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Global Centre on Biodiversity for Climate: Management Lead

Specification of Requirement

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Table 1: Abbreviations & Definitions

Abbreviations / Term	Meaning
Assurance Statement	A statement from the Contractor to the Authority to give assurance to the Authority that claims from Lead Delivery Partners for Grant Funding are valid and legitimate.
Authority Project Completion Report	Report drafted and published by the Authority upon completion of aid intervention in each Landscape.
COP	Conference of Parties
Evaluation Moderation Meeting	The meeting whereby scores from the delivery partner competitions will be moderated and agreed upon.

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Evaluation Panel Members	Personnel who are evaluating bids from the delivery partner competition.
Financial Envelope	
Financial Year	The Authority's financial year runs from 1 April – 31 March
Foreign Currency	Any currency other than GBP.
Fraud, Error or Corruption Loss	Any financial loss arising due to Fraud, Corruption or avoidable Error.
GBP	British pound sterling.
GCBC	Global Centre on Biodiversity for Climate.
Grant Agreement/s	The agreement between the Supplier and each Recipient.
Grant Award Report	Report written by the Supplier and presented to the Authority for approval. The Grant Award Report will summarise each grant competition and outlining the preferred Recipient.
Grant Funding	Funding paid by the Authority to the Supplier for onward disbursement to Recipients for the delivery Direct Programming Activities.
Grant Recipients	An organisation who enters into a Grant Agreement with the Supplier and receives a grant to conduct a research project under the GCBC.
HMG	Her Majesty's Government.
Hub	The Strategic Science and Management Leads together comprise the organisations delivering the GCBC.
ICF	International Climate Finance
Inception Phase	The Inception Phase will be a period of time running for six (6) months from the appointment of the Management Lead Supplier.
Independent Evaluator	The organisation appointed by the Authority, who will have responsibility for evaluating the GCBC.
ITA	Invitation to Apply.
KPI	Key Performance Indicator.
Learning Board	Annual meeting of the Authorities programme board (using one of the quarterly programme board meeting slots) dedicated to discuss and decide upon the adaptive recommendations put forward by the Supplier.
MEL	Monitoring, Evaluation and Learning.
MoA	Memorandum of Agreement.
ODA	Official Development Assistance.

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Phase One (1) Projects	GCBC-funded research projects which begun in financial year 2022-23.
Programme Boards	Defra's quarterly governance boards for the GCBC.
Recipient	See Grant Recipient
Route to Market	
Service Credits	The discount applied by the Contractor to their fees in the event a KPI is missed.
SDG	Sustainable Development Goal
Spoke	The GCBC will focus research within prioritised geographic areas. One area is a Spoke and it is anticipated the GCBC will have three priority Spokes.
SSQ	Standard Selection Questionnaire.
Strategic Science Lead	The organisation responsible for developing and revising the GCBC research strategy and conducting evidence syntheses at geographic and thematic research level.
Technical Assistance (TA)	A broad term to describe working with host governments and local authorities on policy or economic analysis and providing support for the design and implementation of new policy to combat the drivers of environmental degradation.
The Authority	The Department for Environment Food & Rural Affairs (Defra).
The Supplier	The successful tenderer.
ToC	Theory of Change.
Valid and Existing DPR	A DPR which has been conducted in the last 3 (THREE) years and is related a comparable aid intervention.

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1. Introduction

This introduction section is set out in three sub-sections:

- A. Introduction to the Authority;
- B. Introduction to the Global Centre on Biodiversity for Climate;
- C. The Structure & Management of the Global Centre on Biodiversity for Climate

Section 1 Sub-Section A: Introduction to the Authority

The Department for Environment Food and Rural Affairs (the “Authority”) is the UK Government department responsible for safeguarding our natural environment, supporting our world-leading food and farming industry, and sustaining a thriving rural economy.

The Authority supports the delivery of Her Majesty’s Government’s (“**HMG**”) international poverty reduction and sustainable development priorities through a breadth of international programming. This broad remit means the Authority plays a major role in people’s day-to-day life, from the food we eat, and the air we breathe, to the water we drink.

The Authority has three overarching international objectives as outlined in Table 2 below.

Table 2: The Authority International Objectives

Objective	Description
Global Environment	Humanity’s strained relationship with nature affects the climate, global health, the economy and national resilience. This objective focuses on halting biodiversity loss, scaling up the use of nature-based solutions, protecting and enhancing ocean health and resilience, conserving endangered species, sustainable land-use and wider resource use.
Global Trade	Increasing secure, high-quality trade will be fundamental to supporting our stakeholders and UK consumers, projecting the UK’s global reputation for excellence, and safeguarding our national interest.
Global Health	Improving human, animal and environmental health, based on a One Health approach, will be essential if the UK is to reduce the public health and economic impact of future disease emergence at home and abroad.

Delivering against the Authority’s international objectives is essential for achieving 13 of the 17 United Nations Sustainable Development Goals (“**SDG**”s) which aim to provide a roadmap for achieving a better and more sustainable future. In 2015 the UK committed to implementing the SDGs.

Section 1 sub-section B: Introduction to the Global Centre on Biodiversity for Climate

The Global Centre on Biodiversity for Climate (“**GCBC**”) was formally announced at the 26th United Nations Conference of the Parties on Climate Change (“**COP26**”) by Minister Lord Goldsmith. The GCBC is a new Research and Development programme to which £40m has

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been committed over three Financial Years 2022/23 – 2024/25. The GCBC's budget is derived from International Climate Finance ("ICF") funds. The ICF is a form of Official Development Assistance ("ODA") funding. ICF funding must be managed in line with the rules set out within in [Section X].

Of the GCBC's £40m budget the Authority is allocating up to £14m in year 1 (Financial Year 2022/23). The year 1 budget is being spent on projects that will help to scope the longer-term research priorities and future funding calls of the GCBC which the Management Lead will oversee. These are termed "**Phase 1 Projects**".

An overview of the projects funded in year one can be found within **Annex X: Phase 1 Projects**.

The GCBC will establish a virtual global network of research institutions and experts focused on tackling some of the critical research gaps in how the conservation and sustainable use of biodiversity can deliver climate adaptation and mitigation solutions and contribute to improving livelihoods.

The GCBC will build on the outcomes of the recent Independent Review on the Economics of Biodiversity, the Dasgupta Review¹, and help to achieve a nature-positive future by supporting commitments made at COP26, and arising at the forthcoming 15th Conference of Parties meeting for the Convention on Biological Diversity, COP15, as well as support delivery of the SDGs. The GCBC will also support the HMG's International Development Strategy's aim of tackling climate change and protecting nature, and the delivery of HMG's International Finance Strategy.

The long-term outcome of the GCBC is to increase the implementation of, and investment in, more effective climate resilient development via the conservation and sustainable use of biodiversity. The GCBC aims to deliver this through the following intermediate outcomes:

- to generate robust new evidence and knowledge on the conservation and sustainable use of biodiversity that demonstrates the interconnectedness of biodiversity, climate and people, and which enables an understanding of policies, programmes and practices which have positive impacts for climate change and poverty reduction; and
- to create and strengthen research partnerships and networks, enabling interdisciplinary work and knowledge sharing on the conservation and sustainable use of biodiversity for climate resilient development.

A full Theory of Change for the GCBC can be found in **Annex 1: Theory of Change**.

¹ Final Report of the Independent Review on the Economics of Biodiversity, February 2021, Professor Sir Partha Dasgupta. [Final Report - The Economics of Biodiversity: The Dasgupta Review - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/95441/final-report-the-economics-of-biodiversity-the-dasgupta-review.pdf)

Section 1 sub-section C: Structure & Management of the Global Centre on Biodiversity for Climate

The GCBC will be delivered through a “**Hub**” and “**Spoke**” model.

The Hub will commission, coordinate, and communicate research activity and outcomes. It will hold overall responsibility for: ensuring the strategic coherence of the research direction; contracting and management of research; research quality; and, research communication, translation, and uptake. The Hub will be responsible for monitoring and learning of the GCBC programme outcomes on poverty, climate and biodiversity, and will underpin its reputation in the UK and internationally.

Research grants will be awarded by competition to projects which meet priority research themes, and which will deliver high-quality, high-impact research, within specific geographic areas, or “**Spokes**”.

The Hub will comprise of two partners (Hub Partners), which will operate synergistically:

The “**Strategic Science Lead**”, comprised of interdisciplinary research experts, will advise on specific priority research themes for calls and will also conduct inter-disciplinary analysis on the research outputs from projects, to ensure robust and implementable policy for the benefit of nature, climate and people.

The “**Management Lead**” will be responsible for the procurement and management of research calls and projects, including risk and financial management. It will also be responsible for developing and managing a knowledge management system for the GCBC, and for learning.

An “**Independent Evaluator**” will be responsible for evaluating the GCBC process, performance and impact, which the Authority will appoint.

The Authority will also establish an “**Evidence Advisory Group (EAG)**”, to provide independent advice and scrutiny on the design, scope, and outputs of the GCBC.

