



Section 4 Appendix A

CALLDOWN CONTRACT

Framework Agreement with: Oxford Policy Management

Framework Agreement for: DFID's Global Evaluation Framework Agreement

Framework Agreement Purchase Order Number: PO 7448

Call-down Contract For: Monitoring and Evaluation of DFID's Support to the Palestinian Authority

Contract Purchase Order Number: PO 7995

I refer to the following:

1. The above mentioned Framework Agreement dated **12th September 2016**;
2. Your technical and commercial proposal of **29th June 2017** and your **response to DFID's clarification questions received on 17th August 2017**.

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

1. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than **8th January 2018** ("the Start Date") and the Services shall be completed by **31 March 2021** ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

2. Recipient

- 2.1 DFID requires the Supplier to provide the Services to DFID OPT's ("the Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed **£549,680** ("the Financial Limit") and is exclusive of any government tax, if applicable as detailed in Annex B. **OR**

When Payments shall be made on a 'Milestone Payment Basis' the following Clause 28.1 shall be substituted for Clause 28.1 of the Framework Agreement.

28. Milestone Payment Basis

- 28.1 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

April 2014

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

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, indicating both the amount or amounts due at the time and cumulatively. Payments pursuant to clause 28.1 are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call-down Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Call-down Contract were properly due.

4. DFID Officials

4.1 The Project Officer is:

[REDACTED]

4.2 The Contract Officer is:

[REDACTED]

5. Key Personnel

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

[REDACTED]

[REDACTED]

6. Reports

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

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

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 DFID, DFID will be entitled, at its sole discretion, to declare this Call-down Contract void.

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

Name:

Position:

Signature:

Date:

For and on behalf of

Oxford Policy Management

Name:

Position:

Signature:

Date:

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**MONITORING AND EVALUATION OF DFID'S SUPPORT TO THE PALESTINIAN
AUTHORITY**

Terms of Reference

May 2017

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A: Context

1. The UK's long-term goal in **the Occupied Palestinian Territories (OPTs)** is to maintain the viability of a two-state solution (2SS): a sovereign, democratic, and contiguous Palestinian State with strong democratic institutions living in peace and security, with Israel.
2. The Department for International Development (DFID) is the UK government's aid agency. DFID is currently in the process of developing its new 4/5 years Business Plan. From 2011 to 2015, DFID strategic priorities focused on:
 - building effective and accountable Palestinian state institutions;
 - promoting inclusive economic development and empowerment; and
 - protecting the rights of Palestinians and supporting refugees.
3. **The Palestinian Authority (PA) has made significant progress in developing core state systems and delivering services.** It has reduced the recurrent fiscal deficit, made progress on PFM reform and taken steps to tackle corruption. It is the primary provider of security, basic services and public employment in the OPTs.
4. **However, the economic outlook is uncertain and could increase poverty levels.** GDP growth levels have fallen significantly from an average of 8% (2007-11) to 2.7% (2012-2014), due mainly to persistent Israeli restrictions and the decline in aid levels. Unemployment has declined but remains high (particularly in Gaza where it is the highest in the world). Poverty rates are low by international standards but a quarter of Palestinians live below the national poverty line with increasing regional divergences. In 2014, headcount rates of poverty were 7.5% in the West Bank and 20% in Gaza.
5. In addition, the political context for state-building support to the PA has deteriorated since 2011. The Middle East Peace Process (MEPP) has stalled. Continued expansion of illegal settlements is increasingly fragmenting the West Bank; demolitions are proceeding at their fastest rate since 2009; and escalating violence is increasing the level of instability.
6. The **Stability, Services and Reform Programme (SSRP)** is aligned with UK objectives and aims to support the PA meet the challenges ahead. It will support fiscal sustainability, build capability and accountability, and increase the effectiveness of service delivery. There are three components:
 - **Financial Aid (FA):** DFID will provide non-budget support financial aid to the PA through the European Union PEGASE ("Palestine - Européen de Gestion et d'Aide Socio-Economique") mechanism. This will support the PA's recurrent budget, earmarked for the payment of civil servant salaries in the education and health sectors in the West Bank. Disbursement will be linked to the achievement of key performance indicators (KPIs) on fiscal and public financial management (PFM) reform.
 - **Technical Assistance (TA):** DFID will provide TA to help strengthen PA core state systems and build PA capability and accountability. The TA will focus on (i) public administration reform, including institution-building at the centre-of-government to strengthen policy, planning and communications, and

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strengthening of social sector line ministries to underpin improved service delivery; (ii) public financial management (PFM) reform to underpin fiscal stability, and reduce the fiduciary and corruption risks associated with financial aid; (iii) revenue reform, to strengthen tax enforcement and improve the business environment.

