



Foreign, Commonwealth & Development Office



CALLDOWN CONTRACT

Framework Agreement with: DAI Global UK Ltd - Lot 4

Framework Agreement for: Expert Advisory Call Down Service 2 (EACDS 2)
Lot 4 - Climate Change, Nature & Global Health

Framework Agreement ECM Number: ECM_4863 - Lot 4

Call-down Contract For: Nutrition Action for Systemic Change TA Facility

ECM: ECM_7238

I refer to the following:

1. The above mentioned Framework Agreement dated **1 March 2023**;
2. Your proposal of **15/01/2025**

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

1. Commencement and Duration of the Services

- 1.1. The Supplier shall start the Services no later than 10th February 2025 ("the Start Date") and the Services shall be completed by 9th February 2026 ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

2. Recipient

- 2.1. FCDO requires the Supplier to provide the Services to the FCDO (the "Recipient").

3. Financial Limit

- 3.1. Payments under this Call-down Contract shall not exceed £1,000,000 ("the Financial Limit") and is inclusive of any government tax, if applicable as detailed in Annex B.

22. PAYMENTS & INVOICING INSTRUCTIONS

- 22.3 Where the applicable payment mechanism is "Milestone Payment", invoice(s) shall be submitted for the amount(s) indicated in Annex B and payments will be made on satisfactory performance of the services, at the payment points defined as per schedule of payments. At each payment point set criteria will be defined as part of the payments. Payment will be made if the criteria are met to the satisfaction of FCDO.

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, indicating both the amount or amounts due at the time and cumulatively. Payments pursuant to clause 22.3 are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call-down Contract and to verification by the Project Officer that



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all prior payments made to the Supplier under this Call-down Contract were properly due.

4. FCDO Officials

4.1. The Project Officer is:

[REDACTED]

4.2. The Contract Officer is:

[REDACTED]

5. Key Personnel

5.1.

[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	

6. Reports

6.1. The Supplier shall submit project reports in accordance with the Terms of Reference (Page 5, Reporting).

7. Duty of Care

All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:

- I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.
- II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified FCDO in respect of:
 - II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;
 - II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.
- III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.



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- IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project and must be separately identified in all financial reporting relating to the project.
- V. Where FCDO is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

8. Call-down Contract Signature

- 8.1. If the original Form of Call-down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier within **15 working days** of the date of signature on behalf of FCDO, FCDO will be entitled, at its sole discretion, to declare this Call-down Contract void.

No payment will be made to the Supplier under this Call-down Contract until a copy of the Call-down Contract, signed on behalf of the Supplier, returned to the FCDO Contract Officer.

Signed by an authorised signatory
for and on behalf of the Secretary
of State for Foreign, Commonwealth
and Development Office

Name: [REDACTED]

Position:

Signature:

Date:

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

DAI Global UK Ltd -

Name:

Position:

Signature:

Date:

Terms of Reference

The FCDO's Human Development Department leads on the delivery of nutrition policy and programming for the UK Government's commitment to contribute to creating a world free from poverty on a liveable planet. Additionally looking to build on the 2021 Nutrition for Growth (N4G) commitments, as well as building momentum towards the 2025 Paris N4G.

The FCDO is seeking expert support to design and develop new approaches to its nutrition policy, programming and diplomacy to respond to new Government priorities, direction from FCDO's Development Committee, the Development Capability Review, and to prepare for and build on the momentum of the 2025 Paris Nutrition for Growth (N4G) Summit. These approaches will emphasise renewed partnerships with Global South governments, strengthened multilateral engagement, and smarter use of investments across different sectors and thematic areas (including economic growth, health, climate, and others), to help achieve nutrition objectives alongside other economic, social and environmental benefits. The Supplier will support FCDO to sharpen its focus on results, while remaining agile enough to respond to emerging opportunities and risks around nutrition. It will build links to FCDO's agriculture and food systems research portfolio by identifying and sharing relevant outputs to be used in developing new programmes and will draw on emerging evidence (e.g. the revised World Bank Investment Framework for Nutrition, and upcoming FCDO nutrition best buys) to advise FCDO teams in designing impactful and cost-effective interventions. It will also help FCDO to develop and apply 'do no harm' principles and associated risk assessments to programmes to avoid negative impacts on nutrition.

