



## Section 4 Appendix A

### CALLDOWN CONTRACT

<b>Framework Agreement with:</b>	<b>Coffey International Development Limited</b>
<b>Framework Agreement for:</b>	<b>Global Evaluation Framework Agreement - Lot 2: Performance Evaluation</b>
<b>Framework Agreement Purchase Order Number:</b>	<b>PO 7448</b>
<b>Call-down Contract For:</b>	<b>Cities, Infrastructure and Growth – Lot 4: Results Management and Learning</b>
<b>Contract Purchase Order Number:</b>	<b>PO 8268</b>

I refer to the following:

1. The above mentioned Framework Agreement dated **12<sup>th</sup> September 2016**;
2. Your proposal of **1<sup>st</sup> June 2018**

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 2nd October 2018 ("the Start Date") and the Services shall be completed by 2nd July 2023 ("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 Department for International Development (DFID) ("the Recipient").

#### **3. Financial Limit**

- 3.1 Payments under this Call-down Contract shall not, exceed £3,599,991.84 ("the Financial Limit") and is exclusive of any government tax, if applicable as detailed in Annex B.

When Payments shall be made on a 'Milestone Payment Basis' the following Clause 22.3 shall be substituted for Clause 22.3 of the Framework Agreement.

#### **22. Milestone Payment Basis**

- 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 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 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 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]  
[REDACTED]  
[REDACTED]  
[REDACTED]

4.2 The Contract Officer is:

[REDACTED]  
[REDACTED]  
[REDACTED]  
[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 at Annex A and the timing and content of reporting may be further refined during Inception.

#### 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.

## **9. Section 2, Framework Agreement Terms and Conditions**

- 9.1 Section 2, Framework Agreement Terms and Conditions require certain parameters be set on an individual call-down contract basis. The following clauses will supersede their counterparts at Section 2, for the purposes of this call down contract only:

### **SCHEDULE 3: INSURANCE REQUIREMENTS**

#### **7. INSURANCE CLAIMS**

7.2 Except where DFID is the claimant party, the Supplier shall give DFID notice within twenty (20) Working Days after any insurance claim in excess of £35,991.92 relating to or arising out of the provision of the Services or this Agreement and/or any Call Down contract on any of the Insurances or which, but for the application of the applicable policy excess, would be made on any of the Insurances and (if required by DFID) full details of the incident giving rise to the claim.

### **ANNEX 1: REQUIRED INSURANCES**

#### **PART A: THIRD PARTY PUBLIC & PRODUCTS LIABILITY INSURANCE**

##### **3. LIMIT OF INDEMNITY**



3.1 Not less than to be £5,000,000 in respect of any one occurrence, the number of occurrences being unlimited, but £5,000,000.00 any one occurrence and in the aggregate per annum in respect of products and pollution liability.

**4. TERRITORIAL LIMITS**

4.1.1 N/A

**8. MAXIMUM DEDUCTIBLE THRESHOLD**

8.1 Not used

**PART B: PROFESSIONAL INDEMNITY INSURANCE**

**3. LIMIT OF INDEMNITY**

3.1 Not less than £10,000,000.00 in respect of any one claim and in the aggregate per annum.

**4. TERRITORIAL LIMITS**

4.1. N/A

**8. MAXIMUM DEDUCTIBLE THRESHOLD**

8.1 Not used.

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

Name:  
Position:  
Signature:  
Date:

For and on behalf of  
Coffey International Development Limited

Name:  
Position:  
Signature:  
Date:

## Call-down Contract

### Terms of Reference

#### PO 8268 - Cities and Infrastructure for Growth (CIG) – Lot 4 – Results, Management and Learning (RML)

#### Introduction

1. DFID is contracting with a suitably qualified Supplier to deliver the Results, Management and Learning (RML) component of its Cities and Infrastructure for Growth (CIG) programme.

#### Programme Context, Budget and Timeframe

2. DFID's CIG programme is comprised of the following components, each contracted separately and delivered by a separate provider:

2.1. Lot 1 – Uganda country programme (CIG Uganda)

2.2. Lot 2 – Zambia country programme (CIG Zambia)

2.3. Lot 3 - Burma country programme (CIG Burma)

The collective CIG programme will be adaptive and demand driven. The CIG programme is expected to expand to new locations and focus countries during the lifetime of the above listed CIG Lots 1-3 and of the CIG RML programme.

3. In addition to the Lot 1 – 3 focus country programmes, the collective CIG programme includes the Innovation & Investment Fund (I2F), a multi-million pound fund into which DFID country offices can bid for funding to allow them to trial, pilot or gap fund a project which fits into the wider CIG programme objectives and sectors. Country offices, and possibly regional DFID programmes, will bid for small amounts of funding which enable them to try innovative approaches or attract new forms of investment into urban, city focussed or infrastructure programmes. Whilst CIG will provide the funding and parameters for use, the management and procurement for delivery of the pilot will be the responsibility of the country office to manage.
4. DFID's CIG RML component will principally deliver two core pillars of activity:
  - 4.1. Assurance - across the portfolio and initially the three current CIG focus countries of Burma, Zambia and Uganda and the Innovation and Investment Fund (I2F), through verification of results, outputs, outcomes and impacts;
  - 4.2. Learning – providing a coordination and cohesion function for all the lesson learning across and beyond the programme in the focus CIG sectors and the

selected CIG countries or regions. It will also need to ensure learning is captured from any I2F projects funded<sup>1</sup>.

Subject to the uptake of additional CIG programme regions and additional CIG derived activities, the CIG RML Supplier is expected to expand to meet the demands of the collective CIG programme.