2. The Supplier

The Authority is seeking to award a Contract to a Management Lead (the “**Supplier**”) to manage the operational and contractual aspects of the Hub. Due to the time scales involved in conducting impactful research for nature, climate and people, and in realising transformative change, the Authority has ambition for the GCBC to be a platform for longer-term research and partnerships, should further funding become available. The Authority anticipates awarding a Contract which will expire on 31 March 2025.

This section is composed of the following sub-sections

- A. The Supplier’s Ability and Background
- B. The Supplier’s Objectives
- C. The Supplier’s Deliverables

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- D. The Supplier's Payment Schedule & Financial Envelope
- E. Conflict of Interest & Imposed Restrictions

Section 2 sub-section A: The Supplier's Ability and Background

The Supplier must have a strong track record in outsourced management of complex programmes and projects, including as a fund manager across different thematic areas.

The Supplier will be required to liaise frequently with the Authority and Strategic Science Lead via governance functions outlined in **Annex X: Management Structure**.

The Supplier's personnel assigned to the delivery of this Contract must have extensive knowledge of, and expertise in, delivering international programme management, including but not limited to:

- administrative and financial management related to procuring research partners capable of delivering against a wide range of outcomes and thematic areas related to climate, biodiversity and poverty;
- performance oversight, monitoring and reporting, including risk management and adaptive programming and learning;
- effective communication with a variety of stakeholders, and information sharing; and
- website and data management.
- Strategic policy impact and management of scientific research, including evidence and data generation and knowledge management;
- Sustainable development and poverty alleviation, nature-based solutions, climate change mitigation and adaptation, international biodiversity programming, participatory methods.
- Working with a range of stakeholders including Indigenous People's and Local Communities (IPLCs) and national governments.

The Supplier must be available to meet in the Authority's London offices within 5 (FIVE) working days.

Section 2 sub-section B: The Supplier's Objectives

- 2.1. The objectives of the Supplier are summarised below with the full requirements specified in this Specification of Requirement.
- 2.2. The Supplier will be responsible for delivering the administration of the GCBC, including:
 - 2.2.1. Administer research grant competitions from planning to award
 - 2.2.2. Managing Grant Agreements.
 - 2.2.3. Carrying out monitoring and reporting, and facilitate information sharing across the GCBC
 - 2.2.4. Carrying out within-programme learning activity and manage learning cycles

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- 2.2.5. Sharing knowledge and learning generated by the GCBC including setting up an e-platform for internal GCBC use and public webpage.
- 2.2.6. Collaboration with the Authority, Strategic Science Lead, Independent Evaluator and Grant Recipients.

Section 2 sub-section C: The Supplier's Deliverables

The deliverables of the Supplier are set out within this Specification of Requirement. The Supplier must fulfill all requirements of this Specification of Requirement.

Section 2 sub-section D : Payment Schedule & The Supplier's Financial Envelope

The Authority will pay the Supplier on a quarterly in arrears basis.

The Authority has set a Financial Envelope in which the Supplier cannot exceed. The Authority has determined the Financial Envelope by assessment of the funding available in years 2 and 3 of the GCBC programme, for which at least £26m is available.

The Financial Envelope in which the Supplier cannot exceed is £2.6 million + VAT. This is 10% of the overall budget for years 2 and 3.

Section 2 sub-section E: Conflict of Interest & Imposed Restrictions

The Supplier will not be eligible for funding provided through the GCBC as a Grant Recipient or acting as a consortium member of any other Delivery Partner, or appointment as the Independent Evaluator or acting as a sub-contractor of the Independent Evaluator.

The Authority defines acting as a consortium member to mean any involvement of the Supplier, or their personnel, either formally or informally in the preparation of a Grant Recipient application for Funding or delivery of Funding once appointed.

The Authority defines sub-contractor of the Independent Evaluator, to mean any involvement of the Supplier, or their personnel, either formally or informally in the preparation of another organisation's bid to be appointed as the Independent Evaluator or delivery of the Independent Evaluator's obligations once appointed.

The restriction imposed on the Supplier in this sub-Section is to ensure a clear separation of duties and prevent a conflict of interest. If the Supplier fails to adhere to the restrictions imposed above this will constitute a Material Breach of the Contract.

3. Core Deliverable 1: Planning and administration of research grant competitions

- 2.3. The Supplier is required to award Grant Agreements acting on behalf of the Authority. The Route to Market may be via a direct award or open competitions. The Authority will direct the Supplier on the most appropriate Route to Market on a case-by-case basis.
- 2.4. This deliverable is outlined across the following sub-sections:
- A. General Requirements
 - B. Preparation of tender documentation
 - C. Administration of the competition
 - D. Grant Award Report
 - E. Due Diligence
 - F. Grant Agreements

Core Deliverable 1 Sub-section A: General Requirements

- 2.5. At all times the Supplier must follow HMG's requirements for the administration of general grants. HMG's Grant Functional Standards describe the Authority's requirements. HMG's Grant Functional Standards have been outlined within **Annex X**.
- 2.6. Competitions may need to be run concurrently and an initial competition/s should be launched following advice of the Strategic Science Lead and approval from the Authority, no later than February 2023, to maximise the time available for Recipients to deliver impactful research.
- 2.7. Following opening of Grant Competitions, the Supplier must seek to have the resulting Grant Agreements signed within 9 weeks.
- 2.8. The Supplier will assume full responsibility for management of each Grant Agreement with each Recipient.

Core Deliverable 1 Sub-Section B: Preparation of Tender Documentation

- 2.9. During the Inception Phase, the Supplier will set out a plan for grant competitions, for approval by the Authority, as per requirements in **Annex X**. This must be drafted in conjunction with the Strategic Science Lead accounting for details set out in its Research Strategy.

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- 2.10. The Supplier will draft Specifications and Invitation to Apply (“ITA”) packs for each competition, the thematic scope and research detail of which will be informed and communicated by the Strategic Science Lead. These packs will be informed by the Strategic Science Lead’s work on the GCBC research strategy, and approved by the Authority. Where requested by the Authority, the Supplier must use the specification and ITA templates supplied by the Authority.
- 2.11. The Authority will provide the Supplier with the required links to the Strategic Science Lead and information, after award of the Contract. A close working relationship will need to be maintained between the Supplier and the Strategic Science Lead which will be governed by a Memorandum of Agreement to be drafted and agreed subsequent to contract award (template attached at Annex x).
- 2.12. The Supplier will lead development of evaluation questions for each competition and work with the Strategic Science Lead to do so, which will feed in technical information where required, and review. The Supplier will present the proposed package of evaluation questions to the Authority, for approval.
- 2.13. The Supplier will prepare the ITA documents based on the following evaluation model:

Envelope	Qualification	Technical (80% weighting)	Commercial (20% weighting)
Description	Screening of bids to ensure only eligible applicants are taken through into technical and commercial evaluation. Conflict of Interests should be identified by the Supplier at this stage, where bidders are screened for association with Hub Partners and/or Evaluation Panel to ensure the bids are assessed by neutral panel members alone.	Evaluation of bids to assess applicant’s ability to fulfil the thematic specification. Questions to be drafted by the Supplier, which will consult the Strategic Science Lead, to provide guidance and feed in technical information where required. The Strategic Science Lead will review the evaluation questions before they are presented to the Authority for approval.	Evaluation of bids to assess value for money. Commercial questions to be set out by Supplier.

Table 2: Evaluation Model

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Core Deliverable 1 Sub-Section C: Administration of the Competition

- 2.14. The Supplier will receive applications from prospective Recipients via their own e-tendering platform.
- 2.15. Evaluation of the technical envelope will be conducted by an Evaluation Panel which will be convened by the Supplier. The Evaluation Panel will comprise a representative of the Supplier, a representative of the Strategic Science Lead, a representative of the Authority, and with further representation to be advised by the Authority, together called the **Evaluation Panel Members**.
- 2.16. Evaluation of the qualification and commercial envelopes will be carried out by representative/s of the Supplier's commercial function and those representatives should be distinct from those forming the Evaluation Panel.
- 2.17. Each stage of the evaluation, as set out in the table below, will be carried out in sequence. This means the evaluation cannot progress to the next stage until the current stage has been completed. This is particularly important between the technical and commercial envelopes, for the avoidance of doubt so the Evaluation Panel Members cannot see the commercial envelope prior to completion of technical evaluation.
- 2.18. Technical evaluation will take place in two -stages, as described below:
- Stage 1: Evaluation Panel Members will score each application in isolation in line with the scoring model set out in **Annex X**.
 - Stage 2: Evaluation Panel Members will convene at an Evaluation Moderation Meeting chaired by the Supplier to agree upon a final consensus score.
- 2.19. Bids may be received from bidders who are either part of, or associated with, the Strategic Science Lead and/or EAG. However, in order to avoid a Conflict of Interest, a clear division of roles must be in place within these organisations to ensure that representatives on the Evaluation Panel are not in any way involved or associated with the bids they will evaluate; with efforts to mitigate and minimise this risk clearly communicated in order to avoid any Conflicts of Interest. This includes a requirement that the bid must come from a separate organisation to the representative on the Evaluation Panel, Any associations must also be set out and identified in the Qualification stage of evaluation. Where Conflicts of Interest are identified, the associated members should not form part of the Evaluation Panel for the related bid, and a replacement panel member could be sought, if deemed appropriate by the Authority.
- 2.20. Table 5 below sets out the responsibilities of the Authority, the Supplier and the Strategic Science Lead during the grant competitions.

