

TERMS OF REFERENCE

FOREST GOVERNANCE MARKETS AND CLIMATE (FGMC) PROGRAMME

Programme Management

INTRODUCTION

1. DFID is seeking a Supplier to manage its Forest Governance, Markets and Climate (FGMC) Programme. FGMC is a global programme which has the broad aim of bringing about governance and market reforms that reduce the illegal use of forest resources and benefit poor people who depend on forests for their livelihoods. It supports the EU Forest Law Enforcement, Governance and Trade (FLEGT) Action Plan, as part of a global effort to tackle deforestation, in particular by tackling illegal logging in developing timber-producing countries and the trade in illegally-produced timber products. It also seeks to apply lessons from the timber trade to trade in other commodities that impact forests and people who depend on forests for their livelihoods.
2. The Programme's Business Case¹ has been approved for the 10-year period 2011-21, with a total budget of £250 million funded from the UK International Climate Fund (ICF). The approved budget is £79 million for the period to 31 March 2015, with a further £84 million approved to cover the period April 2015 – March 2018. Approximately £33 million (40%) of this is expected to be allocated through Accountable Grants, with the remainder through contracts, Memoranda of Understanding and the costs of a limited number of front-line DFID staff.
3. Current programme activities are implemented through a mix of 17 Accountable Grants, ranging in size from £700,000 to £8 million; four Memoranda of Understanding with countries and international organisations, and eight Service Contracts.

¹<http://devtracker.dfid.gov.uk/projects/GB-1-201724/>

4. FGMC oversight is provided by an interdepartmental Steering Committee that meets once per quarter to review quarterly progress reports and ensure that departmental interests related to the ICF are being taken into consideration in programme implementation. It also reviews FGMC grant award recommendations and provides a formal point for exchanging information on the FLEGT Action Plan. The Steering Committee comprises representatives from DFID, the Department for Environment, Food and Rural Affairs (Defra) and the Department for Energy and Climate Change (DECC)
5. Since the Programme started, it has been managed in-house by DFID staff.
6. DFID now wishes to appoint an organisation to assume responsibility for aspects of Programme management across these arrangements.

OBJECTIVE

7. To effectively manage aspects of implementation of the Forest Governance, Markets and Climate (FGMC) Programme, namely: (i) the responsibility for financial and performance oversight of all Accountable Grants; and (ii) performance management of selected Memoranda of Understanding and Service Contracts.

RECIPIENT OF SERVICES

8. The client and recipient of services is the UK Department for International Development (DFID).
9. The Service Provider, in consultation with DFID's Senior Responsible Officer (SRO), will be required to liaise with DFID offices in the UK and in countries where FGMC has significant activities (or British Embassies or High Commissions in countries where there are no DFID offices), the UK Departments of Environment Food and Rural Affairs (Defra) and Energy and Climate Change (DECC).

SCOPE

10. Preferably located in the United Kingdom and working closely with DFID Advisers, the Service Provider will manage and monitor programme activities against defined logical framework outputs to ensure that they are on track and delivering value for money. This will include providing technical advice, and tracking and monitoring progress of implementation of selected Service Contracts and Memoranda of Understanding, and assuming full responsibility, including management of DFID funding, for Accountable Grants.
11. The selected Service Provider will be an organisation with a strong track record of outsourced management of a multidimensional development programme, including grant fund management and contract management. Its personnel assigned to the services will have extensive knowledge of and expertise in the subject matter covered by FGMC programme, including but not limited to:
 - a) Administrative and financial management of grants;
 - b) Contract management and performance oversight;
 - c) Forest sector policy and legislative reform;
 - d) International trade in timber and commodities grown on land converted from forest, and related controls and standards;
 - e) Environmental and social issues in the forest sector, including those related to tenure rights, gender, poverty and livelihoods, and climate change; and
 - f) International development and theory of change, and appropriate monitoring techniques to assess programme implementation.
12. Organisations that currently hold DFID contracts funded under the FGMC programme were asked to demonstrate how they would manage any actual or perceived conflict of interest in undertaking the functions of the

Service Provider.² A Conflict of Interest Protocol was agreed, see Annex 5 this is a live document and will be reviewed regularly throughout the lifetime of the programme to ensure the firewalls are effectively managing risk. The Service Provider will not be eligible to bid for accountable grant funding provided through the FGMC programme. Current accountable grants holders could not simultaneously hold a grant provided through the programme and undertake the functions of Service Provider.

