



# Foreign, Commonwealth & Development Office

## CALL DOWN CONTRACT

<b>Framework Agreement with:</b> [OBJ]	<b>Triple Line Consulting Limited</b>
<b>Framework Agreement for:</b> [OBJ]	<b>Global Evaluation Monitoring Framework Agreement (GEMFA)</b>
	<b>Lot 3 – Monitoring, Evaluation and Learning, High Value Lot</b>
<b>Framework Agreement ECM Number:</b>	<b>ecm_4753</b>
<b>Call Down Contract For:</b> [OBJ]	<b>Monitoring, Evaluation and Learning Support for Climate Action for Resilient Asia (CARA) Programme</b>
<b>Contract ECM Number:</b> [OBJ]	<b>ecm_6473</b>

I refer to the following:

1. The above-mentioned Framework Agreement dated 1 February 2023;
2. Your proposal of 12 January 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 3 May 2024 ("the Start Date") and the Services shall be completed by 3 May 2030 ("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 Foreign, Commonwealth & Development Office (the "Recipient").

### 3. Financial Limit

- 3.1 Payments under this Call Down Contract shall not, exceed £2,914,623 ("the Financial Limit") and is inclusive of any government tax, if applicable as detailed in Annex B. The Financial Limit may be increased by up to a further £500,000 as detailed in Annex A.

When Payments shall be made on a 'Milestone Payment Basis' the following Clause 22.3 shall be substituted for Clause 22.3 of the Section 2, Framework Agreement Terms and Conditions.

April 2024



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## 22. PAYMENTS & INVOICING INSTRUCTIONS

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

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

## 4. FCDO Officials

- 4.1 The Project Officer is:

[REDACTED]

- 4.2 The Contract Officer is:

[REDACTED]

## 5. Key Personnel

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

Name	Job Title
[REDACTED]	Team Leader
[REDACTED]	Deputy Team Leader, South Asia Portfolio Lead & VfM Expert
[REDACTED]	Chief Technical Adviser
[REDACTED]	Southeast Asia Portfolio Lead & MEL & Climate Expert
[REDACTED]	Pacific Portfolio Lead & MEL & Climate Expert
[REDACTED]	GESI Lead & Nature-based Solutions Expert
[REDACTED]	Knowledge Management & Learning Lead
[REDACTED]	Communications & Influencing Strategist
[REDACTED]	Programme Manager & Safeguarding
[REDACTED]	Institutional Coordinator
[REDACTED]	Researcher
[REDACTED]	Researcher
[REDACTED]	Researcher
[REDACTED]	Climate Finance Expert

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	Community Resilience & Governance Expert
	Urban Resilience Expert
	Water Resource Management Expert
	Climate Forecasting & Meteorology Expert
	MEL Methods Expert
	Finance Manager
	Risk & Compliance Manager
	Secretariat Support

### 6. Reports

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

### 7. Call Down Contract Signature

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

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

Signed by an authorised signatory  
for and on behalf of  
Secretary of State for Foreign, Commonwealth  
and Development Affairs

Name: [REDACTED]

Position: Commercial Lead

Signature: via Jaggaer

Date: as Jaggaer

Signed by an authorised signatory  
for and on behalf of the Supplier

Name: [REDACTED]

Position: Chief Operating Officer

Signature: via Jaggaer

Date: as Jaggaer

April 2024

ITT Vol. 2  
Terms of Reference  
ITT\_5990

Monitoring, Evaluation, and Learning (MEL) Support for FCDO’s Climate  
Action for Resilient Asia (CARA) programme

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Acronyms and Definitions

ADB	Asian Development Bank
ARCAN	Africa Regional Climate and Nature
BEIS	Department for Business, Energy & Industrial Strategy
CARA	Climate Action for a Resilient Asia
CIARe	Climate Adaption and Resilience
CDRI	Coalition for Disaster Resilient Infrastructure
DEFRA	Department for Business, Energy & Industrial Strategy
DG-IP	Director General Indo-Pacific
FCDO	Foreign, Commonwealth and Development Office
GCA	Global Commission on Adaptation
GDPR	General Data Protection Regulation
GGGI	Global Green Growth Insitute
GHG	Greenhouse Gas
ICF	International Climate Finance
ICIMOD	International Centre for Integrated Mountain Development
IPRD	Indo Pacific Regional Department
IR	Integrated Review
MEL	Monitoring, Evaluation and Learning
MENA	Middle East, and North Africa
NDC	Nationally Determined Contribution
ODA	Overseas Development Assistance
PPF	Pacific Partnership Facility
PHENOMENAL	Pioneering a Holistic approach to Energy and Nature-based Options in MENA for Long-term stability
RED	Research and Evidence Department
PCR	Programme Completion Report

PRO	Programme Responsible Owner
SRO	Senior Responsible Owner
UNCAS	UN Climate Action Summit
UNDP	UN Development Project
UNFCCC	UN Framework Convention on Climate Change

# 1. Introduction

The Foreign, Commonwealth and Development Office (FCDO) is seeking an independent Monitoring, Evaluation, and Learning (MEL) Supplier to support the delivery of its Climate Action for a Resilient Asia (CARA) programme.

CARA is a 7-year programme focusing on regional and transboundary environmental challenges across the Indo-Pacific (South Asia, Southeast Asia, and the Pacific). CARA comprises components that promote better climate change policy and planning, conserve natural ecosystems and biodiversity, mobilise climate finance, strengthen water security and weather and climate information services, and support urban resilience and community-led adaptation. CARA is delivered through partnerships with UK Met Office, Asian Development Bank (ADB), United Nations Development Project (UNDP), World Bank and the International Centre for Integrated Mountain Development (ICIMOD) and will support at least 15 million people to better adapt to the effects of climate change, partnering with governments, regional institutions, cities, vulnerable communities, and the private sector. Please refer to Annex 2 for a summary of the CARA programme, rationale and purpose. The MEL Supplier will deliver a range of MEL activities and services to support the programme’s delivery throughout its lifetime.

The FCDO considers monitoring, evaluation, and learning fundamental to *successful* programme delivery. While monitoring and evaluation deliver the necessary evidence base, geared towards accountability, the learning aspect makes sure that teams and organisations use the evidence to derive the best lessons and apply them to improve programme success and guide effective future programming.

To ensure CARA's success, the MEL Supplier will deliver a range of activities, including but not limited to:

- Reviewing the existing CARA results framework and making any changes necessary to enable FCDO best monitor the progress delivered by all CARA components;
- Lead on FCDO’s annual review process of the programme by collecting and quality assuring data from various components;
- Design and maintain a CARA website;
- Carry out a light review of the results frameworks of individual CARA components to ensure they are best aligned with CARA’s ambition and its overall results framework;
- Ensure data collection and annual reporting on CARA's International Climate Finance (ICF) indicators;
- Ensure quality learning is generated at regular intervals and is applied to programme decision making to maximise effectiveness and minimise risk; and
- Perform any other relevant MEL activities as necessary and required.

# 2. Contract Overview



## 2.1 Purpose

The primary purpose of this contract is to deliver an independent monitoring, evaluation, and learning function for FCDO’s CARA programme in order to maximise the programme’s Value for Money (4E’s) which include Economy, Effectiveness, Efficiency and Equity and sustainability of impact. FCDO defines *Economy* as key programme cost drivers; *Efficiency* as how well we (and our partners) convert programme inputs into desired outputs and *Effectiveness* as how well the outputs produced by a programme deliver the intended effects or outcomes. Impact is a long-term, widespread change that a programme is expected to deliver, usually after its lifetime. Ensuring that a programme’s outcomes sustain after it ends is key to realising impact.

The secondary purpose of this contract is to strengthen the global evidence base on climate adaptation and resilience programming by providing FCDO and by extension other UK government departments with new and quality evidence on what works and what does not work for building adaptation and resilience to climate change.

## 2.2 Objectives

Having rigorous MEL approaches in place for all programmes is a major focus of FCDO to improve performance management, accountability, and evidence-based decision making.

The contract has *three broad* objectives:

1. **Monitoring** to ensure ongoing, systematic collection of data from all CARA components in order to periodically assess their individual progress as well as progress toward the achievement of overall, CARA level results or outcomes. Monitoring is expected to support timely decision making, ongoing learning and accountability for achieving results and help ensure the funds are being used for the intended purposes.
2. **Production of Evidence & Learning** through processing of information generated from monitoring and using targeted evidence/learning generating methods—such as targeted case studies—to periodically validate if CARA pathways to deliver desired change are working or not; generate evidence of effectiveness of some of the innovative approaches CARA is taking to build resilience of communities and natural ecosystems to climate change impacts, such as Nature Based Solutions. The MEL supplier and FCDO will use evidence and learning to continuously improve CARA’s effectiveness *and* expand the UK Government’s and global evidence base on what works and what doesn’t for building adaption and resilience to climate change impacts.
3. **Coordination among CARA Components/Implementing Partners** to ensure they work as parts of the whole rather than operate in silos. Each one of the six CARA thematic components is of significant size and ambition in its own right.

For FCDO, a major rationale to combine them under a single programme is to create greater value than if they are delivered as separate, standalone programmes. To ensure this greater value—in the form of CARA’s desired overall outcomes and impact as identified in the Business Case (Annex 2.4) — is achieved, it is important that the components regularly share lessons and learning, identify and build on complementarities, and adapt to any contextual changes in ways that is in the best interest of CARA’s overall outcomes.