5. The total budget for the CIG RML contract is between £2,500,000 and £12,500,000, with an anticipated initial value of between £3,500,000 and £5,000,000 for an initial 57 months, inclusive of any applicable taxation. Budget increases towards the range maximum are dependent on the success of the initial country-focussed CIG programmes and their expected expansion and adoption in new locations, as well as the continued availability of funding. All values are inclusive of any applicable taxation.
6. The implementation of the CIG RML programme will commence in October 2018. The initially selected country programmes will be implemented initially for 57 months, until June 2023. DFID retains an option to extend the programme by up to a further 51 months.
7. The Supplier will be responsible for delivering these Terms of Reference. The contract is expected to commence immediately upon the signing of contract. The contract will consist of two Phases (i) Inception and (ii) Implementation. The Inception Phase will last for six months after which point there will be a Break Point in the contract. Upon satisfactory completion of the Inception Phase, the Implementation Phase will start and last for 51 months with a Break Point at month 31 for review and a final Break Point at the end of the Implementation Phase again for review. There may be a possibility of extension of up to 51 months subject to project need, satisfactory performance and budget availability. Further contract break points may be inserted in the event of programme extension. It is anticipated that the RML may be required to run until after the last CIG country programme is completed.

### **Impact, purpose and outcome**

8. The intended **overall impact** of the CIG programme is:

**“enhanced economic growth leading to job creation and poverty reduction”**

The CIG programme will reduce poverty principally by supporting inclusive economic development and structural transformation, by building the enabling environment for investment into urban, energy and infrastructure sectors.

9. The **purpose** of this Terms of Reference is to set out the details and delivery expectations for the Supplier to deliver the RML component of the CIG programmes.

10. The **intended outcomes** for the CIG programmes are:

**“i) enhanced urban productivity** that will allow cities to benefit from the economies of agglomeration leading to strong multiplier effects in stimulating

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<sup>1</sup> The RML will ensure capture of any results arising from I2F investments as part of the overall CIG programme reporting. The RML will not have to manage or run delivery of the I2F, which has not yet commenced.

other high value activities;

ii) **improved access to reliable and affordable power** that will support the increase in trade, productivity and private sector development; and

iii) **improved infrastructure services** that will deliver critical infrastructure such as transport.”

**11. The CIG RML Supplier is responsible for selecting and implementing measurement indicators, in collaboration with DFID and the CIG focus country programme providers, for the above-listed outcomes.**

12. The **intended outcomes** for the CIG RML programme are:

- 12.1. accurate and well evidenced measurement of the achievements of the CIG programme at a portfolio level.
- 12.2. active comparisons of results and approaches across CIG countries that drives optimal performance across the whole programme.
- 12.3. evidence of what works in policy and TA in CIG sectors that keeps CIG at the cutting edge of delivering programmes in these sectors
- 12.4. reassurance that lessons are being learned quickly and programmes strengthened, adapted or reconsidered appropriately.
- 12.5. assured and aggregated results from country level indicators up to an overall set of CIG level of achievements.
- 12.6. better value for money (economy, efficiency, effectiveness and equity) from in-country CIG interventions
- 12.7. a strong evidence base from which DFID can make decisions about output-based payments to CIG suppliers delivering in programme target countries
- 12.8. accurate and well evidenced approaches to measuring inclusion and whether infrastructure interventions have been designed and implemented in consultation with poor and marginalised groups
- 12.9. accurate, well evidenced and disaggregated results reporting which includes data on number, type and quality of jobs created as a result of CIG interventions

The above-described outcomes covers the three initial CIG programmes in Uganda, Zambia and Burma, the Innovation & Investment Fund (I2F) and are expected to expand to include additional CIG focus countries or regions throughout the contract duration.

13. The above reference outcomes will be measured by the following indicators:

- 13.1. timely composition and delivery of agreed results indicators, with sound evidence and methodological notes

- 13.2. high quality lesson-learning products delivered and disseminated effectively to programmes and partners including reference to cutting edge research in CIG sectors and evidence/case studies of what is being implemented by other key players
- 13.3. strong feedback from partners on the quality of RML work, ensuring feedback is independent and manages any potential conflict of interest between the RML and CIG suppliers.
- 13.4. Strong feedback from beneficiaries to substantiate results reported that can also be clearly communicated in the form of case studies, real life stories etc.

**The recipient**

14. The recipient of this programme will be the UK Government Department for International Development (DFID). The contract will be let in the UK.

## **Beneficiaries**

15. Direct beneficiaries of the CIG programmes are:
  - 15.1. The countries in which CIG will operate which will benefit from enhanced, faster and more balanced economic and inclusive growth.
  - 15.2. The partner government Ministries, Departments & Agencies (MDAs) who will be better able to execute their mandate.
  - 15.3. Businesses who will benefit from reduced cost, improved services, and improved competitiveness, along with workforce benefits relating to longer operating hours and increased job creation benefits.
  - 15.4. Citizens, including poor women and men, who will benefit from employment on infrastructure projects and improved urban and infrastructure services.
  - 15.5. Communities (including women and marginalised groups) who will benefit from high quality engagement and consultation on the planning and implementation of CIG projects and their increased involvement in engaging with public bodies and holding them to account.
  - 15.6. Local skilled experts and businesses that are able to tender for sub-contract and supply opportunities arising from CIG pipeline projects.
  - 15.7. Local content – increased capacity and skills in CIG sectors arising from the opportunities from CIG planning work and downstream from CIG pipeline projects.
16. The RML Supplier will work closely with DFID and the CIG focus country programme suppliers to establish the baseline data available to measure the success of the CIG programme - collectively and by focus country programme - in improving outcomes for these beneficiaries. The above-referenced parties will discuss and agree where baseline measurements are absent but required. DFID will then discuss with suppliers how to fill any gaps, drawing on advice from the RML. It will be important to disaggregate wherever possible results achieved by measures such as gender, age, skill level, persons with disabilities, and geographical link to projects' locales. It is not envisaged that primary data collection and monitoring will be a role of the RML.
17. A series of indirect (longer-term) beneficiaries are expected including (but not limited to):
  - 17.1. Citizens who will benefit from jobs created when firms invest to take advantage of improvements in competitiveness
  - 17.2. Finance providers who will benefit from improved risk-adjusted returns
  - 17.3. UK and other international and national private sector firms who will benefit from a more conducive environment for trade and investment.
18. DFID recognises that indirect beneficiary benefits will be much harder to measure and attribute; however there is an expectation that these successes, in which CIG has played a part, can be communicated - either as part of programme

updates or to illustrate at learning events or conferences. Case study style examples of success stories and/or where CIG support has been catalytic are therefore part of the requirement for CIG in-country contractors. The RML Supplier will be required to verify examples and case studies provided by the in-country contractors.