13. The supplier will be expected to disburse at least £33m of grant funds over the contract duration, however these pass through funds may increase/decrease in line with changing programme requirements.
14. DFID has permission from Her Majesty's Treasury to provide the Fund Manager with advance payments for grants claims for not-for-profit organisations. On a monthly basis, the Fund Manager will provide DFID with a breakdown of claims received from fund recipients and a total figure for payment along with an assurance statement that all amounts claimed have been checked and verified. DFID will issue payment to the Fund Manager for onward payment subject to cross-checking and receipt of all necessary assurances.

TASKS

A) Accountable Grants

15. DFID will retain responsibility for funding of current grants which terminate on or before 30 September 2015. The Service Provider will assume responsibility for monitoring performance and reporting.
16. DFID will transfer current grants which run past 30th September 2015 as soon as practicable after the Service Provider has been engaged and the Service Provider will assume full responsibility for management and funding of those grants.

² See annex 1, 2 and 3 for details of grants, contracts and MoUs to be managed

17. The Service Provider's responsibilities with respect to Accountable Grants will include:

For current grants running past September 2015

- a) Formalising the transfer of relevant grant arrangements from DFID with grantees, based on their existing grant letters and associated project documents so as to permit uninterrupted performance of their activities;

For new grants

- b) Work with DFID SRO to support a review of the geographic and thematic coverage of the current grant portfolio in relation to the overall FGMC business case, logical framework, programme results and 2020 milestones, and identification of areas where continued grant funding can contribute most effectively to FGMC aims;
- c) Recommending to DFID the rationale, coverage and budget allocation for new grants that will run from 2015-2018;
- d) Preparing calls for grant proposals, including defining scope to be covered, setting timelines, defining evaluation criteria, developing application forms and assessment methodology, and agreeing the process with DFID;
- e) Publicising calls for proposals in a way that ensures potential grantees are made aware of them;
- f) Establishing a system to advise grant applicants on the application and selection process, including responding to any questions and giving appropriate consideration to the needs of applicants from developing countries;
- g) Assessment of proposals received in terms of technical approach, financial capability, risk management and value for money, consulting as necessary with DFID SRO and Advisers in UK and country offices, and key FGMC partners, such as the European Commission and EU Delegations, the European Forest Institute's

FLEGT and REDD+ Facilities, and the EU-FAO FLEGT Programme, so as to ensure coherence with other funded activities;

- h) Presenting assessment findings and recommendations on selected applicants, including their proposal summaries, to DFID for their endorsement;
- i) Informing unsuccessful applicants with justification and, if necessary, engaging with successful ones to refine their proposals;
- j) Preparing due diligence reports on successful applicants in accordance with DFID guidelines;³
- k) After ensuring that all outstanding issues, raised through the assessment process or feedback from DFID, have been resolved, and concluding negotiations and agreement on log frames and budgets; issuing grant agreement letters for approved grants in accordance with terms and conditions agreed with DFID. These should include, *inter alia*, specifications on financial and technical reporting, advice on use of the UK Aid logo, information on compliance with IATI⁴ processes, and payments to grantees. DFID will provide the Service Provider with a draft grant agreement.
- l) Maintaining records of all correspondence with applicants, including their proposals

For all grantees

- m) Communicating regularly with grantees to gain an up-to-date knowledge of their activities and to resolve any issues arising from them, including any changes to planned activities and budget allocation by activity and time;
- n) Receiving and reviewing grantees' technical and financial reports, providing and consolidating reported results, for quarterly and annual reporting to DFID in a way that contributes to reporting against FGMC log-frame milestones;

³ DFID's due diligence guidelines are attached as an annex to this term of reference.

