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Section 4 Appendix A

CALLDOWN CONTRACT

Framework Agreement with: **Oxford Policy Management**

Framework Agreement for: **Global Evaluation Framework Agreement**

Framework Agreement Purchase Order Number: PO 7448

Call-down Contract For: Evaluation of FCDO's Climate Compatible Growth (CCG) Programme

Procurement Reference Number: ITT_5306

I refer to the following:

1. The above-mentioned Framework Agreement dated **12 September 2016**;
2. Your proposal of **24 November 2022**

and I confirm that FCDO requires you to provide the Services (in line with the requirements as set out within Annex A – Terms of Reference), and as per your Technical and Commercial tender proposals (Annexes B & C respectively) and 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 **31 December 2022** ("the Start Date") and the Services shall be completed by **31 March 2026** ("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 **£498,642** ("the Financial Limit") and is inclusive of any government tax including UK VAT, if applicable as detailed in Annex B.

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

22. PAYMENTS & INVOICING INSTRUCTIONS

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

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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]
Email: [redacted]
Tel: [redacted]

4.2 The Contract Officer is:

[redacted]
Email: [redacted]
Tel: [redacted]

5. Key Personnel

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

Name	Designation	Organisation
[redacted]		

6. Reports

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

7. Duty of Care

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

I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.

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II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified FCDO in respect of:

II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract.

II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.

III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.

IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project and must be separately identified in all financial reporting relating to the project.

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

8. Call-down Contract Signature

8.1 If the original Form of Call-down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier within **5 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:

Date: 22/12/2022

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

Name: [redacted]

Position: DIRECTOR – CONSULTING

Signature:

Date: 22/12/2022

Terms of Reference for Evaluation of FCDO's Climate Compatible Growth programme (300125)

(January 2023 – March 2026)

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1. Introduction

The Supplier will conduct an evaluation of the **Climate Compatible Growth (CCG)** programme between January 2023 and March 2026. The evaluation will be conducted in two substantive phases, preceded by an **Inception phase** of two months.

Phase 1 will be undertaken over a period of eight months in 2023 in order to assess progress and whether CCG is well set to deliver its objectives.

Phase 2 will comprise a final evaluation to assess the effectiveness, impact, sustainability and overall value for money of CCG. This will be undertaken over a period of nine months, largely in the second half of 2025.

In order to follow up on phase 1 and stay well connected, the supplier's evaluation team will contribute to FCDO's 2024 Annual Review (AR). Preliminary work on the final evaluation may also be undertaken at this time.

These Terms of Reference (ToR) focus mainly on phase 1. Detailed planning of phase 2 will be undertaken jointly with the chosen supplier.

2. Outline of the CCG programme

Climate-Compatible Growth (CCG) aims to provide robust evidence to help countries take an integrated approach across sectors to future-proof their deployment of infrastructure capital and to create national development strategies that put them on a trajectory to clean, inclusive and sustainable growth. CCG aims to achieve this by:

- Improving the evidence base on what works;
- Developing open-source tools and data; and,
- Promoting uptake of this evidence / tools /data into improved policy and investment decision-making.

CCG is currently focused on grid-scale energy and transport systems, with potential to scale to other sectors in future.

CCG is a five-year programme that launched in January 2021, with an FCDO funding allocation of £38m. It is the FCDO's first research programme to take a holistic approach to addressing climate-compatible and inclusive growth in low and lower-middle income countries. CCG is fully funded by the UK's International Climate Fund (ICF) and forms part of the Prime Minister-announced Ayrton Fund: a £1 billion ODA spending commitment by the UK Government on clean energy innovation, over the 5-year period between April 2021 and March 2026.

CCG is delivered by a core University Partnership, led by Loughborough University, and made up of University College London, the Universities of Oxford and Cambridge, Imperial College London, the Open University and KTH Royal Institute of Technology in Sweden, together with the University of Cambridge-affiliated Centre for Global Equality and the Climate Parliament. The academics within the CCG partnership combine technological, economic, behavioural, political, and financial skills and expertise.

CCG works through two main modalities: (1) research partnerships with countries, international organisations and initiatives; (2) academic-led core research, which is guided by its partnerships.

CCG is building national partnerships. CCG currently has four partner countries: Vietnam, Laos, Kenya and Zambia. The programme will expand to six partner countries during FY 22/23 and to eight in FY 23/24. The four existing partner countries were selected in consultation with FCDO Posts, principally on the basis of:

- Demand from the FCDO Post;
- High potential impact assessed through current and projected future emissions;
- Countries that were members of the Energy Transition Council (ETC) and had made requests through the ETC's Rapid Response Facility (RRF)[1] to which CCG were responding, thus creating policy entry-points in the country; and,
- Strong potential for coordination with current CCG partnerships as well as legacy partnerships.