19. Due to the demand led nature of the CIG in country facilities it is not possible to say with certainty which ministries and agencies will be the prime beneficiaries, but the cross sectoral nature of many of the challenges suggests a broad set of counterparts. It will be for the RML to take a holistic view of an approach and either provide a challenge function or, through regular reporting with DFID, raise any concerns. It is difficult to specify this work with certainty at the outset since workstreams and focus areas are yet to be determined. The RML will be expected to be flexible and adapt to the CIG country programmes to utilise their time and inputs to best effect. At times DFID may direct the RML to a specific sector or geography where we either have a concern or a political interest in understanding in greater depth what the CIG programme is delivering in that area.
20. An example of significant counterparts listed under CIG Country Programmes are expected to include, but not be limited to:
  - 20.1. Ministries of Finance
  - 20.2. Ministries of Energy
  - 20.3. Presidents' Offices
  - 20.4. PPP Units
  - 20.5. Industrial development parastatals
  - 20.6. Utility sector regulators/and operators
  - 20.7. Municipal governments
21. A full list of key counterparts for the initial CIG focus countries will be provided upon contract award along with confirmation of the winning bidders for each of the three initial country programmes. For further details please review the three scoping studies for the CIG focus countries provided at Annex A
22. The CIG focus country programme suppliers will be expected to monitor the impact that programme activities are having on the poor, especially as the programme matures, and to agree to relevant KPIs once activities and projects are agreed with DFID and the MDAs. The RML will be involved in the discussions and agreements between DFID and the CIG in-country contractors when agreeing to measurements being utilised, which the RML will be expected to verify.
23. Learning and lessons captured from projects are crucial elements of the RML programme and are expected throughout the life of CIG delivery. For example, learning in real time and as programmes are adapted should be captured and shared. There is potential to share an established learning and dissemination platform with another DFID programme, Infrastructure and Cities for Economic Development (ICED), so that collaboration and consolidation of the lessons in relation to infrastructure, energy and cities can be managed and accessed via a singular online tool. The RML will also be cognisant of relevant learning happening in other, related DFID economic development programmes. DFID thinking around synergies and maximising this opportunity is still in development, however the RML Supplier is expected to actively seek and develop the potential

efficiencies of complementing and collaborating with other programmes.

24. To maximise the benefits of CIG, the Supplier will capture lessons picked up through implementation and be creative and opportunistic in how these lessons are used to improve the effectiveness of project outputs. The CIG in-country contractors will be expected to deliver a flexible and adaptive approach that is informed by an understanding of the changing political economy context in each country. The CIG in-country contractors will be ready to innovate, learn and adapt in order to deliver maximum results and value for money. The RML contractor will co-ordinate any lessons and learning and ensure cohesion and opportunities to bring the learning from different country programmes together. During the life of all of the contracts there may be potential to expand the project and/or extend its duration, subject to DFID ministerial approval.
25. If an element of a CIG country programme is failing, the CIG in-country contractors must escalate this early to the DFID Country Lead to ensure learning is captured and the relevant element can 'fail fast' or adapt. Similarly, the RML contractor will be assessing and raising issues of concern to DFID for our assessment and to promote a culture of continuous improvement and adapting where appropriate. The RML Supplier will provide an objective perspective, which may reveal issues that would not otherwise be raised. The relationship between DFID, the RML contractor and the in-country suppliers will be constructive and one of genuine collaboration in order to maximise opportunities to learn and adapt at the right moments.
26. It is stated in the ToRs for the country programmes that the in country supplier(s) for all country programme lots will be expected to work closely with the RML to disseminate results and lessons that will allow continuous improvement and that can inform DFID current and future programming (for example in other CIG countries and beyond). The country contractors will therefore expect collaboration and constructive dialogue with the RML.

## Scope

27. The RML Contractor will be responsible for both the design and implementation of the results monitoring and learning component of the CIG programme overall, as well as providing assurance, advice and guidance for the individual MEL arrangements of the CIG in-country contractors, including the Innovation and Investment Fund (I2F).
28. The objectives of the RML Contractor across the CIG in-country contracts are as follows:
  - a) Ensure all programmes contribute to the same strategic objectives
  - b) Ensure all components have the awareness and capacity to deliver on their MEL commitments, both the expected on-going learning and adaptation, as well as the achievement of results defined under performance-based contracts
  - c) Ensure reported results meet a minimum quality standard and are comparable between country programmes.
  - d) Share lessons learned across CIG in-country contractors, and I2F with DFID to enable lessons to be used in designing future DFID programmes
  - e) Provide a Technical Review Panel to provide independent, regular and consistent expert technical oversight of the CIG approach, country by country.
29. The RML Supplier is responsible for aggregating results at overall programme level in order that CIG can state the totality of its results as appropriate.
30. The RML Supplier is not expected to play a role in the gathering of actual data, collection or reporting; this is the responsibility of the CIG in-country contractors. The RML is required to assist with MEL and management of learning and results achieved through the CIG focus country programmes and the I2F. The RML is responsible for the regular verification and quality assurance of the provided data.
31. The RML Supplier will ensure that cross-cutting issues, notably gender, poverty, human rights including safeguarding issues, HIV/AIDS, environmental safeguards, anti-corruption, capacity building, and power relations are adequately mainstreamed in the design and implementation of the CIG MEL Framework.
32. It is recognised that there is an inherent tension between the RML functions that provide accountability for results and facilitate cross-programme learning that will need to be managed carefully by the RML Supplier. The RML Supplier will need to establish a good relationship upward to the internal DFID "Steering Board", the external "Strategic Advisory Panel" (SAP) and the DFID CIG Programme team, including the DFID Country Leads. See Programme Institutional Structure and DFID Co-ordination for more details on programme stakeholders and co-ordination requirements.
33. As the RML Supplier will be closely engaged in reinforcing the MEL from CIG implementation at all levels, the RML Supplier will not provide any independent evaluation function. Rather the RML will be responsible for commissioning separate evaluations of the programme at a mid-term point and at the end of the initial five-year in-country programmes. Annual Reviews will be carried out by

DFID.

