

CALL DOWN CONTRACT

Framework Agreement with: **Mott MacDonald**

Framework Agreement for: **Global Development Delivery Framework (GDD)**
Lot 1 – Climate and Nature

Framework Agreement ECM Number: **ecm_5772**

Call Down Contract For: **Resilience, Adaptation and Inclusion, Nepal**

Contract ECM Number: **ecm_6942**

I refer to the following:

1. The above-mentioned Framework Agreement dated 18 December 2023
2. Your proposal of 17 May 2024

and I confirm that FCDO requires you to provide the Services (Annex A, Terms of Reference), under the Terms and Conditions of the Framework Agreement which shall apply to this Call Down Contract as if expressly incorporated herein.

1. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than **01 November 2024** (“the Start Date”) and the Services shall be completed by **31 October 2029** (“the End Date”) unless the Call Down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

2. Recipient

- 2.1 FCDO requires the Supplier to provide the Services to the Government of Nepal (GoN)’s federal line ministries - Ministry of Home Affairs (MoHA), Ministry of Forest and Environment (MoFE), Ministry of Federal Affairs and General Administration (MoFAGA), Ministry of Finance (MoF) and the National Disaster Risk Reduction and Management Authority (NDRRMA), Department of National ID and Civil Registration (DoNICR) and provincial governments in Madhesh, Lumbini and Karnali (UK’s priority provinces) and selected local governments in the aforementioned provinces (the “Recipient”).

3. Financial Limit

- 3.1 Payments under this Call Down Contract shall not, exceed £7,050,000 (“the Financial Limit”) and is inclusive of any government tax, if applicable as detailed in Annex B.

4. FCDO Officials

- 4.1 The Project Officer is:
- 4.2 The Contract Officer is:

5. Key Personnel

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

Project Director & Social Value Innovation Lead	
Team Leader	
Monitoring and Strategic Learning (M&SL) Lead & Deputy Team Leader	
Disaster Resilience Thematic Lead	
Climate Finance and Adaptation Thematic Lead	

6. Reports

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

7. Duty of Care

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

- V. Where FCDO is providing any specific security arrangements for Suppliers in relation to the Call Down Contract, these will be detailed in the Terms of Reference.

8. **Call Down Contract Signature**

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

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

Signed by an authorised signatory for and on behalf of Secretary of State for Foreign, Commonwealth and Development Affairs	Name:	
	Position	Commercial Lead
	Signature:	via Jaggaer
	Date:	as Jaggaer
Signed by an authorised signatory for and on behalf of the Supplier Mott MacDonald	Name:	
	Position:	Regional General Manager
	Signature:	via Jaggaer
	Date:	as Jaggaer

**ANNEX A
TERMS OF REFERENCE**



Foreign, Commonwealth
& Development Office

**Terms of Reference (ToR)
Resilience, Adaptation and Inclusion in Nepal (RAIN) Programme
Technical Assistance and Strategic Learning Unit**

British Embassy Kathmandu

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Acronyms

AA	Anticipatory Action	ODA	Overseas Development Assistance
BEK	British Embassy Kathmandu	PIP	Performance Improvement Plan
CCA	Climate Change Adaptation	ProF	Programme Operating Framework
CLARE	Climate Adaptation and Resilience	RAIN	Resilience, Adaptation and Inclusion in Nepal
COP	Conference of the Parties	RENT	Research and Evidence for Nepal in Transition
CSD	Climate Smart Development Programme	RoI	Return on Investment
CSO	Civil Society Organisation	SDR	Strengthening Disaster Resilience and Responding to Humanitarian Emergencies
DFI	Development Finance Institution	SRSP	Shock Responsive Social Protection
DRM	Disaster Risk Management	TA	Technical Assistance
DRR	Disaster Risk Reduction	ToC	Theory of Change
EWS	Early Warning System	SEAH	Sexual Exploitation, Abuse and Harassment
E4D	Evidence for Development		
FCDO	Foreign, Commonwealth and Development Office		
GCF	Green Climate Fund		
GEDSI	Gender Equality, Disability and Social Inclusion		
GGN	Green Growth Nepal		
GoN	Government of Nepal		
GRID	Green, Resilient and Inclusive Development		
ICF	International Climate Finance		
KPI	Key Performance Indicators		
LAPA	Local Adaptation Plan for Action		
LISP	Local Infrastructure Support Programme		
MoF	Ministry of Finance		
MoFE	Ministry of Forestry and Environment		
MoHA	Ministry of Home Affairs		
MoU	Memorandum of Understanding		
NAP	National Adaptation Plan		
NAPA	National Adaptation Programme of Action		
NDC	Nationally Determined Contribution		
NDRRMA	National Disaster Risk Reduction and Management Authority		
NGO	Non-governmental Organisation		

1. Summary

- 1.1 The UK Foreign, Commonwealth and Development Office (“FCDO”) is procuring a service provider or a consortium of service providers (“Supplier”) to undertake design, delivery, and management (collectively “Implementation”) of one component (a Technical Assistance and Strategic Learning Unit) of BEK’s new climate and disaster resilience programme in Nepal - Resilience, Adaptation and Inclusion in Nepal (RAIN).
- 1.2 RAIN is a six-year programme that aims to strengthen the Government of Nepal (GoN)’s climate change adaptation, mitigation, and disaster risk management efforts and to help make social protection systems more adaptive and shock-responsive. This will reduce losses and damages and build the resilience of the most vulnerable communities at risk of natural (climate-induced and earthquake) hazards. RAIN will provide technical assistance to three spheres of the government on strengthening systems to design, develop, and implement policy, planning, and budgeting systems to support the at-risk communities in adapting to climate change and preparing and responding to natural hazards. It aspires to unlock additional climate finance for adaptation and mitigation, support the work on early action and early warning to build community resilience and make existing social protection systems adaptive and shock responsive. Inclusion, evidence and strategic learning underpins the entire programme.
- 1.3 The overall budget for RAIN is £38.5 million and the budget is split across four components and includes an unfunded Internal Risk Facility (up to £3.5 million). The interconnected core components of RAIN (up to £35 million) are:
- Component A:** Technical Assistance and Strategic Learning Unit (covered by this ToR)
 - Component B:** Climate Adaptation and Finance (implemented through multilateral agencies)
 - Component C:** Community Resilience, Early Action, Adaptation and Inclusion (implemented through civil society consortium partners)
 - Component D:** Adaptive and Shock Responsive Social Protection (implemented through an international financial institution)
- 1.4 This tender is for a Supplier or a consortium to lead the Technical Assistance (TA) and Strategic Learning Unit for Component A of the RAIN programme. The Supplier contract will be for up to five years from the Commencement Date, subject to inception and implementation review periods and extension options. The total budget for the services to be provided under this contract will be up to £7.05 million (inclusive of all applicable taxes). This is broken into: £4m for TA, £1.55 million for a strategic learning unit that will support active learning, portfolio monitoring, and adaptive and flexible management across the interlinked RAIN components and £1.5m for climate finance mobilisation. Delivery of the contract will require an adaptive approach where design, mobilisation, delivery, and strategic learning will need to be flexible. Programme management will be adaptive and flexible from the outset, and the management approach must be able to adapt and change once areas of intervention are established or refined based on evolving context. The Supplier needs to adopt an evidence-based and patient approach to systems strengthening on climate adaptation and disaster resilience across the three spheres of government, which is informed by political economy and local context analyses in a dynamic governance environment.

- 1.5 The Supplier shall ensure that there is a robust governance arrangement for the management of this contract with the Government of Nepal (GoN) with a focus on deliberative decision making, systems strengthening at the federal, provincial, and local levels. The Supplier should have a strategy to embed gender, disability and social inclusion across programming and focus on collaborative ways of working with the British Embassy Kathmandu (BEK) to ensure there is a consistent and coherent approach to support GoN's federalism agenda.
- 1.6 The Supplier will be expected to collaborate with other British Embassy Kathmandu (BEK) Programmes within the Green Growth and Governance and Service Delivery Groups and support coherent support to the federal, provincial and local governments in Nepal.
- 1.7 The contract will be contingent on Government of Nepal and UK agreement of RAIN's programme Memorandum of Understanding (MoU) which is expected to be signed in April/May 2024.
- 1.8 The Supplier should not develop their bid in such a way as to reach the budget ceiling but should instead construct their bid to successfully deliver the outcomes and deliverables in the Terms of Reference (ToR) and meet the requirements as set out in the evaluation criteria and in the pursuit of Value for Money (VFM).

2. Context and Rationale

- 2.1 The context in which RAIN will operate is detailed in the Business Case (**Annex 1**). Potential Suppliers are required to review the Business Case in detail. Supplier's bids must adhere to the scope and objectives detailed in the ToR. RAIN will operate in a highly dynamic political context and the Supplier must consider these risks in design and during implementation.
- 2.2 **Nepal is one of the most climate vulnerable and disaster-prone countries in the world and affected by multiple natural hazards whose impact is significant on vulnerable and marginalised communities.** The country is highly exposed to the impacts of climate change and highly vulnerable to climate risks because of its mountainous topography and abrupt ecological and climatic transitions, aggravated by a low level of development, reliance on natural resource-based livelihoods, and multidimensional poverty. With global warming in Nepal projected to be higher than the global average, climate change has and will continue to exacerbate the frequency and severity of natural hazards such as floods, landslides, avalanches, forest fires, droughts, and glacial lake outburst floods (GLOFs). Nepal is also one of the most earthquake-prone regions in the world given its proximity to two converging tectonic plates. In addition, cascading hazards are becoming more prevalent in Nepal. Primary hazards (e.g., earthquakes, avalanches, and landslides) often trigger secondary hazards (e.g. landslide dam, debris flow, and flooding), compounding the risks to human settlements, infrastructures, and ecosystems. The negative impact of these multi hazard events equates to, on average, 2% of GDP each year (increasing to 5% when there is extreme monsoon flooding or in the case of the 2015 earthquake). Combined with high levels of social vulnerability and poverty, climate change will continue to exacerbate disaster risks and increase Nepal's losses and damages from climate-induced crises. Disasters do not

affect populations equally and often disproportionately affect the most economically and socially vulnerable people.

2.3 Whilst addressing the challenges posed by climate induced hazards is a priority for Nepal, governance, and wider political challenges, including unclear delineation of roles and responsibilities on adaptation and resilience, is leading to fragmented adoption of relevant policies and limited use of government's own fiscal resources to reduce disaster and climate risks. Over the last decade, the Government of Nepal (GoN) has taken steps to ensure that the country's development pathway is resilient to climate change and is inclusive. The government has passed the Disaster Risk Reduction and Management Act, Climate Change Policy, endorsed the Nationally Determined Contribution (NDC) implementation Plan and passed the National Adaptation Plan (NAP). However, implementation of these policies is weak due to lack of coordination and coherence between the three tiers of government. There are several challenges relating to constitutional mandates, capacity, and coordination between responsible government entities. The federal transition process – which de facto started with the election of the first local governments in 2017 – has resulted in local governments being responsible for the delivery of key public services. Financial resources and the management thereof were shifted to provincial and local levels. However, progress across different aspects of decentralisation (resourcing, capabilities, and capacities) has been uneven. Provincial governments in general are still weak and their role in these sectors is not clear. Local governments are also still relatively weak, with insufficient fiscal and human resource skills and capacities. Donor implemented projects (which often introduce different types of plans and tools to address the same challenges) often overwhelm local governments who lack the resources to coordinate and monitor these activities. Many initiatives try to support local governments with climate-related issues, but efforts are often project-based, and few actions have been taken to systematically link local adaptation planning processes with the new intergovernmental fiscal systems. Weak fiscal, administrative, and sectoral inter-governmental coordination has led to both duplication and lack of ownership of disaster resilience and climate adaptation efforts. Likewise, local governments deal with numerous competing priorities within limited fiscal space.

2.4 The need for climate finance is significant and the GoN has identified challenges of accessing international climate finance. The Nepal Climate Finance Strategy and Action Plan (2022-2032) also identifies the need to create an enabling environment to support the implementation of adaptation and mitigation policies, strategies, and action plans. RAIN will support the GoN to access international climate finance funding as per the NAP that has assessed the need for \$47.4 billion in adaptation investment until 2050 to address the adaptation resilience gap in the country. However, the NAP estimates that Nepal can only contribute US\$1.5 billion until 2050, while the rest of \$45.9 billion must be attracted from external sources, especially from international sources, preferably all grant funding. It has been difficult for Nepal to mobilise development and climate finance for strategic and scaled-up investment in climate adaptation. Potential sources and mechanisms for filling the financing gap can be identified, including domestic budgets, climate funds, international public finance from multilateral institutions and bilateral development partners, and private sector investment from both domestic and international sources. However, while Multilateral Development Banks (MDBs), bilateral development finance institutions (DFIs) have increased the share of adaptation finance in their climate finance, there remain challenges in mobilising private sector investment in adaptation. Like many applicants globally, GoN's experience is that its application systems to access

international climate finance are too slow, complex and resource intensive. There is a need for more predictable finance as well as agile approaches and financing tools to provide an integrated and transformative stimulus that will trigger a paradigm shift toward adaptation and resilience. This is needed to comprehensively support the country's climate change adaptation goals together with mitigation co-benefits.

2.5 Disasters do not affect populations equally and often disproportionately affect the most economically and socially vulnerable people. There are different, often intersecting, types of vulnerability associated with households in Nepal. Women and girls, indigenous groups, people with disabilities and marginalised people are frontline responders and critical agents of change to drive adaptation action. However, 'patriarchal risks' - often rooted in the prevalence of extreme forms of gender-based discrimination, the structurally inferior role ascribed to women and girls, restrictions on women's economic activities, and the reliance on the male breadwinner - increase the vulnerability of women. Historical and structural exclusions with regards to caste, ethnicity, gender, age, ability, and geography present another form of vulnerability. For example, in Nepal, people from indigenous communities, Dalits and minority religious groups tend to be over-represented amongst the chronically poor and tend to have higher mortality rate. People with disabilities are also disproportionately affected by emergencies. A 2023 Humanity and Inclusion (HI) study on impact of climate change on persons with disabilities in Nepal found that they are a uniquely vulnerable population due to lack of access to timely and inclusive early warning information and a reluctance to evacuate to shelters due to logistical and transportation constraints as well as safety concerns. The research also showed gaps and omissions in terms of inclusion of persons with disabilities in local climate governance.

2.6 Through the Technical Assistance and Strategic Learning Unit, RAIN seeks to address these interlinked problems:

- Limited government capacity to access international climate finance and mobilise domestic fiscal resources on adaptation and resilience interventions with options of mitigation co-benefits.
- Service delivery on adaptation and resilience is hindered by lack of technical capacity at the provincial and local levels.
- Government's fiscal planning on adaptation and resilience lacks the use of knowledge, data and evidence on multi-hazard risks and climate change impacts at the federal, provincial, and local level.
- Limited government coordination and clarity of roles and responsibilities at the federal, provincial, and local levels on efficient use of their own fiscal resources to implement relevant policies (that are endorsed) on adaptation and resilience.
- Progress on policy and institutional reforms on adaptation and resilience is limited to approval of plans, strategies, directives, procedures and operating procedures with no vision or plan to implement them by working with at risk and marginalised communities.

3. Recipient

3.1 The recipients of RAIN's activities will be the Government of Nepal (GoN)'s federal line ministries - Ministry of Home Affairs (MoHA), Ministry of Forest and Environment (MoFE), Ministry of Federal Affairs and General Administration (MoFAGA), Ministry of Finance (MoF) and the National Disaster Risk Reduction and Management Authority (NDRRMA), Department of National ID and Civil Registration (DoNICR) and provincial governments

in Madhesh, Lumbini and Karnali (UK's priority provinces) and selected local governments in the aforementioned provinces.