- ***Monitoring & Evaluation (M&E):*** An independent M&E provider will support DFID OPTs to monitor and evaluate the programme. **These Terms of Reference cover this component of the programme.**

7. The expected *impact* of the **Stability, Services and Reform Programme** is that stability is maintained by preserving the viability of the two-state solution. At *outcome* level, expected results are:
 - Increased effectiveness of service delivery (education and health outcomes)
 - Improved PA fiscal stability (reduced recurrent budget deficit)
 - Greater PA transparency and accountability (reduced fiduciary and corruption risk)
8. At *output* level, *expected* results are (but these will differ annually depending partly on attribution calculations):
 - FA component, attributed to DFID support each year:
 - around 25,000,000 children enrolled in public schools (primary and secondary)
 - up to 3,700 children immunised against MMR
 - around 185,000 medical consultations in a public health clinic
 - Up to 30,000 public sector jobs in the education and health sectors
 - Policy dialogue leverages fiscal and PFM reform progress
 - TA component:
 - Improved policy and planning capability at the centre-of-government
 - Strengthened public financial management systems
 - Improved revenue policy and administration, linked to business environment

B: Purpose

9. The primary purpose of this Monitoring and Evaluation Contract is to provide a robust accountability mechanism to inform DFID's programming decisions. These decisions include an annual Ministerial sign off for disbursements of Financial Aid.
10. The secondary purpose of this contract is to provide lesson learning for the implementation of SSRP. These lessons will be for the DFID OPTs team and the contractor implementing the Technical Assistance component of the programme, yet to be selected. Lessons will look at how the Financial Assistance and the Technical Assistance can complement one another and better deliver the intended outputs and outcomes.
11. The primary recipients for all products under this contract are DFID OPTs Team, the Palestinian Authority (PA) and the TA provider as DFID's programme partners. Secondary audiences for some products (Final

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Evaluation, Diagnostic studies) include the EU (as DFID's delivery part for the FA component) and other donors who provide financial support to the PA. Whilst the final evaluation will focus on issues specific to support of the PA, it may identify broader evidence of interest to DFID teams who provide direct financial support to country governments.

12. The beneficiaries of this work will ultimately be the people of the OPTs who will benefit from the improvements in fiscal stability, government capability and accountability, and service delivery expected to result from this programme.

C: Scope and Objectives

13. This contract covers monitoring and reporting in order to provide DFID with an independent assessment of the performance of SSRP. The contract will include an Inception Phase, Annual Reports, Fiduciary Risk Assessment/Updates; and a Performance Evaluation (at the end of the project). It will also include a flexible diagnostic facility that may conduct a mid-term review along with other ad hoc studies.
14. The **Inception Phase** will be split into two parts due to timing constraints (TA provider not yet in place). Phase a) will produce the inception report for financial aid; and Phase b) will produce the inception report for technical assistance (timed to fit with the inception phase of the TA provider). The two reports should be coherent and cohesive (i.e. be two parts of one report) and reflect the complementarity in purpose of the FA and TA. The objectives on the Inception Phases are:

Inception Phase a): FA:

- To finalise (refining if necessary) the Theory of Change, logframe and M&E framework for the SSRP.
- To build a positive relationship with the PA in country in order to lay the groundwork for the independent M&E role of the service provider over the life of the programme.
- To propose any changes to the approach to M&E for the programme in order to maximise effectiveness of this component.

Inception Phase b): TA

- To work with the TA provider to ensure the TA-specific logframe (the TA provider's lead) fits with and supports the overall SSRP logframe (the M&E provider's lead).
- To build a positive relationship with the TA contractor agreeing roles and processes for the duration of the programme.
- To propose any changes to the approach to M&E for the programme in order to maximise effectiveness of this component.