34. Due to the demand led and responsive nature of CIG, there is no expectation that the RML Supplier will design or conduct more rigorous, experimental or quasi-experimental impact evaluation. A robust, theory based assessment of the contribution of the various initiatives to the overarching CIG objectives will suffice.

#### **Methodology: CIG MEL Framework Design**

35. The RML Supplier will lead the design of the overall, programme level CIG MEL Framework and will provide advice and guidance to the CIG in-country suppliers, including capacity support where necessary, as they design their individual MEL Frameworks. This will include reviewing the CIG Theory of Change, developing linked theories of change for CIG country programmes, capturing shared outcomes and metrics in an overall CIG Logical Framework Matrix (LFM) and supporting CIG in-country suppliers in drafting their own LFMs. The same will apply to the I2F.
36. It is not possible to prescribe the exact MEL methodology in advance, due to the demand driven, adaptive nature of CIG. The RML Supplier's MEL methodology will respond to this expected adaptation and flexibility.
37. The RML Supplier will deliver relevant, innovative and cost effective solutions to MEL for the CIG sectors and planned implementation modalities. At the same time, the RML Supplier will be prepared to adapt to emergent CIG needs.
38. The overall MEL Framework for the entire CIG programme will be defined in its own document designed and codified by the RML Supplier. This framework will include, but not be limited to; the CIG theories of change, LFMs and a detailed CIG Monitoring Plan, with sufficient reference also to the process for the revision of these tools as the programme adapts over time. It will also contain potential options for the mid-term and end of programme independent evaluations in which the RML Supplier is expected to assist in the commissioning.
39. It will also contain a clear plan for mobilising and managing a consistent and technically competent Technical Review Panel (TRP). The role of the TRP is to give independent review and challenge of the technical elements of interventions being taken forward in country by the CIG in-country contractors. They should also be able to review and advise the RML Supplier on whether their assessments of results and achievements marry with those found by the TRP. The TRP will report directly to DFID on their findings and may be required to attend and update the Strategic Advisory Panel (run by DFID to provide independent oversight of the full CIG programme). The TRP will comprise individuals who are able to review interventions in country and assess RML products to ensure their technical quality before they are finalised. The TRP will therefore include experts covering the range of CIG sectors, though it may be the case that no more than two panel members are drawn on for each review. The proposed panel formation will be able to provide cover across the life of the programme or across more than one CIG focus country.
40. The RML will deploy evidence and learning on achieving transformational and inclusive change through CIG sectors from outside the CIG programme and to communicate findings to the CIG in-country and UK teams. The RML will not carry out its own evidence or policy research. Should it identify important gaps in

knowledge for the programme, it may advise DFID to utilise its research instruments in these areas.

### **CIG Theory of Change**

41. It is expected that the CIG MEL Framework will be firmly anchored in the overall CIG Theory of Change which encompasses the whole programme; CIG country programmes, the I2F and ESMAP<sup>2</sup>. The RML Supplier will be responsible for conducting the design and regular review of CIG in country contractors' own theories of change through a participatory process.
42. Revisiting and reviewing the CIG Theories of Change is therefore an important task during the CIG Inception Phase for the RML Supplier, conducted in a participatory manner with the main CIG stakeholders. The Theory of Change process is also more amenable to the expected adaptive and flexible approach, with regular reviews expected at least on an annual basis.

### **CIG Logical Framework and linkages to individual country Logical Frameworks**

43. There will be one overarching LFM and individual (nested) LFMs for each country programme that demonstrates work to achieve the same impact and outcomes. Country level LFMs will be completed as part of the country/regional programme designs, as will be done for the I2F. We have proposed strong payment by results elements to each country/regional programme and these will be reflected in individual country LFMs.
44. The RML Supplier will assist by supporting and advising in the design and development of the individual country programme LFMs, and that of the I2F, so that the strategic outcomes and indicators can be aggregated into a portfolio level LF.
45. The LFMs are critical for the establishment of performance-based contracts. The RML Supplier will therefore play an important part in ensuring that the defined results and metrics are sufficiently ambitious, realistic and robust, thereby contributing to the CIG performance based model design and successful implementation. The RML Supplier will also provide assurance of the evidence provided on performance against these targets.
46. Due to the adaptive and demand driven nature of the programme, flexible LFs will be considered, linked to annual work plans that clearly align and contribute to the overall strategic aims of CIG. It is possible therefore that there is a blend of fixed and variable outputs and related Key Performance Indicators (KPIs) and results and outputs are expected to change during the lifetime of the programme. The RML Supplier will be expected to put forward creative proposals for how to combine this flexibility with the performance-based contracts. Adequate procedures need to be established for the regular revision of the LFMs.

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<sup>2</sup> ESMAP is the World Bank's Energy Sector Management Assistance Programme. It is expected that the CIG RML Supplier will incorporate lessons learned from ESMAP programme where appropriate, however no direct Monitoring or Evaluation activities are envisaged in relation to ESMAP.

## Shared Key Performance Indicators

47. The RML Supplier will lead the definition of shared KPIs across CIG, based on international best practice, notably the work around Sustainable Development Goal (SDG) # 11 and related indicators and targets. The KPIs will also more broadly factor in experience with metrics in the key sectors (e.g. urbanisation, energy, climate change, disaster management, transportation, water, waste management, ICT). This will include metrics around urban job creation for men and women, access to reliable power, reliability of power, access to key infrastructure, connectivity, development of digital solutions, air quality, evidence of climate resilience, investment mobilisation and other evidence of more systemic effects across the related markets. This list of examples is not exhaustive and will be developed together with DFID, the CIG in country contractors and where applicable, recipients of I2F. It will ultimately depend upon any existing government metrics and the demand driven nature of the CIG in country work plans as well as the specific nature of any I2F investments.