3.2 FCDO expects the Supplier to work closely with the World Bank (WB), Asian Development Bank (ADB), bilateral agencies, international and national NGOs, International Federation of Red Cross, and Red Crescent Societies (IFRC), UN Agencies (UNDP, WFP, WHO, UNCDF, UNICEF, UNFPA, UN Women, IOM, UNRCO and UNOPS), multilaterals (GCF, GEF, AIIB, and LDCF), Intergovernmental (ICIMOD and IWMI) and civil society. There may be similar interventions funded by FCDO's CMP (Centrally Managed Programmes), USAID, JICA, MFA Finland, NORAD, SDC, EU, etc. or financed by the WB and ADB. Thus, the Supplier needs to ensure complementarity to avoid duplication and foster collaboration.

3.3 The Supplier will need to work with provincial line ministries leading on disaster resilience, and climate change. Likewise, working with local governments across these themes will be defined by evidence, data and need. Each province and local governments will have a different starting point (context, governance, political economy, and willingness), specific challenges (fiscal resources, technical capacity, and staffing) and interventions will need to be tailored accordingly which will be decided during the inception phase and taken forward as part of the annual costed workplans.

3.4 The ultimate beneficiaries of this intervention will be climate vulnerable and marginalised communities living in at risk locations who will benefit from increased government investment on disaster resilience and climate adaptation, ultimately helping them withstand the shocks and access government's support systems, when required.

4. Objective

4.1 RAIN will strengthen Nepal's climate change adaptation and disaster risk management efforts and help make social protection systems more adaptive and shock responsive. At the impact level, RAIN will build the resilience of vulnerable groups and communities to climate risks and other hazards through increased capacity to prevent, adapt to, anticipate, and absorb climate and other shocks. The Supplier through the Strategic Learning Unit will develop and monitor indicators to measure progress towards the impact statement which will be determined during the inception phase. RAIN will take a systems-strengthening approach and will focus on the following areas:

- A. GoN uses its fiscal resources and access international climate finance to meet the goals of Nepal's National Adaptation Plan.
- B. Enhanced capacity (at government and community levels) to understand climate and disaster risks and implement incentives (e.g. PBCRG- Performance Based Climate Resilience Grant) to integrate climate and disaster resilience into planning, policy, and investment decisions across all affected areas of society and economy, including through effective channelling of adaptation finance to the local level.
- C. Social protection systems are adaptive, shock responsive and effective in reaching the most vulnerable communities.
- D. People are safer from disasters through improved accessible early warning systems and preparedness and strengthened delivery mechanisms and early action to reach those who need it the most thus reducing impact of shocks.

The Technical Assistance and Strategic Learning Unit will be one of several implementing partners. The selected Supplier will contribute to outcome areas A, B and D (partially). All Supplier activities must contribute to achieving these outcome statements. The Supplier through the Strategic Learning Unit will develop and monitor indicators to measure progress towards the outcome statement which will be agreed during the inception phase.

4.2 The Technical Assistance and Strategic Learning Unit under RAIN will be working across the following interlinked **outputs**:

- I. Increased Government of Nepal (GoN) access to international climate finance and mobilisation of domestic fiscal resources at the federal, provincial, and local levels and priorities for allocation agreed in consultation with civil society and citizens.
- II. Policies and frameworks are in place to mainstream disaster and climate resilience measures and investments across the federal, provincial, and local governments.
- III. Generation of evidence and knowledge through technical assistance and the strategic learning unit to influence government policy on early action and adaptation.
- IV. Local and provincial governments are better able to support communities through improved and accessible early warning systems, disaster risk management systems and adaptation measures such that communities have strengthened capacity to act early on identified risks.

The Supplier will be expected to design interventions to achieve outcomes and outputs by working collaboratively with other implementing partners of the RAIN programme (especially with a focus on coordination, strategic learning, and evidence generation to inform adaptive management) and where appropriate with partners of other UK programmes. Details of all components can be found in the Business Case (**Annex 1**). RAIN's Theory of Change (ToC) is shown below. The Supplier will be required to develop its own ToC detailing any assumptions, to align with its strategic approach, which will be assessed as part of its bid (See Section 6).

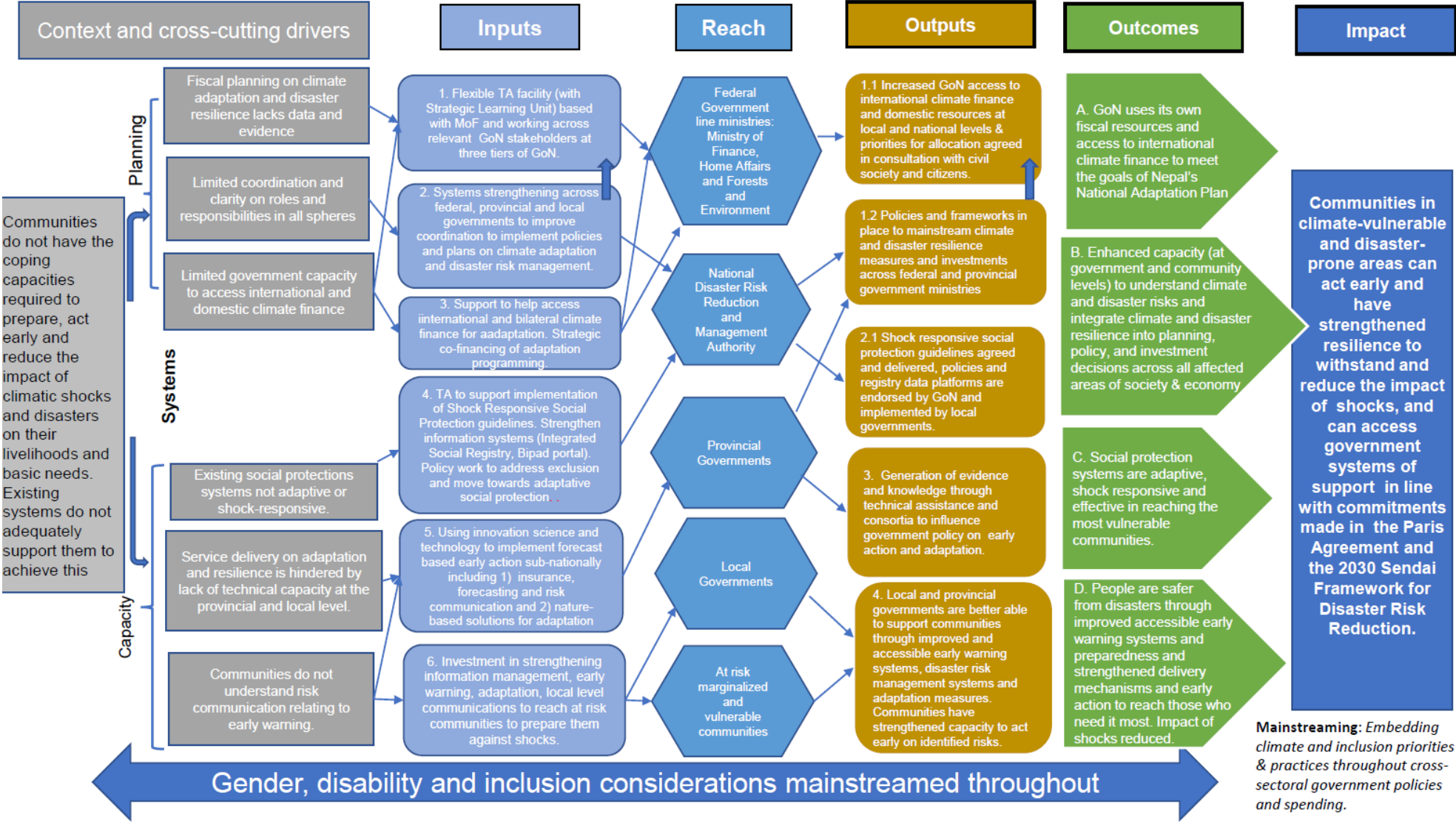
4.3 The Supplier will be required to develop and refine its own log frame (results framework) that includes outcomes, output indicators and milestones and its final version will be agreed with FCDO by the end of the Inception Phase and be reviewed and revised annually. For the draft indicative results framework **See Annex 2**.

4.4 All relevant impact, outcome and output indicators should be disaggregated by gender, age and disability, geographically where possible. Opportunities to support federal, provincial, and local governments to use their own fiscal resources to implement relevant disaster resilience and climate adaptation policies will need to be integrated into programme design and the monitoring framework.

4.5 This contract also includes a **Strategic Learning Unit** serving independently that will be delivered by the Supplier. The intention is to enable structured and coordinated learning between all implementing partners delivering RAIN - informing each other's work and maximising synergies. This unit will work with each component of RAIN to develop, advise on, and revise existing log frames (results framework) and track progress at the activity, output, outcome, and impact level. These will then be aggregated into the overall RAIN programme log frame (results framework) which will track performance against key outputs and towards expected outcomes. The log frame (results framework) will be shaped to create the space and incentives for learning, challenge, and adaptation; including through structured evidence and learning agenda developed in a concerted way during the inception stage. The Unit will also help design evidence and learning Key Performance Indicators (KPIs) and targets for the Technical Assistance and Strategic Learning Unit itself and for RAIN partners. It is expected that this unit will need to collaborate relevant UK programmes for coherence and coordination. BEK's RAIN Evidence and Coordination

Lead will work closely with the Strategic Learning Unit, ensuring effective collaboration to inform learning agendas across RAIN's implementing partners and other relevant BEK stakeholders.

RAIN Theory of Change (ToC)



5 Scope of Work

- 5.1 FCDO is looking for a high-quality Supplier with proven expertise in co-creating and implementing complex programmes, with an equally strong knowledge about Nepal and established presence in country (either directly or through prospective downstream partners) and proven extensive expertise in disaster resilience, climate finance, climate adaptation, early action, inclusion, social protection, strategic learning, and adaptive management. The services require a strong and cohesive multidisciplinary team (See Section 7). The Supplier must demonstrate how they will be flexible, collaborative, agile, adaptive, and quick to learn.
- 5.2 The Supplier will be responsible for effective due diligence of all downstream delivery partners (if applicable), internal monitoring and reviews, collaboration with BEK and related programmes, financial management, risk management, logistics/operations, administration, and procurement, including developing technical specifications, developing sub-recipients' contract/grant agreements and processing payments where relevant. The Supplier will recruit and actively retain appropriate personnel to deliver on the interventions, outputs and outcomes associated with this contract.
- 5.3 The scope of work for the Technical Assistance and Strategic Learning Unit is detailed in this section and Section 6 elaborates on the key issues that should be reflected in the Suppliers' bids.
- 5.4 The Supplier will provide day-to-day management of the programme, including intervention design, development and implementation within the programme budget, management of financial and fiduciary risks, downstream partners including their related due diligence, other risks and monitoring, strategic learning, logistical administrative duties.
- 5.5 The Technical Assistance and Strategic Learning Unit will broadly have four interlinked workstreams (including budget) described below.

Workstreams	Budget
Federal Government Engagement: Support the federal ministries (MoF, MoHA and MoFE) and authorities (NDRRMA) to identify critical gaps in implementing approved policies using domestic finance and enhance collaboration and coordination to access international climate financing for mitigation, resilience, and adaptation.	£ 4 million
Provincial and Local Government Engagement: Systems strengthening through embedded staff at the provincial level and helping select local governments design and endorse (where applicable and demand led) and implement disaster resilience and climate adaptation policies into actionable plans using their own fiscal resources and international climate finance, where applicable.	
Accessing Climate Finance: Work with federal government and line ministries to support processes to develop proposals to access international climate finance and link with RAIN's Component B on Climate Adaptation and Finance. (For example: establishing a unit within Ministry of Finance to coordinate the development of pipeline projects to access international climate finance)	£1.5 million

Strategic Learning Unit: Embedded within the Technical Assistance Facility will be a unit to help manage strategic learning and monitoring for the overall portfolio (RAIN). This will enable an adaptive and flexible management approach which is informed by data and evidence. This unit will collate evidence and identify demand led opportunities to pursue collaborative policy reforms to bring systemic change at the federal, provincial, and local levels by utilising evidence and knowledge from implementation. It will help connect and coordinate between different RAIN interventions, provide guidance on log frames (results framework), portfolio and component specific value for money indicators informing cost effectiveness and support BEK to organise steering committee and programme board meetings.	£ 1.55 million
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Coordination and Collaboration Support: The Supplier will be expected to work closely with other RAIN implementing partners. The Supplier will be expected to act as a Secretariat to organise the Steering Committee and the Programme Board meetings.

The Supplier in discussion with FCDO can make flexible changes to the workstreams based on evidence, learning and context as part of the inception phase and whilst agreeing annual costed workplans.

- 5.6 The Supplier will be expected to collaborate with other British Embassy Kathmandu (BEK) Programmes, including but not limited to, within the Green Growth (Nepal in Business and Green Growth Nepal) and Governance and Service Delivery Groups (Local Infrastructure Support Programme, Samartha, Security and Justice Programme and the Sub-National Governance Programmes) and support coherent support to provincial and local governments in Nepal.
- 5.7 BEK will provide guidance on geographic scope of local governments, and this will be discussed with the Government of Nepal during the Inception Phase and the Supplier will work with the Evidence and Knowledge Hub and with Provincial Engagement Facilities within BEK to ensure coherence of interventions at the provincial and local levels. The Supplier should focus on the relationship between various GoN spheres, and how these interlink with RAIN objectives and the broader federal, provincial, and local objectives in the resilience and adaptation space. The Supplier will be expected to have a key focus on gender, disability and social inclusion and focus on deliberate decision making, taking a patient development and systems strengthening approach across the workstreams.
- 5.8 Through the systems strengthening support, the Supplier is expected to maximise VFM by improving the demand, responsiveness and effectiveness of disaster resilience, adaptation and climate finance goals planned by GoN as per the national policies and other development partners over the lifetime of the project. The Supplier shall support BEK in facilitating strategic engagement (including engagements of related BEK programmes, BEK Groups' Heads, Development Director, and His Majesty's Ambassador) with the relevant donors, GoN institutions and other key stakeholders in the sector.
- 5.9 The Supplier shall avoid duplication of interventions with other programmes and initiatives, ensuring close collaboration instead to maximise systems strengthening and sector coordination for effective collaboration and coherence. The Supplier shall also take the opportunity to leverage existing technical assistance and investments from other donors and GoN in this sector.

5.10 The **60-month assignment** will be divided into three phases:

- A **6-month Inception Phase** – which will be used to confirm programme design, to undertake a series of analytical studies and to launch initiatives at the federal, provincial, and local levels (where applicable), including a review point in Month 6 to track progress and move into implementation upon satisfactory performance.
- A **51-month Implementation Phase** – overall performance will be reviewed bi-annually using Key Performance Indicators (KPIs) for contract management and adherence to the ToRs on achieving the outputs and outcomes.
- A **3-month Closure and Learning Phase** – following delivery of programme results by 2029/2030 – to responsibly close-down and exit the programme.

6 Approach and Methodology

Overview

6.1 The Supplier is required to submit a draft five-year strategy as part of its bid which will be revisited and finalised during the Inception Phase (see Section 8 for more details on the Inception Phase). The Supplier should provide a Theory of Change, including assumptions, that reflects its strategy. The draft strategy should be dynamic rather than static, detailing how the Technical Assistance and Strategic Learning Unit's approach will evolve during implementation, and include an exit strategy. This should include details of expected annual milestones, expected shifts in approaches (following a flexible management approach using strategic learning, data, and evidence) and resource allocation, and key decision points. The draft strategy should also:

- Include a detailed strategic approach for each possible workstream(s).
- Fully integrate the principles of systems strengthening and patient development approach at the federal, provincial and local levels.
- Include details on Technical Assistance and Strategic Learning Unit's approach to UK's priority provinces (Madhesh, Lumbini and Karnali) and themes on climate finance, disaster resilience, climate adaptation, social protection, early action and early warning and community resilience and interlinkages with other RAIN components.
- Fully integrate political economy local context analyses, and risk mitigation strategies.
- Integrate gender equality, disability and social inclusion (GEDSI) and Leave No One Behind considerations.
- Include details on how the Supplier will maximise synergies with other UK and development partner programmes and include details on the Supplier's approach to flexible and adaptive programming.