A refreshed approach to country partner selection has now been developed, consisting of an initial screening against a set of weighted criteria, followed by shortlisting and engagement with the FCDO Post and CCG's broader network in-country.

Activities within Country Partnerships include: capturing data; informing and testing national development scenarios, strategy, and policy; providing joined-up analytics to support decision takers; identifying skills gaps and where jobs are needed; and providing access to CCG's technical and political networks.

The World Bank, Asian Development Bank, and Sustainable Mobility for All are contributing to CCG's workplan, delivering research components on climate-compatible urban productivity, sustainable transport, appropriate uptake of electric vehicles, and inclusive transitions in low and middle-income countries.

International partnerships also inform CCG's research agenda. Examples include: partnerships that emerged from COP 26, including with the Energy Transition Council and its Rapid Response Facility and the Green Grids Initiative; engaging with the Secretariat and Working Groups of the Sustainable Mobility for All Partnership (Sum4All); participation in communities and initiatives to build capacity and share data and modelling approaches; running training courses for Low and Middle-Income country government officials. CCG is also working with a wide range of organisations which are either actively working to embed CCG's joint principles, methods, open-source tools and data into their planning and capacity support activities, or considering doing so. These include: the International Energy Agency, the International Renewable Energy Agency, the United Nations Development Programme, the World Bank's Energy Sector Management Assistance Platform, the International Atomic Energy Agency, the Green Climate Fund, the UN Department of Economic and Social Affairs, GIZ and others.

CCG provided strategically significant support during COP26, including pivotal support to the Energy Transition Council and Green Grids Initiative. CCG continues to be involved in these initiatives.

CCG's research is strongly aligned with priorities set out in the UK Government's International Development Strategy (published May 2022). CCG works closely with FCDO

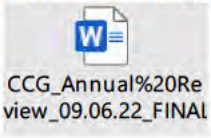
[1] The ETC RRF was launched in April 2021 to provide technical assistance to developing country members of the ETC.

Posts in the countries with which it partners (currently Kenya, Zambia, Vietnam and Laos), and its research activities have supported Post priorities.

Further information is available on the programme website:
Climate Compatible Growth – Providing research and global public goods to help countries develop strategies, plans, and policies to attract investment into low-carbon growth opportunities.

FCDO's Business Case for this investment may be found here:
https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300125/documents

FCDO conducts an Annual Review of the programme. This is the 2022 review:



Theory of Change

The programme's current Theory of Change (ToC) diagram is replicated in Figure 1. During inception, the evaluation team will work with CCG leadership, funders and partners to enhance this Theory of Change. This will then provide the basis for evaluation.

An evidenced based narrative (with references) will be added and, as necessary, the diagram evolved. CCG lead partners and FCDO will retain 'ownership' of this theory of change; the evaluation team's role will be to facilitate and draft content. The aim is to represent more fully the theory of change underpinning CCG. It is not expected, within a relatively brief inception phase, that this will be major exercise which fundamentally re-works the ToC.

