



Section 4 Appendix A

CALLDOWN CONTRACT

Framework Agreement with: Landell Mills Ltd

Framework Agreement for: Independent Monitoring and Process Evaluation
Regional Framework Agreement (IMPERFA)

Framework Agreement Purchase Order Number: 7930

Call-down Contract For: DFID Syria Independent Monitoring (SIM) Contract II

Contract Purchase Order Number: PO 10032

I refer to the following:

1. The above-mentioned Framework Agreement dated 29th November 2019;
2. Your proposal of 31 January 2020, subsequent commercial clarifications dated 19 February 2020 and revised commercial proposal dated 10 March 2020

and I confirm that DFID 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 **16 April 2020** ("the Start Date") and the Services shall be completed by **15 April 2022** ("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 DFID requires the Supplier to provide the Services to the **DFID Syria Department** (the "Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed **Five Million, Eight Hundred and Twelve Thousand, Nine Hundred and Twenty Pounds (£5,812,920)** ("the Financial Limit") and is exclusive of any government tax, if applicable as detailed in Annex B.
- 3.2 Where the applicable payment mechanism is "Milestone Payment", invoice(s) shall be submitted for the amount(s) indicated in Annex B and payments will be made on satisfactory performance of the services, at the payment points defined as per schedule of payments. At each payment point set criteria will be defined as part of the payments. Payment will be made if the criteria are met to the satisfaction of DFID.

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 3.2 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. DFID Officials

4.1 The Project Officer is:

REDACTED

4.2 The Contract Officer is:

REDACTED

5. Key Personnel

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

Position	Name
Programme Director	REDACTED
Deputy Programme Director	REDACTED
Team Leader	REDACTED
Deputy Team Leader	REDACTED
Contract Manager	REDACTED
Monitoring Lead	REDACTED
Monitoring Lead	REDACTED
Monitoring Lead	REDACTED
Monitoring Lead	REDACTED
Monitoring Lead	REDACTED
Monitoring Lead	REDACTED

6. Sub-contractors

6.1 The following of the Supplier's sub-contractors have been approved for the purpose of fulfilling this contract and cannot be substituted by the Supplier without DFID's prior written consent:

Transtec

7. Reports

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

8. Extension Options

- 8.1 The supplier will initially be contracted for a period of two years although there may be an option to extend the contract for up to an additional year subject to performance, programme requirement and DFID approvals.
- 8.2 If an extension beyond this two-year programme is granted, up to an additional £3,180,000 million can be made available. Any extension option (time or cost) beyond the two-year programme will be subject to the Suppliers performance, programme requirement and DFID approval.

9. Contractual Break Point

- 9.1 The contract will be subject to contractual break points at the end of the inception phase and at the end of the first year.
- 9.2 Progression to the Implementation Phase will be dependent on the effective delivery of the Inception Phase deliverables and the satisfactory performance of the Supplier.
- 9.3 Progression to the final year of the programme will be dependent on the effective delivery performance of the Supplier over the previous year, the requirement of the service and DFID's assessment on continuing value for money and financial context.

10. Additional documents to be included in the Contract

- 10.1 REDACTED

11. Duty of Care

- 11.1 All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:
- 11.2 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.
- 11.3 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 DFID in respect of:
- 11.3.1 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;
- 11.3.2 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.
- 11.4 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.
- 11.5 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.

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

12. Budget and payment plan

REDACTED

13. Key Performance Indicators

- 13.1 A proportion of each payment to the Supplier (equivalent to the Suppliers profit) will be put at risk, subject to the technical quality and timeliness of deliverables. The following criteria will be used to determine what proportion of this profit will be deducted from each payment in the case of underperformance:

Criteria	Key performance indicator
Quantity	Number of field monitoring reports completed and signed off by DFID.
Quality	Percentage of DFID implementing partners surveyed that rate the quality and utility of field monitoring reports positively (4 or above in a scale of 1 to 5, with 1 being very dissatisfied and 5 very satisfied).
	Percentage of DFID implementing partners surveyed that rate engagement with the independent monitoring supplier positively (4 or above in a scale of 1 to 5, with 1 being very dissatisfied and 5 very satisfied).
Timeliness	Number of agreed deadlines missed by the independent monitoring supplier (without a 1-week notice being given to DFID).

- 13.2 The key performance indicator and method and mode of calculation of the potential payment deduction will be refined and agreed between DFID and the Supplier during the Inception Phase.

14. Cancellation Policy

- 14.1 A cancellation policy will apply to the Field Monitoring Visits that are disrupted and / or terminated at any stage of the preparation or implementation for reasons beyond the control of Landell Mills, Transtec and their partners.
- 14.2 The cancellation policy which will be defined between DFID and the supplier during the inception phase will specify but not limited to;
- the reason, planned or unforeseen for any delay, postponement or cancellation to scheduled visits
 - the cancellation fee to be recovered will reflect the above and will be proportionate to the timing of the delay and the cost of any works undertaken in preparation to the visits only
 - the cost will be made transparent to DFID

15. Insurance



Department
for International
Development



REDACTED

16. Call-down Contract Signature

- 16.1 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 DFID, DFID 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 DFID Contract Officer.

Signed by an authorised signatory
for and on behalf of
The Secretary of State for
International Development

Name:

Position:

Signature:

Date:

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

Name:

Position:

Signature:

Date:



Department
for International
Development

Appendix A, Annex A Terms of Reference (ToR) DFID Syria Independent Monitoring (SIM) Contract II



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Introduction

1. The UK Department for International Development (DFID) has been managing a complex and high-risk independent monitoring contract in Syria since 2016. DFID is seeking a supplier¹ to undertake independent monitoring from March 2020 when the current independent monitoring contract comes to an end.
2. The contract is expected to run for up to two years (up to March 2022)². It will deliver against five core outputs, including field monitoring visits to DFID-funded projects in Syria. It is intended to give DFID greater assurance of results being achieved by implementing partners, increase accountability to project beneficiaries and reduce the risk of aid diversion and fraud. It will also gather evidence that will help DFID and our implementing partners improve project design and enhance DFID's due diligence.
3. For this contract, DFID is seeking a supplier that has experience of delivering independent monitoring services in Syria. Specifically, this includes:
 - A proven track record of delivering flexible and adaptable independent monitoring services in Syria.
 - Extensive access inside Syria, including the ability to visit a wide range of project locations, in both Government controlled and non-Government controlled areas, and to conduct research and collect data in these locations.
 - The capacity to assess projects delivered in a wide range of sectors³ in an ethical, conflict sensitive way and in a way that does no harm.
 - The ability to assess project's adherence to Humanitarian Inclusion Standards and the quality of projects' Accountability to Affected Population (AAP) systems.
 - The capacity to consolidate and analyse information, and consistently and efficiently produce high-quality field monitoring reports to be used by DFID and our implementing partners to improve the quality of projects.
 - A strong understanding of monitoring and evaluation (M&E) systems and experience assessing the quality of these systems.
 - A strong understanding of value for money and capacity to manage financial and fraud risks.
 - Command of Arabic (to analyse primary data collected by field monitors in Syria).