Key Requirements

6.2 The Supplier will be the lead implementing partner responsible for the delivery of Technical Assistance and Strategic Learning Unit under the RAIN programme and will be required to develop and implement a strategy covering all associated workstreams mentioned in the scope of work.

6.2.1 Technical Assistance

This facility will offer support across relevant federal ministries (e.g. Ministry of Home Affairs and the National Disaster Risk Reduction and Management Authority, Ministry of Forestry and Environment and Ministry of Finance). The support will be for all three spheres of government and would include embedded technical assistance at the federal, provincial, and local levels. Technical Assistance will be delivered both in-house by the contracted programme staff, embedded staff consultants and experts which will include:

- Support GoN to strengthen the policy and institutions for climate and disaster resilience with a focus on effective implementation and not simply development of policies, using a range of tools and methods including policy co-creation, evidence development, consultations, legal drafting, institutional reviews and supporting Nepal's international engagement.
- Support GoN to integrate climate change and disaster resilience into planning, policies and major investments using their own fiscal resources (coordinating with RAIN's Component on Climate Adaptation and Finance).
- Improve mainstreaming of climate adaptation and disaster resilience at all spheres of government and strengthen intergovernmental coordination.
- Strengthen the evidence base and capability to use climate and disaster-resilience decision-making at provincial and local levels.
- Increase domestic and international climate finance for Nepal's climate priorities. This could include support for pipeline development of proposals to access international climate finance and support to implement Nepal's climate finance strategy

The Supplier will be required to build in testing, deliberate learning, and experimentation on how best to achieve the desired outputs and outcomes. A flexible approach should be taken to be able to take advantage of emerging opportunities, overcome constraints, improve performance, and generate evidence. The TA should not only support in drafting legal documents but focus on understanding the incentives to both jointly draft and implement policy strategies using GoN's own fiscal resources. TA's focus will be on building capacity as well as leveraging and helping GoN spend its own fiscal resources on climate adaptation and disaster risk management at all levels of government. The TA staff will be responsible to carry out training, mentoring, establishment of linkages and facilitation advocacy and lobbying, and provide technical advice on disaster resilience and climate adaptation and not substitute GoN capacity. This should help enable federal, provincial and local governments to use their own fiscal resources to implement relevant policies and plans. The Supplier is expected to work at sub-national level to help provincial governments effectively spend its allocated budget on disaster resilience and climate adaptation. The Supplier is required to employ a **systems-strengthening approach** to achieve the outcomes and impacts at all levels of government. The Supplier's activities must therefore contribute to changing systems patiently through mentoring and coaching, utilising embedded technical assistance across the workstreams.

6.2.2 Strategic Learning Unit

This unit will work across the RAIN portfolio and coordinate across the various RAIN components to enable strategic learning and adaptive management. The Strategic Learning Unit will be responsible for generating management information, results data and learning to inform decision making and meet reporting requirements. This will draw on monitoring, reporting and evaluation from partner organisations implementing RAIN components. The unit

will conduct strategic learning (not third-party monitoring or evaluations but a focus on real time learning across the RAIN portfolio) through the embedded technical assistance facility to generate data and evidence on other parts of the programme as well as assess interactions between components and identify opportunities for improvement and synergies. They will design a series of value for money metrics for the portfolio and all RAIN components by working closely with implementing partners. This will include contract management key performance indicators to measure the quality of implementation by partners and some value for money indicators will be tracked and some included in the indicative results framework.

The Strategic Learning Unit's primary focus will be learning, collaboration, coherence and coordination with RAIN's implementing partners and beyond with relevant UK programmes. The unit will report this information to FCDO on a quarterly and annual basis as part of formal reporting. In this way this Unit will support the programme to adapt (testing, failing, learning, adapting) and contribute to the broader FCDO Nepal Evidence and Learning agendas. The Unit will carry out annual Gender, Disability and Social Inclusion and Leave No One Behind reviews. These will assess achievements against a GEDSI strategy that will be developed in the inception phase of the programme. The unit deliver Steering Committee meetings (two meetings in one year) on behalf of FCDO acting as a secretariat for the government. The unit will also be responsible for organising, coordinating and leading the RAIN Programme Board (including FCDO and RAIN's implementing partners) meetings every four months. The purpose of these meetings will be to oversee day-to-day management of the programme and share progress, coordinate interventions, enable strategic learning and adaptive management. The Programme Board will be essential to manage the inter-linked components, so they act as a single entity towards shared outcomes. There will be an emphasis on coordination and synergy between components and across other BEK programmes (and other development partners as appropriate) and on how inclusion and a robust approach to evidence are being applied across the RAIN portfolio.

6.3 Indicative Budget Breakdown

Suppliers should factor into their bids that the annual budget available might be lower than envisaged for this contract (Technical Assistance and Strategic Learning Unit). The Table below provides an indicative budget breakdown by the contract year. Bids should include an approach if they are required to scale down activities and/or scale-up activities. Alongside these specific contract points, Suppliers should include how their strategies could scale up and down on at least three months' notice.

	Y1	Y2	Y3	Y4	Y5	Y6	
Year	24/25	25/26	26/27	27/28	28/29	29/30	Total
Estimated Budget	£0.25m	£ 0.75m	£ 2m	£ 2 m	£1.5 m	£0.55 m	£7.05 m

The budget for the Technical Assistance and Strategic Learning Unit is **approx. 90% UK International Climate Finance (ICF)**. Suppliers should set out in their bids how they will systematically consider measurement of UK ICF indicators (See 9.7) and the synergies with other RAIN components. Priority will be given to adaptation and resilience outcomes.

6.4 During the Inception Phase, the Supplier will work with FCDO to scope, develop and narrow the geographical footprint of the programme based on rigorous technical analysis, UK's geographic approach (priority provinces i.e., Madesh, Lumbini and Karnali), local government, civil society, and community buy-in to RAIN's objectives. BEK plans to have

agreed an approach and criteria for palika selection by the time the new supplier is in place and this will form the basis for the geographical footprint of the programme. The Supplier should focus on long-term fundamentals, while responding to short-term opportunities and challenges. The selection and structure of the geographical footprint may be subject to change during the lifetime of the programme subject to affordability, programme and FCDO priorities, results, and value for money.

- 6.5 The Supplier will embed political economy considerations, thinking and working politically, to form a crucial part of diagnostics, intervention selection, and portfolio management (such as when to stop activities). Support and engagement should be tailored to addressing binding constraints and implementing reform through building in strong political analysis, insight and understanding, and having a detailed appreciation of, and response to, the local context. The Supplier will also need to ensure flexibility and adaptability in programme design and delivery, notably with respect to the selection of stakeholders and intervention partners (especially local and provincial governments).
- 6.6 The Supplier is required to ensure that high-quality political economy and context analysis is integrated into its strategy. Potential Suppliers must demonstrate how political economy and context analysis will be mainstreamed throughout the workstream activities. The Supplier is required to implement a “top-down/bottom-up” approach to political economy: top-down meaning high-level analysis that informs the overarching strategy and bottom-up meaning micro-level analysis that informs smarter day-to-day tactical decisions. Suppliers’ bids should embed political economy considerations, Thinking and Working Politically and systems thinking to form a crucial part of diagnostics, intervention selection, and when to stop activities. Support and engagement should be tailored to addressing binding constraints and implementing reform as set out in the Business Case.
- 6.7 The Supplier will need to demonstrate a strong and clear approach to embedding gender, disability, and social inclusion (GEDSI) throughout all aspects of programme delivery. This will include systematically integrating GEDSI into political economy, through the Strategic Learning Unit (as discussed above), and as part of management and decision-making processes over how to use programme resources. Analysis should be localised where relevant and identify those groups more excluded from existing political, social, and economic benefits. The Supplier will need to work to ensure interventions are as inclusive as possible and contribute to reducing exclusion and inequalities. The Supplier will comply fully with the International Development (Gender Equality) Act.
- 6.8 The Supplier is required to develop a strategy that is flexible and manages flexibility with governance mechanisms that support robust decision making for agile programme delivery. The Supplier will be required to build in testing, deliberate learning, and experimentation on how best to achieve the desired outputs and outcomes. The Strategy should have the built-in flexibility to make changes to programme activities to respond to opportunities, challenges, risks, changes in context and lessons learnt. This should be based on evidence and learning, and responsiveness to evolving priorities or needs, including feedback from FCDO, GoN and stakeholders to guide programmatic decisions. The Supplier will have the flexibility to add or remove sectors and geographies in consultation with FCDO. The Supplier will have flexibility at the output level, not the outcome or impact level. Importantly, while the Technical Assistance and Strategic Learning Unit is a flexible programme, the Supplier must still develop and maintain a workplan to implement its strategy; flexibility allows for this plan to change but a plan must still exist.

- 6.9 The Supplier must have clear management and reporting arrangements to show how they will ensure a coordinated and collaborative functioning of the delivery team across the workstreams. Due to the complex nature of interventions across the workstreams as well as likely changes in the government and staff rotation will require the Supplier to be flexible across all work. This requires strong networks at the political level and across the bureaucracy. Embedding staff across key ministries and agencies will support delivery across all the interlinked workstreams.
- 6.10 Supplier proposals must include a Value for Money (VFM) framework in their bids, including metrics covering economy, efficiency, effectiveness, and equity. This VFM framework needs to be refined during inception and reported annually to FCDO. It is important that these are proportionate and useful.
- 6.11 During the programme Inception Phase, the Supplier will further refine their strategy, as well as develop a wider portfolio of interventions, priorities and instruments using the in-depth analysis and diagnostics. Supplier bids should also consider and set out in their approach a framework for managing and utilising **interactions between the workstreams and across interventions** to create synergies and feedback loops. Bids should also include a framework for **collaborating and coordinating with other UK programmes and RAIN implementing partners through strategic partnerships**, leveraging strengths of other UK initiatives, development partners, federal, provincial and local governments.
- 6.12 The Supplier must have clear management and reporting arrangements to show how they will ensure a coordinated and collaborative functioning of the delivery team across the workstreams. Programme management will be adaptive and flexible from the outset, and the management approach must be able to adapt and change once areas of intervention are established or refined based on evolving context.

7 Team structure and Human Resources

Key Requirements

- 7.1 Given the complexity of the programme, the importance of understanding the local context, policies, and regulations (in Nepali language), a strong mix of local and international experts is needed. Appropriate GEDSI considerations also need to be shown in the proposed team. The main team needs to be based in Kathmandu, Nepal to deliver the workstreams, with some staff based in the provinces and select local governments. The Supplier may need to set up offices in provinces and local level as appropriate for the implementation of the programme. Suppliers need to propose costs for provincial footprints equitably based upon the scope of work (See 5.5) for UK priority provinces (Madhesh, Karnali and Lumbini).
- 7.2 The Supplier will need to embed some consultants and small teams in some government ministries (e.g., MoFE, MoHA/NDRRMA, MoF) and provincial and local governments. The exact number and scope of the embedded consultants will be finalised during the inception phase. Indicative staffing might include at least four embedded staffs at the federal level and at least two staffs in Karnali and Lumbini provinces followed by at least three staffs in Madhesh province. However, these are indicative staffing requirements and might be changed during inception and implementation in discussion with FCDO based upon context and workstream. Demonstration of innovative approaches to where and how to

embed staff is encouraged from bids and quality of embedded staff and their approach to capacity building and knowledge transfer is equally important. Dedicated resource in teams to engage, build relationships and deliver results jointly with the government is required.

7.3 Project Team: The project team will be responsible for the day-to-day leadership, strategy setting and management of the Technical Assistance and Strategic Learning Unit. The skills and experience provided by the project team will be required throughout the contract's implementation, regardless of the current portfolio of activities. The project team consists of at least five roles:

- Project Director
- Team Leader
- Strategic Learning and Monitoring Lead (Deputy Team Leader)
- Disaster Resilience Thematic Lead
- Climate Finance and Adaptation Thematic Lead

Additional Roles to Support Implementation:

- Governance and Political Economy Lead
- GEDSI Lead
- Finance and Project Administration Lead
- Strategic Communications and Knowledge Management

Please note that only the Project Director role is part time whereas all other roles mentioned above are expected to be full time, including additional roles to support implementation.

Flexibility is allowed on additional project team personnel, the organogram and job titles, if feasible and appropriate to deliver the contract. The Supplier in their bid is required to provide named individuals and CVs for the project team in their bid. The Supplier in their bid should be clear that the 5 core roles are Nepal based (apart from the Project Director) and whether any of the project team roles should be part-time for the Inception phase. The project team roles including additional roles to support implementation are expected to be full time after the Inception Phase.

Changing the Project Director, Team Leader, Deputy Team Leader, Thematic Leads, and other key personnel soon after programme inception is highly discouraged (unless specifically requested by FCDO or mutually agreed between the Supplier and FCDO or dismissal due to performance issues or professional misconduct). The Supplier needs to minimise staff turnover and ensure continuity for at least two years unless discussed with FCDO. Suppliers must fill the vacant positions appropriately, and any other staffing changes must be agreed with FCDO. Prior approval from FCDO must be obtained while making changes to personnel.

7.4 Long-term embedded expert staff: The long-term embedded expert pool includes personnel with skills that the Technical Assistance and Strategic Learning Unit will likely require between 20 days/month on average for the duration of implementation. Potential suppliers are required to provide named individuals and CVs for all personnel in the long-term embedded expert pool. Suppliers will be assessed on the breadth and quality of expertise provided in the long-term embedded expert pool. All named personnel offered in the bid are expected to be available to work on the programme and any replacements must have an equal or better CV. The required expertise in the long-term expert pool should include experience in but not limited to: disaster risk management, preparedness and humanitarian response, climate adaptation and mitigation, climate finance, governance and political economy, institutional strengthening and policy reforms, fiscal federalism and economics, political economy analysis, public financial management,

monitoring and learning and risk management, research, environment and sustainability, gender and social inclusion and risk management among others.

7.5 The long term embedded expert staff will be expected to work from select federal ministries, provincial government ministries and co-locate to local governments when deputised from either the federal or provincial teams. At a minimum, we expect at least four staff working at the federal ministries (MoFE, MoF, MoHA/NDRRMA) and at east seven staff members working with provincial governments in UK priority provinces (Madesh, Lumbini and Karnali) with responsibility to cover select local governments. We expect the long term embedded expert pools to be full time consultants/staff seconded to federal and provincial government and reporting to the project team. BEK will work with the Supplier to inform GoN regarding the experts hired to deliver technical assistance at the federal, provincial and local levels. These experts will be expected to work with GoN civil servants on building capacity and subsequent knowledge transfer.

7.6 **Short term expert pool:** The short-term expert pool includes personnel with specific skills that the Technical Assistance and Strategic Learning Unit may draw on if required. Suppliers may provide named individuals for the short-term expert pool in their bids (and they will be expected to when submitting proposals for specific or bespoke work). Suppliers are required to demonstrate the breadth and quality of their expert network and their approach for rapidly recruiting high-quality and niche expertise nationally and internationally.

7.7 The Supplier must provide and implement a strategy for building a team with a deep understanding of Nepal, including deep cultural, political, and linguistic knowledge. The Supplier must also demonstrate that all staff have internationally competitive competencies regarding strategic thinking, analysis, seeing the bigger picture and communication skills. Potential Suppliers' bids must detail how these characteristics will be maximised without compromise. Approaches may include recruiting from diaspora networks; pairing of complementary skillsets; prioritising competencies (e.g., quick learning, adaptability, proactiveness, critical thinking, motivation) over experience.

7.8 The Technical Assistance and Strategic Learning Unit will have two complementary in-country leadership roles:

Team Leader: This position will have a more externally facing role and would represent the Technical Assistance Unit under the RAIN Programme in Nepal and be highly effective at engaging with government officials at the federal, provincial and local levels. They will have a deep understanding of Nepal's political economy and be effective at ensuring the intervention strategy for workstreams and interventions are politically smart.