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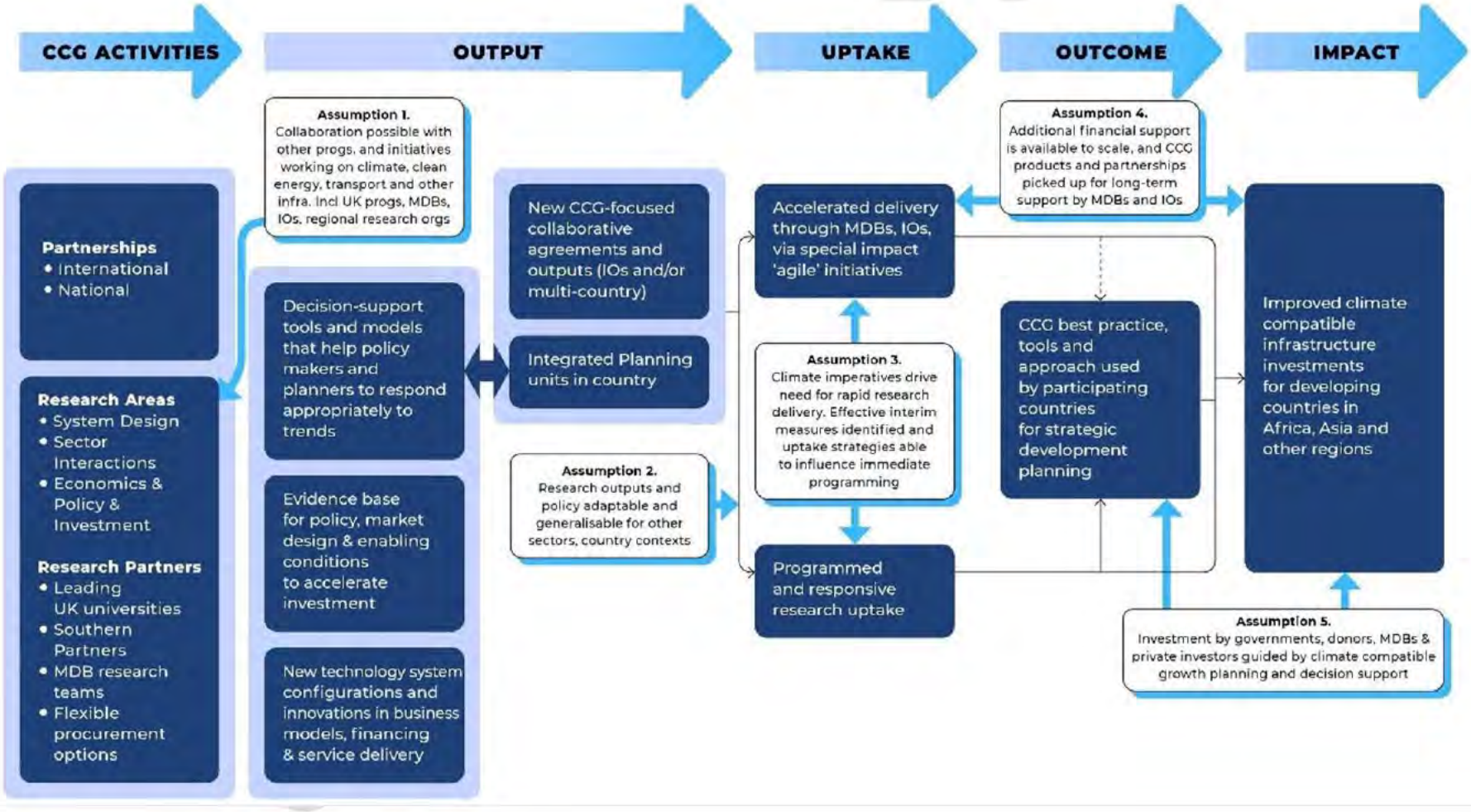
Figure 1 Theory of Change



3. Purpose and scope

The purposes of the evaluation are to provide accountability for a substantial research investment and to deliver learning which serves to improve CCG and related programmes.

The twin objectives of the mid-term evaluation are to assess:
i) whether CCG's theory of change, structure, management, governance, partnerships, staffing and resource allocations are fit-for-purpose to deliver its objectives; and
ii) progress and performance to date.

The phase 2 evaluation will likely review performance since phase 1 but the focus will shift to results. To what extent has CCG produced its expected outputs and to which outcomes and impacts have these contributed. Likely further impacts – noting that research generally impacts well beyond the period of funding – will be investigated, along with their prospective sustainability. Unintended outcomes and spill-over effects will be explored. Overall value for money (VfM) assessment, further lesson learning and recommendations for further research programming will be included in this phase.

The scope of the evaluation will be the entire CCG programme.

4. Recipients and use

The formal recipient for the evaluation will be FCDO's Growth Research Team, with the CCG Consortium an equally important recipient for use of the evaluation. FCDO will use findings of phase 1 to steer the remainder of the programme and CCG leadership will be expected to absorb lessons and adopt recommendations agreed with FCDO. Phase 2 findings will inform post-programme activity, including the potential for further research funding for the topics on which CCG is focused.

Additional audiences include the Director of Research and her deputies, other research teams which commission large scale systems research and other funders who may consider investing in similar research programmes. There are also other potential audiences, such as the wider research community, development consultancies and NGOs.

5. Evaluation Framework and Questions

Each phase of the evaluation will be wide-ranging, but with different emphases.

As such it is recognised that the question(s) within each topic will need to be well focused and that only limited attention will be given to, in particular, relevance, external coherence and quality of academic outputs (unless inception indicates a need to incorporate elements into phase 1 and/or phase 1 findings indicate a need to do likewise in phase 2).
Evaluation questions will address internal coherence, efficiency, effectiveness, impact and sustainability.

For phase 1, the following topics, with indicative questions, are proposed.

Research foci

- Upon what, in detail, is CCG research focusing?

- Is the portfolio well balanced and integrated, especially in respect of transport alongside energy, and growth alongside low-carbon transition?
- To what extent is 'whole systems thinking' being adopted?
- CCG's work through the University Partnership is separated into partnerships and core research. To what extent are these two workstreams well integrated?

