

## **CALL DOWN CONTRACT**

Framework Agreement with: Triple Line Consulting Limited

Framework Agreement for: **CPG/798/2015 THE CONFLICT STABILITY AND SECURITY FUND**

Call-off Contract for: Supporting Partnerships for Accountability and Civic Engagement (SPACE): Evidence and Learning (EL)

Call-off Contract Purchase Order Number or reference number: PO 7980

I refer to the following:

**1. The above mentioned Framework Agreement**

2. IPE Triple Line proposal of 9<sup>th</sup> June 2017 and the clarification responses of 27<sup>th</sup> September 2017 and 24<sup>th</sup> October 2017.

and I confirm that DFID requires you to provide the Services as stated in the attached Statement of Requirement and, under the Terms and Conditions of the Framework Agreement which shall apply to this Call-off Contract as if expressly incorporated herein.

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

3.1 The Supplier shall start the Services no later than 10 November 2017 (“the Start Date”) and Services shall be completed by 10 May 2019 (“the End Date”) unless the Call-off Contract is terminated or extended in accordance with the Terms and Conditions of the Framework Agreement and by contract variation.

**4. Recipient**

4.1 DFID requires the Supplier to provide the Services to the Government, Civil Society and Policy Makers in Burma (“the Recipient”).

**5. Financial Limit**

5.1 Payments under this Call-off Contract shall not exceed £849,993 (“the Financial Limit”) and is exclusive of any government tax, if applicable as detailed in the Framework Agreement and the Statement of Requirements and schedule of Prices and Rates at Appendix B.

**6. Milestone Payment Basis**

6.1 Payments will be milestone based, with flexibility to apply expenses and draw down funds, based on prior agreement and within the overall budget ceiling. See Appendix B for further details.



## **11. Duty of Care**

11.1 Unless otherwise agreed, all Staff (as defined in Section 2 of the Agreement) engaged in connection with the performance of this Call-off Contract will come under the duty of care of the Supplier. 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.

11.2 Unless otherwise agreed, 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 the call-off Authority in respect of:

- Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Staff, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-off Contract;
- Any claim, howsoever arising, by the Staff or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-off Contract.

11.3 The Supplier will ensure that such insurance arrangements as are made in respect of the Staff, 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.

11.4 The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-off 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.

11.5 Where the Call-off Authority is providing any specific security arrangements for Suppliers in relation to the Call-off Contract, these will be detailed in the Terms of Reference/Statement of Requirements.

## **12. Progress to Final Implementation Phase**

12.1 DFID expects no significant variation of the contract terms herein should this contract proceed to the further 18 month implementation. In particular, the per unit fee rates for proposed personnel shall remain the same as will the overall costs currently proposed for delivery. The contract will be subject to potential cost and time extension (for further 18 months) dependent on satisfactory performance, demonstration of value for money and DFID internal approvals.

## **13. Call-off Contract Signature**

13.1 If the original Form of Call-off Contract is not returned to the Contract/Project Officer (as identified at clause 7 above) duly completed, signed and dated on behalf of the Supplier within 10 working days of the date of signature on behalf of the Authority, the Authority will be entitled, at its sole discretion, to declare this Call-off Contract void.

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

Name:

Position:

Signature:

Date:

For and on behalf of IPE Triple Line

Name:

Position:

Signature:

Date:

Please refer to the call-down Terms and Conditions for Framework CPG/798/2015 - THE  
CONFLICT STABILITY AND SECURITY FUND .

## Terms of Reference

### Supporting Partnerships for Accountability and Civic Engagement (SPACE) in Burma: Evidence and Learning

#### Introduction

Supporting Partnerships for Accountability and Civic Engagement (SPACE) is a new programme supported by DFID to improve engagement between government and civil society in Myanmar. The funding will support civil society and local authorities to make public institutions more responsive to people's service delivery and economic needs.

