MEL and Results reporting function of the FCDO BRACED programme for four consecutive years. In this role, she demonstrated the ability to manage MEL teams across MEL functions and their integration into robust frameworks. She has extensive experience in leading and training teams in the design and implementation of Monitoring and Evaluation (M&E) systems and has designed multiple such frameworks from the ground up. Paula also has substantial experience in designing and conducting quantitative and qualitative evaluation and her evaluation work focuses on synergies between climate and disaster resilience and socio-economic development. Her more recent work has focussed specifically on gender and GESI considerations as key dimensions of transformative change.

## Experience of working with Multi-Donor Trust Fund and Multilateral Development Bank monitoring and reporting systems

Paula brings in-depth knowledge and experience of international climate policy/indicator frameworks and financial mechanisms across the adaptation-mitigation spectrum, inlcuding climate resilience and transformation to carbon emissions and low carbon economies. She has designed MEL strategies and systems for the World Bank and Asian Development Bank investments, including Asia's Strategic Programme for Climate Resilience and the Community Resilience Partnership Programme, and is uniquely capable to manage the complex stakeholder relationships and diffuse incentives that are particular to delivery chains that involve mulitlateral agencies and International Finance Institutions (IFIs), such as ARCAN.

#### Experience designing and implementing multi-programme / portfolio MEL systems

Paula has developed gender-responsive M&E frameworks and systems for large, complex resilience-building programmes, including BRACED, the Africa Risk Capacity (ARC) programme and the Productive Safety Net Programme in Ethiopia. She recently led the UK PACT thematic evaluation of portfolio-level results, addressing synergies, complementarities, and multiplier effects across 16 countries. She has a proven track record of designing and implementing theory-based portfolio MEL systems with a strong focus on mixed-method approaches, learning and action. Finally, she has demonstrated experience in analysing, standardising and synthesising large-scale data sets collected across regions and contexts.







#### **Ecorys' Project Direction and Management**



Project Director Korina Cox is a Director at Ecorys, responsible for managing a large team of international research and evaluation specialists and overseeing development MEL services across a range of His Majesty's Government (HMG) clients, including FCDO. Korina is Quality Director for Ecorys' Global Evaluation Framework Agreement (GEFA) framework contract (Impact and Performance Evaluation), Contract Director for Independent Monitoring and Process Evaluation Regional Framework Agreement and oversees equivalent evaluation framework contracts for other UK Government departments (e.g. BEIS). Korina brings over 25 years' experience directing MEL

assignments and has extensive experience setting up MEL systems and delivering MEL services for the UK Government and other public sector clients, regularly providing training in evaluation and supporting learning initiatives to build capacity in the use of evidence for policymaking. Korina is a member of the technical expert panel for the Evaluation Quality Assurance and Learning Service (EQuALS) for MEL assignments for development programmes since 2017 and is a member of Ecorys' Ethics Panel. Since 2016 Korina is a Team Leader (and since 2019 also Technical Quality Director) for Independent Commission for Aid Impact scrutiny reviews of UK ODA, with involvement in reviews of thematic, country and multilateral portfolios.



Project Manager Khalid Miah is a Prince2 qualified Project Manager with 10+ years' experience in international project management, three of which have been spent working with the FCDO on the Provision of MEL Services for Conflict, Stability, and Security Fund in the Western Balkans. He is also a qualified practitioner in Political Economy Analysis and is currently leading scoping studies in Ecuador and Ghana to identify suitable cities that provide a suitable 'enabling environment' for project implementation through an assessment of government systems, institutions, and incentives. He has

full knowledge and experience of the project management cycle with particular experience in complex multi-country projects and risk management. He will be supported by an Assistant Project Manager, **Sara Albertini**.

#### A delivery team with appropriate breadth and depth and clear, distinct functions

More broadly our team has the full capability to discharge the scope of the work as per the ToR. Their roles are aligned as clearly as possible to that scope, avoiding duplication and overlap and ensuring the agility to respond to ARCAN's needs on the ground. This team is gender diverse, geographically balanced and brings the right skills to deliver ARCAN. They are available for the full contract term.

#### Output 1 - Independent Monitoring



Adrian Carriere, Monitoring Lead, has 12 years of experience directing and advising MEL projects to support development programmes in North Africa, the Sahel, Somalia and Afghanistan. He is currently based in Kenya and speaks fluent French. Adrian was the former Regional Director (North Africa) for Altai, where he was responsible for the delivery of over 30 MEL research projects through which he developed extensive technical monitoring skills, including designing and conducting MEL systems assessment with IPs, developing system diagnostic tools,

and designing and assessing delivery chain maps. In addition, Adrian has extensive experience of monitoring synthesis and verifying both quantitative and qualitative data across projects through primary and secondary data collection. Adrian also has experience writing monitoring reports and has led training and capacity development workshops, both with a core focus on learning. His experience spans across a variety of thematic areas including energy, economic and private sector development, governance, security and justice, stabilisation, migration and civil society.



Dr Mary Ogrodnik, Monitoring and Verification, is a francophone international development expert and Senior Consultant with Ecorys, based in London. Her MEL expertise includes developing and refining Theories of Change (ToC), logframes and MEL frameworks, building implementing partners' M&E capacity, designing evaluation and research studies and tools, and analysing qualitative and quantitative data, and she is also further developing her expertise in respect of VfM. She has worked on large FCDO-funded Third Party Monitoring (TPM) programmes (including

those managed through FCDO's PAD) and has worked directly with the UN for which she designed approaches and methodologies to assess partners' data systems effectiveness to conduct monitoring activities.

#### Monitoring and Verification in-country teams

▶ Field Analysts: Stella Muthoni, based in Nairobi, brings relevant field/desk-based verification in Somalia and Ethiopia where she played a key role as Field Analyst for the large FCDO TPM contract LAMPS in Somalia and the FCDO Migration Programme. Alice Leroy who is based in Dakar, is a project manager with solid expertise on Biodiversity and Climate issues especially in in Central Africa, North Africa and Madagascar.













▶ Field Coordinators: Namarig Mohamed is based Khartoum, Namarig Mohamed is founder and director for InsightsLook, with focus in social research in Sudan, in particular, migration, civil society, and humanitarian response to crises. Deborah Kassahun, based in Addis Ababa, and is specialised in qualitative research, focusing on social services and local governance.

Data Officer, Sarah Kingori, based in Nairobi, is an experienced research and learning officer with strong expertise in research, data collection and analysis in the Horn of Africa. She supports research and learning activities and translates monitoring and evaluation data into learning products.

For the delivery of Output 1, the team will have access to a strong pool of international and regional researchers. In addition, we have allocated 728 days for data collection.

Output 2 - Evaluation and Research



Dr Jennifer Leavy, Evaluation Synthesis is a mixed methods impact evaluation specialist and social economist with over 25 years' experience in research, consultancy, and policy advisory work. Her technical expertise combines strong quantitative skills with in-depth qualitative research and analysis experience. Key competences include: mixed methods research and impact evaluation using quantitative, qualitative, and participatory methods including storytelling approaches; theory-of-change-based and realist evaluation; evaluation and research synthesis; econometrics; applied

microeconomics and quantitative development economics; social network analysis; survey design; household survey data analysis; qualitative data analysis; and teaching. Amongst other key experiences, Jennifer was the Lead responsible for MEL and Adaptive Management of the Building Resilience and Adapting to Climate Change (BRACC) programme in Malawi's Knowledge and Policy Hub and was also previously the Team Leader for the mid-term review, final evaluation and the extension final realist impact evaluation of FCDO's BRACED programme.



Cormac Quinn, Evaluation Manager, based in London, is an Associate Director in the Policy and Research division of Ecorys UK, responsible for managing a team of research and evaluation specialists and overseeing international development evaluation services. Cormac has over 20 years' experience in international development evaluation, including 13 years of fieldwork in Africa and the Middle East. Before joining Ecorys, Cormac worked for the FCDO as the MEL Advisor for the Private Sector Department covering MEL of the UK investment portfolio, financial services and disaster risk

finance. He previously worked for the UK government in Zambia, Mozambique, Rwanda and Jerusalem; and spent 3 years in Brussels working for the European Union as an Evaluation Manager. Cormac has experience in a wide variety of evaluation techniques, including theory-based approaches utilising both qualitative and quantitative methods.

For the delivery of Output 2, four Thematic Experts will be available to participate on specific evaluation and research activities, as well providing technical support to ARCAN delivery partners on MEL Systems. In addition, we have allocated days for a pool of Senior and Junior Researchers, comprising Ecorys in-house staff and externally resourced researchers and data collection firms from our networks across the continent.

Output 3 - Learning



**Dr Katharine Vincent, GESI and Learning Lead based in Durban**, is an English and French speaking learning, GESI, climate adaptation, weather and climate systems and disaster risk reduction technical specialist with extensive experience across Africa. Katharine holds postgraduate qualifications (PhD) and international scientific credentials (IPCC lead author for the Fourth and Fifth Assessment Reports; and contributing author for the Special Report on Land and Sixth Assessment Report). She has extensive experience of both leading and working in transdisciplinary international partnerships for

conducting applied research and technical consulting tasks and has a particular interesting in learning around the design and management of these partnerships, as well as the activities that they carry out. She is accustomed to integrating climate change and gender into development policies and frameworks at a national and sub-national level (both through direct technical assistance and writing guidebooks and toolkits for international organisations).







**Cross-Cutting Experts -** Reporting to the Team Leader, we have established a strong team of cross-cutting experts to provide in-depth analysis on political economy, VfM and conflict – with GESI covered through our leadership team.



Gulden Bayaz, VfM Expert, is a development economist with 13 years of experience in economic appraisals (including cost benefit analyses), VfM analyses and VfM framework design. She has worked for government departments and major development partners including the World Bank, EU, USAID and primarily FCDO. Gulden has extensive experience working across Africa, including programmes that aim to build countries and communities' adaptive capacity to face the impacts of climate change. She was recently the VfM Advisor for FCDO's £90m BRACC in Malawi, based at

the MEL Hub. Gulden is also currently part of the Technical Review Panel for the UK Nigeria Infrastructure Advisory Facility programme, an £80m climate-responsible infrastructure programme in Nigeria where she is responsible for all VfM elements of monitoring for each Annual Review.



Simon Addison, Political Economy, Conflict and Fragility is a principal researcher within the Climate Change Group at IIED in which he is a geographer and political ecologist working on humanitarian, disaster risk reduction, resilience building, climate change adaptation and gender equitable sustainable development issues, particularly in Africa. Simon has over 20 years' experience supporting the design and implementation of climate adaptation investments across Low Income Countries, particularly in the Horn of Africa. Simon is a specialist in leading large teams and

civil society consortia to design and deliver innovative, stakeholder-driven strategies that empower vulnerable people and communities to secure their rights and to thrive in spite of social, economic and environmental risks.

Thematic Research Experts - Our Thematic Experts bring invaluable technical expertise across all four ARCAN Pillars. They will participate on specific evaluations as well provide technical support to ARCAN delivery partners on MEL Systems

Pillar 1 – Transboundary Water Management – Bruce Mead (Ecorys Staff) has over 35 years' experience in transboundary water resource management and climate change. His transboundary water resource management experience is focussed on the shared watercourses in Africa, especially covering southern and eastern Africa. This experience was gained through the Climate Resilient Infrastructure Development Facility (CRIDF, Phase One, 2013-2017, funded by FCDO, £28m) as the Deputy Team Leader. It also arises from the EU support to the Okavango River Basin Water Commission (OKACOM) secretariat (2018-ongoing, Euro 8.5m) where he is the Project Director. His experience also includes the role of Team Lead in the DEW Point Resource Centre for Climate, Environment and Water – providing global support to the Climate and Environment profession in FCDO for all short-term and specialised climate, environment and water resource professional needs.

Pillar 2 – Nature – Michael Wells (Ecorys, freelance) has over 30 years' experience and has conducted complex international environmental strategies and evaluations and has designed and led major multi-country and multi-year environmental programme evaluations. Michael has demonstrated academic and intellectual leadership skills and coedited a book in 2002 on the integration of biodiversity conservation, local participation and economic development: "Making biodiversity projects work: Towards more effective conservation and development". He has successfully harnessed evidence to incentivise multiple national government representatives to value national parks and natural capital, increase nature protection expenditure as well as informing agreements with local communities.

Pillar 3 – Weather and Climate Information Services – Dr Sam Barret (IIED Staff) is a researcher with 13 years' experience of working on adaptation and natural resource investments, including with the UK Meteorological Office, and has undertaken various work on monitoring and evaluation of climate and natural resources projects and programmes, with a specialism in VfM studies and investment cases for adaptation. Sam also works on mainstreaming climate into development planning and decision-making and has conducted a range of evaluations of climate adaptation, agricultural and rural development projects. He has expertise in research design, statistical methods, survey design and implementation, financial analysis, methodological advice, spatial analysis advice, data analysis, and geographic information systems.

Pillar 4 – Energy – Ben Garside (IIED Staff) is the Head of Energy at IIED. His work on energy access and renewable energy has a strong focus on inclusive business models that improve impacts for the poorest. This includes building problem-solving processes that tailor energy services according to local priority needs and contexts, and integrate solutions holistically across sectors such as health, water, climate, agriculture and other community livelihoods. Having led projects, convened, coordinated and worked with stakeholders from grassroots to governments and businesses across Africa, Asia, and Latin America, he has a passion for delivering innovative, trusted, and green solutions through locally appropriate engagement, on-ground implementation, systematic monitoring of impact, and knowledge sharing and dissemination.







Below we summarise the totality of our consortium and team's extensive coverage of all relevant dimensions of the ARCAN programme and the ARCAN MEL Unit Terms of Reference and requirements:

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	Ecorys	Altai	IIED	Korina Cox	Paula Silva	Dr Jennifer Leavy	Dr Katharine Vincent	Adrian Carriere	Dr Mary Ogrodnik	Gulden Bayaz	Simon Addison	Cormac Quinn	Bruce Mead	Michael P. Wells	Dr Sam Barret	Ben Garside
Climate Change Expertise	Х	Х	Х	Х	Х	Х	Х				Х		Х	Х	Х	Х
Large Complex MEL Contracts	х	x	х	X	X	X	X	X	x	X		x	x	X	X	X
FCDO MEL Contracts	Х	Х	Х	X	X	X	X	X	X	X	X	X	X	X	X	X
French Language Proficiency	Х	X	Х		X		X	X	X							
Third Party Monitoring	X	X	X	X	X	X	X	X	X			X				
Verification Activities	X	X	X	X	X			X	X			X				
Realist Synthesis	X			X	X	X	X	X	X		X	X	X			X
Contribution Analysis	X	X		X	X	X	X	X	X		X	X	X	X	X	X
Portfolio Evaluation	X	X	X	X	X	X	X	X	X	X			X	X		
MEL Framework Development	х	X	x	X	X	X	X	X	X	X	X	X	X	X		
Learning & Adaptive Mgt.	X	X	X	X	X	X	X		X		X	X	X	X		
Gender and Social Inclusion	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Value for Money	X			X	X				X	X		X	X			
Political Economy	X		X	X	X	X	X				X		X	X	X	X
Conflict and Fragility		X	X		X	X	X	X			X	X				
Transborder Water	X		X								X		X			
Nature	X		X		X	X	X				X			X		
WCIS			X												X	
Energy	X		X										X			X
Climate Finance	X		X		X						X		X			
Horn of Africa and Sahel		X		X	X	X	X	X		X	X			X		
Francophone West and Central Africa	x	X		X	X		X	X		x	X					
Anglophone South and East Africa	X			X	X	X	X	X	X	X	X	X	X	X	X	X

# 2. Approach to Monitoring Elements of the Terms of Reference (T2)

#### 2.1 Our Singular Capability to Deliver all ARCAN MEL Unit Monitoring Functions

ARCAN's success will be the improvement in the adaptive capacity of African countries and communities to respond to and prepare for the effects of climate change – an acknowledged wicked problem, implying a complex set of variables to identify and monitor effectively. Recognising this complexity in our independent monitoring approach we will not follow a traditional Third-Party Monitoring (TPM) methodology. We will ensure robust independent TPM, but we will go beyond basic assessment and verification of IP indicators, feeding into the realist synthesis ethos at the heart of this work and illuminating to what extent ARCAN can truly be said to be greater than the sum of its parts. Our approach will: i) provide crucial evidence for the synthesis and evaluation design (providing verified data for evaluation and research questions); ii) support the MEL framework by ensuring that portfolio level indicators are robust and can be







aggregated; and iii) feed into the learning approach, so that reliable data promotes learning and adaption, increasing ARCAN's ultimate impact.

As outlined in Section 1.1, our consortium is in a unique position to support this innovative and integrated approach, as it pulls together world leading experience on TPM for complex programmes, including those in respect of climate and nature and couples it with exemplary geographical reach and thematic proficiency. The consortium has considerable experience in TPM across the African countries involved in ARCAN. Our permanent presence on the ground means that we have an **in-depth understanding of local contexts**, and we can keep up to date with changes in national and local level dynamics. Our partnerships with local research firms and institutes ensures that our analysis reflects realities on the ground and that we tap into the knowledge of local researchers who conduct research in their home areas and do not rely just on the perspectives of international consultants. Local engagement such as this is critical in pursuing equitable climate resilience in programmes and contexts that have specific and competing developmental trajectories.

Through our experience of independent monitoring/TPM we have learnt valuable lessons that we will bring to ARCAN. These lessons have been informed by both the experiences of Ecorys and Altai, including the Learning Brief that Ecorys developed post ASCEND to embed TPM learning in Ecorys' future work. The key lessons that have informed our approach to the ARCAN independent monitoring work are:

▶ The importance of working with local IPs for verification and formative research, given their strong understanding of the local context. Our experience has highlighted the significance of building early engagement between all parties through a consultative process to ensure effective TPM delivery, utility and quality (see section 6.2 for more

#### **Consortium Monitoring and TPM Credentials**

Reviewing and supporting the development of MEL systems and conducting TPM for complex, multicountry programmes. In the Sustainable Control and Elimination of Neglected Tropical Diseases (ASCEND) programme, Ecorys' linked TPM and evaluation to ensure the programme was having the intended impact by focusing on independent quality assurance and accountability. In Supporting the Monitoring Actions Financed Under the Facility for Refugees in Turkey (SUMAF), Ecorys reviewed the overall M&E architecture and IP data collection approaches at all levels. Similarly, as the MEL Partner for the Conflict, Stability and Security Fund (CSSF) East Africa, Altai supported FCDO in strengthening M&E capacity to design systems, collecting evidence and conducting outcome assessments of programmes that documented impacts both of local interventions and regional programmes. Our consortium also has valuable experience in analysing, building and improving existing MEL systems. For the MEL EU Trust Fund (EUTF), Altai assessed the relevance of logical frameworks and indicators against EUTF key objectives, supporting MEL teams to optimise data collection systems while cross-analysing monitoring data produced on a quarterly basis.

Conducting independent verification of data. Our consortium has considerable experience in conducting monitoring and verification visits across Africa. For the Learning and Monitoring Programme in Somalia (LAMPS), Altai supported approximately 800 nationwide and verification visits to FCDO project sites across Somalia. The work included data analysis and entry of findings into a bespoke database. Ecorys' methodology for the Nigeria Human Development Evaluation, Learning and Verifications Service (DELVe) includes the independent verification of education results reported to FCDO, drawing on our extensive experience of working in changing, and often fragile, environments. During ASCEND, our team shifted to a desk-based verification approach due to COVID-19. This work involved adapting the systems assessment tool and approach for suppliers, amending verification packages to account for delays in ASCEND activities, and adapting one learning synthesis to focus exclusively on COVID-19. In SUMAF, Ecorys undertook TPM which included the design of a bespoke monitoring methodology for the 44 projects implemented by a diverse range of IPs (Turkish Government, IFIs, UN bodies and Turkish/International NGOs).

Supporting and embedding learning throughout the monitoring process. Altai has experience in delivering over 32 strategic programme learning pieces in Somalia for LAMPS and is currently implementing a Monitoring and Learning System (MLS) for the EUTF East Africa and Sahel & Lake Chad windows. Learning has been important throughout this process for optimising data collection systems, and for a sample of programmes, better understanding the reasons behind success and failures to capture best practices. As part of the development of the MLS, Altai has provided technical assistance to around 30 projects to assist the development of ToC, logical frameworks and MEL tools. Ecorys also has extensive experience of learning through the ASCEND, DELVe and the Eastern Europe and Central Asia Directorate (EECAD) CSSF programmes. For the EECAD CCSF, beneficiary feedback will be integrated throughout verification and results monitoring to ensure the integration of citizen voices.







#### Understanding of the thematic challenges in supporting MEL systems and data around climate change.

IIED have extensive experience including working with local IPs in Mali and Senegal to develop MEL systems as part of the overall knowledge management under the FCDO programme for Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED). They have also worked on Tracking Adaptation and Measuring Development (TAMD), an FCDO programme that covered Kenya, Mozambique and Ethiopia. This is complemented by Ecorys' extensive work in transboundary water management under the FCDO Climate Resilience Infrastructure Development Facility (CRIDF), and nature, including land-use and forestry in programmes like Alternative to Charcoal (A2C) in Zambia. This is on top of Altai's experience delivering third party monitoring in the renewables sector, particularly in the solar energy space.

information). In the case of ASCEND, lessons were learnt around ensuring IPs are incentivised by TPM outputs and are also provided with dedicated resources to ensure maximum engagement and collaboration.

- ▶ The value of a people-centred approach to design and implementation. We have learnt that building fit-for-purpose MEL systems requires close coordination and engagement with FCDO, IPs and other stakeholders in order to build systems that reflect the challenging reality of complex programme delivery, such as ARCAN. This has also included aligning and integrating (where possible) TPM with IP systems and timelines to ensure effective collaboration.
- ▶ Building out from existing mechanisms. Our team appreciates the importance of building on what works well, rather than trying to 'reinvent the wheel.' We recognise the importance of understanding what MEL mechanisms already exist, what works well, what the gaps are, and then working within those parameters. Not only is this a more efficient way of delivering MEL/TPM support, but it also ensures a more sustainable system that responds to what programme stakeholders need.
- ▶ MEL systems that respond to FCDO/programme stakeholder strategic intent. Our most effective approaches have helped IPs and FCDO to not only assess how they are progressing against individual programme/projects results, but also to demonstrate the strategic effect of programmes and to support teams in understanding the big picture 'impact' or the 'sum of the parts'. TPM can assist in tracking whether recommendations are implemented, and this ensures that the programme adapts for improvement. In the case of ASCEND, the Ecorys team developed one of the most comprehensive systems available to FCDO to track the implementation status of recommendations made to a delivery programme, pulling from a multitude of sources (e.g. FCDO annual reviews and thematic diligence reviews as well as TPM reports).
- ▶ Ensuring the right balance between independent TPM and a collaborative approach. Throughout the ASCEND contract, IPs highlighted preference for a more collaborative and participatory approach regarding fact checking processes, and this contributes to the acceptance and utility of results. As well as this, it is essential for TPM to be flexible and adaptable to change throughout the implementation programme.

#### 2.2 Conducting MEL/Data Systems Reviews Across ARCAN

ARCAN has a complex set of MEL arrangements working across a wide range of IPs, countries and thematic pillars. Within many programmes, FCDO is only one of many funders providing support to a multilateral organisation, which in turn manages a multi-donor trust fund with multiple downstream IPs. This will mean that that the ability to influence MEL systems is more limited than in a typical bilateral programme. We will therefore take forward a more strategic approach for our systems building approach, focusing on building trust and on influencing change.

The overall MEL system for ARCAN will need to be fit for purpose, both for individual projects and Ips, as well as at the portfolio level. We will therefore provide FCDO with an assessment of each IP, setting out realistic actions in terms of influencing improvements. In addition, we will aim to add substantial value at the portfolio level, supporting the MEL framework and ToC evidence synthesis and acknowledging where cross-cutting areas of improvement are apparent (for example, IPs' ability to conduct and use context monitoring and integrate GESI and International Climate Finance (ICF) Key Performance Indicator (KPI) reporting).

The Systems Assessment process will provide a comprehensive overview of the functionality, strengths, and weaknesses of each IP's MEL system and will inform the formulation of action plans for MEL systems improvement when expected standards are not met. We will take a participatory approach with programme IPs to build trust and increase buy-in for our findings and recommendations, focusing both on improvement – with assessments done with the view to formulate actionable and realistic recommendations – and on identifying and distilling key risks for FCDO across the whole ARCAN portfolio.

We will undertake two Systems Assessments rounds. The first will be conducted within the first six months of the contract and the second during the third year of the contract. They will be predominantly conducted through a desk-based review of documents, although we will aim to compliment this with a set of clarification questions and key interviews with IP MEL staff.







#### Conducting MEL Systems Assessments in Large, Complex Programmes

In recent years Ecorys has implemented systems assessment for both the FCDO ASCEND and DELVe programmes. ASCEND was, like ARCAN, a complex programme with a large geographical scope. It covered 24 countries across Sub Saharan Africa and South Asia, supporting two lead consortium IPs, each with a further four IPs and many more downstream IPs at the local level.

The scope of the Systems Assessment will be built around eight MEL features. Each MEL feature will have a set of criteria, with expected standards set out in a series of clear questions which will be agreed during inception phase with FCDO.

MEL Feature	Illustrative Examples of Criteria
MEL Framework	<ul> <li>Documented MEL strategy and plan</li> <li>Comprehensive, evidence-based theory of change</li> <li>Results framework linked to programme strategy</li> <li>Agreement on limitations of MEL system, with mitigation strategies</li> </ul>
Governance & Budget	<ul> <li>Identified MEL staffing with clear roles and responsibilities</li> <li>Organisational MEL capacity assessment and training plan</li> <li>Adequate budget allocated to MEL</li> </ul>
Indicators	<ul> <li>SMART indicators</li> <li>Clear indicator baseline, milestones and targets</li> <li>Technically sound and appropriate data sources/methodologies</li> <li>Appropriate indicator disaggregation</li> <li>Critical assumptions are stated</li> </ul>
Cross-Cutting Themes	<ul> <li>IPs have mainstreamed key cross-cutting themes within the MEL system:</li> <li>Context monitoring; beneficiary feedback; GESI; &amp; ICF KPIs</li> </ul>
VfM	<ul> <li>VfM framework documented</li> <li>VfM reporting system in place</li> </ul>
Evaluation & Research	<ul> <li>Plan and budget for evaluation &amp; research products</li> <li>QA process to ensure robust evidence generation</li> <li>Process to manage uptake of recommendations</li> </ul>
Knowledge Management	<ul> <li>Procedure to identify and document internal lessons learned products</li> <li>Effective process to ensure confidentiality of data</li> <li>Clear approach for learning events and products</li> </ul>
Reporting	<ul> <li>Reporting process covering all levels of programme</li> <li>Managed in way that aids decision making</li> <li>Periodic reporting both externally and internally</li> </ul>

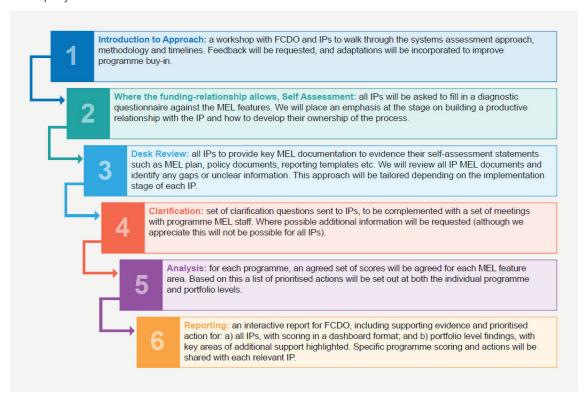
Building upon our experience we will take a six-step process to deliver the Systems Assessment. A more detailed work plan for this process will be agreed within the first month of the inception period, but indicatively the key steps are presented in Figure 5:







Figure 5: Six Step Systems Assessment Process



#### **Reporting on MEL Systems Assessments**

We will use a consistent scoring scale for all systems assessments (to ensure comparability). We suggest a Red, Amber, Green (RAG) rating system based on four status categories for each MEL feature, as set out in Figure 6:

Figure 6 Assessment Scoring Matrix



Results from the systems assessments will be presented through an interactive dashboard. This will allow filtering of information by programme, by MEL feature area and will enable active tracking of action follow up. It will include:

- <u>Numerical synthesis</u> disaggregated results by each MEL feature area and an overall programme rating (based on average scores across the MEL features). The dashboard will allow filtering of results and use RAG ratings to highlight areas of good and poor performance;
- ▶ <u>Descriptive text</u> context and narrative behind each of the MEL feature areas assigned scores and an overall narrative for each programme, highlighting key MEL strengths and weaknesses. Clear recommendations will be made on whether to 'treat' (ie. technical support) or mitigate/accept; and







<u>Key actions log</u> – a prioritised set of actions (using a ranking system of importance e.g. urgent, important, advisable) based on the systems assessment for each programme. It will also track implementation of actions, with annual check-ins taking place with IPs on progress.

#### Interactive and Filterable Reporting Formats - Alternatives to Charcoal (A2C) Zambia

Ecorys is responsible for the adaptive management and learning component of the USAID funded Alternatives to Charcoal (A2C) Project in Zambia. This includes project and context monitoring data which informs the causal chain from household energy to charcoal and deforestation. Reports can be filtered to select different data provided through interactive dashboards, dependent on user needs and preferences.