The Strategic Learning and Monitoring Lead (Deputy Team Leader): This role would be a both externally and internally facing and would be responsible for providing overarching leadership for monitoring, learning, evidence generation for adaptive management. The Deputy Team Leader will have reporting lines to FCDO as well to ensure accountability towards the flexible learning agenda within the technical assistance workstreams.

Both in country leadership roles should ensure that all workstreams and activities are contributing to a coherent, focused, and effective strategy towards effective implementation.

- 7.9 The Supplier is responsible for determining the optimal management arrangement between the Team Leader and Deputy Team Leader on the respective skillsets of the personnel employed in these positions. The Supplier is also responsible for determining if a specific national or international expert is required and assigning for these roles, as appropriate.
- 7.10 The Supplier is required to design and implement robust performance management processes. The Supplier should ensure that an individual's day rate reflects the value they are contributing to the implementation of the contract. If it is judged that an individual staff member's day rate does not represent good value for money, the Supplier should be proactive in resolving this mismatch. The Supplier is expected to be particularly rigorous at ensuring that long term embedded staff and short-term consultant outputs represent good value for money. FCDO reserves the right to require changes to personnel in exceptional circumstances, following discussions with the Supplier.
- 7.11 It is expected that Technical Assistance and Strategic Learning Unit will have roles based in Kathmandu, Nepal. The Team Leader and Deputy Team Leader are not expected to necessarily be based at the federal ministries, provincial and local governments but are expected to travel frequently to manage delivery and engagement at the provincial and local level for effective collaboration and coordination with RAIN's implementing partners. The Disaster Resilience and Climate Finance and Adaptation Thematic Leads, the Knowledge Management and Communications Lead and the Finance and Project Administration Leads are expected to provide technical and programmatic support to the embedded staffs at the federal ministries and provincial and local governments (at least 30% of time based at the provincial and local levels). It is expected that the GEDSI and the Governance and Political Economy Lead will be based at least 40% at the provincial and local level to manage delivery and coordinate with the Project Team. The Supplier is expected to determine staff locations based on cost optimisation, including being based in provincial capitals, while ensuring the effective functioning of the team. The Supplier should carefully note that the Technical Assistance and Strategic Learning Unit requires exceptionally capable programme management and financial management staff. The Supplier should promote diverse and inclusive recruitment processes to recruit diverse teams, which go beyond the recruitment of women as a homogenous group. This should be based on an explicit recognition of the value of having people with a lived experience of marginalisation and inequality within teams, including at leadership level.

Specific Role Requirements

- 7.12 **Project Director (PD):** This is expected to be a limited, part time role, anticipated to be about 2-3 days per month at maximum with occasional in country visit(s). The PD will be the most senior person responsible for the delivery of the Supplier contract and will provide strategic leadership. Responsibilities include:
- Lead high-level discussions between FCDO SRO and the Supplier contract and other commercially sensitive issues.
 - Responsible for the Technical Assistance and the Strategic Learning Unit, ensuring there are clear lines of responsibilities between the Team Leader and Deputy Team Leader and the Project Team.
 - PD will have high level strategic and managerial oversight of the Technical Assistance and Strategic Learning Unit ensuring that the correct people, resources, and processes are in place to ensure efficient and effective delivery.

- PD needs to maintain appropriate distance from the day-to-day operation and activities of RAIN to ensure impartiality in managerial discussions with FCDO.
- The Project Director would be FCDO's primary contact point for all strategy and workstream discussions and manage performance of the Team Leader and Deputy Team Leader alongside Thematic Leads.
- The PD must demonstrate relevant expertise in 1) leadership and management of large and complex development and resilience programmes. 2) Making difficult management decisions to maximise impact of the programme and drive good value for money, including moving or replacing staff and closing underperforming workstreams.

7.13 Team Leader: This is a full-time role expected to be based in Kathmandu, Nepal. It will be an externally facing role and lead the representation of the Technical Assistance and Strategic Learning Unit in Nepal to senior government officials, civil servants, and stakeholders at the federal, provincial, and local levels. The postholder should:

- Demonstrate relevant expertise in developing and communicating a clear strategic vision and overseeing its effective implementation, developing, and managing a complex project of diverse and interlinked themes such as climate finance, adaptation disaster risk management and early action interventions in a robust and evidence-based way resulting in systems strengthening and systemic change at scale.
- Lead the Supplier team, oversee day-to-day operation, provide oversight and accountability on programme delivery and quality.
- Overall lead on the development and implementation of the programme delivery strategy and plans, including component wise workstreams, workplans and activities and ensuring alignment with the high-level programme objectives and outcomes. This will require providing challenge function and quality assurance of the component delivery plans, jointly working with the component leads.
- Engage effectively at a senior level with GoN interlocutors and establish good professional and working relationship with an aptitude for problem solving as required.
- Ensure programme milestones have the right level of ambition, are challenging and appropriate for the programme budget, and are delivered on time and are of very high-quality.
- Jointly with the respective component leads deliver the outcomes of the programme.
- Ensure that the programme's activities are aligned with international best practices and standards, including appropriate UK and local Nepali laws and regulations.
- Maintain relationship with FCDO senior team and programme SRO and PRO and provide updates on programme progress and challenges. Key point of contact for FCDO on programme delivery and any other FCDO internal oversight or reporting requirements.
- Experience in successfully implementing politically contentious reforms resulting in tangible changes on the ground – not just on paper; strong leadership and teambuilding skills across cultures.
- Knowledge and expertise on subnational governance, policy, and institutional reform, particularly on planning, knowledge transfer and ideas for embedding resilience and adaptation at the federal, provincial, and local spheres of governments.

The Team Leader needs to have the following skillsets:

Leadership: Should have strong leadership skills and the ability to motivate and manage a team of professionals from diverse backgrounds. Other requisite skills include the ability to delegate tasks, provide feedback and facilitate communication.

Project Management: Should have strong project management skills, including experience in developing project plans, tracking progress, and managing project budgets. Knowledge of project management tools is helpful. In addition, should be able to provide inclusive and effective management of large teams of senior, junior or mid-career professional staff from diverse backgrounds, ensuring that the correct people, resources, and processes are in place to ensure efficient and effective delivery, and making difficult management decisions to maximise impact of the programme and drive good value for money, including moving or replacing staff and closing down underperforming workstreams.

Stakeholder Engagement: Should be skilled in stakeholder engagement and able to effectively communicate with diverse stakeholders, including government officials, private sector, civil society organisations and international investors and donor community.

Communication Skills: Should have strong verbal and written communications skills, preferably fluency in Nepali, including the ability to communicate complex economic, financial and climate policy concepts to non-experts. This role also requires drafting briefs, reports, and the ability to deliver presentations to a diverse audience.

Flexibility and big picture vision: Should be able to see big picture in design and implementation of policies and programme workstreams so that the component works coherently and in tandem with other RAIN components.

Deputy Team Leader: The Deputy Team Leader may alternatively be called Strategic Learning and Monitoring Lead. This will be both an internally and externally facing role and would be responsible for providing overarching leadership for monitoring, learning, evidence generation for adaptive management and coordination with RAIN implementing partners. The Deputy Team Leader will have reporting lines to FCDO as well to ensure accountability towards the flexible learning agenda within the technical assistance workstreams. The Deputy Team Leader will be FCDO's primary contact for all issues related to strategic learning, innovation, evidence, results, value for money, knowledge management and communications. The Supplier is expected to recruit – and maintain – a strong candidate in this role. The post-holder should demonstrate relevant expertise in implementing monitoring and results frameworks of large and complex programmes; delivering at pace; seeing the big picture and maintaining a broad yet working level knowledge of all aspects of the project. Stakeholder management, project management, leadership, communication skills alongside flexibility and seeing the big picture would also be key prerequisite for this role. The Deputy Team Leader also needs to have the following skillsets:

Leadership: Should have strong leadership skills and the ability to motivate and manage a team of professionals from diverse backgrounds. Other requisite skills include the ability to delegate tasks, provide feedback and facilitate communication.

Project Management: Should have strong project management skills, including experience in developing project plans, tracking progress, and managing project budgets. Knowledge of project management tools is helpful. In addition, should be able to provide inclusive and effective management of large teams of senior, junior or mid-career professional staff from diverse backgrounds, ensuring that the correct people, resources, and processes are in place to ensure efficient and effective delivery, and making difficult management decisions to maximise impact of the programme and drive good value for money, including moving or replacing staff and closing down underperforming workstreams.

Stakeholder Engagement: Should be skilled in stakeholder engagement and able to effectively communicate with diverse stakeholders, including government officials, private sector, civil society organisations and international investors and donor community.

Communication Skills: Should have strong verbal and written communications skills, preferably fluency in Nepali, including the ability to communicate complex economic, financial and climate policy concepts to non-experts. This role also requires drafting briefs, reports, and the ability to deliver presentations to a diverse audience.

Flexibility and big picture vision: Should be able to see big picture in design and implementation of policies and programme workstreams so that the component works coherently and in tandem with other RAIN components.

7.14 Disaster Resilience Thematic Lead: The postholder is expected to have demonstrated experience in influencing and bringing policy reform in disaster risk management, preparedness, and early action. The adviser is expected to have technical expertise in using political economy analyses to inform systems strengthening approaches on these themes at the federal, provincial, and local levels. The position is expected to liaise with the long term embedded expert pool and other advisers to ensure that the interventions in the workstreams are co-created, realistic and demand driven. It is expected that the position holder will be asked to provide advice pertaining to the implementation of other components of RAIN, if required and should have experience in problem solving and coordination to achieve the intended results. Stakeholder management, project management, leadership, communication skills alongside flexibility and seeing the big picture would also be key prerequisite for this role.

7.15 Climate Finance and Adaptation Thematic Lead: The postholder is expected to have demonstrated experience in influencing and bringing policy reform in climate finance, climate adaptation and mitigation. The adviser is expected to have technical expertise in using political economy analyses to inform systems strengthening approaches on these themes at the federal, provincial, and local levels and attracting international climate finance. The position is expected to liaise with the long term embedded expert pool and other advisers to ensure that the interventions in the workstreams are co-created, realistic and demand driven. It is expected that the position holder will be asked to provide advice pertaining to the implementation of other components of RAIN, if required and should have experience in problem solving and coordination to achieve the intended results. Stakeholder management, project management, leadership, communication skills alongside flexibility and seeing the big picture would also be key prerequisite for this role.

7.16 Governance and Political Economy Adviser (Provincial and Local Lead): The postholder should have excellent knowledge on how laws, policies, procedures, directives, frameworks, guidelines, annual and multi-year plans are negotiated at the GoN's federal, provincial and local levels. This person will work closely with the embedded staffs at the local and provincial level. The position should be able to analyse the political economy of change identifying the winners and losers, opportunities and challenges and constraints on disaster resilience, climate finance, climate adaptation, early action, preparedness, and humanitarian response. The adviser would be expected to build excellent relationships with civil servants and political leaders at the federal, provincial, and local levels. This position will be based 40% at the provincial and local level working closely with long term embedded expert pool ensuring effective delivery of workstream interventions. The role will also provide mentoring and coaching support to the long term embedded expert pool based at the federal and provincial ministries and local governments on policy reform, influencing and lobbying for systems strengthening and patient development. The Supplier is expected to recruit and maintain a strong candidate in this role. Stakeholder

management, project management, leadership, communication skills alongside flexibility and seeing the big picture would also be key prerequisite for this role.

7.17 GEDSI Lead: The post holder will be working closely with both the Project Director and Deputy Project Director and should have knowledge on gender, social inclusion, intersectional vulnerability within marginalised groups, gender and patriarchal norms and leave no one behind. This position will be based 40% at the provincial and local level working closely with long term embedded expert pool ensuring effective delivery of workstream interventions. The GEDSI Lead is expected to lead the GEDSI/LNOB reviews as part of the Strategic Learning Unit and provide advice to RAIN's GEDSI Board. The post holder is expected to maintain objectivity whilst providing technical advice on GEDSI issues across the RAIN components, as and when needed. The Supplier is expected to recruit – and maintain – a strong candidate in this role were having expertise or working level experience in social protection, early warning disaster resilience and climate adaptation will be an advantage. Stakeholder management, project management, leadership, communication skills alongside flexibility and seeing the big picture would also be key prerequisite for this role.

7.18 Finance and Project Administration Lead: The post holder will be expected to have a deep understanding of FCDO requirements; proactively foreseeing FCDO questions and providing key information to enable decisions; clear written and oral communications; accurate and timely forecasting and reporting of results; effective management of a diverse programme management team. This role will lead on all programme management and delivery issues, as defined in Section 8. This position will be FCDO's primary contact point for all issues relating to programme management, financial management, risk management, asset management, delivery chain mapping, routine contract management, financial and progress reporting, governance, and compliance. Efficient and effective programme management is the foundation upon which success depends for this contract. The Supplier is expected to recruit – and maintain – an exceptional candidate in this role. The post-holder should demonstrate relevant expertise in programme management of large and complex programmes; delivering at pace; quickly and effectively responding to client queries; maintaining a broad yet working level knowledge of all aspects of a programme.

7.19 Strategic Communications and Knowledge Management: The postholder will be expected to have experience in managing strategic communications across a large portfolio and expertise in knowledge management and will be supporting the Team Leader and Deputy Team Leader in delivering the Steering Committee and Programme Board Meetings and will be required to engage with FCDO on data, evidence, monitoring, learning events, field missions with Thematic Leads and embedded staffs and support in reviews. The Supplier is expected to recruit and maintain a strong candidate in this role.

8 Programme Management and Delivery

Mobilisation and Inception Phase

8.1 The Technical Assistance and Strategic Learning Unit will have a **six-month Inception Phase**.

8.2 The Supplier is required to establish at least one office in Kathmandu, Nepal. The Supplier may also have offices in the provincial capitals across the UK priority provinces (Karnali, Lumbini and Madesh but it is expected that the long term embedded expert pool will be based inside the provincial ministries and local governments). However, the Supplier is expected to maximise value for money.

8.3 By the end of the inception phase, the Supplier is required to have:

- Established an office in Kathmandu, Nepal.
- Mobilised a project team to deliver Inception Phase deliverables so that it can immediately start implementing the workstreams as the Implementation Phase starts and identified the long term embedded expert pool at their intended location(s).

8.4 During the Inception Phase, the Supplier must complete the following deliverables:

Deliverables (Inception Phase)	Due By (end of)
Key inception meetings and workshops with FCDO and project team with an established office in Kathmandu, Nepal.	Month 1
Co-design geographical footprint with FCDO and GoN for Technical Assistance (TA).	Month 2
Finalise the Technical Assistance and Strategic Learning Unit's workstreams with FCDO with a focus on systems strengthening and adaptive management approach (including activities).	Month 3
Identification of project team, long-term expert pool and ready for mobilisation (after scoping to gauge demand at the federal level).	Month 3
Finalise all required compliance documentation: governance and decision-making, stakeholder engagement, financial, procurement, fraud and safeguarding management policies.	Month 3
Develop the Gender, Disability and Social Inclusion (GEDSI) analysis and strategy for RAIN.	Month 3
Quarterly Report and Review by FCDO (to be submitted one week after the quarter ends)	Month 3
Develop theory of change, refine results framework and develop VFM indicators for Technical Assistance and Strategic Learning Unit and RAIN partners.	Month 4
Project strategy and costed annual workplan including delivery chain mapping and risk management strategy.	Month 4
Organise RAIN's Programme Board and Steering Committee Meeting (Timing to be confirmed depending on start-time of the contract vis-à-vis other implementing partners).	Month 5
Liaison with other BEK programmes to agree mechanism for collaboration and coherence for working at provincial and local levels.	Month 5
-Political economy and local context analysis to inform interventions.	Month 5
-Develop and monitor indicators to measure progress towards the impact statement for RAIN by working with relevant implementing partners.	Month 5
Strategic Learning Unit's costed workplan and link to BEK's Evidence and Knowledge (E and K) Hub.	Month 5
Scoping and costed workplan for mobilisation of climate finance and link with component B of RAIN in discussion with GoN.	Month 6
-Agree ways of working document with the federal, provincial and local governments with BEK (delivered by the long-term experts).	Month 6
-Identification of long-term expert pool and ready for mobilisation (after scoping to gauge demand at the provincial and local level).	Month 6

Final Inception Report and Review by FCDO (to be submitted two weeks before the end of the Inception Phase)

Month 6

- 8.5 Inception Report should be submitted two weeks before the end of the inception phase. It should include refined implementation approach and methodology, costed workplan for year one, and timeline for the delivery of outcomes covering the contract period.
- 8.6 At the end of the Inception Phase there will be an Inception review by FCDO. Progress to the Implementation Phase will be subject to the satisfactory performance of the Supplier, delivery of Inception outputs and the continuing needs of the programme. The draft inception report will be reviewed, and feedback provided within 2 weeks of receipt. A final inception report will be due within two weeks of receiving feedback from FCDO.
- 8.7 The Inception review at the end of the Inception Phase will include looking at progress against the draft logical framework, assessment of strategy, agreement on implementation work plans, quality of all inception deliverables and a discussion on future work plan priorities. Progress to the Implementation Phase will be subject to FCDO's approval of the Inception Phase activities and report. If FCDO deems that sufficient progress has not been made, or that the Supplier's performance at Inception Phase has not been satisfactory, FCDO may exercise its rights to terminate the contract in line with the Terms and Conditions.

