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File Ref: PO 8172

Date: 16 May 2019

Contract Amendment No: 1

**CONTRACT FOR: FGS: Support for the Federal Government of Somalia to strengthen  
domestic revenue generation and macroeconomic management  
CONTRACT NUMBER: PO 8172**

With reference to the contractual letter dated 03 July 2018 whereby your firm was engaged to carry out the Terms of Reference as detailed at Section 3 therein, I confirm that the UK Government wishes to make the following further amendments to the letter of 03 July 2018:

**Section 1 – Form of Contract**

**3 – Commencement and Duration of the Services**

**DELETE** “03 July 2022” (“the End Date”) and **REPLACE** with “31 March 2022” (“the End Date”).

**Section 5 – Schedule of Prices**

**DELETE** existing proformas and **REPLACE** with revised proformas which are enclosed and form part of this amendment.

Request for contract amendment dated 10 October 2018; copy of revised budget and explanation dated 09 October 2018; and copy of revised Commercial Proformas dated 03 March 2019 all refer.

1. This amendment relates to (a) the alignment of the contract end date with the overall Programme end date of 31 March 2022 (b) an extension of the Inception period by one month from 12 October 2018 to 12 November 2018 (c) re-alignment of the fees and expenses budgets based on Inception phase findings and increased staff presence in Mogadishu and (d) revision of the payment schedule, milestones and KPI's to reflect the agreed Implementation phase activities.
2. A performance assessment framework (PAF) has previously been agreed and will be used throughout the lifespan of the programme. The Programme Team will provide an assessment against the indicators in the PAF on a quarterly basis. Their assessment will be discussed and, once agreed, a score will be assigned which will determine the level of pay of 15% of

fees. At that point the key indicators for the next quarter will be agreed. Details of the agreed KPI's are given at Annex A.

3. Please confirm in writing by signing and returning one copy of this letter that you accept the amendments set out herein.
4. Please note the provision in the contractual letter that the financial limit of the UK Government's liability to the Consultants under this engagement shall not exceed the sum specified unless the amount of any such excess has been agreed by the Department for International Development in writing before the Consultants take any action which might result in the financial limit being exceeded.

For and on behalf of the  
Secretary of State  
for International Development

Name:

Position:

Signature:

Date:

For and on behalf of  
Cowater Sogema International Inc.

Name:

Signature:

Date:

## Annex A

**Implementation of the KPIs** - As a deliverable for the inception phase we have agreed on a performance assessment framework (PAF) that we will use throughout the lifespan of the programme. The team will provide an assessment against the indicators in the PAF on a quarterly basis. Their assessment will be discussed and once agreed a score assigned which will determine the level of pay of 15% of fees. At that point the key indicators for the next quarter will be agreed.

The table below provides a summary of the criteria included in the PAF. There are two categories – indicators that measure progress against outputs and indicators that measure the performance of the team management. The first indicator of the output category has further been broken down into 6/7 specific deliverables for the programme such as changes in Customs operations, introduction of self-declaration for traders etc. The second two indicators are more about how the programme team go about delivering results, with a focus on the use of the adaptive pool of TA and the team's ability to react to context or needs of the Ministry and provide relevant policy advice that also reinforces many of the broader political questions which require resolution if Somalia is to move towards a peaceful and stable State.

All of the indicators will be discussed, defined and re-drafted if necessary at the quarterly review stage, at this stage DFID also holds the right to review and if necessary adjust weightings to reflect priorities.