In addition, a portfolio level report will be produced for FCDO. This will bring together all information within the interactive dashboard in one document, highlighting and analysing areas of good practice that can be shared more widely, as well as common areas for system development. It might, for example, highlight the need to distribute good practice on beneficiary feedback by one IP with a broader group, or could serve to highlight that many IPs struggle with reporting against a specific ICF KPI.

While the ToR request this work within the inception phase, our experience is that it will take six months to deliver this workstream in order that it is both fully consultative, and we have sufficient time to conduct follow up information requests to obtain robust findings. The first systems assessment will therefore be delivered in September 2023 (i.e. after six months of year one). The first round will be followed by an annual update on actions at the end of year one and two (i.e. March 2024 and 2025). In year three, a second systems assessment will be delivered after six months (i.e. September 2025), building upon the first round. This in turn will be followed by a further two annual updates at the end of year three and four (i.e. March 2026 and 2027). This cycle is summarised in Figure 7.

Figure 7: Systems Assessment Cycle



The systems assessment workstream will feed into both the monitoring synthesis, verification and technical support work workstreams. For the monitoring synthesis, it will provide critical information on programme indicators and supporting MEL systems, while for the technical support work, it will flag where the key capacity challenges and risks are within programme IP systems. Lessons from this work will also feed into the learning agenda.

#### Engaging stakeholders strategically to secure access and responsiveness

This work stream will require close cooperation with FCDO and programme MEL staff in order to gain trust and access to relevant MEL information and will apply the principles outlined in Section T 6.2. The systems assessment workshop with the FCDO and programme IPs will be critical in terms of ensuring that all stakeholders are clear on the purpose and approach and buy-into the process. A self-assessment process will focus on building ownership, while the system assessment cycles will:

- Strengthen the relationship with programme IPs whereby they come to view us as a supportive technical resource, helping them identify challenges (and good practices), and assisting them to make the internal case for stronger MEL systems; and
- ▶ Support FCDO with a strong technical understanding of programme MEL systems so they can work effectively to influence and improve IP performance.

A monthly meeting will take place between the FCDO technical focal point for the systems assessment workstream and our Monitoring Lead, Adrian Carriere during the design and implementation periods of the two systems assessment rounds. A focal person from our team will be appointed for each IP to build the required relationship, and an annual update on systems assessment actions will be submitted together with the monitoring, synthesis and verification reporting.







#### Stakeholder Engagement that Underpins Knowledge and Learning

Ecorys and IPs are all experienced in effective stakeholder engagement. This includes IIED's work, funded by the World Bank, with the GEF to support Sustainable Forest Management; Ecorys' work at community level on the FCDO funded Enabling Environment for the Poor project in Bangladesh; and collaborating with the independent MEL Unit of the Stopping Abuse and Female Exploitation (SAFE) Zimbabwe programme, in which we are the IP. Overall, we are proven in developing solid and trusting partnerships that underpin effective and meaningful learning and knowledge exchange.

#### Overview of monitoring synthesis & verification approach

Our monitoring synthesis and verification approach is designed to give FCDO confidence in the accuracy of ARCAN's reporting and will therefore support accountability, learning and adaptation. Strong synthesis and effective verification will enable FCDO to better understand the reliability of the programme's internal reporting, how IPs disaggregate data and report on ICF KPIs and how they report on cross-cutting issues like Beneficiary Feedback, GESI, VfM and conflict. We will work to maximise the potential for learning and adaptation, supporting improvements during the life of ARCAN. Our detailed verification service design will draw on our extensive experience of working with IPs (including multilaterals and trust funds) in changing and fragile environments.

We are fully aware of the monitoring challenges that a programme like ARCAN poses and have managed these challenges successfully in past MEL contracts like ASCEND, LAMPS and CSSF. The approach below will ensure that we are able to verify data quality across the breadth of countries and thematic pillars that is within the scope of ARCAN. We also want to engage actively in raising the quality of aggregated reporting against ICF indicators to aid portfolio reporting and engage in hard to measure indicators (for example, ICF KPI 15 on transformational impact, or how to mainstream GESI in results reporting). We will activity look to use evidence generated within the monitoring synthesis and verification workstream within the synthesis and evaluation workstreams and feed it into learning (e.g. the MEL portfolio framework approach).

The work therefore will have two main processes: i) a desk-based monitoring synthesis of IP data; and ii) more indepth and bespoke independent verification.

2.3 Analysing and Synthesising Secondary Monitoring Data

#### **Monitoring Synthesis Approach (Level 1)**

The first level of this approach will involve a desk-based monitoring synthesis of IP data. It will build upon the systems assessment and will have four key purposes:

- ▶ Generate recommendations to FCDO on areas for indicator and data systems improvement (combining desk-based monitoring synthesis with independent verification);
- ▶ Identify key evidence or data gaps where IPs (or downstream IPs) require technical support;
- ▶ Aggregate programme data against an agreed set of portfolio indicators, providing a 'big picture' view of programme contributions to portfolio results (for example against ICF KPIs); and
- ▶ Provide underpinning monitoring data for the synthesis and evaluation work stream (feeding into research and evaluation questions, as key secondary data sources).

During the inception phase we will agree a set of portfolio level indicators and map the active programme result frameworks against them. This will be delivered in time to feed into the 2023 FCDO Annual Review. Two key activities will take place at this stage:

- ► The development of an updated ARCAN ToC and MEL results framework (see Section T 4 on approach to developing a MEL framework). This will set out the key results chains, KPIs and assumptions, which will guide where the monitoring synthesis should focus; and
- ▶ Collection of result frameworks from active programmes in order to better understand the diversity, synergy and scope of indicators across the ARCAN programmes. We will prioritise indicators that are most critical in measuring progress and performance against the ARCAN ToC in collaboration with FCDO.

We will follow four annual cycles for the remainder of the programme, with six-monthly deliverables. Each annual cycle will run from April to March (with IPs split into two six monthly clusters), ensuring that information is provided on time to directly feed into the FCDO Annual Reviews each year. We will take the following steps in this area:

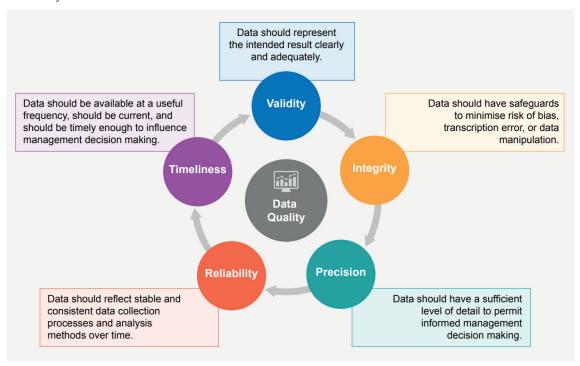






- Reconfirm portfolio level focus (in years two, three and four): for year one this will be conducted during the
  inception phase. For years, two, three and four updated results frameworks will be requested from IPs (with a focus
  on including any new IPs and work areas) this will be aligned with any changes to the overall ARCAN ToC and MEL
  Framework.
- 2. <u>Review indicators:</u> at this step we will cluster IPs into two six-month batches. We will work collaboratively with IPs to fully understand each indicator approach using a Performance Indicator Reference Sheet based on a review of IP documents. This work will clearly define the indicator, set out its rationale and how it will be used, set out data sources, methods of data collection and frequency, disaggregation, and data limitations.
- 3. Conduct Data Quality Assessment (DQA): the DQA will be based around five core criteria. Each criterion will be broken down into a set of questions to gain a comprehensive understanding of data quality looking at both data strengths and weaknesses. This will be supplemented, when needed, with a limited set of Key Informant Interviews (KIIs) with key IP actors to triangulate results.
- 4. <u>Score indicators</u>: all indicators will be scored by each data quality assessment criteria (with accompanying narrative justification). The maximin overall score is 10 and minimum score 0 for each IP (based on aggregate scoring across the five criteria). The following scoring will be used:
  - ▶ DQA Criteria Met score of 2;
  - ▶ DQA Criteria Partially met score of 1; or
  - ▶ DQA Criteria Not met score of 0.
- 5. <u>IP feedback:</u> we will request feedback from each IP on the draft scoring and narrative, providing them with the opportunity to provide further information and clarifications if necessary.
- **6.** <u>Aggregate portfolio results:</u> every March, aggregate results will be pulled together at the portfolio level. At a minimum this will set out ARCAN wide results for the ICF KPIs, but it is envisaged that other indicators could also be identified for aggregation across ARCAN.

Figure 8: Data Quality Assessment Criteria



- 7. Identify candidate IPs/themes for independent verification and/or technical support: in cases where IPs struggle to produce high quality against key indicators, they will be identified either for independent verification (see Section T 2.4), or to receive tailored technical support (see Section T 2.6). At this stage thematic issues that run across IPs may also be identified for independent verification and/or technical support and any missing monitoring data that we would need to collect.
- 8. <u>Interactive Dashboard & Reporting:</u> two reports will be produced each year in September and March. In addition, an interactive dashboard will be developed which will set out current quality ratings against each of the portfolio indicators mapped to the ToC. The dashboard will also allow filtering by key sub-categories and allow analysis of

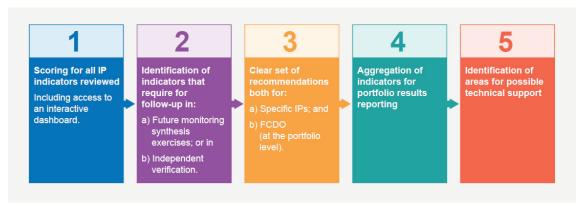






trends in scores over time. It is expected that indicators which obtain a high score during this process will be reviewed less frequently, while low scoring indicators will be reviewed every year until they obtain an acceptable score.

Figure 9: Format for Monitoring Synthesis Reporting



# 2.4 An Innovative Approach to Implementing Monitoring Activities including Data Collection Independent Verification (Level 2)

We have extensive experience of conducting field level verification, including in conflict affected areas, such as conducting field level verifications in sectors relevant to ARCAN in the Horn of Africa, West Africa, the Sahel, and East and Central Africa through programmes like ASCEND, LAMPS, DELVe and the EUTF in the Sahel and Lake Chad regions. We have also developed a network of trusted local IPs who understand the local context across these regions and countries, and who are available to mobilise in ARCAN.

#### Independent verification will be utilised to complement monitoring synthesis by:

- Validating data provided at the monitoring synthesis stage, particularly if there are concerns about the quality of the data provided;
- Identifying key challenges in collecting quality data for certain indicators or IP teams;
- ▶ Triangulating data and findings where it is not possible to do so from secondary sources; and
- Assessing low achievement indicators

In some cases, multiple IPs reporting on the same indicator may have the same or similar challenges around a data quality issue. In this case, we will 'cluster' a number of independent verifications together to focus on one specific issue (e.g. reporting against a specific ICF indicator). We do not anticipate that we will directly plug any data gaps but will work with IPs to either identify ways to plug data gaps and/or build their capacity to do so.

The time and frequency of independent verification will depend on the chosen indicators and will be agreed on a case-by-case basis. However, it is envisaged that indicators principally chosen based on performance will need to obtain an acceptable score before independent verification is stopped; while indicators chosen based on importance (especially innovation) may require field level verification. While analysis and reporting will take place for each field-based indicator following the process above, summary information will also be presented in the six-monthly Monitoring Synthesis & Verification Reports.

We will establish a purposive sampling process to identify which IPs to support based upon the following factors:

- 1. <u>Importance of indicator –</u> during the inception phase we will agree a set of criteria with FCDO in order to establish the importance of an indicator. It could include criteria such as: does the indicator appear at the portfolio level; level of spend associated with indicator; does the indicator cover a key cross-cutting issue; and innovation and learning potential of the indicator; and
- 2. <u>Performance of indicator –</u> based on the monitoring synthesis assessment, the poorest performing indicators will be identified for consideration.

The second stage in the process will involve reviewing the first stage list with FCDO and agreeing on a final set of field-based verification indicators to focus on. The team will use criteria to categorise/prioritise the lowest scoring indicators, IPs and projects. These will then be presented to ARCAN at the mid-point of the financial year (i.e. September 2023-26). Through a discussion with FCDO the monitoring team will finalise the IPs that will require independent verification visits in the next 12 months. We will expect the first year to identify a larger set of indicators for independent verification with a more limited set added over the following years. As this will, in many cases, involve long-term







engagement, buy-in from IPs and assistance from FCDO will be essential. Negotiations will also be required on the scope of verification for each field-based indicator.

#### Learning and Monitoring Programme Somalia (LAMPS)

Altai conducted approximately 800 nationwide monitoring and verification visits to DFID/FCDO project sites across all areas of Somalia for all of the DFID/FCDO's development programming in Somalia over the course of 2016 to 2021. This work included the analysis and entry of findings into a bespoke database and delivering over 32 strategic programme learning pieces.

Once locations have been agreed we will deliver field work in the selected sites based on a six-step Independent Verification Process (a finalised version will be agreed during the inception phase):

#### 1. Mobilisation & Engagement with IPs

Regional analysts will reach out to the IPs and request a Point of Contact (PoC) for verification. They will work closely with this PoC (and undertake their own document reviews) to gain a strong understanding of each pillar/project and indicators of concern, accessing any programme documents to inform the verification. Analysts will focus on ensuring they have what they need to plan verification logistics as well as the relevant information to effectively deliver verification design and outputs.

#### 2. Beneficiary & Respondent Sampling

A key component of the independent verification will be to receive beneficiary feedback in terms of:

- Validating whether activities and results documented in the data have been achieved;
- Assessing beneficiary satisfaction with these results; and
- Understanding how initiatives fit within and are responsive to the broader context

From the document review, analysts will advise on who to include in the respondent sample and share this with the IP PoC. They will request for support to reach the respondents, engaging regional field coordinators on the monitoring teams to start arranging the logistics of accessing beneficiaries. The IP PoC will introduce the relevant implementation teams, explain the purpose of the verification activity and what to expect. The selection of beneficiaries will be conducted either randomly or by purposive sampling as appropriate. Snowballing may also be used in instances where it is the most feasible approach, but criteria will be developed to ensure acceptable levels of representation of different types of respondents. Types of beneficiaries will be informed by the demographic of beneficiaries that the indicator/programme tracks. However, we will always aim to include a balance of male, female and youth, persons of disability to gain a diversity of perspectives. We will aim to also include the voices of those traditionally excluded, where it is possible to do so within the complexities of local context.

The verification team will also seek to speak to other respondents, including relevant IP team members to better understand the realities of the delivery of each project, and any challenges and contextual realities which impact delivering data and results against required indicators. We will also aim to speak to key project stakeholders to triangulate findings and understand IP/indicator delivery within the broader context.

#### 3. Site Visit Planning, Tool Development & Approvals

Prior to deployment, the verification team will establish a field coordination plan with their local data collection firm. The plan will be managed by the field coordinator and local data collection IPs and will contain details about the verification activity, the IP PoC, locations and planned logistics, dates of travel and the team who will conduct the research

Based on the needs of the verification and the beneficiary and respondents sampling lists, the verification team will develop data collection tools to support the verification process. These could include different methods including: KIIs; FGDs; observation checklists; small in-person quantitative surveys; remote sensing-where accessibility is particularly challenging or where remote sensing will add value to the verification process; and remote beneficiary data collection (i.e. using call centres where available to do call backs on larger quantitative datasets).

Each verification approach will be designed in a bespoke manner and while most of these activities will be organised on the ground, we will actively look at where verification can also be performed remotely through a combination of







tools. We have experience of various remote approaches including phone-based interviews and remote sensing using satellite imagery observation at different points in time combined with machine learning tools to identify meaningful differences. We will also merge them with relevant external data sources.

Final data collection tools will be shared with the local data collection firms along with the field plan. Where analysts are not present for the data collection, the field coordinators will run a thorough training of the field plan and data collection tools with the field team.

Prior to field deployment the verification team will require the relevant authorisations and conduct a thorough security assessment.

#### 4. Data Collection

The in-country research team will deliver the data collection on the ground. In some cases, the analyst and field coordinator may also take part in data collection. IPs will support the field team with data collection by linking them with the respondent groups and by helping them access project sites. Data collection process will follow standard safeguarding, security and DQA processes.

Unless there are restrictions to collecting data collection using electronic devices, paper-based approaches will be avoided. This will allow analysts to track data collection in real time and ensure that data collection is on plan as per the agreed field work plan with the local data collection firm.

#### 2.5 How We Will Manage the Analysis of the Data and Draw Conclusions from the Findings

The final two steps in the process comprise the analysis and reporting, as well as the provision of learning and technical support based on monitoring outcomes.

#### 5. Analysis & Reporting

Once collected, analysts will clean the data received and enter this into an analytical framework designed for the verification. Findings will then be entered into a reporting template. As verifications are likely to be diverse in their focus areas, we will propose a light touch reporting format that can be easily adapted to the needs of the verification.

The verification reports will include: 1. Introduction to the verification (verification number, location, project, IP and downstream IPs reached); 2. Background to verification; 3. Methodology used; 4. Key findings. 5. Recommendations; 6. Key lessons learnt; and 7. Notification if a reverification is required.

The draft report will be shared with our Monitoring Lead for approval. Once the verification is internally approved, it will be uploaded onto a knowledge management platform (see below). We have found that sharing the verification with the IP first for review improves the trust and relationship of collaborative learning between IP and MEL partner. A notification that the verification is ready for review will be shared with the IP team, who can then review and provide their feedback. Once the feedback has been addressed, the verification will be shared with the FCDO. In some instances, reports will be shared directly with FCDO without going to the IP first (i.e. in cases of serious non-compliance, or where safeguarding or do no harm, fraud and other compliance breaches are involved.

#### 6. Learning & Technical Support

The final verification reports will provide a series of learning and a number of recommendations on potential areas for technical support. The report will indicate if the MEL partner could be a relevant provider of any related technical support. If this is the case, the verification team will refer the areas of support to the technical team to take forward. The verification report will indicate if another level 1 or 2 verification on the indicator/programme/IP will be required once the technical support is completed.

We will develop a simple platform that will serve as a centralised location to document and share information on verification processes. The platform's main purpose will be to provide a transparent mechanism for the ARCAN verification team to share final verification reports with IPs and FCDO teams. It will provide a basis to communicate with IPs and FCDO to notify which verifications are coming up each quarter and when verifications are ready for review, professionalising communications on the verification mechanism. A front facing (ie. FCDO) dashboard will track progress against key verification metrics-such as number of verifications delivered, locations, areas of focus and beneficiaries reached.







#### 2.6 Providing Technical Support to ARCAN's Implementing Partners

Our consortium has extensive experience in strengthening MEL systems for complex programmes and complex delivery chains like ARCAN. We understand that capacity may vary across IPs and that building capabilities and a culture on the use of data will require targeted support.

#### Working in Kenya, Ethiopia and Mozambique funded by the FCDO

IIED developed a framework called 'Tracking Adaptation and Measuring Development (TAMD)' to measure climate adaptation efforts to determine whether the costs and benefits were being distributed equitably. TAMD is a conceptual framework that can be used by countries to evaluate how well climate risks are managed at international, national and sub-national scales. It can also be used to assess whether development outcomes bring better local climate resilience, and whether that aggregates at larger scales. The tool assessed the impact of previous investments to help establish robust ToC and to form counterfactuals for future M&E. It also provided a cross-country comparison of experiences to develop IPs' capacity for monitoring and evaluating adaptation programmes.

#### **ARCAN MEL Unit Technical Support Facility**

We will establish a system informed, demand-led facility for technical support of ARCAN that will support up to three IPs each year with needs identified through three complementary approaches:

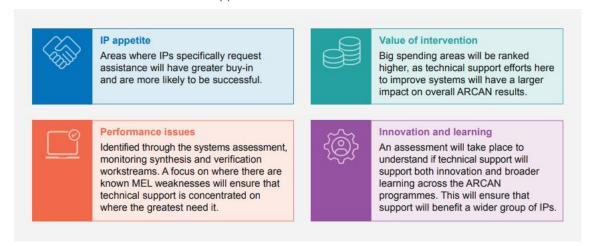
- Assessment of programme MEL systems: key technical support issues will be flagged as part of the systems
  assessment, monitoring synthesis and verification work. This will include both urgent MEL areas of concern for
  specific programmes that require action and issues that seem to be a weakness across many programmes;
- 2) <u>Demand by IPs for MEL support</u>: during the inception phase we will also work with IPs and FCDO to identify MEL needs on a demand-led basis. This will be established through a two-step process. Firstly, an online IP survey will take place to gather perceptions of MEL technical support needs. This will be followed by an IP Workshop. The workshop will also facilitate where there are shared MEL needs across IPs; and
- 3) <u>Level 1 and 2 verifications:</u> Throughout the delivery of level 1 and 2 verifications we will identify additional technical support needs through the delivery of its desk-based monitoring synthesis and targeted field-based verifications.

Each year technical support needs will be reassessed through annual IP Workshops. These will take account of the systems assessment follow up actions and include the results of the monitoring synthesis and verification work, which will provide critical information on data concerns for programme indicators. An online IP survey will be repeated in year three to capture any changes in MEL needs.

After each IP receives technical support, a short case study will be drafted outlining the rationale for support, technical support provided and its impact. In year four of the programme, a survey will be conducted with programme IPs who received support over the course of ARCAN to capture longer-term change, sustainability and lessons learned.

#### **Criteria for Technical Support**

Figure 10: Illustrative Criteria for Technical Support



At the heart of our approach is the commitment to build a collaborative approach where IPs have the confidence and capacity to engage with the learning process and see a value in so doing. Our approach is based on the premise that tailored support and mentoring support for IPs will be the most efficient and effective way to build IP capacity, rather





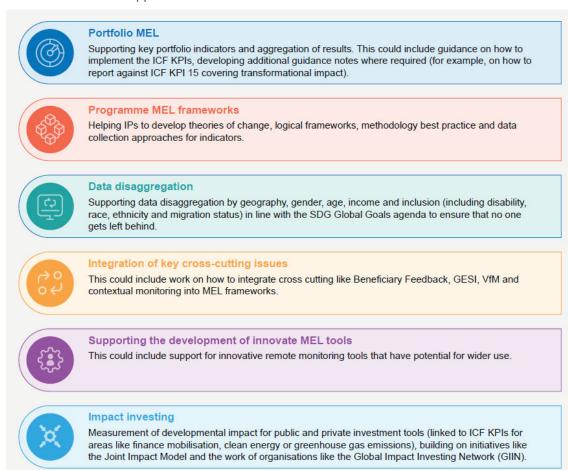


than broader technical support on the core aspects of MEL. In the inception phase we will develop and **agree with FCDO and programme IPs criteria that will enable us to focus on where our technical support will add most value**. A robust process will be especially important given that we will only be able to directly support up to three IPs a year. Our indicative criteria for this process is outlined in Figure 10 above.

#### **Areas of Possible Technical Support**

We will be able to provide flexible technical support across the full range of issues and thematic pillars covered by ARCAN (with access to large range of both thematic and MEL expertise). Technical support will be managed by our Monitoring Lead, Adrian Carriere. Reviewing the ARCAN thematic pillars and underpinning programmes, we believe that the following areas will probably require MEL technical support (although this will be reviewed in more detail during the inception phase of the programme):

Figure 11: Possible Technical Support Areas



#### **CSSF Africa's Summer Series of Learning Events Interactive Guides**

Under its support to CSSF Africa, Altai developed a summer series of learning events. This included six learning events targeting learning on core aspects of MEL (formulating ToCs, generating Results Frameworks (RFs), delivering TPM in Fragile and Conflict Affected States contexts) and on thematic areas relevant to the programme and how other programmes had delivered cross cutting workstreams (GESI, assessing conflict dynamics). These events were hosted virtually on MS Teams and were made interactive by encouraging some members of the programme teams to take part and present their own project activities and by using software such as Miro to facilitate interactive discussions. Under Altai's MEL contract to SSJP II the team have been exploring generating recorded 'how-to guides' that go through slides and use voice overs to present content.

At the same time as providing tailored technical support we believe that all IPs could benefit from a series of core learning events around key MEL or thematic topics of interest so we will ensure that this workstream has a focus on and contributes to the learning output. To facilitate sustainability and to communicate technical support across all relevant stakeholders, we will therefore feed key lessons from technical support into the learning workstream. We will collate and share any tools or guides that we produce as part of this process for sharing at the annual learning workshops (i.e. specific toolkits for GESI, Beneficiary Feedback, or how to capture the impacts of investment).



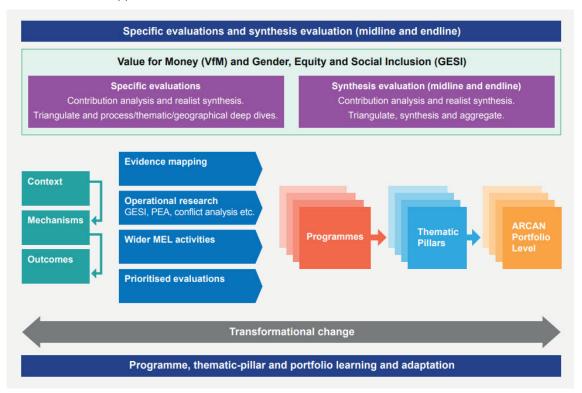




## 3. Approach to Evaluation and Research (T3)

Our approach to evaluation and research will ensure that ARCAN identifies and understands what is working and what is not, for whom and in what contexts, with a particular focus on contributions to ICF-KPIs and GESI. Evidence from specific evaluations and research, prioritised through rigorous evidence mapping and stakeholder needs, will be synthesised and presented in the right way and at the right time to facilitate programmatic reflection, and inform key strategic decisions. In turn, ARCAN will build on the global evidence base on climate change adaptation, mitigation and overall resilience. Our overall approach to evaluation and research is informed by our in-depth experience in delivering high-quality evaluations and research across relevant ARCAN themes and multi-country portfolio MEL assignments and is presented in Figure 12 below.

Figure 12: Overall Evaluation Approach



Our consortium and team provide specific relevant experience of adapting evaluation and research approaches and methods for portfolios pursuing long-term transformational change with a wide range of other development actors, as highlighted below:

#### **Theory Based Approaches and Realist Synthesis**

Ecorys and our proposed team has significant experience of evaluations that build evidence of context, mechanism and outcome configurations. Dr Jennifer Leavy has extensive experience applying theory-of-change-based and realist approaches in multi-level evaluations, including synthesis evaluations – for example, under the Locally led Development in Fragile Environments contract funded by USAID, she is leading on the synthesis evaluation of the portfolio of funded projects in Ethiopia and Bangladesh. Ecorys completed an independent evaluation of Darwin Initiative, Darwin Plus and Illegal Wildlife Trade Challenge Fund schemes, which aims to address biodiversity loss and reduce poverty. We employed a theory-based approach to assess the contribution of the scheme to its stated objectives, conducting analysis at both project level and portfolio level, and using process tracing to understand causal pathways. Our assessment was informed by a bespoke GESI tool designed for the evaluation, and Ecorys was able to overcome key complexities – including aggregating lessons across several projects, geographies and time – as will be the challenge in ARCAN.







Drawing on our complex evaluation experience, we will integrate the following features in our approach:

▶ Combining a theory-based approach with a realist synthesis lens: We understand that addressing wicked problems like climate change needs more than simple, linear solutions and requires widening our enquiry beyond 'what works'. Applying this learning, we will map evidence underpinning the nested ToC at the portfolio and thematic pillar levels, enabling the evaluation to capture the relationships and interrelationships between them. We will apply contribution analysis (CA) methodologies to establish whether outcomes did or didn't take place and assess the influence of ARCAN and other factors outside the programme itself. We will then draw on realist synthesis techniques to develop a deeper understanding of how and why the programme made a difference in its' different contextual configurations.

#### Vast Experience in Thematically Relevant, Complex Synthesis Evaluation

Our team leader, Paula Silva, led the design of the portfolio theory of change and MEL system for the evaluation of the BRACED programme - in line with the ICF indicator framework, including the design and implementation of novel resilience, transformation, gender equality, and social inclusion measurement frameworks. Our Synthesis Evaluation Specialist Dr Jennifer Leavy is a specialist in realist evaluation. She was the Lead responsible for MEL and Adaptive Management on the Building Resilience and Adapting to Climate Change (BRACC) programme in Malawi's Knowledge and Policy Hub and was also previously the Team Leader for the mid-term review, final evaluation and the final realist impact evaluation on the Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) programme. Ecorys' experience of portfolio-level evaluations is broad and deep, including Defra's ODA-funded Darwin programme, which combines multiple interventions to address biodiversity loss and reduce poverty, FCDO's Conflict, Stability and Security Fund (CSSF) global Multilateral Strategy which is pursuing progress towards National Security Council objectives across 5 programmes), the Department of Health and Social Care's Global Health Research programmes involving 30 partnership-led programmes, and FCDO's flagship education programme in Nigeria (PLANE) which is providing technical assistance to the Government of Nigeria through various bilateral and multilateral implemented initiatives. Our consortium partners Altai and IIED bring further specific experience of conducing MEL for complex multi-agency programmes - Altai is leading the MEL approach for the EUTF in East Africa and Lake Chad and IIED is leading the evaluation of the GEF Sustainable Forest Management Portfolio on behalf of the World Bank.