⁴ International Aid Transparency Initiative (www.aidtransparency.net)

- o) Disbursing grants in a timely fashion on receipt and validation of grantees' technical and financial reports and claims for payment;
- p) Preparing up-to-date consolidated forecasting of expenditure and informing DFID monthly about any changes to forecasts;
- q) Coordinating with grantees to prepare stories that illustrate impacts on the ground that result from their activities and, in consultation with DFID Advisers, developing approaches to publicising these stories;
- r) Monitoring grantees' activities at an appropriate level (including visits, to be agreed by DFID, to countries where grantees have activities) so as to ensure delivery of agreed objectives and continuous value for money, and taking appropriate action, including recommending suspending or terminating any grants that fail to perform adequately;
- s) Receiving Annual Audited Accounts from all grantees and verifying that each grant was expended in accordance with its agreed terms;
- t) Maintaining records of all grants, including reports and monitoring results, in sufficient detail that will facilitate external monitoring or audit;
- u) In coordination with DFID Advisers, organise an annual grantees' forum at which grantees and other partners can share learning and receive updates on DFID policy that affects their activities;
- v) Provide information on grants to the FGMC Monitoring contractor in relation to their field visits and preparation of their reports for Annual Reviews; and
- w) Advise grantees' on their participation in the annual EU FLEGT Week and similar events as advised by DFID Advisers.

18. DFID's preferred method of disbursement to grantees is quarterly in arrears and it is expected that the Service Provider will adhere to this. There may be legitimate circumstances for payments to be made in advance to some not-for-profit organisations. The Service Provider will

assess and agree applications for advance payments from grantees, liaising with DFID as appropriate.

19. On a monthly basis the Service Provider will provide DFID with a forecast of claims to be received from grant holders and a total figure for payment the following month.
20. DFID will issue payment to the Service Provider for onward payment subject to receipt of all necessary assurances that amounts claimed for have been checked and verified. Under this arrangement it is not foreseen that the Service Provider will be required to pre-finance payments to grantees.
21. The Service Provider should aim to streamline grant management and their tenders should demonstrate how year-on-year savings and increased efficiency could be made to the processes described above.

B) Supplier Contracts

22. DFID will remain as the contracting party for the relevant⁵ supplier contracts, but will delegate responsibility for monitoring and performance management to the Service Provider. DFID will maintain relationships with its contacting counter-parties for the supplier contracts, but will not be involved in routine management of the supplier contracts except when formal escalation of issues is required. The responsibilities of the Service Provider related to performance oversight will include:
 - a) As directed by and in consultation with DFID SRO, identifying needs for new contracts, leading on the preparation of draft terms of reference and other documentation required for launching tenders, and providing feedback via DFID's Procurement and Commercial Department in relation to questions raised during tendering processes, and participation in pre-bid meetings;

⁵ See Annex 2 for all current contracts indicating those for which the Service Provider will provide performance oversight.

- b) Acting as the first contact point for contractors relating to queries with established contracts under the programme concerning contract implementation, and escalating queries to DFID SRO or Contract Officers, as appropriate, for matters that require their attention and action. Formal escalation points will be determined in consultation with DFID advisers during the inception phase of this contract;
- c) Receiving and reviewing contractors' technical reports, summarising performance progress quarterly, and informing DFID Advisers and Contract Officers promptly of issues that need their attention;
- d) Notifying DFID Advisers of any implementation or performance issues that may affect payment of contractors' invoices;
- e) Assisting DFID Advisers prepare communications with the European Commission and relevant EU Delegations concerning performance of contracts, in particular those with actions in countries where contracts are co-funded;
- f) Consulting with European Forest Institute FLEGT and REDD+ Facility specialists on technical issues related to performance of relevant contracts;
- g) Maintaining regular contact with contractors, including meeting with them at least once every quarter to review progress;
- h) Visiting those countries where relevant contracts are being implemented at least twice annually to review progress on the ground, where feasible in conjunction with project steering committees or similar events attended by DFID Advisers; and
- i) Provide documents and information to the FGMC Monitoring contractor in relation to their field visits and preparation of their reports for Annual Reviews.