Research commissioning

- Has the Flexible Research Fund adopted good practice in commissioning, administration and monitoring?

Decision making

- What are the formal and informal structures and processes for making decisions across CCG and are they functioning effectively?

Quality of partnerships

- What are the main strengths and weaknesses of the relationships between CCG partner organisations?
- What are the roles and resourcing levels of Southern partners?
- How effective is engagement with partner countries and FCDO Posts therein? What are the common lessons that can be drawn on how best to implement country partnerships?
- Is CCG adopting best practice to ensure equitable opportunities for LMIC researchers to author research outputs?

Capacity Strengthening

- Is the approach to building the capacity of Southern Researchers and their institutions adequate and appropriate?

Gender and Social Inclusion

- Does CCG optimally integrate gender and social inclusion across all workstreams/outputs and in its ways of working?

VfM analysis

- Throughout CCG, how strong is the culture of and attention to Value for Money?
- Are resources being expended economically, efficiently, and equitably?

Uptake and impact

- How well has CCG mapped and begun to engage stakeholders?
- Is dissemination and engagement activity of sufficiently quantity and quality?
- Is there sufficient planning, including level of investment, to identify opportunities and ultimately to achieve substantial impacts, in line with the Theory of Change?

Lessons

Recommendations

FCDO would welcome initial comments from the Supplier suggesting adaptations, deletions and additions to the proposed questions. The Supplier will recognise that these draw on the Theory of Change and the OECD-DAC evaluation criteria, and may wish to comment or suggest further linkages.

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The Supplier has submitted a proposed methodology for developing a full evaluation framework, including data sources, methodologies and so forth. The selected evaluation team shall work with FCDO during the Inception Phase to finalise these questions and other elements of their proposed design for both phases.

In early 2024, the Management Group (see below) and the evaluation team will agree the contribution which the team will make to the 2024 Annual Review. Proposals are not required for this and the Inception Report will not need to detail this work. FCDO will expect that *at least* two members of the team will undertake this work, given that continuity of relationships is one of the purposes. The Supplier will allocate a total of 20 working days to work on the 2024 Annual Review. This should not include any of the days which the Supplier may, optionally, propose for preparation work in 2024 for phase 2.

6. Approach, Methodology and Data

This evaluation should be:

- *Theory-based* – tackling the evaluation topics and questions in a way which provides holistic assessment of CCG and its theory of change. The evaluation should explore the extent to which the inputs are producing the expected outputs, outcomes and impact through the causal pathways envisioned in the Theory of Change, and the extent to which the assumptions made are holding true.
- *Utilisation-focused* - ensuring that the evaluation is useful and used. We would like the evaluators to engage key stakeholders and involve them in the evaluation. As well as formal evaluation reports, we would also like to see focused learning or knowledge products that can be delivered more quickly – for example short (1-2 pages) briefing papers and/or slide sets.

The Evaluators will receive support in identifying key stakeholders from CCG consortium members. Sources of data include:

- Attendee lists of CCG's 'Summer School Energy Modelling Platform' training courses.
- Information on key stakeholders in:
  - CCG partner countries: held by the CCG National Partnerships Lead.
  - Partnerships with International Organisations: held by the CCG International Partnership leads.
  - Partnerships with HMG-funded institutions (e.g. BII and PIDG): held by the CCG Management Unit.

The Supplier will recognise – from the evaluation questions, programme documentation and FCDO policy statements – the importance attached to gender, disability and social inclusion. This must be reflected throughout the conduct of the evaluation and addressed sufficiently in findings and lessons.

FCDO is not prescribing a full methodology for the conduct of this evaluation but would expect use of multiple methods and systematic triangulation of evidence. The Supplier has set out as fully as possible the evaluation design and methodology they propose to use. This should include modes of data capture, as well as methods for data analysis and synthesis. The Supplier will then refine this proposal in the inception phase. FCDO is committed to quality and rigour in line with international good practice in evaluation.

A minimal list of suitable methods follows, but we are open to additional and/or innovative methods. We anticipate that primary data collection will focus mainly on qualitative methods.

Review of key documents. An initial list of programme and project documents will be prepared by FCDO/CCG and provided for the evaluator.

- *Face-to-face and online meetings* with a range of donors, principal staff, stakeholders and users in the UK and focus countries should be incorporated within each substantive phase.
- *A broad range of further interviews and/or group discussions with members of CCG and potential users.*
- *Surveys or other methods of data collection* to solicit input from additional participants and/or stakeholders. If surveys are used to produce estimates, these should be rigorously designed with appropriate sampling methods and expectation of acceptably high response rates. Alternative or complementary approaches may be considered, including use of tools to collect feedback from those not selected for interview and/or online moderated discussions.
- *Country Case studies.* In phase 1, we envisage a deeper focus on two of the initial group of four partner countries. Kenya will be one of these countries. The second is likely to be either Zambia or Vietnam, but this will be for discussion during inception.