## Data

48. Due to the relatively recent attention to cities and urbanisation, and cross-sector nature of CIG, the availability and quality of data at the international, regional and national level is a concern, though the World Bank does have data on key urban indicators<sup>3</sup>. The RML Supplier will consider and propose reliable secondary data sources and data sets of relevance to CIG, including reference to any of their weaknesses where relevant.

49. Data at the country level is also expected to be limited in availability and potentially in quality and comparability. It is therefore expected that the CIG in-country contractors may conduct primary data collection to establish baselines and to monitor performance, requiring advice and guidance from the RML Supplier. Any primary data collection should be conducted based on international research standards. Where relevant and feasible, these efforts should also be integrated into the data collection and management systems of the CIG partners in the supported pilot countries, in line with the Paris Declaration Principle on ownership.

50. The multivariate nature of sustainable cities may be amenable to the generation of data on multiple KPIs and related rating systems for measuring different social, economic and environmental dimensions.

51. The RML Supplier will maintain capacity to conduct robust cost-benefit and value for money (VfM) analysis. While both are the responsibility of the CIG in country contractors and I2F recipients, the supplier will have the capacity to support, verify and quality assure this process.

53. Due to limited available evidence on the cross-sector challenges of cities and urbanisation, the RML Supplier is also expected to follow and contribute to the generation of additional evidence from developing and fragile contexts in these areas. During the inception phase the RML Supplier will be expected to produce a mapping mechanism for tracking and adding in evidence from others and ensuring complementarity and not duplication of effort with other DFID

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<sup>3</sup> For example, see <https://data.worldbank.org/topic/urban-development>.

programmes and other donor programmes working in the same sectors.

52. The RML Supplier is expected to define a sound methodology for the verification and quality assurance of data generated by the CIG in-country suppliers and I2F. The RML Supplier will be responsible for providing and managing the TRPs to verify results reported by the CIG in-country suppliers and I2F.
53. DFID advisers working on ESMAP component will work closely with the RML Supplier, to ensure lessons from CIG can be used to shape ESMAP's – and by extension the World Bank's – activities in these sectors.

### **Deliverables**

54. The Supplier is required to deliver the following outputs.

### **Inception Phase**

	<b>Deliverable</b>	<b>Timing</b>
a	Overall CIG Theory of Change	By end of first month
b	Fully costed Year 1 work plan, including key posts for the RML	By end of three months
c	Overall CIG LFM	By end of four months
d	Overall CIG MEL Framework, including detailed Monitoring Plan and results framework	By end of inception phase
e	Concept Paper on Performance Based Contracting	By end of inception phase
f	Communications Plan – including clear reference to how RML will communicate the benefits of the achieved	By end of inception phase
g	Programme mapping output, aligning with other similar programmes generating evidence and/or lessons	By end of inception phase
h	Monthly Reports	Every month

55. The RML Supplier is also expected to provide advice, guidance and quality assurance of similar deliverables from the CIG in-country contractors.
56. During the implementation phase, the RML Supplier will be responsible for regularly updating the ToC, the LFM and overall results framework at points to be agreed with DFID. It will be required to regularly update the programme mapping output to update it and share with DFID the activities in the sectors of other donors, development banks, research institutes, NGOs, civil society or similar. It will also be required to produce reports for the anticipated six-monthly meetings

of the SAP and quarterly meetings of the Steering Board.

57. The RML Supplier is expected to be aware of and fully informed about DFID and other relevant donor programmes in each of the CIG focus countries as well as more broadly i.e. research programmes. These are likely to include (but not limited to):

- Infrastructure and Cities for Economic Development (ICED);
- Invest Africa;
- Energy Africa;
- GetFIT;
- Private Infrastructure Sector Development Group (PIDG);
- CDC;
- International Growth Centre (IGC);
- Coalition for Urban Transitions;
- Cities Alliance;
- PIGA (Partnership for Investment and Growth in Africa);
- Lusaka Water Security Initiative (LuWSi);
- Energy Sector Management Assistance Programme (ESMAP);
- DFID supported activities by World Bank, IFC, Asian Development Bank (AsDB) and African Development Bank (AfDB);
- Construction Sector Transparency Initiative (CoST).

58. DFID will share details of other relevant programmes with the Supplier.

### **Implementation Phase**

59. During programme implementation, the demand-led and responsive nature of CIG means that the balance between the activities under different sectors is difficult to predict. The RML Supplier will be flexible, adapt and innovate in order to ensure learning and results are captured when plans and projects change. Over time, opportunities may arise in one area and blockages emerge in another. The in-country suppliers will put in place systems to quickly respond to capitalise on any such opportunities and to resolve any blockages encountered.

60. The RML Supplier will establish and manage a flexible, responsive service for DFID that delivers the full requirements set out in this TOR. Minimum requirements of the CIG RML Supplier at Implementation Phase are outlined below.

61. The RML Supplier will deliver on the below requirements:

- a) **The CIG RML Supplier will be responsible for delivering against requests from or through DFID to verify results and capture learning from CIG initiatives for any of the areas set out within the CIG scope.** The supplier will deliver ongoing and responsive service to DFID and work collaboratively with DFID to keep pace with any project changes.
- b) **The CIG RML Supplier will deliver cost effective approaches to delivering the requirements of the ToR** and will meet requests to support both DFID and the in-country suppliers. The RML Supplier will deliver programme expertise recruitment and retention over the life of the programme to provide continuity of service.