C) Memoranda of Understanding

23. The Service Provider will assume responsibility for performance oversight of selected Memoranda of Understanding⁶. This will include:

- a) Acting as a first contact point in relation to technical matters related to actions under each MoU;
- b) Providing technical advice to DFID SRO related to performance of actions under MoUs, especially in relation to preparation of planning meetings (e.g. Steering Committees) and on plans and reports;
- c) Reviewing results as reported under MoUs and assisting with consolidating results into quarterly FGMC reports; and
- d) Providing advice to DFID Programme Officers on whether performance under MoUs is meeting expectations.
- e) Attend steering committees established for oversight of MoUs, if required and as directed by DFID SRO.

D) Programme monitoring contractor

24. The Service Provider will coordinate closely with the contractor engaged to provide independent monitoring of the FGMC Programme⁷. The Service Provider will receive reports from grantees and contractors and monitor performance to ensure required standards for delivery are met. The contractor engaged to provide independent monitoring will review and analyse all reports, consolidate results and make recommendations to DFID. The Service Provider will coordinate field visits with the contractor engaged to provide independent monitoring to ensure efficient scheduling.

REPORTING

25. Within the 1st quarter of the commencement of the contract, the Service Provider will submit a draft Inception Report to DFID. This will confirm the

⁶ See Annex 3 for current MoUs, indicating those for which the Service Provider will provide performance oversight.

⁷ ITAD, in association with Triple Line consultants, has a contract for these services until 31 March 2015.

approach to providing the services as set out herein, identifying any recommended changes for improving service delivery. A final Inception Report will be submitted to DFID within 2 weeks of receiving DFID's response to the draft Inception Report.

26. Within six weeks of June 30th, September 30th and December 31st each year, the Service Provider will submit draft Quarterly Reports to DFID. These will describe main actions and results achieved by all grants, contracts and MoUs under the Service Provider's management during the previous quarter. They will report on progress to the quarterly focus and performance to agreed KPIs. They will also describe any issues that have required DFID's attention and the results of action taken to address them. And they will present a summary of key actions anticipated in the following quarter. The structure of quarterly reports, which will be agreed with DFID, should as a minimum include:

- a) A summary of key points;
- b) Financial and performance information;
- c) Main results achieved, linked to FGMC log frame milestones;
- d) Issues identified and actions taken; and
- e) Forward look for the following quarter.

27. Within six weeks of March 31st each year, the Service Provider will submit a draft Annual Report to DFID. These will have a similar structure to quarterly reports and cover activities and results over the whole financial year.

28. Finalised Quarterly and Annual Reports will be presented to the FGMC Steering Committee and to the FGMC monitoring contractor.

29. The Service Provider should submit brief back-to-office reports following each country visit undertaken. These should outline any significant issues identified, action taken and, where relevant, recommendations for action by DFID.

DFID CO-ORDINATION AND REPRESENTATION

30. The Service Provider will report to DFID's SRO, and liaise with DFID's Programme and Finance Officers assigned to FGMC. The Service Provider will be expected to meet at least monthly with DFID Advisers in London, to discuss the implementation of the programme, and discuss progress and pertinent developments in partner countries and international processes.
31. Significant overseas travel to monitor implementation of activities will be required. It is estimated that those countries where DFID holds contracts should be visited twice annually, together with a sample of countries where DFID grant-holders have activities⁸.
32. In some cases, DFID's SRO may task the Service Provider to represent DFID and DFID's interests in meetings and events which fall within the scope of FGMC and the duties described herein. This may include participation in steering committees established for oversight of MoUs, participation in ad hoc donor coordination meetings convened by the European Commission in Brussels, and other similar events.

