



Foreign, Commonwealth & Development Office



CALLDOWN CONTRACT

Framework Agreement with: ITAD LTD

Framework Agreement for: GEMFA LOT 3

Framework Agreement ECM Number: [4748]

Call-down Contract For: Independent Monitoring, Evaluation and Learning Component for the Climate and Ocean Adaptation and Sustainable Transition (COAST) programme

Contract ECM Number: 5940

I refer to the following:

1. The above-mentioned Framework Agreement dated 1st February 2023
2. Your proposal of 9th Nov 2023 (Annex C) including clarifications dated 21st Nov 2023

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

1. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than 08/01/2024 ("the Start Date") and the Services shall be completed by 31/03/2030 ("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 FCDO (the "Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed £4,265,678 ("the Financial Limit") and is inclusive of any government tax, if applicable as detailed in Annex B. **OR**

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.

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



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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] - Climate & Environment Adviser and Senior Responsible Owner for the COAST programme in the Adaptation, Nature and Resilience Department, Energy, Climate and Environment Directorate

4.2 The Contract Officer is:

[REDACTED]

5. Key Personnel

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

[REDACTED] – Team Leader/Evaluation Lead
[REDACTED] – Monitoring Lead
[REDACTED] – Learning Lead
[REDACTED] – Project Director

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 **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:
Date:

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

Name: [REDACTED]



Foreign, Commonwealth
& Development Office



Position: Project Director

Signature:

Date:

Annex A

Terms of Reference

Supplier Terms of Reference:

Independent Monitoring, Evaluation
and Learning Component for the
Climate and Ocean Adaptation and
Sustainable Transition (COAST)
programme

DISCLAIMER

Under the UK's £500 million Blue Planet Fund, the Foreign, Commonwealth and Development Office (FCDO) has launched the new Climate and Ocean Adaptation and Sustainable Transition (COAST) programme.

COAST has a total budget of up to £154 million, funded from UK Official Development Assistance only, to be delivered between 2023 until March 2030. COAST's Component D will deliver independent monitoring, evaluation and learning (MEL) activities across the programme.

The procurement for COAST's MEL component (Component D) will be carried out using the FCDO GEMFA framework, Lot 3. Only prime contractors who are on this framework are able to bid, however they may partner with one of the approved sub-contractors or make a case for inclusion of another party subject to the approval of FCDO Commercial.

Suppliers also interested in bidding for Component A:

If a supplier is selected to deliver Component D (MEL), it will not be possible for them to be awarded the contract for Component A as well, either as a Prime Contractor or a subcontractor, as for governance reasons both need to be independent of each other. FCDO are aiming to complete the procurement for the MEL component in 2023. The procurement for Component A will take longer – we do not yet have a clear timeframe for when the tender will go live but we are aiming for a partner to start delivery in Q2 or Q3 2024. It is likely that the tender for Component A may not be released until after the MEL component has been completed.

Should the procurement timelines for Component A and Component D (MEL) overlap, a supplier may bid for both components, however they can only be awarded one contract. If successful in bidding for the MEL component, the supplier would have to decide at that stage if they wanted to be awarded the MEL contract and withdraw from the Component A procurement, or to withdraw from their MEL tender and continue with the Component A procurement. If that was to be the case, then the contract would be awarded to the next highest scoring acceptable bid

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Acronyms

• BPF	• Blue Planet Fund
• COAST	• Climate and Ocean Adaptation and Sustainable Transition programme
• Defra	• Department for Environment, Food and Rural Affairs
• ECED	• Energy, Climate and Environment Directorate
• FCDO	• Foreign, Commonwealth and Development Office
• FY	• Financial Year
• GDPR	• General Data Protection Regulations
• GESI	• Gender, Equality and Social Inclusion
• HMG	• His Majesty's Government (UK Government)
• ICAI	• Independent Commission on Aid Impact
• ICF	• International Climate Finance
• KPI	• Key Performance Indicator
• MEL	• Monitoring, Evaluation and Learning
• NAO	• National Audit Office
• ODA	• Official Development Assistance
• PCF	• Partner Coordination Forum
• PrOF	• HMG's Programme Operating Framework
• SRO	• Senior Responsible Owner
• TA	• Technical Assistance
• ToR	• Terms of Reference
• VFM	• Value for Money
• WEF	• World Economic Forum

Key Terms

• Blue Planet Fund (BPF)	• A £500 million portfolio of ODA programmes between FCDO and Defra with the overarching aim of improving and enhancing the marine environment and reducing poverty.
• Climate and Ocean Adaptation and Sustainable Transition (COAST) programme	• A £154 million programme to be delivered by FCDO as part of the BPF. COAST is the main BPF programme that leads activities to achieve three BPF priority outcomes (critical marine habitats, small scale fisheries, sustainable aquaculture). COAST's aim is to improve the adaptive capacities, climate resilience and prosperity of vulnerable coastal communities, and drive a more sustainable and inclusive management of their marine environment and coastal resources.
• COAST component	• Four components or projects through which COAST will be delivered.
• COAST priority country(ies)	• Up to six (6) countries that two sub-components (1 and 2) will be delivered in. The first four have been identified: Indonesia, Philippines, Vietnam and Mozambique. Two more will be identified during delivery.
• COAST programme funded adviser	• FCDO staff recruited to support COAST's delivery in COAST's priority countries and embedded into the Supplier's team.
• COAST programme team (or COAST team)	• The FCDO team appointed to manage the COAST programme, working with the COAST SRO.
• COAST tier-1 delivery partner(s)	• An organisation leading the delivery of one of COAST's components (Components A, B, C or D), therefore directly engaged by and reporting to FCDO. This includes the Supplier.
• Component D	• The component under COAST for which FCDO is procuring a delivery partner through this Terms of Reference.

• The Contract	• The contract between FCDO and the organisation appointed to deliver this ToR.
• The Authority	• The Authority for this ToR is FCDO'S Energy, Climate and Environment Directorate, represented by the COAST SRO.
• The SRO	• FCDO's SRO for the COAST programme, responsible for ensuring its delivering in line with HMG's Programme Operating Framework.
• The Supplier	• The organisation appointed to deliver this ToR.

Introduction

Introduction to COAST

Under the £500 million [Blue Planet Fund](#), the Foreign, Commonwealth and Development Office (FCDO) has [launched](#) the new Climate and Ocean Adaptation and Sustainable Transition (COAST) programme. COAST has a total budget of up to £154 million funded from UK Official Development Assistance (ODA) only. COAST will run from Financial Year (FY) 2023/24 with a planned end of 31st March 2030. COAST will be delivered through four Components:

- **Component A** – Integrated delivery across COAST's themes in up to six priority countries plus a demand-led fund for UK Embassies and High Commissions in ODA eligible host countries to utilise to deliver responsive, strategic projects.
- **Component B** – Climate-resilient and innovative small-scale fisheries and aquaculture (delivered through WorldFish's [BlueTech Innovation Superhighway project](#)).
- **Component C** – Unlocking blue carbon climate finance (delivered by the World Economic Forum's [Blue Carbon Action Partnership project](#)).
- **Component D** – Independent monitoring, evaluation and learning and programme coordination.

Procurement purpose

Through this procurement FCDO is seeking a commercial supplier ("the Supplier") to manage COAST's Component D – Independent Monitoring, Evaluation and Learning.

Component D is anticipated to begin delivery in Q3 2023/24 once the procurement process has concluded and the contract has been awarded to the successful Supplier. It will operate for an estimated 78 months until the planned end of the programme (31st March 2030). Component D has been allocated a budget of up to £4.4 million within COAST's total.

The Authority, Recipient and Audience

- COAST will be overseen through FCDO's Energy, Climate and Environment Directorate (ECED). The Authority and recipient of the services from the Supplier will be ECED.
- The Recipient for these services is the COAST SRO and programme team.
- The target audience for the outputs from this contract are the ECED COAST programme management team, any COAST or BPF board, COAST tier-1 delivery partners and their downstream delivery partners, British High Commissions and/or British Embassies

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(collectively known as 'posts'), other BPF HMG programme teams and BPF delivery partners, and external stakeholders.

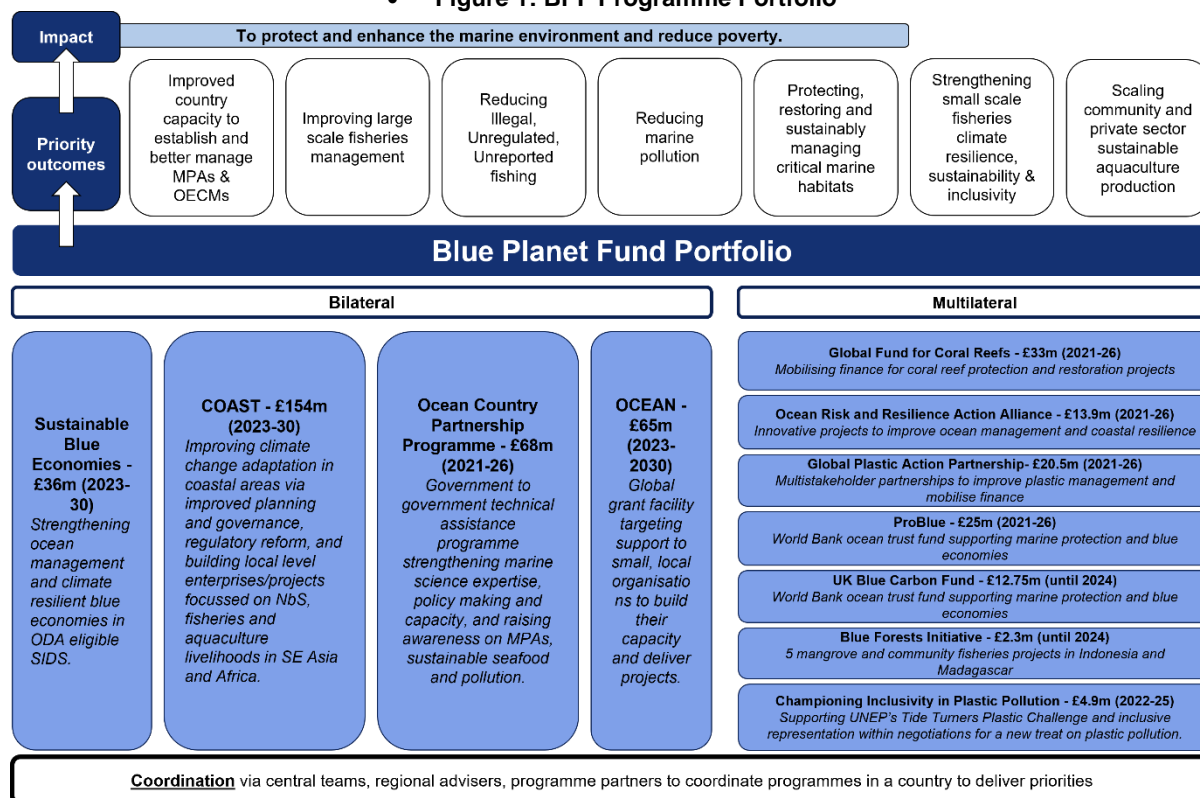
Overview of COAST

Context & The Blue Planet Fund

The health of ocean ecosystems and the state of its biodiversity is worsening due to direct human activity (e.g., harmful and unsustainable fishing, coastal habitat conversion, pollution), and climate change. This is resulting in the loss of ecosystem services provided by marine and coastal habitats. Coastal populations, particularly those in developing countries, are highly vulnerable to the loss of these ecosystem services and are increasingly exposed to climate change's impacts in coastal areas (e.g., sea-level rise, more frequent and intense storms, marine heatwaves, ocean acidification). Many developing country coastal communities experience high poverty rates and are reliant on precarious livelihoods (e.g., artisanal fisheries).