Progress against outputs	Criteria	Weight
1. Overall progress of agreed work plan activities	The trajectory for the overall progress of the work plan is stable in the least, positive in the best case. Quarterly reporting includes clear and concise narrative on areas on- and off-track; reasons for delays (within and outside project team control) and assessment of effects on project outputs and outcomes.	25%
2. Adaptive implementation	CRATES team and management respond and adapt to changes in the programme context (both during period and in forward periods). Includes finding flexible solutions in line with project logframe, and identification and management of project risks.	20%
3. Policy Advice	The CRATES team have actively identified new and emerging policy issues and/or have received requests for support from the FGS and provided analytical advice to the FGS, as well as other initiatives such as the FGC	10%
Management performance		
4. Responsiveness to DFID and FGS needs	CRATES team and management regularly and effectively communicate with DFID programme team and FGS; responding where relevant/possible to emerging FGS needs, whilst ensuring political economy realities are well-entrenched in the scheduling and sequencing of project activities; acting on lessons learnt	15%
5. Relevance of key programme tools	Finalisation and constant review of key programme tools that ensure activities are linked to the overall Programme outcomes. This requires developing and constantly testing the Theory of Change, agreeing on the logframe, VfM metrics and establishing a solid baseline from which to monitor the programme.	10%
6. Quality and	Reports provided to DFID (including financial reports) are	10%

Progress against outputs	Criteria	Weight
timeliness of reporting, including financial reporting	timely, concise, and receive broadly positive feedback.	
7. Accurate and timely forecasting and invoicing	Quarterly reported spend is within 5% variance of forecast. Quarterly forecast for next quarter submitted by the last day of the previous quarter, reviewed monthly with DFID. Invoices submitted in line with agreed invoicing calendar.	10%



**Department  
for International  
Development**

Project budget key information	
Lead organisation or joint venture entity	<i>CowaterSogema International Inc.</i>
Project name	<i>Support for the Federal Government of Somalia to strengthen domestic revenue generation and macroeconomic management</i>
Project number	<i>8172</i>
Project start date	<i>April 01, 2018</i>
Project end date	<i>March 31, 2022</i>
Total project cost in GBP	<i>10,186,896</i>
Operating currency if not GBP	
FX conversion rate	
Project country	<i>Somalia</i>
Thematic sector	
Budget version	<i>1.0</i>
Date of budget revision submission	
Prepared by	<i>Dr. Samantha Torrance, PhD. EVP - CowaterSogema International Inc.</i>

Subcontractor budget split					
Tier	Name	Total cost	Frontline project delivery	Programme management	Programme support and administration
Lead organisation	<i>CowaterSogema International Inc.</i>	7,689,746	4,425,495	1,835,856	1,428,396
Subcontractor one	<i>KasmoDev</i>	1,333,760	1,110,500	156,600	66,660
Subcontractor two	<i>Vates Corp.</i>	974,347	974,347	-	-
Subcontractor three	<i>Ecorys UK</i>	189,043	-	-	189,043
Subcontractor four		-			
Subcontractor five		-			
Subcontractor six		-			
Subcontractor seven		-			
Subcontractor eight		-			
Subcontractor nine		-			
Subcontractor ten		-			
<b>Total project cost in GBP</b>		<b>10,186,896</b>	<b>6,510,342</b>	<b>1,992,456</b>	<b>1,684,099</b>

CTRL

0.64

0.20

0.17











Travel costs						
Locality of travel	Departure country	Arrival country	Departure airport (if applicable)	Arrival airport (if applicable)	Mode of transport	Total travel costs
International	Other	Kenya	UK	Kenya	Aeroplane	880
Regional	Other	Kenya	Rwanda	Kenya	Aeroplane	300
Regional	Zambia	Kenya	Zambia	Kenya	Aeroplane	350
International	Other	Kenya	Other (Candaia/Barbados)	Kenya	Aeroplane	44.6
International	Other	Kenya	Airport transfers (Int.)	Kenya	Taxi	109.2
Regional	Other	Somalia	Kenya	Somalia	Aeroplane	256.2
Regional	Other	Kenya	Airport transfers (Kenya)	Kenya	Taxi	365.4
Regional	Other	Kenya	Visas, Kenya (International)	Kenya	Other	4
Regional	Other	Kenya	Visas, Kenya (International/Somali)	Kenya	Other	285.4
Regional	Other	Somalia	Visas, Somalia (International - STI)	Somalia	Other	103.2
Regional	Other	Somalia	Visas, Somalia (International - multi)	Somalia	Other	18
Regional	Other	Kenya	Immigration, Kenya work permit (Int.)	Kenya	Other	6
National			Driver magadihu car		Private car hire	38
National			Ad-hoc taxi Kenya		Taxi	43
<b>Total travel costs</b>						<b>325,454</b>