Through the delivery of the above objectives the expected **impact** of the MEL contract will be an improved performance of the CARA programme and an effective coordination of its components, working together and adding up to deliver CARA’s desired overall outcomes and sustainability. The expected **outcomes** of the MEL contract include:

- CARA’s progress toward its intended outcomes is successfully tracked and regularly reported to ensure accountability.
- Learning, evidence, and knowledge products are regularly produced, documenting what is working and what is not, highlighting key successes and lessons.
- Learning and evidence is communicated and made available to a wide range of stakeholders and applied to CARA’s delivery and management—both at the component and programme levels—to ensure CARA’s risks are minimised, and opportunities are maximised for overall efficiency and effectiveness.
- All CARA implementing partners are able to coordinate, share learning and lessons, and work together (wherever possible) regularly and systematically throughout the programme’s lifetime.

**2.3 Recipients**

The primary recipient of the activities and services under this contract is FCDO's Indo Pacific Regional Department (IPRD), specifically the CARA programme team, CARA implementing partners, and FCDO country offices in the Indo-Pacific region.

The secondary audiences include other FCDO teams e.g., the Africa Regional Team, the Middle East, and North Africa (MENA) Regional Department, and the Research and Evidence Department (RED). In addition, the secondary audiences will also include other UK Government departments including the Department for Business, Energy & Industrial Strategy (BEIS), Department for Environment Food & Rural Affairs (DEFRA), and others as relevant. Furthermore, through generating new and quality evidence and learning, FCDO expects the MEL function to serve various International Development actors engaged in implementing interventions to build adaptation and resilience against climate change.

**3. Contract Information**

**3.1 Programme Timeline**

The MEL programme will have a core period of up to 72 months and a budget of up to £3.5 million. There will be provisions for an extension option of up to an additional 12 months with a budget of up to an additional £500,000. The extension will be subject to a business case addendum being approved, supplier performance and FCDO approval. FCDO will seek a costed proposal from the Supplier should FCDO decide to implement an extension.

1.

In certain circumstances, FCDO may need flex over the duration of the contract. The below dates will act as break points:

- i. **First** point will be after the inception phase,
- ii. **Second** point will be contained when the current HMG spending review comes to an end (anticipated March 2025).
- iii. **Third** point will be at the midpoint of the contract (anticipated November 2026)

In addition, FCDO anticipates there may also be need to flex over the duration of the contract. FCDO will determine if any non-material adjustments to the iscale and / or direction of the programme will be required.

This could mean:

- i. Nonmaterial changes of direction: e.g., changing policies regarding programme delivery (safeguarding, risk or due diligence approaches used), or making changes to the way activities are delivered as part of maintaining good value for money
- ii. Scaling Up: e.g., implementing the extension options, or additional funding transfers to the Supplier through the FCDO as the contracting authority.
- iii. Scaling Down: e.g., reduction in budget, or programme ending earlier than planned.

The circumstances in which this might happen are:

- 1. Nonmaterial changes of direction: e.g., changing priorities of FCDO and HMG; political economy reasons, including a change in the security situation or government stability; result of work completed by the Supplier in the inception phase, which may highlight changes are required to follow best practice and / maintain or value for money; changes in FCDO policy; or recommendations from FCDO reviews.
- 2. Scaling Up: e.g., internal approval and a business case addendum allowing use of the contract extension options; broader changes to the CARA programme; scale up being consistent with HMG objectives; scale up is shown to be deliverable within CARA MEL, as determined by FCDO; or activities to be covered are in line with CARA MEL and wider programme objectives

- 3. **Scaling Down:** e.g., changes in FCDO or HMG priorities, such as a change in ICF strategy; political economy changes; broader changes to the CARA programme; or dissatisfaction with performance of the programme, which is at the discretion of FCDO and based on evidence from performance management, results collection and evaluation evidence.

This is a non-exhaustive list and FCDO cannot foresee all circumstances that would require a change of direction, scale up or scale down. The decision whether to change the direction, scale up or scale down the programme will be made at the discretion of the FCDO. If a change is required, the FCDO will inform the Supplier as early as possible, and the Supplier will be consulted on how this should be managed. Any changes will be nonmaterial, made in line with the requirements, T&Cs of the Contract and be reviewed to ensure robust VfM. To note, no compensation or damages would be due to the Supplier if a scale down is required. For scale up, FCDO will expect economies of scale to be factored in.

**3.2 Budget**

The maximum anticipated budget for this contract is up to £4 million. This value includes an initial period of up to £3.5million and an extension option of up to an additional £500,000. Please note this figure includes all applicable taxes exclusive of UK VAT. It is the supplier’s responsibility to establish its taxation position both in the UK and in any relevant countries to ensure it meets its obligations. This budget will cover all the activities and expenses of the Supplier in delivery of the outputs set out in this ToR.

Table 1 shows an estimated spread of total MEL budget availability.

Financial Year	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Proposed Budget	£100K	£500K	£500K	£500K	£1 Mil	£900K

*Table 1: Example of the annual budget. Please note the distribution can slightly change based on overall budgetary situation in FCDO.*

The scope of work described in this ToR poses an intrinsic challenge to plan flexibly to undertake and support MEL on a programme which will define the details of each intervention during its inception phase and beyond. Suppliers must have the capacity to plan for and adapt to these challenges and plan accordingly.

**4. Project Requirements**

In order to achieve the objectives of this contract, the MEL supplier will deliver a set of specific *outputs* as outlined below.

It is important to note that by the time this MEL contract is expected to become effective, CARA will be in the second year of its implementation. During the programme’s 1<sup>st</sup> year, FCDO’s senior MEL Adviser for CARA has led on shaping the programme’s approach to MEL. The MEL supplier is expected to build on this work while delivering the specific objectives and outputs. Examples of this work are:

- Providing extensive feedback to and closely working with various CARA components to help them refine and develop their respective theories of change and monitoring frameworks in ways that are best aligned with CARA ambition and broader FCDO expectations and standards;
- Developing an overarching, CARA level monitoring framework that FCDO has used to write the programme’s first annual review in Jan/Feb 2023.

The MEL supplier is expected to present its findings in ways that are accessible to the intended audience. This involves ensuring that reports and information products under this contract are timely, concise, clear, and accessible. The use of digital tools (data dashboards, interactive theories of change/system maps, videos) is highly encouraged.

Given the complex nature of the CARA programme, outputs and deliverables of this contract are subject to change. The Supplier must be prepared to adapt its approach to changing circumstances as necessary.

**4.1 Key Roles and Responsibilities**

This section sets out the resource requirements for the Supplier to deliver CARA MEL. The Supplier must have the necessary skills and experience to meet the requirements set out in the Terms of Reference. Clear reporting lines within the teams, and responsibilities for each role, will be required, supporting the governance and smooth delivery of the programme.

**4.1.1 Working with CARA Programme and wider FCDO**

The relationship between the supplier, FCDO and the programme partners will be key to the success of the MEL unit. These relationships will require careful management and will differ depending on the funding arrangement between the FCDO and implementing partner. The supplier will be expected to demonstrate an understanding of these funding arrangements in their bid which will be accordingly developed during the inception phase to incorporate approaches to these manage relationships.

The MEL supplier will also be expected to work closely with other relevant initiatives (I.e., climate programmes) funded by the FCDO, including:

1. **Africa Regional Climate and Nature (ARCAN) programme:** a regional programme with similar objectives as CARA but focused on Africa. This programme has up to £3.5 million dedicated for MEL. More details about the programme can be found here: <https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300808/documents>
2. **Pioneering a Holistic approach to Energy and Nature-based Options in MENA for Long-term stability – PHENOMENAL.** A regional programme with a similar focus to ARCAN and CARA, operating in the Middle East and North Africa region. Further details are available at: <https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-301142/summary>
3. **Climate Adaption and Resilience (CIARe):** a research framework programme supporting adaptation through action-oriented research and capacity

strengthening to build resilience, address knowledge gaps, and boost the response to the climate crisis in the Global South. Further details are available at: <https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300126/summary>

**4.1.2 Core Team**

The core team will be comprised of the personnel needed for the day-to-day running of the programme. The core team will include a Team Lead. FCDO expects the core team’s expertise to cover all outputs of CARA MEL. The Supplier must also ensure that the skills and expertise provided by the core team clearly meet the requirements set out in this ToR. In particular, the Team Lead should:

- Be responsible for overall delivery and implementation of the MEL contract and for the achievement of its objectives as specified by FCDO in the Terms of Reference.
- Be responsible for regular reporting to FCDO on the progress of the contract. The frequency of meetings between the supplier and FCDO will be decided during the inception phase.
- Be responsible for the efficient and effective functioning of the members of core team in performance of their respective roles and responsibilities.
- Be responsible for upholding all the relevant requirements and legislation as specified in the ToR, for example those related to Safeguarding, Duty of Care, Disability, Transparency, Do No Harm, and General Data Protection Regulations.

The core team will be responsible for:

- Implementing the workplans or strategies that are developed, and agreed with FCDO in the inception phase, to achieve the objectives of the MEL contract as specified in the Terms of Reference.
- Delivering all outputs/sub-outputs, as specified in the Terms of Reference, whilst also adhering to FCDO standards of quality and timeliness.
- Upholding all the relevant requirements and legislation as specified in the ToR, for example those related to Safeguarding, Duty of Care, Disability, Transparency, Do No Harm, and General Data Protection Regulations.