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Process	Supplier Responsibilities	Authority Responsibilities	Strategic Science Lead Responsibilities
Qualification Envelope	The Supplier will ensure that only eligible bids that meet the minimum standard submitted for evaluation by the Evaluation Panel. It will seek technical input and advice from the Strategic Science Lead in determining the minimum standard. The Supplier will check for Conflicts of Interest associated with bidders and any consortia members and raise these with the Authority and Strategic Science Lead so Evaluation Panels can be adjusted accordingly.	The Authority will approve the eligibility requirements set out by the Management Lead, where it deems necessary and receive notification of any Conflicts of Interest for Evaluation Panel Members as identified by the Supplier.	The Strategic Science Lead will feed provide technical input to the drafting of the minimum standard, led by the Supplier, where necessary.
Evaluation of applications Technical Envelope – Stage 1	<p>The Supplier will lead the commercial evaluation, and administration of an Evaluation Panel by providing a representative to sit on the Panel. The Supplier will provide the Evaluation Panel Members with access to their e-tendering system or provide copies of the bids received via a secure electronic data transfer.</p> <p>The Supplier's representative/s will evaluate relevant commercial aspects of the proposal.</p> <p>Conflict of Interest Forms should be issued</p>	The Authority will approve the Evaluation Panel composition for each competition, where it deems necessary. The Authority will supply Evaluation Panel member/s.	The Strategic Science Lead will supply Evaluation Panel member/s. Where Conflicts of Interest arise, these should be declared to the Supplier via Conflict of Interest forms.

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	to each evaluator by the Supplier and the Supplier should assess and notify the Strategic Science Lead and Authority where Panel Members will need to be altered, where Conflict of Interests arise.		
Evaluation of applications Technical Envelope – Stage 2	<p>The Supplier will convene and chair the Evaluation Moderation Meeting/s.</p> <p>The Supplier will pose any points of clarification raised by Evaluation Panel Members to prospective Recipients.</p> <p>The Supplier will arrange additional Evaluation Moderation Meeting/s for Evaluation Panel Members to discuss prospective Recipients' responses to points of clarification and agree a final consensus score.</p>	<p>Where appointed, the Authority's Evaluation Panel Members will attend the Evaluation Moderation Meeting/s.</p> <p>The Authority will have final approval of the successful bids.</p>	The Strategic Science Lead Evaluation Panel Members will attend the Evaluation Moderation Meeting/s.
Evaluation of applications Commercial Envelope	The Supplier will evaluate prospective Recipients' commercial response in line with pre-set formulae	N/A	

Table 3: Responsibilities of the Authority, the Supplier and the Strategic Science Lead

Core Deliverable 1 Sub-Section D: Grant Award Report

- 2.21. Once Evaluation Panel Members have agreed upon final consensus scores, the Supplier will present a Grant Award Report for each competition to the Authority for approval. The Grant Award Report will summarise each competition and outline the preferred Recipient/s.

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- 2.22. The Authority will review and approve the Award Report. Once the Authority has approved the Award Report, the Supplier will conduct due diligence.

Core Deliverable 1 Sub-Section E: Due Diligence

- 2.23. The Supplier will be responsible for due diligence assessments for the Recipient/s.
- 2.24. The Authority's requirements with regards to due diligence will be conveyed to the Supplier when required.
- 2.25. The Supplier will present the results of each due diligence assessment to the Authority for approval. Once the Authority has approved the results of the due diligence assessments, the Supplier will draft and enter into a Grant Agreement with the preferred grant Recipient/s.

Core Deliverable 1 Sub-Section F: Grant Agreements

- 2.26. The Authority is the granting entity. The Supplier will enter into Grant Agreements acting as administrators for and on behalf of the Authority. The Supplier will draft the Grant Agreements with each Recipient and submit the draft Agreement to the Authority for approval
- 2.27. All Grant Agreements must be drafted in line with templates provided by the Authority, as per Annex X.
- 2.28. Once the Authority has approved the draft Agreement, the Supplier will sign the Agreement with the Recipient.
- 2.29. The Supplier will not award any Agreement without the express and written approval of the Authority. Likewise, the Supplier will not vary an Agreement without the express and written approval of the Authority.
- 2.30. The Supplier will assume full responsibility for management of each Grant Agreement with each Recipient.

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2.31. The Supplier will be required to enter into agreements with Phase One projects which continue programming activities after financial year 2022-23. The details of such existing agreements will be provided by the Authority to the Supplier on appointment. The agreements should allow for continuation of programming activities, but the Supplier may introduce its own monitoring framework.

2.31.1. The Authority's Programme Board will decide which Phase One projects will be funded beyond financial year 2022-23, based on research excellence before the end of financial year 2022-23.

4. Core Deliverable 2: Managing Grant Agreements

2.32. This deliverable is outlined across the following sub-sections:

- A. e-platform tool
- B. Financial and Risk Management
- C. Management of Delivery and Reporting
- D. Disbursement of Grant Funding

Core Deliverable 2 Sub-section A: e-Platform tool

2.33. The Supplier will develop a secure e-platform (or utilise an existing one) that is accessible to Recipients, the Strategic Science Lead, an Independent Evaluator and the Authority, which will be used as a project, data and knowledge management tool.

2.34. The e-platform will securely store:

- all monitoring and reporting data from Recipients (as required by the Management and Strategic Science Leads);
- all evaluation products from an Independent Evaluator;
- All research outputs from the Strategic Science Lead;
- risk and financial data from and pertaining to Recipient projects for access by the Management and Strategic Science Leads and Authority; and

2.35. With regards to the points above the Supplier will restrict access so that only the Supplier, the Authority, the Strategic Science Lead, the Independent Evaluator and respective Recipients can access the data detailed.

2.36. Where appropriate, eg. for research outputs and products, these will be made available to all Recipients. This will be approved by the Authority.

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- 2.37. A proportion of the data contained within the e-platform will be made publicly available at the end of this Contract. The Authority will determine the scope of data to be made published during mobilisation of the Supplier's exit plan.
- 2.38. Where required, the Supplier will provide ongoing training and support (e.g. technical support and manuals) to Recipients, the Authority, the Strategic Science Lead and the Independent Evaluator on using the project management e-platform, particularly in relation to submitting data.

Core deliverable 2 Sub-section B: Financial and Risk Management

- 2.39. This sub-section pertains to the financial and risk reporting data required to be reported on by the Supplier, termed 'Reporting Data'.
- 2.40. The Supplier will:
- Manage Recipient/s in accordance with terms and conditions set out by the Authority in Annex X. This includes profiling the budget fairly and sufficiently across the contract duration.
 - Prepare up-to-date monthly dashboard snapshot reports of expenditure by the Supplier [and Recipients], including actuals for the previous month(s). The Supplier will submit these to the Authority using a template provided by the Authority each month by the end of the second week of the current month.
 - Quarterly, prepare more detailed, up-to-date expenditure reports and any amended forecasts as agreed with the Supplier, for Recipient projects and Supplier expenditure, showing breakdown by project, written narrative, as well as aggregating by research theme and geography. Forward monthly spend forecasts for the financial year (April to March), should also be prepared. These will be submitted to the Authority at quarterly interval. Ad-hoc updates may also be requested in advance of the Authority's quarterly programme boards 10 (TEN) working days before the Authority's Programme Board meeting. Dates of the programme boards will be provided in the first month after the contract has been signed by all parties.
 - Receive annual audited accounts, written in or translated to English, from a suitably qualified auditor from all Recipients within 6 months of the end of each Recipient annual accounting period. The Supplier must verify that each grant was expensed in accordance with its agreed terms. The Supplier, or a suitably qualified auditor will conduct random spot audits each financial year to ensure projects are spending as per the terms and conditions of the Grant Agreement.
 - Monitor and maintain compliance with ODA requirement to spend 80% of FY cash spend by December of each year, ensuring Recipients appropriately manage this requirement.
 - Maintain risk registers, reporting on risk monthly alongside finances (via a 'snapshot view') and quarterly (more detailed), to the Authority, and manage and mitigate risks for each thematic research area and geographic spoke, covering the following risk categories. All risks classified as 'High' require immediate escalation to the ICF R&D Programme Manager by email.