Travel cost sub-totals	Total travel costs
International travel	108,160
National travel	141,050
Regional travel	76,244
Other travel	25,454

CHECK TRUE

Accommodation costs						
Project term	Country location	Accommodation type	Estimate number of days	Unit cost (standard average)	Total accommodation costs	
Short term (up to 4 months)	Somalia	Hotel	66,266.88246	340	22,531	
Short term (up to 4 months)	Kenya	Rental	270,9375	160	113,750	
Long term (4+ months)	Kenya	Rental	86	2,183	187,730	
Long term (4+ months)	Somalia	Rental	42	6,502	273,101	
<b>Total accommodation costs</b>						<b>597,112</b>

CHECK TRUE

Subsistence costs						
Project term	Country location	Estimate number of individuals	Estimate number of days	Unit cost (standard average)	Total subsistence costs	
Short term (up to 4 months)	Kenya	40	131.25	1	5,250	
<b>Total subsistence costs</b>						<b>5,250</b>

CHECK TRUE

Premises and office costs	Project Total
<b>Premises</b>	<b>942,121</b>
Rent	881,904
Imputed rent	-
Mortgage costs	-
Rates	-
Insurance	60,217
Other premises costs	-
<b>Premises maintenance</b>	<b>-</b>
Repairs	-
Cleaning	-
Gardening	-
Other premises maintenance costs	-
<b>Premises utilities</b>	<b>-</b>
Electricity	-
Water	-
Gas	-
Sewage	-
Other premises utilities costs	-
<b>Office costs</b>	<b>529,547</b>
Telephone and facsimile	58,265
Postage and couriers	-
Photocopying and photocopier maintenance	-
Stationery	-
Office equipment costs	-
Other general office costs	471,283
<b>Premises and office depreciation</b>	<b>264,568</b>
Buildings depreciation	-
Office equipment depreciation	264,568
Other premises and office depreciation	-
<b>Other premises and office costs</b>	<b>460,103</b>
Irrecoverable taxes (not project related)	460,103
Other premises and office costs	-
<b>Total premises and office costs</b>	<b>2,196,339</b>

Allocation of premises and office costs	THIS project support	OTHER project support	Board of Directors	Central function	Total staff (no. and %)
Number of staff	1	24	1	20	46
Staff split as a %	2%	52%	2%	43%	100%
<b>Total attributable</b>	<b>47,747</b>	<b>1,145,916</b>	<b>47,747</b>	<b>954,930</b>	<b>2,196,339</b>

Board of Directors' costs	Project Total
<b>Share of allocated overheads</b>	<b>47,747</b>
Share of premises and office costs	47,747
<b>Other Board of Directors' costs (exc. bonuses)</b>	<b>-</b>
Salaries	-
Travel and subsistence	-
Telephone	-
Other costs attributable to the board of directors	-
<b>Total Board of Directors' costs</b>	<b>47,747</b>

Allocation of Board of Directors' costs	THIS project support	OTHER project support	Central function	Governance and strategic development	Total time (%)
Time as a %	3.33%	70%	7%	20%	100%
<b>Total attributable</b>	<b>1,592</b>	<b>33,278</b>	<b>3,342</b>	<b>9,535</b>	<b>47,747</b>

Support function costs	Project Total
<b>Share of allocated overheads</b>	<b>958,272</b>
Share of premises and office costs	954,930
Share of Board of Directors' costs	3,342
<b>Support function salary and on-costs</b>	<b>5,595,231</b>
Finance	1,398,808
Human Resources	559,523
Information Technology	-
Office Management	839,285
Internal Audit	-
Policy Division	-
Research and Evidence Department	-
Secretarial	-
Other central function salaries and on-costs	2,797,616
<b>Other central function costs</b>	<b>370,074</b>
Travel and subsistence	173,744
Bank charges	-
Recruitment costs	-
Other central function costs	196,330
<b>Total central function costs</b>	<b>6,923,578</b>

Allocation of support function costs	THIS project support	OTHER project support	Governance and strategic development	Total time (%)
Time as a %	4%	75%	17%	96%
<b>Total attributable</b>	<b>276,943</b>	<b>5,192,683</b>	<b>1,177,008</b>	<b>6,646,635</b>