SPACE is comprised of four components;

1. **Pyoe Pin:** DFID will continue supporting Pyoe Pin to strengthen partnerships around reforms that bring about tangible improvements in people's lives, for two years.
2. **Civic Engagement Support Facility:** To test new ways of working that foster constructive engagement between citizens and local authorities. Working alongside local development funding investments, the facility aims to help people become better at articulating what they want from local government, better at monitoring what it does, and better at holding it to account.
3. **Local Development Grants and Capacity Building:** Providing flexible funding to local authorities (township and village level) to respond to local priorities, in partnership with the National Community Driven Development Programme (World Bank) and UNDP township development programme.
4. **Evidence and Learning:** DFID will appoint a new team to learn as much as possible from SPACE investments, and other related initiatives, in terms of what works and what doesn't in fostering a more productive relationship between local government and communities.

These terms of reference are for **Component Four: Evidence and Learning** project with the SPACE programme, for the initial implementation phase of 18 months. This project will be subject to potential cost and time extension (for further 18 months) dependent on satisfactory performance, demonstration of value for money and DFID internal approvals.

#### Overview

The objective of Component Four: Evidence and Learning is to ensure high quality, independent assessment and analysis of what works in terms of promoting improved civic engagement in Burma, and the impacts this brings in terms of deepening peace and democracy and improving access to services and economic opportunities. The programme will work closely with the three other components of SPACE to evaluate the impacts of DFID investments, as well as promoting the use of evidence in policy making.

The Supplier will be expected to demonstrate capacity to deliver across four main areas of engagement:

- a. **Programme analysis and monitoring:** supporting decision making by the Senior Responsible Officer (SRO) and the programme board. Provide analysis of component level and programmatic theories of change and developing result frameworks (log frames). Carry out strategic operational assessments on issues including value for money and assurance controls, and play a leading role in undertaking annual reviews.
- b. **Evaluating Impact:** design and implement baseline assessments to enable evaluation of the impact of SPACE supported activities, and contribution to transformative change across the programme. The SPACE-EL team could potentially be engaged in larger evaluation studies of relevant government or large scale programmes where opportunities arise.
- c. **Operational Research:** designing and implementing strategic research that contributes to understanding issues aspects of civic engagement (for instance elite capture and inclusion, expenditure tracking, communication assessments) to advance evidence based policy discussions.
- d. **Enhancing the use of data:** establishing new ways to encourage the sharing and use of data in policy making and programme delivery, including capacity building of local researchers and policy makers.

The SPACE-EL team will support the DFID senior responsible officer (SRO) and the programme board by supporting M and E across individual components and to ensure coherence across the SPACE components. In order to do this, the SPACE-EL team will need to achieve close working relationships while ensuring full independence from other SPACE suppliers. It will also need to build partnerships with other stakeholders at the local and national levels.

Supplier will be required to demonstrate capacity to deliver an evidence and learning programme that is highly responsive to needs and opportunities as they arise, and to work in partnership with the DFID SRO and other SPACE teams. In addition to flexibility, potential suppliers will need to demonstrate a capacity to deliver broad and high quality evaluation and research skills, as well as a demonstrated knowledge and understanding of civic engagement in transitional contexts like that of Burma.

### **Role of Evaluation and Learning in SPACE**

1. This component of SPACE aims to strengthen the assessment of the contribution of DFID's investments through SPACE has on improving people's lives in Burma, and promote greater use of evidence to support policy making.
2. The SPACE-EL will play a key role in the programme, serving to ensure high quality evidence approaches across components and ensure that linkages between components are strengthened across the programme. The SPACE-EL team will work closely with the DFID SRO and programme board to support strategic decision making and will support improved sharing and capacity to use evidence across the broader set of actors (government, civil society, donors and non-state actors) to ensure better use of data in policy making and implementation.
3. SPACE is designed to build on DFID long standing support for civic engagement, and adapt the approach to the changing context in Burma. The new programme will continue to support partnership for reform approaches pioneered by the Pyoe Pin programme (see Annex) for two years. It will also test new approaches to engage more directly and comprehensively at the state and regional level through support for village and township level local development funds and a new civic engagement support facility (CESF) that will operate alongside these investments, to test new ways of working and engage local actors in supporting improved governance.