Background

4. Eight years of conflict have devastated Syria. It's one of the world's biggest humanitarian crises. The UN estimates that there have been over 400,000 deaths and widespread damage to civilian infrastructure, which has severely restricted access to essential basic services, shelter and livelihoods. The humanitarian situation remains dire with 11.1 million people in need of humanitarian assistance, including 4.7 million in acute need⁴. Over half of the pre-war population has been displaced - 5.9 million people have been forced to flee their homes, taking shelter in other parts of Syria⁵, while 5.6 million have taken refuge in neighbouring countries⁶.

¹ The term "supplier" is used throughout this ToR to represent a company that might bid or be awarded this contract.

² With an option to extend for an additional three years (up to March 2025).

³ Key sectors currently covered by DFID's response in Syria include: Agriculture/Livelihoods, Education, Food Security, Health, NFIs, Shelter, Protection, WASH and Multisector Cash.

⁴ Syria Humanitarian Needs Overview (HNO), October 2019

⁵ Syria Humanitarian Needs Overview (HNO), October 2019

⁶ UNHCR, October 2019

5. The UK's long term aim in Syria is to achieve a genuine, sustainable and inclusive political settlement to end the conflict. DFID's focus in Syria is to minimise human suffering, protect civilians from harm and help communities withstand the impact of conflict. DFID also works closely with other government departments to reduce the threat to UK national security from Syria and support regional stability to prevent the impact of the conflict spreading.
6. DFID funds a range of projects across Syria, through multilateral agencies and international and national non-governmental organisations (NGOs), implemented in both Government controlled and non-Government controlled areas. In an ongoing effort to drive the effectiveness of our response, DFID requires implementing partners to regularly engage with people affected by the crisis to determine whether they find humanitarian services relevant and fair, if they trust aid providers and whether they feel empowered. Our work in these areas adheres to the global Humanitarian Inclusion Standards and Accountability to Affected Populations framework.
7. Due to security risks and lack of access, DFID has no presence in Syria and our staff are unable to directly monitor the delivery of projects. Our staff manage projects remotely from the UK and Lebanon and rely on reporting by implementing partners and meetings with these partners to keep oversight of projects. However, most of these implementing partners also manage their projects remotely, relying on their own 'downstream partners' to keep oversight of projects. Consequently, there is limited reliable independent information about the projects we fund. As part of our monitoring and evaluation (M&E) strategy, we use independent monitoring as a means of overcoming this significant information gap.
8. Independent monitoring provides DFID with "eyes on the ground" and is instrumental to our risk mitigation and quality and control measures, assuring us that the projects we fund operate within our risk appetite. Through independent monitoring, we get assurances that the reports we receive from implementing partners are accurate. These assurances provide us with a robust evidence base to assess project delivery and help us to challenge partners. This reduces risks for DFID, including the risk of doing harm.

Objective and scope

9. The purpose of this contract is to perform a monitoring function on behalf of DFID, providing information that will enable us to assess the delivery of projects in Syria, contribute to improved project design, identify and mitigate risks, and learn lessons to strengthen future programming. DFID defines project monitoring as *"tracking progress towards targets – in real time – to allow for corrective action to be taken"*. This definition should be considered when reading this ToR. The Theory of Change for this contract is provided in Appendix 1 at the end of this document.
10. The expected impact of this contract is to improve DFID Syria's portfolio performance in a high-risk environment. Improvements in the quality of DFID's programming in Syria will result in improved humanitarian outcomes and better value for money. This in turn is expected to strengthen public and ministerial confidence in DFID's Syria programming.
11. The expected outcome of this contract is that there will be regular use of strong evidence for accountability, strategic planning and lesson learning, and enhanced knowledge of DFID projects in Syria. Through this contract DFID will be confident that UK taxpayer money is being used effectively and will have an increased knowledge of the operating context and of project delivery. This knowledge will be used to strengthen project performance, oversight and advocacy efforts.
12. The main stakeholders who will receive the outputs of this contract will be DFID and our implementing partners. We may request joint products with other donors and/or, if appropriate, share reports developed under this contract with other donors as well as UN agencies, I/NGOs, NGOs, local authorities and affected populations.

13. The contract will cover all DFID projects in Syria. Currently DFID Syria is designing a new strategy and we can't confirm yet which partners and projects we will fund post-March 2020. However, for the purpose of bidding for this contract suppliers should assume that the projects that DFID will fund post-March 2020 will be implemented by a range of implementing partners, including multilateral agencies (including the UN), NGOs, the Red Cross and private sector suppliers, working both out of Damascus with the consent of the Government of Syria, and delivering aid cross-border from neighbouring countries without the Government's consent.
14. Projects will deliver results across the country, including in hard-to-reach locations, and cover a wide range of sectors, including: Agriculture/Livelihoods, Education, Food Security, Health, Non-Food Items Shelter, Protection, WASH and Multisector Cash. In addition, DFID may also fund other sectors. The geographical and sectoral scope of DFID's portfolio in Syria may change over the course of the contract in line with shifting priorities and changes in the operating environment. Therefore, it's essential that the supplier has a proven track record of delivering flexible and adaptable independent monitoring services.
15. The primary beneficiaries of DFID projects in Syria will be people in need of humanitarian assistance (particularly those in acute need), including: people in hard-to-reach locations; internally displaced people; refugees (e.g. Palestinian); vulnerable people (including children, women, elderly people, people with disabilities, etc.).
16. DFID will share lessons from the previous independent monitoring contract, implemented between 2016 and 2020, with the supplier.
17. Ethical principles, including the principle of 'do no harm', must to be mainstreamed throughout all contract activities. Suppliers must take DFID's Ethical Guidance for Research, Evaluation and Monitoring Activities into account when developing their bids.