Governance and strategic development costs	Project Total
<b>Allocated costs</b>	<b>1,186,543</b>
Share of support function costs	1,177,008
Share of Board of Directors' costs	9,535
<b>Other governance and strategy costs</b>	<b>396,679</b>
External audit	161,580
Insurance premiums	60,217
Legal and professional	161,580
Trustee expenses	-
Consultancy	-
Other governance and strategy costs	13,303
<b>Total governance and strategy costs</b>	<b>1,583,222</b>

Allocation of governance and strategic development costs	THIS project support	ALL OTHER AREAS	Total time (%)
Expenditure as a %	5%	95%	100%
<b>Total attributable</b>	<b>79,161</b>	<b>1,504,061</b>	<b>1,583,222</b>

Payment schedule						
Milestone or payment number	Milestone or payment description (where distinct outcomes proposed)	Outcome number (if applicable)	Frequency	Year payable	Payment value	% of total project cost / budget
Inception Report	Approval of inception report	Other		Year 1	443,867	4.4%
Year 1 Month 1		Monthly		Year 1	92,961	0.9%
Year 1 Month 2		Monthly		Year 1	92,961	0.9%
Year 1 Month 3		Monthly		Year 1	92,961	0.9%
Year 1 Month 4		Monthly		Year 1	92,961	0.9%
Year 1 Month 5		Monthly		Year 1	92,961	0.9%
Year 1 Month 6		Monthly		Year 1	92,961	0.9%
Year 1 Month 7		Monthly		Year 1	92,961	0.9%
Year 1 Month 8		Monthly		Year 1	92,961	0.9%
Year 1 Month 9		Monthly		Year 1	92,961	0.9%
Year 1 Month 10		Monthly		Year 1	92,961	0.9%
Year 1 Month 11		Monthly		Year 1	92,961	0.9%
Year 1 Month 12		Monthly		Year 1	92,961	0.9%
Year 1 Quarterly Milestone		Quarterly		Year 1	168,570	1.7%
Year 1 Quarterly Milestone		Quarterly		Year 1	168,570	1.7%
Year 1 Quarterly Milestone		Quarterly		Year 1	168,570	1.7%
Year 2 Month 1		Monthly		Year 2	92,961	0.9%
Year 2 Month 2		Monthly		Year 2	92,961	0.9%
Year 2 Month 3		Monthly		Year 2	92,961	0.9%
Year 2 Month 4		Monthly		Year 2	92,961	0.9%
Year 2 Month 5		Monthly		Year 2	92,961	0.9%
Year 2 Month 6		Monthly		Year 2	92,961	0.9%
Year 2 Month 7		Monthly		Year 2	92,961	0.9%
Year 2 Month 8		Monthly		Year 2	92,961	0.9%
Year 2 Month 9		Monthly		Year 2	92,961	0.9%
Year 2 Month 10		Monthly		Year 2	92,961	0.9%
Year 2 Month 11		Monthly		Year 2	92,961	0.9%
Year 2 Month 12		Monthly		Year 2	92,961	0.9%
Year 2 Quarterly Milestone		Quarterly		Year 2	168,570	1.7%
Year 2 Quarterly Milestone		Quarterly		Year 2	168,570	1.7%
Year 2 Quarterly Milestone		Quarterly		Year 2	168,570	1.7%
Year 2 Quarterly Milestone		Quarterly		Year 2	168,570	1.7%
Year 3 Month 1		Monthly		Year 3	92,961	0.9%
Year 3 Month 2		Monthly		Year 3	92,961	0.9%
Year 3 Month 3		Monthly		Year 3	92,961	0.9%
Year 3 Month 4		Monthly		Year 3	92,961	0.9%
Year 3 Month 5		Monthly		Year 3	92,961	0.9%
Year 3 Month 6		Monthly		Year 3	92,961	0.9%
Year 3 Month 7		Monthly		Year 3	92,961	0.9%
Year 3 Month 8		Monthly		Year 3	92,961	0.9%
Year 3 Month 9		Monthly		Year 3	92,961	0.9%
Year 3 Month 10		Monthly		Year 3	92,961	0.9%
Year 3 Month 11		Monthly		Year 3	92,961	0.9%
Year 3 Month 12		Monthly		Year 3	92,961	0.9%
Year 3 Quarterly Milestone		Quarterly		Year 3	168,570	1.7%
Year 3 Quarterly Milestone		Quarterly		Year 3	168,570	1.7%
Year 3 Quarterly Milestone		Quarterly		Year 3	168,570	1.7%
Year 3 Quarterly Milestone		Quarterly		Year 3	168,570	1.7%
Year 4 Month 1		Monthly		Year 4	92,961	0.9%
Year 4 Month 2		Monthly		Year 4	92,961	0.9%
Year 4 Month 3		Monthly		Year 4	92,961	0.9%
Year 4 Month 4		Monthly		Year 4	92,961	0.9%
Year 4 Month 5		Monthly		Year 4	92,961	0.9%
Year 4 Month 6		Monthly		Year 4	92,961	0.9%
Year 4 Month 7		Monthly		Year 4	92,961	0.9%
Year 4 Month 8		Monthly		Year 4	92,961	0.9%
Year 4 Month 9		Monthly		Year 4	92,961	0.9%
Year 4 Month 10		Monthly		Year 4	92,961	0.9%
Year 4 Month 11		Monthly		Year 4	92,961	0.9%
Year 4 Month 12		Monthly		Year 4	92,971	0.9%
Year 4 Quarterly Milestone		Quarterly		Year 4	168,570	1.7%
Year 4 Quarterly Milestone		Quarterly		Year 4	168,570	1.7%
Year 4 Quarterly Milestone		Quarterly		Year 4	168,570	1.7%
Year 4 Quarterly Milestone		Quarterly		Year 4	168,570	1.7%
<b>Total estimated revenue</b>					<b>7,434,549</b>	<b>73.0%</b>