In addition to the primary data collected, published material (website, outputs, etc) and key documents (annual reports and reviews, business case, etc), the following data sources will be available to support the evaluation:

- CCG's Live Outputs Tracker, which provides up-to-date information on the outputs monitored via the Logframe plus a set of more granular information on CCG's outputs.
- Financial data from CCG and FCDO.

7. Key Deliverables/Outputs and Timing

A provisional list of core outputs, with timings, is provided below. The Supplier has commented on these in their tender submission, and the list will be finalised by agreement during the inception period.

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Stage	Output	Description	Timing
Inception	*O1 - Inception Report*	Building on the evaluator's technical proposal, the inception report should address all elements of these Terms of Reference and the specify the design and conduct of the evaluation. This should include detailed descriptions of methodology and analysis. Some stakeholder mapping will be likely be necessary to inform this detail. As stated above, a revised Theory of Change will be presented. A plan for communications and use of the evaluation must be included. This should focus on identifying key audiences and their current levels of interest as well as plans for engagement and how learning can be best communicated.	Draft report submitted six weeks after contract start. One further month for quality assurance (QA), discussions and revisions.
Phase 1	*O2 - Draft Annual Review 2023*	The initial work in phase 1 will feed into FCDO's main monitoring tool, the programme's Annual Review. This will reduce overlapping activity and hence offset to some extent the additional burden which evaluation inevitably places on programme staff. The evaluation team will produce a full draft of the AR. A standard template will be supplied. FCDO retains responsibility for finalising the AR and liaising with CCG staff on its content and recommendations.	Submitted approx. 2 months from start of phase 1. FCDO will review this output and may require revisions within two weeks. As noted, responsibility for finalising this Review rests with FCDO.
	O3 - Presentation of preliminary findings	To the evaluation Management Group and FCDO invitees	Four months after the start of phase 1
	O4 – Phase 1 Report	To include (though not necessarily in precisely this structure): 1. Cover page 2. Table of Contents 3. Executive Summary 4. Introduction to CCG and evaluation 5. Overview of evaluation approach and methodology, with limitations 6. Findings (in multiple sections) 7. Lessons 8. Recommendations Annexes – detailed methodology and additional findings/ supporting evidence	A complete draft report to be submitted five months from start of phase 1. FCDO's feedback will be based on Manage-ment Group review and independent QA. The report will be finalised within two months of submission of the draft.
	O5 - Evaluation Digest	A 2-page summary of the phase 1 evaluation report using FCDO's template; for publication on FCDO's website.	Draft supplied with final version of report. Finalised within one further month.
	O6 - Presentation of phase 1 findings	To CCG leadership and their invitees	Six months after the start of phase 1
Phase 2	*O7 - Phase 2 Report*	As per Phase 1 above	A complete draft report to be submitted six months from start of phase 2. FCDO's feedback will be based on Manage-ment Group review and independent QA. The report will be finalised within two months of submission of the draft.
	O8 - Evaluation Digest	A 2-page summary of the phase 2 evaluation report using FCDO's template; for publication on FCDO's website.	Draft supplied with final version of report. Finalised within one further month.
	O9 - Presentations of phase 2 findings	Two presentations – one to FCDO (and FCDO invitees) and one to the CCG partners.	Seven months after the start of phase 2.
	O10 - Six focused learning / knowledge products	We wish to encourage the evaluation team to share with FCDO and across the CCG network prominent learning through short, accessible products, such as 1-2 page briefings, videos and/or short slides sets.	By agreement. The evaluation team will be expected to propose products as learning becomes available. Some of these could helpfully precede formal reporting and presentations.

All reports require high quality, accessible, well designed Executive Summaries (of 2-3 pages for the inception report and 6-8 pages for substantive reports).

Draft evaluation reports will be reviewed by FCDO's Evaluation Quality Assurance and Learning Service (EQUALS).

The supplier will grant FCDO an irrevocable right to publish and re-use the outputs from the evaluation. FCDO will have unlimited access to the material produced by the supplier (as expressed in FCDO's general conditions of contract). This gives FCDO rights to request anonymised data, quantitative and qualitative (though the right is rarely exercised in respect of the latter, recognising the work required to adequately anonymise qualitative data).

FCDO would encourage a peer-reviewed journal article based on the evaluation, though this is not additionally resourced so will not be a contracted output.