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- a. Contextual
- b. Delivery
- c. Safeguarding
- d. Operational
- e. Fiduciary; and
- f. Reputational risk categories

- 2.41. The Supplier is required to manage risk in line with the requirement of HMG's Orange Book contained within Annex... and the Authority's risk management requirements contained within Annex...
- 2.42. If a risk requires critical attention between Programme Boards, the Supplier must escalate, within 1 (ONE) working day from the risk being identified, sending the risks to the Authority via an email to the ICF R&D Programme Manager.
- 2.43. A risk requires critical attention if it:
- 2.43.1. has been classified as 'High' risk
 - 2.43.2. is developing, or has developed, into an issue;
 - 2.43.3. relates to a safeguarding or fraud concern; or
 - 2.43.4. begins to exceed the Authority's risk appetite at either the programme, geographic spoke, or thematic research area level.
- 2.44. Annex... outlines the Authority's risk appetite.

Core Deliverable 2 Sub-Section C: Management of Delivery

- 2.45. The Supplier will collect monthly ('snapshot') and more in-depth quarterly project Reporting Data from Recipients, ensuring reporting is standardised. It will ensure Reporting Data is complete, and aggregate for use, including for reporting to the Authority. The frequency requirement may be altered by the Authority in writing to the Supplier if deemed necessary/appropriate during the lifecycle of the project.
- 2.46. The Supplier must ensure Reporting Data is standardised across research projects, quality controlled, and complete. If Reporting Data is not complete or there are inconsistencies, the Supplier must work with the relevant Recipient to rectify this.
- 2.47. The Supplier must ensure Recipients' projects are delivering continuous value for money and are managed in line with HMG's Managing Public Money guidelines as per Annex...
- 2.48. The Supplier must take appropriate action, including recommending to the Authority the suspension or termination of any grants that fail to perform adequately as part of the quarterly project report which is submitted to the Authority 10 (TEN) working days prior to the Authority's quarterly Programme Board.

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- 2.49. Should funds disbursed to Recipients need to be clawed back, e.g. in the event of termination or suspension of grants, resulting in activities not being deliverable, the Supplier must return these funds to the Authority within 10 (TEN) working days of them being received by the Supplier.

Core Deliverable 2 Sub-Section D: Disbursement of Grant Funding

- 2.50. Payments must be made in arrears. In exceptional circumstances and with the written consent of the Authority, the Supplier may agree advance payment with Recipients but no payments may be made in advance of need. The Recipients may request payment in advance on behalf of one or more of its consortium members. To qualify for payment in advance the Recipients must be not-for-profit organisations and have a clear justification to request advance payment. The Supplier will provide the Authority with a breakdown of payment in advance claims on a quarterly basis. The Supplier will not be required to pre-finance payments; the Authority will issue pre-financing payments to a separate escrow account ("Escrow Account") to be established by the Supplier on such terms as may be agreed by the Authority. The Supplier shall ensure that no withdrawals can be made from the Escrow Account without having been pre-approved by the Authority. At no time do the monies paid into the Escrow Account become assets of the Supplier.

- 2.51. Grant Funding will be disbursed in the following manner. **Diagram X** below stipulates the required timelines for the disbursement of Grant Funding.

- 2.52. For the avoidance of doubt, with regards to the disbursement of Grant Funding, a quarterly basis relates to fiscal quarters which run from:

Quarter 1: 1 January – 31 March

Quarter 2: 1 April - 30 June

Quarter 3: 1 July – 30 September

Quarter 4: 1 October - 31 December

- 2.53. On a quarterly basis:

2.54.1 Each Recipient will submit claims to the Supplier at the end of each quarter. Claims will be for the total value of work done in that quarter.

2.54.2 Claims must include evidence of spend and evidence that outputs have been completed.

2.54.3 The Supplier will provide the Authority with this breakdown of claims received from Recipients showing breakdown by project, as well as aggregating by research theme and geography, and a total figure for payment along with an Assurance Statement that the Supplier has checked claims to be valid and

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legitimate. The Supplier will use the Assurance Statement template is set within Annex ...

- 2.54.4 The Authority will issue payment to the Escrow Account in a timely manner once the Authority is satisfied with the Assurance Statement. The Authority will return a signed copy of the Assurance Statement to the Supplier which will also serve as the authority to the escrow agent to process the withdrawals from the Escrow Account detailed on the Assurance Statement.
- 2.54.5 The Supplier will disburse grant funding within 5 (FIVE) working days to Recipients, in line with the terms of the Grant Agreement.
- 2.54.6 The Recipients are responsible for disbursing the funds to downstream delivery partners and ensuring that all payments are made according with the terms of the Grant Agreement. The Supplier will ensure the terms and conditions of each Grant Agreement requires each Recipient to disburse monies within 5 (FIVE) working days or longer, as agreed by exception by the Authority to downstream delivery partners.

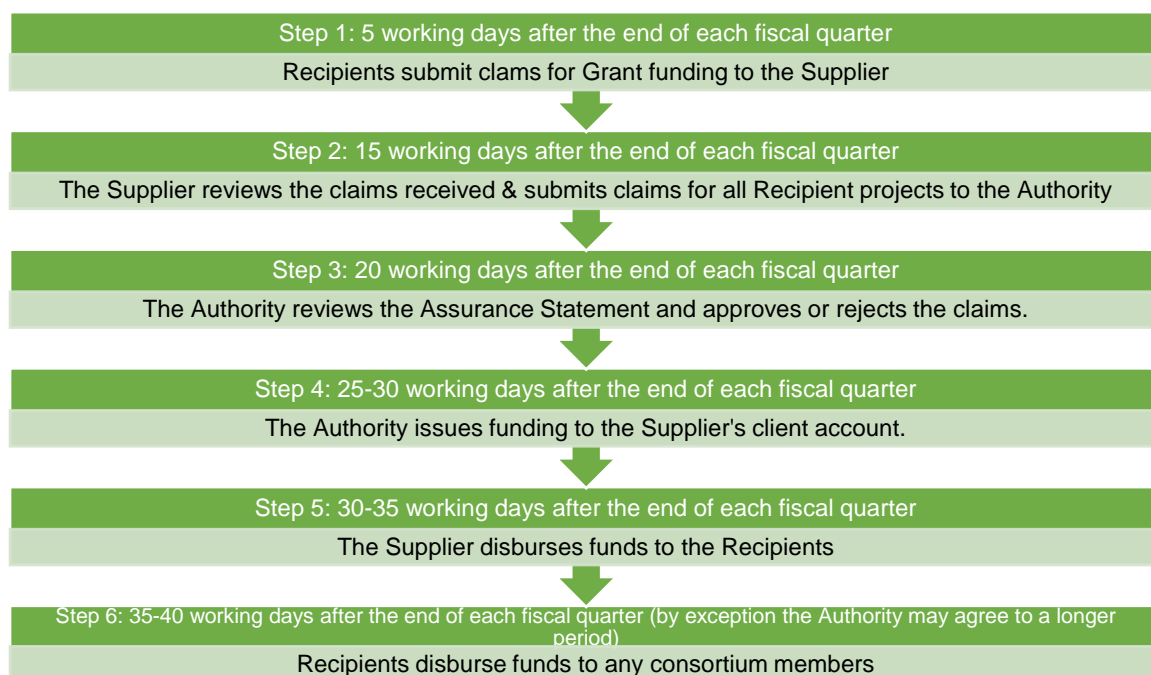


Diagram X Process for the Disbursal of Grant funding.

5. Core Deliverable 3: Monitoring and learning

This deliverable is outlined across the following sub-sections:

A: General Requirement

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B: Monitoring

C: Learning

Core Deliverable 3 Sub-Section A: General Requirement

- 2.54. The Supplier will have responsibility for leading implementation of Monitoring and Learning at the (i) Recipient project level, (ii) thematic and geographic spoke level and (iii) across the GCBC programme level, to improve GCBC management and implementation of research.
- 2.55. The Supplier will work closely with the Strategic Science Lead which will produce evidence synthesis products to progress thematic and geographic level priorities and inform learning.
- 2.56. An Independent Evaluator will be responsible for programme level Evaluation including process, theory-based, and impact evaluation. It will be the role of an Independent Evaluator to refine and answer key evaluations questions to ultimately understand to what extent the GCBC has contributed towards achieving more effective climate resilient development via systems-research on the conservation and sustainable use of biodiversity. The Supplier will have responsibility for operationalising learning from the Independent Evaluator at programme level, at appropriate frequencies.
- 2.57. The Supplier will lead on a Monitoring and Learning Plan during the Inception Phase, as per Annex X (reporting requirements), to set out how it will collect monitoring data from projects and how it will implement learning. It will do so in consultation with the Strategic Science Lead, which will feed in technical science information and that relating to the nature of research themes and geographies as per its Research Strategy. The Authority will approve the Monitoring and Learning Plan.
- 2.58. As part of the Monitoring and Learning Plan, the Supplier will lead work, with contribution from the Strategic Science Lead, to develop geographic and/or thematic ToCs, logframes and KPIs based on the priority themes and geographies from the Research Strategy.
- 2.59. The Supplier will be responsible for developing and implementing a monitoring structure which ensures monitoring data is collected effectively at Recipient project level to feed into thematic and regional analyses to be conducted by the Strategic Science Lead. The Supplier and the Strategic Science Lead must agree how monitoring data will be presented, how it will be used by the Strategic Science Lead and how such data can be used to facilitate learning, and this should be detailed in the Monitoring and Learning Plan.
- 2.60. The Supplier will need to take into account capacity for implementing a monitoring framework of Recipients in developing an appropriate monitoring framework as part of the Monitoring and Learning Plan.