The joint Defra-FCDO £500m [Blue Planet Fund](#) (BPF) is a 2019 manifesto commitment that aims to protect and enhance the marine environment and reduce poverty. It was launched at the 2021 G7 leaders' meeting in Carbis Bay. The 2021 Defra-FCDO BPF Delivery Framework sets seven priority BPF outcomes to achieve the BPF's aim and guide the design and delivery of a portfolio of programmes managed by Defra and FCDO to deliver the BPF commitment (Figure 1). Synergies between the key pathways to achieve the priority BPF outcomes were identified to help drive coherent design of BPF programmes that achieve impact and value for money for HMG. Under the 2021 Defra-FCDO BPF Delivery Framework, FCDO are leading BPF programming to deliver three priority BPF outcomes: protecting and restoring critical marine habitats, strengthening small scale fisheries, and scaling sustainable aquaculture. Defra are leading programmes to deliver the BPF's other four priority BPF outcomes:

• **Figure 1: BPF Programme Portfolio**



COAST's aim, objectives and themes

COAST supports the UK's international priority of tackling climate change and biodiversity loss and achieving the Sustainable Development Goals, as set out in the 2023 [Integrated Review Refresh](#), 2022 the [Strategy for International Development](#) and the 2021 [Integrated Review](#). COAST helps deliver the objectives within the 2023 UK [International Climate Finance Strategy](#).

COAST's aim is to improve the adaptive capacities, climate resilience and prosperity of vulnerable coastal communities, and drive a more sustainable and inclusive management of their marine environment and coastal resources. To achieve this aim, COAST will focus on three outcome themes, linked to FCDO's mandated three BPF priority outcomes:

- protecting, restoring and sustainably managing coastal habitats and nature-based solutions (e.g. mangroves, seagrass, corals)
- improving small-scale fisheries' sustainability, productivity and resilience
- unlocking more sustainable, less intensive aquaculture.

COAST recognises the interrelated nature of these priority themes and will seek to support activities that adopt an integrated approach across them, particularly when delivering at the local level. Additionally, COAST may support activities outside of these themes where they will help achieve COAST's aim, such support to strengthen coastal governance and management or integrate coastal priorities into climate and non-climate plans and policies.

COAST allows for flexibility in the types of activities it may support under these themes. This will allow for locally contextualised activities that account for specific local challenges and political economy factors, and for COAST to respond to priorities in countries and design activities to be sustainable beyond COAST's support. COAST's activities will work, support and partner with a range of organisations and stakeholders, including national and local governments, local communities, private sector, academia, non-governmental organisations, etc.

Some activities within COAST's themes have limited underpinning evidence. A key objective for COAST is to help strengthen the evidence base for effective coastal and marine ODA programming as well as to deliver results for beneficiaries. COAST's approach, structure, phasing and partner choices have been developed to support this objective. Under COAST's themes there is good to strong evidence of the effectiveness of activities that directly work with or support local communities – COAST has adopted a strong focus on this in result (see Section 0).

The COAST theory of change (**Error! Reference source not found.**) and indicative logicframe (Annex B) articulate how the programme intends to achieve impact. It identifies the problem to be addressed, the proposed solutions and pathways to impact, and underlying assumptions. The theory of change will remain live throughout the programme's delivery and be regularly reviewed and updated by the Supplier in agreement with FCDO.

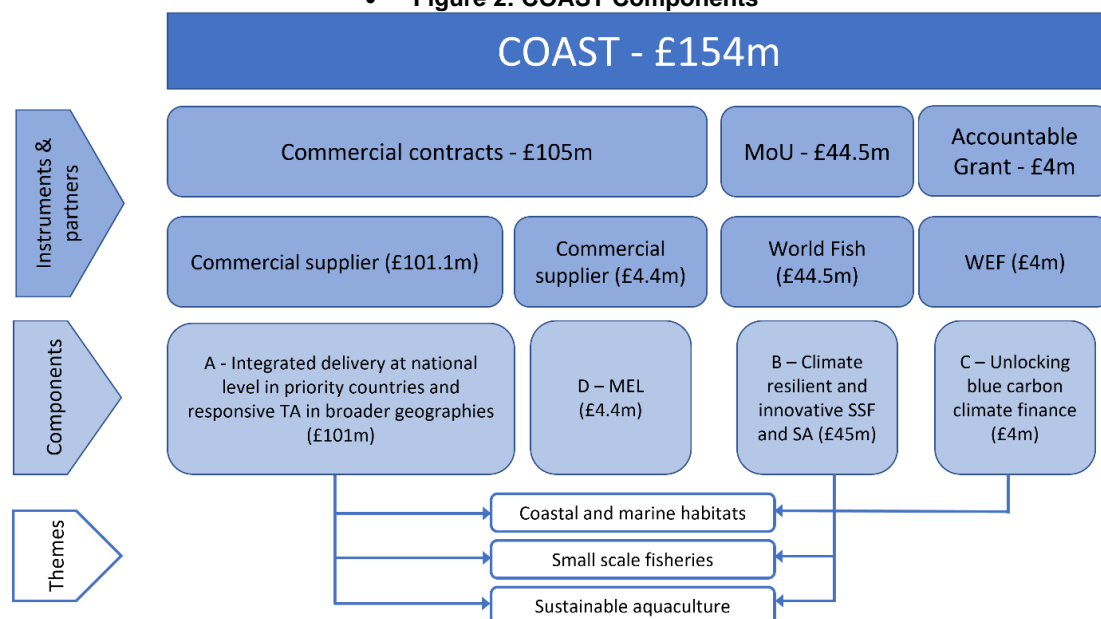
COAST Structure

COAST will be delivered through four components, summarised in Figure 2 and with more detail provided in the COAST business case. Alongside the Supplier for Component D, this includes:

- The £101 million Integrated Delivery Component (Component A), to be delivered by a commercial supplier to be procured separately. This component is expected to being mid-2024 and run until 31st March 2030. Component A will deliver integrated activities across COAST's themes at a range of scales through three sub-components: 1) Reforming planning and policy in priority countries, 2) Inclusive coastal stewardship and livelihoods in priority countries and 3) Responsive coastal management and governance support (see Annex C for further information).
- The £44.5 million Asia-Africa BlueTech Superhighway project (Component B), delivered by WorldFish (2023-2030) to support testing and scaling proven and novel activities, approaches and technologies to strengthen small-scale fisheries' and sustainable aquaculture's productivity, sustainability and climate resilience;
- The £4 million Blue Carbon Action Partnership project (Component C), delivered by World Economic Forum (WEF) to support countries unlock and mobilise finance to protect and restore blue carbon ecosystems (2023-2026), and;
- A £4.4 million monitoring, evaluation and learning (MEL) element (Component D). This ToR covers this Component. The supplier for this component cannot be the same organisation as the supplier for Component A.

This structure and approach allows COAST to: (i) provide locally contextualised activities, partnerships and support, (ii) prioritise local-level activities, (iii) apply evidence and lessons throughout delivery, and (iv) coordinate activities to achieve impact at scale. Mechanisms will be established to support the coordination of COAST tier-1 delivery partners, and integration with other BPF and donors' programmes in country where appropriate.

• **Figure 2: COAST Components**



Priority Countries and Phasing

Across all COAST's components, delivery will focus in up to six priority countries across two phases. COAST's priority countries were selected during the design of the business case and based on technical and political economy analysis and considered countries' stated priorities and views from posts to assess interest.

COAST's priority countries are:

- Indonesia (Phase 1 and 2)
- The Philippines (Phase 1 and 2)
- Vietnam (Phase 1 and 2)
- Mozambique (Phase 1 and 2)
- Two more countries to be decided (Phase 2)

Phase 1 (2023 to FY 2025/26 end): Components A, B and C will focus delivery in COAST's four initially identified priority countries: **Indonesia, the Philippines, Vietnam and Mozambique**. Delivery in these countries will continue until COAST's end date, subject to ongoing review. During FY 2025/26, Component A's tier-1 delivery partner will work with FCDO to identify up to two additional priority countries to expand COAST's delivery into during Phase 2. A final decision will rest with the COAST SRO, including the option to not expand COAST's delivery.

Phase 2 (FY 2026/27 to FY 2029/30 end): Continued delivery in COAST's Phase 1 priority countries and expansion to up to two additional priority countries, subject to scoping in FY 2025/26 and the SRO's decision.

Component B: Component B will deliver in COAST's priority countries as well as others (likely Kenya, Tanzania, Nigeria, Bangladesh). This will support one of Component B's objectives to test and scale a range of novel and proven activities, technologies, and approaches in a broader range of contexts.

COAST partner coordination

FCDO aims to drive integration, coordination and collaboration across COAST's components and COAST tier-1 delivery partners. Additionally, FCDO aims to coordinate COAST's delivery alongside other BPF programmes, particularly in countries where COAST will operate alongside other bilateral BPF programmes, and other donors' marine focussed programming where relevant and possible. FCDO will action this through the following approaches and mechanisms:

- **Agreements with COAST tier-1 delivery partners:** FCDO will include provisions within all COAST tier-1 delivery partners agreements, including the Supplier, requiring them to engage, coordinate and collaborate with one another during delivery. The mechanisms outlined below will be used to support this. FCDO will use monitoring reports from the Supplier and other COAST tier-1 delivery partners to assess performance and achievement of these aims.
- **COAST Delivery Partner Coordination Forum:** The COAST Delivery Partner Coordination Forum (PCF) will bring COAST tier-1 delivery partners together to share updates and lessons, monitor progress and support coordination and collaboration. The PCF will meet approximately every six months and use a hybrid format of in person and online attendance. The Supplier will be responsible for organising and managing the PCF. Country specific PCFs may be set up if this will improve in-

country delivery – these would be established by the Component A delivery partner's country teams. FCDO may invite other officials within FCDO, Defra's BPF team and others across HMG to participate in a PCF. FCDO may consider inviting recipients under COAST to attend specific agenda items and explore options to incorporate beneficiaries' views and voices to inform discussions.