- c) **The CIG RML Supplier will demonstrate full commitment to financial transparency and value for money.**
- d) **The CIG RML Supplier will design, develop and deliver a strong MEL framework** that ensures results and lessons are captured through the life of the programme, in collaboration with DFID and the in-country suppliers. The MEL will have a strong focus on the value for money of results achieved by the country programmes and I2F and any future programmes financed under CIG.
- e) **The CIG RML Supplier will manage a stakeholder, strategic relationship database**
- f) **The CIG RML Supplier will take a proactive approach to coordination and engagement with other stakeholders.** This includes with the in-country suppliers.
- g) **The CIG RML Supplier will support the in-country suppliers to incorporate the measurement and verification of poverty reduction, gender (including violence against women and girls) and inclusion and climate resilience considerations.** This includes at minimum compliance with the Gender Equality Act, but also proactive consideration of how interventions can be designed to have a positive impact on economic outcomes for women, the poorest, and vulnerable groups.
- h) **The CIG RML Supplier will incorporate the measurement and verification of jobs/employment that may relate in whole or in part to CIG interventions or I2F projects.** This will be required to aggregate up to a portfolio level measure of 'jobs created' or 'jobs supported' by the CIG programme. It will also be necessary to ensure that as well as quantification there is qualification of those jobs, and that they can be disaggregated by gender, age, marginalised group etc.
- i) **The CIG RML Supplier will deliver excellent risk and programme management systems.** In particular suppliers will need to share full details of their supply chain map and the due diligence assessments conducted on downstream partners.
- j) **The CIG RML Supplier will ensure that any insight, access, data, contacts and relationships generated through DFID related work, will be made available and transferred to DFID** on a regular and ongoing basis, without the need to proprietary systems. Suppliers should consult with DFID regarding the opportunities to allow open source data and access to data arising from the programme.

### **Required Skills and Expertise**

63. The qualities and core skills and experience required will include (but not be limited to):
- a) Strong, highly experienced team leadership with a strong background in MEL approaches, flexible and adaptive programming and economic development in low-income countries;
  - b) Demonstration of knowledge and experience of policy and programming in developing countries in all CIG sectors;

- c) Demonstration of knowledge and experience in different MEL approaches, in measuring results and KPIs and of aggregating results across different programmes;
  - d) Knowledge of and experience in results-based contracting that maximises performance incentives.
  - e) Expertise in measuring or assessing approaches to attracting investment in low-income countries, especially in infrastructure in an urban setting and including private finance;
  - f) Experience in integrating gender, social inclusion, climate and environment into MEL activities in infrastructure programmes;
  - g) An ability to simplify complex issues and communicate in a range of different formats appropriate to the audience;
  - h) Demonstration of stakeholder/relationship management excellence across all personnel;
  - i) Excellent programme management track record;
64. The RML Supplier's team composition will include as a minimum, but not limited to;
- a) A Team Leader who can demonstrate significant (at least 10 years) experience of leading monitoring and evaluation teams for complex programmes in relation to the activities and context of the proposed CIG facility. He or she must have significant experience of working in low-income countries and of designing and implementing MEL strategies in contexts of limited availability and quality of data. They should be able to demonstrate a strong record of high quality (measures through external verification) reports and/or publications and of developing innovative approaches to MEL in different contexts. They should have excellent communication skills, both written and oral, and a demonstrated ability to build and maintain productive working relationships.
  - b) At least four supporting team members with at least 10 years of programme and/or MEL experience covering urban development, energy and infrastructure services. At least one of the team members should be designated and clearly experienced in MEL delivery in a cross-sectoral or multi-disciplinary programme environment. This expert will need to work closely with the Team Leader and other sectoral leads to ensure MEL design considerations are fully integrated into the activities and workplan. The team should also have demonstrable experience in flexible and adaptive programming and in designing and/or reviewing results-based contracting approaches. The team members should be able to demonstrate how they have influenced debate in their areas of expertise.
  - c) Access to a broader team that covers CIG sectors and possible programme specialisms with experience in implementing technical assistance programmes.
  - d) DFID would like to see a gender balance across the teams

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[REDACTED] e against DFID's delivery expectations for the CIG RML programme.

**Subcontractors**

- 84. The lead consortium member will be required to provide full details of the supply chain map of all junior members and any subcontractors engaged in delivery of the project. Including the proportion and volume of spend going to each different party engaged in project delivery. The Supplier takes on full responsibility for conducting adequate due diligence of junior members or sub-contractors and for sharing the results of this with DFID. They are also responsible for ensuring that the quality of work produced is to the required standards and the risk sits with the Supplier in respect of issues with any other entities to whom work is subcontracted.
- 85. It is possible that additional subcontractors, particularly for verification of super specialisms or emerging priority areas will need to be added throughout the life of the 5 year programme. The supplier will utilise a robust process for identifying and procuring the best expertise in conjunction with the DFID Programme Lead. Subcontractors can only be amended or added with DFID permission and a process should be devised for doing this efficiently during inception phase in order to respond promptly to opportunities or changing priorities.
- 86. Where particular super specialist advice is required the lead supplier must consult with DFID on the ToRs, form of contract and requirements and agree these in advance.

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## **End of Contract Activities**

94. Three months before the expiry date of the contract the Supplier will prepare for DFID approval a draft Exit Plan which shall include:
- 94.1. A disposal plan for all assets procured throughout the lifetime of the programme in accordance with DFID procedures on asset management and disposal;
  - 94.2. The supplier's plans on co-operating to ensure the smooth transfer of responsibilities from the supplier to any persons or organisation taking over such responsibilities after the contract ends;
  - 94.3. The supplier's plan to deliver to DFID (if requested or as otherwise directed by DFID) prior to the contract end date (or termination of the contract), any finished work or unfinished materials or work-in-progress which relate to the contract;
  - 94.4. The supplier's plans to provide DFID before the contract ends a summary of the status and next steps in relation to any on-going projects or other material and unfinished activities being conducted or monitored by the supplier;
  - 94.5. The return by the Supplier of all Confidential Information to DFID before the contract end date.

## **Property of DFID**

95. All equipment purchased, data collected and generated as part of this work are and will remain DFID's property. The CIG RML Supplier will hand over all data and equipment to DFID following completion of the contract. The Supplier is required utilise methods/mechanisms for data handling and storage that are cost effective and secure during the programme and beyond.