15. The objectives of the four **Annual Reports** (required in 2017, 2018, 2019, 2020) are:
 - To review and assess the extent to which UK support to the SSRP is achieving its aims (to date and over the previous 12 months):

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- a) Output and Outcome - Assessment of progress towards the outcome and outputs, including (but not limited to) assessment against the key indicators identified in the log frame, and the quality of results achieved.
 - b) Value for Money. Assessment of whether the support is providing VFM with a particular focus on effectiveness.
 - c) Partners' capacities and systems of managing delivery. Assessment of the PA, the EU's PEGASE mechanism (the system through which the UK's financial aid is delivered) and the Technical Assistance provider.
 - To identify lessons to strengthen the effectiveness of the SSRP in achieving its aims, providing recommendations on improvements and corrective measures.
 - To review the Theory of Change logic and assess whether the outcomes are likely to be achieved by pursuing output activities.
 - To review the log frame and recommend required changes.
 - Assess the programme risks, how they are being managed and whether any new risks have emerged with recommendations for mitigation.
 - To inform the DFID Annual Review which will be completed by the DFID team
16. The objectives of the **Fiduciary Risk Assessment (FRA) / Updates are (required in November in every year):**
- To meet DFID requirements for a FRA every three years and an Annual Statement of Progress (ASP) every year.
 - To provide an independent assessment of the fiduciary risk associated with using the PA's financial systems for delivery of financial aid.
 - To inform DFID's decision-making on the FA and TA components, including: recommendations for PFM reform conditions; any additional safeguards for the FA component; and priorities for PFM and anti-corruption reform which could be supported by the TA component.
 - To feed into the wider donor dialogue on PFM reform.
17. The objectives of the **Performance Evaluation** (required in early 2021) are: *When agreeing the design of the Performance Evaluation consideration will be made on the appropriate balance of depth versus breadth when considering objectives.*
- "To assess to what extent and under which circumstances the programme has enhanced the policies, strategies and spending actions of the partner government so as to achieve sustainable national and/or sector level development outcomes¹"
 - To identify unintended (both positive and/or negative) effects of financial support to the education and health sectors; and of technical assistance to the MoFP, PMO, GS and social sectors.
 - To provide an assessment of the sustainability of the programme outcomes.
 - To provide a set of recommendations around donor support to the PA both in terms of providing FA and TA.
18. The **objectives of the Flexible Diagnostic Facility (FDF)** are:
- To support effective implementation of the programme by providing in-depth analysis of key topics (to be agreed with DFID on an ad hoc basis).

¹ OECD DAC, Evaluating Budget Support, Methodological Approach

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- For these studies to provide recommendations for DFID on how to manage risks associated with providing FA and TA to the PA.
 - For these studies to feed into programme delivery so that the programme is continually adapting to the context as necessary.
19. The FDF will also conduct a **Mid-term Review** (MTR) in 2018 if judged necessary by DFID. This MTR would:
- Provide an in-depth assessment of the process of implementation of the project and achieving the expected results in terms of outputs and outcomes; assess the external environment (security/political/socio-economic) in which the programme operates in particular assess risks/assumption;
 - Assess if the programme remains relevant and effective; provide focussed learning relating to key issues identified by DFID.
20. Suppliers will need to demonstrate an understanding of the risks associated with the programme and show that they are able to access a wide spectrum of expertise so that they are able to respond to the range of requests from DFID.
21. In all reports and evaluations the contractor will assess whether the programme complies with the International Development Act – Gender Equality 2014.

D: Methodology

22. In addition to desk-based research and analysis, it is expected that the service provider will build relationships in country with the Palestinian Authority and the provider of the technical assistance. The ability to build positive relationships while ensuring the independence of the M&E function will be key to the success of this component.
23. The proposed structure of annual reports, a Mid-Term Review and Final Performance Evaluation is presented here as an example of a format which would meet DFID's needs. DFID is open to alternative structures. Alternative options that may feature broader evaluative content on an annual basis would be considered if they maximise learning and accountability throughout the period of support and at the end of the period. Similarly, the methodologies below are largely suggested approaches. However the FRA/ASP need to follow published DFID guidance.
24. The **Inception Reports** may include desk based research and stakeholder interviews/discussion as required. The reports should assess the programme's monitoring and evaluation documentation (incl. Theory of Change, Logical Framework) and provide recommendations for amendments. The M&E provider should work closely with the TA provider during the TA inception phase, particularly on logframe development, baseline data and defining expected results.
25. The **Annual Report** methodology may include desk based reviews of health and education sector progress reports, analysis of PA's management

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information system sectoral data, the TA provider's quarterly reports and interviews with the PA, the TA provider, the EU and other key stakeholders in the OPTs. It should also include interviews with beneficiaries.