Core Deliverable 3 Sub-Section B: Monitoring

- 2.61. Projects must be monitored in line with the UK International Development Assistance Act 2015.
- 2.62. The Supplier must ensure each Recipient project has a project-level logframe which contributes to thematic and GCBC-level theories of change. The Supplier should provide guidance in the grant application stage to help prospective grant Recipients develop effective logframes.
- 2.63. The Supplier will be responsible for communicating and implementing a monitoring plan with Recipients, as per the Monitoring and Learning Plan. Collecting monitoring data is the responsibility of the Supplier, including baseline data, and it should ensure standardisation of monitoring data across the projects as far as possible to enable thematic and geographic aggregation.
- 2.64. The Supplier will monitor Recipient projects against their project logframes to ensure delivery of activities, outputs and outcomes. The Supplier must ensure the requirements are reflected in the Grant Agreements with Recipients.
- 2.65. The Supplier must share relevant monitoring data with the Strategic Science Lead and Independent Evaluator to inform GCBC-level evidence synthesis and evaluation cycles, respectively.
- 2.66. Monitoring information should be available at project level and aggregated at the thematic research level and at geographical spoke level by the Supplier. and will be submitted to the Authority 10 (TEN) working days ahead of each quarterly Authority Programme Board.
- 2.67. The Supplier will as a minimum:
 - 2.67.1. Set out a Monitoring and Learning plan, including:
 - 2.67.1.1. leading and working with the Strategic Science Lead to take identified *thematic* and *regional* research priorities, and developing corresponding theories of change and logframes that sit within the programme level ToC;
 - 2.67.1.2. detailing how data will be collected;
 - 2.67.1.3. how the Recipient projects will be monitored and progress tested against their logframe; and
 - 2.67.1.4. how progress will be communicated to the Authority.
 - 2.67.2. Ensure that all Recipients have project logframes and a monitoring plan.
 - 2.67.3. Ensure that all monitoring data is collected in line with the requirements of the International Development Assistance Act 2015; that all monitoring data collected is submitted to the Supplier's e-platform; and that all Recipient monitoring data is standardised and complete.

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- 2.67.4. Aggregate monitoring data at the thematic and/or regional level, where appropriate, so it can be used to evaluate the progress against relevant ToC's, including by the Strategic Science Lead.
- 2.67.5. Where requested, provide access to monitoring data to the Independent Evaluator to aid in its evaluation.
- 2.67.6. Test progress against deliverables of each Recipient on a quarterly and annual basis, using the quarterly monitoring data submitted by Recipients.
- 2.67.7. Test progress against thematic and regional level logframe activities, outputs and outcomes on an annual basis. The methodologies for testing should be developed in consultation with the Strategic Science Lead, and submitted for approval to the Authority.
- 2.67.8. Assessments of activities, outputs, outcomes and KPIs must be submitted as part of the relevant quarterly or annual report, to the Authority. Annex XX sets out the reporting requirements.
- 2.67.9. Collect and compile analyses and products produced by Strategic Science Lead for programme annual reviews.
- 2.67.10. Draft inputs for programme annual reviews for the Authority if required.
- 2.67.11. For any Phase One projects which continue beyond financial year 2022/23, work to implement effective monitoring upon novation of any agreements from the Authority to the Supplier.

Core Deliverable 3 Sub-Section C: Learning

- 2.68. Monitoring data and Reporting Data will form a major contribution to the evidence base for learning throughout the GCBC.
- 2.69. There will be two in-programme levels of learning conducted on quarterly and annual cycles, led by the Supplier:
 - 2.69.1. Quarterly and annual accountability, to improve management and implementation of research, drawing on both monitoring and Reporting Data.
 - 2.69.2. Annual learning at thematic and geographic spoke level, drawing on monitoring data using theory-based learning, and reviewing evidence synthesised by the Strategic Science Lead
- 2.70. A third level of learning will require the Supplier to operationalise and facilitate GCBC-programme level learning, from theory-based evaluation outputs produced by an independent evaluator (the frequency of this will be determined in the Inception Phase by the Authority but will not be more frequent than yearly).
- 2.71. The Supplier will co-ordinate and manage the two in-programme learning cycles (annual and quarterly cycles) to facilitate strategic decision making, including by the Authority, and by the Strategic Science Lead in its cyclical assessment of research priorities.

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2.72. The Supplier's responsibility in the learning cycles include:

- 2.72.1. Developing the structure of the learning cycles, with the Authority and Strategic Science Lead, during the Inception Phase as part of its lead on producing a Monitoring and Learning Plan. This includes working with the Strategic Science Lead to plan how to facilitate learning for a variety of audiences.
- 2.72.2. Convening the quarterly and annual learning cycle meetings. This includes minuting, ensuring relevant parties are invited and present, and submitting recommendations and/or reports to the Authority. Annex XX sets out the reporting and meeting requirements
- 2.72.3. An annual learning cycle meeting will involve the Supplier, the Strategic Science Lead, the Authority and where relevant, Recipients. Once appointed, the Independent Evaluator should also be invited to these meetings. The meeting will be focused on discussing adaptive programming recommendations for both theory-based learning and accountability.
- 2.72.4. The Supplier will submit recommendations to the Authority ten (10) working days prior to the annual Programme Board dedicated to learning, the "**Learning Board**", and a minute of the annual learning cycle meeting.
- 2.72.5. Disseminating to Recipients and incorporating into GCBC management, the adaptive programming decisions made by the Authority, including making any changes to logframes or grant agreements or documentation to reflect decisions. The Supplier must support Recipients in implementing decisions and following up with review meetings to check implementation is continually carried out.

2.73. Table X describes the inputs and outputs expected from the Supplier in relation to the learning cycles:

Learning cycle	Lead	Aims / Research Questions	Inputs	Outputs from Supplier
Quarterly	The Supplier	Review progress against logframes for each Recipient project (activities, outputs outcomes)	Recipient quarterly reports	<p>The Supplier's quarterly reports.</p> <p>Propositions to adapt, including risks and opportunities</p> <p>Documentation amendments if applicable, once adaptive programming decisions taken by the Authority.</p>

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Annual	The Supplier	<p>The Supplier: Review processes including management and governance</p> <p>Review project, thematic and geographic level progress against logframes.</p> <p>The Strategic Science Lead: Review Research Strategy and priorities, including evidence syntheses at thematic and geographic level.</p>	<p>Any evaluations conducted by an Independent evaluator.</p> <p>Learning from quarterly meetings and reports</p> <p>The Strategic Science Lead's evidence products</p> <p>Literature, publications etc</p>	<p>The Supplier's annual report, including sub-reports/contributions by the Strategic Science Lead</p> <p>Learning events</p> <p>Communications, including those via the GCBC website</p> <p>Documentation amendments if applicable, once adaptive programming decisions taken by the Authority</p>
Ad hoc (maximum frequency to be annual)	The Supplier	Identify and communicate whether the programme is effective in progress against the GCBC level ToC	Any evaluation products produced by an Independent Evaluator, for example using theory, geographic, thematic, process, and/or impact evaluation methodologies.	<p>Learning events based on independent evaluation.</p> <p>Communications, including those via the GCBC website</p> <p>Documentation amendments if applicable, once adaptive programming decisions taken by the Authority</p>

6. Core Deliverable 4: Stakeholder Learning and Communications

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- 2.74. During the first six (6) months of appointment, the Supplier should set out a Communications Plan identifying relevant stakeholders and plans for active engagement. The Plan should link to relevant wider strategic communications opportunities. The Supplier will need to work with the Strategic Science Lead in forming the Communications Plan and will be approved by the Authority.
- 2.75. Passive engagement plans should include the establishment of a learning platform in the form of a GCBC website.
- 2.76. The Supplier will set up the learning platform/website during the first 6 months of appointment, and it should be used to optimise lessons learnt and share best practice. It should be accessible to any interested party including members of the public. The Authority must approve all uploads to the GCBC website. Activities relating to the GCBC website include at a minimum but are not limited to:
 - 2.76.1. Uploading the Supplier's annual reports (redacted as appropriate).
 - 2.76.2. Uploading, on behalf of the Strategic Science Lead, evidence products (redacted as appropriate).
 - 2.76.3. Uploading, on behalf of an Independent Evaluator, relevant evaluation reports. Evaluation Reports must be redacted. The Authority must approve the scope of redaction and final redacted version of the evaluation reports prior to publication.
 - 2.76.4. Developing and uploading relevant reports or blog posts that will facilitate learning across the GCBC and for the wider stakeholder community.
 - 2.76.5. Translating relevant reports into the official languages of priority countries the GCBC is working in, where appropriate.
- 2.77. The Supplier must deliver well-run and high-quality stakeholder learning events, in conjunction with the Strategic Science Lead, and where appropriate, an Independent Evaluator, on an annual basis.
- 2.78. The Supplier must work with the relevant stakeholders and consult with the Strategic Science Lead to produce plans for thematic and/or geographic level stakeholder learning events. These events must include but not be limited to:
 - 2.78.1. Sharing case studies of research
 - 2.78.2. Research capacity building
 - 2.78.3. Sharing thematic level learning
- 2.79. Events should actively engage a wide range of stakeholders, including IPLCs, appropriate host Government officials and members of relevant sectors (either inviting a wide range of stakeholder to events or holding different events tailored to different stakeholders' needs).
- 2.80. All learning event plans must be shared with the Authority's programme team two months in advance of the event. The Authority will approve all content and design of the stakeholder learning event(s) in advance.