The Supplier will work with the FCDO Nutrition Policy Team (NPT), Posts and other FCDO Teams to design and develop coordinated, holistic packages of nutrition action, encompassing policy, diplomacy and programming strands, working in partnership with Global South governments and other strategic partners to ensure alignment and mutually supportive action. The new approaches will ensure these distinct strands will be complementary and mutually reinforcing, drawing upon the full range of HMG tools.

2025 is a critical year for the global nutrition agenda, with several key 'moments', including the N4G Summit, the SUN Global Gathering, and Canada G7 Presidency, offering a strategic opportunity to raise the profile of nutrition and to galvanise global action to address it. The FCDO is seeking a supplier to provide expert advice and support to help FCDO develop and design the shape of its nutrition policy and programme portfolio in a way that adequately capitalises on and responds to these moments. The supplier should do so by managing a series of collaborative, multi-dimensional expert assignments, to engage with FCDO Posts, spending departments and partners, to respond to strategic opportunities, and to help adapt existing funding streams, policies, programmes and diplomatic initiatives to support France's N4G vision 'to put nutrition at the heart of development'.

This assignment will run for one year in the three months up to N4G and nine months following it, to capitalise on the political window of attention surrounding the Summit and to maximise the opportunities for country and institutional commitments to move the needle on addressing malnutrition. The one year EACDS contract will also allow the UK Government Spending Review to conclude, and enable FCDO's Nutrition Policy Team to run a procurement exercise for a longer term call-down contract under the GDD Framework, which is planned to run from the end of 2025 for the

remainder of the NASC programme up until (June 2030), based on the outcome of the Spending Review.

The successful bidder will be expected to support FCDO to engage with its country and HQ network, partner governments, multilateral partners, civil society and the private sector to develop innovative and holistic policy, programme and diplomatic approaches and initiatives, to build support for coordinated action on nutrition in the run up to and following the N4G Summit. This could include the design of new complementary programming, policies, influencing approaches or funding mechanisms, or the evolution or adaptation of existing ones, to build synergies and ensure coherence. The Supplier will also assist FCDO to respond to global and country-level opportunities and emerging risks arising over the coming year to ensure optimal outcomes.

What is the rationale for UK Aid spending?

Addressing malnutrition is central to achieving UK global health priorities. It is a major cause of disease and deaths in ODA-eligible countries. Undernutrition is responsible for 45% of mortality among children under five and 20% of maternal mortality. It is the main driver of excess deaths in famine. Children that suffer from undernutrition are more likely to get ill during their lifetime.

Tackling malnutrition is also important for delivering on UK objectives on women and girls, climate change, poverty reduction, economic prosperity, and stability. It impairs children’s learning at school and their productivity and earnings as adults, reduces their resilience to shocks from pandemics and climate change, and is associated with high costs to governments and economies. Progress in reducing global rates of malnutrition has been too slow and numbers have increased over recent years due to the impacts of COVID-19, climate change and ongoing food security crises.

For the past decade, the UK has played a global leadership role on nutrition. In addition to improving the nutrition of over 50 million women and children between 2013 and 2020, the UK has helped raise global attention, forge consensus, and mobilise commitments from governments, multilaterals, private sector, and civil society organisations to take action on nutrition. It has also provided expertise to operationalise these ambitions. At the 2021 Nutrition for Growth (N4G) Summit, the UK, alongside 197 other stakeholders including 30 other donor governments, renewed its commitments to improving nutrition with a focus on leveraging the entire FCDO network by integrating nutrition objectives across FCDO’s portfolio. The forthcoming Paris N4G Summit (March 2025) will offer opportunities for the UK and partners to make new commitments and to forge new approaches to tackling global malnutrition. The Supplier will assist the UK in continuing to deliver against existing commitments, and, subject to agreement, helping to shape and respond to new commitments from both the UK and its partners, harnessing the FCDO’s diplomatic capability and networks to influence action by and through others, to complement and amplify ODA spend.