- ▶ Participatory and utilisation focused: We are experienced in ensuring the participation of relevant stakeholders across the evaluation process enhances engagement in research, evidence use and adaptation. Our evaluation approaches, tools and products will be developed to match the varied needs, incentives and capabilities of IPs and other users who have ownership of the ARCAN programmes, and we will draw on our understanding of the motivations and constraints of different IPs. Our evaluation of the FCDO Multilateral Strategy (MuSt) portfolio for example, developed and adopted a systematic, proportionate approach to capture and use evidence from multilateral actors concerning Political Access and Influence gained through the portfolio, and how it complements and builds on existing relationships that the UK governments hold.
- ▶ Blue Marble Evaluation: Given ARCAN's vast scope and scale, exploring interconnections across programmes, thematic pillars, and regions is a key element that will inform our approach. To explore such interconnections across both problems and solutions we will be applying the principles of Blue Marble Evaluation², which provide a practical way of evaluating interventions that interact with complex systems and are shaped by wider activity. Our focus will be on delivering credible, timely and actionable context-relevant evidence to support large-scale systems change and adaptation at the portfolio and programme levels.
- ▶ Sensitising innovative approaches: We will adapt best practice in MEL to specific development contexts. For example, our consortium has developed robust approaches to incorporating GESI assessment and Political Economy Analysis (PEA) assessment for climate-related programmes that can be adapted for ARCAN.

#### 3.1 Approach and Methods for Evidence Mapping

The **evidence mapping** task will review and present evidence relating to key pathways within the elaborated portfolio and thematic pillar ToCs. Given the scale of the ARCAN portfolio, the mapping will focus on gathering and organising evidence along key areas/pathways of enquiry, adopting a systematic approach in line with good practice. Ecorys is currently undertaking such an approach in the secondary data review and analysis for Defra to inform a business case for the development of a **new ICF-funded programme to support achievement of the terrestrial 30by30 target in** 

<sup>&</sup>lt;sup>2</sup> Blue Marble Evaluation







**ODA-eligible countries**, and associated policy and programming.<sup>3</sup> This involves mapping the evidence of how the effectiveness and long-term viability of protected and conserved areas can be increased in the context of climate change and other drivers of land use change, and the contribution of indigenous and local communities to achieving conservation targets. The evidence mapping is being used to identify which countries Defra and the UK government should target, and how best to support these countries in contributing to global goals on biodiversity, climate, and sustainable development. Another example of our experience of evidence mapping is the **gap analysis of the Antimicrobial Resistance (AMR) research and development (R&D) landscape** to identify underfunded areas in AMR research.<sup>4</sup> The gap analysis will help the Global Antimicrobial Resistance Innovation Fund (GAMRIF) make evidence-based funding decisions and examine potential areas for future GAMRIF interventions.

Our evidence mapping methodology consists of five steps:

- 1. Develop an evidence mapping (EM) strategy document: During the inception phase, we will develop a detailed EM strategy to review the state of evidence across the ARCAN portfolio and identify evidence gaps (e.g. limited evidence on how climate data is used beyond the scientific community), building on the initial evidence mapping conducted by FCDO for ARCAN's business case. The EM strategy will be included in the inception report, together with the evidence mapping summary, and both documents will be updated in Year 3 and 4. The EM strategy will include:
  - ▶ Search terms and indicators linked to the portfolio ToC's assumptions and outcomes and MEL framework. Search terms and indicators will be categorised by the five thematic pillars (i.e. water; nature; weather and climate information services; and energy) as well as cross-cutting issues including: gender, disability and inclusion, conflict and fragility, political economy/ecology, and social/behavioural constraints. Each search term category will include subcategories and indicators such as: 1) success/unsuccessful use of climate, weather, and nature resource data in investment decisions (regional/national levels); 2) enabling and hindering factors for collaboration between regional initiatives on climate change; 3) gaps and weaknesses in the design and implementation of specific interventions (ie. transboundary water management approaches, etc.)
  - ▶ The type of evidence that we will review as part of our evidence mapping. The evidence mapping exercise will focus on reviewing academic and grey literature, as well as relevant documentation generated by other relevant programmes (e.g., Climate Adaption and Resilience (CIARe), Pioneering a Holistic approach to Energy and Nature-based Options in the Middle East and North Africa for Long-term stability (PHENOMENAL), Africa Clean Energy, Biodiversity Landscape Fund, etc.).
  - ► The approach to appraise evidence gathered that includes criteria for evaluating the information from different types of evidence, incorporating criteria to assess the quality and relevance of each source.
  - ▶ Evidence mapping tool/s. The specific tools we will use to gather data and assess evidence.
  - Analytical Protocols. The procedures that we will apply for analysis and reporting.
- 2. Review of documentation shared by FCDO/IPs: including literature review for ARCAN business case. FCDO and IPs implement different initiatives and programmes which generate evidence in the space of climate change and adaptation that we would assess and review if relevant.
- 3. Desk review: We envisage using Google Scholar and other search engines to obtain relevant academic articles and independent studies and reports. We also will search for grey literature from expert organisations such as the Food and Agriculture Organisation, United Nations' Development and Environment Programmes, World Bank, European Commission; as well as expert NGOs such as (The Nature Conservancy, World Wildlife Fund, World Resources Institute, etc.); and major multilateral and bilateral donors such as USAID, the German Agency for International Cooperation and the Canadian International Development Agency. The comprehensiveness of our search protocol will be assured through consultations with our technical leadership and management team to ensure we have retrieved well-known/seminal studies, to identify any further sources of evidence. Drawing on its linguistic capability, our team will also look to incorporate regional sources from francophone Africa critical in incorporating local expertise and context, which is necessary to understand who projects are working for and why, and minimising unintended and unwelcome consequences that have hampered previous climate/nature development programmes. We will capture and store our search results to ensure a transparent record of our search and screening process.
- 4. Conduct critical appraisal of information gathered: We will use the 3ie approach to assess the quality of sources and data to analyse as part of the evidence mapping. The 3ie approach consists of using a colour coded matrix to

<sup>&</sup>lt;sup>3</sup> Evidence review and scoping work to support area-based conservation and the 30by30 target in ODA-eligible countries (Defra, 2022): Global.

<sup>&</sup>lt;sup>4</sup> Antimicrobial Resistance Gap Analysis (DHSC, 2021-22); Global.







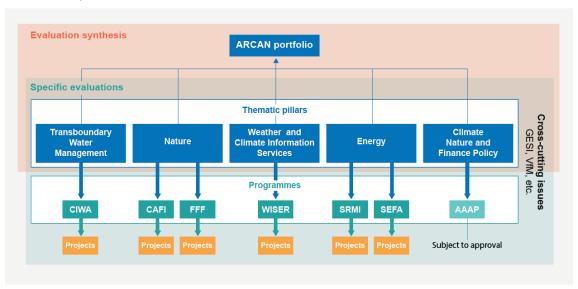
rank the confidence and relevance of findings. For example, in 3ie maps, systematic reviews are colour coded green, orange and red, corresponding to high, medium, and low levels of confidence in study findings.

- 5. Data exaction and analysis of evidence: We will develop an evidence mapping tool that will include three interlinked sections, that include: 1) all evidence that we will consider for the exercise linked to the search term and indicators included in the EM strategy; 2) all evidence that passes the critical appraisal criteria; and 3) an analytical section where relevant data from the sources will be included, following our MEL framework structure.
- 6. Prepare summary of evidence mapping and disseminate it: The findings will be presented visually to support prioritisation of areas for evaluation and operational research, focused on gaps in evidence relevant to ARCAN stakeholders' activities, and as indicated above we will submit this as part of our inception report, and refresh once again in Years 3 and 4.

#### 3.2 Approach and Methods for Evaluation and Evaluation Synthesis

Using a **combination of CA and realist synthesis**, we can build up a reliable picture of what changes are taking place, the contribution of ARCAN and other factors and an understanding of why and how ARCAN is contributing to change – for whom, and in what contexts. This analytic approach will apply to all levels of analysis: portfolio, thematic pillar, and programme, and is summarised in **Figure 13** below:

Figure 13: Evaluation Synthesis in ARCAN



#### Recognised Thought Leadership on Realist Synthesis and Climate Change Evaluation

Our Team Leader Paula Silva is highly experienced in conducting complex evaluation of multidisciplinary programmes, having led four successive rounds of annual programme level synthesis of project results for the BRACED programme. The evaluation synthesis workstream itself will be led by Dr Jennifer Leavy who has applied realist-informed methodologies in BRACED, and also in the evaluation of locally led development for the USAID-supported LIFE programme. Our GESI and Learning Lead Dr Katharine Vincent is equally expert in integrating climate change and gender into evaluations and learning for FCDO programmes, like Supporting Pastoralism and Agriculture in Recurrent and Protracted Crises (SPARC) and BRACC Malawi.

We will conduct the evaluation synthesis in several steps:

- ▶ Review of thematic pillar and any programme-level ToCs: During the inception phase, we will analyse thematic pillar/programme level ToCs to magnify parts of the overall portfolio ToC and providing more detail on intermediate changes, specific contributory factors and in particular contexts. Examining the thematic pillar/programme-level ToCs will help refine the evaluation questions (EQs) and help identify the types of evidence to be gathered and analysed in subsequent stages.
- ▶ Develop an evaluation framework and synthesis strategy: In the inception phase, we will develop the MEL framework and synthesis strategy, in close consultation with FCDO and other stakeholders. This will set out the prioritised EQs, define the scope of the synthesis, and specify the types of data to be collected, collated and analysed. We will also specify the ways in which diverse evidence and analysis from different levels project, programme, and thematic pillar will be synthesised to answer the EQs. Our strategy for the evaluation synthesis will benefit from the







extensive, directly relevant experience of our core team. Since our evaluation is theory-based, the draft EQs presented below are based on a detailed integration of the assumptions underpinning the ToC and will incorporate both OECD-DAC criteria and a realist perspective.

#### **Evaluation Question and OCED DAC criteria**

#### Relevance

- To what extent is the ARCAN portfolio aligned with HMG priorities?
- To what extent is the ARCAN portfolio aligned with regional and international development goals?
- To what extent is the ARCAN portfolio relevant for achieving improvements in climate action and nature resource management?

#### Coherence

- How far and how well do the thematic pillars support each other in achieving ARCAN's goals/objectives?
- How far and how well do the 8 ARCAN programmes support each other in achieving ARCAN goals/objectives?
- Does the ARCAN portfolio add up to more than the sum of its parts?

#### **Effectiveness**

- To what extent has the ARCAN portfolio contributed to improved climate action and natural resources management outcomes, for whom and in what contexts?
- How effective was the ARCAN portfolio in ensuring capacity building for climate resilience and nature-based risks management, for whom and in what contexts?
- How, and to what extent, has the ARCAN portfolio facilitated a transition to low-carbon development in what contexts?
- What assumptions in the ARCAN ToC remain valid and which need to be adjusted?
- What, if any, unintended consequences did the ARCAN portfolio generate and how were they recorded and addressed?

#### **Efficiency**

- How well has the ARCAN portfolio used resources to deliver results?
- What is the Value for Money delivered by the ARCAN portfolio?
- Are there opportunities to increase cost effectiveness across the ARCAN portfolio?
- Which thematic pillars were more cost-effective in delivering outcomes?
- To what extent does the ARCAN portfolio contribute to Equity outcomes (including GESI)?

#### Sustainability

- To what extent and how has the ARCAN portfolio ensured local ownership of and leadership by state and nonstate actors?
- What is the ARCAN portfolio's overall exit strategy and is it: (i) sufficient; (ii) feasible; (iii) coherent with the implementation strategy; and (iv) supportive of sustainability?

#### **Impact**

- How, and to what extent, and in what contexts has the ARCAN portfolio improved preparedness and response for climate shocks and climate change?
- How, and to what extent, and in what contexts has the ARCAN portfolio reduced resource degradation by improving water, land and forest management?
- How, and to what extent, and in what contexts has the ARCAN portfolio promoted sustainable growth and wellbeing?
- How, and to what extent, and in what contexts has the ARCAN portfolio built regional resilience to climate and natural resource risks?

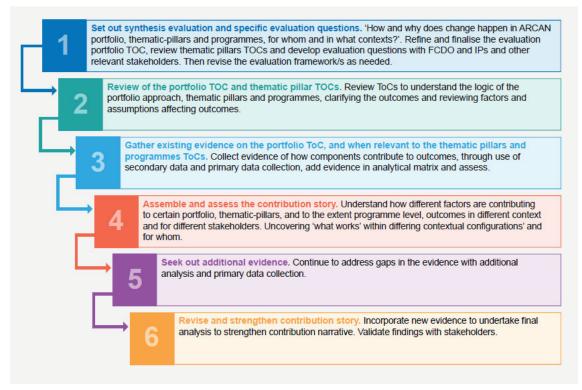






- ▶ Evidence reviews for thematic pillar and programme-level ToCs: As part of the CA approach, modifications to the ToC are an integral part of the process as evidence gradually builds a picture of what is working, what is not, for whom and in what contexts, improving our understanding of what assumptions are holding 'true', and which aren't. Evolution is critical in country contexts that will experience significant environmental, social, economic and political changes over the course of ARCAN all demanding that we refresh the initial evidence mapping to support the synthesis.
- ▶ Data synthesis at pillar level: CA entails collecting evidence against a ToC and assessing the extent to which the evidence supports or contradicts it. We will comprehensively synthesise and rate the strength of evidence from several sources at midline and endline, addressing: a) monitoring data including ICF KPIs as part of evaluative monitoring; b) programme level MEL frameworks and systems; c) specific evaluations, which will serve as building blocks for the evaluation synthesis; and d) cross-cutting analyses and assessment covering GESI, PEA and VfM.
- ▶ CA and Realist Synthesis at Portfolio level: Using CA methods, we will map the evidence gathered to the portfolio level ToC, seeking both confirmatory and contradictory findings from the evidence gathered, to assess the contribution story and evidence of wider enabling and hindering factors. To complement this, we will employ a realist synthesis approach to organise the evidence gathered into evidence tables, formulate chains of inference based on contextual factors, and formulate hypothesis on why change took place, for whom and in what contexts.

Figure 14: Applying CA and Realist Synthesis at ARCAN Portfolio Level



- ▶ Interviews with strategic stakeholders, IPs and other actors: To support the implementation of an iterative CA approach, we will incorporate a wave of interviews with sampled stakeholders to test, refine and elaborate evidence from other sources. This will support triangulation and strengthen findings related to ARCAN's contribution to outcomes and the role of other wider factors.
- ▶ Reporting: At both midline and endline reporting stages, we will synthesise the evidence emerging from the CA and realist synthesis conducted at the pillar/programme level to answer the EQs at the portfolio level. Through this, we will develop findings and insights on how the ARCAN programmes across each/all thematic pillars contribute to change at the overall portfolio level, while also considering the specific contexts/settings in which these changes occur. We will finalise the Mid-Term Evaluation Synthesis Report and disseminate it to FCDO and IPs through a midline synthesis workshop. This will also be an opportunity to gain feedback from relevant stakeholders on refining the evaluation methodology and redefining areas of focus. We will conduct a further phase of synthesis, including evidence-gathering interviews with programme stakeholders towards the end of the evaluation and draft Endline Evaluation Synthesis Report. In line with our participatory research design, we will conduct a final synthesis workshop to share findings and evidence at endline. Based on feedback received and consensus built around the final findings/insights at the portfolio level, we will finalise the Endline Evaluation Synthesis Report.







As noted, the evaluation synthesis will draw on the planned suite of **specific evaluations and supporting analyses** which will be prioritised to amplify evidence for aspects of the ARCAN ToC where evidence is weaker or varied. These specific evaluations and demand-led analyses will focus on primary research and be triangulated with monitoring data and wider evidence to support the CA approach. We propose below several options for focus and potential scope of the specific evaluations – all of which can include a GESI, Conflict and VfM lens as cross-cutting components:

- 1. Sum of all parts: As stated in the ToR, at least one specific evaluation will assess whether the bringing together of investments under ARCAN leads to greater synergies and coherence that contribute to enhanced contribution to longer-term outcomes (i.e. ARCAN investments in nature and transboundary water programmes that contribute to ICF KPIs). For the methodological approach to assessing the synergies and catalytic effect of bringing together programmes in a portfolio approach, Ecorys will draw on our extensive experience of portfolio evaluations. For example, Ecorys delivered a process and impact evaluation of the FCDO CSSF Multilateral Strategy focused on programmes across 5 thematic areas operating in complex multiagency partnerships linked to the UK's National Security Strategy. The impact evaluation generated key evidence and learning on combined contribution to advance desired UK policy outcomes, identifying enabling factors and constraints.
- 2. Thematic evaluation: We envisage that one or more specific evaluations will focus on prioritised thematic areas under the ARCAN portfolio. We will prioritise thematic areas that include several programmes (i.e., nature) to understand how well the collaboration and work being implemented under each programme is contributing to thematic-pillar level outcomes. For example, under the nature pillar, the FFF is working with partners to strengthen forest and farm producer organisations in 6 countries in Africa (Ghana, Kenya, Madagascar, Tanzania, Togo and Zambia) and it will expand to dryland forest areas to complement CAFI's work in the Congo Basin. Both programmes will be contributing to scaling-up viable rural enterprises through different activities. The effectiveness and complementary of the FFF and CAWI activities, considering contextual factors and the needs of the targeted audience, could be assessed under a specific evaluation.
- 3. **Geographies:** Due to the unique contexts across the potential focus geographies for ARCAN, the ToC cannot be captured in a set of linear causal chains linking outputs to outcomes we would consider the pros and cons of a series of geographic-focused evaluations which might also interface with designated landscape features (ie. river basins) or specific landscapes in that border the Intertropical Convergence Zone.

Within the overall framework of a CA approach, we will determine the methodologies for specific evaluations based on the type of evaluation we intend to undertake. All **specific evaluations will include elements of process assessment and performance assessment, and we will embed VfM and GESI** as cross-cutting themes including specific dedicated evaluative tools and analyses to address these variables. The main methodological steps that we envisage include:

- ▶ Developing specific evaluation framework and EQs: taking into consideration how the specific evaluation frameworks and questions might complement the overall evaluation synthesis framework and overarching MEL framework, and including GESI and VfM elements;
- ▶ Reviewing the evidence mapping output to assess which evidence is available on the themes covered by specific evaluations, and what gaps remain;
- ▶ Data collection: Benefiting from our consortium's extensive geographical reach and data collecting capabilities, the specific evaluations will include primary and secondary qualitative and quantitative data collection activities, including:
  - ▶ Review portfolio and programmes level documentation including financial data, annual reports, project report etc.
  - ▷ Interviews, focus groups and targeted surveys with portfolio and programmes level stakeholders.
  - ▶ Regional case studies selected purposively to explore aspects of the ToC and to support learning. For example, interventions/activities in the Horn of Africa that focus on strengthening civil society organisations and regional government capacity to improve the management of natural resources amidst rapidly changing environmental and socio-political contexts.
- ▶ Triangulation and analysis of evidence: We will utilise the specific evaluation framework to code, triangulate and quality assure evidence collected and ensure the aggregation of evidence to the portfolio-level when needed. We will develop common guidance and tools for recording and reporting primary data collected to ensure consistency in the evidence generated.







To assess GESI as part of the specific evaluations, we will adapt the bespoke GESI Assessment Framework we developed for DEFRA as part of our evaluation of the Darwin Initiative and Illegal Wildlife Trade Challenge Fund.

This framework underpins the gender-sensitive and participatory approaches of our methods, analysis, learning and dissemination. It recognises the diverse and complex social, cultural, political and economic contexts across different intervention levels (i.e., thematic pillar, programme and projects) and the overlapping vulnerabilities faced by different groups. The framework will provide a series of metrics for assessing the degree to which gender, power dynamics and inclusion have been factored into the design, delivery, and management of ARCAN thematic-pillars and programmes, as well as how these factors have changed, either positively or negatively, as a result of interventions. It enables evaluators to score thematic pillars, programmes and/or projects on a five-point scale ranging from 'GESI blind' to 'GESI transformative', drawing on international best practice. Our GESI Assessment Framework will test factors that may have influenced GESI outcomes, enabling the evaluation to tell 'gender-focused contribution stories' as well as understanding the mechanisms underlying GESI outcomes in different or specific contexts.

Figure 15: Assessing GESI Transformation



#### 3.3 Approach and Methods for Operational Research and Analyses

As part of the development and review of the portfolio and thematic pillars ToCs, we will identify areas that have direct influence in the operationalisation of the ARCAN portfolio, thematic-pillars and/or programmes for which the evidence base is weak and would benefit from in-depth analysis, including PEA, GESI and conflict analysis. This operational research will inform ongoing evaluative work throughout the portfolio implementation, fill in evidence gaps at different levels (including geographical, intervention area level, stakeholder group), support learning and respond to ad-hoc needs that arise.

#### **Operational Research Methodology**

We will identify operational research needs through:

- ▶ Revision of portfolio and thematic pillar ToCs: We may identify certain areas that will benefit from a comprehensive analysis to further refine the ToC, particularly understanding the complexities around the political economy context ARCAN operates in, and how it affects specific stakeholders.
- ▶ System mapping: System mapping includes MEL features on cross-cutting themes including context monitoring, GESI and conflict sensitivity. It might be that some thematic pillars and programmes are not fully embedding context monitoring, GESI and conflict sensitivity indicators due to limited data on these aspects.







- Operational research pieces of other FCDO programmes (e.g., CIARe): We will build on previous and on-going operational research of similar FDCO programmes, avoiding duplication.
- FCDO and IP requests for operational research linked to specific needs, as they arise and are validated.

To assess VfM and ensure alignment and triangulation across multiple mixed methods, we will use King et al.'s (2018) approach to evaluating VfM of complex programmes, and the '4 E's framework' addressing economy, efficiency, effectiveness and equity. This establishes a rubric system of key EQs, criteria and standards to make sound judgements on how certain ARCAN interventions are expected to address the 4 Es, building on metrics outlined in the Business Case. Our VfM analysis integrates developmental principles to ensure the evolving context of intervention areas, emergent strategies, and the extent and success of adaptive management is considered to strengthen our understanding of ARCAN's efficiency and effectiveness. Below we provide an overview of specific issues for consideration.

#### **Ecorys Expertise in VFM Assessment and Evaluation**

Ecorys brings extensive experience of leading VfM assessments for a range of FCDO contracts, using both the **4E framework** and piloting other innovative approaches to develop a robust evidence base on development effectiveness. This includes leading a **review of the FCDO's approach to VfM in programme management** for the Independent Commission for Aid Impact (ICAI), helping to shape a move away from a target-driven approach to more adaptive portfolio management, and leading VfM evaluations of the **FCDO's Development Impact Bonds** and **Employment for Development (E4D) programmes**. We also **supported the Home Office** to use a more considered approach to 'right-sizing' activities in line with strategic ambitions.

#### VfM dimensions and indicative questions

# **Economy – Spending less:** To what extent is the ARCAN pillar and programme level interventions delivering economical budget management, including procedures and quality use of inputs? This includes assessing cost inputs and drivers (e.g., operational costs, staff time, travel, capital etc.), procurement processes and contracting structures

**Efficiency – Spending well:** How well are ARCAN inputs converted into outputs? To what extent are the pillar and programme level management structures and processes operationally efficient, including the Financial Management?

**Cost-effectiveness:** To what degree is ARCAN achieving outcomes, and contributing to impact, relative to inputs invested?

**Equity – Spending fairly:** To what extent does ARCAN sufficiently include, monitor and reach target beneficiaries, specifically marginalised GESI groups?

#### Potential areas for consideration

This includes assessing cost inputs and drivers (e.g., operational costs, staff time, travel, capital etc.), procurement processes and contracting structures.

Our synthesis and specific evaluations will help to identify how internal processes support cost-efficient delivery of outputs and operations, how efficient the ARCAN partners are mobilising additional sources of finance, or adequacy of governance structures to support results.

Our synthesis and specific evaluations will support analysis of causal pathways and assumptions, as well as the relative benefits and costs of ARCAN within and across interventions areas, including long-term financing. arrangements. For example, the realist synthesis will analyse the ARCAN contributions to observed outcomes and impact, and support identification of the effectiveness and costs of different approaches in different contexts.

Our GESI evaluation will assess areas such as the fairness of procurement, the inclusion and reach of different GESI groups, the distributive fairness of benefits, and consideration of potential GESI trade-offs.

**Political economy analysis (PEA)** will elaborate structural factors (deeply entrenched features which characterise state and political systems); rules of the game (formal and informal institutions, norms and values which influence the behaviour and capacities of different actors in set contexts) and actors and change agents (individuals who can be powerful advocates or proponents for change). We will draw on IIED's Political Economy Approach to International





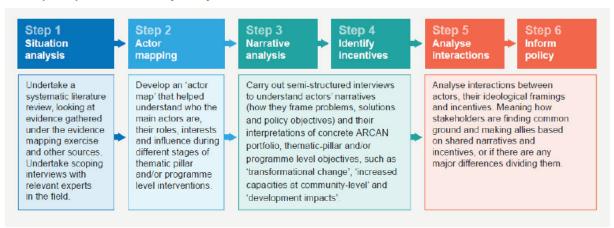


Climate Finance<sup>5</sup>, which follows the steps in **Figure 16** below. Moreover, we will also build on the relevant PEA conducted by IPs such as the PEA on transboundary water management in Africa carried out by the World Bank and Cooperation in International Waters in Africa.<sup>6</sup>

#### **Applying PEA to Complex Multilateral Platform Evaluations**

For Ecorys' performance evaluation of the FCDO African Union (AU) Support Programme<sup>1</sup>, we used PEA to adapt programming and strengthen performance in multilateral capacity building. We placed a strong focus on problem-driven PEA, developing a bespoke framework to identify how various factors within the AU interacted with one another to serve as bottlenecks and what influence the intervention could realistically achieve in its timeframe. Factors such as masculine power structures and informal institutions which governed certain behaviours (for example, lack of willingness to engage in FCDO-funded election observation missions). We identified and analysed 'pathways for change' advising on viable programming entry points, how the programme could capitalise on existing incentives, and key assumptions that needed to occur for the ToC to hold true.

Figure 16: Steps to political economy analysis



Conflict Analysis will assess whether the ARCAN portfolio, thematic pillars and programmes adhere to the do no harm principles, and whether FCDO and IPs can respond to changes in conflict dynamics in countries where ARCAN operates. As mentioned in ARCAN's business case, links between natural resource degradation, climate change and instability/conflict are complex and not linear. Conflict analysis will inform implementation, ensuring there is a conflict lens to the approach taken in specific interventions. Conflict analysis investigates the following four analytical elements shown in Figure 17 below.

Our consortium partner IIED has specific expertise in conflict analysis (e.g. conducting fragility, conflict and violence risk identification in Mali and Guinea as part of a World Bank project that aims to integrate climate, disaster and conflict resilience into local development programmes). Furthermore, their approach engages directly with GESI by taking an intersectional approach that explicitly recognizes gender and age differences. In ARCAN we will combine different Conflict Analysis methods including literature reviews and secondary data analysis; participatory methods, workshops with different stakeholder groups; primary data collection – surveys, media monitoring; and key informant interviews. The methods we will adopt will depend on the geographical scope and level of conflict analysis. In terms of analytical frameworks, we propose using one or a combination of the following:

- ▶ Dividers & Connectors Analysis: a method for understanding the conflict context by identifying factors that bring people together (connectors) and factors that push people apart (dividers).
- ▶ Levels of Potential Change: examines the different levels and layers of conflict: deeper structural and cultural factors, formal and informal institutions; social norms; inter-group relations; personal attitudes, behaviour, perceptions and prejudice.
- ▶ Conflict Trees: a simple entry point to explore the causes and effects of key conflict factors the roots represent the underlying causes, while branches represent the effects or results of the conflict.

<sup>&</sup>lt;sup>5</sup> https://www.iied.org/sites/default/files/pdfs/migrate/10111IIED.pdf

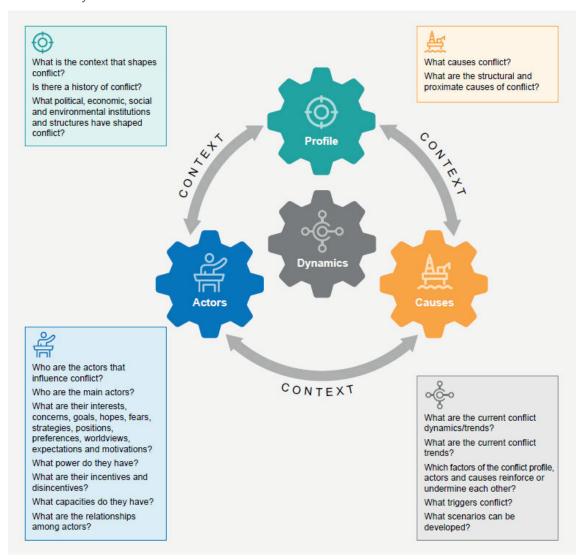
<sup>&</sup>lt;sup>6</sup> The PEA analysis aimed to systematically understand the dynamics that shape the regions, countries, and organisations involved as well as map social impacts and conflict sensitivity assessment.