The Supplier must ensure that knowledge transfer of team members occurs appropriately so that this project is not detrimentally affected by changes to personnel throughout the Contract. Suitable replacements should be presented to FCDO for approval which have comparable skill sets to deliver that role’s activities and new replacements will be charged at a day rate no higher than the person they are replacing.

**4.1.3 Governance Arrangements**

The Supplier will report to FCDO’s CARA MEL Adviser, CARA Senior Responsible Owner (SRO) and CARA Programme Responsible Owner (PRO). When considered

necessary, the Programme Advisory Committee may request the MEL unit to share its findings directly. Vice versa, the MEL unit can make representations to the Advisory Committee (subject to consultation with the SRO) to flag issues or concerns related to the programme. The exact make-up and remit of the CARA Programme Advisory Committee is still being determined.

Key deliverables under this contract (including the inception report, and major evidence, research and knowledge products) will need to be reviewed and signed off by FCDO's Evaluation Quality Assurance Service.

FCDO will agree a work plan with the Supplier during the inception, which will be revisited regularly and adjusted when necessary. FCDO will sign off on the design, methodological approach and tools proposed for independent monitoring, evidence synthesis, and learning mechanisms during the inception phase. It is expected that the Supplier will independently manage the implementation plan but will consult the CARA MEL Adviser and Senior Responsible Owner before decisions are taken. Any changes in the implementation plan and the team members (including Team Leader) would require MEL Supplier to seek approval in writing, from the CARA Senior Responsible Owner. Regular progress meetings will be held, at least monthly.

FCDO will support the selected Supplier in understanding the programme. FCDO will also ensure that necessary connections are made between the Supplier, CARA partners (and downstream partners of CARA partners), and relevant FCDO country office teams; but does not expect to play the role of relationship manager/ liaison, nor will we hold any duty of care responsibility for the successful Supplier of this ToR.

## 4.2 Outputs and Key Deliverables

The Supplier will deliver seven outputs (identified below). Toward the delivery of the seven outputs, the Supplier will propose a range of sub-outputs or deliverables to CARA programme team (Annex 1). These will be finalised between the supplier and the programme team during the inception phase of the contract and as part of the Inception Report. The Supplier will be expected to budget for delivering all the outputs.

**Output 1: Reviewing and refining the overall CARA level monitoring framework:** As mentioned above, IPRD developed an overall monitoring framework for the CARA programme to write to its first Annual Review in Jan/Feb 2023. During the Inception phase of this contract, the MEL partner will review, refine, and make necessary changes to this framework, with an objective of making it more effective and efficient to monitor and periodically review progress of the entire programme. Because CARA is large and complex, FCDO is open to considering alternatives to its standard *Logframe*<sup>1</sup> approach in order to be able to efficiently monitor the programme's

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<sup>1</sup> For reference: A Logframe is an expression of the results chain showing the results you expect the programme to achieve (its impact, outcomes, and outputs). A Logframe also:

- Monitors progress against the Results Chain, comparing planned and actual results

progress toward its overall or portfolio level outcomes. The programme’s Business Case explicitly identifies these outcomes.

**Output 2: Reviewing results/monitoring frameworks of individual CARA components:** During the Inception phase, the MEL partner will undertake *A light touch assessment of partner MEL systems* and, wherever needed, offer recommendations for improving them so that they are best suited to contribute to overall CARA outcomes and to overall purpose of the MEL function. This initial assessment will primarily be desk based, reviewing project proposals, theories of change, MEL plans, reports, and other partner specific MEL related documents.

**Output 3: Independent Monitoring:** Throughout the CARA programme’s lifetime, the MEL supplier will work with CARA implementing partners to ensure they are able to provide annual data on their respective results framework indicators. The supplier will quality assure these data and ensure it is collected from all implementing partners in advance of CARA annual review, each year. The supplier will use these data to write an initial draft of CARA annual review (annually). Furthermore, because CARA is an ICF funded programme its monitoring framework must include and report annual progress on FCDO’s ICF KPIs, those most relevant to it. CARA’s business case identifies the ICF KPIs it must report on (also included in Annex 1). The supplier will be required to work with CARA implementing partners to help them use FCDO recommended methodologies to collect data on and annually report progress on these KPIs. CARA’s annual reporting on results will also pay specific attention to capturing GESI related impacts.

**Output 4: Targeted, Need-based MEL support to CARA Implementing Partners:** The supplier will be expected to provide need-based, *targeted* MEL advice to CARA components (except the Flexible Fund), to ensure respective component results frameworks respond to any structural or CARA level changes and remain best aligned with CARA objectives and ambition. This output is not meant to replace the partners’ own MEL mechanisms and functions but a timely advice/support from FCDO to ensure best monitoring data are collected *and* CARA components remain best aligned with CARA’s overall outcomes.

**Output 5: Produce Evidence and Learning:** Apart from the data and evidence generated through monitoring of various CARA components, the MEL supplier will produce targeted, high-quality evidence, of what works and what doesn’t, at regular intervals throughout CARA’s lifetime and across all thematic focus areas of the programme. The supplier and FCDO will agree on the approach the Supplier will take to producing this evidence during the inception phase of the contract. However, the supplier will:

- Develop knowledge/research products which answer targeted evidence questions and summarise findings underpinned by rigorous and systematic analytical approaches.

- 
- Includes indicators, baselines, targets, and sources to measure progress
  - Outlines the assumptions which are linked to the realisation of a programme’s success



- Develop and implement a Knowledge Dissemination Strategy: a detailed, feasible, dissemination strategy to ensure maximum exposure for the learning and evidence products, with the target audience as well as for broader public use. The supplier will generate *knowledge products* (papers, reports, journal entries, blogs training guidance and op-eds) throughout the CARA programme’s lifetime to communicate critical climate-related content generated by the programme both internally and externally.

**Output 6: Sharing of Evidence and Learning:** The supplier **will develop and maintain a CARA website** that will be a go to place for all CARA stakeholders to access information about the programme; evidence and learning emerging from it, as well as the geographic spread of its components. FCDO and the supplier will agree on the scope of content and other details regarding the development and maintenance during the inception phase of the contract.

**Output 7: Facilitate Coordination among CARA Components/Partners:** For a programme of CARA's size, complexity, and ambition, it is important that its components—each intended to deliver a distinct thematic result—keep working as parts of a whole so that CARA achieves its overall or portfolio level ambitions. As already mentioned in this document, all six of CARA’s components are of significant size and ambition in their own right. Over the course of their lifetime, it will be important to ensure that the components regularly and effectively coordinate through sharing of learning and lessons, identify and build on complementarities, and come together to stay focused on CARA’s overall ambition. To ensure this, the supplier will work with the CARA programme’s MEL adviser to plan and facilitate coordination among the implementing partners to make sure they work as parts of a single programme rather than in silos. The coordination can mean organizing and leading periodic meetings involving all partners where lessons, key results, and achievements are shared and recommendations, if any, are made to maximise synergy. The frequency of these meetings will be finalised in the inception phase.

The table in Annex 1 provides a broad template which the bidder can use to identify these sub-outputs, as best constitutive of the plans and approaches that are proposed in supplier bid to deliver each Output of this contract. The table identifies some of the sub-outputs that FCDO sees certain at this stage. However, it is important to note that the table only presents a broad and tentative picture of FCDO’s expectations of the key deliverables under this contract. A finalised plan of deliverables and their timing of submission will be agreed between FCDO and the Supplier during the inception phase.

**4.3 Inception Phase**

The supplier will deliver the MEL contract under two phases: Inception and Implementation. The contract will commence with a 4-month inception phase, which will culminate in the production of an inception report.

The inception report will be reviewed and approved by the CARA programme team. The first draft must be submitted at month 2 and outline what the final report will cover. A maximum of two further drafts will be accepted to finalise the report in month 4. FCDO will subject the Inception Report to a rigorous review process and reserve the right to recommend changes and improvements wherever necessary. Before the report is finalised and approved, the supplier must address all feedback as provided by FCDO. In addition, the final report will need to be reviewed and signed off by FCDO's Evaluation Quality Assurance Service. before moving to the implementation phase. The report will be treated as a milestone under this contract with a payment linked to its satisfactory completion. FCDO anticipates the review process, including two drafts and sign off by the Evaluation Quality Assurance Service, to take up to a maximum of six weeks.