## **UK Aid Branding**

96. Suppliers that receive funding from DFID must use the UK aid logo on their development and humanitarian programmes to be transparent and acknowledge that they are funded by UK taxpayers. Partners should also acknowledge funding from the UK government in broader communications but no publicity is to be given to this Contract without the prior written consent of DFID.

## **Transparency**

97. DFID has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. DFID requires Suppliers receiving and managing funds, to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners.
98. It is a contractual requirement for all Suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this DFID – further IATI information is

available from; <http://www.aidtransparency.net/>

## **Supply Chain Mapping**

99. DFID reports to central government the levels of contracted work being performed by SME and other sub-contracted organizations. It is now a requirement to provide details regarding the levels of direct and indirect departmental SME spend with major suppliers to the cross-government SME Small Business Policy team working on this initiative. DFID is also gathering details of the organizations working within the supply chains of directly contracted partners. As part of the contractual compliance checking process, the Supplier will be required to submit information providing these details, as a minimum on an annual basis.

## **Standards**

100. DFID has ethics and open data policies and it is the responsibility of the CIG RML Supplier to understand and comply with them.
101. All data collection activities must adhere to the relevant ethics policies and guidelines for the United Kingdom, each CIG focus country and DFID.
102. The CIG RML Supplier must seek approval from DFID for any delay in data publication.

## **Duty of Care**

103. The CIG RML Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property. All duty of care, transport, translation and logistical support, office space, and insurances will be the responsibility of the CIG RML Supplier.
104. DFID will share available information with the CIG RML Supplier on security status and developments in-country where appropriate. DFID will provide the Summary risk assessment matrix for the initial CIG focus countries.
105. All CIG RML Supplier Personnel will be offered a security briefing by the British Embassy/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures. A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their Personnel on arrival.
106. The CIG RML Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the CIG RML Supplier must ensure they (and their Personnel) are up to date with the latest position.
107. The CIG RML Supplier 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.). It is the responsibility of the CIG RML Supplier to ensure that they must have adequate medical insurance to cover for medical evacuation if necessary.

108. Acceptance of responsibility will be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence The Supplier will consider the following questions:
- a. 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)?
  - b. Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
  - c. 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?
  - d. 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)?
  - e. 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?
  - f. Have you appropriate systems in place to manage an emergency / incident if one arises?

### **Logistics and procedures**

109. The CIG RML Supplier will be responsible for all logistic arrangements for CIG RML Supplier team members.
110. The CIG RML Supplier is expected to undertake the work independently, deploying personnel and any form of data collection and analysis, and report production.

### **General Data Protection Regulations (GDPR)**

111. Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Appendix A – Data Processing Schedule of this Section 4, Appendix A, Annex A and the standard clause 33 in section 2 of the framework agreement.

## **Annexes**

The following Annexes are provided to supplement information in the Terms of Reference.

Annex A	Scoping studies for Uganda, Burma and Zambia
Annex B	Duty of Care ()
Annex C	Economic Development Strategy
Annex D	CIG RML Key Performance Indicators

## **Annex A - Scoping studies for Uganda, Burma and Zambia**

Included separately in ITT Pack:

“ICED CID Outline Country Scoping Report – Burma”

“ICED CIG Scoping Report Zambia”

“ICED CIG Uganda Scoping Report”

## Annex B – Duty of Care Assessments

### DFID Uganda Overall Project/Intervention Summary Risk Assessment Matrix (May 2016)

Read in conjunction with the Travel Advisory on Uganda

Theme	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score
	Kampala	North-east Uganda Karamoja Region	Northern Uganda	South West Uganda	Western Uganda	Eastern Uganda
<b>Overall Rating</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
FCO Travel Advice	2	4	2	2	3	2
Host Nation Travel Advice	Not available	Not available	Not available	Not available	Not available	Not available
Transportation	5	5	5	5	5	5
Security[*]	3	4	3	3	3	3
Civil Unrest	3	2	2	2	3	2
Violence/crime	3	4	3	3	3	3
Terrorism*	4	4	4	4	4	4
War	1	2	1	1	1	1
Hurricane	1	1	1	1	1	1
Earthquake	1	1	1	2	2	1
Flood	2	1	2	2	1	3
Medical Services**	4	4	4	3	3	3
Nature of Project Intervention						

1 Very Low Risk	2 Low Risk	3 Medium Risk	4 High Risk	5 Very High Risk
Low		Medium	High Risk	

\*The FCO travel advice for Uganda advises that there is a general threat from terrorism

\*\*Medical facilities outside of Kampala and particularly away from cities are limited

**DFID Zambia Overall Project/Intervention Summary Risk Assessment Matrix**

	<b>DFID RISK SCORE – Zambia</b>
FCO Travel Advice	1
Host Nation Travel Advice	1
Transportation	2
Security (SS)	1
Civil Unrest	2
Violence / Crime (SS)	2
Terrorism (SS)	1
War	1
Hurricane	1
Earthquake	1
Flood	1
Medical Services	1
<b>Overall Rating</b>	<b>1.25</b>

<b>1</b> Very Low Risk	<b>2</b> Low Risk	<b>3</b> Medium Risk	<b>4</b> High Risk	<b>5</b> Very High Risk
<b>Low</b>		<b>Medium</b>	<b>High Risk</b>	