Outputs

Overview

18. There is an inception phase and five key outputs required from the contract, which are outlined below. Please note that the number of milestones provided is provisional at this stage and will be confirmed during the inception phase. DFID requires flexibility to be built into the contract to allow for a decrease or increase in milestones or additional outputs to be agreed within a reasonable lead time, particularly during the first year of the contract to reflect any delays due to the inception phase. Budgets will be adjusted accordingly to reflect any changes.

No.	Output	Key deliverable	2019/20 (Y1)	2020/21 (Y2)	Target
N/A	Inception phase	Inception report (see inception phase section for essential content)	1	0	1
1	Field monitoring visits	Standard field monitoring reports (see output 1 section for essential content)	60	60	120
2	Operational and contextual analysis reports	Research reports (content to be agreed on a case by case basis)	3	3	6
3	M&E Assessments	Assessment reports (assessment framework to be provided to the selected supplier)	2	3	5
4	Inclusion and AAP Assessments	Assessment reports (see output 4 section for content)	7	8	15
5	Lessons Learned Summaries	Learning summaries (content to be agreed during inception)	3	5	8

19. Documentary deliverables submitted by the supplier must meet DFID's standards for both quality and timeliness (which will be reflected in the contract, as outlined below). Before being finalised, all documentary deliverables will need to be reviewed and signed off by DFID.
20. DFID will have unlimited access to the material produced by the supplier, except for personally identifying information within datasets or other measures to protect the privacy of individuals.

Output One – Field Monitoring Field Visits

21. Field monitoring is an important accountability function that serves to verify aspects of partner reporting and to develop DFID's qualitative understanding of the projects we fund. Field monitoring reports inform project management, improve DFID's response over time and document that DFID is performing its accountability function.
22. In the context of this contract, a field monitoring visit is a three-day visit to one of DFID's funded projects in Syria, which results in a field monitoring report being developed. Currently, DFID is planning for 15 projects in Syria to be visited 4 times a year (120 visits over the course of two years). Historically, field monitoring visits have had a lead time of up to two months to plan and design between the supplier and DFID implementing partners. Suppliers should take this into account when developing their bids. Critical factors that affect the time it takes to prepare a visit include negotiating approvals either directly or indirectly with local authorities. Lessons learned from the existing independent monitoring contract will be shared with the supplier.
23. Exact project locations in Syria to be visited will be selected by DFID on a quarterly basis following a sampling approach that considers how much work implementing partners are doing in each sub-district and the severity of need in those sub-districts according to the Syria Humanitarian Needs Overview (HNO). DFID will prioritise locations where partners are focusing their operations and where the severity of need is high.
24. Visits will be split according to Government and non-Government controlled areas and a sectoral split, which will vary across the financial years according to the shape of DFID Syria's portfolio.
25. Prior to any field visit taking place, the supplier will have to engage with the DFID implementing partner being monitored to agree the logistics and the focus of the visit. This will include conversations with the implementing partner, a review of key project documentation such as quarterly reports, log frames and potentially the business case. Examples of documents that could potentially be shared by implementing partners prior to each visit, include: redacted beneficiary lists; beneficiary scoring sheets; redacted logged complaints or feedback; baseline survey data; staff CVs; downstream partners monitoring reports; Standard Operating Procedures; attendance sheets; training manuals; etc.
26. When discussing any potential visit with an implementing partner, the supplier must confirm with DFID any significant changes to the visit. This will include changes in terms of the time needed to prepare the visit, location, structure of visits and sector focus. The supplier is encouraged to make recommendations to DFID where they feel the rationale behind any such change is valid.
27. A project brief of the visit must be agreed by both the supplier and the implementing partner. The brief should cover all key aspects of the visit including the scope of work to be carried out, the key personnel required, security arrangements, and the location and timing of the visit.
28. Each visit should encompass direct observations and interviews with 20-30 beneficiaries, 20 project staff and local stakeholders, and at least 5 non-beneficiaries (suppliers can suggest

different sample sizes providing a rationale for this is presented). Verification of the implementing partners' activities and processes should also take place during the visit (appendix 2 at the end of this document details the types of activities in each sector that could be verified).

29. Field monitoring reports must highlight the strengths, weaknesses and key risks for each project. In addition, any safeguarding related findings and lessons learned should be clearly highlighted in the report. The key evaluation questions for each field monitoring visit, that DFID expects field monitoring reports to rate and provide evidence against, are outlined below. These will be refined with the supplier during the inception phase of the contract. Suppliers are welcome to propose revised questions in their bids.

Theme	Question
Relevance	1. Do beneficiaries perceive that the project addresses their most serious needs?
Coverage	2. Does the project target and reach those in the most acute need in an inclusive and conflict sensitive way?
Efficiency	3. Is the project managed efficiently, considering time, human resources, funding available and other relevant factors?
Effectiveness	4. Does the project meet the objectives it set out to meet?
	5. Do beneficiaries report a positive impact in the target population as a result of the project?
Connectedness	6. Does the project effectively coordinate with relevant interventions and actors?
Learning	7. Does the project systematically collect and respond to beneficiary feedback and complaints, and adapt accordingly?
Transparency	8. Do beneficiaries/local stakeholders observe, report and provide evidence and accounts that the project is being run in a transparent and ethical manner, and that all project procedures are impartial and beneficiary-driven/centred?

30. An example of the types of risk questions that could be asked during visits can be found in Appendix 3 at the end of this document.
31. Prior to being finalised, reports must be reviewed and signed off by DFID. Generally, this should be contained to one round of feedback, however the report should only be considered final once all significant issues have been resolved by the supplier, even if this results in further rounds of comments and discussions. Once signed off, the supplier must also send the report to the implementing partner for comments.
32. Any data collected must be carefully managed. For example, photographic and geo-referenced evidence of project implementation and of the field monitoring visits must be collected by the supplier in-line with security considerations, ethical principles and in consultation with the partner being monitored.
33. As part of the field monitoring visit process, a beneficiary feedback mechanism must be established by the supplier. This mechanism and the standard procedure for dealing with any feedback received will be developed by the supplier during the inception phase of the contract. In their bids, suppliers should broadly outline what this beneficiary feedback mechanism will look like.