The inception report will expand on the approaches, plans, methodologies, and strategies proposed in the bid to deliver the objectives of the MEL contract. FCDO will use this phase to review, finalise, and approve the inception report. The final report must include:

- A Portfolio level monitoring framework or strategy for the CARA programme. The proposed portfolio or CARA level results framework should report on gender and comply with the UK's International Development (Gender Equality) Act 2014 and the Disability Discrimination Act 2005. Women and girls are disproportionately affected by the impacts of climate change, and gender inequality remains a key obstacle to poverty reduction. Consequently, it is essential that the approaches, methodologies, data, and outputs are designed to capture gender impacts, provide understanding about the roles of women and girls in the programme and capture lessons learned about how to improve the delivery and impact for women and girls. During the inception phase it will also be necessary to consider the impact on other vulnerable groups (e.g., those with disabilities) and agree which vulnerable groups M&E work will focus on. For FCDO, disability inclusive development means that people with disabilities are systematically and consistently included in and benefit from our programmes. To this end, the supplier must outline its approach to disability inclusion and how people with disabilities will be consulted and engaged throughout the project
- Evidence generation and learning strategy for the CARA programme.
- Approach to share and apply the evidence to maximise CARA effectiveness as well as build a stronger evidence base for FCDO's wider climate programming.
- An approach to ensure effective CARA partner coordination to maximise overall CARA effectiveness.
- An *appraisal* of CARA's Theory of Change (Annex 2.2). The CARA programme's business case (Annex 2.4) includes a preliminary ToC which was drafted at the programme's design stage. The appraisal exercise will

reflect on the validity of this ToC, its assumptions, and underpinning evidence. It is important to note that CARA's pathways—six projects delivered by five implementing partners—to deliver its overall or portfolio level outcomes are set and cannot change. However, the appraisal exercise will reflect on how valid the assumptions are. Assumptions are the key factors in the context of the programme that must hold true for the pathways to succeed. The appraisal exercise will reflect or weigh on how likely the existing assumptions are to hold; if FCDO needs to update them; identify which assumptions are less likely to hold and therefore pose greatest risk to CARA's success. The exercise will contribute to developing an effective risk mitigation strategy for the CARA programme. Before the submission of the final Inception report, FCDO will organise a workshop involving all implementing partners and the MEL supplier. The workshop is intended to provide a platform to the supplier to discuss pathways directly with CARA partners and gain a deeper understanding of their rationale. This is expected to feed into the ToC appraisal exercise.

**4.4 Implementation Phase**

The Implementation phase will begin post approval of the Inception report. Under the Implementation Phase the supplier will operationalise the plans, approaches, and strategies agreed with FCDO in the Inception phase to deliver the MEL contract's objectives.

The support to the CARA programme will last for each component's lifetime. It is important to note that whilst the MEL contract will last until the end of the CARA programme, some components might end before FY2028/29. For preparing CARA's Programme Completion Report (PCR), the supplier will need to make sure it has all necessary data and information from all components before preparing the PCR.

Broadly, the activities under this phase will cover the following:

- Throughout the implementation phase of the contract, each year the supplier will be required to produce a comprehensive report that summarises progress toward CARA outcomes, using indicators as included in the portfolio or CARA level monitoring framework. FCDO will require a finalised version of this report to be submitted by the end of each calendar year. FCDO anticipates the deadline to be 15 December, however this will be finalised in the inception phase. Monitoring data from all CARA components will contribute to this process. The report will contribute to FCDO's Annual Review of CARA, effectively making the report a first draft of the annual review.
- Produce annual reporting on CARA's ICF KPIs using the FCDO recommended methodologies.

- Provide targeted MEL support to CARA partners as per the agreed plan in the Inception Report. This support will include an initial assessment of partner MEL approaches/monitoring frameworks, making recommendations for improvement wherever necessary to ensure these approaches are best aligned with and support CARA objectives. FCDO expects this assessment to happen in the first year of each component's lifetime. This support is *not* meant to replace partners' MEL activity but to provide targeted technical advice as required.
- Facilitate coordination among CARA partners as per the plan agreed in the Inception Report. As mentioned under the objectives section of this document, the supplier will work with CARA MEL adviser to facilitate the implementation of an agreed means of CARA partner coordination. The means could be periodic workshops or meetings with an objective of sharing lessons and highlighting any new assumptions and risks the mitigation of which might be key to achieving synergy among the components.
- Deliver research, learning, knowledge, and evidence products as per the agreed Inception Report. The research, learning, knowledge, and evidence products will be expected to serve the purpose of *maximising CARA's success and minimising the risks to that success*. Therefore, the Supplier will not only be expected to deliver research, learning and knowledge, and evidence products but facilitate their application to decision making on CARA's management and delivery with the objective of maximising CARA's likelihood of achieving its outcomes. Research or evidence products can also be produced for the purpose of adding to the global evidence base on climate adaptation and resilience.
- Facilitate application of all evidence, learning and knowledge products, whether generated through monitoring, research, or targeted case studies or any other MEL activity, to programme decision making to ensure best delivery and management decisions that maximise CARA's overall effectiveness.

## 4.5 Data

In preparation of the annual reports, the supplier will rely on the monitoring data supplied by individual CARA partners in the form of various progress reports, and partner reporting against individual component logframes. FCDO and MEL supplier will agree the frequency of this reporting with all CARA components during the MEL supplier's inception phase. In its Inception Report, the supplier is expected to provide detail on data collection strategies for various CARA level indicators. The supplier will be expected to reach out to CARA components, informing FCDO beforehand, either for validation of the monitoring data provided or for requesting more data wherever necessary. Full cooperation with the MEL supplier is part of the agreements between FCDO and CARA partners.

The Supplier is not expected to undertake any independent monitoring of CARA components to collect any first-hand monitoring data.

For reporting against ICF KPIs, the supplier will use [ICF Methodologies](#) for data collection. The supplier is expected to finalise a plan on this with FCDO in its inception phase. Given the nature of ICF KPI, there may be a need to collect primary data across components or work with CARA partners in advance of the reporting to collect relevant to ICF KPI reporting.

For conducting monitoring or evaluations, FCDO does not recommend any datasets available in advance.

For any evidence generation studies, research, and more broadly for delivering various objectives of the contract, the supplier might use data or information from a range of institutional sources who are either currently actively engaged or have engaged in the themes and geographies as CARA's. The data from these sources exists in a mix of qualitative and quantitative form. A wide range of such institutional sources exist, including but not limited to the following:

1. Annual Reviews of previous FCDO programmes on climate resilience and adaptation in the region. These are available publicly on [FCDO's Development Tracker](#). FCDO will provide to the supplier a list of these programmes during the inception phase if required;
2. Data in the annual results reports from [Green Climate Fund](#);
3. Data provided by [Global Centre for Adaptation](#);
4. Country specific data provided by [Global Green Growth Institute](#);
5. Country specific and regional data provided by [World Resources Institute](#).

It is important note that FCDO has encouraged all CARA partners to supply baseline data in their respective focus areas wherever possible. Wherever provided, these data will be used in CARA component results frameworks and will be available both to FCDO and the MEL supplier.

## 5. Reporting, Performance and Payment

### 5.1 Contract Payment Structure

#### 5.1.1 Inception Phase

During the inception phase, the Supplier's expenses will be reimbursed on a monthly basis for actual expenditure and the Supplier's fees will be paid on the successful delivery of the inception report. The inception report will be treated as a milestone payment and paid on acceptance of the report. Acceptance of the inception report will be at the discretion of FCDO. The Supplier should account for sharing an initial draft at month 2 with a skeleton outline of the document, followed by a maximum of two full drafts before acceptance of the final report.

#### 5.1.2 Implementation Phase

For the implementation phase, there will be a hybrid performance-related payment model. The Supplier's expenses will be reimbursed on a quarterly basis for actual expenditure. The Supplier's fees will be linked to deliverables (including sub-outputs) and Key Performance Indicators (KPIs). 60% of Supplier's fees linked to deliverables and sub-outputs to be paid on completion of deliverables and sub-outputs. 40% linked to KPIs to be paid on a quarterly basis. The final KPIs, as well as process for monitoring and approval, will be agreed between the FCDO and the Supplier during the inception phase.

**5.2 Key Performance Indicators**

KPIs will be accessed on a quarterly basis. These will form part of the Supplier's reporting against deliverables and inform FCDO annual reviews of the programme.

The KPIs that will be used to access the Supplier's performance will be determined in concert with FCDO during the inception phase. They are likely to include the following metrics:

- **Timeliness:** FCDO will use *Delivering on Time* as a key criterion for performance evaluation against the deliverables.
- **Quality:** FCDO will assess the *quality* of deliverables using FCDO standards and the extent to which a deliverable achieves the purpose it is meant to serve. In some cases, such as a case study report or a significant piece of research work, we will use our Independent Quality Assurance processes to validate the judgement of CARA programme team.
- **Lessons Learned, captured, and shared:** For reports, evidence, and research products, FCDO will evaluate them also on the basis of how well the learning is captured and shared with the CARA components.

**5.3 Reporting**

The Supplier is required to submit formal reporting against an agreed work plan and attend periodic meetings to discuss progress and future workplans with FCDO. The content of the progress reports will be agreed between FCDO and the Supplier during inception. Exact dates for the submission of progress reports and deliverables will be finalised between the Supplier and FCDO during the inception phase and adjusted (if required, post mutual discussion and approval from FCDO) on an annual basis.