Figure 17: Conflict Analysis Framework



**GESI** analysis will assess whether the right processes have been put in place (operationally and in portfolio design) to promote GESI, test the extent to which GESI has been mainstreamed into results and assess how GESI risks are being managed. We propose that GESI analysis could also test specific ARCAN programming instruments and approaches designed to include and empower women and girls, people with disabilities, and marginalised groups. Our consortium brings strong understanding of **HMG gender equality standards** (GEM 1 and 2), and in mainstreaming GESI across performance, impact and VfM assessments. We are also experienced in facilitating GESI learning (e.g. **tailored toolkits for Defra and the Home Office** and **gender surgeries** for FCDO CSSF staff). We propose to carry out the following methodological steps for GESI analysis/es<sup>7</sup>:

- ▶ Review of available data and documentation: To understand the broader context and gender dynamics, the analysis will include the review of: 1) Secondary data pertinent to portfolio, thematic-pillar and/or programme level outcomes that are sex-disaggregated, including sex-disaggregated information on access to services, literacy, income and livelihood, mobility, violence, etc: 2) Legal frameworks that related to human rights, especially implementation pertinent to women's rights in a specific geography or sector: 3) Cultural norms, values, and practices related to GESI.
- ▶ Identify the core areas of inquiry for GESI analysis. We will review the overarching GESI strategy that is being developed or will be developed by ARCAN to define areas to probe for a deeper understanding of the characteristics and conditions of gender and social relations. If the GESI strategy is not available, we will draw on the strategy and best practices of major FCDO research programmes such as CIARe and Reducing Environmental Degradation in Africa to identify core areas of focus for our GESI analysis.

<sup>&</sup>lt;sup>7</sup> https://genderinpractice.care.org/wp-content/uploads/2021/09/GEWV\_gender-analysis-good-practices\_2012.pdf







▶ Develop a framework and a set of questions to investigate the areas of inquiry for GESI analysis. We will reflect on this proposed menu of inquiry areas and questions and discuss these with FCDO and IPs. Below we provide an illustrative example of the questions we would use:

Area of inquiry	Questions
Access to Public Spaces and	■ What strategies do women employ to gain access to services and rights? Who do they negotiate with?
Services	■ Are adequate services equally accessible to women, men, girls and boys?
	■ How do power dynamics in the household or community prevent or facilitate space for women to access services/rights? Do women support one another across classes or caste or ethnicity?

- Carry out primary and or secondary data collection to answer GESI questions; these can include surveys, interviews, focus groups etc.
- ▶ Analyse evidence and sharpen the analysis by prioritising practical and strategic gender issues that directly link to ARCAN. Based on the analysis of each of the above areas covered by the GESI analysis, we will consider:

  1) what are the key strategic gender issues, 2) which issues are arising that reinforce unequal gender roles and relations and 3) which opportunities are there to promote more equal gender roles and relations.

# 4. Approach to Learning Elements of ToR (T4)

#### 4.1 Ecorys Track Record and Approach to Learning

Our consortium has extensive experience in supporting those responsible for programme delivery to use evidence for learning and adaptive programming, and a thorough consortium understanding of the contribution of structured learning to supporting and implementing adaptive programmes as well as the processes by which impactful learning takes place:

▶ Ecorys recently concluded an evaluation of the Darwin Initiative, Darwin Plus and Illegal Wildlife Trade Challenge Funds for UK Defra – three grant schemes which address biodiversity conservation and sustainable livelihoods. Through this assignment, which was primarily an impact evaluation, Ecorys also provided significant adaptive programming advice to Defra, including (evidence informed) recommendations on how to improve the monitoring and evaluation of projects in the future, and guidance notes for future grant applicants.

#### Dedicated Learning Partner on USAID's \$25 Million Alternatives to Charcoal (A2C)

In the Alternatives to Charcoal Programme (US\$ 25m, 2021-2026), which aims to reduce unregulated deforestation and associated carbon emissions by providing clean energy in Zambia, we lead the adaptive management pillar, bringing together learning to inform key decision making. Our work includes monitoring key indicators on a monthly basis and designing and delivering six-monthly formal 'pause, reflect and pivot' sessions. These Ecorys-facilitated multi-day events serve to underpin and inform project-wide adaptive management and track the 'flow' of key lessons through the MEL approach to the pivot sections where they feed into adaptation in the programme.

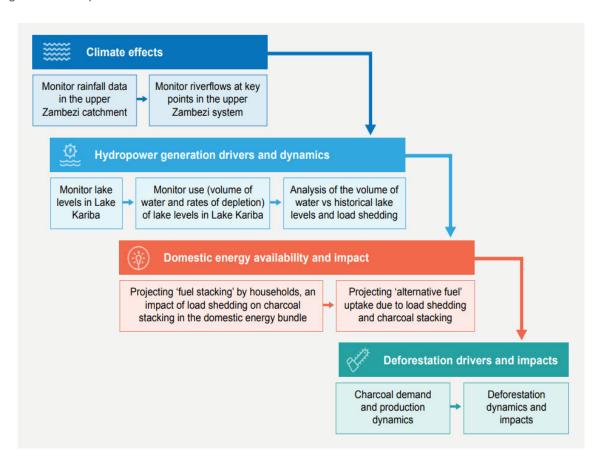
► IIED has facilitated learning from evaluation evidence on the Financing Forest-Related Enterprises funded by Climate Investment Funds and the World Bank. IIED also designed and conducted evaluations of Forest Investment Program (FIP) projects in Ghana and Laos, producing learning briefs and reports that fed into a learning community that they established on the subject. IIED currently works for the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection on a multi-country programme supporting national MEL systems to enable adaptation assessment and reporting, and supports a range of countries in developing adaption monitoring mechanisms that improve transparency and increase learning and evaluation capacity to allow for better implementation.







Figure 18: Sample Lesson 'Flow' from A2C Zambia



Our approach to facilitating structured learning across the ARCAN programme is based on this (and other) experience and our learning expertise, and highlights how we will provide the relevant evidence to FCDO and IPs that can shape decision making and adaptation across the portfolio of work.

#### Our Overall Learning Approach for the ARCAN MEL Unit

The purpose of ARCAN portfolio learning is to facilitate and inform strategic decision making for both the FCDO and IPs involved in delivering the programme, providing a structured process for reflecting on the ARCAN Theory of Change (ToC) and supporting on-going adaptive management. Ultimately, it will support continuous improvement in ARCAN interventions, based on improved insight into the evolving context and evidence of what works, for whom and in what contexts. Learning across the ARCAN programme will be based on the following principles:

- ▶ Cross-cutting, meaning that it will cut across the entire portfolio of work including up to five thematic pillars and eight programmes. A synthesis approach will bring together results and evidence of contextual change to support learning across these workstreams. Both the monitoring and evaluation will be the building blocks for us to draw out useful insights from across the programme and serve to support relevant stakeholders to refine delivery of ARCAN activities.
- ▶ Tailored learning focused on user needs, as we understand that learning in ARCAN will serve different functions based on different stakeholders needs at portfolio and thematic pillar levels. A utilisation-focussed approach aims to facilitate decision-making of stakeholders who will use evaluation findings and is a way to ensure buy-in early on the process. Our experience of supporting ToC reviews based on learning for the FCDO CSSF Multilateral strategy highlighted the importance of identifying appropriate ways of engaging different partners, reflecting the variation in capacity and involvement in the ToC process. Although ARCAN will operate in many unique contexts across Africa, there are also opportunities to learn from shared climate-related challenges, such as rapid environmental change and dealing with trade-offs between environmental and development objectives. This higher-level learning may be utilised by other FCDO initiatives such as the Climate Action for a Resilient Asia Programme (CARA) or PHENOMENAL, as well as by the wider climate community including for example the planned support by Defra for the CBD conservation targets under the 30by30 Global Facility.







▶ Reflective, in which learning is strongly focused on understanding what the programme team have learned from evidence about what is working and what is not working for whom in what contexts and how unpredictability is handled (linked to our Realist Synthesis evaluation approach). We will bring our experience of applying learning to adapt the ARCAN ToC on an on-going basis. For example, our Team Leader, Paula Silva, led the design of the portfolio theory of change and M&E system for the evaluation of Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) programme – in line with the International Climate Fund indicator framework – including the design and implementation of novel resilience, transformation, GESI measurement frameworks applicable across different levels and context.

#### Our Learning Lead, Dr. Katherine Vincent

To lead Output 3 – Learning, we are putting forward Dr. Katherine Vincent. She brings over 20 years experience, of both leading and working in **transdisciplinary international partnerships** for conducting applied research and technical consulting tasks, and has particular interest in the **learning** aspect around the design and management of these partnerships, as well as the activities that they carry out. She **integrates climate change and gender into development policies** and frameworks at a national and sub-national level (both through **direct technical assistance and writing guidebooks and toolkits** for international organisations). As Team Leader for the FCDO BRACC Programme, she successfully ensured effective and equitable resilience-building through climate services, climate resilient agricultural interventions. She also led the GESI analysis and communication plans with stakeholders.

#### 4.2 Approach to Developing a Theory of Change, MEL and VfM Framework for ARCAN

Cutting across the Independent MEL workstreams, the first formal output under the learning workstream is to review and refine an overall MEL framework and strategy for ARCAN at the portfolio level, centred around routinely tracking and reviewing progress against the ToC and wider change.

#### Approach to Developing a Theory of Change

Our elaboration and refinement of the ARCAN portfolio level ToC will involve:

- 1. Mapping of nested thematic ToCs against the portfolio level. We will map outputs, outcomes and intended impacts to the existing portfolio level ToC which will help us to identify intended interrelationships as well as any gaps that need to be addressed. We will engage FCDO and IPs in this process.
- 2. Adaptation of the existing portfolio level ToC. We will adapt the existing portfolio level ToC to include any gaps identified through engagement with FCDO and the IPs. We will conduct a portfolio-level ToC workshop to elicit feedback from programme stakeholders and ensure agreement and buy-in as this will be the basis for generating a portfolio level results framework. There will be indicators included that ensure ARCAN meets requirements for reporting against ICF indicators with a particular focus on KPI 15 which will be guided by HMG's methodology note on the 'Extent to which ICF intervention is likely to lead transformational change'<sup>8</sup>. This will also be an opportunity to identify relevant contextual indicators of change.
- 3. Engagement with programme stakeholders around updated ToC, results framework and associated indicators of relevant contextual change. We will engage with IPs and FCDO around the updated ToC, portfolio-level results framework and associated indicators, using the systems assessment to examine partners' approaches to collect data against the indicators. We will adapt and amend indicators as needed to ensure the TPM is able to measure results. We undertook a similar exercise for the Evaluation of the Defra Darwin Initiative, Darwin Plus and Illegal Wildlife Trade Challenge Fund which had distinct results frameworks and made recommendations and insights for integrating learning to the portfolio ToC.
- 4. Annual adaptation of the ToC. The portfolio level ToC will be an iterative living document that we will review alongside IPs and FCDO on an annual basis and update accordingly, based on emerging evidence as well as any contextual changes that may impact on programme delivery. Learning generated from monitoring activities, evaluation and operational research (see Section T3) will also inform adaptations to the ToC.

<sup>8</sup> https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\_data/file/813600/KPI-15-extent-ICF-intervention-lead-transformational-change.pdf







#### Approach to Developing a MEL Framework

The ARCAN MEL framework will be centred on the portfolio-level ToC and will serve to build evidence of causal pathways between outputs, outcomes and intended impacts, as well as the underlying assumptions about the programme and wider factors that will contribute to change. We propose EQs aligned with OECD-DAC criteria around relevance, coherence, effectiveness, efficiency, sustainability and impact, and also incorporating a realist lens, investigating the contribution of ARCAN in terms of what works for whom in what context. We will also consider at unintended consequences, crucial to understanding and avoiding maladaptation, a critical challenge to climate action highlighted in the latest IPCC Working Group II report.<sup>9</sup>

The ARCAN MEL framework will also inform prioritised specific evaluations and additional research that we undertake throughout the lifecycle of the programme, which will be designed to address the key EQs. We will apply the following steps in developing our MEL framework:

- 1. **Identify MEL priorities of FCDO and IPs**. During the inception phase, we will engage with FCDO and IPs to determine MEL priorities which will be the basis of our MEL framework.
- 2. **Develop MEL questions**. We will develop overarching MEL questions based on identified priorities that cut across monitoring, evaluation and learning. EQs will also be developed based on those proposed in T3 to address the different levels at which the programme operates including programme, thematic pillars and portfolio levels.
- 3. Develop judgement criteria and associated indicators. We will develop judgement criteria in which we will assess the EQs as well as associated indicators in how we will measure results.
- 4. Determine the analytical approaches and data sources. We will determine various analytical approaches in how we will assess MEL questions and identify relevant data sources such as ARCAN programme documentation, interviews with programme stakeholders, focus group discussions with beneficiaries etc.
- 5. Set out MEL activities. Based on our MEL framework, we will determine specific evaluation activities to undertake such as a review of programme documentation including evidence mapping as described in Section T3; quantitative and qualitative mechanisms such as surveys, key informant interviews and focus groups; and a synthesis of results across monitoring activities.

#### Approach to Developing a VfM Framework

We will facilitate the finalisation of a VfM framework which will harmonise the approach to VfM across the Independent Monitoring, Evaluation and Research and Learning workstreams involving:

- 1. Reviewing IPs' VfM existing frameworks. We will review each IPs' VfM framework to assess how well the framework addresses the 4 E's (economy, efficiency, effectiveness and equity), as well as the reliability of the indicators and planned data collection.
- 2. Developing and integrate VfM metrics at the portfolio level. VfM metrics will be determined during the inception phase with FCDO and IPs based on specific areas of interest across the 4 E's. As part of our systems assessment, we will determine what VfM data IPs are already collecting and where there are potential gaps that require further quality assurance.
- 3. Development of a VfM framework. We will develop a VfM framework and associated indicators and conduct a workshop with to elicit feedback on the relevance and utility, as well as reach agreement on a set of indicators that all IPs will be able to contribute to. VfM will feed into our overall evaluative work to make an assessment of the VfM offered by ARCAN IPs. Based on our experience of assessing VfM in climate change programmes, we will review and finalise the the VfM framework to ensure indicators are relevant to the thematic pillars and overall portfolio, building on VfM indicators in the Business Case. Based on our experience, we propose to review and refine VfM indicators over time. For example, for the FCDO Stopping Abuse and Female Exploitation (SAFE) Programme in Zimbabwe, which is a flexible and adaptable programme with a strong emphasis on inclusivity, we have developed a VfM framework in which indicators are measured based on the respective phase of the programme, and have been substantively adapted to reflect: i) the impact of COVID-19; and ii) the current impact of the inflationary context.

Potential VfM indicators for ARCAN include:

▶ **Economy** measures could include ratings for building the momentum of African institutions to support impact at scale. At a more operational level, the VfM assessment can consider percentage of indirect costs such as management administration and travel in total expenditure; percentage of staff costs in total programme

<sup>9</sup> https://www.ipcc.ch/report/ar6/wg2/downloads/report/IPCC\_AR6\_WGII\_Chapter18.pdf







expenditure; cost savings (tracked, monetised and documented) from procurement, resource sharing with partners, time savings, use of new technologies etc.

- ▶ Efficiency measures could include evidence of ARCAN investments supporting and being aligned with other FCDO and wider investments and responsiveness to opportunities.
- ▶ Effectiveness measures should assess the extent to which activities and interventions have prioritised what is known to be most effective, and their success in increasing domestic finance. At the programme and project level measures might include cost to transfer ratio; ratio of private sector financing leveraged by project activity; cost of delivering watershed management interventions vs. hectares of land rehabilitated; cost of farmer/ household implementing climate smart agriculture; % variation between expenditure forecasts and actuals.
- ▶ Equity measures would assess the proportion of those reached in terms of gender, income disparity, geographical remoteness, or ethnic group where relevant and align with best buys for adaptation and poverty reduction.
- 4.3 Approach to Reporting and Visualisation of Performance Data

#### FCDO CSSF Multilateral Strategy Evaluation - Tailoring Visualisation to Audience Preferences

As part of the learning and knowledge management workstream we produced several standalone learning briefs on topics of interest (e.g. Political Access and Influence) to share across CSSF and our executive summary served as a standalone product for the Portfolio Board, recognising that the evaluation report written to meet EQuALS standards didn't meet all audience needs.

Our consortium has strong experience in providing Figure 19: Data Visualisation Example from CSSF MEL Pakistan accessible reporting products for a wide range of stakeholders as well as creating visually appealing performance data. We have produced a wide range of products including formal deliverables (e.g. appual reviews evaluation

a wide range of products including formal deliverables (e.g., annual reviews, evaluation reports) to more concise products such as learning summaries and briefs.

For a longitudinal study of the impacts of COVID-19 on young people for the Nuffield Foundation, we translated key findings of our in-depth participatory action research with young people into clear, concise and actionable recommendations for governments, education actors and the media. As climate change is a wicked problem, a similarly diverse set of actors will need to be engaged to respond to its impacts, and we will need to tailor our learning output to ensure uptake, alongside just dissemination.

For our MEL contract for FCDO's CSSF Good Governance Fund, communicative and learning products accompanying the mid-line evaluation included: **2-page learning summaries and 'top tip' guidance notes notes**, addressing themes such as; GESI webinars; elections and anti-corruption and country-specific learning sessions for staff at posts on actions they might take/had taken to address recommendations.

Through our MEL support to the UK Government in Pakistan (CSSF Pakistan 2013-20), we produced regular reports/dashboard updates summarising instability events. An innovative database and reporting approach was continuously improved over the course of the project (based on feedback) and was used not only to inform British High Commission security, but also to assess where instability was occurring, and how the UK might respond via the CSSF. Similar data was also used to prepare reports for the Counter Improvised Explosive

Device team, to use in their training and in informing where best to put efforts (i.e. with the military or law enforcement).

For ARCAN, we would undertake the following steps to ensure that we produce the most relevant types of reporting and visualisation products to help programme stakeholders understand data to inform key decision-making:

- Undertake stakeholder mapping to understand the varied needs and interests of specific audiences so that we
  can tailor our outputs effectively. This is particularly important given the variety of programmes and geographies
  under ARCAN, and the associated particularities.
- 2. Develop a Use and Influence Plan to map out what types of reporting and visualisation products will be most useful to programme stakeholders. The use and influence plan will outline the objectives and communication channels for all intended audiences. Data analysis and key insights for example, will be presented selectively to inform and influence including a mix of case studies, fact sheets, briefing notes, learning summaries etc.







- 3. Use interactive online databases/dashboards. Through our inhouse communications, digital and design teams, we will make use of dashboards (compliant with relevant HMG cyber-security and good digital spend policy) supporting centrally stored project documentation/information, sharing learning, and visualising project progress data.
- **4. Elicit feedback from programme stakeholders**. Periodically, we will elicit feedback from the main users of our reporting and visualisation products to ensure they are accessible and help inform decision-making. Where needed, we will adapt our products as needed to further meet the needs of programmes stakeholders.

Findings from our monitoring and evaluation and reflective learning outputs will be presented in an accessible format with high-level performance synthesis. In our reporting, we will use a consistent traffic light system to highlight areas of high and poor performance across the five thematic pillars and per country where relevant. Written products will follow a 'pyramid style' of writing, that structures information using Plain English principles, against Key Point, Evidence and Explanation. This enables more structured and consistent analysis and skim reading.

#### 4.4 How we will Implement Portfolio Level Learning for the ARCAN Programme

Our approach to implementing portfolio level learning for the ARCAN programme will be guided by the Use and Influence Plan. Each year, we will facilitate learning workshops that synthesise emerging evidence against the portfolio-level ToC to facilitate the application of learning from monitoring, evaluation and research activities with the overall purpose of supporting IPs and FCDO to refine delivery of the various programme components. Guided by our proposed GESI and Learning Lead Katharine Vincent, our monitoring and evaluation teams will work closely together to identify the most salient learning topics to present to the FCDO ARCAN programme team and IPs with a particular focus on:

- What was delivered throughout the programme; how it was delivered; lessons on what went well and what didn't.
- ▶ Lessons that programme teams learned from programme delivery and how programme teams were able to adapt based on lessons learned. On other MEL contracts we have delivered such as the Sustainable Control and Elimination of Neglected Tropical Diseases programme (ASCEND), the Human Development Evaluation, Learning and Verifications Service (DELVe), and the CSSF Good Governance Fund, we have found learning logs to be a useful tool to facilitate capturing lessons.

Reflections on changes to the external context that may require ARCAN to adapt its approach. Climate change impacts upon different areas unevenly; over the course of the ARCAN programme new problems are likely to arise at different rates and in combination with factors such as political and economic volatility. Our operational research including PEA and conflict analysis as outlined in section T3 will help feed into these learnings. Through these workshops and other consultation with the FCDO ARCAN programme team and IPs, we will generate recommendations for the programme. Recommendations will be specific and actionable, with clear indication of responsibilities and timing. During the inception phase, we will agree with IPs and FCDO about the process to reach consensus effectively and rapidly on recommendations approved by all parties, which we will systematically track to ensure uptake.

# 5. Ethics and inclusion (T5)

#### 5.1 Clear and Robust Procedures in Place to Adhere to Ethical Principles in the Conduct of all Activities

Our consortium members follow relevant codes of ethical conduct including: the FCDO Principles for Digital Development, the Social Research Association Research Ethics Guidance, OECD Quality Standards for Development Evaluation, United Nations Evaluation Group Ethical Guidelines and Integrating Human Rights and Gender equality in Evaluation guidelines. We adhere to: FCDO's Leave No One Behind commitments; the International Development (Gender Equality) Act 2014; the UK Disability Inclusion Strategy; and the UK's broader international commitments such as the Washington Principles. Furthermore, Ecorys is a member of the FCDO-supported Safeguarding Leads Network and is a signatory to the Pledge to private sector collectively improve practice on Safeguarding.

Ecorys and consortium partners have comprehensive processes and procedures in place to ensure work is carried out ethically. We apply our **Safeguarding** and **Information Security** policies to all research projects, and flow these through our supply chain. We have a **Gender-Sensitive Ethics Protocol** where engagement with vulnerable groups or survivors is concerned. This ensures interviews are conducted in safe, private spaces and with **enhanced Disclosure and Barring Service clearance** where required and regular liaison with our Safeguarding Officer. For issues of safety, **we adhere to the seven Do No Harm principles**, including conducting conflict analysis across target countries and consistently monitoring the interaction of research activities with participants and local environments to pre-empt any potentially harmful effects. Regarding **impartiality**, we are cautious of participant/desirability bias by triangulating data across a range of stakeholders. To address **propriety matters**, we train researchers in advance of data collection and provide information to participants ahead of time on the purpose of the evaluation.







# 5.2 Competency in Undertaking Assignments that Show Inclusion, Including an Understanding of Gender and Disability, Working with Marginalised Groups, and Meaningful Beneficiary engagement.

Ecorys brings an in-depth understanding of HMG GESI standards and applies an intersectionality lens. This can help understand some groups or individuals' relative vulnerabilities or power, including in conflict contexts, and the multiple levels of discrimination they might face. Our GESI and Learning lead Katharine Vincent is highly experienced in integrating climate and gender issues into MEL frameworks and research. Our Political Economy, Conflict and Fragility lead Simon Addison (IIED) provides specialist expertise in strategies for vulnerable people and communities to secure their rights and to thrive in spite of social, economic and environmental risks. As Consortium lead, Ecorys has a credible track record that illustrates our strong understanding of gender and disability, and in meaningful inclusive stakeholder engagement. This combined, deep experience will inform approaches to MEL activity, including beneficiary feedback.

- ▶ Youth and children: Ecorys evaluations of the British Council's *Taqaddam* programme, an active citizenship programme in schools across MENA, and of the Teaching in a Double Crisis programme, included fieldwork with young people. We have also been assessing, for UNICEF, the impact of the pandemic in Ethiopia with particular emphasis on young women and children.
- ▶ Women, girls and sexual and gender minorities: Ecorys has undertaken several evaluation ICAI reviews related to violence against women and girls, gender equality and women's empowerment, including a review on the UK efforts to address Conflict-Related Sexual Violence (CRSV) and Sexual Exploitation and Abuse (SEA) by international peacekeepers, a learning review on DFID's Efforts to Eliminate Violence Against Women and Girls and a review into UK efforts to respond to Modern Slavery. We are currently undertaking an ICAI review of the UK's approach to safeguarding in the humanitarian sector. We are also delivering the FCDO's Stopping Abuse and Female Exploitation (SAFE) programme in Zimbabwe and the Evaluation of the FCDO Gender Responsive Social protection programme.
- ▶ People living with disabilities: Ecorys inputted into an ICAI review of DFID's approach to disability in development. In our evaluation of Integrity Action's Students Acting for Honesty, Integrity and Equality programme, we are assessing the extent to which social accountability initiatives have successfully involved young people with disabilities in assessing the accessibility of public services.
- ▶ Religious/ethnic **minorities** and **indigenous groups**: Ecorys' GEFA evaluation of **Defra's Darwin initiative** assessed the extent to which locally based projects aimed at protecting biodiversity and the natural environment created sustainable livelihoods directly or indirectly, including for indigenous communities.

Ecorys and IIED bring expertise in practical approaches to enhancing capabilities for gender, economic and social inclusions. Ecorys developed a bespoke 'How To' Toolkit for Mainstreaming Gender and Conflict-Sensitivity into International Programming for the Home Office (for RICU International) and trained HMG staff on it. For Defra's Darwin initiative evaluation, Ecorys developed a bespoke GESI toolkit, based on HMG and external best practice regarding GESI.

#### 5.3 How we will Demonstrate Ethical Conduct and Inclusion Through the Life of the Contract

Throughout the life of the ARCAN contract, all consortium members will be comprehensively briefed on the specific ethical and inclusion procedures that will be tailored for ARCAN. We will collaboratively build the capacity of our supply chain to adhere to these procedures and offer training and guidance. Our Project Director will be the consortium Ethics Lead, who will be the key arbiter of ethical issues and ethics arrangements across the portfolio of work, including providing oversight of key procedures such as the Conflicts of Interest register. As a registered data controller with the Information Commissioner's Officer (Z5564761), Ecorys has a designated Data Protection Officer who is responsible for protecting data in line with General Data Protection Regulations.

In addition to international codes and UK laws, we will comply with local codes and laws regarding research permissions and data protection. All research tools will be quality assured by our in-house Ethics Review Committee, a group of experienced individuals with in-depth understanding of participant-centred research, its ethical dimensions, and the industry guidelines and standards that inform such work. Informed consent will be obtained from participants. All programme staff and beneficiaries will be aware of how and why personal data is collected, used, stored, and the length of retention. We will avoid research fatigue or burden through using engaging data collection methods, and clearly communicating the value of the monitoring, evaluation and operational research. During data collection, we will follow safeguarding protocols such as ensuring researchers are not alone with any individual vulnerable person. We will maintain confidentiality of information and ensure the anonymity of participants to avoid harm, with data stored in accordance with our Data Protection Policies. Collected data will be analysed and reviewed transparently and with sensitivity to local power dynamics. We will support the responsible presentation and communication of evidence, ensuring it is agreed with participants, shared in accessible formats, highlighting acknowledgments, and ensuring methodologies, analysis, varying judgements, and any potential biases are explained.







# 6. Management Capacity (T6)

#### 6.1 Clear and Robust Approaches to Effective Programme Management of all Requirements in the ToR

ARCAN is an ambitious programme that seeks to deliver impact across a notoriously complex, systems-based 'wicked problem' at a continental scale. However, the ARCAN MEL Unit will only support ARCAN to realise its' objectives if it is managed professionally and effectively, and our consortium will ensure that it is. Ecorys' approach to managing complex MEL assignments such as this is successful because it is based on experience and learned principles which we will also apply to ARCAN MEL, lessons that include: a) accountable contract governance; b) clear roles and responsibilities for delivery; c) commitment to quality and performance (and the processes to assure it, including KPI's and retention); d) agility and responsiveness; e) focus and culture of risk management; f) Duty of Care, including the 'no harm' principle; g) zero tolerance approach to fraud, corruption and safeguarding breaches; and h) responsible commitment to impact and sustainability, alongside requirements for effective contract exit.

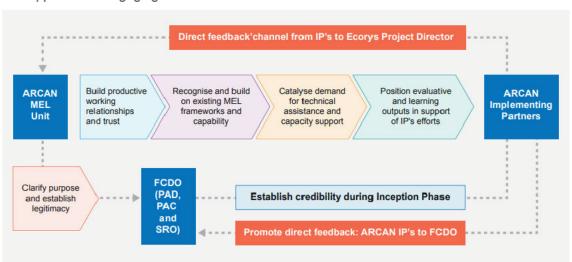
#### 6.2 Approach to Engaging and Working Closely with Implementing Partners (particularly multilateral organisations)

#### Managing Large, Complex MEL Contracts in Challenging Contexts - CSSF EECAD

Ecorys is implementing a 3-year £7.5m project for the British Government which involves third party monitoring of humanitarian assistance in Ukraine. We are currently mobilising Ukrainian field researchers to conduct the monitoring, in collaboration with our Ukraine based partner the Kyiv International Institute of Sociology. A team of 10-12 researchers will be deployed to visit sites in Eastern and Southern Ukraine, subject to the prevailing security situation at the time.