Output Two – Contextual and Operational Analysis Reports

34. Operational and Contextual Analysis reports will be commissioned on an ad-hoc basis, when DFID needs more information “on the ground”. The use of such reports will be to make a more informed decision on a particular risk or issue that arises. DFID has previously commissioned reports on protecting health workers in Syria and understanding the legitimacy of “taxes” being applied at the border to humanitarian deliveries. A scope of work for each report will be agreed on a case by case basis.
35. Whilst the reports will vary in request, they will generally involve a mixture of field and desk-based research. This may include interviews or surveys with participants, beneficiaries and subject matter experts.

Output Three – M&E Assessments

36. As DFID is not able to visit Syria, an independent assessment of any new partner’s M&E capacity is required to ensure they have robust M&E systems and enough oversight of their operations. M&E assessments will be conducted when any new partner is funded by DFID and must be conducted within the first year of funding to the partner.
37. Each partner will be rated against a pre-agreed framework provided by DFID. Recommendations are to be formulated against each of the agreed parameters for assessment, helping partners to be able to improve their monitoring.
38. Once the partner has been told about the assessment, they must be asked to share any relevant M&E documents (e.g. frameworks, guidelines) which are to be reviewed by the supplier staff completing the review. The project proposal, recent partner reports and monitoring documents must also be shared and reviewed.
39. Partner staff and (where possible) their downstream partners’ or sub-contractor staff, are to be interviewed. Staff interviewed must include those with M&E responsibilities, programme managers, field staff, and finance and logistics managers. Partners should be asked to verify monitoring activities where applicable.
40. A partner specific assessment report is to be produced summarising the key findings found in the review. Following completion of the report, formal feedback will be given to each partner. Reports will be used to improve partners’ M&E systems and recommendations to the partner will be followed up.
41. The assessment of partner M&E capacity is sensitive, as it requires supplier staff to access partner data systems which will be facilitated by DFID. The supplier must have very clear ethical protocols in relation to handling data, for smooth facilitation of access and must ensure that it complies with all relevant data legislation, including Government Data Protection Regulations (GDPR).
42. Each M&E assessment of a partner is expected to last for an average of five days. This will include, pre-reading (of business cases, projects’ proposals, log frames, reports and other partner specific monitoring related documents), travelling and interviews with partners/downstream partners. Suppliers are invited to offer an alternative approach but are advised to consider DFID’s current approach as indicative of the level of depth required.

Output Four – Inclusion and Accountability to Affected Population Assessments

43. DFID is committed to ensuring a fully inclusive humanitarian response to meet acute needs and tackle identity-based exclusion and inequality as a key driver of instability. The supplier will assess implementing partners' (a) adherence to Humanitarian Inclusion Standards and (b) quality and implementation of Accountability to Affected Populations (AAP) systems. Details of these assessments will be agreed during the inception phase with the supplier but will cover, as a minimum:
- Data and analysis** – do partners collect inclusive data (e.g. data on vulnerable, minority and excluded groups), analyse and use it to inform project decisions (particularly decisions about which groups of people to target)?
 - Barriers to access** – Does the partner identify and address barriers (attitudinal, institutional, environmental) limiting people's access to programme opportunities and basic services?
 - Participation and accountability** – do partners listen & respond to people's needs? Empower people to participate, challenge discrimination and hold power to account?
44. This will require assessing whether partners' AAP systems are effective in:
- Giving account: Providing information to affected communities about their rights and entitlements, as well as humanitarian agencies' activities. Ensuring that communication mechanisms are tailored to reach all groups of people.
 - Taking account: Ensuring humanitarian agencies' decisions are informed by the views and perceptions of affected communities, including vulnerable groups, and considering factors such as gender, age, ethnicity and disability.
 - Being held to account: Enabling affected communities, including marginalised groups, to assess and comment on the behaviour of aid workers and the performance (and relevance) of agencies.
45. Assessments will involve a mix of desk and field related research. The supplier is expected to review key partner documentation, such as the business case and log frames, prior to any visit to understand the context of each partner's aid delivery. Documentation such as an inclusion action plan, targeting approach and compliance with AAP systems should also be requested prior to the visit.
46. Suppliers are encouraged to propose an outline of the methodology using the requirements outlined by DFID above, and how they would seek assurance that partners have a fully inclusive humanitarian approach. This should distinguish how the supplier intends to assess both the partner's approach to inclusion and AAP, and the mechanisms partners use to evidence this in both their own activities, as well as downstream partners' activities. Where possible, suppliers should also verify evidence provided.
47. The report should summarise the assessment and specify key documentation referenced, the methodology used for assessment, findings, and recommendations to be shared with DFID and partners. Reports will be used to improve partners' approach towards inclusion, and recommendations will be followed up.
48. Each assessment of a partner is expected to last for an average of ten days. This will include, pre-reading (of business cases, projects' proposals, log frames, reports and other partner specific monitoring related documents selected by DFID), travelling and research.

Output Five – Lessons Learned Summaries

49. The lessons learned summaries will draw higher level conclusions from the independent monitoring reports. These will primarily be desk-based research reports that provide overarching recommendations from the knowledge accumulated as a result of the field monitoring visits completed and utilise the knowledge the supplier has built up.

50. DFID will provide the supplier with topics for the lessons learned summaries once a significant amount of field monitoring reports have been completed. The reports are expected to provide a general synopsis of the area DFID have requested (for example, the health sector). The reports should summarise general areas of strength and points to improve upon.

Project Management

Timeline

51. The supplier will initially be contracted for a period of two years (although there may be an option to extend the contract for up to an additional year subject to performance, programme requirement and DFID approvals). Periodic workplans will be agreed between the supplier and DFID three months in advance of the next workplan period starting. Progression from one workplan period to the next will be subject to the satisfactory performance of the supplier, the continuing requirement for the services, and agreement on workplans and budgets for the following period. The contract will include break points at the end of the inception period and at the end of the first year.