Approach to TA

This approach requires both short- and long-term TA provision with access to both international and local expertise. The supplier should draw on learnings derived from previous TA programming by FCDO and partners, including under the Ending Preventable Deaths, Nutrition Action for Systemic Change, and Technical Assistance for Nutrition programmes, as well as current and previous non-FCDO programming.

The supplier will be required to provide a broad range of nutrition and food systems related expertise (for example health, humanitarian, food systems, climate and nature, health, agriculture, nutrition information systems etc) in order to deliver across a varied and dynamic series of assignments, from the development of new multi-dimensional country nutrition strategies, to bespoke policy and evidence products for the FCDO network, to supporting the FCDO Nutrition Policy Team to conceptualise and develop its approach to 'do no harm'. These assignments will require an adaptable supplier able to react to the changing contexts and available resources – the window to make an impact can be particularly time limited in these situations. Given the breadth of FCDO's portfolio, the supplier may be expected to work in fragile and conflict-afflicted contexts and the ability to adapt and work sensitively in these situations is of the upmost importance.

The chosen supplier will provide an overarching 'leadership and stewardship' service, which will include the following:

- Building and maintaining relationships with key FCDO staff at HQ and across the network, as well as wider nutrition stakeholders, to ensure work is well-informed and as holistic as possible.
- Close collaboration with FCDO country and HQ staff to develop and design terms of reference for assignments, working alongside other partners to ensure synergies and avoid duplication.
- Selecting, contracting, and managing consultants
- Effective programme, financial and risk management, as well as knowledge management and learning (KNL) to ensure optimal dissemination and take up of products and information generated during the contract.
- Coordination with other NASC partners to enable the TA to complement other nutrition work, and with other FCDO and non-FCDO TA providers to ensure that work is complementary and coherent
- Effective communications with the Nutrition Policy Team through regular check ins and reporting

The provisional aims of the TA include:

- Support FCDO to design and develop new approaches to its nutrition policy, programming and diplomacy to respond to new Government priorities and emerging opportunities and risks.
- Provide advice to FCDO Posts and HQ teams following the conclusion of the Spending Review, including through country planning processes, on incorporating nutrition objectives across their work, while achieving excellent value for money
- Help FCDO design our nutrition strategy and engagement in the build up to the 2025 Paris Nutrition for Growth (N4G) Summit and other global moments, alongside donor and Global South governments and other partners.
- Support FCDO to sharpen its focus on results, drawing on emerging evidence to advise FCDO teams in designing impactful and cost-effective interventions and programmes.
- Build links to FCDO's agriculture and food systems research portfolio by identifying and sharing relevant outputs to be used in developing new programmes
- Help FCDO to develop its approach to applying 'do no harm' principles and associated risk assessments to programmes from design and creation.

Illustrative examples of potential TA assignments include:

- Supporting FCDO Nigeria to design a cross-portfolio nutrition engagement approach, including linking up across its humanitarian, health and agriculture portfolios in support of Government efforts to tackle malnutrition. This may include providing expertise to develop a resource mobilization strategy, aligned with national nutrition priorities interventions across sectors
- Support FCDO Afghanistan in developing a cross-sector nutrition strategy to address the multi-dimensional drivers of undernutrition for women, adolescent girls, and children. This would involve engaging with FCDO Afghanistan's full programme portfolio and utilising a deep understanding of the nutrition context.
- Support FCDO Somalia to design a multi-stakeholder capacity building approach (e.g. for programme staff, partners etc) to harmonise health and nutrition in PHC delivery, at national and community level.
- Support FCDO in developing an innovative accountability approach with enhanced reporting on performance against the OECD DAC policy marker and nutrition spend, and knowledge building on the UK's nutrition commitments with a focus on N4G 2025. This may include support towards the development of a x-FCDO results monitoring framework and results-based targets
- Design a new approach supplement the diplomatic engagement of FCDO Angola, with central policy expertise on acute malnutrition, and TA support on nutrition information systems to support donor and government decision making and programming
- Analysis of and building links to FCDO's agriculture and food systems research portfolio by identifying and sharing relevant outputs to be used in developing new programmes
- Help FCDO to develop 'do no harm' principles and associated risk assessments to programmes to avoid negative impacts on nutrition