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- 2.81. Expenses incurred by the Supplier in delivering learning events must be met through the Supplier's fixed rate fee, ensuring costs are in line with the Authority's Travel and Subsistence policy set out within Annex XX.

7. Core Deliverable 5: Collaboration

- 2.82. The Supplier will have overall responsibility for GCBC programme management and will be the main link between Recipients and the Authority, Strategic Science Lead and Independent Evaluator. It should develop a robust framework for communication and reporting between the Recipients, Supplier and Strategic Science Lead.
- 2.83. The Authority has developed a Memorandum of Agreement ("**MoA**") which will govern the relationship and interactions between the Authority, the Supplier, the Strategic Science Lead, and the Independent Evaluator
- 2.84. An indicative summary of the roles and responsibilities of key partners in the GCBC has been described within Annex XX.
- 2.85. The MoA describes how each party will cooperate and has full access to the relevant data.
- 2.86. The MoA sets out how these parties will work collaboratively to achieve the objectives of the GCBC.
- 2.87. The Supplier will enter into this MoA following award of this Contract and the award of the Strategic Science Lead agreement. Failure to enter into the MoA will constitute a material breach of the Contract.
- 2.88. The MoA can be found in Annex X.

8. Data protection

- 2.89. We will ask that the successful Supplier demonstrate that they have appropriate internal controls to protect any commercially sensitive information (or if subject to General Data Protection Regulation – for example, if they undertake any stakeholder interviews).

Relevant legislation

- 2.90. This project is funded by UK International Climate Finance (ICF), which is ring-fenced within the UK's Official Development Assistance (ODA) spending. ODA activities must comply

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with internationally agreed rules that are overseen by the OECD's Development Assistance Committee (DAC). ODA must only be spent on activities which have the economic development and welfare of a developing country as their main objective.

- 2.91. The International Development Act (IDA) 2002 is the legal framework that provides the authority for this project spend. Development assistance spent under IDA must comply with the requirement that assistance must be for the purpose of furthering sustainable development or improving welfare overseas and with the OECF DAC ODA rules and pass the poverty reduction test contained in the IDA.

9. Ethics / Safeguarding

The Supplier must ensure that the proposed work and research awarded by Grants will be carried out to a high ethical standard and must clearly state how any potential ethical and health and safety issues, including how those related to data access and security, have been considered and will be addressed, ensuring that all necessary ethical approval is in place and all risks are minimised before the project commences.

10. Expenses, Travel and Subsistence

Expenses incurred by the Supplier, or their appointed agents or sub-contractors, must be budgeted for within the Supplier's fixed rate fee.

All expenses must be in line with the Authority's Travel and Subsistence policy. The Supplier will abide by the Authority's travel and subsistence policy in connection with the delivery of this Contract.

Annex X sets out the Authority's travel and subsistence policy.

11. Exit Requirements

- 2.92. 6 (SIX) months before the end of this Contract or upon Termination of the Contract, the Supplier will:
- 2.92.1. operationalise its exit plan.
 - 2.92.2. Consider if any Grants Agreements require extension. The Authority only envisages extension of Grant Agreements which have been delayed due to unexpected and unavoidable circumstances.
 - 2.92.3. Publish any monitoring data as directed by the Authority.
 - 2.92.4. Records of all grants, including correspondence, reports and monitoring results, in sufficient detail that will facilitate audit from the National Audit Office and the Independent Commission for Aid Impact, or any other audit that the Authority may be subject to.

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- 2.92.5. Review and sign-off of the final narrative, providing inputs as requested to the Authority Project Completion Report and preparing a final Exit Plan for the Authority which must include:
 - 2.92.5.1. Delivering to the Authority prior to the contract end date all finished work which relate to the Contract;
 - 2.92.5.2. Summary of the status and next steps in relation to any on-going projects or other material and unfinished activities being conducted or monitored;
 - 2.92.5.3. Returning all confidential information and any other data to the Authority before the Contract end date.
- 2.92.6. Provide a summary document detailing all programme reports and communication materials, including links to relevant websites and contact information.
- 2.92.7. A lesson-learnt briefing focused on the challenges faced and opportunities generated in managing such a large complex programme.
- 2.92.8. An overview of how the Supplier has ensured the GCBC has been committed to sustainability and doing no harm. The Authority's requirements and guidance on Nature-proofing ODA is outlined within Annex X.
- 2.93. The Supplier must allow for a minimum period of 90 (NINETY) days, or longer if required, after the contract end date (or termination date) for the exit process to be properly implemented.

12. Losses from Fraud, Error and Corruption

The Supplier will be responsible for bearing the cost of any Fraud, Error or Corruption Loss in cases where the Supplier has failed to adhere to any process and policies set out in this Contract or to HMG policies and procedures. In cases where the Supplier has fully complied with all HMG policies, the Authority will meet the cost of any unrecoverable loss arising from the loss event including managing financial, operational, delivery, safeguarding and reputational risks on behalf of the Authority.

13. Contract Management

To ensure the Supplier's high performance, key areas of the Supplier's performance will be monitored via a set of a KPIs.

The Supplier and the Authority will meet quarterly to review the Suppliers performance. The Parties will discuss any arising issues, adopting a collaborative approach, and with a view to address any instances where performance is deemed poor or unsatisfactory. Risks will need to be managed reactively, and escalations be made in a timely fashion to the Authority, and the Programme Board where required. Failure to do so will result in possible termination of the contract.

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The Supplier must submit a KPI report, management, and financial information on a quarterly basis to the Authority a minimum of five (5) days ahead of a quarterly Reporting meetings between the Authority and the Supplier (see Annex X Reporting and Meeting Requirements).

The KPIs and SCR are outlined in Annex X.

The Supplier will appoint a nominated person of appropriate seniority to act as the Supplier's authorised representative to manage the provision of the Services and to liaise with the Authority. The Authority will also present a lead contact whom all enquiries and reports can be sent to.

An initial Contract Inception meeting will be held on commencement of the Contract and then Contract Review meetings will usually be held every six (6) months. A minimum of ten (10) days' notice will usually be provided, unless a more serious performance issue has arisen. In such cases the Supplier may be required to attend a meeting with forty-eight (48) hours' notice.

At Contract Review meetings the Authority and the Supplier will review contractual delivery and any issue pertaining to the Contract.

14. Annex X: ToC / Logframe

This annex sets

15. Annex X: Reporting and Meeting Requirements

This annex sets out the scope and timing of reports and other products that the Supplier must deliver and/or submit to the Authority.

It is comprised of three subsections:

- A. Meetings
- B. Reports
- C. Audit Visits

Annex X Sub Section A: Meetings

The Supplier may wish to conduct more frequent meetings with Recipients or relevant parties than set out in Table X below, but the below should be met as a minimum.

Frequency	Meeting Purpose	Further Information
Monthly	Supplier / Authority check-in	<ul style="list-style-type: none"> A standing monthly meeting slot will be available for the Authority and the Supplier to meet to discuss finances and risk, aligned with the submission of a light-touch monthly risk and finance return, amongst other things, should the meeting be required.
Quarterly	Supplier / Recipient progress meeting	<ul style="list-style-type: none"> One meeting per Recipient Meeting to discuss progress of Recipient against grant agreement to discuss Reporting data and monitoring, as per logframes. Strategic Science Lead and/or Independent Evaluator may be required to join these meetings as and when required
	Supplier / Authority progress meetings	<ul style="list-style-type: none"> Meeting with the Authority to discuss KPIs, progress, risk, finances Every 6 months, these will also be used to review any contract issues.
	Quarterly Hub Partners Meeting: Supplier & Strategic Science Lead	<ul style="list-style-type: none"> A chance for the Hub Partners to discuss MoA, Monitoring and Learning, Comms and events.
	Programme Board Meetings	<ul style="list-style-type: none"> The Supplier will be required to attend Programme Board meetings as and when required

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Annually	Learning Cycle meeting between Hub Partners (Strategic Science & Management Leads)	<ul style="list-style-type: none">• Meeting organised and chaired by Supplier to discuss and agree adaptive programming recommendations, and evidence assessment by the Strategic Science Lead, that will be submitted to Authority ahead of annual learning Programme Board. This may be part of the quarterly Hub Partners Meeting. Agreed learning recommendations and meeting minute to be provided by Supplier to Authority at least ten (10) working days before annual Learning Board.
	Potential underspend meeting	<ul style="list-style-type: none">• Meeting organised by Supplier with each Recipient to understand the occurrence of any potential underspend and/or incomplete milestones. This will be fed back to the Authority in quarterly financial and risk reports.
Ad-hoc	Update meetings requested by the Authority	<ul style="list-style-type: none">• The Authority may require the Supplier to attend ad-hoc meetings throughout the programme.