Budget

52. The maximum total budget is £6,640,000 over two years. For the purpose of this bid, the budgets are anticipated as up to £3,315,000 for year 1 and up to £3,325,000 for year 2.
53. If an extension beyond this two-year programme is granted, up to an additional £3,180,000 million can be made available. Any extension option (time or cost) beyond the two-year programme will be subject to the Suppliers performance, programme requirement and DFID approval.
54. Bidders should clearly outline their costs to manage the requirements of this ToR i.e. 'Core Management Team'. However, it is not expected that bidders will be able to detail the exact Technical Assistance roles, field monitoring roles and number of days per role within their bids for the Implementation Phase. Therefore, bidders should clearly outline and separate within their cost pro-forma the Technical Assistance roles and field monitoring roles they anticipate may be required and the maximum day rate ceilings that they would apply for those roles i.e. the 'Technical Assistance Facility budget' and the 'Field Monitoring Budget'. The proposed number of days per role within this 'Technical Assistance Facility budget' and 'Field Monitoring budget' for the Implementation Phase will be arbitrary at the point of submitting the bid, but it is essential that the total value of this budget is clearly reflected in the bids. At the end of the Inception Phase and year 1 workplan, the supplier will be presenting their proposed workplan and this must include an updated cost pro-forma that reflects the actual requirements and day rates (within the original ceilings provided as part of the original contract). This may then be subject to a contract amendment to ensure the contract clearly reflects the correct personnel structure and costs for the Technical Assistance Facility and Field Monitoring budget for the remainder of the contract.
55. In addition, the bidders should clearly outline an indicative unit cost for each of the field visit and reports as detailed in the Terms of Reference. The Unit costs of field visits and reports should be budgeted on the basis of the number of visits requested by DFID in this Terms of Reference. A breakdown of the unit cost should be provided within the budget parameters set out above, detailing the make-up of the unit cost. An example breakdown of the unit cost could include;

- Planning and designing the visit
- Developing a TOR for the visit
- Training the monitors
- Conducting the visit
- Reporting by the monitors and debriefing
- Analysing the findings of the report by the monitors
- Validating the findings
- Writing the report to DFID
- Addressing comments

At the end of the Inception Phase and year 1 workplan, the bidder will be presenting their proposed workplan and this must include an updated cost pro-forma that reflects the actual unit cost (within the original unit cost price provided as part of the original contract). The unit costs provided by the supplier will be indicative at the point of submitting a bid, but it is essential that the unit cost does not exceed when submitting their workplan at the end of the inception phase.

56. DFID will manage this contract on an output basis, with payments made to the Supplier subject to the successful delivery of the reports detailed in paragraph 59 and the number of successful field visits completed.
57. A proportion of each payment to the Supplier (equivalent to the Suppliers profit) will be put at risk, subject to the technical quality and timeliness of deliverables. The following criteria will be used to determine what proportion of this profit will be deducted from each payment in the case of underperformance:

Criteria	Key performance indicator
Quantity	Number of field monitoring reports completed and signed off by DFID.
Quality	Percentage of DFID implementing partners surveyed that rate the quality and utility of field monitoring reports positively (4 or above in a scale of 1 to 5, with 1 being very dissatisfied and 5 very satisfied).
	Percentage of DFID implementing partners surveyed that rate engagement with the independent monitoring supplier positively (4 or above in a scale of 1 to 5, with 1 being very dissatisfied and 5 very satisfied).
Timeliness	Number of agreed deadlines missed by the independent monitoring supplier (without a 1-week notice being given to DFID).

Reporting and Phases

58. Quarterly narrative and financial reporting will be required, as well as quarterly meetings to discuss progress and future workplans. Quarterly meetings should have appropriate representation from the supplier to discuss operations and budgets, as well as possible risks and issues. Quarterly progress reports should include changes in context, lessons learned, priorities for next quarter, a financial update, a risk assessment update, and a value for money assessment.
59. Annual reports to DFID will align with annual reporting of DFID's structures and requirements, including: progress over last year, progress against log frame indicators, value for money, financial reporting, risk management, monitoring, evidence and lessons learned.

60. Presentations of any key reports to DFID staff, the relevant implementing partner and other key stakeholders, including beneficiaries, should be done either in person or phone/video.

61. The table below sets out the indicative reporting deliverables within a provisional timeframe, the exact dates of which will be finalised between DFID and the supplier.

Timeline and reporting/workplan related deliverables							
Year	Phase	Period	Quarterly Reporting / Meetings			Workplan	
			Report Type	Meeting type	Date	Type	Submission
Y1	Inception	Mar-June 2020	Report 1 (inception)	Inception Review (East Kilbride, UK)	June 2020	Y1 workplan	Annex to tender
	Implementation	July-Sep 2020	Report 2	Progress Update (East Kilbride, UK)	Sep 2020		
		Oct-Dec 2020	Report 3	Progress Update (East Kilbride, UK)	Dec 2020		
		Jan-Mar 2021	Report 4 (annual)	Annual Review (East Kilbride, UK)	Mar 2021		
Y2		Apr-June 2021	Report 5	Progress Update (East Kilbride, UK)	June 2021	Y2 workplan	Annex to Report 3 (Dec 2020)
		July-Sep 2021	Report 6	Progress Update (East Kilbride, UK)	Sep 2021		
		Oct-Dec 2021	Report 7	Progress Update (East Kilbride, UK)	Dec 2021		
		Jan-Feb 2022	Report 8 (annual)	Progress Update (East Kilbride, UK)	Feb 2022		
	Closure	March 2022	Report 9 (project completion)	Project Completion Review (East Kilbride, UK)	Mar 2022	Exit Strategy	Annex to Report 7 (Dec 2021)

62. The contract has intentionally been divided into three phases; the inception phase, implementation phase and closure phase. Please see below for an explanation of each.

Inception Phase

63. There will be an inception phase at the start of the contract, which is anticipated to last four months. During the inception phase aspects of the work will be refined, detailed logistical arrangements will be worked out establishing what work will be required to be implemented. In addition, the supplier will use this time to work with DFID and partners to establish enough geographic and sectoral understanding of DFID's portfolio in order to develop methodologies and deliver the ToR. The logistics of the fieldwork for all outputs will be proposed by the supplier (DFID will share with the supplier any lessons learned from the previous independent monitoring contract).

64. During the inception phase the supplier will develop an inception report. The supplier will liaise frequently with DFID throughout the inception phase to discuss and review the inception report prior to its final submission. As minimum, the following content should be included in the report.

- Workplan for Y1
- Broad workplan for Y2
- Final budget (payment plan – including any inception phase fees)
- Final quarterly/annual payment plan
- Final log frame with SMART indicators covering quantity, quality and timeliness of outputs, outcomes and impact, as well as value for money indicators, complete with milestones and end targets agreed with DFID
- Risk matrix
- Quarterly and annual narrative and financial reporting templates
- A delivery chain map covering any downstream partners contracted by the supplier.

65. The inception report should also address the following questions. In their bids, suppliers should comment on how they broadly intend to answer these questions.