CHECK

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**10,186,896** Total project cost / budget including any local government

Additional notes	
<b>Inflation</b> (enter rate and reference used)	Inflation expense is assumed to be included in all relevant cost rates.
<b>Foreign exchange</b> (enter rate and reference used)	<i>CowaterSogema have mitigated any foreign exchange risk through payment of all fees directly in GBP. As for all other locally incurred expenses, CowaterSogema has 30+ years of experience in managing foreign exchange risk.</i>
<b>Monitoring and evaluation costs</b> (enter details and justification including breakdown of travel, subsistence and accommodation if applicable)	<i>The position of Deputy Team Leader will be responsible for the project M&amp;E function. We expect to work closely with DFID Somalia's third-party monitoring programme LAMPS, however we have not budgeted for the costs of this programme.</i>
<b>Management fee calculation</b> (enter details and justification)	<i>No Management Fee calculated</i>
<b>Cash deficit</b> (confirm how any initial programme outlay or cash deficit will be met)	<i>CowaterSogema has credit facilities in the amount of CAD 15,000,000 to cover any cash deficits which may occur through the course of the project.</i>
<b>Any other relevant detail</b> (enter details which clarify the amounts or calculations entered in the budget - <u>do not include narrative to support your bid or application</u> )	<i>Other Staff Costs of 100 GBP / day on average are budgeted to cover all expenses related to vaccinations and allowances such as hardship as per paragraphe 5.3 of the Eligible Cost Guidance. The number of days is estimated in an approximative work plan to be finalized during inception. CowaterSogema's approach in the team design does not utilize all rated categories as provided in the C2 &amp; C3 scoring grid. The structure of the team is designed to maximize value for money to DFID, as explained in the Financial Methodology. CowaterSogema believes this allows us to provide DFID with optimal management oversight and provide DFID with confidence in delivery of the program.</i>



Department  
for International  
Development

<enter budget line item>				
<enter item description>	<enter detailed description as required>	Estimated quantity	Unit cost (standard average)	Total costs
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
Total costs				-