**6. Other requirements**

## 6.1 Risk Assessment

FCDO expects the supplier to address the risks identified below, in addition to the risks they have identified. We accept a higher appetite for risk, but we will always take measures to manage risks which could adversely affect people or our funds. Being risk aware means accepting an appropriate level of risk where the return and value for money merits it to achieve planned objectives. Setting out the risks that will or could impact work commissioned under a contract not only protects FCDO but allows the Supplier to mitigate against risks and cost where appropriate. The key risks and challenges that FCDO has identified include:

### 1. Delivery Risks

- Delivery challenges associated with safe working in fragile or conflict areas;
- Need to work through local actors on the ground who may not have the skills and tools required to achieve minimum standards of monitoring / research etc;
- Limited capacity of implementing partners in M&E, leading to the risk that data is not reliable, timely or relevant enough to monitor or evaluate performance;

### 2. External Context Risks

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

### 3. Data Related Risks

- Internal or external factors that impact the *quality of data* collected by the MEL Supplier.
- FCDO defines data quality in terms of how well outputs meet user needs, or whether they are ‘fit for purpose.’ The [Code of Practice for Statistics](#) states that quality means statistics fit their intended uses, are based on appropriate data and methods are not materially misleading. This definition is a relative one allowing for various perspectives on what constitutes quality depending on the intended use. In order to determine whether outputs meet their needs, FCDO measure quality in terms of the five quality dimensions of the [European Statistical System \(ESS\)](#) and expects all suppliers to adhere to these. The dimensions include:
  - **Relevance** – The degree to which statistics meet current and potential user needs in both coverage and content.
  - **Accuracy and Reliability** – Accuracy is the closeness between an estimated result and the (unknown) true value. Reliability is the closeness of early estimates to subsequent estimated values.
  - **Timeliness and Punctuality** – Timeliness is the time gap between the publication and the reference period of the estimate.

- Punctuality is the gap between planned and actual publication dates.
- **Accessibility and Clarity** – Accessibility is the ease with which users can access the data. Clarity is the quality and sufficiency of the metadata, illustrations, and accompanying advice.
  - **Coherence and Comparability** – Comparability is the degree to which the data can be compared over time and domain. Coherence is the degree to which data that are derived from different sources or methods, but refer to the same topic, are similar.

**6.2 Safeguarding**

The supplier must demonstrate that it has proper procedures and policies in place to address and eliminate the risk of poor human rights practices within the delivery chain of the contract. These practices include exploitation, abuse and harassment, all forms of child abuse and inequality or discrimination. race, gender, age, religion, sexuality, culture, or disability. There must be protection from violence, exploitation, and abuse, direct or indirect. This includes sexual exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation. The supplier must place an emphasis on the control of these and further unethical or illegal employment practices, such as modern slavery, forced labour, and other forms of exploitative and unethical treatment of workers.

**6.3 Duty of Care**

The Lead Supplier is responsible for the safety and wellbeing 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. FCDO, will share available information with successful suppliers on security status and developments in-country where appropriate.

The Lead Supplier is fully responsible for Duty of Care for the duration of the Contract, in line with the details provided above and will coordinate with relevant FCDO Posts prior to any travel being undertaken as part of this work. The Lead Supplier must confirm 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; and
- they have capability to manage their Duty of Care responsibilities throughout the life of the contract.

Acceptance of responsibility must be supported with evidence of capability and FCDO reserves the right to clarify any aspect of this evidence. In providing evidence, the Lead Supplier 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 any 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 ensured, or will you ensure that all staff (whether employed by Lead or Consortia members) if any, are appropriately trained (including specialist training where required) before they are deployed, and will you ensure that on-going training is provided where necessary?
- have you got 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 all staff (whether employed by Lead or Consortia members, if any) are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- have you got an appropriate system in place to manage an emergency / incident if one arises?

The Lead 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 as outlined above. Travel advice is also available on the FCDO website and the Lead Supplier must ensure they and their personnel are up to date with the latest position.

**6.4 Disability**

For FCDO, disability inclusive development means that people with disabilities are systematically and consistently included in and benefit from international development. To this effect, and in compliance of the Disability Discrimination Act 2005, the supplier will outline how people with disabilities will be consulted and engaged in the delivery of this contract.

**6.5 Transparency**

In line with the International Aid Transparency Initiative (IATI), FCDO requires partners receiving and managing funds to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners. Further information is available on [International Aid Transparency Initiative](#). The Supplier should submit copies of its supply chain (sub-contractor) invoices and evidence of payment when invoicing FCDO for its actual costs of procurement of local services and applicable management fee.

**6.6 Do No Harm**

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.

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. In particular, the design of interventions including monitoring and evidence generation approaches should recognise and mitigate the risk of negative consequence for women, children, and other vulnerable groups. 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.

A commitment to the ethical design and delivery of evidence generating approaches, including the duty of care to informants, other programme stakeholders and their own staff must be demonstrated.

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

The Supplier must comply with the general responsibilities and duties under relevant health and safety law including appropriate risk assessments, adequate information, instruction, training and supervision, and appropriate emergency procedures. These responsibilities must be applied in the context of the specific requirements the Supplier has been contracted to deliver (if Successful in being awarded the contract).

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

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

The General Data Protection Regulation (GDPR) is a legislation that came into force on 25th May 2018. GDPR builds on data protection legislation, with a focus on governing the processing of personal data. Personal data is information relating to an identified, or identifiable living person. Further information on personal data and general responsibilities under GDPR legislation is available at [The Data Protection Act](#).

Under GDPR, the contract must be clear on the roles and responsibilities relating to the **Controller** and the **Processor**.

A **Controller** determines the purpose and means of processing personal data under the contract. The responsibilities of this role include:

- Ensuring a clear statement of what personal data can be gathered under the contract.
- Ensuring the Processor has the capability to meet the requirements of GDPR under the contract.
- Ensuring a Data Protection Impact Assessment (DPIA) is carried out (where appropriate) prior to contract award.

A **Processor** is responsible for processing personal data on behalf of the Controller, as specified in the contract and their responsibilities include:

- Processing data in line with GDPR.
- Processing the data within the scope stated by the Controller in the contract.
- Ensuring any Sub-Processors they contract have the capability to meet the requirements of GDPR.

**Relationship Status:** If personal data is being processed, there are 3 main types of relationships that could arise in relation to the Controller and Processor roles under a supplier contract:

- FCDO is the Controller, and the Supplier is the Processor
- FCDO and the Supplier are operating as Joint Controllers.
- FCDO and the Supplier are operating as Independent Controllers

### ***6.8 Delivery Chain Mapping***

Delivery Chain Mapping is a process that identifies and captures, usually in visual form, the name of all partners involved in delivering a specific good, service or charge, ideally down to the end beneficiary. Delivery chain mapping is a key component of FCDO's Due Diligence Framework, which adopts a four-pillar approach in assessing a potential partner's (including MEL partner) capacity and capability to deliver our work and manage UK taxpayer's funds. The four pillars assess an organisation's i) Governance and Internal Control; ii) Ability to Deliver; iii) Financial Stability; and iv) Downstream Activity. This process allows teams to understand potential delivery chains and where the greater risks and assurance will be required to successfully implement our contracts. The delivery chain is assessed at pillar four, Downstream Activity.

FCDO's Competitive tendering processes are designed to test suppliers' capability/capacity to ensure risks are managed and mitigated, and to provide assurances on the successful delivery of the programme. This will include a requirement to provide visibility of the flow of FCDO monies via a Delivery Chain Map with a requirement to update and report throughout the length of the contract.

### 6.9 Fraud and Corruption

FCDO has a zero-tolerance approach towards fraud, bribery, and corruption, and we do everything within our power to prevent, detect and, if found, respond robustly to allegations. FCDO will take the necessary steps to respond to all allegations and will pursue sanctions as appropriate and available in each case, including dismissal, prosecution, suspension, and cancelation of aid. An FCDO priority is to operate with the highest standards of business integrity, honesty and objectivity in line with the [Civil Service Code](#) to ensure that the FCDO is a force of good in the world.

This policy applies to all of FCDO's activities, and we encourage our partners and suppliers to adopt similar policies consistent with the principles of the policy.

Key definitions to note under this policy include:

- **Fraud** is an intentional act of dishonesty by one or more individuals internal or external to FCDO with the intent of making a gain for themselves or anyone else or inflicting a loss (or risk of loss) on another, that results in the loss or misuse of FCDO funds and resources.
- **Theft** is taking without consent and with the intention of not returning any property belonging to FCDO or which has been entrusted to it including cash, equipment, vehicles and data. This should also be reported to the FCDO Investigation Team under this policy.
- **Bribery** is giving someone a financial or other advantage to induce that person to perform their function or activities improperly or to reward that person for having already done so.
- **Corruption** is a more general concept and relates, in this context, to dishonest or criminal behaviour by an individual for personal or organisational gain. It is important to note that different countries have differing laws in this area and the UK concept of dishonest or criminal applies even if an activity is legal in the country of the activity.

### 6.10 Environmental and Social Safeguards

- The supplier is expected to be in compliance with FCDO Ethical Guidance for Research, Evaluation and Monitoring Activities available here: FCDO Ethical Guidance for Research, Evaluation and Monitoring Activities - GOV.UK ([www.gov.uk](http://www.gov.uk)).
- The supplier is also required to assess that no activity undertaken under this contract causes any direct or indirect harm to the people or the environment.
- The supplier is required to consider whether external ethics approval is needed. For monitoring and other activities, submission to Institutional Review Board (IRB)/Research Ethics Committee (REC) (and the relevant regulatory authority in the country) is not generally required, however FCDO expects the planning of data collection and analysis to reflect active consideration of ethical principles and standards.
- FCDO will have unlimited access to the material produced by the supplier in accordance with [our policy on open access to data](#) as expressed in our general conditions of contract.

### Annex 1 – Sub-Output Template

As detailed in Section 4.2, the Supplier will deliver sub-outputs over the duration of the MEL contract’s implementation phase. The table below provides a broad template which the bidder can use to identify these sub-outputs, as best constitutive of the plans and approaches that are proposed in supplier bid to deliver each Output of this contract. The table identifies some of the sub-outputs that FCDO sees certain at this stage.