The supplier will need to work closely with FCDO teams and partners to ensure the design of each assignment is fit for purpose and makes best use of all available tools (policy, programme, diplomatic). Any requests for TA will be discussed in detail between the supplier and the Nutrition Policy Team, and selection criteria will include alignment with FCDO nutrition and wider objectives (including responding to emerging opportunities and risks), level of appetite from partners to engage, ability of FCDO central or country teams to supervise and shape the TA, availability of suitable expertise, and/or opportunities to strengthen nutrition capability through the work. TA assignments will also need to incorporate considerations around cross-cutting issues such as climate, gender and inclusion, and data protection as well as other areas.

NASC2 Timeline

Inception Phase (c. 1 month):

- Establish methods of working between NPT, the Supplier, and any other partners immediately involved in the TA
- Develop Principles and Guidance for Operation, setting out clear roles and responsibilities for all parties, and the process of collaboration
- Develop and review of Logframe and Milestones
- Develop and agree monitoring methodologies
- Initiate the capacity building of a pool of consultants to ensure availability as required

Implementation Phase (c. 10.5 months):

- Engage with NPT to generate and clarify on consultancies
- Support NPT with development of new EOIs and TORs
- Delivery of agreed milestones and KPIs for both NPT and any other partners
- Evaluation and review of performance against milestones and KPIs
- Provide quarterly narrative progress and financial reports, including a breakdown of committed and uncommitted balance against value of contract
- Produce and distribute a monthly narrative document which shows concisely the relevant progress against pending and active EOIs, including milestones and consultant updates
- Organise monthly check in meeting with NPT to review progress on pending and active EOIs
- Maintain pool of consultants

Close Down (c. 2 weeks):

- Close down of assignments including any necessary processes required for evaluation and learning
- Ongoing assignments finishing after closure period to be withdrawn or managed with agreement depending on circumstance

Reporting

The Supplier will be required to report to FCDO on a quarterly basis, adhering to an agreed schedule and reporting format ref to Annex A – schedule of pricing. This will be supplemented by interim communications such as monthly meetings with the NASC project management team.

Example Reporting	Example Content
Quarterly Narrative Progress & Expenditure Reports	Progress report form should be aligned with the log frame, i.e. reporting against specific activities, outputs, key deliverables / indicators and expenditure in the previous quarter together with planned activities and budget forecast for the subsequent quarter. It should highlight: <ul style="list-style-type: none">• Changes to the workplan with justifications and implications for timelines/budget.• Identified risks with monitoring/mitigation measures.• Clearly identified action points with timelines.• Progress against previously identified action points.• Coordination and governance issues.• Performance of key partners and any partnership issues including how these have/will be managed.• Provide an update on delivery chain mapping, programme risks at gross and net level with mitigation actions, assets register and VFM assessment including any examples.• Quarterly financial statement showing breakdown on committed and uncommitted balance against the value of the contract.• Analyse quarterly forecast provided against actual spend.
Annual Reports	Which contribute to FCDO’s Annual Review process, drawing on information from across the research portfolio and should highlight:

	<ul style="list-style-type: none">• Progress against the Outputs in the log-frame, including how valid were the Assumptions and Risks.• Progress against research plans, research uptake and capacity building strategies.• Lessons learned/identified, how these have been shared and recommendations for the year ahead.• Actions taken against the recommendations in the last annual review.• Summarise theory of change and progress towards outcomes.• How the partnership has performed.• How value for money has been demonstrated.• Performance against original budget.• How risks have been managed.• Delivery against the planned timeframe.• Feedback received from beneficiaries.• Annual financial statement showing breakdown on committed and uncommitted balance against the value of the contract.• Annual Audited Accounts. In addition, annual reports should also include a forward workplan for the next year as well as financial forecasts.
End of Contract Report	<p>Which contributes to FCDO’s Project Completion Report, should respond to the following points:</p> <ul style="list-style-type: none">• Performance against the Outcome.• Performance against the Outputs in the logframe, including how valid were the Assumptions and Risks.• Lessons learned and how these have been shared.• Actions taken against the recommendations in the last annual review.• How the partnership(s) has performed.• How value for money has been demonstrated.• Performance against original budget.• How risks have been managed.• Delivery against the planned timeframe• Feedback received from beneficiaries
End of Project Report	<ul style="list-style-type: none">• Project completion presentation / workshop summarising all from programme.• Dissemination, lessons learned, successes.• Completed in final year of delivery.• Overall knowledge sharing.• Legacy of project.