Implementation Phase

- 8.8 The Supplier will deliver the contract against workplans agreed and approved at the end of the Inception Phase, and annually thereafter (during the contract implementation years, as discussed with FCDO, based upon the contract start date, either in January or February every year) for the Implementation Phase deliverables that will be agreed with FCDO. The Supplier in discussion with FCDO can make changes to the workstreams based on evidence, learning and context as part of the inception phase and whilst agreeing annual costed workplans.
- 8.9 The **Implementation Phase will be for 51 months** and will include a review point at the end of Year 3 (based upon the contract start date) of the contract on overall performance, management and adherence to the ToR which will be determined by the biannual KPIs.
- 8.10 Implementation in Years 1-5 will be based on agreed costed workplans for the Technical Assistance workstreams alongside specific activities for the Strategic Learning Unit. The Supplier will be required to take a flexible approach regarding design, mobilisation, delivery, and strategic learning. The Supplier needs to adopt an evidence-based and patient approach to systems strengthening on climate adaptation and disaster resilience across the three spheres of government, which is informed by political economy and context analyses. The Supplier needs to demonstrate how programme management is different for a flexible programme at the start, and how the management approach will change once areas of intervention are more settled or re-defined based upon context.
- 8.11 The Strategic Learning Unit will need to operate in tandem with the Technical Assistance but would need to maintain objectivity whilst conducting learning exercises at the federal, provincial, and local levels across the RAIN components. This unit will be required to deliver the biannual Steering Committee meetings acting as a Secretariat to the government and Programme Board meetings (three meetings in one year) and as a secretariat for FCDO (with learning papers, evidence and meeting agendas). The unit will

be required to maintain a record of Steering Committee and Programme Board meetings to enable action on the decisions with high quality reporting. This unit will work with each component of RAIN to develop or revise existing log frames to track progress at the activity, output, outcome, and impact level annually. These will then be aggregated into the overall RAIN programme log frame which will track performance against key outputs and towards expected outcomes. The log frame(s) will be shaped in such a way to create the space and incentives for learning, challenge and adaptation; including through structured evidence and learning agenda developed in a concerted way during the inception stage, and by designing evidence and learning Key Performance Indicators (KPIs) and targets for the Technical Assistance and Strategic Learning Unit specifically and for other RAIN partners to inform the Programme Board, Steering and Technical Committee meetings.

8.12 Illustrative deliverables (output and outcomes) for the implementation phase are mentioned below linked with the results framework (**See Annex 2**). The list is not exhaustive, and the list is indicative where some of the deliverables are linked with outcome and output milestones are shown below. The deliverables are illustrative, and specifics will be agreed with the Supplier throughout the programme. The Supplier will be adopting a system-strengthening approach at the federal, provincial and local levels, therefore activities under workstreams should be joined up to achieve the outcomes and outputs.

Year/ Quarter	Illustrative deliverables (Output and Outcomes)	Year/ Quarter	Illustrative deliverables (Output and Outcomes)
Year1 (Q1)	Inception Deliverables as mentioned in 8.4.	Year 3 (Q11)	-Relevant policy, operational directives and standard operating procedures (SoPs) developed and endorsed by the provincial and local governments on DRRM.
Year 1 (Q2)	Inception Deliverables as mentioned in 8.4.	Year 3 (Q12)	-Strategic Learning on Early Action with RAIN partners completed to inform programming. -Agree and endorse policy framework with (select) provincial governments on allocating and utilising their own fiscal resources for Disaster Risk Reduction and Management (DRRM).
Year 1 (Q3)	-Start the 1 st Climate Finance Investments with agreement from MoF, Accredited Entity, concerned line ministry and MoFE. -Start Process to Accredite NDRRMA to GCF.	Year 4 (Q13)	-Ensure that accredited agencies submit quality proposals to access climate finance in a timely and efficient manner. -Policy framework on anticipatory action endorsed and financed at the (select) provincial and (select) local governments.
Year 1 (Q4)	-Agree and commission a practical and adaptive GEDSI Framework for RAIN partners. -Agree a policy Framework with provincial and local governments on Allocating and Utilising Resources for Disaster Risk Reduction and Management (DRRM).	Year 4 (Q14)	-Strategic Learning on Access to Climate Finance completed. -Agree and endorse policy framework with (select) local governments on allocating and utilising their own fiscal resources for Disaster Risk Reduction and Management (DRRM).
Year 2 (Q5)	-Agree and start up on cross learning agendas with well-developed ToRs between RAIN partners on systems strengthening, forecast based early action for multiple hazards, shock responsive social protection and inclusion. -Draft framework for anticipatory action completed and agreed with GoN's NDRRMA.	Year 4 (Q15)	-An agreed number of provincial government(s) have systems in place to allocate and spend their own fiscal resources on DRRM. - An agreed number of number of high-quality climate finance proposals developed to be submitted to GCF in a timely manner with agreement from all concerned stakeholders.
Year 2 (Q6)	-Deliver GEDSI Review for RAIN implementing partners. -Endorsement of Policy Framework to Mainstream Climate Adaptation at select provincial and local governments.	Year 4 (Q16)	-An agreed number of local government(s) have systems in place to allocate and spend their own fiscal resources on DRRM. -An agreed number of of relevant policy, operational directives and standard operating procedures (SoPs) developed, endorsed and implemented to access and mobilise international climate finance from multiple

			sources (example Loss and Damage, Adaptation Fund, GCF and GEF).
Year 2 (Q7)	-Complete 1 st Climate Finance Investment and Start the 2 nd Climate Finance Investments with agreement from MoF, Accredited Entity, concerned line ministry and MoFE. -Accredit NDRRMA to GCF and develop a pipeline to access international climate finance.	Year 5 (Q17)	-An agreed number of provincial and local governments have increased institutional capacity and have allocated USD yy million resources on DRRM and spent zz % of their own fiscal resources on DRRM. -Learning and review on appraising the effectiveness of access to international climate finance from GoN.
Year 2 (Q8)	-Draft policy framework on anticipatory action for provincial and (select) local governments completed. -Joint learning on performance-based climate grants completed to inform implementation.	Year 5 (Q18)	-Final GEDSI Review for RAIN Partners. -National framework for Anticipatory Action agreed and financed by GoN's NDRRMA.
Year 3 (Q9)	-Start the 3 rd Climate Finance Investments with agreement from MoF, concerned line ministries, Accredited Entity and MoFE. -Paper on adaptive and flexible programming based upon data and evidence for RAIN components completed.	Year 5 (Q19)	-An agreed number of GoN entities have accessed USD yy million of international climate finance projects in NAP priority sectors. -An agreed number of joint strategic learning ToRs developed and implemented with RAIN implementing partners for advocacy, influence and evidence generation for future programming.
Year 3 (Q10)	-Strategic Learning Refresh for Mid Programme Review for RAIN. -Agree and co-create draft policy guidance(s) to access international climate finance.	Year 5 (Q20)	-Ensure Closure is as per the ToR and Contract with Asset and Data Management with Sustainability Plans.

Closure and Learning

8.13 The Supplier should aim for delivery of full results by the end of the implementation phase. Following this, a 3-month responsible close down/exit and learning phase will be required. A formal, high-quality final report will be required, documenting overall programme results, breakdown of costs and delivery, and lessons learned. A detailed assets register will also be required to be submitted for asset disposal discussions. The report will need to be provided prior to Programme Completion Review (PCR) commencement for the RAIN programme.

8.14 FCDO expects bidders to work with any future FCDO Suppliers in relation to the RAIN programme and/or with federal, provincial, and local governments to ensure smooth handover of and sustainability of activities into the future, if applicable.

Governance and Portfolio Management

8.15 Strategic direction for the RAIN programme will be set and managed by a **Steering Committee (SC)**, which will meet twice a year (or ad hoc as required), help shape strategic priorities and facilitate coordination within the portfolio. The SC will be jointly chaired by FCDO and NDRRMA/MoHA and MoFE. The committee will ensure that the annual work plan is on track and adapt as opportunities and challenges arise. The Supplier will act as secretariat.

8.16 The Supplier will be responsible for managing and overseeing the **Programme Board** meetings that will happen every four months and will be leading on strategic evidence-based learning and coordination. The membership will include the RAIN implementing partners and FCDO as well as a GEDSI Advisory Board. Options and governance arrangements for these groups will be finalised during the Inception Phase.

- 8.17 The Supplier is required to detail how continual learning will underpin the flexible management of the programme. This will include details of how the Supplier will enable information feedback loops between its work with the government and RAIN's implementing partners.
- 8.18 The Supplier will maintain a conflict of interest register for all staff employed on the programme and ensure comprehensive systems are in place to avoid conflicts of interest between staff and organisations supported by the Technical Assistance and Strategic Learning Unit. The Supplier is also required to demonstrate to FCDO how they will ensure objectivity and independence whilst accessing the work for both the Technical Assistance and Strategic Learning Unit.
- 8.19 The Supplier is required to develop and implement a strong governance structure designed to enable the project to have the flexibility required to adapt its activities as it learns what works and new opportunities arise, while effectively managing risk and ensuring Value for Money.

Compliance Requirements

- 8.20 The Supplier should ensure systems that respond to the key compliance requirements set out below. These may evolve over time as new requirements come on board.
- 8.21
- 8.22 **Asset Management.** The Supplier is required to develop and maintain an asset management plan (including disposal) and asset register. These must be developed and agreed with FCDO during the Inception Phase. Where procurement is undertaken as part of programme activities, this must be done using robust systems which ensure best value for money for the programme. The Supplier must ensure that programme assets are accurately tracked, reach their intended beneficiary, and are used for their intended purpose. Moreover, the Supplier must maintain a complete, accurate and up to date inventory of all programme-funded assets. These will be randomly spot checked during the life of the programme.
- 8.23 **Audit.** The Supplier will be expected to submit annual audit report carried out by the independent auditor. The Supplier will be responsible for submitting the audit report within 3 months of end of the reporting period.
- 8.24 **Communications.** The Supplier will be required to work in partnership with the FCDO to develop and agree a communications plan on a quarterly basis. All public communications that will acknowledge FCDO funding must receive FCDO consent before they can be published and follow the UK Aid branding guidelines.
- 8.25 **Delivery Chain Mapping** is a process that identifies and captures, usually in visual form, the name of all partners involved in delivery of a specific good, service or charge, ideally down to the end beneficiary. The Supplier will be responsible for developing and maintaining a delivery chain that maps the flow of FCDO funds or support to downstream recipients. If a consortium is contracted to implement some aspects of the contract, the Lead organisation will be the 'Tier 1 Partner' and the Subcontractors will be 'Tier 2 Partners'. All recipients that receive direct support from the Supplier must be included in the delivery chain map. A risk-based approach will be developed by the Supplier and agreed with FCDO to determine which Tier 2 Partners should provide further details about

their Suppliers (Tier 3 Partners). In line with the FCDO Supplier Code of Conduct, the Supplier shall provide and maintain an up to date and accurate record of named downstream delivery partners in receipt of FCDO funds. This record must demonstrate how funds flow from the initial source to end beneficiaries. This record needs to be updated regularly by the Supplier and when there are material changes to the delivery chain. As a minimum, delivery chain data should be submitted to FCDO on an annual basis as part of the annual programme report. Delivery Chain Mapping should be included as a standing agenda item in the regularly scheduled progress meetings with FCDO, for discussion and review.

8.26 Digital Spend. The UK government defines “digital” spend as “any external-facing service provided through the internet to citizens businesses, civil society, or non-governmental organizations. FCDO is required to report all digital spend and show that it meets with the ‘Digital Service Standard’”. Plans to spend programme funds on any form of digital service must be approved by FCDO. The approval process will apply to any spend on web-based or mobile information services, websites, knowledge or open data portals, transactional services such as cash transfers, web applications and mobile phone apps. Plans to spend programme funds on any form of digital service must be cleared with FCDO in advance and must adhere to the following principles:

- Design with the user.
- Understand the existing ecosystem.
- Design for scale.
- Build for sustainability.
- Be data driven.
- Use open standards, open data, open source & open innovation.
- Reuse & improve.
- Address privacy & security.
- Be collaborative.

The Supplier must ensure they highlight any digital aspects including prospective budget assigned to these interventions, licenses/permissions required and sustainability of investment.

8.27 Enhanced Due Diligence. Suppliers involving one or more partner (such as consortium/sub-contractors/downstream partners) should ensure that the choice of contract/agreement model used to reflect the degree of risk associated with delivery of the project intervention and have in place an approach to deliver each area of requirements and quickly manage and/or deflect any risks. The Supplier will be responsible for undertaking enhanced due diligence of all downstream Suppliers. This will include verification of the strength of their internal financial and fiduciary risk mitigation systems and procedures, track record of operational effectiveness, safeguarding measures, ownership structures, links to Politically Exposed People, links to terrorist or criminal organisations or illicit financing.

8.28 Fraud and Corruption. The Supplier (including any Subcontractors) is required to set out their fraud and corruption mitigation strategies including internal risk management and reporting systems. FCDO takes a zero-tolerance approach to fraud. The Supplier and subcontractors are required to immediately report all suspicions of fraud to FCDO without delay. The Supplier will be required to set out their fraud mitigation strategies including internal risk management and reporting systems. FCDO will further require that annual financial audits include spot checks of high-risk areas of programme activity and – if any

causes for concern arise – these must be reported to FCDO immediately. The requirement will also be written into partnership agreements with Tier 2 Partners. Reporting should be at the point of suspicion of fraud and corruption, not the conclusion of the fraud case. The risk of fraud through downstream suppliers or with partners in country will need to be partly mitigated through the Supplier's due diligence of downstream suppliers, ensuring acceptable levels of financial control and reporting before granting funds. All suppliers, staff and downstream recipients should be made aware of FCDO's counter fraud and whistleblowing hotline. The Supplier should also set up a local whistleblowing mechanism and ensure this is widely communicated.