We will be **supportive**, **responsive** and **insightful** when engaging with ARCAN's IPs, doing everything we can to demonstrate the value of our work, avoiding undue burden while respecting and reinforcing ARCAN's overall governance structure. Our overall approach is summarised in Figure 20 below.

Figure 20: Our Approach to Engaging ARCAN IPs



Clarifying purpose and establishing legitimacy - The key precursor to the ARCAN MEL Unit working closely and constructively with the ARCAN programme delivery chain will be the success of FCDO and our Team Leader in clarifying the purpose/function of the ARCAN MEL Unit and establishing the legitimacy of our team amongst the implementing partners during the Inception Phase. We recognise that each of the individual ARCAN pillars and investments involves distinct delivery maps, and we fully anticipate mixed levels of receptiveness to our purpose, that will (in turn) effect access to partners' key personnel and data. So, we will agree targeted engagement plans for each specific ARCAN partner and programme with FCDO during the Inception Phase.

Building productive relationships and trust – We are completely confident that our Team Leader Paula Silva (who has worked extensively with both FCDO and the relevant multilaterals) can build the relationships we need. She will achieve this by working closely with the ARCAN Senior Responsible Owner (SRO) and Pan African Department (PAD) Evaluation Director to develop the working relationships and trust that are necessary to ensure access, buy-in and responsiveness – enabling our team to work effectively, and interceding to address contentious areas where they emerge.







#### Ecorys' Experience of MEL Work with Multi-Donor Trust Funds (MDTFs) and Multilateral Agencies

Three of Ecorys' most recent large scale MEL assignments involving MTDF's demonstrate the added complexities of undertaking specific MEL work for interventions being implemented by multilateral organisations and IFIs. In evaluating the World Bank administered Zimbabwe Reconstruction Fund, IFC's Conflict Affected States in Africa Fund, and AfDB's MENA Transition Fund, the consistent lesson was the need to actively leverage client credibility to secure a platform for our engagement — a necessary precursor for us to be able to demonstrate the value of our output to those agencies in developing a more robust evidence base for their decisions.

#### **Our Francophone Capability**

Our consortium and team are able to communicate in French: we have multiple fluent, and several native French speakers and bilingual experts in both our leadership and our core team with experience of delivering French-language communication products on recent evaluations in Mali, Niger and Burkina Faso and Central African Republic.

Recognising existing MEL frameworks and capability – Our Monitoring, Evaluation and Learning methodologies (T2,3 and 4 respectively) all hinge on recognising and engaging with the existing MEL frameworks, capabilities and processes that underpin the ARCAN delivery chain. The key principle is that we will not ignore, circumvent, duplicate or undermine existing MEL capability and effort, rather we build with, and on, it.

Catalysing demand for technical assistance and support – ARCAN MEL is expected as a deliverable output of this contract to work with ARCAN IPs to provide technical support that strengthens MEL impact across the programme. However, technical support that is not sought by the recipient is unlikely to be impactful or sustained. To catalyse demand, we will therefore focus the discussion with IPs on the potential value of the assistance to the IP beyond just FCDO's needs in respect of ARCAN – framing the discussion on what the support will 'do' for the IP itself, and how they will apply and benefit from its' impact.

Positioning evaluative and learning outputs in support of IPs' efforts – While the primary audiences for our outputs are likely to be the PAD, PAC and ARCAN programme team in FCDO, we will articulate and disseminate our evaluative and learning output in such a way that is a key source of evidence and data that IPs can harness to inform their efforts – in ARCAN and beyond. In terms of the accountability/learning nexus that pervades all MEL of this kind, and the risk of ARCAN IPs seeing the MEL Unit as an (inconvenient or unnecessary) accountability function, our output will be packaged and disseminated such that it engages IPs constructively and insightfully.

Feedback loops that ensure accountability and improve performance – Finally, we will work to establish two key feedback loops with regards our own performance and relationship management. Firstly, we will develop channels of communication between our PD and each IP through which any concerns around the approach of our technical team can be addressed confidentially. Secondly, we will encourage all IPs to maintain a direct, open and forthright dialogue with FCDO itself concerning our strategy, approach and performance.

#### Ecorys' Experience of MEL Work with Multi-Donor Trust Funds (MDTFs) and Multilateral Agencies

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#### 6.3 Financial Management Capability and Capacity; including Strong Skills at Forecasting and Reporting

Ecorys will be responsible for managing all financial resources in full adherence with the FCDO Standard Terms and Conditions and Supplier Code of Conduct and will cascade all related requirements through the entire ARCAN MEL consortium and delivery chain. Despite the extensive FCDO experience in all nodes of our delivery chain, we will develop a bespoke ARCAN MEL financial management framework to which all suppliers are contractually bound, as well as providing: i) training and induction, ii) regular monitoring and reporting; and iii) randomised compliance checks.

#### Scale and Rigour of Ecorys' Financial Management Capability

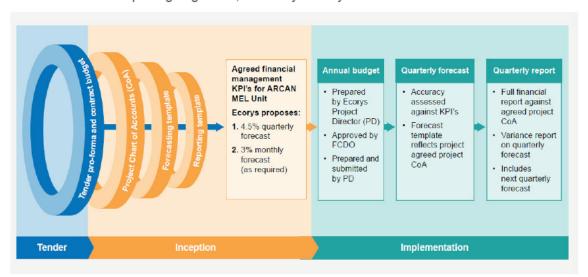
Ecorys has significant experience of large-scale programme financial and fund management, including the €1.1bn Erasmus+ programme Europe on behalf of HMG. The processes for financial management of the £83m Economic Empowerment of the Poorest Programme Bangladesh have been audited and praised by FCDO and the UK's National Audit Office.

Our Team Leader, Paula Silva will have a delegated level of financial authority in respect of expenditure forecasting, planning and execution, however ultimate budgetary responsibility will remain, at all times, the direct and absolute responsibility of Ecorys, and specifically our PD, PM and PFC, whose capability is outlined below.

	PD: Korina Cox	PM: Khalid Miah	PFC: Agnes Jankowska
Responsibility	Consortium Oversight; Annual Budget and Quarterly Forecasting; Anti-Fraud and Compliance Audit.	Quarterly and Monthly Forecasting; Delivery Chain Mapping; Input Tracking; Expenditure Approval; Budget Owner.	Developing Financial Management Framework; Accounting; Reporting; Client Invoicing.
Capability	Korina is a Director at Ecorys with over 25 years' experience delivering MEL services for the UK Government and directing MEL assignments including large-scale, programme level evaluations.	Khalid is a Prince2 qualified Project Manager with 10+ years' experience in international project management, three of which have been spent working with the FCDO on the Provision of MEL Services for Conflict, Stability, and Security Fund.	Agnes is a project finance controller in Ecorys with more than 7 years' experience in managing multiple concurrent multi annual FCDO funded TA and MEL contracts, with budgets in excess of GBP 7 million pounds.

Our experience in managing large GEFA Framework contracts has proven to us that effective budgeting, forecasting, reporting and overall financial management, hinge on several critical factors, all of which we will address in ARCAN MEL. We will therefore:

Figure 21: ARCAN Forecast/Reporting Alignment, Accuracy and Cycle



 Align our project Chart of Accounts to the Head Contract budget (Pro-Forma) and agree with the Programme Manager an aligned financial forecasting and reporting template from the outset;

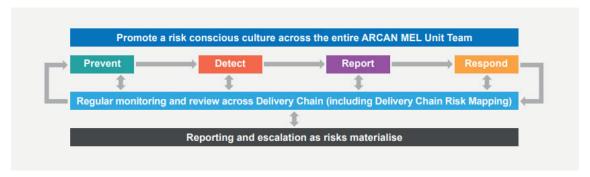






- 2. Propose a specific financial management and contract orientation meeting with the FCDO Programme Manager, PAD Evaluation Manager and ARCAN SRO early during the Inception Phase to:
  - Understand any requirements, expectations or preferences beyond those in the standard contract;
  - b. Establish a binding forecast schedule with defined margins of error for inclusion in the contracts' KPI's and performance related retentions and payments;
  - c. Agree the schedule (<u>at least</u> quarterly) for a dedicated contract management meeting with FCDO in which forecasting, compliance, anti-fraud and fiduciary risk are standing items.
- 3. Develop a comprehensive ARCAN MEL Financial Management Framework and associated project Finance Manual (harnessing Ecorys experience of managing high value FCDO contracts) and roll out full process orientation and training for consortium members and associate project staff;
- **4.** Develop a comprehensive Fiduciary Risk Management approach as a sub-component of our overall Risk Strategy, that addresses: a) Fiduciary Risk Culture; b) Diligence and Compliance; c) Delivery Chain and Delivery Chain Risk Mapping; d) Monitoring; e) Escalation and Reporting.

Figure 22: ARCAN MEL Fiduciary Risk Framework



#### 6.4 How our Consortium will Make Use of Local Expertise

The thematic and geographical scope and complexity of the ARCAN programme, and requirement that the supplier be both demand responsive and agile necessitates a delivery chain and approach that can draw in and deploy local expertise wherever the need arrives (refer our Regional Hub model presented in T1). We have therefore structured our consortium, team, methodology and budget to provide total coverage coupled with consortium presence that can assure quality, as evidenced across three levels:

Consortium – Ecorys has selected its' consortium partners based on their specific technical excellence, and the relevance of their track record to ARCAN MEL's scope of work. Altai offers ARCAN real time monitoring, evaluation and learning services with current FCDO experience in Fragile and Conflict Affected States across the Horn, Sahel and Central Africa. Ecorys itself offers a complimentary geographical coverage, with subsidiary companies in Ghana, Tanzania, Zambia, Zimbabwe and South Africa, through which we have developed extensive, active networks of both relevant thematic and MEL expertise which can serve ARCAN MEL. IIED delivers its leading thematic research and learning portfolio through a unique approach to committed partnerships with some of the continent's leading institutes, think tanks, NGO's and individual academics and researchers.

Technical Team – Our Technical Leadership and Management Team reflects the requirement to balance international and local expertise, and of the four core technical leadership roles (ie. excluding Ecorys management), two of the four team members (50%) are based on the continent. Our Monitoring Lead, Adrian Carriere is a francophone specialist with specialist security and fragility experience working with the World Bank, USAID, FCDO and multiple UN agencies across the Horn of Africa and Sahel, based out of Altai's regional hub in Nairobi Kenya. Our GESI and Learning Lead, Dr. Katharine Vincent (also a fluent French speaker, while originating from the UK) has for many years worked from a base in South Africa, where she has contributed to several key FCDO climate programmes across Southern and Eastern Africa.

Primary Data Collection – Specific primary data collection requirements (scope, scale, location, frequency) are not yet fully clear, and even once elucidated during Inception they may change over the duration of the contract. We will therefore draw on our consortium's Regional Hubs and relevant networks across the Continent to subcontract relevant data collection assignments to appropriate local expertise wherever primary data collection is required. We are confident in the depth, breadth and quality of our networks, but ultimately it will be our own Technical Team that will design,







procure, oversea and quality assure the work of local enumeration and survey work which we subcontract locally.

Overall, 51% (3,305/6,439) of the input days in this contract will be undertaken by experts drawn across the **Continent**, with the significant proportion of the 49% balance delivered by experts who have worked extensively across Africa on related thematic and methodological contracts. We will harness this degree of local perspective and expertise to ensure that we:

- ▶ Access and utilise regional level evidence, data and knowledge to understand and address gaps in the evidence base and casual logic that has already, and will continue to inform ARCAN;
- ▶ Inform critical research in the areas of GESI, Conflict and Political Economy with grounded, contextualised understanding of these variables and their interaction with the reality of climate change across the Continent and within the specific regions and countries of ARCAN's concern;
- ▶ Ensure that ARCAN MEL's knowledge dissemination function targets not only the global network of practitioners and researchers, but also the regional and local;
- ▶ Support ARCAN MEL to secure and maintain the necessary access to ARCAN's Implementing Partners and delivery chain that will be needed for the contract to be effective; and
- ▶ Provide a resource to support this contract (and indeed the wider ARCAN programme) to navigate the complex stakeholder network and web of institutions, agencies, individuals and interventions (including other FCDO programmes such as PHENOMENAL, CARA and CIARe) that must be constructively engaged if ARCAN is to achieves its' full potential.

#### 6.5 Managing Multiple Pieces of Work Simultaneously

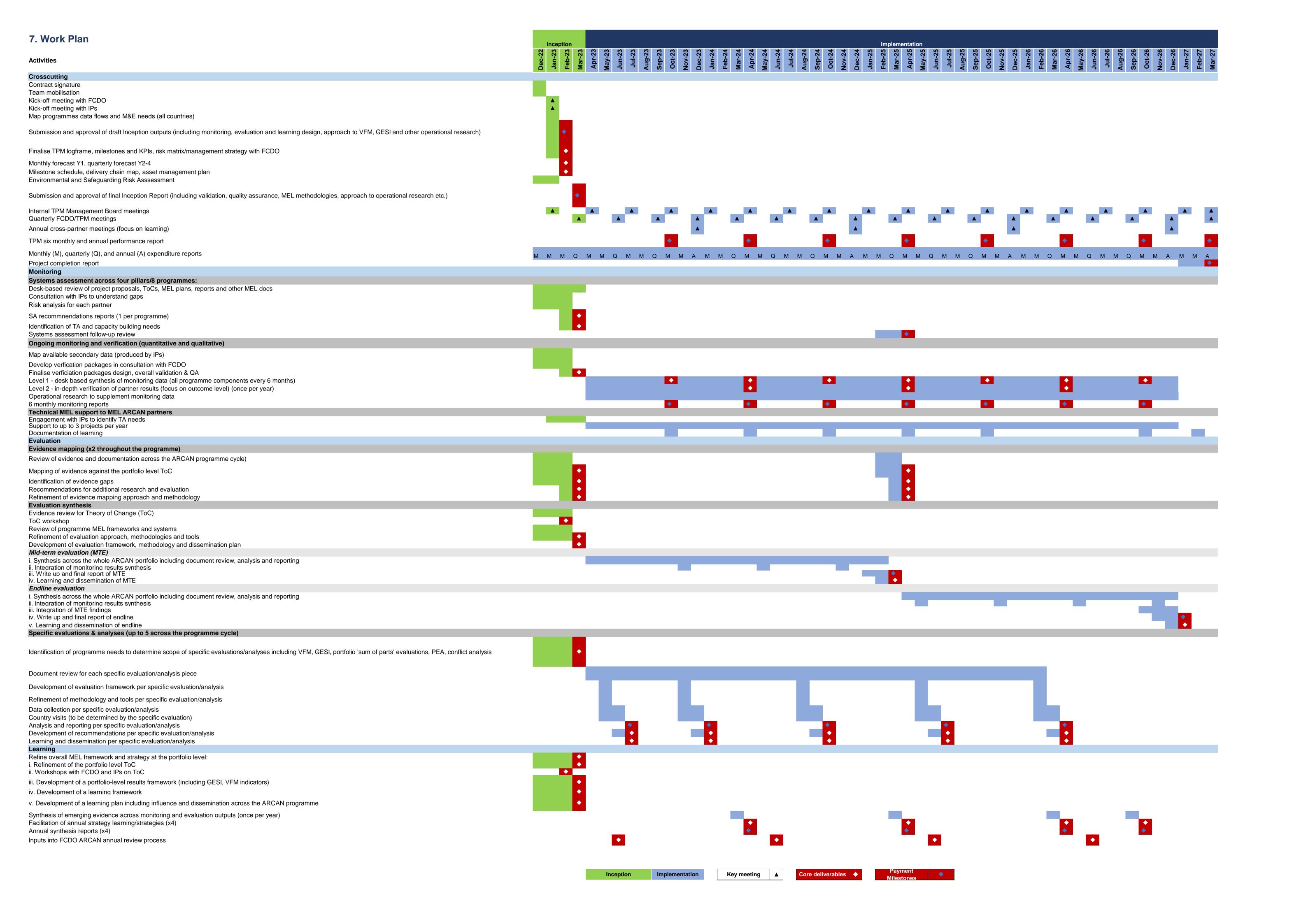
Managing large, complex and demand responsive MEL assignments such as ARCAN MEL is a core competency of Ecorys and draws on our prodigious MEL capability as well as our significant track record in programme delivery. We have designed our approach to ensure we can respond to multiple, concurrent and complex processes and workflows, through the following key measures:

**Consortium expertise and clear roles –** our consortium comprises distinct partners with distinct and complementary track records and capabilities. Ecorys will manage the programme and contract and delivery the evaluation and learning functions, Altai will lead on the monitoring function while IIED will deliver the operational research and thematic truthing of all outputs.

**Team structure** - our leadership includes four key technical experts and two technical consortium counterparts at a senior level each with significant levels of effort. Drawing on multiple senior experts will increase our capacity to divide focus and resources across multiple concurrent workstreams, and we will allocate work according to specialist expertise while drawing different workstreams and activities together through effective centralised coordination and management.

**Pooled resources** – a key lever to ensure that we can manage concurrent workstreams and respond to emergent needs/demands relates to planning for pooled resources across the consortium that can be drawn down and applied to specific outputs and assignments. This enables us to respond to geographic, functional and thematic diversity and pivot resources to where they are needed.

Managing relationships, to manage complexity – the final element of this approach is developing relationships – within our own team, as well as between the ARCAN MEL Unit, FCDO and ARCAN IPs – that are resilient, adaptable and absorptive. Such relationships recognise the complexity and dynamism of the potential scope of our work, and can respond to shifts in focus or priority without losing accountability or clarity around division of labour, the purpose of individual workflows or activities, and the higher level outputs to which they contribute.









# Section 2 – Names of CVs of personnel to work on this project

Name	Paula Silva	
Position	Team Leader	
Nationality	Spanish	
Education		
2022	MA Gender and Communication, University of Barcelona, Spain	
2011	Programme Monitoring and Evaluation in Complex Environments, Certificate course, INTRAC,	
	Oxford, UK	
2010	MA Development Studies, Institute of Development Studies, UK	
2005	BSc Business Management Administration, University Pompeu Fabra, Barcelona, Spain	
Country	Bangladesh, Bolivia, Cambodia, Ethiopia, India, Indonesia, Kenya, Nicaragua, Nepal, Senegal,	
Experience	South Africa, Sri Lanka, Tanzania, Vietnam	
Languages	Spanish (Native), English (Fluent), Italian (Proficient), French (Basic)	
Professional Exp	Professional Experience	
2013 - Present	Director, ResilienceMonitor S.L, Spain	
2010 – 2012	Independent Consultant, Various Clients, UK	
2009 – 2010	Policy Research Consultant, Institute of Development Studies, UK	
2005 – 2009	Senior Programme Officer, Sustainable Environment and Ecological Society, India	

Paula is a leader in the field of monitoring, evaluation and learning (MEL) in climate change adaptation, resilience and disaster risk management programmes. Her areas of expertise include portfolio-level MEL systems and evaluations and a sound understanding of international frameworks for the tracking and measurement of climate investments across the adaptation-mitigation spectrum. Her evaluation work focuses the synergies between climate and disaster resilience, gender equality and socio-economic development. Paula has experience in designing and conducting quantitative, qualitative and mixed-methods evaluation of complex programs. Her more recent work integrates gender equality and social inclusions (GESI) as key dimensions of transformative change. Paula has developed gender-responsive M&E frameworks and systems for large, complex resilience-building programmes, including Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED), the Africa Risk Capacity (ARC) and the Productive Safety Net Programme (PSNP) Climate Smart Initiative.

Details of selected relevant experience

Details of Selected relevant experience		
Global	1. GESI Evaluation Lead, Evaluation of WFP Resilience Policy for Resilience and Food	
2022 - Present	Security, WFP	
	Supporting the design and technical delivery of a theory-based mixed-method evaluation	
	applying thematic analysis approach to provide a formative assessment of WFP's efforts to	
	enhanced resilience.	
	<ul> <li>Leading the GESI workstream, ensuring that GESI considerations are mainstreamed.</li> </ul>	
Global	2. <u>Team Lead, Thematic Evaluation of UK Partnering for Accelerated Climate Transitions</u>	
2021 – 2022	Portfolio, FCDO	
	Led final evaluation workstream of this programme working to accelerate transition to low	
	carbon development, focusing on its ability to deliver greater results than the sum of its individual	
	parts.	
	Developed an analytical framework to explore synergies and complementarities across portfolio	
	investments, covering 16 countries and 7 climate mitigation themes.	
	<ul> <li>Assessed the extent to which the portfolio achieved its GESI objectives.</li> </ul>	
Remote	3. MEL Team Lead, Framework for Innovation and System Transformation, Climate-KIC,	
2021 – 2022	European Innovation and Technology Institute	
	Led a collaborative and participatory MEL framework which drives portfolio-level monitoring and	
	learning processes, covering 100+ consortia across 23 EU countries.	
Remote	4. MEL Senior Advisor, Community Resilience Partnership Program (CRPP), Asian	
2021	<u>Development Bank</u>	
	Supported developing countries to scale up investments in climate adaptation, especially at the	
	community level, targeting the nexus between climate change, poverty, and gender.	
	<ul> <li>Provided technical inputs into the development of a robust and comprehensive portfolio level</li> </ul>	
	ToC, MEL Framework and Implementation Plan to capitalise on the learning potential in	
	implementing gender responsive climate change adaptation investments as part of large-scale	
	poverty reduction schemes in 9 Asian countries.	

Remote	5. Lead Consultant, Urban Resilience: Portfolio level Review, Oxfam
2021	Led the review of Oxfam's strategies and implementation in urban settings across 6 country
2021	programmes in Africa, the Middle East and South Asia in the fields of climate change adaptation
	and mitigation, women empowerment, water and health.
	The review engaged partners in a participatory process to harvest, co-create, exchange, use
	knowledge, identify key lessons and recommendations for future programming.
Global	6. MEL Lead, Evaluation of Rural Transformation, IFAD
2020 – 2021	Led the development of the 3rd edition of IFAD's Evaluation Manual, establishing the
	methodological fundamentals and state of the art approaches for evaluating inclusive and
	sustainable global rural transformation in the context of climate change.
Global	<ul> <li>Gender specific methods and tools were included as a cross-cutting evaluative lens.</li> <li>Climate Change M&amp;E Expert, Measuring Global Transformation, FILE Foundation</li> </ul>
2020	
2020	<ul> <li>Developed FoC and impact framework in line with the Climate Investment Fund impact indicators promoting legal action world-wide to support fair transitions to a post-carbon,</li> </ul>
	regenerative society.
	Applied systems thinking theory models for climate change mitigation investments.
Global	8. MEL Advisor, MEL for Resilience: Technical support and capacity development. Basque
2019 – Present	Agency for Development Cooperation, FILE Foundation and Oxfam
	Providing training workshops and technical advice on ToC development and M&E frameworks
	for large organisations, including GESI dimensions.
Global	9. <u>Team Lead, BRACED, FCDO</u>
2014 – 2019	Led four successive rounds of annual programme level synthesis of project results, which included a receive the area and netterns related to CECI and a basing in learning a contact.
	included emerging themes and patterns related to GESI and sharing in learning events.
	<ul> <li>Led the design of the portfolio ToC and M&amp;E system, including a novel resilience, transformation, GESI measurement frameworks.</li> </ul>
	<ul> <li>Managed monitoring and results team, supported implementing partners (140 organizations),</li> </ul>
	working in 13 countries to produce mixed-method assessment reports.
	Carried out theoretical work on resilience measurement to ensure consistent and common
	measurement on resilience to climate extremes used across the portfolio, including the review
	and application of International Climate Finance indicators (KPI1, KPI4, KPI15) along with
	gender analysis and qualitative monitoring frameworks.
Remote	10. Evaluation Advisor, Africa Risk Capacity (ARC) programme, FCDO
2015 – 2017	Led the development of a mix-method evaluation strategy for this index-based weather risk
	insurance pool programme for African Union countries.
Global	ToC approach laying the foundations for formative and impact assessments.  Ad Manifesting and Exclusive Expert PSNR Climate Smart Initiative World Bank  Add Manifesting and Exclusive Expert PSNR Climate Smart Initiative World Bank  Add Manifesting and Exclusive Expert PSNR Climate Smart Initiative World Bank  Add Manifesting and Exclusive Expert PSNR Climate Smart Initiative World Bank  To Capproach laying the foundations for formative and impact assessments.
2013 – 2015	<ul> <li>Monitoring and Evaluation Expert, PSNP Climate Smart Initiative, World Bank</li> <li>Developed ToC and a national level participatory monitoring system.</li> </ul>
2010 - 2010	Collected, synthesised, and analysed data taking a thematic and comparative analysis, ToC-
	based approach.
Cambodia	12. MEL Lead, Strategic Programme for Climate Resilience (SPCR), Asian Development Bank
2013 – 2014	Developed and implemented a nation-wide results-based framework for the Evaluation of the
	Climate Investment Funds in Cambodia.
	Led the integration of gender equality indicators into the tracking framework.
Global	13. MEL Team Lead, Mainstreaming Climate Change Adaptation, ODI/AusAID
2012 – 2013	Meta-analysis review of AUSAID's Climate Change Portfolio focusing on gender and identifying
	lessons learned for the programmes design and delivery approaches.
	<ul> <li>Findings led to the development of a Performance Assessment and Learning Framework to support AusAID's evaluation efforts.</li> </ul>
India, Maldives,	14. Regional Coordinator, Building Resilience to Tsunamis in the Indian Ocean, SEEDS
Sri Lanka,	Strategic programme planning adhering to international standards like sphere, Hyogo
Indonesia	Framework for Action (HFA), Active Learning Network for Accountability and Performance in
2004 – 2009	Humanitarian Sector (ALNAP) and Humanitarian Accountability partnership (HAP).

Name:	Korina Cox
Position:	Director
Nationality:	British
Education:	
1995	MSc Urban Planning, Oxford Brookes University, UK
1994	Post-Graduate Diploma in Urban Planning, Oxford Brookes University, UK
1992	BSc Geography, Kingston University, UK
Languages:	English (fluent)
Country	EU-27, Georgia, Kenya, India, Lebanon, Malawi, Nigeria, Tanzania, Ukraine, Uganda, UK
Experience:	
Professional Experience:	
2014 – present	Director in Policy & Research Division, Ecorys UK Ltd, UK
1995 – 2014	Associate Director, Senior Consultant and Research Manager, Ecorys UK Ltd, UK
1994 – 1995	Researcher, Oxford Brookes University, UK

Korina Cox is a Director at Ecorys, responsible for managing a team of research and evaluation specialists and overseeing international development MEL services. She has over 25 years' experience setting up MEL systems and delivering MEL services for the UK Government and directing MEL assignments including large-scale, programme level evaluations, involving multiple interventions and/or geographical/thematic areas and requiring mixed methods. She is also the Quality Director for Ecorys' Global Evaluation Framework Agreement (GEFA) (Impact and Performance Evaluation), Contract Director for the Independent Monitoring and Process Evaluation Regional Framework Agreement (IMPERFA) and oversees equivalent evaluation Framework contracts for other UK Government departments. Korina is also a member of the technical expert panel for the Evaluation Quality Assurance and Learning Service (EQuALS) for development programmes since 2017 and a Quality Director for ICAI Reviews.

and Learning Service (EQUALS) for development programmes since 2017 and a Quality Director for ICAI Neviews.		
Details of selected relevant experience		
Multi-country	1. Project Director, Meta-evaluation of Gender-Responsive Youth Programming, SOYEE	
2022 – Present	and Plan International	
	Overseeing analysis framework and methodology for the evaluation, including selection criteria.	
	Responsible for providing technical input to the analysis of findings.	
Multi-country	2. Project Director, National Institute for Health Research (NIHR) Global Health Research	
2021 – Present	(GHR) Evaluation, Department of Health & Social Care	
	Process and performance evaluation of NIHR GHR portfolio in applied health research into the	
	unmet needs of low and middle-income communities, health system priorities and the evolving	
	global burden of disease.	
	Assessing the design, implementation, and emerging outcomes of the portfolio, and the	
	development and delivery of the next phase of the portfolio.	
Nigeria	3. <u>Technical Advisor, Monitoring and Evaluation of FCDO Nigeria's Human Development</u>	
2020 – Present	Programmes (DELVe), FCDO	
	DELVe provides independent MEL services for FCDO Nigeria's Human Development portfolio     including the first (Health) and BLANE (Cide Education) against a	
	including Lafiya (Health) and PLANE (Girls Education) projects.	
	Supporting the team on monitoring and evaluation design and methods.  Supporting the team on monitoring and evaluation design and methods.	
	Directed a formative evaluation of Lafiya's adaptation and response to COVID-19.	
Multi-country 2020 – Present	4. <u>Project Director, Evaluation of the Gender-Responsive Social Protection Programme, FCDO</u>	
	Programme aimed at improving coverage, reach and multi-sectoral social protection packages	
	for vulnerable women and girls in emergencies and protracted crises.	
	Assessing extent to which the programme has influenced national and local governments'	
	behaviour, policies, systems, and evidence on gender-responsive social protection. Key	
	audiences include the World Bank Social Protection team and UNICEF.	
Multi-country	5. MEL Lead and Impact Evaluation Technical Director, Impact Evaluation and MEL Support	
2020 – 2022	to the UK Government Multilateral Strategy (MuSt) Portfolio, FCDO	
	Oversaw MEL systems development workstream and the impact evaluation, with overall team	
	providing specialised MEL support to HMG and UN departments, including on Sexual Violence	
	in Conflict, Sexual Exploitation and Abuse, UN Peacekeeping, UN Reform and Security.	
	<ul> <li>Provided technical direction to theory-based impact evaluation utilising contribution analysis and</li> </ul>	

outcome harvesting.