Output 1: Reviewing and refining the overall CARA level monitoring framework						
Sub-Outputs	Year1: FY23-24	Year2: FY 24-25	Year3: FY25-26	Year4: FY26:27	Year5: FY27-28	Year6: FY 28-29
Inception Report: to cover output 1 and 2, in addition to other requirements.	Inception Report at the end of Inception phase	NA	NA	NA	NA	NA
						1 or 2 report expected
Project Closure Report (PCR)						PCR (Three months after CARA End
Output 2: Review results/monitoring frameworks of individual CARA components						
Sub-Outputs	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Assessment of Partner MEL systems	To be covered in Inception Phase and submitted as part of the Inception report.	NA	NA	NA	NA	NA
Output 3: Independent Monitoring						
		Nov/Dec 24)	Nov/Dec 25	Nov/Dec 26	Nov/Dec 27	Nov/Dec 28

Output 4: Targeted, Ongoing MEL support to CARA Implementing Partners						
MEL support to partners (Nature and Timing TBD during Inception phase)						
Output 5: Produce Evidence and Learning						
Sub-Outputs	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Targeted Case Studies & Research Products. (Nature and timing TBD during Inception)						
Output 6: Sharing Evidence and Learning						
Sub-Outputs	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
TBD during Inception	Develop CARA Website					
Output 7: Coordination among CARA Components/Partners						
Sub-Outputs	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
TBD during Inception						

## Annex 2 – CARA Programme Rationale and Purpose

### 2.1 Background

CARA is a substantial long-term contribution to the UK’s commitment to tackle climate change and biodiversity loss as outlined in the Government’s [Integrated Review](#) (IR).<sup>2</sup> More specifically, CARA will directly contribute to the UK’s prioritised area of engagement with the Indo-Pacific on climate change as outlined in the IR. The programme will support governments, regional institutions, cities, vulnerable communities, and the private sector in the Indo-Pacific to *increase* the resilience of economies and vulnerable communities to climate change; improve the health of natural ecosystems; and promote low carbon growth and development in the region.<sup>3</sup> It will do this through *six thematic partnerships* (henceforth referred to as CARA components) and a Flexible Fund facility.

A large and growing body of evidence (reviewed in preparation for CARA Business Case) highlights the impacts of climate change on economic development and poverty reduction in Asia. The evidence validates the need for an urgent scaling-up of action on climate change in the region. In 2020 alone, extreme weather and climate change impacts across Asia caused the loss of life of thousands of people, displaced millions, and cost hundreds of billions of dollars, while wreaking a heavy toll on infrastructure and ecosystems.<sup>4</sup>

A lack of resilience to climate change impacts and broader environmental degradation threatens development gains in the Asia-Pacific region. It has the potential to undermine HMG objectives for a stable and prosperous Indo-Pacific. Over 700 million people in the region live in cities at 'extreme' or 'high' disaster risk, and by 2030 this number could reach one billion. Globally about 70% of all greenhouse gas (GHG) emissions come from 10 countries, which include China, India, and Indonesia, while nearly half of global GHG emissions are from countries in Asia. Furthermore, of the 36 most important global biodiversity hotspots, seven are in Asia. There are different estimates of the socio-economic benefits of conserving these hotspots, but all are very large and transboundary.

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<sup>2</sup> The UK is at the forefront of addressing the challenges associated with climate change and biodiversity loss. The Government has made this its number one international priority over the next decade as outlined in its March 2021 Integrated Review of Development and Foreign Policy and in the recently published UK Net Zero Strategy. The Integrated Review can be accessed here: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/975077/Global\\_Britain\\_in\\_a\\_Competitive\\_Age\\_-\\_the\\_Integrated\\_Review\\_of\\_Security\\_\\_Defence\\_\\_Development\\_and\\_Foreign\\_Policy.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/975077/Global_Britain_in_a_Competitive_Age_-_the_Integrated_Review_of_Security__Defence__Development_and_Foreign_Policy.pdf)

<sup>3</sup> As CARA’s operational geography, the term Indo-Pacific is used in this document to cover South Asia, South East Asia, and Pacific.

<sup>4</sup> World Meteorological Organisation. (2021, October 6). *Weather and climate extremes in Asia killed thousands, displaced millions and cost billions in 2020*. <https://public.wmo.int/en/media/press-release/weather-and-climate-extremes-asia-killed-thousands-displaced-millions-and-cost>

The UK is committed to helping the Indo-Pacific countries become adaptive and resilient to climate change as part of its top international priority to combat climate change and biodiversity loss. CARA contributes to the UK's CoP26 priorities. In particular, it builds on and supports the UK's international leadership on adaptation and resilience, notably at the UN Climate Action Summit (UNCAS) in 2019. The programme is a significant part of FCDO's Director General Indo Pacific (DG-IP) response to the UK target of doubling ICF strategy funding over the next five. Through strategic partnerships with multilaterals – the World Bank and the Asian Development Bank – it will also support the UK's push for increased ambition on climate investment and engagement from the multilateral development banks.

Within FCDO's DG Indo-Pacific, the IPRD focuses on cross-border issues that underpin the region's long-term growth and stability and is experienced in managing complex regional programmes and relationships with international institutions and actors. CARA will build on the successes of the Team's past and existing regional programming in areas such as transboundary water governance, weather and climate information services and climate finance.

## 2.2 Overview of the CARA Programme

Evidence from FCDO's previous climate change programming, our review of the secondary evidence, and stakeholder consultation in preparation of the Business Case highlights following fundamental *challenges* to improving adaptation and resilience to climate change in the Indo-Pacific. The challenges include:

1. Insufficient political commitment to addressing climate change;
2. Insufficiently specific knowledge, information and understanding of the impacts of climate change on development and appropriate responses;
3. A lack of institutional capacity to integrate climate risks into policy and access climate finance at scale; Ineffective regional cooperation on transboundary environmental challenges.

The CARA programme is a response to the challenges identified above. The programme is a 7-year, £274 million, regional climate action programme, funded through the UK's ICF.<sup>5</sup> The programme has an optional no cost extension of an additional 2-years. The programme is designed to *improve resilience and adaptation to climate change, improve protection and conservation of natural ecosystems, and promote low carbon growth pathways in the Indo-Pacific*. The programme Business Case provides a detailed account of CARA's overall ambition and outcomes, including a high-level Theory of Change. The ambition is also summarised in CARA Theory of Change (see Annex 2.3). The programme will operate from Financial Year 2021/22

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<sup>5</sup> ICF is the UK's primary instrument to support developing countries as they seek to adapt to the impacts of climate change and reduce their carbon emissions Further detail on UK International Climate Finance can be found here: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1029990/icf-brochure-2021.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1029990/icf-brochure-2021.pdf)



to Financial Year 2028/2029. The following table shows an estimated programme timeline. Individual CARA component timelines will fall within this overall timeline.

Feb 22	Jan 23	Jan 24	Jan 25	Jan 26	Jan 27	Jan 28	Jan 29
Procurement and Implementation of various CARA components begins	1st Annual Review (AR) due in Feb 23	2nd AR due in Feb 24	3rd AR due in Feb 25	4 <sup>th</sup> AR due in Feb 26	5 <sup>th</sup> AR due in Feb 27	6 <sup>th</sup> AR due in Feb 28	Project Closure Report three months after programme end.

The *regional approach* is taken in view of the very nature of the challenges to adaptation and resilience, as identified above. Most of these challenges can be mitigated only through cross-border coordination and collaboration. Water is a vital transboundary resource that will be impacted by climate change and a source of tension in Asia, for example, the Brahmaputra River Basin extends across parts of India, China, Bhutan, Nepal, and Bangladesh. Sustainable management of shared landscapes and ecosystems, such as the Himalayan region and the Sundarbans, will also require working at a regional scale. The Global Commission on Adaptation (GCA) highlighted that adaptation action is not always local but at subnational, national, and regional scales and the need to connect these multiple levels in terms of understanding, planning, and responses. A regional programme provides an opportunity to coordinate interventions at a high level, which, when successful, will galvanise support for increased adaptation finance for developing countries.

The programme’s operational context is the Indo-Pacific region, covering the countries across South Asia, Southeast Asia, and the Pacific. More detail on the geographies where CARA components will operate is provided in Annex 2.4. Each CARA component will operate across multiple countries to deliver a regional/transboundary outcome.