- **Workplans:** Ahead of each financial year, the Supplier will produce a budgeted annual workplan for Component D's proposed activities, including a breakdown of activities by priority country. Each annual workplan will set out planned activities the Supplier will undertake to support coordination and collaboration with other COAST tier-1 delivery partners, as well as any monitoring, evaluation, learning and coordination activities. Each annual workplan will be approved by the COAST SRO.
- **COAST Programme Funded Advisers:** FCDO may appoint COAST programme funded advisers to support COAST's delivery. They will be FCDO staff members and based in COAST priority countries and embedded into the Component A supplier's country teams. Their role will be to support the delivery of COAST across all COAST components, the Supplier's coordination and collaboration with other COAST and BPF delivery partners, and support engagement with posts and other in-country stakeholders (e.g. government ministers and officials). The Supplier will engage proactively with any appointed in country COAST programme funded adviser to support them to deliver their role. The Supplier will not be responsible for any costs associated with the COAST programme funded advisers.
- **Blue Planet Fund Regional Coordinators:** BPF regional coordinators will support the coordination of all BPF programmes in regions. BPF regional coordinators will be based in Indonesia (covering southeast Asia), Fiji (covering the Pacific), Mozambique (covering east Africa), Ghana (covering west Africa) and Ecuador (covering Latin America and the Caribbean). The Supplier will engage proactively with the BPF regional coordinators to support the Supplier's objectives.

Intended beneficiaries

COAST will partner with and support a variety of beneficiaries¹, which are broadly grouped into the following:

- Local communities
- National, regional and city government ministries and agencies
- Other key institutions within developing countries (e.g. representative bodies of different industries)
- Regional institutions and organisations
- Academic and research organisations
- Private sector companies (e.g. companies that pilot low-carbon approaches)

The ultimate beneficiaries of the programme are citizens in ODA-eligible countries who will benefit from enhanced and more equitable marine and coastal environment and resource management, more diversified and sustainable coastal livelihoods, and improved adaptive capacities, capabilities and resilience to climate change.

¹ The use of the word "beneficiaries" is not intended to overlook the critical and active roles that these individuals play as change makers. The FCDO is cognisant of the language it uses and prefers to refer to "partners" or "counterparts" during the delivery of COAST to better reflect their role. Nevertheless, for the sake of clarity, in this document the word "beneficiaries" is used to distinguish these groups from other partners in the delivery chain.

COAST Annual Review

FCDO will undertake an Annual Review of the COAST programme in line with FCDO policy. The deadline for the COAST Annual Review to be completed is 20th July each year.

The Annual Review will be reported publicly on DevTracker.gov.uk. The Annual Review will assess performance and achieved results against logframe milestones, assess the COAST's ongoing value for money and the validity of its theory of change, review programme risk management, and other assessments. Each Annual Review will score COAST's annual performance following standard FCDO scoring procedures and using results achieved against milestones set in the programme's logframe². The Annual Review will provide recommendations to improve delivery of COAST and tier-1 delivery partner performance, including the Supplier's. The Supplier will provide accurate, verified, and accessible information to support FCDO's Annual Review (see later sections), and will follow through with recommendations included in each COAST Annual Review.

-

Component D – Scope of Work

Purpose and Objectives

The purpose of this contract is to deliver an independent monitoring, evaluation and learning component for COAST. The Supplier will implement a suite of activities, set out in this ToR, involving close collaboration with and support to other COAST tier-1 delivery partners to support the following objectives for the component:

- i) **Monitoring and Oversight:** Ensure the COAST portfolio of activities across its components are monitored accurately, effectively and efficiently to support programme-level oversight, performance monitoring and results aggregation and reporting, including to support COAST's BPF portfolio reporting requirements;
- ii) **Evaluation:** COAST's activities are evaluated to understand what is working and what is not (and for who – with a focus on gender, economic, social and inclusion);
- iii) **Learning to inform Decision Making:** Lessons from COAST's delivery and emerging evidence are effectively captured and acted upon by the COAST programme team and tier-1 delivery partners to support effective decision making leading to impact and VfM, as well as to inform the global evidence base, and;
- iv) **Coordination:** COAST partners effectively coordinate and collaborate to ensure COAST achieves more than the sum of its individual components.

All COAST tier-1 delivery partners will be responsible for undertaking their own results and performance monitoring, lessons analysis, and other activities, including proactively collaborating with the Supplier to achieve these objectives.

² FCDO's Annual Review scoring is as follows: A++ - Outputs substantially exceeded expectations; A+ - Outputs moderately exceeded expectation; A – Outputs met expectation; B – Outputs moderately did not meet expectation; C – Outputs substantially did not meet expectation.

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In delivering its activities, the Supplier may be required to engage with a tier-1 delivery partners' supply chain/downstream partner. This would be conducted in coordination with the relevant COAST tier-1 delivery partners.

The Supplier will ensure all activities under Component D, set out in this ToR, align with the principles set out in

Annex D: Ethical Principles for Research and Evaluation .

Detailed Scope of Work

Mobilisation and ongoing activities

MEL Strategy and Management Plan

- The mobilisation phase for this ToR will be the first three months following Contract award. The Supplier will produce a COAST MEL strategy before the end of the mobilisation phase for approval by the SRO.
- The COAST MEL Strategy will outline COAST's MEL approach. It will include outputs to be delivered listed throughout ToR, including the revised COAST theory of change and logframe, provide recommendations to the SRO for specific evaluations to be conducted under COAST by the Supplier and evaluations other COAST tier-1 delivery partners could undertake, including their indicative methodologies (see Section 3.2.3.), and provide VfM KPIs to be used by the Supplier and other tier-1 delivery partners. It will include a draft evaluation and influencing plan underpinned by stakeholder mapping and set out the timing of evaluation outputs and their dissemination. Additionally, the Supplier will outline measures to be followed to protect the privacy of individuals within data sets and materials developed and produced by the Supplier, and include an overview Component D's risks.
- To develop the MEL strategy, the Supplier will use the COAST ToC and underpinning evidence (Annex A), the COAST indicative logframe (Annex B), the COAST business case and COAST documentation, the BPF MEL Strategy, other BPF documents, relevant external information, and interviews with HMG personnel.

Data

- The Supplier will ensure that any additional data sets introduced by the Supplier will conform to common standards used by locally owned systems or to internationally approved standards, following FCDO guidelines.

Methods

- The Supplier, in giving their advice to the COAST SRO and programme team and support to tier-1 delivery partners, will cover the full range of quantitative and qualitative methods and to explore different methodological approaches in gaining information that will help guide and develop the COAST programme.

Monitoring

COAST Theory of Change

- A COAST theory of change (ToC) has been developed by the COAST programme team. Within the first 3 months of Contract award the Supplier will review the COAST ToC and provide recommendations to refine and strengthen the COAST ToC, included within the COAST MEL strategy.
- The Supplier will at least annually review the COAST ToC and drawing on information gathered from activities set out in this ToR provide recommendations to the COAST SRO on options to refine and strengthen the COAST ToC. These recommendations will be provided as part of an annual report from the Supplier (see Section 6.1.4.) to support the COAST Annual Review.
- Any changes to the COAST ToC will be approved by the COAST SRO.

COAST Logframe and KPIs

The Supplier will develop and manage the COAST logframe. The COAST logframe will monitor progress and performance at the programme level, therefore compiling and aggregating activities and results across COAST's components. The Supplier will:

- Drawing from the indicative COAST logframe (Annex B), produce a COAST logframe for FCDO approval within the first 3 months of Contract award, submitted as part of the COAST MEL strategy. The COAST logframe will be approved by the COAST SRO and where required the COAST SRO's Deputy Director;
- Develop KPIs and produce underpinning data collection and reporting methodologies to be used for reporting against COAST's impact, outcome and output indicators by COAST tier-1 delivery partners. The Supplier, where appropriate, may draw upon existing KPIs (such as UK International Climate Finance KPIs, any BPF portfolio KPIs, etc.);
- Ensure the COAST logframe utilises relevant International Climate Finance KPIs;
- Ensuring the COAST logframe's indicators, targets, milestones and reported results fully embeds gender, equality and social inclusion (GESI) measures, including milestones, targets and results disaggregation by gender, age, disability and other groups where possible;
- In dialogue with COAST tier-1 delivery partners, conduct analysis to propose ambitious yet deliverable annual results milestones and end of programme targets for each logframe indicator and proposed contributions from each tier-1 delivery partner to each milestone and target;
- Provide recommendations to update and improve the COAST logframe on a regular basis and at least annually, including to ensure the COAST logframe accurately reflects the COAST ToC and any subsequent changes made to the COAST ToC approved by the COAST SRO, and that COAST drives performance towards ambitious but deliverable targets, and;
- Ensure COAST's tier-1 partners are effectively and accurately reporting results into the COAST logframe following agreed methodologies on an at least annual basis and non-later than the agreed date the Supplier will submit their annual report to the COAST SRO.

Any changes to the approved COAST logframe will be agreed by the COAST SRO and where required the COAST SRO's Deputy Director.

COAST Tier-1 Delivery Partner ToC and Logframe Support

All COAST tier-1 delivery partners will be required by FCDO to develop their own ToC(s) and logframe (or results framework) for their respective components and for each of these to be nested under the overarching COAST ToC and logframe to be developed by the Supplier. The Supplier will provide the following activities to support this:

- Providing guidance, advice and support to COAST tier-1 delivery partners during the development and review of their components' ToCs and logframes (or results framework) to ensure it is effectively nested under the COAST ToC and logframe;
- Providing guidance, advice and support to COAST tier-1 delivery partners on how to apply COAST KPI methodologies to support monitoring and results collection by tier-1 delivery partners in line with COAST's logframe;
- Support tier-1 delivery partners to disaggregate results by GESI criteria where requested by FCDO, and;

- Conduct regular light touch reviews of COAST tier-1 delivery partners monitoring systems to provide assurance to the COAST SRO in each annual report from the Supplier that COAST tier-1 delivery partners' systems are adequate and appropriately nested under COAST's overarching ToC and logframe.

Value for money KPIs

- The Supplier will develop KPIs and underpinning data collection and reporting methodologies to monitor COAST's value for money performance (VfM KPIs). These will be approved by the COAST SRO and used by the tier-1 delivery partners. The Supplier will support COAST tier-1 delivery partners to embed the VfM KPIs into their performance and results monitoring systems.
- The Supplier will not be required to collect data on COAST tier-1 delivery partners' performance against the VfM KPIs, however the Supplier may be required to evaluate and verify COAST tier-1 delivery partners' reporting against them.
- The COAST SRO will approve any proposed updates to the KPIs by the Supplier.

BPF Portfolio alignment

The Supplier will coordinate and collaborate with any organisation appointed by Defra to provide monitoring, evaluation and learning services for the entire BPF portfolio (BPF MEL partner), or any other organisation appointed by Defra to provide monitoring evaluation and learning services to any other BPF programme. The Supplier will deliver the following activities to support this:

- Engage with the BPF MEL partner to support the design and update of an overarching BPF portfolio results framework or logframe to ensure COAST is fully represented and any reporting requirements are workable for COAST;
- Engage with the BPF MEL partner to support the design and update of any BPF portfolio KPIs to ensure relevant BPF portfolio KPIs are workable for COAST, and;
- Share lessons and experiences with the BPF MEL partner and any other MEL service providers engaged on other BPF programmes to support good practice across the BPF programme portfolio.