Multi-country	6. Technical Director (Evaluation), Independent MEL of the Good Governance Fund (GGF),
2018 – 2021	FCDO
	Responsible for providing oversight and quality assurance of the methodology, data collection
	and reporting for the midline and endline evaluation of GGF in the Eastern Europe and Balkans.
	Led on the design and quality assurance for the evaluation and fed into MEL systems set-up
	and strengthening the development of a GGF Indicators database.
Kenya, Uganda	7. Co-Team Leader, Performance Evaluation of the CDC Group, FCDO/Independent
2018	Commission for Aid Impact (ICAI)
	<ul> <li>Led and quality assured review design, data collection, analysis and report writing.</li> <li>Undertook key informant interviews, as well as led on the development of lessons learnt and</li> </ul>
	recommendations for FCDO and CDC, which fed into enabling the CDC's scale-up and an
	increased focus on development impact. The review incorporated a strategic assessment,
	literature review, performance assessment and qualitative case studies.
Kenya,	8. Project Director, Evaluation of the Employment for Development/Skills for Oil and Gas
Mozambique	programme, FCDO
Uganda, Tanzania	<ul> <li>Led performance evaluation assessing the relevance, effectiveness, efficiency, and Value for Money (VfM) of a £70m skills development and enterprise support programme in East Africa.</li> </ul>
2018	<ul> <li>Spearheaded the development of the evaluation's approach based on a mixed-methods</li> </ul>
	approach and contribution analysis, that was used to design and generate findings and insights.
Multi-country	9. Technical Expert, Evaluation Quality Assurance and Learning Service (EQuALS), FCDO
2017 - Present	Panel Member carrying out independent quality assurance review of FCDO evaluation
	deliverables with reviews focusing on multi-sector programmes, family planning and education.
Nigeria, Pakistan,	10. <u>Technical Expert, FCDO's Approach to VfM in Programme and Portfolio management,</u> ICAI
Uganda,	Review examined relevance and effectiveness of FCDO's approach to VfM in its delivery of the
Malawi	UK overseas aid budget.
2017	Developed the methodology and approach, and key stakeholder interviews considering the
	suitability of FCDO's framework and approach to VfM is for its purpose.
	Contributed to developing key lessons learnt and recommendations from the evaluation.
Multi-country	11. Project Director, Evaluation of Development Impact Bonds Pilot (DIBs) Programme,
2016 – Present	FCDO  Oversees and quality assures independent evaluation of ECDO's impact band nilet programme
	<ul> <li>Oversees and quality assures independent evaluation of FCDO's impact bond pilot programme.</li> <li>MEL systems set-up and strengthening inputs include contributing to tool development and</li> </ul>
	design, data collection, focusing on enabling FCDO to better understand the 'DIB effect', the
	effect of using a DIB instead of a grant or other Performance-based regulation mechanisms.
Multi-country	12. Project Director, Review of the Effectiveness of FCDO's support to the African
2016 – 2022	Development Bank (AfDB), ICAI
	Review incorporated a strategic assessment, literature review, performance assessment and gualitative assessment.
Kenya,	qualitative case studies.  13. Team Leader, Performance Review of UK Aid's Support to Marginalised Girls' Basic
Lebanon,	Education, ICAI
Malawi,	Scrutiny review focusing on the relevance, effectiveness, and efficiency of FCDO education
Pakistan,	programmes in relation to their contribution to the Sustainable Development Goals on gender
Tanzania, South Sudan	equality and education for all.
2016	Led on an examination of the relevance, efficiency, and VfM of FCDO programmes, including the Girls Education Challenge.
	the Girls Education Challenge.  • MEL systems set-up and strengthening input included introducing new tools and frameworks
	and revising existing ones to ensure better MEL delivery.
Multi-country	14. M&E Expert, Evaluation of the International Citizen Service (ICS), FCDO
2012 – 2015	Responsible for fieldwork, stakeholder consultations, final reporting and MEL systems set-up
	inputs including the development of ToC's, reviewing monitoring data and conducting
	longitudinal surveys using participatory research methods to identify gaps.
	<ul> <li>Contributed to VfM assessment, and Social Return on Investment analysis, to ensure MEL system relevance, and conducted M&amp;E briefings to ensure MEL stakeholder buy-in and uptake.</li> </ul>
	System relevance, and conducted much briefings to ensure mich stakeholder buy-in and uptake.

Name	Jennifer Leavy
Position	Evaluation Synthesis
Nationality	British
Education	
2012	DPhil Economics, University of Sussex, Brighton, UK
1996	MSc Agricultural Economics, Imperial College, London, UK
1994	BSc (Hons) Economics, Middlesex University, London, UK
1992	DEUG II Sciences Économiques, Université de Nantes, France
Country	Bangladesh, Bhutan, Bulgaria, Cambodia, Ethiopia, Ghana, Indonesia, Kenya, Laos, Malawi,
Experience	Nigeria, Philippines, Sri Lanka, Tanzania, Zambia
Languages	English (Fluent), French (Intermediate), Spanish (Basic)
Professional Experience	
2013 – Present	Independent Consultant/Senior Research Fellow, University of East Anglia, School of International Development, UK
1999 – 2013	Senior Research Officer – Vulnerability and Poverty Reduction Team. Institute of Development

Jennifer is a mixed methods impact evaluation specialist with over 25 years' experience in research, consultancy, and policy advisory work. Her technical expertise combines strong quantitative skills with in-depth qualitative research and analysis experience. Key competences include: mixed methods research and impact evaluation using quantitative, qualitative, and participatory methods including theory-of-change-based and realist evaluation; evaluation and research synthesis; econometrics; applied microeconomics and quantitative development economics; social network analysis; survey design; household survey data analysis; qualitative data analysis; and teaching. Jennifer is currently Team Leader for a USAID funded evaluation of the LIFE programme and also recently served as MEAL Lead for FCDO Malawi's BRACC programme.

#### Details of selected relevant experience

Studies, University of Sussex, UK

Ethiopia,	1. Team Leader, Locally led development in fragile environments (LIFE), USAID
Bangladesh	Leading participatory, theory-based evaluations to provide realist-informed, M&E support and
2022 <b>–</b> 2024	capacity building to in-country MEL teams to create a better understanding of locally led
2022 - 2024	development in fragile, non-permissive and low consensus environments.
	· · · · · · · · · · · · · · · · · · ·
	Overseeing evaluation report synthesis and sensemaking workshops with The Hunger  Project/The Mayoment for Community Lod Development, a network of 70 LINCOs and 1500.
	Project/The Movement for Community-Led Development, a network of 70+ INGOs and 1500+
P4binate	local CSOs; partnering with MCLD members World Vision and Relief International.
Ethiopia	2. <u>Team Leader, Endline Evaluation of UNICEF Ethiopia Adolescent Nutrition-WASH-</u>
2022 – 2023	Education Joint Programme, UNICEF
	Overseeing mixed methods approach for this endline evaluation, collaborating with team
	members on modifications to the design working in the context of conflict as well as training
	team members for data collection.
	Leading analysis of results, synthesis of data and analysis.
	Drafting report and presentation of findings to UNICEF.
Multi-country	3. <u>Team Leader, Evaluation of WFP's Resilience Policy, WFP</u>
2022 – 2023	<ul> <li>Leading evaluation design assessing the quality, relevance and results of WFP's resilience</li> </ul>
	policy; conducting high level KIIs, synthesizing of data and analysis; emerging findings and
	synthesis workshops; drafting of final report, consolidating inputs of team members and leading
	revisions during the review process.
	Managed in-country experts and evaluation data collection and analysis for country studies in
	South Sudan, Mozambique, Madagascar, Burkina Faso, Honduras, Lebanon.
Remote	4. Deputy Team Leader, Legacy Evaluation of the Earth and Sea Observation System
2021 – 2022	(EASOS) programme
	Programme designed to provide satellite-based information and a decision support system to
	provide authorities with high-quality information to enable responses to illegal logging, maritime
	pollution and flooding.
	Supported Team Leader with evaluation design, data collection, analysis and the write up of the

programme's legacy and mid-term evaluations.

Malawi	5.	MEAL Lead, Building Resilience and Adapting to Climate Change Programme (BRACC)
2020 – 2022		in Malawi's Knowledge and Policy Hub, FCDO
	•	BRACC is designed to improve the knowledge and understanding of poverty, vulnerability and
		climate risk in Malawi, building resilience to hazards and other shocks and stresses.
	•	Responsible for monitoring, evaluation, adaptive management, and learning on climate resilient
		livelihoods and generating lessons learned.
	•	Led evaluation management and design (RCT plus qualitative data collection taking a realist
		evaluation approach: process evaluation, mid-term and endline evaluations); data analysis and final reports; and management of team to feed into adaptive management of the programme
		working with implementing partners.
Madagascar,	6.	Team Leader, Evaluation of ASPIRE Programme, UK Aid Connect
Niger, Uganda	•	Building resilience of fragile communities affected by climate change through integrated sexual
2019 – 2021		and reproductive health rights, conservation, and livelihoods programming.
	•	Oversaw the design of a realist-informed process evaluation of interventions in Madagascar
		(coastal conservation and southern drylands), Niger (drylands) and Uganda (refugee
		settlements) to enhance learning about what works best for building resilience.
	•	Led design and management of evaluation activities, developing ToCs and the resilience
Global	7.	conceptual framework, as well as supporting M&E of implementing partners.  Team Leader, Mid-term Review of IFAD's Adaptation for Smallholder Agriculture
2019 <b>–</b> 2020	۲.	Programme (ASAP), IFAD
2010 2020	•	Responsible for leading the ToC-based evaluation of IFAD's climate change adaptation
		programme focused on increasing capacity of 8 million smallholder farmers to build resilience
		to climate-related shocks and stresses in over forty countries in Africa, the Middle East and
		Eastern Europe, South Asia, and Latin America.
	•	Led evaluation design and delivery, conducted KIIs, led analysis and synthesis of data and the
Nonel Handa	0	write-up of the evaluation report.
<b>Nepal, Uganda</b> 2015 - 2019	8.	Team Leader, Mid-term review, Final Evaluation and the Extension Final Evaluation, Realist Impact Evaluation of BRACED (Building Resilience and Adaptation to Climate
2013 - 2019		Extremes and Disasters), FCDO
	•	Managed the evaluation team and supported implementing partners working in 15 consortia to
		produce robust, high-quality, ToC based, mixed-method evaluations of 15 programmes in 13
		countries for the FCDO.
	•	Led realist syntheses of project evaluation reports to produce programmatic overviews of
		project-level results at each evaluation stage, focusing on how and why change happens, for
		whom (including gender and other forms of social difference, marginalised groups and inclusion) in different contexts, and how to replicate good practice.
East &	9.	inclusion), in different contexts, and how to replicate good practice.  Senior Qualitative and Quantitative Expert, Evaluation Management Unit for the East and
Southern	٥.	Southern Africa Staple Food Markets Programme, FCDO
Africa	•	Programme tackling the causes of market failures in staple food markets in the region to
2015 - 2018		
		increase income levels and food security for producers and consumers.
2010 2010	•	Managed case study team and carried out case studies for two of the projects (beans
	•	Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and
		Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and carrying out synthesis of realist and quasi-experimental case studies.
Remote	10.	Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and carrying out synthesis of realist and quasi-experimental case studies.  ToC Expert, Ocean Risk and Resilience Action Alliance
		Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and carrying out synthesis of realist and quasi-experimental case studies.  Toc Expert, Ocean Risk and Resilience Action Alliance  Developed ToC and logic model for Ocean Risk and Resilience Action Alliance, which aims to
Remote	10.	Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and carrying out synthesis of realist and quasi-experimental case studies.  Toc Expert, Ocean Risk and Resilience Action Alliance  Developed ToC and logic model for Ocean Risk and Resilience Action Alliance, which aims to pioneer ground-breaking investments to regenerate coastal natural capital and build resilience
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Remote 2019 East Africa	10.	Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and carrying out synthesis of realist and quasi-experimental case studies.  ToC Expert, Ocean Risk and Resilience Action Alliance  Developed ToC and logic model for Ocean Risk and Resilience Action Alliance, which aims to pioneer ground-breaking investments to regenerate coastal natural capital and build resilience in the most exposed and vulnerable regions and communities in developing countries, SIDS
Remote 2019	10.	Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and carrying out synthesis of realist and quasi-experimental case studies.  Toc Expert, Ocean Risk and Resilience Action Alliance  Developed ToC and logic model for Ocean Risk and Resilience Action Alliance, which aims to pioneer ground-breaking investments to regenerate coastal natural capital and build resilience in the most exposed and vulnerable regions and communities in developing countries, SIDS and other low-lying areas.  Deputy Team Leader UEA/East Africa, IDRC CARIAA research programme: Adaptation at Scale in Semi-Arid Regions (ASSAR), FCDO
Remote 2019 East Africa	10.	Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and carrying out synthesis of realist and quasi-experimental case studies.  ToC Expert, Ocean Risk and Resilience Action Alliance  Developed ToC and logic model for Ocean Risk and Resilience Action Alliance, which aims to pioneer ground-breaking investments to regenerate coastal natural capital and build resilience in the most exposed and vulnerable regions and communities in developing countries, SIDS and other low-lying areas.  Deputy Team Leader UEA/East Africa, IDRC CARIAA research programme: Adaptation at Scale in Semi-Arid Regions (ASSAR), FCDO  Programme focused on vulnerability and climate change adaptation in semi-arid areas of East
Remote 2019 East Africa	10.	Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and carrying out synthesis of realist and quasi-experimental case studies.  Toc Expert, Ocean Risk and Resilience Action Alliance  Developed ToC and logic model for Ocean Risk and Resilience Action Alliance, which aims to pioneer ground-breaking investments to regenerate coastal natural capital and build resilience in the most exposed and vulnerable regions and communities in developing countries, SIDS and other low-lying areas.  Deputy Team Leader UEA/East Africa, IDRC CARIAA research programme: Adaptation at Scale in Semi-Arid Regions (ASSAR), FCDO  Programme focused on vulnerability and climate change adaptation in semi-arid areas of East Africa as well as on how gender and household relationships shape impact and response to
Remote 2019 East Africa	10.	Managed case study team and carried out case studies for two of the projects (beans warehouse in Tanzania, technology for improving input supply in Kenya), analysing data and carrying out synthesis of realist and quasi-experimental case studies.  ToC Expert, Ocean Risk and Resilience Action Alliance  Developed ToC and logic model for Ocean Risk and Resilience Action Alliance, which aims to pioneer ground-breaking investments to regenerate coastal natural capital and build resilience in the most exposed and vulnerable regions and communities in developing countries, SIDS and other low-lying areas.  Deputy Team Leader UEA/East Africa, IDRC CARIAA research programme: Adaptation at Scale in Semi-Arid Regions (ASSAR), FCDO  Programme focused on vulnerability and climate change adaptation in semi-arid areas of East

Name	Katharine Vincent
Position	Gender, Equality & Inclusion (GESI) and Learning Lead
Nationality	British (South African permanent resident)
Education	
2007	PhD Environmental Sciences, Tyndall Centre for Climate Change Research and School of Environmental Sciences, University of East Anglia, UK
2003	MRes Environmental Science Research, University of East Anglia, UK
2000	BA (Hons) Geography, University of Oxford, UK
Country	Bangladesh, Burkina Faso, Cameroon, Côte d'Ivoire, eSwatini, Ethiopia, Gabon, Ghana, India,
Experience	Indonesia, Kenya, Lesotho, Madagascar, Malawi, Morocco, Mozambique, Namibia, Nepal, Rwanda, Senegal, South Africa, Tanzania, Togo, Tunisia, Uganda, UK, Zambia, Zimbabwe
Languages	English (Fluent), French (Fluent), Portuguese (basic)
Professional Experience	
2010 - Present	Director, Kulima Integrated Development Solutions, South Africa and UK
2005 – 2010	Social Protection Consultant and Training Coordinator, Regional Hunger and Vulnerability
	Programme
2009 – 2010	Consultant, United Nations Environment Programme, Nairobi

Katharine is a fluent English and French speaking learning, GESI, climate adaptation, climate services and disaster risk reduction technical specialist with extensive experience across Africa, and postgraduate qualifications (PhD) and international scientific credentials (IPCC lead author for the Fourth and Fifth Assessment Reports; and contributing author for the Special Report on Land and Sixth Assessment Report). She has extensive experience of both leading and working in transdisciplinary international partnerships for conducting applied research and technical consulting tasks, and has particular interest in the learning aspect around the design and management of these partnerships, as well as the activities that they carry out. She is accustomed to integrating climate change and gender into development policies and frameworks at a national and sub-national level (both through direct technical assistance and writing guidebooks and toolkits for international organisations).

Details of selected relevant experience

Dotallo oi oblobio	a relevant experience
Global	1. Gender Lead, Evaluation of the Raising Learning Outcomes (RLO) Phase 1 Programme,
2021 – 2022	ESRC and FCDO
	<ul> <li>Led the gender design and execution, providing inputs to the ToC and analytical framework,</li> </ul>
	and conducting analysis of quantitative and qualitative data for gender findings.
	<ul> <li>Contributed to writing of the interim and final reports and presentation to client.</li> </ul>
Multiple	2. GESI Lead, Supporting Pastoralism and Agriculture in Recurrent and Protracted Crises
2020 – 2023	(SPARC) programme, FCDO
	• Responsible for the design and implementation of the GESI strategy to guide GESI
	commitments across all of SPARC's research and policy influencing activities across target
	countries (Burkina Faso, Chad, Eritrea, Ethiopia, Kenya, Mali, Mauritania, Niger, Nigeria,
	Somalia, South Sudan, Sudan, Syria, Uganda and Yemen).
	Responsible for conducting GESI-specific research activities.
Malawi	3. Team Lead, Knowledge, Policy and Implementation Support Manager, Building
2020 – 2021	Resilience and Adaptation to Climate Change in Malawi, FCDO
	• Led an international remote team (approximately 25 members of diverse technical
	backgrounds), to ensure effective and equitable resilience-building through climate services,
	climate-resilient agricultural interventions, market support and social protection.
	Oversaw the design of a programme-wide ToC and evaluation framework, analysing annual
	survey data, designing and implementing a midline evaluation (with particular focus on
	qualitative data analysis) as well as designing and implementing a communications plan with
	diverse stakeholders.
	Led GESI-analysis in the de facto endline evaluation.
Global	4. Gender and Research for Development Lead, Final evaluation of the ESRC-FCDO Joint
2020 – 2021	Fund for Poverty Alleviation, ESRC and FCDO
	Led the gender and research for development design and execution.

	•	Provided inputs to the ToC and analytical framework, conducted analysis of quantitative and
		qualitative data for gender and research for development findings, and contributed to writing of
		the interim and final reports and presentation to client.
Africa (west,	5.	Team Lead, Mainstreaming gender in DRR strategies, World Bank
east, central,	•	Led an international team (8 members in different countries) to integrate gender into disaster
southern)		risk management strategies for 4 African Regional Economic Commissions (ECCAS, ECOWAS,
2019 – 2020		IGAD and SADC) through developing strategies and action plans informed by best practice and
		country-level consultations.
Global	6.	
2019 – 2020		Programme, IDRC and FCDO
	•	Conducted two scoping studies to inform the design of the CLARE programme: contributed to
		a review of programme design of applied research projects, and a rapid evidence assessment
Botowana	7	of the use of climate science to better support resilience and adaptation.
Botswana, Namibia	7.	
2018 <b>–</b> 2020	•	Provided inputs to a training course and manual on integrating gender (and social safeguards) into Green Climate Fund proposals.
2010 - 2020		Designed and delivered training to a candidate Accredited Entity on how to design gender-
	ľ	responsive adaptation projects.
		Designed a gender policy for a candidate Accredited Entity.
Malawi,	8.	Social Science Lead, UMFULA, Future Climate for Africa (FCFA) Programme, NERC and
Tanzania	Ů.	FCDO
2015 – 2021		Delivery of qualitative research (political economy and decision-making) and overseeing a
		quantitative survey on staff motivation.
	•	Programme-wide MEL, including reporting on logframe indicators and involvement in learning
		studies on international partnerships, consortium working for applied climate and development
		research and capacity building and Southern leadership. Key programme-wide learning
		publications include:
	•	Harvey, B., Huang, Y-S., Araujo, J., Vincent, K. et al. 2022. Breaking vicious cycles? A systems
		perspective on Southern leadership in climate and development research programmes. Climate and Development.
	١.	Harvey, B., Huang, Y-S., Araujo, J., Vincent, K. et al. 2021. Mobilizing climate information for
	•	decision-making in Africa: Contrasting user-centred and knowledge-centred
		approaches. Frontiers in Climate 2, 589282.
Bangladesh	9.	
India	ľ	in Africa and Asia (CARIAA) Programme: Deltas, Vulnerability and Climate Change:
Ghana		Migration as an Adaptation (DECCMA), IDRC and FCDO
2014 – 2019	•	Responsible for ensuring effective integration of gender issues, championing research-into-use
		and providing technical support to the work package on adaptation (including sick leave cover
		as the work package leader for a team of approximately 30 people), working in the Ganges-
		Brahmaputra-Meghna, Mahanadi and Volta deltas.
	•	Responsible for stakeholder communication of findings from a large (n=>5500) household
		survey spanning 3 countries.
	•	Contributed to programme-wide MEL, including reporting on logframe indicators and
		involvement in learning studies on transdisciplinary partnerships and consortium design and management for international projects. Key programme-wide learning publications include:
		Currie-Alder, B., Cundill, G., Scodanibbio, L., Vincent, K. et al. 2020. Managing collaborative
	ľ	research: insights from a multi-consortium programme on climate adaptation across Africa and
		South Asia. Regional Environmental Change 20, 117.
		Cundill, G., Harvey, B., Tebboth, M., Cochrane, L., Currie-Alder, B., Vincent, K. et al.
		2019. Large-Scale Transdisciplinary Collaboration for Adaptation Research: Challenges and
		Insights. Global Challenges 3(4), 1700132.
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Name	Adrian Carriere	
Position	Monitoring Lead	
Nationality	Canadian	
Education		
2010 2007	Master of International Affairs, Institut d'Etudes Politiques de Paris (Sciences Po), France Bachelor of Humanities, Highest Honours, Carleton University, Canada	
Country Experience	Afghanistan, Algeria, Democratic Republic of the Congo (DRC), Egypt, Lebanon, Libya, Mali, Morocco, Niger, Somalia, Tunisia	
Languages	French (Native), English (Native)	
Professional Experience		
2018 – Present	Freelance Consultant, FPI, FCDO, FMA Netherlands, USAID	
2013 – 2018	Project Director and Regional Director (North Africa), Altai Consulting, Libya and Tunisia	
2011 – 2013	Project Manager, Altai Consulting, Afghanistan	
2008 – 2011	Project Coordinator, La Chaine de l'Espoir, France	
2008	Data Entry and Analysis, Statistics Canada, Canada	
2007 – 2008	Project Assistant, Association Handivalides, France	

Adrian has over 12 years of regional experience directing and advising MEL projects to support development programmes across different thematic areas in North Africa, the Sahel, Somalia and Afghanistan. Currently based in Kenya, he is also a native French speaker. Adrian was the former Regional Director (North Africa) for Altai Consulting, where he was responsible for the delivery of over 30 MEL research projects and supported third party monitoring (TPM). Adrian developed expansive technical monitoring skills, including designing, and conducting MEL systems assessment with partners, developing systems diagnostics tools, and designing and assessing delivery chain maps. In addition, he has extensive experience of monitoring synthesis and verifying both quantitative and qualitative data across projects through primary and secondary data collection. This includes field visits, surveys, focus groups, Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) to validate results, data quality assessment, strategic reviews, case studies and contextual analysis. Adrian also has experience writing monitoring reports and has led training and capacity development workshops, both with a core focus on learning.

Details of selected relevant experience

u 101	CTAIL EXPERIENCE
1.	Senior Expert, MEL for Outcome Monitoring Study, EU Foreign Policy Instrument (FPI)
	<u>Investments</u>
•	Providing technical input for this study delivering outcome monitoring of a peace building and
	mediation initiative in North Kivu and Ituri provinces in DRC, which will assess conflict dynamics
	in the region and validate the results as well as assess the strategic effect of the projects
	supported by FPI have had on key conflict and fragility metrics.
•	Supporting field data collection and qualitative data analysis and contributing to the broader
	knowledge management and learning agenda of the EU FPI MEL partner.
2.	MEL Advisor, Nabadgelinta Soomaaliya (Somalia Security and Justice Programme II),
	<u>FCDO</u>
•	Advising and supporting MEL with a particular focus on providing context monitoring and
	research support, which has included the delivery of situational analysis on security and justice
	in two Federal Member States in Somalia.
•	Supported the delivery of a Gendered Political Social Economy Analysis, with a focus on how
	women and minority groups can benefit from inclusive security and justice.
3.	MEL Adviser, Supporting Somalia's National Security Architecture (SSNSA), FCDO
•	SSNSA provides strategic support, through embedded advisory to a range of critical security
	architecture within Somalia.
•	Supported the design of the MEL approach and identified delivery chain maps, developing
	multiple case stories that evidence causal pathways, which have been utilised by the FCDO to
	report the strategic effect of its security portfolio in Somalia.
4.	Senior Adviser, MEL Unit for Conflict, Security and Stabilisation Fund (CSSF) Somalia.
	<u>FCDO</u>
•	Leading on M&E, including providing input into the development of the CSSF Somalia ToC,
	Result Framework, and the verification of quantitative and qualitative results of different
	projects within the wider CSSF Somalia portfolio.
	1. • 2. • 3. • 4.

Validating results of the programme, vetting findings through the delivery of a number of KIIs

and FGDs, which were used to validate IP results, and inform portfolio level learning.

Libya	5. Senior Adviser, Libya Transition Initiative (LTI) Research and MEL Unit, USAID's Office
2020 – 2021	of Transition Initiatives (OTI)
2020 2021	Supported strategic and contextual analysis, MEL and research activities.
	Conducted research assignments (surveys, focus groups, in-depth interviews).
	<ul> <li>Led and supported briefings to the LTI team, including senior US Government officials, refining</li> </ul>
	the research agenda with the IP, directing analysis and deliverable drafting.
	Technical backstopping of all deliverables.
Middle East and	6. Senior Advisor, MEL Unit for CSSF Middle East and North Africa, FCDO
North Africa	Developed a contextually relevant ToC and Result Frameworks for numerous UK posts within
2019 – 2022	the MENA region using participatory approaches with key CSSF staff.
	<ul> <li>Led capacity building workshops for FCDO and Implementing Partner staff.</li> </ul>
	Evaluated and verified CSSF investments in Libya and Tunisia as well as led strategic reviews
	and select project evaluations for CSSF Morocco.
Algeria, Egypt,	7. Senior Advisor, MEL Unit for CSSF North Africa, FCDO
Libya, Morocco,	<ul> <li>Led capacity building and MEL activities for CSSF teams in British Embassies across North</li> </ul>
Tunisia	Africa, in coordination with the FCDO's North Africa Joint Unit (NAJU).
2018 – 2021	<ul> <li>Developed North Africa strategy for FCDO, including ToC at the programme and regional level,</li> </ul>
	and led regional thematic evaluations covering inclusive governance (including an evaluation
	of an OECD anti-corruption project in Tunisia).
	Led a series of validation exercises on FCDO programming in North Africa and supported  programme to the series of support their outcome regulate through a series of support their outcome regulate through a series of support their outcome.
	programme teams to document their outcome results through a series of outcome case stories using a delivery chain mapping approach.
Libya	8. Director, Baseline Survey for the National Reconciliation Project, UNDP
2018	<ul> <li>Directed a baseline study on national reconciliation in Libya, managing a team of international</li> </ul>
2010	and national experts, supervising a national survey and interviews with conflict stakeholders
	throughout the country.
	<ul> <li>Led production of a report on perceptions of reconciliation initiatives and recommended</li> </ul>
	additional steps for improving ongoing and supported reconciliation initiatives in-country.
Libya	9. Project Director, MEL and Research Support for the Security, Justice and Defence (SJD)
2014 – 2015	Programme, FCDO
	Directed research of activities, involving 12 conflict and context assessments (including on
	security sector governance), surveys, and ad-hoc reports including a full civil society
	organisation mapping. Included programme design with implementing partner.
	Defined research agenda with SJD team (including the MEL framework), directed analysis and
	deliverable drafting, led and supported briefings to the SJD team, including senior HMG officials.
Libya	10. Project Director, Governance and Stability Assessment, USAID's OTI
2014 – 2015	Directed a package of research activities focusing on governance mechanisms in Libya.
2011 2010	Included three quantitative surveys, ten media monitoring and trend analysis reports, and six
	targeted research papers on topics including conflict cycles in Sabha and Ubari and the role of
	tribal structures in the Fezzan.
Libya	11. Project Director. Energy and Subsidies Reform Study, World Bank / GECOL
2014	Directed a study on energy consumption and subsidies reform in Libya, involving a 1,000
	respondent household survey on electricity and energy consumption, interviews with
	government officials, and analysis of available datasets in light of fiscal constraints for the
A full a winter	General Electric Company of Libya (GECOL) and the World Bank.
Afghanistan 2012	12. Project Manager Agriculture Assessment and Crop Mapping in Southern Afghanistan,
2012	USAID / IRD     Calculated cropping intensity in Southern Afghanistan (Kandahar and Helmand)
	<ul> <li>Calculated cropping intensity in Southern Afghanistan (Kandahar and Helmand).</li> <li>Built and managed a database for data collected from more than 2,000 farmers in Southern</li> </ul>
	Afghanistan and designed a model to calculate seasonal cropping intensity and cropping
	patterns.
	panere.