DUTY OF CARE

33. The Service Provider will be responsible for the safety and well-being of their Personnel whilst they are in countries covered by the programme (as defined in DFID's standard Terms and Conditions) and Third Parties affected by their activities during the course of this programme, including having appropriate security arrangements in place. This will be in line with the initial risk assessment matrix developed by DFID included as Annex 4 to this ToR.

CONTRACTUAL ARRANGEMENTS AND TIMING

34. The assignment will be for 36 months, with possibility of 3 year extension subject to continued performance, need and programme review

⁸ See Annexes 1 and 2.

recommendations. The contract will be subject to a break clause after the first 18 months, where continuation of the contract will be dependent on strong performance of the Service Provider and ongoing need. DFID reserves the right to scale up or scale back this contract in response to programme requirements.

BACKGROUND

35. The Forest Governance, Markets and Climate (FGMC) programme is a ten-year programme funded from the UK Government's International Climate Fund (ICF), and implemented by DFID, working closely with DECC and Defra. It is part of a coordinated endeavour with the EU, and is aligned with global efforts involving Norway, China, Japan, the USA, and developing forest countries in Africa, Asia and Latin America.
36. The programme coordinates efforts with the EU's 2003 Forest Law Enforcement, Governance and Trade (FLEGT) Action Plan, as part of a global effort to tackle illegal logging, deforestation and the underlying governance and market failures. It is part of the UK's broader initiative on forests and climate.
37. The programme's main task is to support governance and market reforms that reduce the illegal use of forest resources and benefit poor people who depend on forests. It aims to achieve this by combining "demand-side" measures in consumer countries with "supply-side" actions in producer and developing countries, focusing on countries which enter into FLEGT Voluntary Partnership Agreements (VPAs) with the European Union.
38. The programme addresses three problems. First, it tackles market failure that encourages illegal logging and illegal forest clearance for agricultural commodity production. It works with the private sector to promote practices that favour trade in forest products from legal and well-managed sources and will extend lessons learnt to other illegally-sourced "forest-

risk” commodities that drive deforestation, such as soybean, palm oil, beef and leather.

39. Second, it tackles government failure, specifically the weak regulation of logging, forest clearance, and the trade in illegally sourced forest-risk commodities. The bulk of the programme is directed at improving public and private standards and the enforcement of these in producer and consumer countries.

40. Third, the programme aims to address the inequitable distribution of resources that results from illegal logging and illegal clearance, from associated corruption, and from the collection and distribution of forest revenues. Maintenance of the ecosystem services, clarification and improvement in the rights and tenure, and improvements in the distribution of forest revenues, will contribute to benefitting poor people living and around forests, and who depend on them for a significant proportion of their livelihood.

41. Specific programme outputs as set out in its log frame are:

- a) **producer and processing countries with effective multi-stakeholder institutions** for overseeing, implementing, enforcing and monitoring legal, policy and market reforms and actions that control illegally sourced timber and other agricultural or forest-risk commodities;
- b) **compliance with public rules and policies, as well as private business standards in consumer countries**, that discourage trade in illegal timber and other commodities sourced from illegal forest practices;
- c) **knowledge and momentum for change**, based on sound evidence and lesson learning, amongst the public, NGOs, private sector and governments;
- d) **coherence between programmes on forests and deforestation at national and international levels.**