Annex A

Schedule of Prices

1. It is a requirement that all invoices are presented in the format of the payment basis, and in the case of Fees and Expenses only those categories defined are separately identified. Only one invoice per period, as defined in the Framework Agreement Terms and Conditions of Section 2, Clause 22, should be submitted.
2. Fees and Expenses The amount of fees and expenses are shown separately and reflects the financial ceilings within each category. Only expenditure actually incurred will be reimbursed, and receipts for expenditure incurred may be required before any payment is made under this contract.
3. FCDO shall make indicative payments to the Contractor, comprising a base fee reimbursement based on days worked (as per proforma submitted below), and milestone payments. Payment of fees for the Core Team shall be as follows: 40% shall be reimbursed quarterly in arrears, provided these costs are in line with the overall budget agreed with FCDO. Sixty percent (60%) of these payments shall be retained by FCDO and disbursed quarterly in arrears with payments being due after submission of the Quarterly Report and based upon assessed and agreed performance for that period as measured against the KPI's, Scoring Methodology and Payment Mechanism (as subsequently amended and agreed post-contract award). The Parties agree to review and adjust payment schedules as necessary based on project progress and mutual agreement.
4. The parties acknowledge the dynamic nature of project resource utilisation and agree that adjustments to the allocation between 'core team fees' and 'assignment fees' may be necessary during the contract term. Such adjustments will be made in good faith, particularly in instances where consultant fees are being expended at a rate disproportionate to the corresponding assignment fees.
5. FCDO requests a comprehensive breakdown of the 'assignment level expenses,' presently quantified at £120,000. This breakdown should give a more detailed understanding of the spend. The requested breakdown is expected to be provided in due course.
6. Milestone Payments Payment will be made on satisfactory performance of the services, at the payment points defined below (schedule of payments):
 - (i) a lump sum on completion of the services; or
 - (ii) at relevant points throughout the contract period.

At each payment point set criteria will be defined as part of the schedule of payments. Payment will be made if the criteria are met to the satisfaction of FCDO.

Schedule of Payments:

Criteria for payment Indicative:	Amount of payment:
Q1: January 2025 to March 2025;	£250,000
Q2: April to June 2025;	£250,000
Q3: July to September 2025;	£250,000
Q4: October to December 2025;	£250,000

Annex C

Performance Management and KPIs

40% of total contract will be paid regardless of performance. 60% will be dependent on DAI’s performance against the KPIs. See scoring and payment % method below:

Scoring Methodology	Total Score Achieved	% KPI Payment
Serious Underperformance Consistently below requirements	0-200	20%
Underperformance Often below requirements	201-300	40%
Less than Satisfactory Sometimes performs below requirements	301-350	60%
Generally Satisfactory Mostly meets requirements	351-400	90%
Good Performance Consistently meets requirements	401-550	100%
Outstanding Performance Consistently exceeds requirements	551-600	100%

KPI	KPI #	Description	KPI % Weighting	KPI Target	Points per target	Acceptance Criteria	Assumptions	MoV	Max possible total score
Timeliness and quality of delivery	1.1	Supplier satisfactory delivers against terms of reference and workplan	40%	95% delivery rate	180	Deliverables are in line with agreed TOR and work plan in terms of scope, quality and timeliness	Scope of deliverables are achievable. FCDO does not delay DAI ability to meet timelines.	Feedback through end of assignment survey or Nutrition Team or client email feedback to DAI regarding quality / acceptability.	240
	1.2	Assignments effectively integrate the needs of women, girls, and children where relevant		100% of EOIs appropriately consider the needs of women, girls, and children	30	EOIs / inception reports set out how needs of women, girls and children have been considered and how they will be addressed if relevant. Outputs and narrative progress reports set out how their needs are considered and addressed as relevant.	The needs of women, girls, and children are relevant factors to consider and can be addressed during the assignment.	Nutrition Team and client review of deliverables and progress reports	