To deliver its regional ambition, CARA will operate through *seven thematic partnerships (including the MEL partnership)* and a Pacific Partnership Facility (PPF) Together these partnerships or components constitute the CARA Programme. The Pacific Partnership Facility will seek to work with partner organisations in the Pacific on small-scale projects which will promote adaptation and strengthen climate resilience, in line with the region’s 2050 Strategy for the Blue Pacific Continent and national development plans. The PPF will allocate up to £2 million over two financial years (2023-25). The partners will operate in multiple countries and at scale, take a

regional/cross-border perspective, and have a track record of delivery to implement CARA's thematic components. The following table provides a short overview of CARA's institutional partners, the components they will deliver, and the results they will produce:

CARA Thematic Partnerships/CARA Component	Description	Desired Outputs	Tentative start date
1. ADB – Community Resilience Partnership Program	Up to £45 million to help scale up investments in climate adaptation at the community level, that explicitly address the nexus between climate, poverty, and gender.	<ul style="list-style-type: none"><li>▪ Generating and sharing evidence and learning; (ii) feasibility studies for pro-poor investments in resilience.</li><li>▪ Pilot projects for local resilience-building.</li><li>▪ Strengthening national and local capacity for design and implementation of resilience investments.</li><li>▪ Strengthening partnerships between local governments, private sector, and grassroots organizations. FCDO funding will support the implementation of CRPP in five developing member countries of ADB and may also initiate preparatory work in an additional three countries.</li></ul>	Q1 FY23/24
2. ADB – Urban Resilience Trust Fund	Up to £70 million to build capacity of cities and national and subnational urban agencies, communities, and private sector to integrate climate resilience into their policies and planning.	<ul style="list-style-type: none"><li>▪ Integrating climate resilience into city policies/plans/budgets, with civil society and private sector participation.</li><li>▪ developing or influencing investment plans;</li><li>▪ co-financing investments and mobilising finance;</li><li>▪ improving access to knowledge and institutional capacity;</li><li>▪ supporting new technologies and policy approaches to address urban climate resilience.</li></ul>	Q2 FY 23/24
3. ICIMOD – HKH Resilience Enabling Action Programme	Up to £20 million to support conservation of natural ecosystems and biodiversity across the	<ul style="list-style-type: none"><li>▪ Improved regional and transboundary cooperation among ICIMOD regional member countries for social-ecological resilience, water security and reduced climate risks;</li><li>▪ wider adoption of innovative nature-based solutions for enhancing socio-economic and ecological resilience;</li></ul>	Q2 FY22/23

	Hindu-Kush-Himalayan (HKH) region.	<ul style="list-style-type: none"><li>▪ policies and programmes of governments and NGOs strengthened for reducing air pollution and managing transboundary landscapes and river basins;</li><li>▪ a recognized regional political forum that secures political will for enhanced regional cooperation and stronger prominence of the HKH and mountains in international processes, e.g., UNFCCC.</li></ul>	
<b>4. UK Met Office Component</b>	Up to £18 million to improve peoples' resilience to weather extremes and climate change with enhanced weather and climate information.	<ul style="list-style-type: none"><li>▪ Impact Based Forecasting - to improve the utilisation of meteorological information in severe weather events and climate shocks, including through early warning services;</li><li>▪ Strengthening Climate Information Partnership - to bring together climate information providers, users and researchers to strengthen seasonal prediction capacity and advice to vital sectors (such as agriculture and water);</li><li>▪ Climate Analysis for Risk Information and Services - to improve the uptake and use of regional climate change information in Asia to improve understanding of future climate risks to guide adaptation decisions;</li><li>▪ Socioeconomic benefits of weather and climate services - to generate a robust knowledge base and to develop tools and guidance for producers and users of weather and climate information to assess and communicate the socioeconomic benefits of weather and climate services.</li></ul>	Q1/2 FY23/24
<b>5. UNDP – Climate Finance Network</b>	Up to £20 million to provide technical assistance to governments on climate aligned domestic budgetary systems and leveraging innovative climate finance.	<ul style="list-style-type: none"><li>▪ Climate change aligned budgeting and planning;</li><li>▪ direct access to international climate change finance;</li><li>▪ tax and innovative climate change financing instruments (e.g., carbon taxation, green bonds);</li><li>▪ gender and social inclusion and climate change finance;</li><li>▪ transparency and accountability of climate change finance; and</li><li>▪ modelling climate change impacts on economic growth.</li></ul>	Q1 FY22/23

<b>6. World Bank – Resilient Asia Program</b>	Up to £50 million to strengthen climate resilience in Asia through building regional capacity and expertise to manage climate risk.	<ul style="list-style-type: none"><li>▪ Building capacity to integrate climate resilience into policy, develop high-quality projects and mobilize climate investments from public or private sources;</li><li>▪ providing a platform for knowledge generation, sharing and informing national and international policy discussions;</li><li>▪ investing on innovation, and in the application of new technologies for resilience;</li><li>▪ supporting regional cooperation on shared/transboundary climate issues, particularly to improve water security through facilitating cooperation in the management of transboundary rivers including, for example, the Indus, Brahmaputra, and Ganges.</li></ul>	Q1 FY 23/24
<b>7. Monitoring, Evaluation, and Learning</b>	Up to £3.5 Million to provide independent MEL service to CARA over its lifetime.	<ul style="list-style-type: none"><li>▪ <b>Outputs as stated in this document</b></li></ul>	Q4 FY 23/24

In addition to the above institutional partners directly implementing CARA components, CARA will develop links with other strategic partners, where there are opportunities, to enhance impact through coordination on technical support, knowledge sharing and/or financing. Strategic partnership may come in the form on membership of the CARA Partnership Council, through implementing partners or the Flexible Fund. Strategic partners may include, but not necessarily be restricted, to the following:

- **Green Climate Fund** – as potential source of finance.
- **Global Centre for Adaptation** and **UNFCCC** – for possible knowledge and capacity building partnerships.
- NDC Partnership and **Global Green Growth Institute** (GGGI) – for coordination on the provision of technical assistance to national planning processes.
- **World Resources Institute** – as a knowledge partner and potential co-implementer on themes such as nature-based solutions, greening regional investment, urban resilience, and water.
- **Coalition for Disaster Resilient Infrastructure (CDRI)** – for joint activities and knowledge exchange. FCDO is well placed to facilitate this partnership as the UK is a founding member and Co-Chair of CDRI.

The aim behind taking a portfolio approach—combining six components under a single programme—is to deliver a set of portfolio level outcomes that constitute CARA’s overall ambition. CARA’s Business Case provides a detailed account of these outcomes, the programme Theory of Change, and outcome milestones to be achieved.

Because CARA is an ICF funded programme, it is required to use ICF Key Performance Indicators (KPIs)<sup>6</sup>—those best applicable to it—to measure progress toward the desired outcomes. The following table provides a summary of the portfolio level outcome and corresponding KPIs the programme will use. More detail is available in the business case.

Portfolio Level Outcome	Key Performance Indicator
1. Climate change is integrated into national and Subnational plans and policies at government wide level and in key sectors.	– Number of govt. policies, plans, and programmes (sectoral and general development) implemented at national and subnational levels, mainstreaming <i>adaptation, and resilience</i> into policy and planning. <b>Non ICF</b>

<sup>6</sup> The UK’s International Climate Finance has a set of indicators which all ICF funded programmes must use. Each ICF funded programme is expected to report on the ICF KPIs identified as most relevant to it at the design stage. More information on these indicators and their FCDO methodologies can be found here: <https://www.gov.uk/government/publications/uk-climate-finance-results>

2. Vulnerable communities have information, capacity, and resources to adapt to climate change and build resilience to climate change disasters.	– Number of people whose <i>resilience</i> to climate change impacts is improved <b>(ICF KPI 4)</b> .
3. Investments in climate action and natural environment protection are realised and implemented on a large scale—Public	– Volume of public finance mobilised for climate change purposes. <b>(ICF KPI 11)</b>
4. Investments in climate action and natural environment protection are realised and implemented on a large scale—Private	– Volume (GBP) of private finance mobilised for climate change purposes <b>(ICF KPI 12)</b>
5. Nature & Natural Biodiversity is Protected and Conserved.	<ul style="list-style-type: none"><li>– Number of hectares where deforestation and degradation have been avoided <b>(ICF KPI 8)</b>.</li><li>– Tonnes of GHG emissions reduced or avoided <b>(ICF KPI 6)</b></li><li>– Value (GBP) of ecosystem services generated or protected <b>(ICF KPI 10)</b></li></ul>
6. Better/more regional cooperation mechanisms in place and sustained for transboundary ecosystems protection.	– Number of regional cooperation frameworks, agreements, and mechanisms on transboundary CC resilience and adaptation are developed/implemented into action. <b>Non ICF</b>
7. Reach of UK’s International Climate Finance support	– Number of people supported to better adapt to the effects of climate change <b>(ICF KPI 1)</b>