42. Between 2011 and 2014, DFID has awarded grants to 17 not-for-profit organisations⁹. These have covered a wide range of issues including support for grass-roots civil society organisations in developing forest countries, international advocacy for tenure rights for forest-based communities, advice on EU and developing country legislation, governance and trade policy research, undercover forest crime monitoring, and support for coherent trade policies that favour legal trade.
43. DFID has awarded 8 contracts¹⁰ to suppliers to support actions in a number of countries. These include support for capacity building related to Liberia's VPA, operating a Legality Verification Department in Liberia's Forestry Development Authority, support for implementation of Indonesia's VPA, support for negotiation of Guyana's VPA, provision of VPA Facilitators in VPA partner countries in West and Central Africa, and operation of a Project Management Office to coordinate cooperation with China on legal timber trade with developing countries, and addressing Chinese impacts on forests and forest dependent people through its overseas investments. A further contract covers independent monitoring of the overall programme and contribution to its Annual Review.
44. DFID has agreed 4 Memoranda of Understanding (MoUs)¹¹ with international organisations and country governments. These cover UK's contribution to the European Forest Institute's FLEGT and REDD+ Facilities, transfer of DFID funds to Agence Française de Développement (AFD) for support to the Republic of Congo's VPA, transfer of DFID funds to the EU-FAO FLEGT Programme for management of small grants, and provision of funding to the Ghana Forestry Commission to support implementation of its VPA. DFID has three further arrangements whereby it has agreed to manage other donors' funds. These include two Delegated Cooperation Agreements with the EU to support cooperation in Liberia, and a MoU with Norway to support work in Guyana.

⁹ See Annex 1

¹⁰ See Annex 2

¹¹ See Annex 3

45. The programme contributes to UK's International Climate Finance commitment. FGMC works alongside and in conjunction with UK support for efforts to reduce deforestation, including REDD+, and aims to maximise coherence between these programmes.
46. During the first phase of the programme (2011-2014) the potential application of aspects of the FLEGT approach with timber to other commodities whose production affects forests and forest-dependent people has been examined. It is expected that from 2015 onwards, progress with applying lessons from the timber trade to other commodities will accelerate, through development and promotion of policies, and translating policies into action. While the strong focus on FLEGT is expected to be maintained, increasing attention will be given to this aspect.

Current FGMC Accountable Grants

Project Title	Partner	End date	Countries
Engaging the Timber Trade in Tackling International Forestry Initiatives	European Timber Trade Federation (ETTF)	Sept2015	Potentially all VPA countries, China* and Myanmar*
Civil Society Engagement in Governance Reforms in African High Forest	Well Grounded	Sept 2015	Cameroon*, Gabon, Central African Republic, Republic of Congo*, DR Congo*, Liberia*
Progress with Improving Forest Governance and Tackling Illegal Logging	Chatham House	Sept 2015	UK-based
Promoting Good Governance in the Forest Sector	FERN	Sept 2015	Ghana*, Liberia*, Republic of Congo*, Gabon, Vietnam*
Forest Footprint Disclosure	Global Canopy	Dec 2015	UK-based
Strengthening Forest Governance Through Civil Society Tracking of Illicit Timber Flows	Environmental Investigation Agency (EIA)	Sept 2015	Indonesia*, China*, Malaysia, Thailand, Vietnam*, Laos, Myanmar*.
Sustainable and Accountable Forest Management (SAFM)	Global Witness	Sept 2015	DRC*, Liberia*, Malaysia (Sarawak), Cambodia, Laos Myanmar*, China*, Peru,
Supporting Forestry Communities to Improve their Tenure and Market Access	Rights and Resources Initiative (RRI)	Jun 2016	Cameroon*, Mali, Burkina Faso, DR Congo*, China*, Nepal, Thailand, Indonesia*, Laos, India, Bolivia, Colombia, Peru, Guatemala
Capacity Strengthening and Empowerment to Improve Forest Governance	Centre for International Development and Training (CIDT)	Sept 2015	Liberia*, Ghana*, Cameroon*, DR Congo*
Transforming Global Markets for Timber and Agriculture	Forest Trends	Sept 2015	DR Congo*, Cameroon, Republic of Congo, Liberia, Ghana, Laos. Cambodia, Vietnam, Myanmar, Papua New Guinea, China, India, Guatemala, Honduras, Nicaragua, Costa Rica, Colombia
Strengthening Local Governance Systems to Improve Business Climate in Mesoamerica Forest Sector	International Union for the Conservation of Nature (IUCN)	Mar 2017	Mexico, Guatemala, Honduras, Nicaragua, Panama.