4. The sub-national approach under SPACE will focus initially on Kayah and Bago. In Kayah we will be partnering with the World Bank to support the National Community Driven Development (TDLG) Programme (NCDDP), which is providing discretionary funds to village tracts to respond to community priorities. In Bago, we will be partnering with UNDP to expand a pilot programme on Township Democratic Local Governance (TDLG) to build capacity to manage modest township grants using participatory planning processes. In Bago, the focus will be on complementarity between the NCDDP and the TDLG programmes to test the synergies between these two approaches. The CESF will be predominately focused in these states/regions to understand the local context better and provide flexible funding to local actors to test new approaches to civic engagement.

5. The SPACE-EL will design evaluation experiments to provide robust evidence on the impacts of these different approaches in terms of direct impacts on people's lives and contributions towards governance transformation. In order to maximise the scope for experimental evaluation, the SPACE-EL team will need to engage in programmatic strategic decision, overseeing the design of component level theories of change, their alignment and choices of operational areas. This close relationship with SPACE strategic management will be further enabled through the engagement of the SPACE-EL team in programmatic reviews and monitoring. During the inception, the SPACE-EL team will be required to define clear lines of accountability for monitoring between components and the EL programme.

6. The SPACE-EL will have a broader mandate beyond SPACE supported components. It will support strategic research in other areas of the country, where opportunities arise and activities are agreed with the DFID SRO. SPACE-EL will include a strong focus on ensuring that there is improved coordination and use of evidence related to civic engagement by building a knowledge platform to engage policy makers at the national level. This will require engaging with other actors working on civic engagement and evidence in Myanmar in order to strengthen sharing and learning. The Supplier will be required to demonstrate that the management of Evidence and Learning is fully independent from other components SPACE components, and that there is no conflict of interest that undermines effective evaluation of performance and impact of SPACE supported activities.

## Recipient

7. The programme will be managed by DFID Burma, though ultimately the benefits of the programme will flow to people in Myanmar.

## Scope of Work

8. Achieving the objectives of the SPACE-EL is expected to depend on coordinated delivery across four main workstreams: programme analysis and monitoring, impact evaluation, operational research, and use of data. Issues of gender equality and social inclusion and cohesion will be a common theme across all activities. This section sets out the initial scope of these components, with the expectation that this will be refined through the life of the programme.

- **Programme analysis and monitoring:** working closely with the SRO, and supporting the Programme Board, by ensuring that SPACE investments are coordinated with a clear assessment of result at the component and programme level. The SPACE-EL team will ensure that theories of change and result framework (log frame) are robust at the component level and harmonised across the programme. The team will oversee implementation, monitoring, value for money assessments and assurance systems across programmes, and will lead on the drafting annual reviews.

The team will also participate in strategic planning meetings, ensuring that implementation plans are carried out in a way that maximises evaluation potential and learning across the programme. The team will also lead on ensuring that a learning culture is created in SPACE, ensuring learning and sharing between other components and developing SPACE knowledge products under the direction of the SRO/programme board.

The SPACE-EL team will also be required to engage with other evidence and research activities supported by DFID in Burma and support the development of a programmatic approach to M, E and L.

- **Evaluation:** Designing and implementing high quality evaluation of SPACE investments, focusing on the impact level, in a way that informs decision making. SPACE-EL will ensure that we have a robust basis to assess contributions to changes at the outcome and impact level, building on the outcome and outcome level assessments of the programmes supported by SPACE. An evaluation framework for the entire programme will be developed to assess the impact of specific interventions and comparison between approaches to civic engagement in achieving outcome and impacts based on an evaluation framework that will be developed by the SPACE-EL team for approval by the programme board. This framework will ensure that learning is developed in time to inform mid-course corrections as well as endline assessments of impact. Innovative methods using beneficiary feedback, process monitoring and mix-method approaches will be strongly supported. Proposals for a baseline evaluation will need to maximise cost effectiveness and should enable mid-line and end line evaluations of impact.