Quarterly Programme Board Meetings

GCBC Programme Board meetings will be chaired by the Authority and will convene quarterly at a minimum. There will be a standing agenda at each Programme Board, and membership could vary by meeting, as need dictates.

However, the quarterly Programme Board meetings will have rotating themes, to allow extra attention to be given to specific areas. The following is an example of how such a rota might look, which will be set out and confirmed by the Authority after this Contract is awarded:

Quarter 1: Grant Award review Board

Quarter 2: Finance Board

Quarter 3: Evidence review Board

Quarter 4: Learning Board

Annex X Sub Section B: Reports

The Authority's reporting requirements are comprised of two elements:

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- i. Inception reports; and
- ii. Regular reporting.

The Inception Phase will run for 6 months from the appointment of the Management Lead Supplier.

Inception Reports

Date Due	Report Title	Detail
Within 4 weeks of the Supplier being appointed	Research Grant Competition Plan	<p>Workplan which covers launching Grant competition/s to signing Grant agreements, to include:</p> <ul style="list-style-type: none">• Specifications• Guidance, including to enable project logframe development• Evaluation questions <p>This should be drawn up in combination with the Strategic Science Lead which will lead on setting out the thematic and geographic scope of the competitions. The Strategic Science and Management Leads will need to work together to agree the appropriate number and size of grants to be awarded through competition and present this to the Authority for approval.</p>
Within 10 weeks of the Supplier being appointed	Monitoring and Learning Plan	<p>The Plan should set out:</p> <ul style="list-style-type: none">• The approach to providing the services relating to the management of Grant Agreements.• A monitoring framework describing how monitoring data will be collected at the project level. This should be written in consultation with the Strategic Science Lead.• An approach to managing learning cycles quarterly, and annually, and for various audiences. This should be written in consultation with the Strategic Science Lead, which will feed in how its

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evidence syntheses will contribute towards learning.

- Geographic and thematic logframes and an approach to how this monitoring data will be collected and aggregated. This should be written in consultation with the Strategic Science Lead.
- The Plan must set out the proposed structure of the quarterly and annual reports that the Supplier will submit to the Authority.

Within 8 weeks of the Supplier being appointed

Hub Partners Ways of Working plan

A plan which details how the Management Lead will work with the Strategic Science Lead, as per the MoA

This includes standing agenda items on regular meetings between Hub Partners and a workplan detailing how regular reports will be co-authored, where required. Table X details regular reports the Authority requires.

This should specifically address Learning Cycles, to create a plan which sets out project level, geographic and thematic level learning cycles, and how evidence synthesis products led by the Strategic Science Lead will feed into these cycles.

Within 6 months of the Supplier being appointed

Communications Plan

The Supplier will lead on the Communications Plan, working with the Strategic Science Lead to incorporate an approach to technical science communication. It should include at a minimum:

- Identification of stakeholders / audience (including IPLCS, local communities, governments, international policy makers etc) and plans for their engagement
- Website development

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- Plans for learning events

Regular Reports

The Supplier will make the regular reports set out in **Table X** to the Authority

Table X – regular reporting requirements

Date Due	Report Title	Detail
Monthly	Risk & Finance report	<ul style="list-style-type: none">• One risk report per Research Project• One finance report providing forecast and actuals for the previous month, expended by the Supplier.• Any risks that are materialising into issues must be captured in this report. As stated in the Specification, any urgent risks and/or issues including safeguarding and fraud issues must be escalated via email to the Authority via the Programme Board SRO and the relevant Authority contacts immediately• The risk reports can be discussed at the Supplier / Authority's monthly check in meeting if required
Quarterly submitted 10 (TEN) working days before the Authority's Quarterly Programme Board	Risk report	<ul style="list-style-type: none">• One risk report per Recipient research project• One report across all the projects that captures key risks and risk trends. These must be high-level visual presentations with a deep dive into key risks. The Authority may require the Supplier to present the deep dive to the Programme Board.• Any risks that are materialising into issues

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must be captured in this report. As stated in the Specification, any urgent risks and/or issues including safeguarding and fraud issues must be escalated via email to the Authority via the Programme Board SRO and the relevant Authority contacts immediately

- The risk reports will be discussed at the Authority's Programme Board

Quarterly submitted 10 (TEN) working days before the Authority's Quarterly Programme Board

Finance report

To include:

- Claims for Funds received from Recipients, comprising one invoice per Recipient. Invoices must include a breakdown of costs per output and a final amount to pay
- Expenditure and yearly forecast spend across the GCBC.
- Assurance statements and value for money assessment.
- Summary of payments-in-advance claims

Quarterly submitted 10 (TEN) working days before the Authority's Quarterly Programme Board

Light-touch monitoring report

One report indicating project progress against activities

Annual

Annual report

This should be led by the Supplier but with strong contribution from the Strategic Science Lead on point iv, feeding

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thematic and geographic level
evidence synthesis.

• Report that summarises the main results achieved across the project. The structure of annual or quarterly reports is for the Supplier, together with the Strategic Science Lead, to propose during the inception phase and for the Authority to agree. The report must as a minimum include:

- i. A summary of key points;
- ii. Financial information including:
 - a. Accounting on both a Financial Year and Calendar Year basis for both 'cash' and 'resource' accounting adherence
 - b. Proportion of funds spent at thematic and geographic levels
- iii. Main results achieved against the expected activities, outputs and outcomes detailed in the project logframe/s;
- iv. Main results achieved at thematic and geographic level (with input from the Strategic Science Lead)
- v. Learning summary
- vi. Risks identified and actions taken;
- vii. Forward look for the following year.

Annual

Learning
recommendations

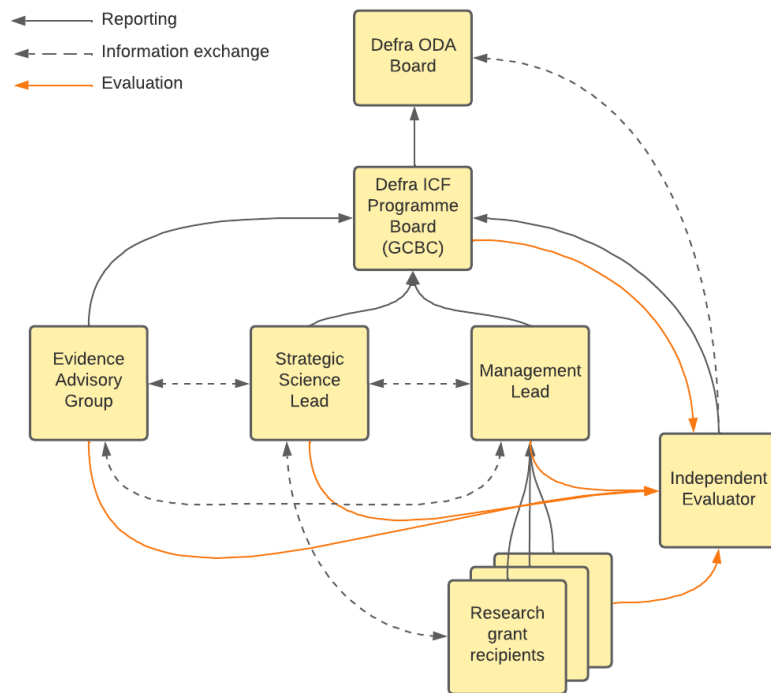
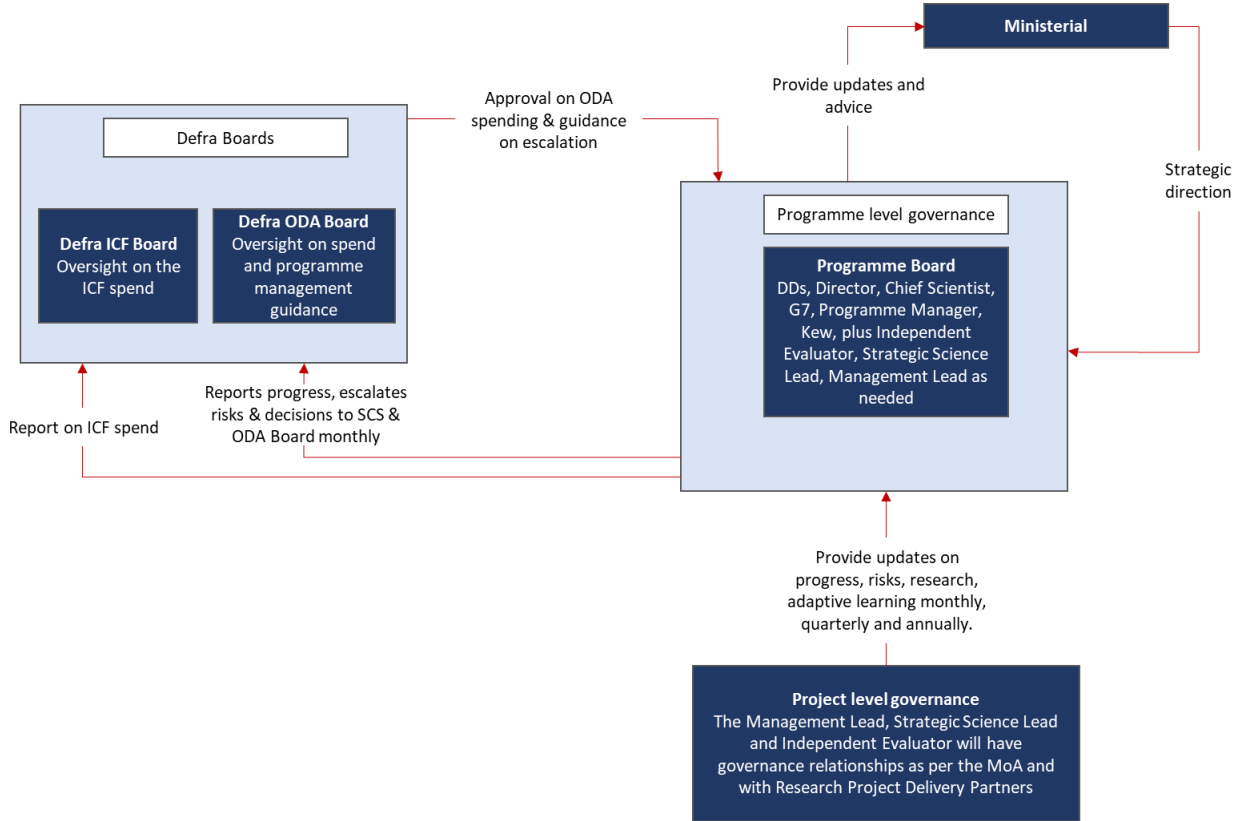
The Supplier will submit minutes of the learning meeting and consensus learning recommendations to the Authority ten (10) working days prior to the annual Learning Board