Project Title	Partner	End date	Countries
Client Earth FGMC Support	Client Earth	Sept 2015	Ghana*, Cameroon*, Gabon
Promoting poverty alleviation, and improving land tenure security and governance in the Congo Basin through community based mapping, legal capacity building and documentation of customary tenure and governance	Rainforest Foundation-UK	Mar 2017	DR Congo*, Cameroon*
Africa Natural Resources Capacity Building Partnership	The ProForest Initiative	Sept 2016	Liberia*, Ghana*, Nigeria, Cote d'Ivoire, Gabon, Republic of Congo*, DR Congo*, Cameroon*
Global Forest Watch 2.0	World Resources Institute	Mar 2015	US based
Community-based forest monitoring in support of community livelihoods, forest sector reforms and effective implementation of legal and voluntary standards	Forest People's Programme	Dec 2016	Guyana*, Cameroon*, DR Congo*, Indonesia*
China-Africa collaboration to improve forest resource governance	IIED	May 2017	China*, Cameroon*, DR Congo*, Mozambique, Uganda

*Suggested countries to visit to check grantees' activities

FGMC Service Contracts requiring performance oversight

ContractTitle	Contractor
Support Unit for Liberia FLEGT Voluntary Partnership Agreement (VPA) Implementation	HTSPE Ltd
Establishment and Operation of a Timber Legality Verification Department, Liberia	SGS S.A.
Project Management Office to Support Coordination of China-UK Cooperation on Forest Governance, Markets and Climate	LTS International Ltd
Facilitation Unit for Forest Law Enforcement, Governance and Trade (FLEGT) Voluntary Partnership Agreements in Africa (Ghana, Liberia, Republic of Congo, Côte d'Ivoire)	Coffey International Development Ltd
Guyana Facilitation and Negotiation Support	Coffey International Development Ltd

Current FGMC Memoranda of Understanding requiring performance oversight

Project Title	Partner
EU FLEGT-REDD+ Facility	European Forest Institute (EFI)
FAO FLEGT Grants Programme	Food and Agriculture Organisation (FAO)

DUTY OF CARE - SUMMARY RISK ASSESSMENT MATRIX**DFID Overall Project/Intervention****Summary Risk Assessment Matrix (Risk scores for relevant countries):****Date of assessment:** June 2014**Assessing official:**

Theme	Burma	Cameroon	China	Cote d'Ivoire	Democratic Republic of Congo	Ghana	Guyana	Indonesia	Liberia	Republic of Congo	Vietnam
OVERALL RATING	2	2	2	3	4	3	3	4	4	3	2
FCO travel advice	3	3	2	3	4	2	1	2	4	4	2
Host nation travel advice	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Transportation	3	4	2	4	5	3	3	3	4	4	3
Security	2	2	2	3	4	3	3	4	4	3	2
Civil unrest	2	3	2	4	5	3	4	3	4	3	1
Violence/crime	2	3	2	4	5	3	4	3	4	3	1
Terrorism	1	2	1	1	2	1	1	4	2	2	1
War	1	2	1	3	3	1	1	2	2	2	3
Hurricane	2	1	2	1	1	1	2	1	1	1	2
Earthquake	2	2	2	1	2	1	2	4	1	1	1
Flood	2		2	2	1	1	3	3	2	1	2
Medical Services	4	4	2	3	5	3	4	2	4	2	3
Nature of Project/Intervention	2	2	2	2	2	2	2	2	2	2	2