26. The **Fiduciary Risk Assessment / Updates** will be carried out according to the methodology set out in the DFID guidance on FRAs. This may include desk-based research as well as detailed, technical discussions with the PA and other donors in country on PFM systems and reform.
27. The **Performance Evaluation** methodology should consider following the OECD DAC's recommended methodology for evaluating General Budget Support², whilst recognising that this project is non-budget support financial aid. The method uses a Comprehensive Evaluation Framework (CEF), setting out the hypothesised sequence of effects of budget support across five analytical levels and the Three Step Approach (inputs/outputs, outcomes/impact, contribution). This approach should be tailored to assess DFID's SSRP.
28. The **Flexible Diagnostic Facility** will use different methodologies dependent on the study agreed with DFID with individual ToRs in each instance. It will cover a broad range of issues related to programme implementation, including risks around providing financial aid. As a guide, it is expected that each piece of diagnostic work would be completed within 3 months of agreement with DFID. The provider does not necessarily need to have the expertise in-house to do each study, but it must be able to access/procure the necessary expertise, and have the capacity to manage the diagnostic work to ensure timely and high quality delivery.
29. The Flexible Diagnostic Facility may also be asked to carry out a **mid-term Review** by end 2018. This should be theory based. The Review should draw on a broad range of pre-existing data from both the PA and external sources. The Review should use both quantitative and qualitative data and include in-depth interviews with a broad range of stakeholders and interviews with beneficiaries.

E: Outputs

30. The key products to be delivered by the Monitoring and Evaluation Team are set out below. This shows that at least two reports are needed each year. This does *not* include the diagnostic studies or the MTR (see para 37 for how these will be contracted).

Product	Date
1a) Inception report: FA	TBD
2 Annual Report 2017	TBD
3 ASP 2017	TBD
1b) Inception report: TA	TBD

²

www.oecd.org/dac/evaluation/dcdndep/Methodological%20approach%20BS%20evaluations%20Sept%202012%20_with%20cover%20Thi.pdf

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4	Annual Report 2018	Nov 2018
5	FRA 2018	Nov2018
6	Annual Report	Nov 2019
7	ASP 2019	Nov 2019
8	Annual Report	Nov 2020
9	ASP 2020	Dec 2020
10	Final Evaluation	March 2021

31. The M&E service provider will work closely with DFID throughout the contract.

It will:

- Present the Inception report and the annual report findings to the DFID OPTs Team.
- Present the Fiduciary Risk Assessment findings to DFID OPTs in the first instance, and then to the PA and donors. This may require external and internal versions.
- Propose a dissemination strategy for the Performance Evaluation. This is likely to include presentations and/or workshops to different stakeholder groups. The evaluation report will be published externally in line with DFID's evaluation strategy.

F: Management and Payment

32. Under a separate process to these ToRs, an independent TA provider will be selected. The service provider who is awarded the TA contract will not be considered for the M&E contract.

33. The M&E provider will need a presence in country for the inception phase. The M&E Inception Phase will last for a maximum of four weeks, at the end of which the Inception Report will be produced. The precise format for the report will be agreed once the contract has been awarded. An inception meeting will be held when the service provider arrives in the OPTs. Ahead of the arrival, the service provider will be given a comprehensive list of stakeholders to contact and meet with during the inception period. The service provider will meet with DFID OPTs on a regular (at least fortnightly) basis during the inception period.

34. The contract will be issued for the full duration of the programme. Due to the flexible and adaptive nature of the programme the Contract must have adequate provision for variation to adapt to changes that occur during the life of the Programme. DFID shall, as a condition of proceeding from one phase to the next, have the right to request changes to the Contract, including the Services, the Terms of Reference and the Contract Price to reflect lessons learned, or changes in circumstances, policies or objectives relating to or affecting the Programme.