Evaluation

COAST Tier-1 Delivery Partner Support

- COAST tier-1 delivery partners may conduct their own evaluations and reviews of activities within their components. To support these and ensure COAST's activities add up to more than the sum of their parts, the Supplier will deliver the following activities:
 - Review planned evaluations by COAST tier-1 delivery partners and provide the SRO and COAST tier-1 delivery partners with advice and recommendations to strengthen planned evaluations to be undertaken by tier-1 delivery partners;
 - Provide COAST tier-1 delivery partners with advice to develop baseline, midline and endline data collection and provide additional support if requested by the SRO or tier-1 delivery partners (e.g. participation in data collection), and;
 - Review all evaluations conducted under COAST by other tier-1 delivery partners and produce evaluation synthesis at mid and end points of COAST for FCDO as the primary audience. This is expected to draw on all evaluation, lesson learning and review work and to triangulate this with evidence from outside COAST. FCDO may decide to share synthesis reports internally or externally.

-

Specific Evaluation Analyses

The Supplier will undertake specific evaluations of COAST's activities. The scope of any specific evaluations should be based on the following with the option for the Supplier to recommend other focus areas:

- Evaluations seeking to test specific hypotheses set out in the COAST ToC where evidence is assessed as weak, mixed or limited;
- Evaluations to support impact and outcome results collection and reporting;
- Evaluations examining questions around COAST's GESI impacts;
- Evaluations examining COAST's assumption that bringing together different components around a phased strategy will strengthen linkages, performance and the programme's results at scale and results sustainability, and;
- Evaluations examining COAST's VfM.

FCDO currently estimates four to six specific evaluations to be conducted over COAST's lifetime under the current budget scenario. Additional specific evaluations may be possible should Component D's budget be scaled.

The Supplier will develop full concept notes and methodologies for all specific evaluations. The Supplier will work with other COAST tier-1 delivery partners to gather inputs to ensure these are feasible and that delivery plans across components A, B and C factor in each specific evaluation's requirements.

The Supplier will be responsible for delivering the activities to conduct each specific evaluation, including conducting baseline, midline and endline assessments. The Supplier will produce a report for each stage of each evaluation to be approved by the COAST SRO.

All evaluations produced by the supplier will be subject to quality assurance by EQUALS (Evaluation Quality Assurance and Learning Service). Concept notes for each evaluation may be shared by FCDO for review by EQUALS prior to delivery.

Learning

Lessons learning

All COAST tier-1 delivery partners will be required by FCDO to capture lessons from their delivery and share these with FCDO and other COAST tier-1 delivery partners. To support this, the Supplier will deliver the following activities:

- Develop a process for COAST tier-1 delivery partners to systematically capture and share lessons generated from COAST's delivery with FCDO and COAST tier-1 delivery partners;
- Conduct assessments and/or provide guidance and support to COAST tier-1 delivery partners to establish and update their systems to ensure lessons are effectively captured from their downstream supply chains. The level of support may differ across COAST tier-1 delivery partners;
- Ensure the COAST PCF provides a regular forum for lessons sharing;
- Support COAST tier-1 delivery partners as required to embed lessons into delivery and support FCDO to monitor action is taken by tier-1 delivery partners;
- Include a summary of lessons learned across COAST's tier-1 delivery partners and action taken in each Supplier annual report and with light touch updates in each quarterly report.

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Evidence reviews

Every six months, the Supplier will share a short literature review summarising the latest available evidence related to COAST's aim, objectives and themes. The Supplier will share this with FCDO and all COAST tier-1 delivery partners. This literature review will form a short section (maximum of 4 pages) included in the Supplier's annual report and relevant quarterly report. The Supplier will review credible external sources to produce the literature review, including scientific journals, scientific and/or research and development agency reports, project evaluations, etc, and reference all information sources used. FCDO may share this literature review with other stakeholders within HMG at FCDO's discretion. Ahead of each literature review period, the Supplier will agree with FCDO via email on the scope for each literature review.

Within the first 3 months of contract award, the Supplier will share a template literature review for approval by the COAST SRO.

Coordination

COAST Partner Coordination Forum

The Supplier will be responsible for organising and implementing each PCF, as set out in Section 0. The Supplier will be responsible for the following activities to deliver this:

- Establish and host an online platform for each PCF (e.g. Microsoft Teams);
- Develop an agenda for each PCF, with inputs from each COAST tier-1 delivery partners, to be approved by the SRO at least four weeks ahead of each PCF;
- With inputs from each COAST tier-1 delivery partner, develop an attendee list for each PCF to be approved by the COAST SRO at least four weeks ahead of each PCF and subsequently invite attendees to each PCF;
- Provide facilitation services for each PCF;
- Produce a short summary report (6-8 pages) of each PCF within two weeks of each PCF taking place and submit to the SRO for approval;
- Share each PCF summary report with attendees following SRO approval.

FCDO may decide at a future date to hold in person PCFs. FCDO will work with the Supplier to amend the approach to each PCF should in person PCFs be agreed. The Supplier will not be responsible for travel costs for non-Supplier staff to any PCF.

Post activity summary reports

To support the engagement of posts in COAST's priority countries with COAST's activities, the Supplier will produce short (3 page maximum) summary of COAST's activities in each priority country every six months ("post report"). The Supplier will collaborate and use information from all COAST tier-1 delivery partners to inform each post report and ensure each post report is accurate. Each post report may be included in the relevant quarterly report provided by the Supplier.

The Supplier will produce each report with the intention that it may be shared across HMG and potentially externally.

Supplier independence

- In delivering the requirements set out in this ToR, the Supplier will ensure that there are appropriate controls and ethical wall procedures in place to ensure the effective and independent delivery of activities where required. This will be particularly required to ensure

the independence of evaluations undertaken by the Supplier (see Section 3.2.3.2.) whilst the Supplier also provides support to COAST tier-1 delivery partners. Such measures may include the Supplier maintaining separation between staff appointed to undertake evaluations and provide evaluation support to COAST tier-1 delivery partners (see Section 3.2.3.) from those appointed to deliver other activities in this ToR.

Expected outputs, reporting and deliverables

The COAST programme team and the Supplier will meet quarterly to monitor programme performance, finances, risks and other management issues. The Supplier will provide ECED with a quarterly monitoring report at least 10 working days in advance of each quarterly meeting – this will be used to inform the discussion held in each quarterly meeting. The Supplier quarterly monitoring report may be in the form of a report no more than 10 pages (excluding additional material to be provided by the Supplier on a regular basis e.g. financial quarterly/annual report (see Section 6.1.4.), six monthly post report or literature review) or a short slide pack. Each quarterly meeting will be chaired by the COAST SRO. ECED and the Supplier will agree a standard process to be followed to address feedback and finalise each report.

In Q1 of each financial year the quarterly meeting and report will be replaced by a more in depth annual meeting and report (25 pages maximum).

The Supplier and FCDO may hold lighter touch monthly or fortnightly meetings if needed and agreed by the Supplier and FCDO.

Table provides an indicative draft timetable for deliverables and reporting that would be expected of the Supplier. A finalised timeline will be agreed with the Supplier as part of its development of a COAST MEL strategy. FCDO and the Supplier may agree to reorganise the timings of the PCF, six monthly evidence reviews and the six monthly post activity summary reports e.g., for all to occur in the same quarter.

Further information on reporting requirements for the Supplier are set out in Section 6.1.

• Table 1: Draft timetable for deliverables and reporting	• Financial Year	• Period (FY Quarters)	• Progress report	• Yearly Deliverables	• Quarterly Deliverables	• Meeting type
• Inception	• 2023/34	• Q4	• N/A	•	<ul style="list-style-type: none"> - COAST MEL Strategy - Template literature review 	<ul style="list-style-type: none"> • Kick-off meeting • Formal review meeting at end of inception
• Implementation	• 2024/25	• Q1	• Annual report	<ul style="list-style-type: none"> - COAST ToC annual refresh - COAST logframe / KPI update recommendations - BPF Portfolio alignment - Evaluations and tier-1 delivery partner evaluation support - Lessons learning activities - Supplier quarterly and annual reports 	<ul style="list-style-type: none"> - Annual report for previous FY (light touch) - 6-monthly evidence review - Post activity summary reports 	• Annual review meeting (light touch)
		• Q2	• Quarterly report		<ul style="list-style-type: none"> - COAST PCF 	• Quarterly review meeting
		• Q3	• Quarterly report		<ul style="list-style-type: none"> - 6-monthly evidence review - Post activity summary reports 	• Quarterly review meeting
		• Q4	• Quarterly report		<ul style="list-style-type: none"> - COAST PCF 	• Quarterly review meeting
	• 2025/26	• Q1	• Annual report	<ul style="list-style-type: none"> - COAST ToC annual refresh - COAST logframe / KPI update recommendations 	<ul style="list-style-type: none"> - Annual report for previous FY - 6-monthly evidence review - Post activity summary reports 	• Annual review meeting

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		• Q2	• Quarterly report	<ul style="list-style-type: none"> - BPF Portfolio alignment - Evaluations and tier-1 delivery partner evaluation support - Lessons learning activities - Supplier quarterly and annual reports 	- COAST PCF	• Quarterly review meeting
		• Q3	• Quarterly report		<ul style="list-style-type: none"> - 6-monthly evidence review - Post activity summary reports 	• Quarterly review meeting
		• Q4	• Quarterly report		- COAST PCF	• Quarterly review meeting
	• 2026/27	• Q1	• Annual report	<ul style="list-style-type: none"> - COAST ToC annual refresh - COAST logframe / KPI update recommendations - BPF Portfolio alignment - Evaluations and tier-1 delivery partner evaluation support - Lessons learning activities - Supplier quarterly and annual reports 	<ul style="list-style-type: none"> - Annual report for previous FY - 6-monthly evidence review - Post activity summary reports 	• Annual review meeting
		• Q2	• Quarterly report		<ul style="list-style-type: none"> - COAST PCF • 	• Quarterly review meeting
		• Q3	• Quarterly report		<ul style="list-style-type: none"> - 6-monthly evidence review - Post activity summary reports 	• Quarterly review meeting
		• Q4	• Quarterly report		<ul style="list-style-type: none"> - COAST PCF • 	• Quarterly review meeting
	• 2027/28	• Q1	• Annual report	<ul style="list-style-type: none"> - COAST ToC annual COAST ToC annual refresh - COAST logframe / KPI update recommendations - BPF Portfolio alignment - Evaluations and tier-1 delivery partner evaluation support 	<ul style="list-style-type: none"> - Annual report for previous FY - 6-monthly evidence review - Post activity summary reports 	• Annual review meeting
		• Q2	• Quarterly report		<ul style="list-style-type: none"> - COAST PCF • 	• Quarterly review meeting
		• Q3	• Quarterly report		<ul style="list-style-type: none"> - 6-monthly evidence review 	• Quarterly review meeting