- What key research questions will be asked during field monitoring visits, and does the supplier intend to answer these questions? (DFID has provided a tentative set of key questions in this ToR to be refined during the inception phase)
- Who will be interviewed during the process and how will this be conducted?
- Who will be interviewing and what methods will be used to conduct the interviews?
- How will the interviewees be sampled and what process followed for determining the sample sizes?
- How will data be processed and analysed? Who will do this?
- How will data quality be maintained throughout the process?
- What will be contained within each of the reports?
- What are the timelines for each of the reports?

66. Payment for the inception phase and progress to the implementation phase will be subject to DFID's approval of the inception report and reaching agreement on all aspects within it. Activities for implementation will not begin until DFID has approved the report.

Implementation Phase

67. During the implementation phase the supplier will deliver the commitments set out in the log frame and periodic workplans. According to the provisional timetable provided in this ToR, the implementation phase will take place from July 2020 to February 2022 and will require a range of deliverables from the supplier, as agreed in the inception phase.

68. The supplier will institute robust systems for the validation and quality control of field visits and collected data, as well as avoidance of doing harm, bribery and potential conflicts of interest. The supplier should also set out their own internal M&E systems for this contract and their approach to ensuring conflict sensitivity.

Closure Phase

69. Six months before the end of the contract the supplier will submit an exit strategy to DFID. This strategy will detail how the supplier will close the contract, including handover of all technical and intellectual property to DFID.

Requirements from Supplier

Access

70. The supplier is required to have extensive access inside Syria (either directly or indirectly via other suppliers), the ability to visit a wide range of project sites, and the capacity to assess projects delivered across a wide range of sectors. Whilst the situation in Syria remains complex and challenging to predict, suppliers must be able to access Government and non-Government controlled areas of Syria.

Organisation Capacity and Expertise

71. DFID is seeking a supplier that can deliver the outputs outlined earlier in this ToR. The supplier must have a proven track record of working in Syria and delivering a flexible and adaptable approach to a changing environment (e.g. being able to expand and contract the geographic

spread and scope of work) as required. The supplier will have good understanding of institutional donor demands and have an excellent understanding of M&E systems, conflict sensitivity, ethical principles (including 'do no harm'), how to consolidate and analyse information, and be capable of producing and presenting high quality reports to DFID and others. They will have a strong understanding of and be able to monitor humanitarian aid. The supplier should demonstrate excellent technical understanding of what it means to deliver an inclusive humanitarian response and to be accountable to people affected by crisis. A strong understanding of value for money, and capacity to address this, as well as capacity to manage financial and fraud risks is essential.

72. If the response to the tender involves collaboration between more than one sub-supplier, the added value of each organisation must be clearly demonstrated. Where the supplier plans to partner with local Syrian organisations, their selection and vetting criteria should be clearly articulated. Supplier should also specify how they will check the character and integrity of the field staff they employ.
73. In line with the above requirements, the supplier will need to bring together a team with suitable expertise in the following areas:
- A proven track record of delivering flexible and adaptable independent monitoring services in Syria.
 - Extensive access inside Syria, including the ability to visit a wide range of project locations, in both Government controlled and non-Government controlled areas, and to conduct research and collect data in these locations.
 - The capacity to assess projects delivered in a wide range of sectors⁷ in an ethical, conflict sensitive way and in a way that does no harm.
 - The ability to assess project's adherence to Humanitarian Inclusion Standards and the quality of projects' Accountability to Affected Population (AAP) systems.
 - The capacity to consolidate and analyse information, and consistently and efficiently produce high-quality field monitoring reports to be used by DFID and our implementing partners to improve the quality of projects.
 - A strong understanding of monitoring and evaluation (M&E) systems and suitable expertise in assessing the quality of these systems.
 - A strong understanding of value for money and capacity to manage financial and fraud risks.
 - Command of Arabic (to analyse primary data collected by field monitors in Syria).
74. To ensure that reviews and assessments are based on sector-specific expertise, it is strongly recommended the supplier establishes a technical expert panel and is able to call upon their expertise when necessary. It is envisioned the panel would consist of humanitarian and sector-specific advisers that could provide guidance into specific reviews or outputs.
75. The supplier must have a strong network of local field monitoring staff that is representative of the local communities where DFID projects are implemented and includes a mix of male and female (and ideally a mixture of ages and social groups). Field monitors must be sufficiently trained in good monitoring practices and should do no harm. The monitors should also be trained sufficiently in different sectors in order to assess projects effectively.
76. Considerable investment in training is expected, to establish the skill set of staff, ensure a uniform approach and support the security and well-being of field monitors. Great efforts must be taken to ensure that standardised methods and principles are understood and adhered to. The supplier should develop a recruitment and training plan as part of their tender.

⁷ Key sectors currently covered by DFID's response in Syria include: Agriculture/Livelihoods, Education, Food Security, Health, NFIs, Shelter, Protection, WASH and Multisector Cash.

77. In their bids, supplier should explain what arrangements they propose for accessing and managing partner data (including how they will deal with issues of data storage, transfer and ownership).

Contract Management Arrangements

78. DFID will manage supplier performance primarily through a log frame, key performance indicators and a workplan.
79. The contract will have a dedicated contract manager, advisor and senior responsible officer in DFID, who will be the primary contacts for agreeing workplans and who will be responsible for the day-to-day management of the contract. In addition, the supplier will be in contact with other DFID staff during the contract. For each agreed output the supplier will discuss the scope of work and methodology with DFID as part of the inception phase process.
80. Communication with partners is a crucial part of this contract. Therefore, once the contract is awarded an introductory meeting will be set up between DFID, implementing partners and the supplier, to formally present the supplier to partners, explain the contract and its objectives and clarify any points of concern.
81. Contact between the supplier and implementing partners should be carefully managed. The supplier will copy relevant DFID contacts on significant correspondence with partners. However, the supplier is expected to engage in correspondence with each of DFID's partners directly in order to arrange the logistics of each field visit. Where an issue arises, the supplier is expected to inform DFID within a reasonable timeframe to resolve.
82. An understanding that field monitors are associated with an "agent" hired on behalf of British authorities, could have serious safety and security implications for them, partners, beneficiaries and the continuation of projects. The communication strategy included in the tender must explain how the supplier plans to represent themselves to DFID partners, their downstream partners and beneficiaries.
83. Each year DFID will produce an annual review of the supplier's performance and progress as per DFID standard rules. At the end of the contract, a project completion review will also be completed. Both the annual review and project completion review will use quarterly reviews and quarterly reports submitted by the supplier as the basis for assessing contract performance.