8. Timetable and Workplan

This evaluation will run from 2023 until 2026. The contract start date is expected to be 5th January 2023 and the end date 31st March 2026, but dates will be agreed with the Supplier. Based on a start in early January 2023, key milestones are expected to be as follows:

Date	Activity/deliverable
January 2023	Contract begins with start-up meeting and inception
Mid-February	Draft inception report
March	Start of Phase 1
End April/May	Draft Annual Review
June/July	Phase 1 presentations
Late July	Draft Phase 1 report
March-April 2024	Contribution to Annual Review
Mid 2025	Start of Phase 2
End 2025	Draft Phase 2 report
Early 2026	Final presentations
March 2026	End of contract

The Supplier's tender submission has included a workplan for this evaluation, including activities, using a Gantt chart.

9. Break points

There will be a formal break point in the evaluation contract after both the Inception Phase and Phase 1, and continuation beyond this point will depend on both satisfactory performance and FCDO decision on the affordability and value of further evaluation activity.

10. Evaluation governance and management

The evaluation will be overseen by a Management Group (MG) of 3-6 (but likely 4). The CCG Programme Responsible Owner (PRO) and Programme Manager will be joined on this MG by the Research and Evidence Directorate's Evaluation Adviser. FCDO may invite expert(s) from within FCDO and/or external organisations to join the MG. The MG will be responsible for approving the evaluation outputs and commenting on draft reports (drawing on the quality assurance reviews by EQUALS). The PRO has additional responsibility for publishing a management response and leading on implementation of agreed recommendations.

Within FCDO, the main points of contact will be as follows:

- **Technical Matters: CCG PRO**
- **Contractual Matters: FCDO Procurement and Commercial Department**
- **Logistics: CCG Programme Manager**

The Supplier should expect frequent interaction with the MG during active phases. Formal MG meetings will be held at least once every six weeks during phases 1 and 2, with likelihood of some shorter 'catch up' meetings. Inception will begin with a start-up meeting, with at least one further MG meeting during this phase. The majority of meetings will be entirely online. However, if the team leader and/or other senior member(s) are UK based we would expect to meet in person, probably in London, for the start-up meet and at least once during each of phases 1 and 2 (in addition to presentations).

In the tender submission, the Supplier has explained how their team will be structured, what the anticipated roles and responsibilities will be, and provided clarity on leadership and points of contact. The Supplier's tender submission sets out how quality will be assured throughout the evaluation and by whom, including assuring that all draft outputs are delivered complete and to a high standard throughout.

The Supplier has outlined in their tender submission how they will ensure close working relationships with FCDO and the CCG consortium while ensuring independence. The Supplier's tender submission also includes an explanation of how the Supplier will avoid a conflict of interest, and how they would handle any situations of undue pressure.

11. Contract Management

The Supplier will be responsible for delivery of the evaluation, including design, implementation, data collection and analysis. The Supplier will also be responsible for monitoring progress and reporting study findings and ensuring effective partnerships in its operations. Where applicable in the case of any sub-contracted components, it will also be responsible for financial, procurement and risk management of the project.

In addition to the milestone payment model outlined below, the Supplier's performance on broader aspects of contract delivery (e.g. responsiveness to queries) will be monitored through Key Performance Indicators (KPIs). Please see Annex B for a list of KPIs.

The Supplier will be responsible for managing their and all their sub-contractor's performance and tackling poor performances. They will be required to demonstrate strong commitment towards transparency, financial accountability, due diligence of partners and zero tolerance to corruption and fraud.

12. Reporting Requirements

The Supplier shall submit project reports in accordance with this ToR particularly those requirements and deliverables listed under Sections 6 and 7.

At the start of each financial year, the Supplier will be required to provide an annual forecast of expected spend for each month to FCDO, on a resource accounting basis.

The Supplier will provide regular operational updates to FCDO on the progress of the evaluation; brief monthly updates are likely to be appropriate during intensive periods of activity.

The Supplier shall also submit formal progress reports as set out in Annex C at the end of Inception, Phase 1 and Phase 2.

13. Payment Mechanism and Performance Management

The contract will be based on a Hybrid Payment model: (i) 75% of fees and expenses will be paid quarterly in arrears on actuals; (ii) 25% of fees and expenses will be linked to satisfactory delivery of key milestones/deliverables as listed in the table under Section 7 (Key Deliverables/Outputs and Timing).

Satisfactory delivery and quality of key milestones/deliverables as per Milestone Payment tab of Cost Proformas will be required for the full payment to be released. FCDO will quality-assure deliverables, validate reports and assess the Supplier against achievement of key milestones as per the TOR requirements as part of the approval process for payment.