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				<ul style="list-style-type: none"> Lessons learning activities Supplier quarterly and annual reports 	<ul style="list-style-type: none"> Post activity summary reports 	
		• Q4	• Quarterly report		<ul style="list-style-type: none"> COAST PCF • 	• Quarterly review meeting
	• 2028/29	• Q1	• Annual report	<ul style="list-style-type: none"> COAST ToC annual refresh COAST logframe / KPI update recommendations BPF Portfolio alignment Evaluations and tier-1 delivery partner evaluation support Lessons learning activities Supplier quarterly and annual reports 	<ul style="list-style-type: none"> Annual report for previous FY 6-monthly evidence review Post activity summary reports 	• Annual review meeting
		• Q2	• Quarterly report		<ul style="list-style-type: none"> COAST PCF • 	• Quarterly review meeting
		• Q3	• Quarterly report		<ul style="list-style-type: none"> 6-monthly evidence review Post activity summary reports 	• Quarterly review meeting
		• Q4	• Quarterly report		<ul style="list-style-type: none"> COAST PCF • 	• Quarterly review meeting
	• 2029/30	• Q1	• Annual report	<ul style="list-style-type: none"> COAST ToC annual refresh COAST logframe / KPI update recommendations BPF Portfolio alignment Evaluations and tier-1 delivery partner evaluation support Lessons learning activities Supplier quarterly and annual reports Programme close report 	<ul style="list-style-type: none"> Annual report for previous FY 6-monthly evidence review Post activity summary reports 	• Annual review meeting
		• Q2	• Quarterly report		<ul style="list-style-type: none"> COAST PCF • 	• Quarterly review meeting
		• Q3	• Quarterly report		<ul style="list-style-type: none"> 6-monthly evidence review Post activity summary reports 	• Quarterly review meeting
		• Q4	• Quarterly report		<ul style="list-style-type: none"> COAST PCF • 	• Quarterly review meeting

Resourcing and Personnel

FCDO

- Within the FCDO COAST programme team, the Supplier's main point of contact for day to day issues will be the Adaptation and Nature Policy and Programme Officer. The COAST Programme and Finance Manager will be the point of contact for the Supplier on programme management and financial matters. The COAST SRO will provide support to both these roles and will have responsibility to sign off key elements as set out throughout the ToR.
- FCDO will notify the Supplier in good time of any FCDO staffing changes.
- The FCDO COAST programme team may be supported from time to time by other staff members, including an ECED or FCDO Monitoring, Evaluation and Learning Adviser, or the Defra BPF Monitoring, Evaluation and Learning team.
- The FCDO COAST programme team will endeavour to deliver their responsibilities within this ToR promptly to support the Supplier's delivery.

Supplier

- The Supplier will ensure there is an experienced core management team to oversee delivery of Component D in line with these ToRs. The core team should at least include a project manager, financial manager, and relevant technical or sectoral leads. The core team should be supported by junior staff and short term staff to fully deliver this ToR's requirements.
- The Supplier will ensure that all staff appointed to deliver Component D have appropriate expertise and experience. This includes appropriate ODA programme monitoring, evaluation and learning expertise, systems and data management expertise, and relevant technical expertise in the themes and sectors COAST focuses on.
- Desirable criteria include expertise, experience, and language skills relevant to COAST's priority countries, experience in delivering activities akin to the COAST partner coordination forum, and experience working with local expertise and along supply chains inclusively to deliver MEL activities.
- The Supplier will have clear processes in place to procure fairly and openly short-term expertise where required to deliver specific tasks.
- The Supplier will not be required to have staff working in the countries where COAST projects are being delivered. The Supplier may engage regional and/or local delivery partners in COAST countries as appropriate.
- The Supplier's team structure and their staff's roles and responsibilities will be set up to deliver the requirements set out in Section 3.3.

Design of the Contract

Budget

Component D has been allocated a total budget of up to £4.4 million – this includes any direct and indirect management costs for the Supplier, VAT and Supplier travel and logistical

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costs. Based on assessments of other programmes, the Supplier's direct and indirect management costs are estimated to be 4-10% of Component D's total lifetime budget.

- Of Component D's budget, FCDO estimates that excluding direct and indirect management costs and VAT, the remainder of the budget will be split approximately as follows:

- 35% will be spent on monitoring activities (Section 0),
- 40% on evaluation activities (Section 0), and
- 25% on learning and coordination activities (Sections 0 and 0).

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- An indicative annual budget for Component D is shown in Table 2). FCDO will work with the Supplier throughout implementation to manage annual budgets and spend profiles.

• **Table 2: Indicative annual budgets for Component D**

• FY	• 2023/24	• 2024/25	• 2025/26	• 2026/27	• 2027/28	• 2028/29	• 2029/30	• Total
• Component D	£0.3m	£0.7m	£0.7m	£0.7m	£0.7m	£0.7m	£0.6m	£4.4m

Timeframe and Break Points

- Component D is anticipated to begin delivery in Q3 2023/24 once the procurement process has concluded and the contract has been awarded to the successful Supplier. It will operate for an estimated 78 months until the planned end of the programme (31st March 2030).

Break points will be embedded throughout the contract. These will include:

- 6 months after the start date of the contract;
- 31 March 2025 in line with the current spending review period and following the conclusion of the mobilisation phase;
- 31 March 2026 in line with the end of Phase 1;
- 31 March 2028 in line with the mid-point of Phase 2, and;
- The ability to break the Contract at the end of each UK spending review period.

Flexibility – extensions, scope, scale up and down options

FCDO anticipates there may be needs to flex over the duration of the Contract in response to demands from countries and changes in strategic priorities. This could result in changes in scope (including changes in countries delivery operates in, changes in activities, etc.), scale up or scale down. The Contract structure has been developed to support this flexibility, including by using break clauses. Sub-sections set out when changes may occur and how these would be managed.

Extension

- FCDO reserve the right to agree a 12 month extension to the Contract, potentially extending delivery until 31st March 2031. This decision will follow the processes set out in Sections 5.3.2. and 5.3.3.

Scope

In certain circumstances, FCDO may need to change the scope of work delivered under this Contract. This could mean:

- Changing the budget allocations between COAST components.
- Changing a country strategy and objectives to align with changes with in-country priorities while still delivering COAST's overarching objectives.
- Stopping work in a COAST priority country during delivery.
- Making changes to the way activities are delivered, as part of maintaining good value for money.
- Changing policies regarding programme delivery (for example, safeguarding, risk or due diligence approaches used).

Changes in scope could be required as the result of the below non-exhaustive list (FCDO cannot foresee all circumstances that would require a change of scope):

- Continued scoping work being carried out by the FCDO in advance of this Contract beginning, and/or additional scoping tasks that happen during the Contract period.
- Changing priorities of the FCDO and HMG.
- Changing priorities of our partner countries.
- Political economy reasons, including a change in the security situation or government stability.
- The results of work completed by the Supplier during the mobilisation phase (e.g. to agree policies for the programme), which may highlight changes that are required to follow best practice and/or maintain value for money.
- Learning gathered during programme delivery (e.g. more efficient project management processes being developed).
- Change in FCDO policy (e.g. safeguarding policy or the Programme Operating Framework).
- Recommendations by the Supplier.
- Recommendations from FCDO's COAST Annual Reviews.
- Performance of the Supplier.

The decision whether to change the scope of 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 within the programme. The change will usually be managed through the standard Contract management processes, but in some circumstances may require a contract variation (e.g. if safeguarding policies change) which will be carried out in line with the T&Cs.

Scale Up

Within the planned COAST delivery timeframe, COAST's budget may be scaled up subject to demonstration of positive impact and successful delivery. Scale up would be possible if FCDO secured additional funding or another HMG Department secure additional funding and seek to deploy this through COAST. In the event that funding comes from another HMG Department (or another area of Senior Responsible Officer (SRO) oversight and accountability within the FCDO), FCDO will arrange for the Department to be integrated efficiently into COAST's governance structure. It is expected that any additional funding would transfer to the Supplier through the FCDO as the contracting authority. The additional funding could be used for, but not necessarily limited to:

- Carrying out additional activities
- Expanding delivery time.

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A scale up may be approved by the FCDO under the following, non-exhaustive list of circumstances (FCDO cannot foresee all circumstances that would require a scale up of COAST):

- The scale up being consistent with HMG's Green Book and/or any future superseding good practice guidance documents issued by the Cabinet Office and following appropriate internal HMG business case and procurement governance approval processes.
- If funding is provided from another HMG Department (or another area of SRO oversight and accountability within the FCDO) all governance arrangements required must be clear and agreed with FCDO.
- The scale up being in line with HMG objectives, which may change over the life of the Contract.
- The activities to be covered are in line with COAST's objectives and deliverable through its delivery approach, as set out in Sections 0 and **Error! Reference source not found..**
- The scale up is shown to be deliverable within COAST, as determined by the FCDO. This determination will consider whether the operating environment of any additional countries is suitable (e.g. the security situation and political economy in relation to climate change), whether the post has sufficient resources to provide strategic guidance, and whether the additional activities would impact the delivery of the existing programme. The Supplier will be consulted as part of this deliverability assessment.
- COAST having strong performance and the potential to yield additional results (to be determined at FCDO's discretion, based on programme reporting and evaluation evidence).

The decision whether to seek a scale up to the programme through this Contract will be made by the FCDO. The additional Supplier resource requirements to deliver any scale up will vary depending on the size of the uplift in budget and the nature of the change in scope. The FCDO will discuss the requirements with the Supplier, set out a request outlining the additional activities and Supplier tasks, and formally request a response from the Supplier. Any additional Supplier costs that are proposed within the increased budget will be reviewed to ensure robust value for money is maintained. The FCDO will expect for economies of scale to be factored in. A Contract Variation will be made if the additional scope of work can be agreed, on the same VfM basis as the original Contract value. This will be made in line with the T&Cs of the Contract.

Scale Down

Under certain circumstances, the FCDO reserves the right to scale back COAST at any point, potentially resulting in the total budget reducing with resulting reductions across COAST components and changes or stopping of activities, or the programme may end earlier than planned. For example, this scale down could happen in the following, non-exhaustive list of circumstances (and FCDO cannot foresee all circumstances that would require a scale down of COAST):

- There is a change in FCDO or HMG priorities (e.g. a change in geographic or thematic focus that means COAST is less of a priority, or a change in ICF strategy) or a reduction in funding available.
- There are political economy changes, including a change in the situation of the security, government stability, or necessary government engagement with COAST priority countries.
- FCDO's dissatisfaction with performance of the programme. This will be determined at the FCDO's discretion, based on evidence from performance management, results

collection and evaluation evidence, and the results of FCDO's Annual Reviews of COAST.