Primary cost category	Secondary cost category	Original Total Budgeted Spend	Year 2 Actual Spend to Date and Budgeted					Revised Total Budgeted Spend	Variance
			Remaining Year 2 Budgeted Spend	Year 3 Budgeted Spend	Year 4 Budgeted Spend	Year 5 Budgeted Spend	Budgeted Spend		
<b>Frontline project delivery costs (exc. capex)</b>		<b>1,568,177</b>	-	-	-	-	-	<b>1,568,177</b>	
Commodities for beneficiaries or participants (input details on commodities tab)	Frontline project delivery	-	-	-	-	-	-	-	
Transport of commodities (exc. vehicles, inc. driver salaries etc.)	Frontline project delivery	353,830	-	-	-	-	-	353,830	
Storage of commodities	Frontline project delivery	120,000	-	-	-	-	-	120,000	
Training and associated costs for beneficiaries or participants	Frontline project delivery	120,000	-	-	-	-	-	120,000	
Disbursements to beneficiaries or participants (input details on disbursements tab)	Frontline project delivery	-	-	-	-	-	-	-	
Other disbursement costs for beneficiaries or participants	Frontline project delivery	477,935	-	-	-	-	-	477,935	
Other frontline delivery costs:									
<input other frontline delivery costs not identified>	Frontline project delivery	62,729	-	-	-	-	-	62,729	
<input other frontline delivery costs not identified>	Frontline project delivery	433,682	-	-	-	-	-	433,682	
<input other frontline delivery costs not identified>	Frontline project delivery	-	-	-	-	-	-	-	
<input other frontline delivery costs not identified>	Frontline project delivery	-	-	-	-	-	-	-	
<b>Capital expenditure items (input details on capex tab)</b>		<b>42,616</b>	-	-	-	-	-	<b>42,616</b>	
Frontline capital expenditure (inc. vehicles)	Frontline project delivery	8,000	-	-	-	-	-	8,000	
Frontline maintenance cost (in replacement of capex)	Frontline project delivery	3,500	-	-	-	-	-	3,500	
Non-frontline capital expenditure (inc. vehicles)	Programme support and administration	12,065	-	-	-	-	-	12,065	
Non-frontline maintenance cost (in replacement of capex)	Programme support and administration	9,000	-	-	-	-	-	9,000	
Non-frontline maintenance cost (in replacement of capex)	Programme support and administration	10,051	-	-	-	-	-	10,051	
<b>Staff costs (inc. of taxes and benefits) (input details on staff costs tab)</b>		<b>3,534,298</b>	-	-	-	-	-	<b>3,534,298</b>	
International Programme Leadership	Programme management	889,800	-	-	-	-	-	889,800	
International Programme Management	Programme management	-	-	-	-	-	-	-	
International Technical Advisor	Frontline project delivery	984,365	-	-	-	-	-	984,365	
International Programme Support and Administration	Programme support and administration	-	-	-	-	-	-	-	
National Programme Leadership	Programme management	-	-	-	-	-	-	-	
National Programme Management	Programme management	156,600	-	-	-	-	-	156,600	
National Technical Advisor	Frontline project delivery	1,110,500	-	-	-	-	-	1,110,500	
National Programme Support and Administration	Programme support and administration	127,050	-	-	-	-	-	127,050	
Regional Programme Leadership	Programme management	-	-	-	-	-	-	-	
Regional Programme Management	Programme management	-	-	-	-	-	-	-	
Regional Technical Advisor	Frontline project delivery	85,800	-	-	-	-	-	85,800	
Regional Programme Support and Administration	Programme support and administration	-	-	-	-	-	-	-	
Salaried core delivery team	Frontline project delivery	-	-	-	-	-	-	-	
Other staff costs	Programme support and administration	180,183	-	-	-	-	-	180,183	
<b>Travel, subsistence and accommodation (input details on travel_accout tab)</b>		<b>927,816</b>	-	-	-	-	-	<b>927,816</b>	
International travel	Programme management	108,160	-	-	-	-	-	108,160	
National travel	Programme management	-	-	-	-	-	-	-	
Regional travel	Programme management	141,050	-	-	-	-	-	141,050	