Name	Cormac Quinn	
Position	Evaluation Manager	
Nationality	British/Irish	
Education		
2011	MA International Development, Deakin University, Australia	
1996	BA Economics and Politics, London Metropolitan University, UK	
Country	EU-27, Mozambique, Occupied Palestinian Territories (OPTs), Rwanda, Zambia	
Experience		
Languages	English (Native)	
Professional Experience		
2022 - Present	Associate Director, Ecorys UK, UK	
2019 – 2022	Private Sector Monitoring, Evaluation and Learning (MEL) Lead, FCDO, UK	
2014 – 2019	Zambia Better Delivery Team Leader, FCDO, Zambia	
2011 – 2014	Mozambique MEL Lead, FCDO, Mozambique	
2008 – 2011	Evaluation Manager, European Union (EuropeAid), Brussels	
2005 – 2008	Deputy Programme Manager for OPTs, FCDO, OPTs	
2002 – 2005	Rwanda Deputy Programme Manager, FCDO, Rwanda	

Cormac has over 20 years' experience in mixed methods evaluations, including 13 years of fieldwork in Africa and the Middle East. Before joining Ecorys, Cormac worked for the FCDO as the Lead MEL Advisor for the Private Sector Department covering MEL of the UK investment portfolio, financial services and disaster risk finance. He previously worked for the UK government in Zambia, Mozambique, Rwanda and Jerusalem, and as an Evaluation Manager for the European Union. Thematically, he has worked on areas such as biodiversity, climate smart agriculture, green finance, gender empowerment, conflict prevention, capacity building and private sector development. Cormac has extensive experience utilising a broad range of evaluation techniques, including theory-based approaches with both qualitative and quantitative methods. This experience has included developing evaluation methodologies and theories of change, leading and managing portfolio evaluations, engaging with governments and implementing partners, and utilising participatory approaches to ensure beneficiary feedback.

#### Details of selected relevant experience

UK, Nigeria	1. Verification Adviser, Nigeria Human Development Evaluation, Learning and Verification
2022 - Present	Service (DELVe), FCDO
	Supporting third party monitoring assessment of Partnership for Learning for All in Nigerian
	Education (PLANE) which involves systems assessment and verification of results, including
	stakeholder and evidence mapping to ensure evidence is obtained from a range of perspectives.
	Leading on conducting verification activities to provide a better understanding of delivery and
	results, identifying gaps and areas where partners can strengthen delivery.
	The overall methodology will combine robust risk-based verification, targeted formative learning
	and rigorous evaluation of outputs/outcomes towards impact.
UK, Global	2. <u>Lead MEL Adviser, FCDO Private Sector Department</u>
2019 – 2022	Lead MEL Advisor for FCDO's Private Sector Department across three portfolios globally which
	included providing management and technical advice on major evaluations for British
	International Investment (BII); Private Infrastructure Development Group (PIDG); Development
	Impact Bonds (DIBs); and Africa Risk Capacity programmes. This also involved evidence mapping across the portfolio to inform the ToC. The three portfolios included:
	<ol> <li>Investment: Supported the UK's approach to development impact, which included emphasis on climate change, jobs and responsible business.</li> </ol>
	2) Financial Services: working with Financial Sector Deepening Africa and the Financial
	Services Centre of Excellence to create an enabling environment for green finance and fintech.
	3) Disaster Risk Finance: Supported development of sovereign risk insurance pool covering
	fragile environments and support for disaster risk planning/response systems.
	Provided technical MEL support to DEFRA on the establishment of the Biodiversity Landscapes
	Fund which included advising on the incorporation of MEL in the design of the programme and
	systematic monitoring across the different landscapes.

	<ul> <li>Supported development of the UK's £11.6 billion climate commitment at COP26 in relation to FCDO's Private Sector portfolio to understand the needs of developing countries and mobilising finance required to support communities taking climate action.</li> </ul>
Zambia	3. Team Leader, FCDO Zambia Better Delivery Team
2014 – 2019	Provided MEL advice for over 20 projects in the Zambia office.
2014 - 2010	Led a large portfolio of FCDO evaluations in climate smart agriculture, agricultural support
	projects, gender empowerment, social protection, sanitation and hygiene, and nutrition,
	including impact, developmental and theory-based evaluations.
	Engaged with government and development partners on monitoring, evaluation and data quality
	issues, and was responsible for UK results reporting.
Mozambique	4. MEL Advisor, FCDO Mozambique
2011 – 2014	Engaged with government and development partners on monitoring and data quality issues and
	coordinated UK results reporting, including M&E support for 17 projects.
	Led FCDO's involvement in evaluations for land reform, agricultural extension, community
	service delivery, budget support, and municipal accountability. Evaluation methods included:
	impact evaluations, outcome harvesting, developmental evaluations, participatory statistics and
	comparative contextual analysis.
	Managed a major statistics project with the Mozambique National Statistics Institute supporting
	the design and implementation of a national household survey that produced key data on issues
P	such as the national poverty line.
Brussels,	5. Evaluation Manager, European Union (EU)
Global	Managed evaluations on conflict prevention and peace building, integrated border management
2008 – 2011	and human rights.
	Led country level evaluations in Ethiopia, Zambia, India, Philippines, and a regional evaluation
	on the Caribbean.
	Developed an evaluation methodology for the European Commission's (EC) approach to
	evaluating capacity development and the European Consensus on Development; and ToC
	guides for five sectors (including agriculture and rural development).
	Represented the EC in external meetings (e.g., European Council, Parliament, bilateral donors
	and international bodies such as the OECD-DAC Evaluation Network).
	Developed a strategy on how the UK could work with EU institutions to improve results
	management within the EC.
Occupied	6. Deputy Programme Manager, FCDO Jerusalem
Palestinian	Provided programme management and governance advice for projects in conflict affected areas
Territories	including: Assistance to PLO Negotiations Affairs Department on Palestinian-Israeli final status
2005 – 2008	negotiations; Fiscal support to Palestinian Authority for Temporary International Mechanism and
2003 – 2000	
	Budget Support; Governance and capacity building support for Palestinian Authority; and Support to establish the Quartet Office of the EU, USA, UN and Russia.
	Led on behalf of the UK/Palestinian Authority working group looking at public sector reform
	issues in a complex and fragile environment.
	Provided sensitive briefings to government Ministers and Parliament on political and
	development issues, including for high-level Ministerial meetings and two visits from the
	International Development Committee.
Rwanda	7. Deputy Programme Manager, FCDO Rwanda
2002 – 2005	Programme Manager for programmes in areas such as: HIV/AIDS assistance, focusing on
	survivors of the genocide; sector support programme and lead donor status for the education
	sector; FCDO budget support underpinning the Rwanda Poverty Reduction Strategy; public
	financial management and medium-term expenditure work with the Ministry of Finance and
	Economic Planning; and establishment of an Independent Rwandan National Statistics Office.

Name	Mary Ogrodnik		
Position	Monitoring and Verification		
Nationality	French		
Education			
2012 – 2016	Ph.D. in Economics, Panthéon-Sorbonne University, France		
2012 – 2016	B.A. in Psychology, Vincennes-Saint-Denis University, France		
2012	Certificate in Russian Language and Culture, Lomonosov Moscow State University, Russia		
2010 – 2011	M.A in Economics and Statistics, Panthéon-Sorbonne University, France		
Country	Central African Republic, Democratic Republic of Congo, France, India, Malawi, Mali, Mozambique,		
Experience	Pakistan, Rwanda, South Africa, United Kingdom, Zimbabwe		
Languages	French (Native), English (Fluent), Polish (Fluent), Russian (Good), Spanish (Basic)		
Professional Experience			
2020 - Present	Senior Consultant – International Development Unit, Ecorys, UK		
2017 – 2020	Consultant – Evaluation and Research Practice, Tetra Tech International Development, UK		
	Independent Consultant, France		
2015 – 2016	Research and Teaching Fellowship, Panthéon-Sorbonne University, France		
2012 – 2016			

Mary is a French-speaking MEL expert with over 6 years' experience in developing and refining ToCs, logframes and MEL frameworks, building implementing partners' MEL capacity and designing evaluation and research tools. Mary has strong verification expertise with experience working across the design and implementation of monitoring programmes. This includes quantitative and qualitative data collection and analysis, such as surveys, field visits, outcome harvesting, gender analysis, and data triangulation by using tools such as databases, Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). Mary has experience in leading the quantitative component on FCDO's Africa Regional Department (ARD) Cross Portfolio Third Party Monitoring (TPM) programme, where she designed the verification strategy and methodology. Mary's country experience spans across Africa, including various conflict-affected areas.

South Africa	1. MEL Specialist, Procurement Infrastructure and Knowledge Management in South Africa,			
2021 - Present	SECO			
	Developed a complete logical framework and revised the ToC.			
	Organised outcome harvesting workshops with the National Treasury.			
	Led design and delivery of research studies and monitoring activities.			
Malawi	Cost of Inaction Lead, Strengthening Social Support Financing in Malawi, UNICEF			
2021 – Present	<ul> <li>Led the delivery of the Cost of Inaction study to inform the establishment of a Social Support Fund.</li> </ul>			
	<ul> <li>Designed the model for the cost of inaction study, utilised secondary data to implement the model.</li> </ul>			
	Produced the final report and delivered a presentation to UNICEF.			
Benin	Quality Assurance Lead, Final Evaluation of the Strengthening and Reinforcing the			
2022- Present	Participation of Civil Society Programme in Benin (RePASOC), EC			
	Selection of the evaluation team.			
	<ul> <li>Quality assurance of the proposal and the deliverables of the evaluation (in French).</li> </ul>			
Zimbabwe	VfM Lead, Stopping Abuse and Female Exploitation (SAFE) Programme, FCDO			
2021 – Present	<ul> <li>Developed a programme-level VfM strategy for the programme, including methodology, VfM indicators, VfM framework and tools.</li> </ul>			
	<ul> <li>Developed and delivered training for SAFE team and the delivery partners to use the tools to collect data on VfM indicators.</li> </ul>			
	<ul> <li>Delivered the first annual programme-level VfM assessment.</li> </ul>			
	<ul> <li>Delivered capacity building for the SAFE MEL team to deliver the task in subsequent years.</li> </ul>			
Pakistan	5. VfM Lead/Quality Assurance Consultant, Process and Performance Evaluation of the			
2020 – 2021	Khyber Pakhtunkhwa Education Sector Programme, FCDO			
	<ul> <li>Designed VfM assessment approach including a strong equity component, qualitative data collection, primary and secondary data analysis and reporting.</li> </ul>			

Khyber Pakhtunkhwa (KP), evaluation study of the impact of COVID-19 on attendance and enrolment in KP.  6. Research Lead, End Term Evaluation of UKIERI Phase III, British Council  Quality assured the evaluation framework and survey.  Conducted qualitative data collection with programme stakeholders and beneficiaries.  Led on the gender analysis component.  Responsible for client relationship management and dissemination of findings.  Pakistan  7. Lead Consultant, Khyber Pakhtunkhwa Merged Districts (KPMD) programme, FCDO  Designed the approach for operational and contextual research studies and for TPM verification activities.  Responsible for supervision of enumerator training and quality assurance of deliverables.
<ul> <li>India</li> <li>2020 – 2021</li> <li>Research Lead, End Term Evaluation of UKIERI Phase III, British Council</li> <li>Quality assured the evaluation framework and survey.</li> <li>Conducted qualitative data collection with programme stakeholders and beneficiaries.</li> <li>Led on the gender analysis component.</li> <li>Responsible for client relationship management and dissemination of findings.</li> <li>Pakistan</li> <li>Lead Consultant, Khyber Pakhtunkhwa Merged Districts (KPMD) programme, FCDO</li> <li>Designed the approach for operational and contextual research studies and for TPM verification activities.</li> </ul>
<ul> <li>Quality assured the evaluation framework and survey.</li> <li>Conducted qualitative data collection with programme stakeholders and beneficiaries.</li> <li>Led on the gender analysis component.</li> <li>Responsible for client relationship management and dissemination of findings.</li> <li>Pakistan</li> <li>Lead Consultant, Khyber Pakhtunkhwa Merged Districts (KPMD) programme, FCDO</li> <li>Designed the approach for operational and contextual research studies and for TPM verification activities.</li> </ul>
<ul> <li>Conducted qualitative data collection with programme stakeholders and beneficiaries.</li> <li>Led on the gender analysis component.</li> <li>Responsible for client relationship management and dissemination of findings.</li> <li>Pakistan</li> <li>Lead Consultant, Khyber Pakhtunkhwa Merged Districts (KPMD) programme, FCDO</li> <li>Designed the approach for operational and contextual research studies and for TPM verification activities.</li> </ul>
<ul> <li>Led on the gender analysis component.</li> <li>Responsible for client relationship management and dissemination of findings.</li> <li>Pakistan</li> <li>2019 – 2020</li> <li>Lead Consultant, Khyber Pakhtunkhwa Merged Districts (KPMD) programme, FCDO</li> <li>Designed the approach for operational and contextual research studies and for TPM verification activities.</li> </ul>
<ul> <li>Responsible for client relationship management and dissemination of findings.</li> <li>Pakistan</li> <li>2019 – 2020</li> <li>Lead Consultant, Khyber Pakhtunkhwa Merged Districts (KPMD) programme, FCDO</li> <li>Designed the approach for operational and contextual research studies and for TPM verification activities.</li> </ul>
<ul> <li>7. Lead Consultant, Khyber Pakhtunkhwa Merged Districts (KPMD) programme, FCDO</li> <li>2019 – 2020</li> <li>Designed the approach for operational and contextual research studies and for TPM verification activities.</li> </ul>
Designed the approach for operational and contextual research studies and for TPM verification activities.
activities.
Capacity building support to local partners and researchers from FATA University to conduct
discrete pieces of operational and contextual research.
UK 8. Quantitative Lead, Africa Regional Department Cross Portfolio Third Party Monitoring
2019 –2020 (ARD TPM) Programme, FCDO
Designed TPM approach, including data systems assessments and quantitative results
verification.
TPM was delivered in South Africa (in English), Senegal, Central African Republic and Mali (in
French).
<ul> <li>Management of stakeholders and internal resources to deliver the activities and quality assurance.</li> </ul>
Mozambique 9. Evaluator, Impact Evaluation of the Skills for Education Programme (JOBA), FCDO
2017 –2020  • Designed approach and methodology, including a quasi-experiment with propensity score
matching (PSM), sampling strategy, data collection instruments.
Responsible for fieldwork logistics, delivery of enumerator training, fieldwork supervision.
Led data analysis, including gender analysis and reporting phase.
Led data analysis, including gender analysis and reporting phase:     Led on the stakeholder management and dissemination of findings (in-country presentations,
webinars, policy briefs, infographics).
Rwanda 10. Research Consultant, Performance Evaluation of the Sustainable Development of Mining
2018 –2020 in Rwanda (SDMR) Programme, FCDO
Led a ToC workshop to finalise with the programme team.
Conducted the assessment of gender sensitivity within the programme by developing a gender
analysis tool and providing recommendations for the implementing partner.
Technical assistance to the implementing partner to develop their logframe and collect
monitoring data.
UK 11. Internal Enumerator training support, Tetra Tech
Delivered a series of internal workshops on enumerator training.
Provided on-demand technical assistance to develop enumerator training on M&E projects and
TPM in Violence Against Women, WASH and Education.

Name	Stella Muthoni			
Position	East Africa / Nile Basin Field Analyst			
Nationality	Sudanese			
Education				
2010	Bachelor of Science in Strategic Management, Moi University			
Country	Kenya, Somalia, Ethiopia, Sudan, South Sudan, Uganda, Tanzania, Benin, Nigeria			
Experience				
Languages	English (Native) and Kiswahili (Native)			
Professional Exp	perience			
2019 – 2022	Project Manager, Altai Consulting			
2016 – 2018	Senior Consultant, aCatalyst Consulting			
2015 – 2016	Sales Representative, Wuerth Kenya Ltd.			
2015 – 2017	Sale Representative, Samsung IT			
2013 – 2015	Consultant, aCatalyst Consulting			
	Manager at Altai and she started her career as an analyst for the FCDO TPM contract Learning rogramme in Somalia (LAMPS). Since then, she has worked on other FCDO-funded programmes			
	opia Migration Programme and has become increasingly involved in Altai's Inclusive Growth			
	worked on a micro-business opportunities assessment in Somalia for UN Women and a <b>productive</b>			
	ssessment for the World Bank in the Horn of Africa. Prior to joining Altai, Stella worked for aCatalyst			
	ng on inclusive growth. Stella attended Moi University and is fluent in English and Kiswahili.			
	ed relevant experience			
Kenya, Somalia,	1. Researcher, Market demand and supply assessment: Productive uses of energy			
Ethiopia,	assessment in the Horn of Africa borderland project (HoA RISES), World Bank			
Djibouti, and	Research design.			
Somaliland	Field team training.			
2022 – Present	<ul><li>Data collection, analysis and synthesis.</li><li>Report writing.</li></ul>			
Mozambique	2. TPM, Mozambique Focal Point, Third Party Monitoring on the EU FPI Rapid Response			
2022 – 2024	Pillar in Eastern, Central and Southern Africa, EU			
	Client focal point in Mozambique.			
	Contribution to research design.			
	Preparation for monitoring visits.			
	Secondary research, document reviews.			
	Implementation of monitoring visits in Mozambique.			
	Conducting structured interviews during monitoring visits.			
	Delivery of monitoring reports.			
Kenya	3. Project Manager, Performance Evaluation Study: Sesame Hadithi Njoo Season 2			
2022	Workshop  ◆ Client communication.			
	<ul> <li>Research design.</li> <li>Data collection, analysis and synthesis.</li> </ul>			
	Report writing.			
Uganda	4. Project Coordinator, MERL Partner: Next Generation Leadership Programme, Porticus			
2022	Contribution to research design.			
	Assisting in assessing, promoting and documenting ideas for technical improvement.			
	Ensuring that project activities are implemented.			
Kenya	5. Research Focal Point, Ethiopia Migration Programme (EMP)			
2022	Weekly data collection.			
	Consultation with networks in selected transit point in Kenya.			
	Weekly reporting on movement of Ethiopian Migrants in the Kenya.			
	Reporting on key incidents concerning migration Key Informant interviews.			
Ethiopia, Sudan	6. Project Coordinator, Third Party Monitoring EU's Instrument contributing to Stability			
and South	and Peace, IcSP, EU			
Sudan	Ensuring project activities are implemented to plan.			
2021 – 2022	Support in the development of monitoring report.			

	Contribution to research design.			
	Support in preparation for monitoring visits.			
	Secondary research, document reviews.			
	Coordination of monitoring visits.			
	Conducting structured interviews during monitoring visits.			
Kenya	Project Coordinator, Performance Evaluation Study, Sesame Workshop			
2021	<u>Project Coordinator, Performance Evaluation Study, Sesame Workshop</u> Qualitative and quantitative data analysis.			
	Field work coordination and management.			
	Conducting FGDs and KIIs.			
	Preparation of the study report.			
Eldoret, Kenya	8. Project Coordination, Youth Scope Study, British Council, FCDO			
2020	Setting up interviews with the study's participants.			
	Conducting FGD with participants.			
	Support in preparation of study report.			
	Support in methodology design.			
	Qualitative data analysis.			
Kenya and	9. TPM Officer, LAMPS, FCDO			
Somalia	Drafting reports, ensuring findings and learnings are drawn out and identifying trends and			
2019 – 2020	commonalities across verifications.			
	Review and analysis of monitoring data, identification of trends and useful insights from data			
	sets.			
	Identification of qualitative and quantitative data trends.			
	Downloading, collating and cleaning field data and cross-checking data outputs.			
	Review of IP work plans to identify suitable activities for verification.			
	Engagement with the Somali based team and providing plans for completion of activities			
	Engagement and follow up with DFID teams and IPs on findings from reports and promote			
	learning from these.			
Kenya, Uganda,	10. Data analysis, Organisational capacity assessment of the Ecological Organic			
Tanzania,	Agriculture Initiative (EOA-I), Biodivision Africa Trust (BvAT), AU, SDC and SSNC			
Ethiopia,	Methodology design.			
Nigeria, Benin,	Assisted with the development of research tools.			
Senegal and	Key Informant Interviews with project participants from Uganda, Benin, Kenya and Nigeria.			
<b>Mali</b> 2017 – 2018	Data input and analysis.			
	Took part in reporting and presenting key findings.			

Name	Alice Leroy		
Position	West Africa Field Analyst		
Nationality	French		
Education			
2012 – 2013	Master's degree in Economics, International Development Research and Studies Centre (CERDI),		
	France		
2008 – 2013	Bachelor and Master's degree in International Relations, Sciences Po, France		
Country	Gabon, Sao Tomé, Cameroon, Republic of Congo, Uganda, Madagascar, Ivory Coast, Senegal,		
Experience	Tunisia, Morocco, Vietnam, India, France		
Languages	French (Native), English (Fluent)		
Professional Ex	Professional Experience		
2022 – present	Project Manager (Public Policy practice), Altai Consulting, Senegal		
2016 – 2022	Public Sector Partnerships Head and Project Manager, WWF France, France		
2014 – 2016	Project Officer (Biodiversity, Agriculture, Climate) and Consultant (Biodiversity), Agence		
	Française de Développement (AFD), Gabon and France		

Alice is a project manager in Altai Public Policy's division in West Africa and the Sahel, based in Senegal. She is notably working on the development and structuration of Altai Consulting's Environment and Climate practice. She provides strategic advice to clients in the design of complex, multi-country projects addressing adverse impacts of climate change or protecting biodiversity across Western and Eastern Africa. Prior to working with Altai, Alice worked as a public partnerships manager for WWF France. She oversaw developing WWF France's international project portfolio ensuring project implementation and deliverables, project monitoring, evaluation and learning. She was also in charge of interaction with all strategic project partners in the field (local partners) and within public donors (AFD, EU, Expertise France mainly). Through this 6-year experience within WWF international network, Alice has developed a solid expertise on Biodiversity and Climate issues especially in WWF France's fields of intervention in Central Africa, North Africa and Madagascar but also on the associated global challenges (post 2020 global biodiversity framework, resources mobilization, biodiversity and climate mainstreaming, alignment of investors and public donors' portfolios with global framework on Climate and Biodiversity, etc.). Prior to WWF, Alice worked for two years for the French Agency for Development in Gabon and Sao Tome Islands as a project officer on subjects such as: Protected Area Management and Funding, Forestry and Timber Industry, Agroecological value chains, etc.

# Details of selected relevant experience

# France 2016 – 2022

- 1. Head of Public Sector Partnerships Department and Project Manager, WWF France
- In charge of a portfolio of EUR 15M.
- · Strategic steering of WWF France's Public Sector Partnerships Department
- Project portfolio development and implementation, including project identification and design, monitoring of project implementation, evaluation and capitalization.
- Field projects included: Reduce demand for rhino horn in Vietnam to combat poaching and species trafficking; Support local civil society organizations to promote Climate Change Adaptation in Morocco and Tunisia; Strengthen the advocacy capacity of communities and civil society organizations to ensure that the voluntary commitments made by palm oil companies in Ngounié province are respected, as well as the ecosystems and customary rights of local populations; Restoration and community-based management of mangroves in Melaky region (Madagascar) and support for the development of the small-scale fishing industry and market access; Access to off-grid decarbonized energy in rural areas of Madagascar by supporting the establishment of a network of women trained in solar technologies (solar lamps, mini grid) ("Solar Mamas").
- Advocacy Projects included: BIODEV 2030: support the mobilization of sectors with the greatest impact on Biodiversity and strategic development issues in 8 countries to ensure biodiversity "mainstreaming"/integration in these sectors; New Deal for Nature and People Program: engage private and public actors for a better consideration of natural capital in decisions.

# France 2016

- 2. Consultant, Sectoral Technical Notes on Biodiversity, AFD
- Define AFD's intervention doctrine for Protected Areas and Forests as part of the updating of its Biodiversity intervention framework.
- Drafting of doctrine notes on "Protected Area Management" and "Sustainable Forest Management" specifying AFD's intervention modalities.

	Organization of the internal and external consultation process for the validation of the notes.			
	Support for the structuring of a "Technical Committee" on Forestry and Development.			
Gabon and	Project Manager, Biodiversity, Climate and Agriculture Portfolio, Agence Française de			
Sao Tome	<u>Développement</u>			
Islands	Portfolio of EUR 40M.			
2014 – 2016	<ul> <li>Project identification, support to project formulation, monitoring of implementation by AF counterparts, and framing and follow up of external evaluation.</li> </ul>			
	Main projects in the portfolio included: Financing and management of protected areas in support			
	of the National Parks Agency of Gabon; Support to the Gabonese forestry sector to improve local processing of products and identify new market outlets with the Agency for the forest and timber sector; Financing of the Gabonese Space Agency for the deployment of local access and exploitation of satellite images to observe and analyse the evolution of forest cover in Gabon and in the sub-region; Development of market gardening and food crops near the major urban centres of Gabon with the Gabonese Institute for Agriculture and Development; Support small producers in the production of high-quality cocoa and coffee with low environmental impact and connection to market in Sao Tome.  • Monitoring of the France-Gabon Debt Conversion Agreement (EUR 60 million): reporting to the			
	Banque de France and organization and preparation of meetings of decision-making bodies.			
	<ul> <li>Climate focal point: support for Gabon's preparation for COP21, portfolio monitoring, identification of projects eligible for eligible for funding from the Green Fund.</li> </ul>			
	<ul> <li>Sector dialogue with Biodiversity/Agriculture/Climate stakeholders in Gabon (ministries and local agencies, operators, other donors, private sector representatives, etc.).</li> </ul>			
France	4. Project Assistant, Innovative Funding for Climate, French Global Environment Fund			
2013	Appraisal of Private Sector Innovation Facility Projects against Climate Change.			
	Project selection.			
	Appraisal of funding applications.			
	Preparation of funding agreement.			
	Monitoring of project implementation.			

Name	Naamrig Saeed Mohamed		
Position	Field Coordinator		
Nationality	Sudanese		
Education			
2014 2011	Master Business Administration, Sudan University of Science and Technology, Sudan Bachelor, Civil Engineering, Sudan University of Science and Technology, Sudan		
Country Experience	Ethiopia, Sudan		
Languages	Arabic (Native), English (Fluent)		
Professional Exp	perience		
2022 – Present 2018 – 2021 2017 – 2020 2015 – 2017 2012 – 2014	Founder and Director, InnsightsLook Altai Consulting, Researcher Research Manager and Social Research, Consulsat for Information Services CRM Advisor, Dall Group – Sultrac Sale Representative, Samsung IT		

Namarig Mohamed is founder and director for InsightsLook, with a specialisation in social research in Sudan. Her main areas of interest are migration, civil society, and humanitarian response to crises. Through her work, she has built a strong expertise to collect and analyse data in highly challenging contexts and to conduct advanced qualitative analysis. Prior to setting up InsightsLook, Altai's partner in Sudan, Namarig worked as a researcher on several Altai projects in Sudan, including Altai's Journalistic Needs Assessment for USAID, Altai's Labour Market Assessment for IOM, Altai's monitoring work on EU ICSP covering Darfur and Kordofan, and Altai's M&E Framework development for Expertise France. She also contributes to Altai's Ethiopia Migration Programme and has visited many of the refugee camps in Eastern Sudan for this work. She speaks English and Arabic.

Details of selecte	d relevant experience		
Sudan and	1. Sudan Migration Researcher, Ethiopia Migration Programme, FCDO		
Ethiopia	Set up the operational research of the 4-year DFID-funded Ethiopia Migration Programme.		
2019 – Present	Coordinate with the consortium partners: DRC (lead), Save the Children, BBC Media Action		
	and Mixed Migration Centre.		
	Conduct field research with a particular focus on Ethiopian and Eritrean refugee/asylum seeker		
	movements through Ethiopia.		
	Fieldwork in refugee camps in Eastern Sudan.		
	Key Informant interviews with Ethiopian community in Khartoum.		
Sudan, Somalia,	2. Project Manager and M&E, Regional Strategy for MRCs, IOM		
Djibuti	Design a regional M&E framework for six MRCs in Djibouti, Sudan and Somalia, allowing for a		
2021 – 2022	comparative assessment of the MRCs performance.		
	Quantitative and qualitative data collection: 1130 surveys, 35 KIIs, 12 FGDs and 12 IDIs with		
	MRC beneficiaries, partners and stakeholders.		
	Project management (logistics, budget, HR).		
	Data analysis using the developed templates.		
	Revision of the M&E framework components based on the framework's piloting.		
	Reporting and presenting key findings.		
Sudan	3. Sudan Focal Point, M&E Framework Development for PFM Programme Expertise France		
2021	Development of M&E Framework, indicators, data collection protocol and dashboard for		
	Expertise France programme in 6 Sudanese institutions.		
	Conducting Key Informant Interviews with government officials.		
	Context analysis.		
Sudan	4. Researcher, Mid-Term Review of the Regional Operations Centre in Support of the		
2020	Khartoum Process		
	Review of the performance of the EUTF-funded ROCK facility in Khartoum aiming at		
	combatting trafficking networks.		
	Key Informant Interviews with ROCK Liaison Officers and management from 6 East African		
	countries.		
	Supporting the analysis process.		
Sudan (South	5. Project Manager, Women and Youth Employment Study, World Bank		
Darfur (Nyala),	Undertook analysis of the current situation, challenges and constraints that women and youth		
(,-,),	face in accessing employment opportunities.		