- 8.29 **Personnel Use.** The Supplier is required to ensure that assets and services paid for by the Technical Assistance and Strategic Learning Unit are not used for staff's personal use. This includes, but is not limited to, mobile phone credit, internet, vehicles, and IT equipment.
- 8.30 **Programme Closure.** The Supplier is required to plan for a four-month closure period at the end of the contract. No new implementation activities will take place in the closure period. The Supplier will undertake the necessary steps to responsibly exit the programme, including handing over existing interventions to local partners, disposal of assets, finalising financial accounts and drawing down to essential staff. If FCDO has contracted a successor programme to RAIN, the Supplier (primary and subcontractors) will cooperate fully with the new programme to handover the relationships, knowledge and workstreams developed by the Technical Assistance and Strategic Learning Unit.
- 8.31 **Risk Management.** The Supplier will be required to develop a risk management strategy during the Inception Phase which should include a robust approach to appraising and managing risks. The Supplier is required to develop and maintain a risk register aligned with FCDO's risk register. The Supplier is required to update the risk register on a quarterly basis in consultation with FCDO and flag any realised risks throughout the course of the programme implementation. The risk register should cover the following categories: strategy and context, policy and programme delivery, public service delivery and operations, people, safeguarding, financial & fiduciary, and reputational and corresponding risk appetite.
- 8.32 **Transparency.** Transparency, value for money, and results are top priorities for the UK Government. FCDO has a duty to show UK taxpayers where their money is being spent, its impact, and the results achieved. FCDO has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. FCDO requires the Supplier receiving and managing funds to release open data on how this money is spent. This needs to be in a common, standard, re-usable format and to require this level of information from immediate subcontractors, sub-agencies, and partners. Transparency, value for money, and results are top priorities for the UK Government. FCDO has a duty to show UK taxpayers where their money is being spent, its impact, and the results achieved. It is a contractual requirement for the Supplier to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this to FCDO. Further information is available from: <http://www.aidtransparency.net/>.
- 8.33 **UK Aid Branding.** Suppliers that receive funding from FCDO must follow UK Aid Branding Guidelines and use the UK aid logo on their development and humanitarian programmes to be transparent and acknowledge that they are funded by UK taxpayers.

The UK Aid Branding approach should be agreed with FCDO during the Inception Phase and should adhere to the UK Aid Branding Guidelines. However, the perception of donor involvement among stakeholders could undermine the Technical Assistance and Strategic Learning Unit's objectives. Therefore, as per the guidance, exceptions may be required to ensure local ownership and buy-in. Partners should also acknowledge funding from the UK government in broader communications, but no publicity is to be given to this Contract without the prior written consent of FCDO. If any press releases on work which arises wholly or mainly from the project are planned, this should be in collaboration with FCDO's Communications Department. Country-facing and UK-facing branding guidelines will be provided by the respective FCDO Programme Teams. Subject to prior FCDO agreement, The Supplier should actively promote the work and results of the programme throughout the programme lifecycle and are required to inform FCDO of any important milestones, events, planned media activity or queries from the media. Branding Guidance and details of how to access the UK aid logo files can be found here: <https://www.gov.uk/government/publications/uk-aid-standards-for-using-the-logo>.

8.34 Modern Slavery. FCDO is already taking action against modern slavery through current programming, and we are working to expand our reach and scale-up successful country office and centrally managed programmes. A large number of our programmes operating through country offices look at addressing the underlying vulnerabilities of people at risk of modern slavery, with a particular focus on those within indirect supply chains.

- Strengthening evidence base of effects of laws, policies, practices on workers in high-risk industries including migrant garment and domestic workers
- Advocacy and common understanding of corrective legal, policy and procedural measures
- Information campaigns among employers
- Training and awareness programmes for direct employees and supply chain employees
- Organising workers to protect themselves and access services.
- Sensitising labour recruiters on accountability for fair recruitment

The supplier is expected to have systems and processes in place to respond to compliance requirements pertaining to Modern Slavery.

8.35 Disability Considerations. For FCDO disability inclusive development means that people with disabilities are systematically and consistently included in and benefit from international development. The Supplier is expected to outline their approach to disability inclusion and how people with disabilities will be consulted and engaged throughout the project.

8.36 Social Value Considerations. The UK Government have proposed new measures to ensure that money spent by Government on buying goods and services benefits society more widely as well as delivering value for money. The Social Value Act requires contracting authorities to consider how the services being procured might improve the economic, social, and environmental well-being of the relevant area. In the FCDO context, social value is delivered to overseas beneficiaries through the programmes we deliver and

in the sustainable legacy that we aim to leave behind. As overseas development aid is also in the UK national interest, benefit ultimately also flows back to the UK.

8.37 The government is committed to awarding contracts based on social value, ensuring that contracts are awarded based on more than just value for money – considering a company's values too, so that their actions in society are rightly recognised and rewarded. Social Value outcomes are already embedded and evaluated within the programmes that FCDO deliver, however application of the Public Services (Social Value) Act 2013 will be extended to ensure that all government departments explicitly evaluate social value when commissioning services. This will help create and nurture innovative, competitive and diverse marketplaces of suppliers that include and encourage small businesses, charities and social enterprises.

8.38 **Conflict of Interest.** Neither the Supplier nor any of the Supplier Personnel shall engage in any personal, business or professional activity which conflicts or could conflict with any of their obligations in relation to this assignment. The Supplier and the Supplier Personnel shall notify FCDO immediately of any actual or potential conflict together with recommendations as to how the conflict can be avoided. The Supplier shall establish and maintain appropriate business standards, procedures and controls to ensure that no conflict of interest arises between services undertaken for FCDO and that undertaken for other clients. The Supplier shall avoid knowingly committing any acts which are likely to result in any allegation of impropriety against FCDO, including conflicts of interest which are likely to prejudice their independence and objectivity in performing the Contract, howsoever arising. The Supplier shall notify FCDO immediately of any circumstances of which it becomes aware which give rise or potentially give rise to a conflict with the Services and shall advise FCDO of how they intend to avoid such a conflict arising or remedy such situation. The Supplier shall, subject to any obligations of confidentiality it may have to third parties, provide all information and assistance reasonably necessary (at the Supplier's cost) that FCDO may request of the Supplier to avoid or resolve a conflict of interest and shall ensure that at all times they work together with FCDO with the aim of avoiding a conflict or remedy a conflict.

8.39 **Compliance with Counter-Terrorism Legislation.** The Supplier must comply with relevant counter-terrorism legislation, and at a minimum must:

- a. Identify their partners.
- b. Keep appropriate records.
- c. Identify risks and be clear about the process for escalating risks.
- d. Develop good relationships with partners.
- e. Report any suspicions and incidents to the counter-fraud and whistle blowing unit.
- f. Be aware of relevant legislation; their responsibilities; potential risks of terrorism.
- g. Support strong governance arrangements, financial controls and risk management policies and procedures to provide safeguards against a range of potential abuse, including terrorist abuse.

Do No Harm and Safeguarding

8.40 All organisations that work with or come into contact with children, women and other vulnerable groups should have safeguarding policies and procedures to ensure that every person, regardless of their age, gender, religion, or ethnicity, can be protected from harm through involvement, directly or indirectly, with FCDO programmes. This includes sexual

exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation.

- 8.41 FCDO requires assurances regarding protection from violence, exploitation, and abuse through involvement, directly or indirectly, with FCDO Suppliers and programmes. This includes sexual exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation.
- 8.42 The Supplier must demonstrate a sound understanding of the ethics in working in this area and applying these principles throughout the lifetime of the programme to avoid doing harm to beneficiaries. The design of interventions, including research and programme evaluations, should recognise and mitigate the risk of negative consequence for women, children, and other vulnerable groups.
- 8.43 The Supplier will be required to include a statement that they have duty of care to informants, other programme stakeholders and their own staff, and that they will comply with the ethics principles in all programme activities. Their adherence to this duty of care, including reporting and addressing incidences, should be included in both regular and annual reporting to FCDO.
- 8.44 Safeguarding risks should be included in the risk matrix that the Supplier develops. As part of the Supplier's role in monitoring of projects, the Supplier should report to FCDO any safeguarding issues it becomes aware of during the implementation of projects by the Government of Nepal and other stakeholders.
- 8.45 The Supplier's commitment to the ethical design and delivery of interventions including the duty of care to beneficiaries, other programme stakeholders and their own staff must be demonstrated.
- 8.46 FCDO safeguards the interests of all our stakeholders, ensuring we comply with the humanitarian imperative to "do no harm" through our actions in all our work. FCDO launched a new HMG strategy for safeguarding against SEAH in September 2020. The strategy challenges us to ensure that we take all reasonable steps to prevent harm, particularly SEAH, from occurring; and listen and respond sensitively but robustly when harm or allegations of harm occur. FCDO has zero tolerance of sexual exploitation and abuse. We consider this to constitute gross misconduct, and therefore grounds for termination of employment. The Supplier should never abuse the trust and power placed in you to benefit yourself or others, including your family. The Supplier/Partner should report at reportingconcerns@fcdo.gov.uk any allegation credible enough to warrant an investigation of SEAH.

Financial Management

- 8.47 FCDO will award a contract to achieve best value for money and to incentivise strong delivery payment made as detailed in Section 10 against achievement of deliverables and progress towards outputs and outcomes including adhering to contract management KPIs. The Supplier will be responsible for the effective oversight, management and governance of programme funds, procurement, and spending and ensure compliance with FCDO policies and international best practices in prudent financial management regulations.
- 8.48 The Supplier will be responsible for aggregating expenditure and forecasts from all downstream Suppliers and providing transparent, disaggregated invoices accompanied by a clear and concise narrative to FCDO. The narrative should proactively highlight issues

to FCDO to maximise the efficiency of the invoice sign-off process. Invoices will be submitted quarterly in arrears within no more than two-four weeks of the month end. The Supplier should manage downstream Suppliers to ensure that this deadline is met.

- 8.49 The Supplier will provide monthly, quarterly, and yearly expenditure forecasts based on resource accounting standards. Forecasting accuracy is a primary metric used by FCDO to assess a programme's performance. The Supplier will be expected to forecast one month ahead, the calendar year and financial year with an accuracy of +/- 5% in FCDO's financial calendar year's Q1-2 and Q3-4. The Supplier will notify FCDO immediately if expenditure is expected to deviate from this range.
- 8.50 Annual forecasts must be prepared to reflect FCDO financial reporting expectations such as Overseas Development Assistance (ODA) targets and other formats as they arise.
- 8.51 FCDO programmes are not automatically tax exempt and therefore the Supplier may be liable to pay tax in respective countries of operation. Full tax compliance of individuals is expected. Purchased equipment/assets could however be exempt for tax and customs on import. Tax liabilities should therefore be taken into consideration in commercial proposals.

Value for Money

- 8.52 The Supplier must allow for development of a Value for Money (VFM) framework in its bid and for its use throughout the contract.
- 8.53 **RAIN will employ a VFM framework nested within the wider delivery framework** to inform VFM judgements, decision making and improve programme performance. The VFM framework will be developed during the Inception Phase and used throughout the programme life. The VFM framework will ensure that the VFM proposition in the Business Case can be traced through to programme completion, with decisions to change the original proposition recorded.
- 8.54 The VFM framework will include indicators covering economy, efficiency, effectiveness, equity, and cost effectiveness, as defined in FCDO's Approach to Value for Money. The VFM framework should be co-created alongside the results framework. This will help ensure they are complementary, do not overlap and together provide a strong basis for managing performance.
- 8.55 VFM indicators will be a combination of quantitative metrics and qualitative indicators. Milestones and targets will be set for a small number of selected indicators and reported on in Annual Reviews. Indicators with milestones and targets should be developed and monitored with comparable treatment to indicators in a logical framework e.g. they should be Specific, Measurable, Achievable, Relevant and Time-Bound (SMART) and have protocols for monitoring them. As with logical framework indicators, VFM milestones and even indicators may change during the programme life; when this happens changes will be documented as part of the Annual Review or similar process.
- 8.56 The Supplier will report on VFM, including progress on selected indicators, in the Quarterly and Annual Reports. The VFM framework should also ensure that FCDO Annual Review reporting is supported by a clear system for reporting on VFM in aggregate as part of the Annual Review process. **The methodology for the VFM framework should be**

included in the technical proposal and therefore must not include any commercial or budget information.

8.57 The VFM framework should include indicators that the Supplier will monitor throughout the programme. These indicators will be revised if necessary, during the Inception Phase and on an annual basis.

8.58 The Supplier is expected to refine the VFM indicators during the Inception Phase. Indicators will need to be monitored at the portfolio, workstream components, and intervention levels and tracked accordingly.

8.59 Indicative VFM indicators may include:

Value for Money Pillar	Indicator
Economy: Are programme inputs being bought of the appropriate quality and at the right price?	<p>Cost of programme management (including overheads) – this will be capped.</p> <p>% management cost to intervention costs (workstream delivery)</p> <p>Local/International technical assistance/consultant (benchmarking daily rates)</p> <p>Unit costs associated with TA to federal government vs provincial government vs local governments: including travel/administration, expenses, and fees etc.</p> <p>Frontline activities (research and adaptive activities) to achieve outputs and outcomes including activity-based costings.</p> <p>Sound procurement procedures used.</p> <p>Reasonable level of planning and record keeping</p>
Efficiency: How well are inputs converted into outputs?	<p>Working jointly across BEK programmes: evidence of collaborative working</p> <p>Working jointly across RAIN components: evidence of collaboration between implementing partners across interrelated themes</p> <p>Monitoring and strategic learning reports that track for how outputs are being delivered. With a clear separation of approach for parts of components that are working in an adaptive way</p> <p>% of policy actions that are implemented with domestic fiscal resources across all spheres of government</p> <p>Indicators of strong programme and performance management:</p> <p>Risk management procedures implemented efficiently.</p> <p>Finance e.g., reliable forecasting and low budget variances.</p> <p>Project budgets where inputs for specific interventions implemented to plan for the workstreams.</p> <p>Cost per outputs (indicators) and milestones</p> <p>Quality assurance processes</p>
Effectiveness: How well are the outputs achieving the desired outcome?	<p>Evidence of improved climate adaptation and disaster resilience policymaking, endorsement, and implementation</p> <p>Cost per \$ climate finance leveraged.</p> <p>Cost of successfully adapting best practices in a dynamic context and improved capacity of institutions</p> <p>Cost effectiveness ratio for outcomes and intermediate outcomes (if applicable)</p> <p>Clarity of the ToRs and effective choices on partner/consultant selection</p>

Equity: How fairly distributed are programme benefits?	<p>Indicators tracking inclusivity of interventions.</p> <p>Engagement of vulnerable and marginalized groups</p> <p>How outputs and outcomes link with equity indicators</p> <p>If endorsed policies that are implemented cater to the issues of the at-risk communities from disaster shocks and climate change</p>
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8.60 The VFM framework will be used proactively during implementation to inform decisions and to gauge whether activities/interventions are on-track. It is intended this approach will facilitate decisions on stopping interventions, ensuring resources are directed to where they are more likely to have impact. This approach will need to balance risk with reward, and other criteria in the portfolio.

8.61 The Supplier will be required to utilise VFM case studies as part of its monitoring, and strategic learning to have a more specific and richer understanding of performance and resource and give deeper insights. These case studies should follow a common template that shows the rationale for interventions and the change traceable to the intervention. The aim will be to see improvements in VFM or VFM 'stories' to really understand the return on investment for that workstream's intervention, but also to showcase achievements.

Reporting and Communications

8.62 The Supplier will engage with FCDO to ensure reporting is concise, efficient and meets requirements as set out below.

8.63 It is expected that the Supplier will meet with the "FCDO Programme Team" to review progress towards delivery of workstream, outputs, outcomes, the budget, results achieved, financial forecasts and risk mitigation.

8.64 The FCDO Programme Team will consist of:

- **Senior Responsible Owner (SRO):** The SRO is accountable for the RAIN Programme meeting its objectives, providing strategic leadership, delivering the required outcomes, and making the expected contribution to the British Embassy Kathmandu's portfolio outcomes under Campaign Goal on Climate and Resilience.
- **Programme Responsible Owner (PRO):** The PRO will be the primary FCDO contact point who will be accountable for driving, on a day-to-day basis, the delivery of programme outcomes within agreed time, cost, and quality constraints. Lead on programme management and delivery issues including risk management, VFM, asset management, audit, due diligence, financial forecasting, and reporting.
- **Climate and Environment Adviser:** This role will be the Lead Advisor for Technical Assistance Facility (Climate Focus) and Climate Finance Components. The position will engage on climate adaptation and mitigation as relevant and facilitate engagement with GoN on these issues across all tiers of government and support the coordination with and between implementation partners.
- **Resilience Adviser:** This role will engage on disaster risk management, preparedness, anticipatory action, and humanitarian response, as relevant and will facilitate engagement with GoN on these issues across all tiers of government and support the coordination with and between implementing partners.