Security Arrangements

84. In order to operate inside Syria, the supplier will be expected to develop a sophisticated understanding of the local security and political context and the requisite expertise to plan and undertake visits to partners and their projects to a high and credible standard. The supplier should therefore demonstrate how they will monitor these factors and consider them in decision-making.
85. The supplier will need to conform to DFID's guidance on safeguarding explained in detail in the "Enhanced Due Diligence – Safeguarding for External Partners" available online.
86. Suppliers must include in their tenders the key risks that they perceive and how they plan to manage and mitigate them. A country risk assessment for Syria can be found in Appendix 4. Some of the key risks that DFID has already identified, and which suppliers are expected to address in addition to other risks, include:
87. **Security risks to third party monitors.** The nature of the work involves sending field monitors to parts of Syria which are inaccessible to DFID staff due to security concerns. Risks to field

monitors including kidnapping, accidents and targeted/indiscriminate attacks. Suppliers must be able to demonstrate how they plan to mitigate these risks to staff.

88. **Representation risks.** An understanding that the field monitors are associated with an “agent” hired on behalf of British authorities, could have serious safety and security implications for them, partners, downstream partners, beneficiaries and the continuation of projects (in different areas controlled by different armed groups). Suppliers should therefore demonstrate how they will mitigate this risk at different levels.
89. **Lack of access.** Access within Syria is likely to vary over the course of the contract. This will represent one of the biggest challenges/risks to the effective delivery of the contract. Suppliers should demonstrate in their tenders how they will mitigate this risk and ensure that their delivery approach is flexible and conflict-sensitive.
90. **Risk of bribery, fraud and corruption.** Local monitoring staff may have relationships with implementing partners, which has the potential to lead to bribery influencing the outcome of a field monitoring visit. DFID has zero tolerance for fraud, bribery and corruption, and suppliers should be able to demonstrate they have effective anti-fraud and anti-corruption policies in place.

Duty of Care

91. The contract will require the supplier to operate in conflict-affected areas, some of which may be highly insecure. The security is volatile and subject to change at short notice. The supplier should be comfortable working in such an environment and should be capable of deploying to any locations required within Syria in order to deliver the contract. It is not expected that the supplier will put staff at risk, but the supplier must have the ability to monitor projects in a wide range of different locations across Syria.
92. All supplier personnel (including their employees, sub-contractors or agents) engaged under a DFID contract will come under the duty of care of the lead supplier. The supplier is responsible for the safety and well-being of their personnel and any third parties affected by their activities, including appropriate security arrangements. The supplier will also be responsible for the provision of suitable security arrangements for their domestic and business property.
93. The supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, considering the environment they will be working in and the level of risk involved in delivery of the contract. The supplier must ensure their personnel receive the required level of training prior to deployment (where applicable).
94. 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.
95. As part of the procurement of this contract, DFID will carry out a risk assessment (of foreseeable risks) and a risk rating of Low, Medium or High will be applied. Where a procurement is rated Medium or High risk, suppliers will be provided with a copy of the Summary Risk Assessment (appendix 5 at the outset of the procurement process. In exceptional circumstances DFID may offer to provide specific duty of care arrangements.

Conflict of Interest

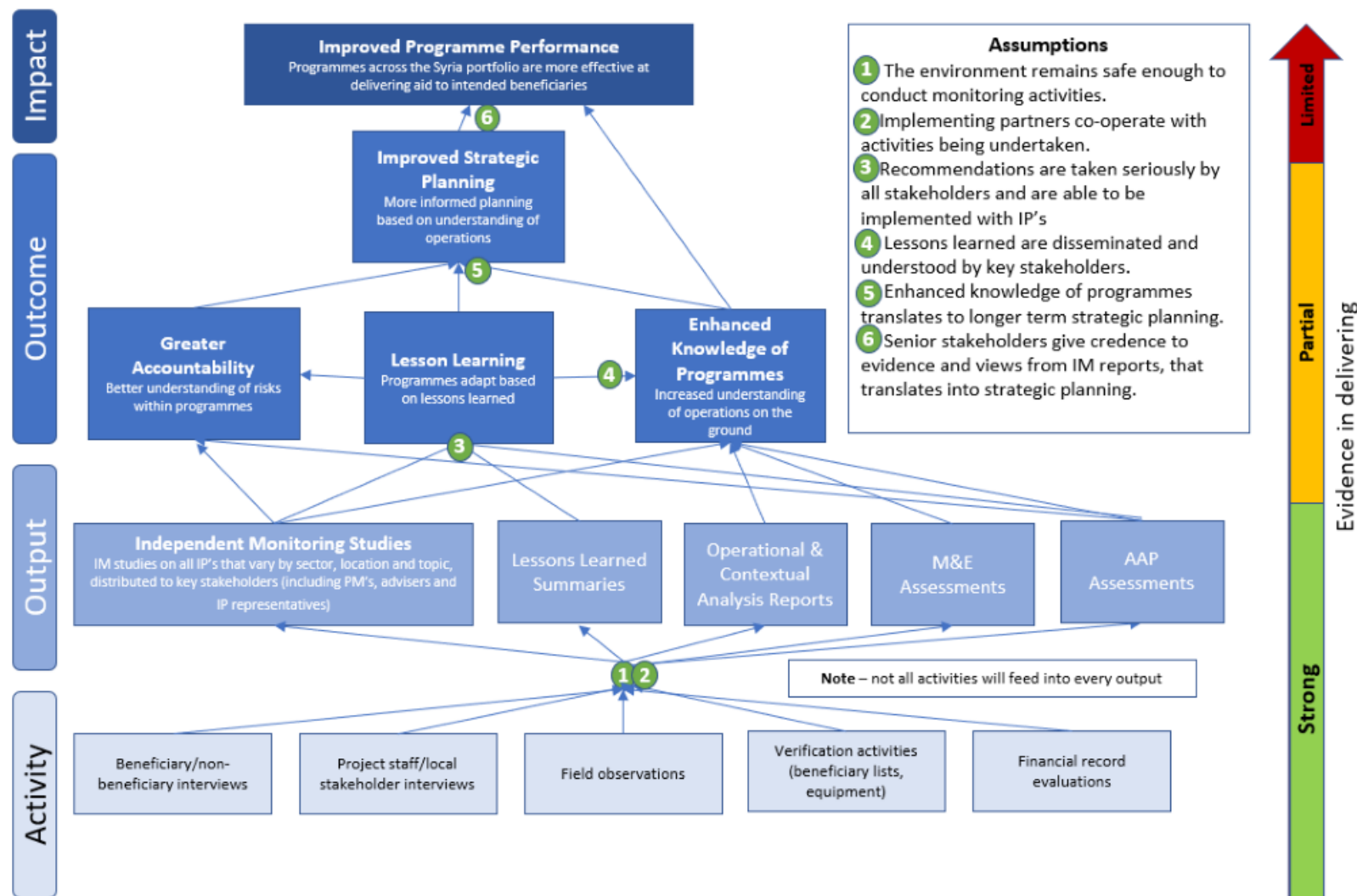
96. To assist DFID to assess any potential conflict of interest, suppliers are required to list any partners that they or their Syrian partners, have been working/ plan to work with inside Syria from 2020 to 2025.