Jazeera and	Project management (time and budget).		
Khartoum)	Methodology design and development of research tools.		
2019-2020	Supervision of field research team, and reporting team.		
	Key Informant interviews.		
	Moderating Focus Groups.		
	Reporting and presenting key.		
Sudan	6. Project Manager, Labour Market and Service skills assessment, IOM		
2020	Qualitative research and analysis of the reintegration challenges faced by Sudanese migrants returning home. In particular, the research aimed to identify opportunities to integrate returnees into the local labour market.		
Sudan	Project Manager, Children affected by armed conflicts case study, Plan International		
2017-2018	Sudan Office		
	Project management (time and budget).		
	Development of research tools.		
	Supervision of field research team.		
	Key Informant interviews.		
	Moderating Focus Groups.		
	Reporting and presenting key findings.		
Sudan	Youth Scope Study, British Council, FCDO		
2017 – 2018	Youth focused study to help the ministry of sport and youth formulating a new policy for you		
	development and assess in putting programmatic recommendations for FCDO.		
	Methodology design.		
	Project management (time and budget).		
	Development of research tools.		
	Supervision of field research team.		
	Reporting and presenting key findings.		

Name	Deborah Kassahun	
Position	Field Coordinator	
Nationality	Ethiopian	
Education		
2023 2018 – 2021 2011 – 2014	MBA candidate, American College of Technology, Ethiopia MS Psychology, Addis Ababa University, Ethiopia BS Psychology, Addis Ababa University, Ethiopia	
Country Experience	Ethiopia	
Languages	English (Fluent), Amharic (mother tongue)	
Professional Exp	perience	
2021 – present 2020 – 2021 2015 – 2020	Analyst – Part Time, Altai Consulting, Ethiopia CSSF Programme Officer, FCDO, Ethiopia National Project Coordinator, Cure International, Ethiopia	

Deborah is an Analyst based in Altai's Addis Ababa office, Ethiopia. Her main areas of expertise are project coordination and qualitative research, focusing on social services and local governance. Deborah has contributed to various projects, including ascertaining the potential for an energy project in selected border areas of East Africa and an assessments of governance structures in Ethiopia. Prior to joining Altai, Deborah worked with the FCDO as a program officer for Africa Peace and Security team, where she coordinated and monitored various projects. Before this, Deborah was a Project Coordinator for a national advocacy initiative at Cure International, where she implemented a psychosocial support project across the country.

Ethiopia	Analyst, Assessing the Productive Use of Energy in Border Areas of East Africa, World			
2022	<u>Bank</u>			
		ing local Productive Use of Energy in selected border areas. The		
		able value chains that use Productive Use of Energy and exploring		
	the potential for expanding it.			
		ment of research tools (qualitative), quality enhancement of KII		
	transcripts and qualitative dat	· · · ·		
	Supervision of field research team.			
	Project management (time and budget).			
Ethiopia		opia's Civic Voice and Agency, Chemonics		
2022		sed on understanding local Civil Society Organisations dynamics,		
	and generate evidence and ir			
	Responsible for stakeholder mapping and selection, review of relevant literature.			
	Supported in refining research tools, carried out key informant interviews, qualitative date			
	thematization and analysis.			
	Reporting and presenting key			
Ethiopia		tudy to Inform Refugee and Host Community Integration		
2022		ve Safety Net Project, World Bank		
		ling a context analysis of refugee hosting areas, which aimed at		
		sion and informing the project's decision to pilot refugee inclusion		
	through safety nets and jobs.			
		erature review, Key Informant interviews, qualitative data analysis,		
Ethionia	reporting and presenting key findings.			
Ethiopia 2021	Analyst, A Micro Assessment of Local Governance Structures in Ethiopia			
2021		ring the local governance structure in Ethiopia, understand the		
		edia in decision making, and assessing the level of accountability		
	of local governments.	c (Qualitativo)		
	Development of research tool	· ·		
		erviews (14), qualitative data analysis, reporting and presenting		
	key findings and project mana	genen.		

Name:	Gulden Bayaz
Position:	Value for Money (VfM) Expert
Nationality:	British
Education:	
2000 1999	MSc (Merit) International Political Economy, London School of Economics, UK BA (First) International Studies (Economics and International Law), Ankara University, Turkey
Country Experience:	Azerbaijan, Bangladesh, Ethiopia, Ghana, Kenya, Malawi, Mexico, Moldova, Nepal, Nigeria, Rwanda, Somalia, South Africa, South Sudan, Sudan, Tanzania, Turkey, Uganda, UK, Zimbabwe
Languages:	Turkish (native), English (fluent)
Professional Exp	erience:
2010 - Present 2007 - 2008 2006 - 2007	Independent Consultant Economist, Emerging Market Economics (currently Nathan Associates UK), UK Project Manager, FIRST (Financial Sector Reform and Strengthening) Initiative Management Unit,
2006 2003 - 2005 2002 - 2003	UK Consultant, World Bank, Malawi Economist, Ministry of Agriculture, Malawi Impact Assessment Coordinator, FINCA Azerbaijan

Gulden is a Development Economist with 13 years of experience in economic appraisals, including cost benefit analyses, VfM analyses and VfM framework design. She has worked for government departments and major development partners including FCDO, the World Bank, EU, USAID. Gulden has extensive experience working across Africa, including programmes that aim to build countries and communities' adaptive capacity to face the impacts of climate change. She was recently the VfM Advisor for FCDO's £90m climate adaptation and resilience programme (BRACC) in Malawi, based at the MEL Hub. Gulden is also currently part of the Technical Review Panel (TRP) for the UKNIAF programme, an £80m climate-responsible infrastructure programme in Nigeria.

Details of selected relevant experience			
Global	1. VfM Advisor, EdTech Hub, FCDO, World Bank and UNICEF		
2022 – 2027	<ul> <li>Responsible for reviewing financial and monitoring information, drafting new VfM metrics and proposing calculations for periodic and ad hoc MEL reporting for this £28m education research</li> </ul>		
	and innovation programme.		
Nigeria	2. Member of the Technical Review Panel (TRP), UK Nigeria Infrastructure Advisory Facility		
2017 – 2027	(UKNIAF), FCDO		
	Focusing on all VfM aspects of delivery as part of the Technical Review Panel that reviews six-		
	monthly progress and conducts annual reviews on UKNIAF, an £80m infrastructure advisory facility that aims to improve the management of Nigeria's infrastructure, including the energy		
	system and road network, making it more sustainable and climate resilient.		
Rwanda	3. VfM Advisor, Performance Evaluation: Improving Market Systems for Agriculture in		
2022	Rwanda (IMSAR), FCDO		
	• Conducted the VfM assessment as part of the final evaluation, which assessed the		
	adaptiveness and flexibility of the programme, the coherence between IMSAR components and		
	its impact on programme goals and cross-cutting issues of nutrition, climate change and GESI.		
Nigeria	4. Consultant, Economic Appraisal of a Security Programme for Northern Nigeria (SPIN),		
2020 – 2021	FCDO		
	<ul> <li>Carried out a VfM analysis of options to deliver a large-scale security programme SPIN, working with the FCDO Nigeria Governance and Conflict teams.</li> </ul>		
	<ul> <li>The economic appraisal included identifying several options and comparing them using a</li> </ul>		
	break-even analysis as a basis.		
Malawi	5. VfM Advisor, Building Resilience and Adapting to Climate Change in Malawi (BRACC),		
2020 – 2021	FCDO		
	<ul> <li>VfM advisor for the £90m climate change, resilience and adaptation programme implemented by FCDO, international NGOs and UN agencies.</li> </ul>		

	BRACC provides targeted support in the most vulnerable districts, communities, and high				
	priority catchments in Malawi, supporting climate smart agriculture, developing scalable social				
	safety net systems that respond more predictably and efficiently to weather and climate-related				
	shocks and reducing urban demand for charcoal, the most significant driver of deforestation and degradation.				
	and degradation.  Responsible for designing the 2020 VfM strategy and conducting the VfM assessment during				
	the 2021 performance evaluation.				
Zimbabwe	6. VfM Advisor, Stopping Abuse and Female Exploitation (SAFE), FCDO				
2020	VfM advisor for SAFE, a £7m programme which targets the protection of women and				
	Zimbabwe from the most severe forms of violence.				
	Developed, updated and reported on the SAFE VfM strategy and indicators, supporting the				
	design of project-level VfM plans and building grantee/ implementing partners' capacity and				
	understanding around VfM principles.				
West Africa	7. VfM Advisor, CSSF West Africa MEL Programme, FCDO				
2018 - Present	Supporting MEL services provision programme for the CSSF West Africa portfolio, which     includes 7 and 104 arrivates and 104 arrivates.				
	includes 7 country programmes and 21 projects.				
	Producing guidance, developing toolkits, and providing ongoing VfM support.				
<b>Sudan</b> 2018 – 2019	8. VfM Economist, Rural Water for Sudan Programme, FCDO Sudan				
2010 - 2019	<ul> <li>Worked on a VfM strategy and framework for FCDO Sudan's large-scale water programme implemented by 7 international NGOs, supporting communities to sustainably manage their</li> </ul>				
	water resources, increasing communities' resilience to the impacts of drought, contributing to				
	more sustainable livelihoods, and reducing the risk of conflict.				
Ethiopia	9. VfM Advisor, Land Investment for Transformation (LIFT), FCDO				
2017 – 2021	Supported improvements to the VfM of this £60m FCDO programme to develop the land				
	administration system and improve social inclusion, dispute resolution and income for farmers				
	including women and vulnerable groups, translating tenure security into higher productivity,				
	empowerment and wellbeing.				
	Calculated and updated VfM indicators.				
	Collected VfM stories and case studies to demonstrate efficiency or cost savings.				
<b>Tanzania</b> 2016	10. Consultant, Design of Dar es Salaam Urban Jobs Programme, FCDO				
2010	Conducted the economic appraisal and VfM assessment for the design of an urban job creation programme for ECDO Tanzania.				
	<ul> <li>programme for FCDO Tanzania.</li> <li>The economic appraisal was based on a break-even analysis, a method of analysis that</li> </ul>				
	highly commended by FCDO Quality Assurance teams.				
Ethiopia	11. Consultant/VfM Advisor: Completion Review of Climate High Level Institutions				
2016	Programme (CHIP), FCDO				
	Provided VfM inputs for the final review of FCDO support to the Climate Resilient Green				
	Economy (CRGE) Facility, assessing more than 30 climate projects.				
	Due to lack of detailed financial and results information, the assessment focused on economy				
	and cost efficiency analysis, and unit costs analysis to some extent.				
<b>Nepal</b> 2015 – 2016	12. Consultant/VfM Advisor, Rural Access Programme (RAP III) Nepal, FCDO				
2015 - 2016	<ul> <li>Carried out a VfM assessment as part of the MEL component of this £40m public works programme that builds local road networks in the poorest districts of Nepal using labour-based</li> </ul>				
	and participatory approaches.				
	The assessment focused on identifying indicators that can be tracked over the course of the				
	programme, as well as their calculation methods.				
Bangladesh	13. Economist/VfM Expert, Value for Money Diagnostics, FCDO				
2014 – 2015	Assessed VfM for 6 large projects funded by FCDO and implemented by UNDP.				
	Carried out a training on VfM tools and applications to 85 UNDP members of staff.				
	Conducted a cost benefit analysis for the credits and savings groups of one of the large urban				
	infrastructure programmes.				

Name	Simon Addison			
Position	Political Economy, Conflict and Fragility			
Nationality	British			
Education				
2020	PG Cert Climate Change and Development, School of Oriental and African Studies, UK			
2000	MA Development Studies, University of Melbourne, Australia			
1994	BA (Hons) Geography, University of Oxford, UK			
Country	Somalia, Kenya, Uganda, Ethiopia, Tanzania, South Sudan, Rwanda, Burundi, Democratic			
Experience	Republic of Congo (DRC), Zimbabwe, Malawi, India, East Timor and the Occupied Palestinian			
	Territories			
Languages	English (Fluent), French (Intermediate)			
Professional Exp	perience			
2019 – present	Principal Researcher, Climate Governance and Finance, IIED, UK			
2016 – 2019	Global Resilience Advisor, Director of Programmes, Trócaire, Switzerland, Kenya			
2013 – 2016	National Programme Coordinator, Regional Programme Quality Lead, Oxfam GB, Kenya,			
	Horn, East and Central Africa region			
2013	Technical Advisor: Drought Management, CARE International, Kenya, Ethiopia, Somalia			
2010 – 2012	Research Fellow, University of Manchester & City University of New York, UK and USA			
2006 – 2009	Policy Programme Manager, Refugee Studies Centre, University of Oxford, UK			
2002 – 2006	Consultant: Policy Advocacy, Humanitarian Programme Coordinator, Regional Funding			
	coordinator Oxfam GB, Uganda, Kenya			
1999 – 2000	Humanitarian Programme Officer, Oxfam Australia, Australia and Timor-Leste			

Simon Addison is a technical expert with over 20 years' experience in the use of both political economy and political ecology analyses. He has experience working on climate change adaptation, resilience building, disaster risk reduction, conflict related humanitarian emergencies and forced migration programmes in fragile and conflict affected states (FCAS) in the Horn of Africa and East and Central Africa. Simon has senior expertise negotiating complex emergencies at the nexus of state fragility, violent conflict, environmental degradation, climate change and population displacement. He has practical experience of using Political Economy Analysis (PEA) at national, subnational and community levels, both to identify the challenges and to design and implement solutions driven projects and programmes. Simon is also highly experienced at leading large teams and civil society consortia to conduct PEA-related analytical exercises using participatory methodologies, and to use the findings of PEA to design and deliver stakeholder-driven strategies that empower vulnerable people and communities to secure their rights and to thrive in spite of social, economic and environmental risks.

Details of selection	ed relevant experience
<b>Global</b> 2021 – 2022	<ol> <li>Principal Researcher, Tackling Loss and Damage in Least Developed Countries (LDCs) and Small Island Developing States (SIDS), Sida, Irish Aid, Rockefeller Foundation</li> <li>Designed and led a participatory research programme to understand the nature of loss and damage risks in LDCs and SIDS and to identify options for practical action, including in FCAS.</li> <li>Led delivery of multistakeholder deliberative dialogues and research, including PEA of vulnerability drivers and obstacles to effective action at national and international levels.</li> <li>Led drafting and publication of a series of reports and case studies which have successfully influenced the global discourse on Loss and Damage, and which are being used to support the advocacy of the LDCs and SIDS at COP27.</li> </ol>
<b>Ethiopia</b> 2020 – 2023	<ul> <li>Principal Researcher, Building Resilience in Ethiopia (BRE), FCDO/USAID</li> <li>Designed and manage a 3-year project delivering technical advisory support to the Government of Ethiopia's Climate Resilient Green Economy Unit (CRGE) to improve the delivery of effective climate and disaster finance to the local level.</li> <li>Conducted PEA of obstacles to the delivery of effective climate finance in Ethiopia, including examination of bottlenecks in local budget delivery and development planning.</li> <li>Led development of new guidelines for climate smart development planning at the local level that integrate conflict sensitive approaches through community participation.</li> </ul>
India 2019 - 2022	3. Principal Researcher, Infrastructure for Climate Resilient Growth (ICRG), FCDO

	Designed and led provision of research and technical advisory support to India's Ministry of Rural Development to improve the climate resilience benefits of the Mahatma Ghandi National Rural Employment Guarantee Scheme (MGNREGS).					
	<ul> <li>Designed and led implementation of PEA analysis of obstacles to delivery of climate resilier through MGRNEGS in Madhya Pradesh, Uttar Pradesh and Rajasthan.</li> </ul>					
Kenya, Tanzania, Mali, Senegal, Guinea 2018 - 2022	Principal Researcher, Decentralised Climate Finance (DCF), Sida, World Bank Lead a portfolio of projects supporting Governments in Kenya, Tanzania, Mali, Senegal, and Guinea to improve the integration of climate risk management into local government plans through the use of Decentralised Climate Finance methodologies.  Overall management of project portfolio, including project design, quality management, implementation, resourcing and budget management.					
<b>Kenya</b> 2016 - 2018	Director of Programmes, Trócaire, Kenva  Managed delivery of projects via partnerships with more than 20 local civil society organizations and networks on: 1) Resilient livelihoods and climate change adaptation in pastoralist and agricultural communities, including analysis of conflict dynamics and conflict sensitive programming; 2) Natural resource governance, including PEA of conflict dynamics around the operations of Tullow Oil in the Lokichar Basin with local partners; 3) Participatory and accountable governance (social accountability); 4) Women's empowerment and prevention of sexual and gender based violence in urban slums; 5) Emergency preparedness and humanitarian response in drought affected counties.					
Somalia, Ethiopia, South Sudan, Kenya, Ethiopia, Uganda, Burundi,	<ul> <li>Regional Programme Quality Lead, Horn, East and Central Africa, Oxfam GB</li> <li>Provided strategic management and technical guidance to the regional management team and country offices on all programme quality related issues: 1) Strategic analysis and strategy formulation, including use of PEA exercises and tools to analyse country operating context; 2) Programme development and design; 3) Programme cycle management; 4) MEAL; 5) Research and needs assessment.</li> </ul>					
Rwanda, DRC 2013 - 2015	<ul> <li>Led programmatic evaluations and strategy development processes in conflict affected contexts such as Somalia, Ethiopia, South Sudan.</li> </ul>					
DRC, Uganda and Kenya 2010 - 2012	<ul> <li>Principal Investigator, Multi-country research project, "The Space of Crisis", Marie Curie Scheme, European Commission</li> <li>Principal Investigator on a research project that examined the experiences of communities internally displaced by conflict in DRC, Uganda, Kenya, and Somaliland.</li> <li>Designed and conducted research using PEA and political ecology on the interactions between armed conflict, environmental change, political-economic transformation and forced displacement in producing vulnerability within civilian populations.</li> </ul>					
<b>Global</b> 2006 - 2009	<ul> <li>Policy Programme Manager, Refugee Studies Centre, University of Oxford</li> <li>Founding manager of the policy programme at the world's leading research centre on forced migration and humanitarian action.</li> <li>Designed and led research and advocacy activities on climate-induced forced migration, protracted refugee crises, forced migration in the Middle East caused by the Iraq war, the economic impacts of forced migration on development, and the protection of civilians in situations of active conflict.</li> </ul>					
<b>Uganda</b> 2003 - 2005	<ul> <li>Humanitarian Programme Coordinator, Oxfam GB, Uganda</li> <li>Initiated and led a complex multi-stakeholder advocacy programme that successfully influenced the Ugandan government, the UN and international donor governments to act decisively to improve civilian protection in northern Uganda and to pursue peace talks with the Lord's Resistance Army.</li> </ul>					
<ul> <li>Conducted research on the protection of civilians from the threat of violent confuganda, including detailed PEA of the drivers of conflict in Uganda.</li> <li>Drafted evidence-based briefing papers that were instrumental in influencing the Ugandan government and UN agencies.</li> </ul>						

Name	Khalid Miah	
Position	Project Manager	
Nationality:	British	
Education, Training and Skills:		
2022 2021 2021 2014 2005 – 2009 2001 – 2005	Prince2 Project Management Course (Foundation and Practitioner), Knowledge Training, Remote Applied Political Economy Analysis (17-week course), Overseas Development Institute, Remote Monitoring and Evaluation (6-week course), INTRAC, Remote MA European Union and International Relations, Aston University, UK BSc (Hons) Politics with International Relations, Aston University, UK LLB Law, University of East Anglia, UK	
Country Experience:	Albania, Bosnia Herzegovina, Bangladesh, Bulgaria, China, Colombia, Czech Republic, Egypt, Estonia, Ghana, Hungary, India, Kosovo, Laos, Malta, Netherlands, North Macedonia, Poland, Serbia, Slovenia, South Korea, Sweden, Turkey, Vietnam	
Languages:	English (Native), French (intermediate), Hindi (fluent), Urdu (fluent), Bengali (very good), Portuguese (Basic), Arabic (Basic)	
Professional Exp	erience:	
2018 – present 2014 – 2018	Senior Consultant, Ecorys International Development, UK and Bangladesh Project Manager and Senior Project Manager, Transnational Cooperation Activities and Stakeholder Engagement, Programme Management Unit, Ecorys UK	
2011 – 2014 2011 – 2013 2008	Project Manager, The ASHA Foundation (NGO), UK Freelance Civil Society Consultant, various countries Political Analyst, British High Commission, Ghana	

Khalid is a Prince2 qualified Project Manager with 10+ years' experience in international project management, three of which have been spent working with the FCDO on the Provision of MEL Services for Conflict, Stability, and Security Fund (CSSF) in the Western Balkans. He is also a qualified practitioner in Political Economy Analysis and is currently leading scoping studies in Ecuador and Ghana to identify suitable cities that provide a suitable 'enabling environment' for project implementation through assessment of government systems, rules and regulations, and relevant stakeholders. He previously led a Sustainable Development Education programme for the British Council that trained UK NGOs in Water and Land Management, Climate Change, and Natural Resource Preservation. He has full knowledge and experience of the project management cycle with particular experience in complex multi-country projects and risk management, working with various donors and stakeholders.

### **Details of experience**

# Bangladesh 2021 – present

- 1. <u>Project Manager, Covid-19 Active Response and Expenditure Support Programme, Asian Development Bank</u>
- Overseeing a team of 2 international experts and 4 national experts in reaching milestones including: Social Security and Gender Roadmap Report, Training and Capacity-building programme, Policy Advisory Report.
- Developing policies in Financial Inclusion, Gender Sensitivity, Monitoring and Evaluation and Government to Persons Payments (G2P) to strengthen critical areas such as social safety nets for vulnerable women and other groups, and support labour-intensive industries, small and medium-sizes enterprises and micro-enterprises.

# Western Balkans 2019 – 2022

- 2. <u>Project Manager, Provision of Monitoring, Evaluation and Learning Services for the CSSF Western Balkans Portfolio, FCDO</u>
- Programme Manager and Technical Expert on a 4-year £5million project on MEL services in the Western Balkans for the FCDO's CSSF.
- Responsible for expert mobilisation. This includes contracting, writing a security plan, risk management, budget management, writing Terms of Reference, accountancy, logistical organisation.
- Regularly attending meetings with the FCDO for updates on the three main programmes: Stability, Serious Organised Crime, and Media, Cyber and Defence.
- Responsible for MEL Helpdesk and project management of research and MEL tasks such as quality assurance of Theories of Change and Results Frameworks, Literature Reviews, Learning Studies, Process Evaluations and developing presentations.
- Responsible for the creation of analysis tools (e.g., VfM, Political Access and Influence, gender, and conflict sensitivity).
- Coordinated meetings between core team and client, strategising with team, and understanding client expectations to generate demand.
- Assisted in design of a MEL Capacity Building programme for the FCDO which included short seminars on topics such as: how to design a log frame, how to conduct a VfM Analysis, how to design Theories of Change, how to conduct Conflict Analyses and Gender Audits.
- Researcher for the Problem Driven Iterative Adaptation (PDIA) in the Western Balkans Democracy Initiative.

Colombia,	3. Capacity Development Manager, Healthy Cities for Young Adolescents, Foundation				
Ecuador, Ghana,	Botnar  Leading Political Economy Analysis Scoping Studies to identify 'enabling environments' and				
India 2019 - Present	Leading Political Economy Analysis Scoping Studies to identify 'enabling environments' and suitable organisations as potential grantees for grants up to £1m.				
	Informing Knowledge Management expert about capacity needs to be addressed through Globa Learning Workshops.				
	<ul> <li>Regularly liaising with in-country advisors to oversee and advise on capacity development and technical assistance activities they conduct, input into tailored strategies (e.g., for promoting young people wellbeing, partnership building, policy influencing, youth engagement), respond to emerging needs, and identify further capacity development needs.</li> </ul>				
	<ul> <li>Assisting in-country advisors in organising country-level capacity development workshops focused on project needs, such as MEL, partnership building, financial management, child safeguarding, advocacy and policy influencing, digital technologies and gender mainstreaming.</li> </ul>				
	<ul> <li>Supporting projects and in-country advisors to determine best strategic directions and delivery options as well as (international) best practices projects could refer to during implementation to achieve their objectives.</li> </ul>				
	<ul> <li>Ensuring grant recipients receive adequate training on issues needed to ensure quality delivery and integration of the Evidence to Action (E2A) Framework.</li> </ul>				
Laos	4. Project Manager, Business Assistance Facility (BAF II), Laos Trade and Competitiveness				
2019 – Present	<ul> <li>Project, World Bank</li> <li>Project Manager working on Private Sector Development through business advisory services</li> </ul>				
	<ul> <li>Project Manager working on Private Sector Development through business advisory services and small grants.</li> </ul>				
	Contributing to feedback through meetings with the World Bank, the Lao Ministry of Commerce,				
	and key experts on shaping direction, building rapport, and understanding client expectations.				
	Responsible for ensuring that project stays on target, and in accordance with the ToC and RF.				
	<ul> <li>Responsible for quality assurance of reports, financial management, contracting of experts, commercial negotiations, security and logistics, timesheets, monitoring, and outreach activities.</li> </ul>				
EU28 and	5. Project Manager, Strategic Partnership for Inclusion, European Commission				
Neighbouring Regions 2016 – 2018	<ul> <li>UK lead for Strategic Partnership on Inclusion Project, including a consortium of 12 partners from 12 countries over 18 months to conduct a series of capacity building projects in each partner country to enable access to European funds for projects in Social Inclusion.</li> </ul>				
2010 2010	<ul> <li>Provided financial oversight, liaising regularly with project partners, meeting partners overseas, meeting with the European Commission, overseeing the grant management process for beneficiaries.</li> </ul>				
	<ul> <li>Provided quality assessment of the design and evaluation of a Europe-wide questionnaire for Government Agencies and NGOs.</li> </ul>				
EU28 and	6. Senior Project Manager, Transnational Cooperation Activities and Stakeholder				
Neighbouring Regions	<ul> <li>Engagement, Erasmus+ UK National Agency, European Commission</li> <li>Led the design and delivery of the Impact+ log frame that was presented to the European</li> </ul>				
2014 – 2018	<ul> <li>Led the design and delivery of the Impact+ log frame that was presented to the European Commission to promote impact and evidence-based project design.</li> </ul>				
	Led 55 partnership and training events for projects (with EU member states and Partner)				
	countries) on capacity building of NGOs, civil society workers, youth workers and educational organisations and institutions.				
	Oversaw a grants facility for youth workers and civil servants working with young people to				
	attend trainings and workshops on project development.  • Managed two full time Project Managers and a pool of 22 short term consultants.				
UK	7. Project Manager, Education for Sustainable Development, British Council				
2011 – 2014	Managed a capacity building programme for NGOs, educators, and civil society workers through a series of 3-day residential courses on Sustainable Development Education.				
	<ul> <li>Responsible for recruiting 120 participants from the UK, overseeing logistics, finances, security, liaising with external experts, partners, setting up field visits to organisations.</li> </ul>				







# **Section 3 – Personnel inputs**

NAME	Position	Organisation	# Days
	Long Term		
Paula Silva	Team Leader	Independent	468
Jennifer Leavy	Evaluation Synthesis Lead	Independent	327
Katharine Vincent	GESI and Learning Lead	Independent	140
Adrian Carriere	Monitoring Lead	Altai	327
Stella Muthoni	East Africa/Nile Basin Analyst	Altai	440
Alice Leroy	West Africa/Lake Chad Basin Analyst	Altai	350
Sarah Kingori	Data Officer East Africa/Nile Basin	Altai	450
Naamrig Mohamed	Field Coordinator Nile Basin	Altai	400
Deborah Kassahun	Field Coordinator East Africa	Altai	400
Cormac Quinn	Senior Evaluator	Ecorys	281
Mary Ogrodnik	Monitoring and Verification	Ecorys	187
Khalid Miah	Project Manager	Ecorys	281
Sara Albertini	Assistant Project Manager	Ecorys	153
Agnes Jankowska	Finance Manager	Ecorys	153
	Short Term		
Korina Cox	Project Director	Ecorys	144
TBD	Regional Researcher Pool	Ecorys	140
TBD	Research Pool	Ecorys	640
Gulden Bayaz	VfM Expert	Independent	40
Simon Addison	Political Economy, Conflict & Fragility	IIED	40
Bruce Mead, Michael Wells, Sam Barret, Ben Garside	4 Pillar Thematic Experts	IIED / Ecorys	110
TBD	Climate Change Thematic Experts	IIED	240
TBD	Data Collection	Altai	600
TBD	Data Collection	Altai	128
TOTAL			6439