- **Programme Officer:** The programme officer will support the programme manager, undertaking day-to-day administrative tasks to support implementation.
- **Evidence and Coordination Lead:** This role will work closely with the Strategic Learning Unit ensuring that implementing partners across all components collaborate and coordinate well, with information flowing in all directions (e.g. evidence generated through trials at the subnational level informs the policy development support at the federal level).

8.65 The Supplier will be responsible for reporting progress and finances to FCDO. This includes but is not limited to the Supplier and the downstream partners will be expected to provide updates and reports, both formal and informal during the programme. The main formal reports will be the following although these may be amended by mutual agreement between FCDO and the Supplier. The Supplier is required to provide the following narrative reports:

- **Monthly Dashboards**, in a two-page maximum briefing format and a 10-slide maximum PowerPoint deck, providing concise updates on key achievements, context analysis, upcoming events/actions and emerging risks and mitigations and staffing updates.
- **Quarterly Reports**, a 25-30-page maximum report summarising key achievements in the previous quarter, an assessment of how the programme performed against the objectives set in the previous quarter, priority objectives for the next quarter, interim progress against output, outcome, and value for money indicators, updated risk assessment analysis, and progress against the reporting KPIs. This should also include review progress against annual delivery plan and milestones (including where progress did not go as planned) and challenges, review of milestone schedule, progress on annual review recommendations, narrative summary of achievements, results reporting at output and outcome level, including narrative assessments, narrative on VFM indicators, financial report monitoring including quarterly spend and forecasts, updates on staffing and assets.
- **Annual Report and Strategy Refresh**, a 50-page maximum report delivered two months ahead of FCDO's Annual Review deadline. The first section should include the same information as the quarterly report; however, it should cover the full year (cumulative results). The second section should include a strategy refresh based on lessons learnt from the previous year, and progress against recommendations from FCDO's Annual Reviews. This report should include progress against delivery plan, results reporting at an output and outcome level, including narrative assessments, strategic and tactical recommendations for delivery approach in subsequent years, risk register, including risk assessments and mitigations (including on safeguarding, political economy and risks of working at the provincial and local levels for embedded technical assistance staffs and appropriate mitigation measures), issues, lessons learned and recommendations, results against VFM indicators, staffing and assets and financial reporting and workstream planning. To align with FCDO reporting requirements, we will expect three quarterly reports and an annual report (at the end of the last quarter that covers cumulative progress from the last four quarters). FCDO in discussion with the Supplier might change the reporting requirements to be consistent with FCDO timelines and internal compliance.
- **Annual Workplan.** The Supplier is required to submit an annual costed workplan for the year ahead in Gantt chart format, detailing the activities and timelines for each workstream along with the Annual Report and Strategy Refresh. Timings will be agreed with FCDO and must be submitted two months ahead or earlier (if possible) ahead of FCDO's Annual Review deadline. The proposed Annual Workplan and annual spend forecast for the year ahead will be needed within one month of the start of the new fiscal year, starting year two.

In year one, this will be developed in the inception phase. This will be the basis for the monthly and quarterly reviews.

8.66 There should be fortnightly one-to-two-hour meetings with FCDO throughout the inception, monthly meetings during implementation, and closure phases (Kathmandu working hours, mostly in person but some hybrid or online will be required). The meetings will be set up by both FCDO and the Supplier. The frequency and duration of these meetings may be adjusted at FCDO's discretion. The Supplier will provide reporting as per the **Monthly Dashboard** in advance of the meeting.

8.67 The Supplier is required to ensure all reports are concise, clearly written, quality assured and user friendly – for example using PowerPoints where appropriate. The main body of reports should only include the key information FCDO needs to know. The Supplier should make effective use of Annexes for additional details not necessary for FCDO's decision making or risk management.

8.68 **All reports submitted to FCDO must be thoroughly quality assured.** The Supplier is required to ensure all reports are quality assured to a high professional standard before being sent to FCDO.

8.69 The Supplier is required to commit to the following **Reporting Schedule**:

- Quarterly invoices submitted to FCDO on or before the 25th calendar day of the following month.
- Updated monthly forecasts for the current financial year submitted to FCDO on or before the 25th calendar day of the month. These will include, but not be limited to, a revised Cost Template in the format submitted at the time of bidding (or using an agreed revised template) and a costed workplan.
- Quarterly reports submitted to FCDO on or before the 25th calendar day after the quarter-end.
- Updated programme risk registers to be submitted to FCDO on or before the 25th calendar day after the quarter-end, as part of an Annex to Quarterly Report; and when the need arises for an update of the risk register.
- Updated financial year and monthly forecasts for the remaining years of the programme submitted to FCDO on or before the 28th of February of each year.
- Annual Report, Strategy Refresh and Annual Workplan submitted to FCDO no later than two calendar months before FCDO's Annual Review deadline.
- Updated asset register and delivery chain map to be submitted to FCDO on or before the 25th calendar day after the quarter end, as part of Annex to Quarterly and Annual Reports, and when the need arises for an update of the asset register and delivery chain map.

8.70 The Supplier will need to keep records of all work and expenditure, including for 7 years after contract end, to have this in a form which can be transferred to FCDO and available upon request, for example for FCDO internal audit, National Audit Office (NAO), the Independent Commission for Aid Impact (ICAI), and so on. FCDO uses One Drive and Microsoft Teams so the Supplier is encouraged to use this platform as well for document retention and facilitating sharing of documents. The Supplier is also required to be open to changes in requirements and opportunities in relation to evolving technologies.

- 8.71 The Supplier will be responsible for submitting the Project Completion Project (PCR) within the stipulated timeframe agreed mutually with FCDO, preferably one month before the contract end date to address comments and feedback from FCDO.

9 Monitoring and Strategic Learning

Overview

9.1 This contract's knowledge management strategy objectives will focus on:

- Providing information, data, and evidence to continuously improve the overall RAIN programme interventions (across components and partners) and reporting to FCDO.
- Developing the evidence base needed to influence governments at all spheres on using their own fiscal resources to implement relevant climate adaptation and disaster resilience policies and plans.
- Promoting the uptake of innovations piloted by the programme (RAIN components) and stimulate dialogue through influencing and advocacy.
- Facilitating information sharing and identifying synergies across the programme and through strategic partnerships.
- Consolidated results reporting in line with FCDO requirements and cycles.
- Contribute to FCDO – Nepal evidence and learning agenda on climate and resilience.

Data, evidence, and learning will be used in intervention design and will ensure interventions across the workstreams remain value for money in achieving programme objectives, facilitate learning, and inform decision points on whether to scale-up, maintain, adapt, or drop approaches/interventions.

Key Requirements

9.2 As part of both inception and implementation, the Supplier is required to design and implement a robust and comprehensive work plan for the Strategic Learning Unit that needs to include:

- Theory of Change, log frame (results framework), VFM Indicators for Technical Assistance and Strategic Learning Unit.
- Reporting and forecasting logical framework results, as well as identifying broader non-logical framework indicators that can support the effective management of the contract.
- Working across workstream leads to design appropriate intervention indicators, gather baselined data, milestones, data collection methodologies, verify assumptions, and monitor outputs, outcomes, and impacts.
- Developing a robust value for money framework based on the 5 E's – economy, efficiency, effectiveness, equity, cost-effectiveness including developing benchmarks and targets.

- Generating management information and results data to inform decision making for FCDO across the interlinked RAIN components.
 - Supporting lesson-learning within and between programme components and interventions, facilitating information sharing and identifying synergies.
 - Providing strategic advice through commissioned research and diagnostics to evaluate progress, test programme performance, and assess interventions as they are being trialled.
 - Developing a learning and dissemination plan, including commissioning evidence-based case studies and human-interest stories, for distribution to domestic and international audiences.
 - Gender, Disability and Social Inclusion Strategy and conduct programme wide GDESI and Leave No One Behind reviews to inform the 'Equity' under VFM.
 - Collaborate across teams and responding promptly and fully to information and data requests.
 - Act as a Secretariat for the Programme Board and Steering Committee Meetings and prepare relevant papers in advance of the meetings by working closely with the RAIN implementing partners and the Government of Nepal.
- 9.3 The programme is expected to publish knowledge products in an external facing public website (of the lead supplier) during and for a period after the project (at least 7 years) to facilitate sharing of lessons and disseminate outputs.

Results framework

- 9.4 The logical framework forms the basis for internal monitoring of programme progress. The Supplier will provide quarterly and annual narrative reports, including a summary of progress made against the logical framework indicators. During year 1, progress will be tracked against a series of process indicators.
- 9.5 The Supplier is required to revise and refine the results framework (**See Annex 2**) for the Inception Phase in discussion with FCDO. The logical framework will be assessed on the quality of the indicator definitions, the quality of justification provided for the indicator targets, and the level of ambition shown in the indicators and targets. The logical framework should be accompanied by a justification for the outcome and impact targets. The Supplier will develop and refine a more detailed logical framework during the Inception Phase to guide programme implementation. The results framework should be integrated with the Theory of Change and VFM framework, and include output, outcome and impact indicators and targets for the duration of the contract.
- 9.6 All relevant impact, outcome and output indicators should be disaggregated by age, gender, sex and disability (where relevant and appropriate).

ICF Indicators

- 9.7 The Supplier is required to demonstrate how it will report on the following International Climate Finance (ICF) indicators¹:

¹ <https://www.gov.uk/government/publications/uk-climate-finance-results>

- **KPI 1:** Number of people supported to better adapt to the effects of climate change.
- **KPI 11:** Volume of public finance mobilised for climate change purposes.

Additional ICF indicators will be considered by the Supplier and FCDO during the Inception Phase.

10 Commercial Requirements

Programme Timeframe and Budget

- 10.1 The initial contract will be for a period of 5 years with an option to extend for 2 additional years based upon FCDO requirements.
- 10.2 The budget for the initial contract for 5 years will be up to £7,050,000 with the option to extend up to an additional £3,500,000, subject to FCDO approval. The Supplier will likely be informed of its budget on an annual basis ahead of the FCDO financial year (April to March) and will have to demonstrate flexibility as annual budgets might change. The contract value is inclusive of all applicable taxes. It is the Supplier's responsibility to establish its taxation position both in the UK and in Nepal and ensure it meets its obligations.

Review Points

- 10.3 The contract will be subject to an Inception Review by FCDO (at the end of 6 months) and upon satisfactory performance the contract will move into implementation.
- 10.4 A Mid-Term Review (MTR) will be conducted in year 3 (after completion of year 2) and End-Term Review (ETR) will be conducted in year 5 (after completion of year 4). The MTR will help to assess the effectiveness of the programme in meeting its objectives. Continuation of the contract or extensions will be dependent on (but not limited to) satisfactory performance and availability of funding. The ETR will help FCDO to decide on extending the programme, if required. The Supplier shall cooperate fully with any reviews.

Scale Up and / or Down provisions

- 10.5 FCDO reserves the right to scale down the value and/or scope of the contract or to discontinue this programme at any point. Scaling down is at FCDO's discretion. Scaling down may be triggered by a variety of events/reasons including (but not limited to):
- A change in regions' economic or political environment.
 - A change in the political landscape/legislation.
 - A change in FCDO or HMG's priorities.
 - Budgetary constraints.
 - Dissatisfaction with Supplier performance.
- Scaling down may take various forms, such as (but not limited to):
- Decrease of programme value.
 - Decrease or change of programme scope (such as thematic scope or geographic scope).
 - Decrease of programme duration.

- Withdrawal or decrease of support from certain countries/regions.
- Reduction of FCDO's ability to deliver programme funds.

10.6 Conversely, FCDO may also decide to scale up the programme. Any scaling up should be mutually agreed between FCDO and the Supplier. Scaling up may be requested by FCDO subject to internal approvals as a result of various events/reasons, including (but not limited to):

- The programme proves to be having a strong impact and has the potential to yield better results, dependent on budget and ongoing effectiveness of the programme.
- There is a change in FCDO or HMG's priorities, including a change in geographical, or thematic focus.

Scaling up may take various forms, including (but not limited to):

- Increasing the funding amount of one or more components/categories or adding funding for new components to support programme delivery.
- Increasing or changing the programme scope (such as thematic scope or geographic scope).
- Increasing the programme duration.
- The Supplier will need to demonstrate capacity and continued capability to scale up.

10.7 The Supplier must maintain flexibility in approach, for example adjustments and changes to sectors and geographies (UK Priority Provinces: Karnali, Lumbini and Madhesh), and be able to exit as required and with agreement from FCDO. We expect the Supplier to be able to adjust to such requests.

Payment Mechanism

10.8 Payment will be made quarterly in arrears within 30 days of receipt of an undisputed valid invoice as per the GDD framework terms and conditions Clause 22.1 (Payments & Invoicing Instructions).

10.9 The section below details the requirements of the payment mechanism where total fee payments will be subject to 1) Payment of Output and Outcome Milestones and 2) Key Performance Indicators (KPIs) for contract management.

10.10 The payment mechanism is guided by the principles that the model should: (i) reflect the results framework's agreed targets as per the workplan; (ii) identify verifiable, achievable but challenging milestones; (iii) assign a fair level of variable risk between FCDO and the Supplier, and (iv) recognise the practicability of the system.

Inception Phase:

10.11 All (one hundred percent) of approved expenses (all costs except staff pay) will be reimbursed on an actual expenditure basis. All (one hundred percent) of fees (staff pay) will be linked to achievement of milestones, paid quarterly. Inception phase milestones should be based on the expected deliverables as outlined in the above 'Inception Deliverables' section (Paragraph 8.4).

Implementation Phase:

- 10.12 All (one hundred percent) of approved expenses (all costs except staff pay) will be reimbursed on an actual expenditure basis contributing to the achievement of the output and outcome milestones. Fees will be paid as follows below.

Payment of Milestones

- 10.13 A proportion of total fee payments to the Supplier shall be linked to payment of output and outcome milestones. For all years of implementation (Years 1-5), 90% of total fees will be paid quarterly upon successful delivery of output and outcome milestones. As the contract progresses, more outcome (versus output) milestones will be expected as set out in the 'indicative' results framework in **Annex 2**.
- 10.14 The milestones will be proposed by the Supplier (in alignment with the indicative results framework - **See Annex 2**) and refined and agreed by both FCDO and Supplier during the inception phase and every six months thereafter with final approval from FCDO. The Supplier will be required to review the milestone schedule for the upcoming year along with the annual workplan (reviewed every six months and agreed with FCDO).
- 10.15 Milestones will be broken down and set clearly by the workstreams and will be subject to full and final approval by FCDO. The milestones will be paid if successfully achieved and satisfactory delivery is accepted by FCDO.
- 10.16 The indicative milestones (in alignment with the tentative results framework (**See Annex 2**)) will be refined and agreed by both Supplier and FCDO in the inception phase and updated annually during the annual strategy refresh (reviewed every six months), with final approval from FCDO. Milestones for the implementation phase will be agreed between FCDO and the Supplier on an annual basis as per the costed yearly workplans (reviewed every six months). Means of verification for the achievement of milestones will be identified to facilitate clear, unambiguous assessment of the milestones. If an invoice adjustment is required, the Supplier will be required to adjust the reduced sum of total milestones fees and send the revised invoice to FCDO for payment in the same quarter.
- 10.17 Any changes to milestones - including but not limited to due date, evidence of completion, etc. - will need to be submitted to and approved by FCDO at least one month prior to the due date. Failure to follow this will result in the milestone being missed.
- 10.18 If a milestone is below standard or there is a dispute over the quality, then timely feedback will be provided, and a deadline for the Supplier to improve the deliverable to the required standard and for full payment to be made if deemed appropriate.
- 10.19 If a milestone cannot be met or has only partly been met and completion is not possible due to unforeseen circumstances and justified factors beyond the Supplier's control FCDO should be informed as soon as the Supplier is aware of this. FCDO will seek to make a payment proportionate to what has been achieved.

Key Performance Indicators (KPIs)

- 10.20 10% of total fee payments to the Supplier shall be linked to Key Performance Indicators (KPIs) as part of contract management every six months (covering two quarters during implementation). The purpose will be to manage the Supplier's performance throughout the life of this contract. The 10% will be retained from each quarterly invoice and paid bi-annually in the quarter following which the KPI assessment is complete.