FCDO requires at least 10 working days to review and comment on any deliverables/outputs produced by the Supplier. Draft reports delivered under this contract will need to be externally quality assured by FCDO's EQUALS service and full feedback will take longer (expected to be 15 working days, but potentially up to 20). The approval processes and timelines for all products will be defined and agreed between FCDO and the Supplier during the Inception Phase.

If there are issues on quality of output, these will be discussed with the Supplier at the earliest opportunity with clear instructions provided for the Supplier to address, whilst the payment for such outputs may be delayed until approval is given.

14. Ethics and Safeguarding

The Supplier's proposed methodology outlines their view of the ethical considerations for this evaluation and spell out how they plan to address these. Suppliers will be expected to have an ethics policy/code (consistent with FCDO's Ethical guidance for research, evaluation and monitoring activities) and apply ethical clearance protocols, where appropriate. This proposed methodology sets out how the Supplier will uphold the principle of 'Do no harm' and to ensure the confidential treatment and secure storage of project documentation and data collected throughout the evaluation.

The Supplier will need to be fully cognisant of the importance FCDO attaches to Safeguarding and understand and follow relevant guidance throughout the conduct of the evaluation. This includes Enhanced Due Diligence – Safeguarding for External Partners and UKCDR's research specific guidance.

15. Risks

There will be a number of risks and challenges that the evaluation team will encounter. Therefore, the Supplier's tender submission sets out initial risks and how these will be mitigated, as well as specifying a system for identifying, managing, and reporting risks during the implementation of the evaluation. A full risk assessment should be conducted during inception phase. We have listed here a few of the more obvious challenges:

- *acquiring and retaining sufficiently thorough knowledge of CCG, given the number of partners, staff, and activities involved*
- *building engagement and relationships at all levels right across CCG*
- *accessing policy makers and other relevant stakeholders to collect data necessary to assess outcomes and impacts*
- *retaining continuity in the evaluation team, given the duration of the evaluation contract.*

16. Budget

The Supplier has submitted a detailed financial cost plan which was assessed as part of the procurement process. This budget covers all the activities and expenses of the Supplier in delivery of the outputs set out in this ToR and will include all applicable taxes including VAT as required. The total value of the evaluation contract (including VAT, as payable) will not exceed £500,000.

17. Scale back or termination

FCDO reserves the right to scale back or terminate this contract in line with our Terms and Conditions.

18. Requirements

We would expect the Supplier's team of evaluators to have the following skill set:

- Extensive and proven expertise in evaluation methods and techniques
- Track record of delivering high quality international development evaluations
- Ability to work collaboratively with a wide range of stakeholders, including academics and policy makers
- Relevant expertise including on climate change, infrastructure and related economic growth policy and practice in Low- and Middle-Income Countries in Africa and Asia and/or evaluation of research (but not necessarily all three at the outset of the evaluation). Access to expertise in energy and transport systems modelling would also be valued.
- Expertise in assessing value for money
- Excellent written and oral communication skills in English
- Capability to integrate gender and social inclusion analysis

A gender balance is preferred within the evaluation team, as is substantial roles for Southern evaluators. Minimally, for in-country evaluation work, we would expect the participation of local/ national evaluators. It may be possible for a member of the evaluation team to travel to each of the focus countries to conduct this work jointly, if the financial and carbon costs can be justified. The supplier will be responsible for logistic arrangements and duty of care for all travel within the contract.

19. Duty of Care

All Supplier personnel (including their employees, sub-contractors or agents) engaged on this contract will come under the duty of care of the lead Supplier. The Supplier is responsible for the safety and well-being of their personnel and any third parties affected by their activities, including appropriate security arrangements and procedures for the environments in which they will be working and the level of risk involved in delivery of the contract. The Supplier must ensure their personnel receive adequate information, instruction and training, including on emergency procedures, prior to deployment (where applicable).

FCDO will share available information with the Supplier on security status and developments in-country where appropriate. Travel advice is also available on the FCDO website (https://www.gov.uk/foreign-travel-advice) and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

The Supplier will also be responsible for the provision of suitable security arrangements for their domestic and business property.

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 this specific procurement.

20. General Data Protection Regulation (GDPR)

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

21. Modern Slavery

The HMG Modern Slavery Statement sets out how UK Government departments must take action to ensure modern slavery risks are identified and managed in government supply chains.

The FCDO Supply Partner Code of Conduct sets out the expectation for all supply partners to have full awareness of the International Labour Organisation (ILO).

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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.

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract: The Parties acknowledge that Clause **33.2** and **33.4** (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the **Parties are independent Controllers** in accordance with Clause 33.3 in respect of the Personal Data necessary for the administration and/or fulfilment of this contract; For the avoidance of doubt the Supplier shall provide **anonymised data** for the purposes of reporting on this project and so FCDO shall not be a Processor in respect of this data as it does not constitute Personal Data.