The decision whether to scale back the programme will be made at the discretion of the FCDO. If a scale down is required, the FCDO will inform the Supplier as early as possible, and the Supplier will be consulted on how this should be managed within the programme. Any reduction will be carried out in line with the Contract's T&Cs. The reduction will usually be managed through a Contract Variation and corresponding changes to Task Orders.

In the event of a scale down, the Supplier is expected to reduce their Supplier Costs in response, wherever possible in a way that is proportionate to the scale down (including stopping tasks that are no longer needed). No compensation or damages would be due to the Supplier if a scale down is required.

Performance Requirements and Deliverables

- The Supplier's performance will be monitored based on their ability to effectively deliver the activities and outputs set out in this ToR. FCDO will use each quarterly and annual report from the Supplier to support ongoing monitoring, as well as discussions with other tier-1 delivery partners.

Value for Money

A very strong VfM focus will be applied throughout COAST's delivery. COAST defines value for money in the following terms:

- i. Economy: Being a good steward of programme resources, buying the right inputs, of the appropriate quality, at the right time, right price, and leveraging networks.
- ii. Efficiency: COAST produces the intended mix, quality, and quantity of deliverables, aligned with needs of partner countries and other beneficiaries, working adaptively and within the available resources.
- iii. Effectiveness: COAST activities demonstrate impact for partner countries and beneficiaries in line with COAST's aim and objectives.
- iv. Cost-effectiveness: COAST creates more value than it consumes and/or meets expectations commensurate with the resources invested in the programme.
- v. Equity: COAST contributes to reducing constraints, improving opportunities and influence in climate change and coastal matters for women, other marginalised groups, and future generations.

In addition to the requirements set out in Section 0, the Supplier will be required to adopt a strong focus on delivering their activities under this ToR to maximise VfM and track their performance against VfM KPIs. These VfM KPIs may be in addition to those to be developed (see Section 0), and will be proposed by the Supplier and approved by the SRO as part of the COAST MEL strategy.

The Supplier will be expected to emphasise the importance of VfM through their downstream partner delivery chain, effectively assessing and scrutinising their downstream partners' costs, budgets and approaches to VfM prior to and throughout delivery, and incorporating appropriate VfM metrics to measure VfM where feasible.

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Contract Delivery Requirements

Workplans and financial forecasting and reporting

Annual workplans and budget forecasting

The Supplier will submit an annual workplan to the COAST SRO for approval. Each annual workplan will set out the activities and deliverables to be delivered each year, the forecasted budget disaggregated by budget category lines, and the planned dates of payment requests to FCDO.

Quarterly Forecasts

To maintain accurate forecasting, the Supplier will provide quarterly budget forecasts. These forecasts will indicate realistic spend projections for each quarter broken down by budget category lines.

Forecasts should be accurate to within 2% of projected spend. The Supplier will proactively, and on an ongoing basis outside of quarterly forecasting, advise the COAST programme team in advance of any unexpected potential significant changes in forecasts. Any significant changes to payment schedules will be discussed with the Supplier and agreed by the SRO with support from ECED's finance business partner.

Payments

The Contract will be subject to a hybrid performance-related payment model. The Supplier will be paid quarterly and in arrears based on a clear financial report detailing expenditure for that quarter. 20% of the Supplier's management fee payment each quarter will be subject to the Supplier's successful performance against a set of KPIs meeting a minimum aggregate score across the KPIs. Annex E provides an overview of the proposed Supplier performance KPIs.

Financial Reporting

The Supplier will provide FCDO with accurate quarterly and annual financial reports along with the reports set out in Section 3.4. Financial reports will disaggregate data by project and category of spend. The Supplier will provide FCDO with variances between forecasted and actual spend in financial reports.

Data access

FCDO and other UK Government Departments will have unlimited access to the material produced by the Supplier except for personal information within datasets or other measures to protect the privacy of individuals to be agreed between FCDO and the Supplier as part of data management plans.

Risk management

The Supplier will proactively assess, monitor and review risks to the delivery of Component D and take action to avoid, reduce or mitigate identified risks. The Supplier will ensure a risk register and risk management approach is developed in the mobilisation phase and proactively utilised throughout delivery. The Supplier will report key risks to FCDO through regular meetings and reporting.

Audits

- The Supplier will undertake financial audits of Component D at least annually. This will be conducted by an external independent party. The Supplier will share all audit reports with FCDO.

Supplier Insurance

- The Supplier will be required to evidence renewed insurance policies in advance of their expiry dates.

Downstream Partner Management

The Supplier will be responsible for managing all downstream partners and ensuring that activities throughout Component D's delivery chain are compliant with FCDO's [Programme Operating Framework](#), and the Suppliers policies, strategies and management processes for Component D. The Supplier will undertake due diligence checks on all downstream partners prior to appointment and transfer of funds, following the process finalised during the mobilisation phase. The Supplier will maintain an accurate delivery chain map for Component D covering all downstream partners and level of COAST spend. The Supplier will undertake regular monitoring, tracking and spot checks of downstream partners. The supplier will be responsible for all disbursement, due diligence, and fiduciary oversight of all downstream spend. The Supplier will ensure payments are made to downstream partners on time and on achievement of results agreed with grantees. The Supplier will verify downstream partners' expenditure claims and reporting, financial forecasting and accounts, and other activities to ensure FCDO funds are used accordingly.

Programme Funded Advisers

The Supplier will collaborate and proactively engage any COAST programme funded adviser, as well as the BPF regional coordinators. The Supplier will include them in relevant meetings and engagements, reviews of projects, seek their advice where relevant, and take other action to support these roles deliver their objectives. The Supplier's performance for this will be monitored through the Supplier's KPIs.

Safeguarding

FCDO maintains a zero-tolerance approach to sexual exploitation and abuse by the Supplier, which includes their downstream partners. The Supplier will take all reasonable steps to prevent the sexual exploitation, abuse and harassment of any person by its employees or downstream partners.

The Supplier will have appropriate safeguarding policies, procedures, training, and monitoring and reporting mechanisms in place in line with FCDO policy. This must be demonstrated during FCDO's due diligence of the Supplier.

The Supplier will report any safeguarding issues to FCDO promptly and in line with FCDO policy, and fully cooperate with FCDO or FCDO's appointed partners during any safeguarding investigations.

Women, Girls, Disability and Inclusion

COAST has high ambition to embed GESI approaches into delivery, which will require integration into theories of change and monitoring frameworks across all COAST tier-1 delivery partners' activities. The Supplier will ensure this is embedded into their delivery of

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Component D, and where required in this ToR support other COAST tier-1 delivery partners to deliver this aim. The supplier will be expected to outline how they will embed GESI into Component D's delivery in the MEL strategy.

Modern Slavery

- The Supplier will have appropriate policies and monitoring systems in place to avoid modern slavery from occurring. This includes conducting due diligence on and monitoring the Supplier's downstream partners, with regular reporting through the delivery chain map.

The Supplier will report any modern slavery issues to FCDO promptly and in line with FCDO policy, and fully cooperate with FCDO or FCDO's appointed partners during any safeguarding investigations. The Supplier will provide regular summaries of cases to FCDO in the quarterly and annual reports.

Climate, Environment and Emissions Tracking

The Supplier will assess the climate and environment risks and impacts of activities undertaken throughout delivery of Component D and ensure actions are in place to avoid, reduce or mitigate Component D's activities' impact on the climate or environment.

- The Supplier must be publicly committed to achieving Net Zero by 2050. For large companies, the FCDO recommends having a commitment to Science Based Targets³ and/or joining Race to Zero⁴, and for SMEs joining Race to Zero via the SME Climate Hub⁵.
- As a climate-focused programme, the Supplier will consider the direct emissions produced by its work to deliver Component D and takes steps to reduce them. The Supplier will produce a plan for reducing these emissions and report against it as part of Component D's annual reports.
- As well as greenhouse gas emissions, the FCDO is committed to avoiding other negative environmental impacts of COAST and maximising co-benefits. This includes pollution, waste management, water, biodiversity and land degradation. The Supplier is required to include this as part of activity planning and risk assessment process.

Social Value

- Social value has a lasting impact on individuals, communities and the environment. The UK Government has an opportunity and responsibility to maximise benefits effectively and comprehensively through its commercial activity.
- The Supplier will have policies and commitments in place to support efforts to maximise social value through Component D.

Duty of Care

The Supplier will be responsible and have a duty of care for the safety and well-being of their staff (including its employees, sub-contractors or agents) engaged under this Contract and any third parties affected by its work, including appropriate security arrangements. The Supplier will also be responsible for the provision of suitable security arrangements for its domestic and business property. FCDO travel advice is available on www.gov.uk/foreign-

³ See <https://sciencebasedtargets.org>

⁴ See <https://unfccc.int/climate-action/race-to-zero-campaign>

⁵ See <https://businessclimatehub.org/uk> (the UK hub website is <https://businessclimatehub.org/uk>)

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travel-advice and the Supplier must ensure it (and its personnel) are up to date with the latest positions.

The Supplier must have appropriate policies and procedures in place to deliver this duty of care as well as monitoring plans to remain aware of risks to personnel during delivery. The Supplier must provide appropriate training for its personnel. The Supplier will ensure there are appropriate security arrangements in place throughout delivery.

- The Supplier may be required to operate in insecure or conflict-affected areas, and the security situation may be volatile and subject to change at short notice. The Supplier should be comfortable working in such environments and should be capable of deploying to any areas required under Component D. It is not expected that the Supplier would put staff at risk or send them to the most insecure areas, but the Supplier must have the ability to monitor programmes in a wide range of districts/sub-districts across all countries in scope.
- 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.

Transparency

FCDO requires all organisations, including the Supplier, 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.

It is a contractual requirement for the Supplier to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this FCDO – further information is available from: www.aidtransparency.net.

The Supplier will keep records of all work and expenditure in a form that can be transferred to FCDO and available upon request by, for example for FCDO internal audit, National Audit Office (NAO), the Independent Commission for Aid Impact (ICAI), etc.

General Data Protection Regulations (GDPR)

The Supplier will comply with UK GDPR requirements which will be set out within the Contract through FCDO's Standard Terms and Conditions. See Annex F for more details.

Branding

- The Supplier and FCDO will agree a UK Aid “visibility statement” to set out how UK Aid branding will be used by the Supplier and downstream partners. The Supplier must adhere to UK Aid branding guidance: www.gov.uk/government/publications/uk-aid-standards-for-using-the-logo. No publicity is to be given to this Contract without the prior written consent of FCDO.

Digital

- All digital spend is subject to separate approval by the FCDO, and activities must follow the UK Government's digital standards⁶ and the Principles of Digital Development⁷.

Asset Management

All assets procured through Component D will be tracked and monitored through asset registers held by the Supplier. The Supplier will ensure all downstream partners maintain their own asset registers. The Supplier and their downstream partners' asset registers will be updated regularly and audited through external audits.

The Supplier will agree with FCDO how COAST funded assets will be transferred or disposed of at the end of the programme, following FCDO rules and processes outlined in FCDO's Programme Operating Framework.