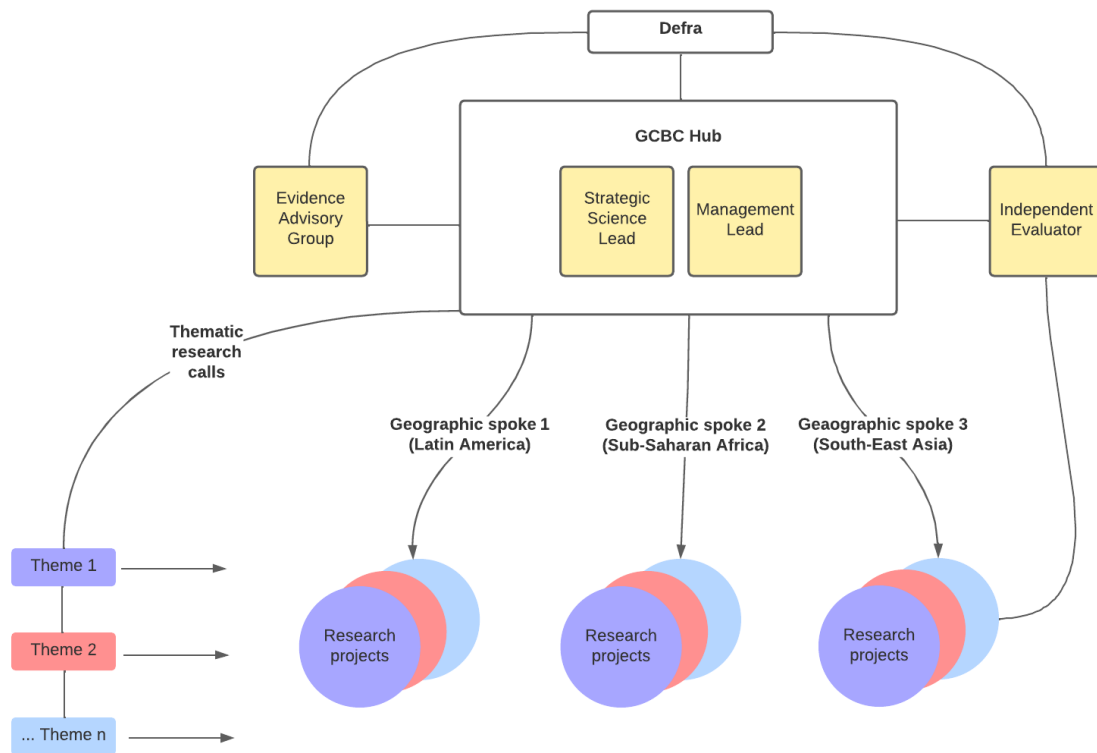
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16. Annex X Management Structure

This Annex describes the overall management structure of the GCBC and how the Supplier will support the overall management of the GCBC.

Diagrams Xa, Xb and Xc below summarise the structure and reporting lines.





GCBC Programme Board

The role of the Authority's GCBC Programme Board is to:

- provide a forum for formal updates on progress across all Projects, research themes and geographic spokes, via quarterly reports;
- discuss key risks, opportunities and issues and begin the escalation process if necessary;
- ensure finances are in order and payments are on track;
- provide a forum to share experiences and learning to ensure adaptive programming is regularly assessed; and
- formalise and record decision-making.

The Programme Board will meet quarterly. One of the quarterly Boards each year will be dedicated to the Learning, and the remaining Programme Boards will assume themes to be set by the Authority.

The Supplier will be invited to the Board in an advisory capacity and to report, as and when necessary. The Supplier has no decision-making authority.

17. Annex X Roles and Responsibilities

Responsibility	The Authority	Management Lead	Strategic Science Lead	Independent Evaluator	Grant Recipients
Holding contract/ MoU/ grant	Hold the contract with the Management Lead and MoU with the Strategic Science Lead	Holds grant agreements with Grant Recipients	n/a	n/a	n/a
Procurement	Procures the Management Lead Oversees the Management Lead's Grant competitions and sit on Evaluation Panel for competitions.	Administer Grant Competitions, including conducting due diligence on prospective Recipients.	Sit on Evaluation Panel for Grant Competitions, where required.	n/a	n/a
Programming and activities	Set strategic direction of GCBC	Programme management Lead on Communications Plan and subsequent implementation	Lead on Research Strategy and research cycles Contribute to Communications Plan and its delivery	Conduct independent evaluation for the GCBC	Deliver activities, outputs and outcomes of projects a per project logframes and Grant Agreements

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Programme reporting and risk	Review reporting on programme performance and monitoring against KPIs prior to releasing funds	<p>Verify expenditure claims, review audited accounts, provide quarterly/annual financial forecasts and monitor against yearly accounts</p> <p>Collate and coordinate quality reporting and provide a risk management function for the programme</p> <p>Administer payments to Recipients on the Authority's approval</p> <p>Provide on-going financial tracking including verification;</p> <p>ensure compliance with grant agreement /</p>	<p>Report progress and challenges to Authority</p> <p>Submit reports in line with MoU</p> <p>Manage risk associated with contractors/staff</p>	Manage risk throughout any downstream delivery partners	<p>Report progress and challenges to Management Lead</p> <p>Manage risk throughout any downstream delivery partners</p>
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Monitoring, Evaluation and Learning	Submit Annual Reviews	contract terms and conditions			
		Lead on Monitoring and Learning Plan, and subsequent implementation, including leading on project and programme level monitoring and learning.	Contribute to Monitoring and Learning Plan, and its delivery by feeding in evidence syntheses products	Refine Key Evaluation Questions for the GCBC	Collect and maintain accurate and timely reporting records
		Contribute to programme level annual reviews if required by authority	Contribute to programme level annual reviews if required by authority	Develop and implement an Evaluation Plan	Provide monitoring data in line with Grant Agreements and logframes
		Cooperate with Independent Evaluator on monitoring data	Cooperate with Independent Evaluator	Communicate evaluation finding to the Authority and Hub Partners.	Take part in learning events, where required.
		Recommend and collate adaptive learning decisions	Recommend adaptive learning decisions		Cooperate with the Independent Evaluator

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18. Annexes

Annex X: Phase 1 Projects

Annex X: Standard grant competition scoring model to drop in

Annex X: HMG's Grant Functional Standards

Annex X: Memorandum of Agreement

Annex X: ITA template

Annex X: Grant Agreement Template

Annex X: HMG's Orange Book

Annex X: The Authority's Risk Management Requirements

Annex X: The Authority's Risk Appetite

Annex X: HMG's Managing Public Money Guidelines

Annex X: Assurance Statement Template

Annex X: KPIs and Service Credit Regime