35. The key review points for the programme are at the following stages; at the end of the inception period and following each annual report.

36. Subject to the approval of the inception report, a contract amendment will be issued to include details of the services to be provided in the form of updated

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Terms of Reference and detailed costs. The contract will run until March 2021 with the possibility of a two year extension and an increase of up to £275,000 if judged by DFID to be required. The contract should be awarded by September 2017, mobilise in September and run to March 2021. The contract will be led by DFID OPTs Governance and Security Team, and the service provider will report to the DFID OPTs Governance Adviser.

37. The anticipated budget for this requirement will be up to £550, 000. This will include up to £400,000 for the ten products (1 Inception report, 4 Annual Reports, 1 Final Evaluation and 4 FRA/ASPs); and up to £150, 000 for the Flexible Diagnostic Facility. Under the Facility, DFID will agree with the successful provider the budget for each individual study in line with the agreed contractual fee rates. DFID will expect bidders to clearly demonstrate how their proposals offer Value for Money and provide clear justification for the level of inputs and size of team proposed.
38. The contract will be **100% output-based**. Payment will be made on the basis of the outputs set out above (excluding the diagnostics studies which will be paid separately but also on a 100% output-based basis) being delivered in a timely manner to a high standard and subject to approval by DFID.
39. DFID reserves the right to withhold payment if is not satisfied that the outputs meet the expected, pre-agreed standards. Moreover, if the programme fails to deliver, including for political reasons, we retain the right to take appropriate steps which may involve withholding funds or suspending the programme.
40. If a specific number of input days has been agreed between DFID and the service provider for a specific output or set of outputs it is solely the service provider's responsibility and risk to ensure that the stated outputs are delivered within the amount of time agreed.
41. The supplier shall commission an independent external audit at the end of each financial year during the contract. The cost of these audits should be included as an expense line within the commercial proposal.

G: Staffing

42. The service provider will create a team with the appropriate skills, experience and qualifications to deliver the agreed outputs, meeting the agreed milestones within the agreed timeframes. DFID must approve all team members and has the right to request the replacement of any personnel with immediate effect at any point. Details of the team are to be provided in the bid. DFID will identify key personnel who cannot be replaced without prior permission from DFID and will list these in the final contract.
43. The service provider will need to deliver in depth expertise across the outputs. This expertise will need to be highly attuned to the political, governance and socio-economic challenges of working in the OPTs.

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44. The supplier should provide an appropriate level of administrative support needed for organising the evaluation, including the travel, accommodation and meetings of the staff.

H: Duty of Care

45. The service provider is responsible for the safety and well-being of their personnel and third parties affected by their activities, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
46. DFID will share available information with the service provider on security status and developments in-country where appropriate.
47. The service provider 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 service provider must ensure they (and their Personnel) are up to date with the latest position.
48. The security situation is subject to change. The service provider should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract.
49. The service provider is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the contract (such as working in dangerous, fragile and hostile environments etc). The service provider must ensure their Personnel receive the required level of training and safety in the field training prior to deployment.
50. Tenderers must develop their tender 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 (see DFID Duty of care for Occupied Palestinian Territories below). 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.
51. If you are unwilling or unable to accept responsibility for security and duty of care as detailed above, your tender will be viewed as non-compliant and excluded from further evaluation.
52. 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

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- 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?

Duty of Care Risk Assessment

Location: Occupied Palestinian Territories

Date of assessment: October 2016

Theme	DFID Risk score
Country/Region	Occupied Palestinian Territories (excluding red and amber zones)*
OVERALL RATING³	3
FCO travel advice	2
Host nation travel advice	n/a
Transportation	3
Security	3
Civil unrest	3
Violence/crime	3
Terrorism	4
War	3
Hurricane	1
Earthquake	3
Flood	1
Medical Services	2
Nature of Project	2

* see latest details on UK Foreign Office Travel Advice <https://www.gov.uk/foreign-travel-advice>

(Red = Advise against all travel; Amber = Advise against all but essential travel)

1 Very Low risk	2 Low risk	3 Med risk	4 High risk	5 Very High risk
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³ The Overall Risk rating is calculated using the MODE function which determines the most frequently occurring value.