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Appendix B: Key Performance Indicators (KPIs)

Proposed KPI	Success Criteria	Evidence Required	KPI Pass
Adherence to Schedule	The Supplier submits agreed outputs within the agreed schedule (including raising and agreeing any changes to the schedule in a timely manner).	FCDO will acknowledge receipt of outputs, noting whether delivery is on schedule.	100% of deliverables meet the success criterion.
Quality of outputs	Draft reports are complete and suitable for submission to EQUALS. EQUALS' reviewers overall scores equate to good or excellent rating. Draft outputs reviewed solely by FCDO are judged complete and at least satisfactory; final versions are consider to be of good quality.	Management group decisions on submitting draft reports to EQUALS Formal EQUALS reviews FCDO feedback.	All reports and 85% of other outputs meet the success criteria.
Timeliness and quality of communications	Presentations are well structured, of agreed duration, with focus on findings, learning and recommendations The Supplier provides regular updates of progress, succinctly covering key points. Queries are answered promptly and adequately, reflecting the nature of the queries (within 3 working days for straightforward factual queries).	Positive feedback on delivery Email chains confirming prompt, sufficient responses.	90% rate of meeting the success criteria.
Flexibility and Value for Money	The Supplier will work with FCDO in a cooperative and flexible manner (within the scope and terms of the contract) The Supplier actively seeks opportunities to maximise the Value for Money of the evaluation, discussing these with the Management Group.	Proactive engagement with MG. Responsiveness to reasonable (within scope) requests. Evidence of close control of costs, and efficient and effective use of resources,	MG group reports positively on evaluation process, for instance in programme completion review.
Risk Management	The Supplier will employ robust procedures to identify and manage project risks, and report on these regularly to FCDO.	Maintenance of a risks log to be shared with FCDO before and during each phase, which will capture and report any risks, and the actions taken to mitigate them.	100% of known, material and non-negligible risks specific to the evaluation (rather than 'global' risks) are recorded in the log.

Appendix C: Example Finance and Progress Reports

This template must be used by Supplier(s) for formal reporting of progress to FCDO. Narrative reports should be concise (no more than 6 pages). They must include the sections set out below:

A. Basic data sheet
B. Executive summary
C. Report by deliverable
D. Value for Money and Financial Performance
E. Risk Management
F. Financial report

FCDO may modify this reporting template during implementation.

A. Basic data sheet

This should give the following information:

- **Name of project** - including location(s);
- **Name of organisation** - with name, designation, address, telephone, fax and email of the contact point for this project. Add parent organisation and partner organisation details where applicable;
- **Project cost** – total value of the project;
- **Project purpose** - a sentence that identifies the purpose of the project;
- **Project duration** - with start and end dates;
- **Type of agreement with FCDO** (i.e. Accountable Grant, MOU, contract – Please also include FCDO Component Numbers);
- **Status of report** - is this an Interim Progress Report (indicate 1st, 2nd, 3rd etc) or a Final Project Report? What dates does it cover?

B. Executive Summary (1 page)

In this part of the report, please **summarise** the main body of the report i.e.

- Summary of progress, including key achievements and milestones (for last reporting period only; for entire programme if end-of-programme report).
- Summary of lessons learnt; including technical and managerial lessons (e.g. personnel, financial management, partnerships, assets and management).
- Summary of actions on previous recommendations.
- Summary of any key recommendations for the next reporting period.
- Summary of operational constraints that have arisen and action taken to address them.
- Summary of any issues requiring an FCDO decision or urgent discussion.

N.B. Anything that might impact on timing and delivery of the project should be flagged to FCDO at the earliest possible stage.

C. Report on key deliverables (max. 1 page per deliverable as appropriate)

D. Value for Money and Financial Performance (½ page max)

- Best estimate of future costs against current approved budget and forecasting
- Adherence to narrative and financial reporting requirements including reporting on KPIs
- Conclusions of last financial report
- Achievement of auditing requirements if appropriate

E. Risk Management (½ page max)

- Summary of any changes to programme risk, including emerging risks or mitigating actions.

F. Financial report (½ page max)

The financial report should show the complete financial position of the programme:

- All programme spend must be shown in the same currency as the approved project budget.
- All agreed budget lines including income/spend/commitments (in the form of contracts) and unallocated.
- For reporting on upfront funding please quote the exchange rate used in the money transfer (s) for each tranche being accounted for.

Narrative explaining spend variances to forecasts including any risks associated with delivery and/or identification of issues (i.e. budget virements) requiring discussion/decision.

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