The main focus of the evaluations will around the following interventions (with appropriate controls):

- a) Bago: UNDP implemented TDLG in 4/5 townships, including an overlap township with the NCDDP
- b) Kayah: NCDDP which covers all village tracts (at different stages of implementation)
- c) CESF: impacts of specific 'tests' or pilots as well as contribution to local governance support (NCDDP/TDLG)
- d) Pyoe Pin: measuring the impact of partnership based approach to reforms, as well as capturing direct benefits on the ground in selected issues based programmes.

Evaluation approaches will include more standard quantitative and qualitative (beneficiary level) methods, but will also require more innovative methods to monitor and assess institutional change and networks analysis.

Where opportunities arise, the SPACE-EL team will be required to contribute expertise (and possibly implementation support) to other relevant evaluation activities in Burma based on agreement with the SRO.

- **Operational Research:** The SPACE-EL team will be expected to develop a portfolio of innovative research projects that explore broader issues of civic engagement in Burma, possibly expanding to other parts of the country and projects not directly supported by SPACE. These proposals will be presented to the SRO/programme board for approval prior to implementation. The projects will likely explore aspects of civic engagement (i.e. local social dynamics, expenditure tracking, case studies and ethnographies, beneficiary feedback etc) to deepen understanding, and promote fresh thinking, on key issues. These studies are likely to be short term, with an emphasis on stimulating debate rather than offering representative analysis. The selection of issues and methods will be informed by the theory of change, and will test and develop this through the programme.

The use of beneficiary engagement and technology solutions to data gathering will be strongly supported, as will be approaches that enable marginalised or left behind groups to have a greater voice in policy making.

- **Uptake of evidence:** SPACE-EL will aim to foster increased use of evidence and capacity for analysis by relevant stakeholders (including government, development partners, civil society organisations and non-state actors). Working with the other components of the programme, the team will ensure that information gets to policy makers and other users (including communities) in ways that are most effective, and that information sharing is increased. The SPACE-EL is expected to work closely with local researchers and organisations (as partners for research as well as users) and policy makers to develop capacity to build and use the evidence base.

9. SPACE is designed to be a highly flexible and adaptive programme, and the Supplier of the Evaluation and Learning component will be required to both embed this approach in the design of this component and drive the culture of learning and adapting across the programme.

10. As a key component of the delivery of SPACE, the supplier for the Evidence and Learning component will be required to work closely with other SPACE suppliers and activities, and support the SRO in the design and management of other components or work streams under the broader business case.

## Requirements

11. **Core team:** The Supplier will be required to form a small and effective core team to lead the implementation of SPACE-EL. Illustrative areas that are likely to be required in the team include skills in:

- **Leadership and Planning** with capacity to lead complex monitoring, evaluation programmes in similar context, and demonstrated experience in field relating to local governance and civic engagement. Strong skills in using theory of change tools and experimental design of ME and L and adaptive programming would be an important asset.
- **Operations analysis:** experience in programme management in similar contexts, with a demonstrated capacity to carry out cross programme implementation, value for money and quality assurance assessments.
- **Communication, research uptake and capacity development:** overseeing the design and implementation of research projects, research partnerships, capacity building and knowledge management. Experience of mix-method research would be an asset.
- **Office and logistics team:** to be defined at an optimal level to ensure value for money
- **(Short term) technical inputs** across a range of areas including survey design and sampling, statistical analysis, poverty and social assessments, communications, qualitative and quantitative methods, knowledge management, citizen monitoring tools, data visualisation, and use of innovative technologies.

The supplier will need to justify use of international expertise and demonstrate how this input will help build capacity of local actors when identifying core and draw down inputs. Engagement of local staff in senior positions, and strategic use of international inputs to develop capacities, will be encouraged.

12. It is expected that the SPACE-EL team will partner with local firms and organisation for field research, and that the selection of these will be determined only after the inception period. It is expected that Bago and Kayah will be a major focus of activities (aligned with SPACE components) but activities will take place in other areas of the country. The SPACE-EL is likely to require state/regional based research team leaders to oversee implementation by and partnerships with local organisation.