End of Programme

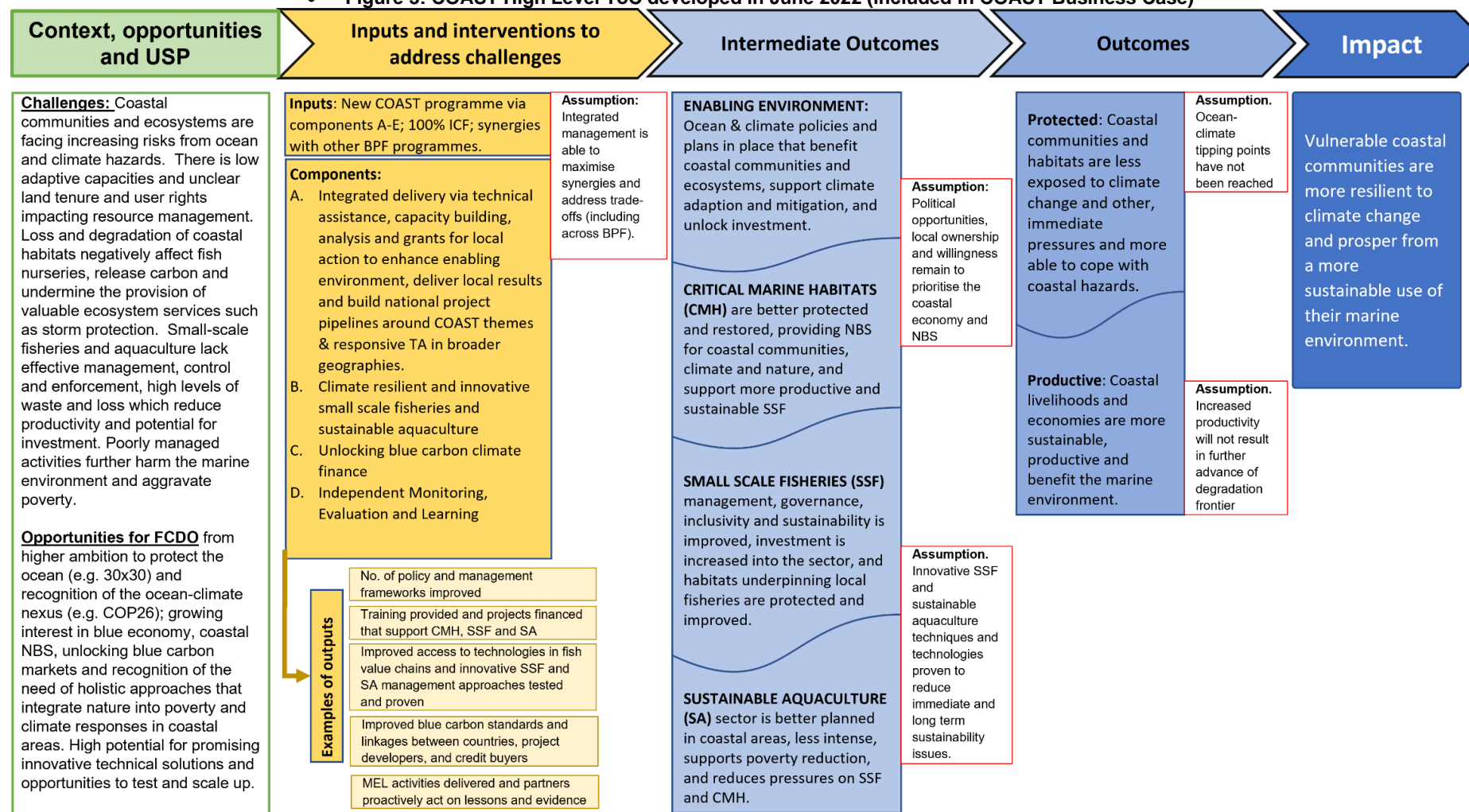
The Supplier will produce a high-level exit strategy within the mobilisation phase to ensure activities proactively embed consideration and prioritisation of achieving impact and sustainable exits from delivery to support expectation management with beneficiaries. The Supplier will produce a more detailed exit strategy at the start of Phase 2 to be approved by the COAST SRO. A final exit strategy will be submitted for approval by the COAST SRO before entering the final 12 months of the programme. This strategy shall detail final activities and reporting to be undertaken, communications and stakeholder engagement plans and materials to be developed, asset disposal procedures, plans to return any confidential information provided by FCDO to FCDO, a short lessons learning brief for the programme (including on managing a complex programme), as well as other details required by the COAST programme team.

⁶ Please see: [Guidance on digital spend advice and controls for partners and suppliers - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/guidance-on-digital-spend-advice-and-controls-for-partners-and-suppliers)

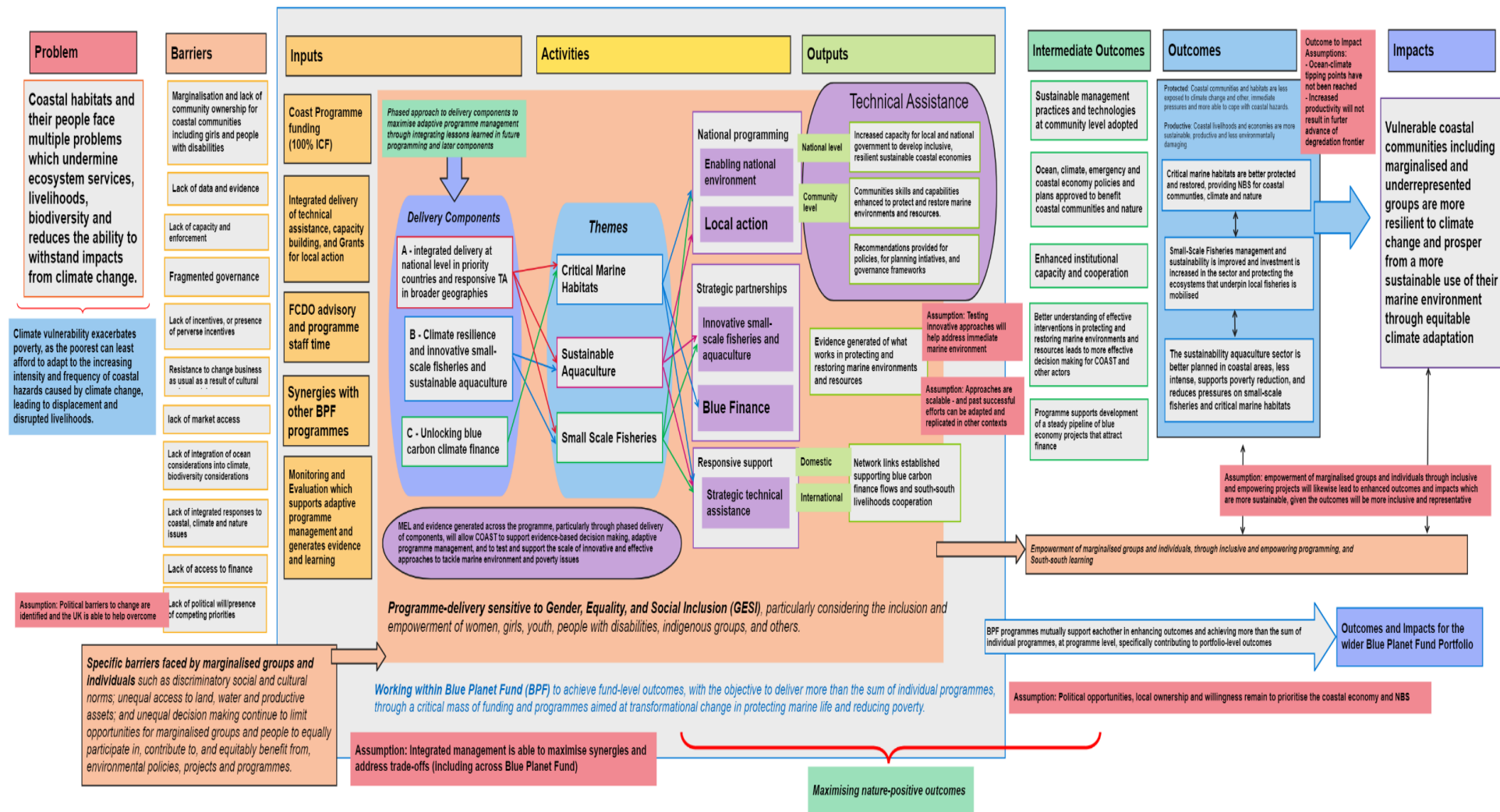
⁷ Please see: <https://digitalprinciples.org>

Annex A: COAST Theory of Change

- Figure 3: COAST High Level ToC developed in June 2022 (included in COAST Business Case)



• Figure 4: Detailed COAST ToC developed in March 2023



Annex B: Indicative COAST logframe

• Statement	• Indicative KPIs	• Source
• Outputs		
• Partnerships established and operational	<ul style="list-style-type: none"> • Agreements with partners signed • Delivery processes finalised 	<ul style="list-style-type: none"> • Signed partner agreements, approved delivery processes (e.g., grant approval process)
• CMH, SSF and SA enabling environments improved	<ul style="list-style-type: none"> • No. of improved policies • No. of marine spatial planning (MSPs) supported • Capacity building supported delivered • Evidence of uptake of analysis • No. of non-ocean/climate focussed policies supported to integrate CMH, SSF, SA or other coastal issues • Hectares of coastal/marine areas mapped 	<ul style="list-style-type: none"> • Partner reports and MEL reporting •
• Increased access and uptake of innovative SSF and SA approaches, techniques, and technologies	<ul style="list-style-type: none"> • No. of pilots supported to improve fisheries data collection, management • No. technologies adopted to improve fisheries techniques, fish processing, post-harvest management. • No. of fishers, particularly women in all their diversity, benefitting from improved knowledge/training and access to technologies/techniques • Evidence of private sector engagement / volume of private finance mobilised 	
• Improved blue carbon regulatory frameworks and access to finance	<ul style="list-style-type: none"> • No. of national blue carbon frameworks established • No. of climate finance providers that engage in national blue carbon plans/BCAP project • No. of standards improved to strengthen blue carbon project design 	
• Pipeline of integrated projects that can access finance growing	<ul style="list-style-type: none"> • No. of projects supported that take an integrated approach across COAST's themes • Volume of co-finance mobilised and/or finance flows into projects • No. of people benefitting, particularly women, people with disabilities and other groups. • No. of SMEs supported 	
• Improved coastal livelihoods and more sustainable blue economies	<ul style="list-style-type: none"> • No. of people benefitting from diversified livelihoods training and capacity building, particularly women, people with disabilities and other groups. • No. of SMEs supported 	
• Coordination and uptake of evidence and learning across COAST partners	<ul style="list-style-type: none"> • No. of evidence reports generated • Attendance and evidence of proactive participation at COAST Coordination Forums • Reports demonstrate learning and evidence acted upon 	<ul style="list-style-type: none"> • MEL commercial supplier COAST Coordination Forum reports, evidence papers, partner reports
• Intermediate Outcomes		
• Enabling environment: Ocean & climate policies and plans in place	<ul style="list-style-type: none"> • % change in stakeholders reporting improved policies and regulatory frameworks that allow increased ease of operation 	<ul style="list-style-type: none"> • Evaluations, partner reports and