General Data Protection Regulation

97. Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Appendix 5 and the standard clause 33 in section 2 of the Framework Agreement Contact.

Appendices

Appendix 1 – Theory of Change



Appendix 2 – Types of Verification Activities

Project type	DFID verification priorities
Cash/vouchers	<ol style="list-style-type: none"> 1. Documenting beneficiary list collection process and implementing partner monitoring/verification practices 2. Verification of a random sample of the beneficiary list 3. Assessment of exclusion and inclusion bias 4. Feedback and complaints mechanisms
In-kind distributions	
Agriculture	
Health facility	<ol style="list-style-type: none"> 1. Availability of essential medicines and equipment (e.g. against standard list – WHO) 2. Quality / procurement of essential medicines and equipment (e.g. expiry dates, observation of state of repair, checking that medicines/equipment were bought through reliable channels rather than in the black market). 3. Staff presence / existence (ensuring there are no ghost workers at the facility) 4. Staff recruitment (e.g. how staff were recruited and what checks were conducted to verify staff are qualified) 5. Feedback and complaints mechanisms
WASH	<ol style="list-style-type: none"> 1. How staff were recruited / salary records / staff presence (e.g. ghost workers) 2. Checking existence of water testing records (including their frequency, coverage and alignment with WASH standards) and availability of water as reported by the implementing partner 3. Checking repairs/reconstruction as reported by the implementing partner (including confirming that repairs/reconstruction were required) 4. Feedback and complaints mechanisms
Schools	<p><u>Depending on what the project has funded and also if it's a formal or non-formal school:</u></p> <ol style="list-style-type: none"> 1. Inventories of material and equipment bought for the school and their quality through direct observation 2. Repairs or constructions that has been funded 3. Attendance records and student numbers 4. Staff stipends / timeliness of payments 5. Feedback and complaints mechanisms (pathways for children to raise issues) 6. Child protection procedures at the school
Protection centre	<ol style="list-style-type: none"> 1. In the case of safe spaces, attendance records of women and girls including frequency of attendance, and checking that women and girls are alone during sessions (without male presence) 2. Outreach services (i.e. have services been promoted in the community and are people aware of the services) 3. Feedback and complaints mechanisms 4. Equipment verification (depending on what the project has funded)

Appendix 3 – Risk Related Questions (Examples)

Topic	Example questions
Salaries	<ul style="list-style-type: none"> • How are project staff paid (cash, bank transfer)? • Do staff know how much they are supposed to get paid? • Are they paid on time? • Are there any issues with payment of salaries, including delays in payments? • Are there reports of ghost workers?
Movement of goods	<ul style="list-style-type: none"> • How are supply chains managed? • How do goods arrive to distribution points? In what conditions? • Does someone check the goods and carries out quality control? • Are there are recurrent issues with the goods received (broken stuff, out-of-date food)? • Are there any informal payments involved in the movement of goods (bribes, facilitation fees, etc.)?
Money transfers	<ul style="list-style-type: none"> • If it's a cash-based project, how does cash get to project staff and then to beneficiaries? • Are there also any informal payments involved?
Equipment	<ul style="list-style-type: none"> • Do staff (including health and other types of staff) have the necessary equipment to conduct the activities they are responsible for? • Is equipment fit for purpose or a poor substitute for purpose?? • Is equipment of an appropriate quality or is the equipment outdated? • Where do they get the equipment from (locally or delivered by upstream partners)?
HR	<ul style="list-style-type: none"> • How are staff recruited? • What character / integrity checks are performed on staff during the recruitment process before they are contracted? • Is there a transparent and fair recruitment process in place? • How is staff performance managed and, if there are any instances of poor performance, what is the result?
Safety	<ul style="list-style-type: none"> • How are staff and beneficiaries protected? • Have there been any safety incidences and what was the response?
Aid diversion	<ul style="list-style-type: none"> • Were there any cases of aid diversion observed/reported? • How were these dealt with? • Are people aware how to report such issues to the upstream partner?
Armed groups	<ul style="list-style-type: none"> • To what extent do armed groups controlling the area influence the design and implementation of activities and in what ways?
Informal payments	<ul style="list-style-type: none"> • Are people required to pay any payments/facilitation fees as part of day-to-day activities and to whom?

Appendix 4 – Syria Risk Assessment

Risk Category	Risks Specific to this Programme
Contextual risks	Syria is a collapsed state in active armed conflict, with high levels of corruption and fragmented territory controlled by different factions and interests where conflict lines can change very rapidly.
Delivery and operational risks	Programmes inside Syria are delivered in one of the most challenging environments in the world. This programme will have to manage various delivery and operational risks, including (but not limited too): lack of access to projects due to restrictions imposed by authorities; ensuring the programme is conflict-sensitive; and risks of sending field monitors to parts of Syria which are inaccessible to DFID staff due to security concerns.
Fiduciary / Financial Risk	Syria is rated as highly corrupt and ranked 178 of 180 countries in Transparency International's 2018 Corruption Perceptions Index. While this programme will deliver in an environment where fiduciary risk is high, DFID expects partners to ensure all funds are used for the intended purposes; achieve value for money; and are properly accounted for.
Reputational Risk	Partners must seek to avoid reputational damage associated with, but not limited to: poor management, the misuse of funds, or inadvertently doing harm through our actions.

Appendix 5 – Schedule of Processing, Personal Data and Data Subjects

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 contract:</p> <ol style="list-style-type: none"> 1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the Framework Agreement) 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 DFID shall not be a Processor in respect of Personal Data necessary for the administration and / or fulfilment of this contract.



Appendix A, Annex B
Schedule of Prices

REDACTED



REDACTED



DFID Commercial Pro Forma

REDACTED