13. The supplier will be required to put in place robust systems to manage sub-contracts with local partners with strong financial management and assurance mechanisms. Before funding any local partner, the project manager will carry out due diligence checks to ensure that the partner has the governing structures and capacity to undertake the activities they are proposing. The supplier should also consider whether the organisation has connections with political or other groups, or is articulating views, that could prove a reputational risk to DFID and HMG. It is the responsibility of the supplier to consult with DFID if there are any doubts in this regard. This assessment should be updated during implementation. Where a partner organisation is not working in a sufficiently accountable way, or is failing to achieve progress in forming effective partnerships for change, the supplier should consider ceasing funding to that organisation. DFID policies on anti-corruption and fraud, and assurances that no funds will be used to support terrorism, need to be reflected in all activities.

14. Funding agreements issued by the SPACE-EL clearly set out the scope of activities to be funded, the expected results, the budget and schedule of payments, and guidance on inventories and unspent funds. The supplier will run robust due diligence analysis on all sub-contractors to ensure the partner organisation's financial controls are working and that financial administration and procedures are sound.

15. The supplier will keep detailed records on each sub-contract or sub-grant, which will be available for inspection or auditing by DFID on request. Records should show the steps the supplier has taken to ensure that funds are spent on agreed activities.

16. The supplier will be required to ensure that they have local authorisation to implement this programme in Myanmar through registration and Memoranda of Understanding as appropriate.

## **Contract Structure**

17. DFID expects the supplier to be operational within one week of contract signature or by 10<sup>th</sup> November 2017, whichever is soonest. The contract will be awarded for 18 months. DFID may, in agreement with the supplier, agree to extend the contract for up to an additional eighteen months, subject to satisfactory performance, demonstrated value for money, and DFID internal approvals.

18. There will be a contract break after the initial 3-month inception phase, following which DFID reserves the ability to either scale-up or scale-down the services being delivered at any time, subject to the outcome quarterly reviews. DFID will also have the right to terminate the contract at any point where it has strong justification that the programme is not delivering the intended results and/ or does not offer value for money to DFID.

19. The inception phase of 3 months will be required to develop the implementation strategy linked to the emerging design of other SPACE components. The inception will include development of SPACE programme theories of change and results (log frames) and the development of an evaluation design strategy. The inception period can also be used to further develop a work plan across all work streams and a delivery strategy for the phase one implementation. Progressing to implementation will depend on a positive review of performance in inception by the programme steering board.

20. The SPACE-EL team will work closely with the DFID - SRO through monthly management meetings, when strategic plans will be reviewed and new activities will be agreed. Programme boards will be held at least once a year to appraise progress across SPACE and agree on future planning.

21. Given the importance of this inception to develop implementation plans, and the incremental nature of activity planning, the SPACE – EL team will need to ensure flexibility in the budget and management structure. Bidders will allocate at least [REDACTED] of the overall budget to activities that cannot be defined prior to inception, while demonstrating a capacity to respond to the range of activities that can be envisaged, which are likely to be evaluations, thematic studies, learning activities and programme reviews. No more than [REDACTED] of the programme should be budgeted for inception activities.

22. The supplier should be prepared to amend its strategy, work plan and budgets should any circumstances arise in which DFID decides to scale the programme up or down and the supplier should be aware of the need for a contract amendment this being the case.

## **Performance Requirements**

23. The performance of the SPACE-EL will be assessed in terms of the quality of evidence created and the extent to which this contributes toward improved policies and approaches to civic engagement.

24. The Supplier will be required to finalise a monitoring and results framework during inception. Feedback from partners and beneficiaries (where applicable) will be required as part of the monitoring process.

25. The draft Key Performance Indicator report card (Annex A) will be implemented to provide feedback to the supplier at the delivery of quarterly milestones. The report card will form part of the quarterly report, where the Supplier will submit evidence against the KPI's. The SRO will use this information to develop the quarterly KPI report card, to be submitted to the steering committees for verification periodically. The KPI report will detail any action taken to be address by the following quarter, and failure to do so satisfactorily could result in action to be taken (see paragraph 18).