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that benefit coastal communities and ecosystems, support climate adaption and mitigation, and unlock investment.	<ul style="list-style-type: none">• % change in stakeholders reporting improved national and sub-national coordination• % change in finance flowing into coastal adaptation, ecosystems, livelihoods, and economies• Evidence of implementation of MSPs due to COAST	surveys, national reporting <ul style="list-style-type: none">•
<ul style="list-style-type: none">• Critical marine habitats (CMH) are better protected and restored, providing NBS for coastal communities, climate, and nature, and supporting more productive and sustainable SSF	<ul style="list-style-type: none">• Hectares of habitat under protection, restoration, or sustainable management due to COAST (e.g. through LMMAs) – links to ICF KPI 17 and BPF KPIs• No. of people, particularly women, benefitting from improved coastal habitat protection/restoration/management• GHG emissions avoided/reduced – links to ICF KPI 6 and BPF KPIs	
<ul style="list-style-type: none">• Small scale fisheries (SSF) management and sustainability is improved, and investment is increased in the sector and protecting the ecosystems that underpin local fisheries is mobilised.	<ul style="list-style-type: none">• No. of people benefitting from improved incomes/livelihoods via SSF disaggregated by age, gender and disability• % change in incomes via SSF• % change/volume of finance flowing into SSF due to COAST• GHG emissions avoided/reduced – links to ICF KPI 6 and BPF KPIs	
<ul style="list-style-type: none">• Sustainable Aquaculture (SA) sector is better planned in coastal areas, less intense, supports poverty reduction, and reduces pressures on SSF and CMH.	<ul style="list-style-type: none">• New aquaculture projects are located in low-risk areas based on MSPs• % increase in SA aquaculture production due to COAST• No. of people, particularly women (in all their diversity), benefitting from SA due to COAST, disaggregated by age, gender and disability• % change incomes due to SA• GHG emissions avoided/reduced – links to ICF KPI 6 and BPF KPIs	
<ul style="list-style-type: none">• Outcomes		
<ul style="list-style-type: none">• Protected: Coastal communities and habitats are less exposed to climate change and other, immediate pressures and more able to cope with coastal hazards.	<ul style="list-style-type: none">• % change in coastal populations impacted by climate hazards and better able to cope (e.g. measured in impact on incomes, loss of property, etc.) – link to ICF KPI 1 & BPF KPIs disaggregated by age, gender and disability• % change in coastal ecosystems damaged by climate hazards (whereby reduced % indicates improved ecosystem resilience)• % change in coastal ecosystems due to anthropogenic pressures (where reduced % indicates reduced pressure through better protection).	<ul style="list-style-type: none">• Evaluations, partner reports and surveys, national reporting•
<ul style="list-style-type: none">• Productive: Coastal livelihoods and economies are more sustainable, productive, and less environmentally damaging.	<ul style="list-style-type: none">• % change in fish stocks due to COAST• % change of SSF fish stocks long term sustainability based on assessments and evaluations• % change in pollution and habitat loss due to aquaculture• % increase in low-trophic, multi-trophic aquaculture• Volume of ecosystem services protected/improved – links to ICF KPI 10 and BPF KPIs• % change in coastal food security and nutrition levels	
<ul style="list-style-type: none">• Impact		
<ul style="list-style-type: none">• Vulnerable coastal communities are more resilient to climate change and prosper from a	<ul style="list-style-type: none">• % change in coastal populations impacted by climate hazards and better able to cope (e.g., measured in impact on incomes, loss of property, etc.) – link to ICF KPI 1 & BPF KPIs and disaggregated by age, gender and disability• % change in coastal poverty levels disaggregated by age, gender and disability	<ul style="list-style-type: none">• National reporting and evaluations (where possible)

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more sustainable use of their marine environment. •	• % change in coastal food security and nutrition levels disaggregated by age, gender and disability	•
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Annex C: Component A Overview

This component will deliver integrated activities across COAST's themes at a range of scales through three sub-components. To maximise impact and scale, sub-components 1 and 2 will be focused in up to six priority countries (see Section **Error! Reference source not found.**), whilst flexibility will be retained in sub-component 3 to support activities in any ODA eligible country. This Terms of Reference is to appoint a Supplier to deliver this Component (Component A). An overview of the three sub-components is provided below.

- **Sub-component 1 - Reforming planning and policy in priority countries (*approximately 15-25% of Component A's budget*):** To include a range of inputs over timeframes as appropriate, including provision of technical assistance (TA), analysis and capacity building to support countries' national and sub-national regulatory and policy framework priorities and improve enabling environments for finance flows into COAST's themes. Activities under this sub-component will be informed by political economy, security and other analysis with an aim to drive integrated approaches where possible. It will include scope to support the integration of ocean and climate objectives into non-ocean and climate sectors' policies and plans (e.g., health systems, disaster risk reduction, social protection, finance, education, land-use, etc.), as well as seeking to address market failures through strengthened and/or streamlined regulation and governance. The component will help build national and sub-national capacities on coastal and marine management, data collection and evidence generation and use in decision making.
- **Sub-component 2 - Inclusive coastal stewardship and livelihoods in priority countries (*approximately 60-75% of Component A's budget*):** Provision of grants to support projects, activities, capacity building and action at local levels around COAST's themes, prioritising integrated approaches where possible. This sub-component will help enhance community led governance, stewardship and sustainable use of coastal resources (for example through LMMAs) and support the development of a pipeline of scalable projects.
- **Sub-component 3 - Responsive coastal management and governance support (*approximately 7.5-12.5% of Component A's budget*):** This sub-component will provide demand led support to posts in ODA eligible countries outside of COAST's priority six countries. A range of activities may be supported through this sub-component and all activities will be proposed by posts. Examples of activities include provision of technical expertise and analysis to strengthen and/or streamline regulatory and governance frameworks or help integrate coastal, climate and ocean issues into climate, ocean and non-ocean and climate sectors' policies and plans (e.g. health systems, disaster risk reduction, social protection, finance, education, land-use, etc.), support to convene and coordinate stakeholders, facilitation of south-south knowledge sharing, project proposal development to unlock ocean or climate finance, and research, mapping and analysis. All activities will be tailored to local contexts, guided by needs and political economy assessments in an inception phase, and overseen by local teams under the Supplier.

Annex D: Ethical Principles for Research and Evaluation

Research and evaluation funded by the Authority must adhere to the highest ethical standards. This project must be designed and conducted in line with Government Social Research Profession standards (see [GSR Ethical Assurance for Social and Behavioural Research - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/gsr-ethical-assurance-for-social-and-behavioural-research) for the guidance and an ethics checklist).

As an ODA-funded programme, bidders are also encouraged to refer to FCDO’s Ethical Guidance for Research, Evaluation and Monitoring Activities (<https://www.gov.uk/government/publications/dfid-ethical-guidance-for-research-evaluation-and-monitoring-activities>), particularly regarding:

- ensuring work undertaken is appropriate to the local contexts (cultural, socio-economic, environmental and political considerations)
 - risk management and mitigation (e.g., in the field/ safeguarding of personnel)
 - opportunities for feedback, particularly for women and/ or marginalised groups

For wider guidance relating to Monitoring and Evaluation, see the Magenta Book ([HMT Magenta Book.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/publications/hmt-magenta-book) – see “5.9 Ethics”).

Annex E: Proposed Supplier Performance KPIs

Key Performance Indicators	KPI Description	KPI % Weighting	Score 1-6	Max Possible Total score
Delivery & Quality	1a) Timeliness of milestone delivery to the satisfaction of FCDO. 1b) All programme reports are submitted on time, of acceptable quality to FCDO, and are easily understandable with very little need for comments and revisions.	25		150
Financial Management	2a) Robust cost control in line with contract. 2b) Accurate and timely submission of forecasting (within 5%) and invoices. 2c) Maximising Value for Money across inputs, outputs, and outcomes and FCDO's 4E framework through demonstration of effective programme management. VfM analysis to accompany quarterly reporting.	15		90
Strategic Partnerships and stakeholder relations	3a) Active engagement of FCDO throughout (engagement coherence and check-in meetings with FCDO stakeholders). Supplier is responsive and flexible to client and stakeholder needs and seeks to align with FCDO priorities. 3b) Active engagement and communication with other COAST tier-1 delivery partners as appropriate. 3c) COAST partner coordination forum deliverables delivered to the satisfaction of FCDO	25		150
Responsiveness and lessons learned	4a) Supplier's management team ability to respond quickly and adapt to the changing contexts or requests within the agreed timeline. 4b) The Supplier's management team responsiveness to FCDO's recommendations based on the findings of the PMEL Reference Group, annual reviews, annual audit reports or evaluation reports. 4c) Proactive capturing and dissemination of lessons learnt to FCDO and COAST tier-1 delivery partners.	20		120
Safeguards and crosscutting priorities	5a) Evidence of effective integration political economy considerations into programme and contract interventions. 5b) Evidence of effective integration of GESI requirements into programme and contract interventions. 5c) Safeguarding against sexual exploitation, abuse and harassment policies are in place.	15		90
	TOTAL	100		600

Rating	Definitions
6	Responsibilities delivered with a high level of efficiency and effectiveness. Supplier proactively taking steps to achieve outcomes according to contracted responsibilities
5	Responsibilities delivered with a high level of Efficiency and effectiveness

4	Minor effort required to improve delivery of one or more contracted responsibilities
3	Effort needed to deliver contracted responsibilities
2	Major effort needed to deliver contracted responsibilities. Significant effort required from FCDO where service provider is not delivering
1	Serious under performance. Not meeting most contract deliverables.

Annex F: General Data Protection Regulations (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.
- **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 the FCDO and any changes to the content of this schedule must be agreed formally with the FCDO under a contract variation.

• Description	• Details
• Identity of the Controller and Processor for each Category of Data Subject	<ul style="list-style-type: none">• The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract• 1) 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 Personal Data necessary for the administration and / or fulfilment of this contract.• 2) For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this project and so FCDO shall not be a Processor in respect of anonymised data as it does not constitute Personal Data

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Appendix 1 of Call-down Contract (Terms of Reference)
Schedule of Processing, Personal Data and Data Subjects

Please refer to Annex F in the TOR

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	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this Call-down Contract [FCDO to complete or remove the options below as appropriate prior to Contract Award]:</p> <p>1) 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 following Personal Data:</p> <p>2) For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this project and so FCDO shall not be a Processor in respect of anonymised data as it does not constitute Personal Data.</p>
Subject matter of the processing	
Duration of the processing	
Nature and purposes of the processing	
Type of Personal Data [and Special Categories of Personal Data]	
Plan for return and destruction of the data once processing complete	(UNLESS requirement under EU or European member state law to preserve that type of data)