	1.3	Assignments effectively consider the impacts on climate and nature where relevant		100% of EOIs appropriately consider the impacts on climate and nature	30	EOIs / inception reports set out how impacts on climate and nature have been considered and how they will be addressed if relevant. Outputs and narrative progress reports set out how their needs are considered and addressed as relevant.	Climate and nature are suitable and relevant factors to consider for the assignment.	Nutrition Team and client review of deliverables and progress reports	
Relationship management / Stakeholder engagement	2.1	Active engagement of FCDO throughout (monthly check-in meetings with the FCDO lead adviser and regular engagement with FCDO country offices where relevant);	15%	1 x Monthly meeting with FCDO	30	DAI prepares agenda and agrees timetable of routine check-in meetings with FCDO lead advisor and country offices. DAI holds effective meetings.	FCDO lead adviser and country offices teams have available time to attend all meetings and engage fully.	Meeting minutes.	90
	2.2	Partners satisfied with performance and engagement (feedback from satisfaction surveys completed at		90% of partners satisfied	60	Evidence of partner satisfaction from surveys completed at	Partners buy in to NASC goals, and expectations	Satisfaction survey findings, and written communications	

		the end of each TA delivery in addition to informal feedback during TA delivery).				end of each TA delivery. Dissatisfaction accepted if clearly evidenced and arbitrated by FCDO if necessary.	are affectively managed.	between FCDO and DAI.	
Adaption and continuous improvements	3.1	Supplier's management team ability to respond quickly and adapt to the changing contexts or requests within the agreed timeline;	15%	90% of requests responded within 2 working days	45	DAI shows effective adaptive management by planning appropriate programme amendments within timelines agreed during Inception Phase.	Unforeseen crises in given countries does not preclude quick programme adaptation.	Response tracker.	90
	3.2	The Supplier's management team responsiveness to FCDO's recommendations in annual reviews, monthly calls, and at other relevant points.		100% responsiveness	45	DAI shows effective adaptive management by planning appropriate programme amendments within timelines agreed during Inception Phase.	DAI receives timely feedback from FCDO following submission of annual reviews, monthly call etc.	DAI written responses to FCDO feedback. Revised workplans.	

Value for Money and Financial Management	4.1	Maximising value for money across inputs, outputs, and outcomes and the FCDO 4E Framework through demonstration of effective programme management. VFM analysis to support/accompany regular reporting;	15%	1 x quarterly report	45	VFM metrics agreed with FCDO and reported on in quarterly and annual reports.	VfM indicators are approved by FCDO	Financial reports. Narrative reports.	90
	4.2	Robust cost control and timely submission of forecast updates.		+/-10% monthly variance (rolling)	45	Forecast updates submitted within timelines agreed during Inception Phase and 10% monthly variance of project delivery in comparison to budget / estimate or expectations, unless variations can be specifically justified against on a reasonable VfM basis.	NASC will submit annual forecasting, updated monthly. 10% variance on forecasting on a monthly basis on comparison to actual invoicing.	Routine monthly forecast submissions.	

Effective Programme and risk management	5.1	All programme reports are submitted in time, of acceptable quality to FCDO, and are easily understandable with very little need for comments and revisions. Reports include results against logframe indicators at output level and for annual reviews at outcome level.	15%	More than 90% of all reports	60	Reports are submitted within the deadline, and contain the level of details and quality mutually agreed between FCDO and DAI during inception	Both FCDO and DAI agree on a reasonable and acceptable turnaround time on review of deliverables (FCDO) and responding to comments (DA).	Dated delivery records	90
	5.2	Appropriate identification and management of risks, with risk register completed during inception phase and updated on a quarterly basis.		Risk register updated	30	Comprehensive risk matrix completed as an Inception Phase deliverable and approved by FCDO. Updated quarterly.	FCDO and DAI agree on key risks and mitigation strategies.	Inception Report and FCDO approval notification.	
TOTAL			100.00%						