10.21 The Supplier will be assessed against KPIs every six months (covering previous and current quarter). The framework for KPIs is set out below. During the Inception Phase, these KPIs shall be refined, agreed, and subsequently used to measure performance during implementation.

10.22 **Performance Assessment.** Each contract management KPIs will be assessed on a scale of 0-5 and multiplied by the weighting for a total score out of 500. KPI payments will be in accordance with the KPI payment structure as set out below. FCDO will assess the contract management KPIs and the Supplier is required to submit evidence of delivery against the KPIs. FCDO will respond with feedback within five working days. The Supplier will have five additional working days to respond to any feedback.

10.23 Contract management KPIs are illustrated below and may be, reviewed, refined and finalised by FCDO during Inception (and if FCDO considers a review necessary at any point in the contract duration to ensure that the KPIs and methodology are fit for the contract). Contract management KPI invoice adjustment will be required if the KPI scores are less than 399 and the Supplier will be required to send the revised invoice to FCDO for payment. The contract management KPIs, scoring methodology and payment mechanism are described below.

Contract Management KPI Scoring Methodology

Score	Definition
5	Excellent Performance - Proactive Supplier with outstanding delivery, innovation and execution, meeting or exceeding responsibilities and requirements with no improvements needed.
4	Good performance - Proactive Supplier delivering efficiently and effectively meeting responsibilities and requirements with little improvement needed.
3	Satisfactory - Supplier delivering efficiently and effectively. Some improvements needed.
2	Less than Satisfactory - Some responsibilities and requirements are delivered efficiently and effectively. Some improvements needed.
1	Underperformance - Some responsibilities and requirements met but significant improvements needed.
0	Serious under performance - Not meeting responsibilities or requirements. Immediate and major changes needed.

Contract Management KPI Payment Mechanism

The scores awarded for each KPI will be multiplied by their respective weighting and added together to arrive at a total score. In line with the maximum total score of 500, the proposed payment KPI % structure shall be as follows:

Total Score	% KPI Payment
400 and above	100% of the 10% retained fees
300 to 399	80% of the 10% retained fees
200 to 299	60% of the 10% retained fees
100 to 199	20% of the 10% retained fees
99 and below	0% of the 10% retained fees

Contract Management KPIs Scoring Methodology						
KPI	Measure of achievement	Acceptance criteria (Including date)	FCDO responsibility	% Weighting	Scoring (1-5)	Max Possible Score
1. Team performance linked with strategic partnerships	<p>-Project team's performance for providing strategic direction and stability within project team, any changes handled efficiently with replacements being of equal or greater qualification/experience.</p> <p>-Good relationship maintained with Government of Nepal (federal, provincial, and local), RAIN implementing partners and key stakeholders.</p> <p>-Active engagement of supplier throughout (fortnightly and check-in meetings) where the supplier is responsive and flexible to client needs aligned with FCDO priorities.</p> <p>-Supplier has delivered new ideas which FCDO agrees are innovative and have benefited the programme following uptake.</p>	<p>-No more than one change every two years in project team and no gaps in project team for more than two months and replacement team members of equal or greater experience/qualification.</p> <p>-FCDO informed about key government and stakeholder meetings (at least 3 days in advance where possible) with meeting minutes provided within 5 working days.</p> <p>-Active and timely engagement from supplier via regular check-ins and fortnightly meetings with FCDO.</p> <p>-Tracking new ideas and innovation for delivery.</p>	<p>FCDO to provide feedback on replacement CVs within 5 days.</p> <p>FCDO will track key meetings and inform supplier of intent to join key meetings if required.</p> <p>FCDO will engage with supplier regularly.</p>	20		100
2. Timeliness of all documents (reports, workplans and budgets) and deliverables	<p>-Programme quarterly reports are submitted on time, of high quality to FCDO. They are easily understandable with limited need for comments and revisions to finalise for payments.</p> <p>-Timeliness of milestone delivery to satisfaction of FCDO contributing to the expected outputs and outcomes of the programme.</p> <p>-Ensure that annual costed workplan is aligned with the results framework in agreement from FCDO and is realistic and contextual.</p> <p>-Supplier's ability to respond quickly and adapt to the changing contexts or requests within the agreed timeline and ensuring that the activities and milestones are achieving the outputs and outcomes.</p>	<p>-Quarterly reports to be submitted on or before the 25th calendar day after the quarter-end.</p> <p>-Early communication (at least within one month of the deadline) and agreement from FCDO required for any requests to adjust milestone timelines. Agreement will only be given where there is a strong justification and impact on delivery is outside the control of supplier.</p> <p>-Annual costed workplan to be provided as part of annual strategy refresh (two months prior to end of the year and/or Annual Review deadline (as discussed with FCDO).</p>	<p>Provide feedback on milestones, reports, annual strategy refresh and costed workplan within 15 working days.</p>	15		75
3. Effective financial management	<p>-Accurate and timely submission of payment invoices with +/- 5% variance quarterly as agreed with FCDO.</p> <p>-Accurate and timely submission of quarterly forecasting with +/- 5% variance as agreed with FCDO.</p> <p>-Detailed invoice disaggregating the fee, expenses, and cost of deliverables.</p> <p>-Detailed expenditure report providing details of the fees and expenses in total and for the quarter along with the remaining budget against each budget line and robust cost control in line with the contract.</p>	<p>-Quarterly invoicing to be submitted on or before the 25th calendar day after the quarter-end.</p> <p>- Updated financial year and monthly forecasts for the remaining years of the programme submitted to FCDO on or before the 28th of February of each year or as agreed with FCDO.</p> <p>-Evidence readily available if requested on the quality assurance of fees and expenses.</p> <p>-Any amendments to invoicing based on FCDO feedback to be returned within 5 working days of receiving feedback.</p>	<p>To review and seek approval of the invoices from SRO within 10 working days. Provide the feedback if any to the supplier in 5 working days in case the invoice needs a revision or if there are comments from FCDO.</p>	20		100

4. Quality delivery and programme management	<p>-Timely and high-quality delivery of six-monthly Steering Committee and Programme Board (thrice a year) meetings.</p> <p>-Effective integration of political economy, gender, disability, and social inclusion into programme interventions.</p> <p>-Identification of risks (contextual, delivery, political, safeguarding against abuse, sexual exploitation, and harassment) with appropriate mitigation measures quarterly and escalate to FCDO on a rolling basis.</p> <p>-Maximising VFM across delivery and up to date and adequate due diligence, delivery chain mapping and records of all downstream partners reported quarterly to FCDO through demonstration of effective programme management.</p>	<p>-Evidence that the Supplier is raising pertinent risk and issues with FCDO on a fortnightly basis (with appropriate mitigation measures) that may significantly affect delivery or performance (ensuring no last-minute surprises) and is proactively solving problems and has sought to improve performance based on comments and feedback from FCDO.</p> <p>-Supplier is preparing in advance for the Steering Committee and Programme Board meetings with relevant papers and agenda to be shared with FCDO two weeks prior to meetings for comments and feedback.</p> <p>-Supplier presents VFM, risk, due diligence, and delivery chain mapping quarterly to FCDO.</p>	To review quarterly reports within 10-15 working days and provide feedback.	20		100
5. Capturing lessons and recommendations for adaptive management	<p>-Lessons and recommendations (from FCDO annual reviews, steering committee, and programme board meetings) should be tracked and part of quarterly reports that highlights ongoing challenges and risks with FCDO on a rolling basis.</p> <p>-Supplier has an objective approach towards setting strategic learning outcomes for adaptive management across the RAIN components as agreed with FCDO and implementing partners.</p> <p>-Dissemination of lessons learned based upon advocacy and influencing plans with other RAIN implementing partners.</p> <p>-Adaptive management and promoting collaborative partnerships (e.g., empowering team as appropriate, building flexibility in design of workplans and interventions) and practices (e.g., learning feedback loop in the design of workplans and identifying what is working and not working) and collaborative working with RAIN and other relevant BEK partners.</p>	<p>-Supplier to capture lessons and recommendations quarterly to demonstrate that evidence has been used to implement workstream interventions.</p> <p>-Supplier is responding to at least 90% of FCDO's feedback on strategic learning for adaptive and flexible management of the contract with evidence every quarter.</p> <p>-Supplier is effectively working with RAIN implementing partners to jointly plan strategic learning and lessons learning workshops for policy influencing and advocacy (at least three programme board meetings/yearly and one annual learning workshop).</p>	FCDO to continuously monitor and review lessons and recommendations used for adaptive management as part of quarterly and annual reviews and provide feedback.	20		100
6. Social Value	Activities that demonstrate a collaborative way to work with a diverse range of local stakeholders (for example other BEK implementing partners, civil society, women-led organisations, private research institutes as applicable). Illustrative examples: co-design and cocreation of interventions; inclusive working methods; and use of inclusive technology.	- Evidence (e.g. meeting minutes) of the collaboration and a section in the quarterly report.	FCDO to continuously review and provide recommendations and feedback as part of KPI review	5		25

10.24 The successful Supplier will submit invoices to FCDO on the Supplier's letterhead - in line with the Cost Template payment schedule and assessed and agreed milestones and contract management KPIs as mentioned above. The Supplier will be required to adhere to the Cost Transparency as per the Terms and Conditions of the contract where the expenditure against fees and expenses should be reported on a quarterly basis as part of financial reporting to FCDO as agreed in the proforma template as mentioned in the contract or as agreed between FCDO and the Supplier. Invoices should be accompanied by the details of spend undertaken in alignment with forecasts and that can be easily aligned with budget proformas submitted to FCDO as part of this bid and refined during the Inception and Implementation phases.

10.25 **Major Performance Failure.** In the event that the Supplier achieves a total score of 299 or less (out of a possible 500) for contract management KPIs, this may lead to the supplier being placed on a Performance Improvement Plan (PIP). The Supplier may also be placed on a PIP if their performance in any of the six main KPIs listed in the table above is less than satisfactory. A further two consecutive total scores of 299 or less after being placed on a PIP may lead to a material default of the contract.

Please note that if the performance of the Supplier does not improve after being placed on a PIP, FCDO reserves the right to move from bi-annual to quarterly review of contract management KPIs to allow for better focus and cooperation in improving performance.

10.26 **Arbitration.** In the event of a disagreement on the assessment of the Supplier's performance against one or more KPIs, FCDO will determine the final assessment and the decision will be final.

Task Orders

10.27 **Task Orders** - for pre-budgeting and approving arising pieces of work - may be utilised during the Implementation Phase. During the Inception Phase, the Supplier will review and submit to FCDO how they propose to develop workplans during implementation for scaling up/down existing work or to respond to arising pieces of work to be approved by FCDO.

General Data Protection Regulation

10.28 Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Annex 3 and the standard clause 33 in section 2 of the contract.

Duty of Care and Security Requirements

10.29 The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this Contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property. The Supplier must set out how they will respond to these requirements in their bid documentation. This should include

how they will ensure subcontractors meet these requirements too (as they will have full responsibility for subcontractor compliance).

10.30 FCDO will share available information with the Supplier on security status and developments in-country where appropriate. A named person from the contracted organisation should be responsible for being in contact with FCDO to ensure information updates are obtained. There should be a process of regular updates so that information can be passed on (if necessary). This named individual should be responsible for monitoring the situation in conjunction with FCDO.

10.31 The Supplier is responsible for ensuring appropriate safety and security briefings for all their Personnel working under this contract and ensuring that their Personnel register and receive briefing. Travel advice is also available on the FCDO website, and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

10.32 The Supplier is responsible for ensuring that appropriate arrangements, processes, and procedures are in place for their Personnel, considering the environment they will be working in, and the level of risk involved in delivery of the Contract. The Supplier must ensure their Personnel receive safety in the field training prior to deployment if judged necessary and that appropriate systems and processes and equipment are in place, including subscription to security companies who carry live information on security situations and can undertake due diligence on routes, hotels and work locations and use of appropriate equipment such as trackers. These facilities should be set out in your bid documents.

10.33 Tenderers must develop their tender based on being fully responsible for Duty of Care in line with the details provided above and information from UK Travel Advice for Nepal. They must confirm in their Tender that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.
- They will give responsibility to a named person in their organisation to liaise with FCDO and work with FCDO to monitor the security context for the evaluation.
- The nature of their security policies and how they manage security within the company.
- The type of facilities and equipment they will have in place to cover travel to amber and red zones under FCDO travel advice.

10.34 FCDO will not award a contract to a Supplier that cannot demonstrate that it is willing to accept and have the capability to manage its Duty of Care responsibilities in relation to the specific procurement. Please refer to the Supplier Information Note on the FCDO website for further information on our Duty of Care to Suppliers Policy.

10.35 If you are unwilling or unable to accept responsibility for security and Duty of Care as detailed above, your tender will be viewed as non-compliant and excluded from further evaluation.

10.36 Regarding information security, the Supplier is responsible for not sharing sensitive information with any parties other than FCDO.

10.37 Acceptance of responsibility must be supported with evidence of capability and FCDO reserves the right to clarify any aspect of this evidence and to subsequently reject tenders if in the opinion of FCDO they cannot demonstrate this. In providing evidence Tenderers should consider the following questions:

- Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by FCDO)?
- Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
- Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment, and will you ensure that this is reviewed and provided on an on-going basis?
- Do you have appropriate systems in place to manage an emergency / incident if one arises?

10.38 This programme will require the Supplier to operate in a seismically active zone which is at high risk of earthquakes. Following the earthquakes in April and May 2015 several aftershocks have been felt and continue to occur. Earthquakes are impossible to predict and can result in major devastation and loss of life. Likewise, Nepal also experiences floods and landslides annually. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region to deliver the contract.

10.39 As part of FCDO's Duty of Care policy, British Embassy Kathmandu has assessed the country and project risks in the form of Duty of Care Risk Assessments provided by FCDO Posts (see Overall Project Summary Risk Assessment Matrix below). This will allow the Supplier to take reasonable steps to mitigate those risk.

FCDO/British Embassy Kathmandu (BEK) Overall Project Summary Risk Assessment Matrix

Project / intervention Title: **BEK**

Location: **NEPAL**

Date of assessment: **January 2024**

Assessing official: Post Security Manager

Signed Off by: Deputy Head of Mission

Note that this risk assessment will be re-examined at the point of transition between the design phase and the implementation phase.

Theme	BEK/FCDO- N Risk score	Comments if any
OVERALL RATING 10 ^[1]	3	
FCDO travel advice	N/A	Travel Advice Latest updated 9 th January 2024
Host nation travel advice	N/A	http://nepal.gov.np:8080/NationalPortal/view-page?id=113
Transportation by: (i) Air	4	Transport by air and road both carry substantial risks in Nepal, particularly during the monsoon period. All air carriers from Nepal have been refused permission to operate air services to the EU due to safety concerns. See Air travel .
Transportation by: (ii) Road	4	Car and motorbike accidents are one of the biggest causes of injury and death overseas. If possible, avoid travelling at night. Always travel in a well-maintained vehicle with seatbelts. See Road travel
Security	2-3	Depending on the area you are travelling to. See Safety and Security
Civil unrest	2-3	Depending on the area you are travelling to.
Violence/crime	2	There's a low rate of serious crime in Nepal. However, you should take sensible precautions. See Safety and Security
Terrorism	2	Terrorists are likely to try to carry out attacks in Nepal. See Terrorism
War	1	
Hurricane	1	
Earthquake	4	Kathmandu valley and western part of Nepal most vulnerable.
Landslides	4	High risk during monsoon season especially in hills/mountains region. See Monsoon season
Flood	4	High risk during monsoon season especially in Terai region. See Monsoon season
Medical Services	3	Depending on the area you are travelling and remoteness.
Nature of Project/ Intervention	3	Depends on location of the project and site visits.

1 Very Low Risk	2 Low Risk	3 Medium Risk	4 High Risk	5 Very High Risk
Low		Medium	High Risk	

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