26. The Supplier will operate within a quarterly payment modality, which comprises of core team costs (fixed, and not comprising more than [REDACTED] of total project costs), expenses (against actual costs, subject to audit) and flexible drawn down and operational costs to be used with prior approval by the DFID SRO. Quarterly milestone will be estimated and subject to change depending in the needs of the project.

## Reporting

27. The SPACE-EL team will develop effective reporting formats that communicate analysis, options and strategic decisions, as well as the process of implementation activities.

28. Management meetings will take place at least once a month with the team leader (and members of the core team as required), likely more frequent during the start-phase. The steering group will take place at least once a year.

29. The supplier will present periodic plans, including detail on context assessment, partnerships, expected results, and costings for approval in management reviews meetings which will take place at least every quarter months.

30. Monthly meetings with DFID will update on progress, risks and the delivery plans. The supplier is required to keep an updated risk register, asset register, value for money framework and quality assurance framework in line with DFID policies, to be supplied by the SRO. The supplier would be expected to maintain an up-to-date fund-stream map, which enables DFID Burma to track quickly, transparently and accountably where DFID funds are flowing.

## Budget

31. The budget limit for the first phase of implementation of SPACE-EL is [REDACTED] with the potential to extend by a further [REDACTED] (i.e. up to the full amount stated in the business cases) dependent on need and the meeting of the conditions stated above.

32. Financing mechanism: The Supplier will operate within a quarterly milestone based payment modality. The supplier will be responsible for relevant taxes (e.g. VAT, customs duties) included in the budget and all financial forecasts throughout the project, in accordance with DFID guidance.

## Deliverables

33. The following specific deliverables are envisaged as the basis for quarterly milestones, and subject to changes based on SRO and steering committee inputs, in addition to regular **quarterly reports** (each quarter)

### Q1: Inception (month 1-3)

- First annual review (by January 2018)
- Programme log frame
- Evaluation Strategy (theory of change)
- Baseline design

### Q2 (month 4-6)

- Stakeholder and capacity assessment
- Baseline data collection
- Operational research plan

### Q3 (months 7-9)

- Final baseline analysis and report
- First operational research report
- State of evidence synthesis

#### Q4 (month 10-12)

- Second operational research report
- Evidence user resources designed and implemented
- Policy makers training

#### Q5 (month 13-15)

- Third operational research report
- Interim evidence assessment
- Second annual review

#### Q6 (month 16-18)

- Theory of change refresh
- Use of evidence and stakeholder review
- Comparative value for money assessment framework and initial assessment (across SPACE components)
- Future programming design (proposal)

### **DFID Coordination**

34. The SPACE-EL team will report directly to the DFID Senior Responsible Owner for SPACE and the DFID programme team through management meetings. The steering committee for SPACE will review periodic plans, performance and input into strategy testing.

35. The supplier will be required to coordinate closely with other components of SPACE, including new civil society approaches in selected states and regions, investments in local development funds and local authority capacity development, Pyoe Pin and state and regional level civic engagement support. This will include sharing strategic plans and partnership arrangements to ensure there is complementarity. SPACE-EL team is also required to work closely with other DFID supported programmes and, other HMG departments to share analysis and learning and support delivery of UK funded programmes.

### **Duty of care**

36. The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

37. DFID will share available information with the Supplier on security status and developments in-country where appropriate. DFID will provide the following:

38. All Supplier Personnel will be offered a security briefing by the British High Commission/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.

39. A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their personnel on arrival.

40. The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

41. The Service Provider must develop their proposal on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID. They must confirm in their tender that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

42. Acceptance of responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence Tenderers should consider the following questions:

- i. Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
- ii. Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- iii. Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
- iv. Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
- v. Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- vi. Have you appropriate systems in place to manage an emergency / incident if one arises?

### **Transparency Requirement**

43. DFID has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. DFID requires Suppliers receiving and managing funds, to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners.

44. It is a contractual requirement for all Suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this DFID – further IATI information is available from;

<http://www.aidtransparency.net/>