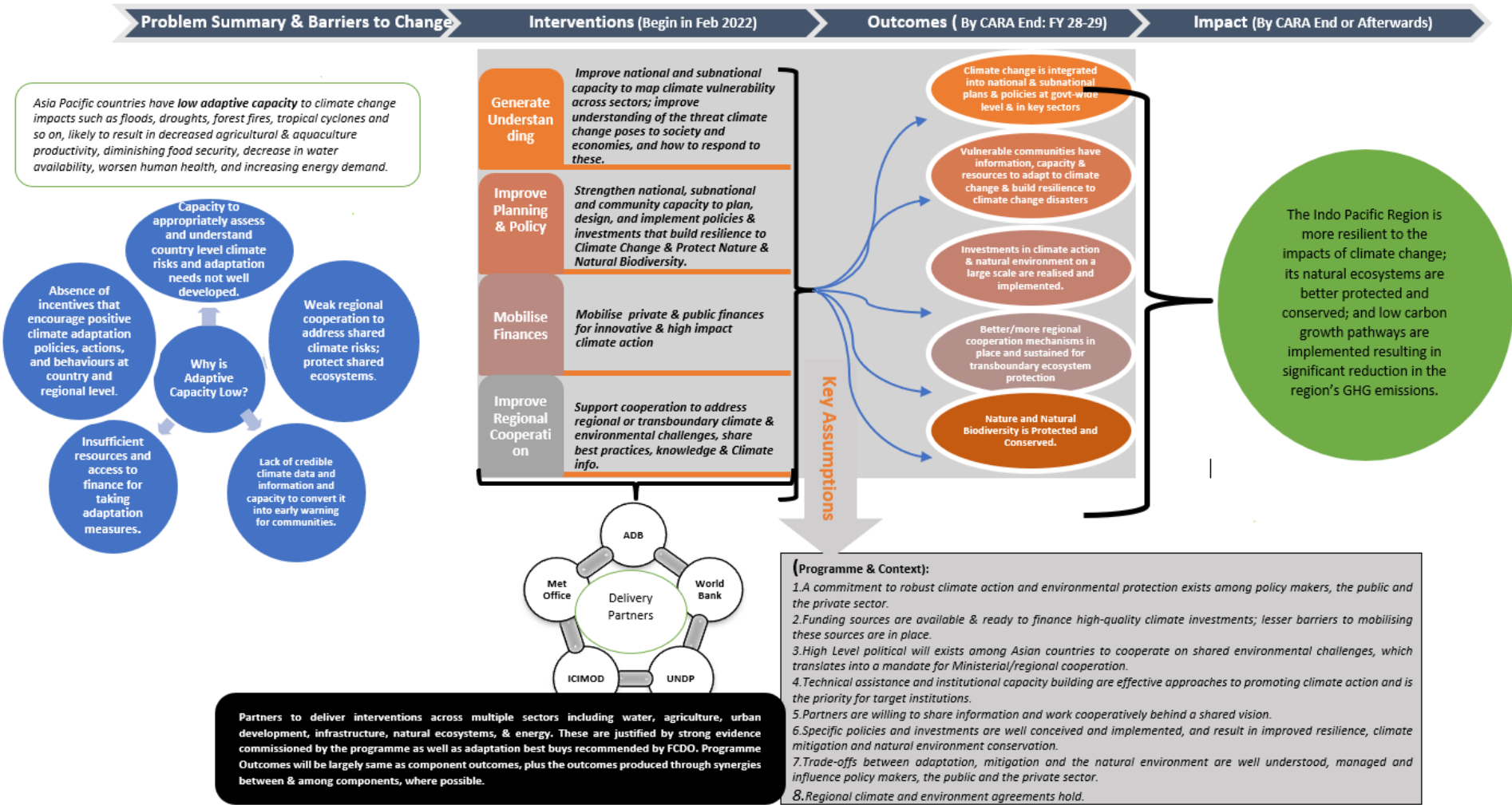
In addition to its six thematic focus areas, CARA will embed the following cross-cutting principles across its components:

- 1. **Country ownership:** National and local partners (including governments, cities, and local communities) will be at the heart of processes for identifying and approving individual activities, to ensure the programme responds to country demand and priorities rather than being supply-led.
- 2. **Systemic change:** Focusing not only on the direct impact of individual activities and investments, but on their wider and longer-term impact. What this means in practice is that, wherever possible, attention will be given to the impact on

- national, subnational or sector, plans policies and budgets, on wider adoption or scaling up of approaches supported through the programme, and on building sustainable institutional capacity within national and local partners.
3. **Inclusion:** Addressing gender and social inclusion is a CARA priority. CARA will do this by mainstreaming gender and social inclusion across its components by making it integral to design, delivery, and review.
  4. **Conflict, Fragility and Migration:** Conflict and fragility present additional challenges to scaling up climate resilience in Asia. The CARA programme will manage the political and conflict risk through clarifying expectations with partners, assessing partners' ability and capacity to work in conflict situations, and an explicit focus on this in MEL.
  5. **Innovation:** Wherever appropriate the programme will proactively seek to support innovations - in policies, investment design or technologies. These will be designed and managed to enable rigorous learning and evaluation, with clear feedback to policy makers and other stakeholders to facilitate wider adoption or scaling up where appropriate.
  6. **Synergy & knowledge sharing:** A regional programme of this nature with several complementary components provides an opportunity to increase (i) lesson learning between countries, and (ii) synergy and coordination between institutions each playing a significant role in the region. Focusing on these objectives will increase the overall impact of the programme. Mechanisms, processes, and incentives will be built in to facilitate their delivery.
  7. **Approach to Equity:** Ensuring the CARA programme addresses the most vulnerable and marginalised groups is an FCDO priority. FCDO will ensure that the concerns of and opportunities for marginalised groups, including women, youth, disabled, indigenous peoples and the poor more widely are considered in programme design. Inclusion will be a core priority in both terms of reference and contracts with programme implementers, as well as mainstreamed through their results frameworks (e.g., Logframe indicators). Programme design teams will be encouraged to identify opportunities to integrate inclusion into programming, noting that there may sometimes be trade-offs between overall impacts on wider poverty reduction and economic development and an expanded focus on smaller marginalised groups. CARA business case offers more detail on our approach to equity



2.3 CARA Theory of Change



2.4 CARA Geographies

The table below summarises CARA geographies by component.

<u>Component</u>	<u>Specific countries</u>	<u>Regional/transboundary</u>
<b>WISER - Met Office</b>	<ul style="list-style-type: none"><li>• TBC following inception report</li></ul>	<ul style="list-style-type: none"><li>• South Asia</li><li>• South East Asia</li><li>• Pacific Countries</li></ul>
<b>URTF – ADB</b>	<ul style="list-style-type: none"><li>• Bangladesh</li><li>• India</li><li>• Nepal</li><li>• Tuvalu</li><li>• Vietnam</li></ul>	
<b>CRPP - ADB</b>	<ul style="list-style-type: none"><li>• Bangladesh</li><li>• Cambodia</li><li>• Indonesia</li><li>• Laos</li><li>• Nepal</li><li>• Tonga</li><li>• Vanuatu</li></ul>	
<b>RAP - World Bank</b>	<ul style="list-style-type: none"><li>• Bangladesh</li><li>• Bhutan</li><li>• India</li><li>• Nepal</li></ul>	<ul style="list-style-type: none"><li>• Regional platforms in South Asia</li></ul>
<b>HI-REAP - ICIMOD</b>	<ul style="list-style-type: none"><li>• Bangladesh</li><li>• Bhutan</li><li>• India</li><li>• Nepal</li></ul>	
<b>CFN - UNDP</b>	<ul style="list-style-type: none"><li>• Bangladesh</li><li>• Cambodia</li><li>• India</li><li>• Indonesia</li><li>• Malaysia</li><li>• Maldives</li><li>• Nepal</li><li>• Pacific (8 countries) – Fiji, Solomon Islands initially</li><li>• Philippines</li><li>• Sri Lanka</li><li>• Thailand</li><li>• Vietnam</li></ul>	<ul style="list-style-type: none"><li>• Regional cross-programme learning, platforms and standardisation work</li><li>• Pacific regional engagements</li></ul>
<b>PPF - Flexible Fund</b>	<ul style="list-style-type: none"><li>• Solomon Islands (one 3-country project)</li></ul>	

	<ul style="list-style-type: none"><li>• Samoa (one 3-country project)</li><li>• Kiribati (one 3-country project)</li><li>• Fiji</li><li>• Papua New Guinea</li><li>• Samoa</li><li>• Tonga</li></ul>	
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To note, this list is a current list and does not mean that CARA cannot work in other ODA-eligible countries in the region. Countries which CARA could cover in the future include:

South Asia

- Bangladesh
- Bhutan
- India
- Maldives
- Nepal
- Sri Lanka

Southeast Asia

- Cambodia
- Indonesia
- Laos
- Malaysia
- Myanmar
- Philippines
- Thailand
- Timor Leste

Non-ODA eligible countries in the region include Brunei and Singapore which are therefore ineligible. Afghanistan and Pakistan are defined as Central Asia within FCDO definitions and therefore not in scope of this work.

**2.5 CARA Programme Business Case**

Please refer to the attached link: <https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-301000/documents>

# Appendix A: Schedule of Processing, Personal Data and Data Subjects

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

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

Schedule follows on next page.

Description	Details
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<b>Identity of the Controller and Processor for each Category of Data Subject</b>	<p>1. The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract:</p> <p>The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the <b>Parties are independent Controllers</b> in accordance with Clause 33.3 in respect to the following Personal Data:</p> <ul style="list-style-type: none"><li>a) where the parties will need to exchange personal data such as names, email addresses, phone numbers, employment history, address, data of birth, bank details, etc of project staff and consultants for recruitment purposes;</li><li>b) circumstances where FCDO contracts a supplier to carry out activities such as surveys, focus groups, communications and events but which the supplier designs and implements and where FCDO does not stipulate to the supplier what personal data they should gather and use in order to carry out the activities, and the supplier is responsible for determining what data it requires to carry out the activities such as:<ul style="list-style-type: none"><li>a. where the supplier intends to gather and use personal data (including names and email addresses) for any programme workshops, training and other events) and the supplier is responsible for determining what data to collect for such purposes.</li><li>b. where the supplier intends to gather and use personal data from citizens participating in surveys, studies, focus groups or through programme activities and the supplier is responsible for determining what data to collect for which purpose, how they will use, store, and disseminate it, etc</li><li>c. where the supplier intends to gather and use personal data from individuals engaged through communication and knowledge management activities, e.g. interviewees and the supplier is responsible for determining what data to collect and for which purpose.</li></ul></li></ul> <p>2. For the avoidance of doubt the Supplier shall provide <b>anonymised data</b> sets for the purposes of reporting on this Contract and so FCDO shall not be a Processor in respect of the above as it does not constitute Personal Data.</p>
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