Other travel	Programme management	76,244	-	-	-	-	-	76,244	
Accommodation costs	Programme management	597,112	-	-	-	-	-	597,112	
Subsistence costs	Programme management	5,250	-	-	-	-	-	5,250	
<b>Monitoring and evaluation (input details on notes tab)</b>		<b>18,240</b>	-	-	-	-	-	<b>18,240</b>	
Independent evaluation	Programme management	-	-	-	-	-	-	-	
Staff monitoring and evaluation costs	Programme management	18,240	-	-	-	-	-	18,240	
Travel, subsistence and accommodation	Programme management	-	-	-	-	-	-	-	
Other monitoring and evaluation costs	Programme management	-	-	-	-	-	-	-	
<b>Fund management costs</b>			-	-	-	-	-		
Management fee (input calculation details on notes tab)	Programme management	-	-	-	-	-	-	-	
PMU	Programme management	-	-	-	-	-	-	-	
Fund value	Programme management	-	-	-	-	-	-	-	
Salaried core fund management team	Programme management	-	-	-	-	-	-	-	
Other fund management costs	Programme support and administration	-	-	-	-	-	-	-	
<b>Other direct costs</b>		<b>3,045,512</b>	-	-	-	-	-	<b>3,045,512</b>	
Security guards	Programme support and administration	-	-	-	-	-	-	-	
Security equipment	Programme support and administration	12,042	-	-	-	-	-	12,042	
Other security costs	Programme support and administration	45,437	-	-	-	-	-	45,437	
Country office space (rent, utilities etc.)	Programme support and administration	51,462	-	-	-	-	-	51,462	
Field office space (rent, utilities etc)	Programme support and administration	158,080	-	-	-	-	-	158,080	
IT and communications	Programme support and administration	12,900	-	-	-	-	-	12,900	
Other office costs	Programme support and administration	-	-	-	-	-	-	-	
Staff training	Programme support and administration	-	-	-	-	-	-	-	
Expert fees (e.g. auditors' fees)	Programme support and administration	15,592	-	-	-	-	-	15,592	
Other direct costs	Programme support and administration	2,750,000	-	-	-	-	-	2,750,000	
<b>Non-project attributable costs (input details on NPAC tab)</b>		<b>405,442</b>	-	-	-	-	-	<b>405,442</b>	
Premises and office costs	Programme support and administration	47,747	-	-	-	-	-	47,747	
Board of Directors' costs	Programme support and administration	1,592	-	-	-	-	-	1,592	
Central function costs	Programme support and administration	276,943	-	-	-	-	-	276,943	
Governance and strategic development costs	Programme support and administration	79,161	-	-	-	-	-	79,161	
<b>Total direct and NPAC costs</b>		<b>9,542,101</b>	-	-	-	-	-	<b>9,542,101</b>	
<b>Profit (refer to permitted profit clause if applicable)</b>	Programme support and administration	644,795	-	-	-	-	-	644,795	
<b>Total project cost excluding any local government taxes</b>		<b>10,186,896</b>	-	-	-	-	-	<b>10,186,896</b>	
<b>Local government taxes</b>	Programme support and administration	-	-	-	-	-	-	-	
<b>Total project cost / budget including any local government taxes</b>		<b>10,186,896</b>	-	-	-	-	-	<b>10,186,896</b>	
<b>Revenue based on payment model and performance (input details on payment tab)</b>		<b>7,434,549</b>	-	-	-	-	-	<b>7,434,549</b>	
<b>Cash (surplus) / deficit (input details on notes tab)</b>		<b>2,752,347</b>	-	-	-	-	-	<b>17,621,445</b>	



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<b>Document Created on</b>	Thu, 16 May 2019 09:18:20
<b>Digital Fingerprint</b>	FItw55qBPULD84uM6MplcuQ4k0XF7Q

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<b>Fri, 17 May 2019 16:02:18</b>	<b>David Baron</b> Signed the Document
<b>Fri, 17 May 2019 08:07:31</b>	Email Notification sent to <b>David Baron</b>
<b>Fri, 17 May 2019 08:07:31</b>	Reminder sent to <b>David Baron</b>
<b>Thu, 16 May 2019 09:18:20</b>	Email Notification sent to <b>David Baron</b>
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