## Annex C - Economic Development Strategy

### ***SDG/Global Goals and Economic Development Strategy Ambitions relevant to the CIG programme***

#### ***SDGs and UK Aid Strategic Priorities***

SDGs and UK Aid Strategic Priorities	Comments, Notes, What do we value?
SDG 1 – No poverty	The role of Cities and Infrastructure in achieving inclusive growth is important. The programme should increase the opportunities for the poorest to benefit from the interventions.
SDGs 5 and 10 – Gender Equality and reduced inequalities	<ul style="list-style-type: none"> <li>• All advice, capacity building work with country governments and project initiation/design and preparation of pipeline projects, whilst not driven by inclusion, must be cognisant of the opportunities and responsibilities to ensure equality of access and benefits for the most marginalised and hardest to reach.</li> <li>• Examples of groups include but are not limited to:               <ul style="list-style-type: none"> <li>○ Women and girls</li> <li>○ People with disabilities</li> <li>○ Widow/widowers</li> <li>○ Older people</li> <li>○ Single headed households</li> <li>○ Youth (in particular NEETS – “not in employment, education or training”)</li> <li>○ Children</li> <li>○ People living in informal settlements</li> </ul> </li> </ul>
SDGs 6 and 7- Clean water and sanitation, and Affordable and clean energy	The programme has a particular focus on the link between reliable and affordable power and how this impacts on inclusive growth.
SDG 8 – Decent work and economic growth	This closely links to SDG 1 - No poverty. The programme has an opportunity to narrow the gap between the poorest and those who are currently benefitting from in-country growth.
SDG 9 – Industry, innovation and infrastructure	The programme has an opportunity to upskill and capacity build the skills in country to best manage industry, infrastructure and assets and to embed best practice in planning, preparing and procuring infrastructure projects.
SDG 11 – Sustainable cities and communities	
Capitalising on coherence and other economic growth work in CIG focus countries – understand where others can or are already delivering e.g. regulatory reform in some sectors may already be in train	<ul style="list-style-type: none"> <li>• CIG value is on building a coherent and considered plan, carefully utilising others already operating in similar areas to maximise and build upon the right work. Duplication of effort will not be tolerated, relationship building and managing the CIG resource judiciously will ensure greater achievements and value for money.</li> <li>• CIG needs to build upon and complement work already in train, taking considerable steer from the political economy in the focus country. It will need to be agile and adapt to opportunities that arise in order to make early progress on areas of</li> </ul>

	<p>importance for country governments and for DFID.</p> <ul style="list-style-type: none"> <li>• It is therefore a blend of long term, capacity building and planning work leading to a pipeline of projects to deliver results balanced with short term quick wins which are strategically important or deliver progress towards results on economic growth and job creation early; both are important.</li> </ul>
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### ***Economic Development Strategy Ambitions***

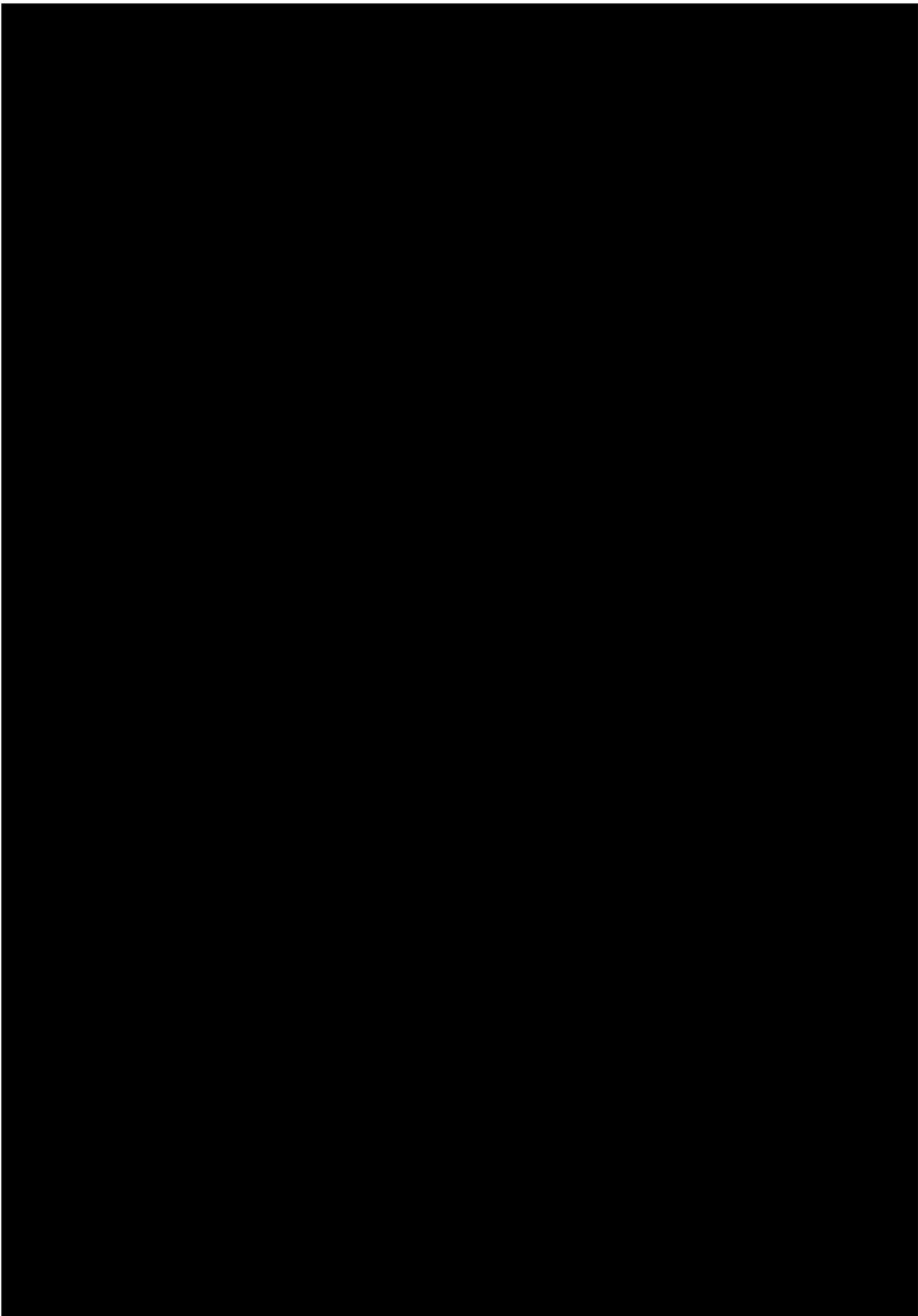
Ambitions with key relevance to CIG are in highlighted in grey:

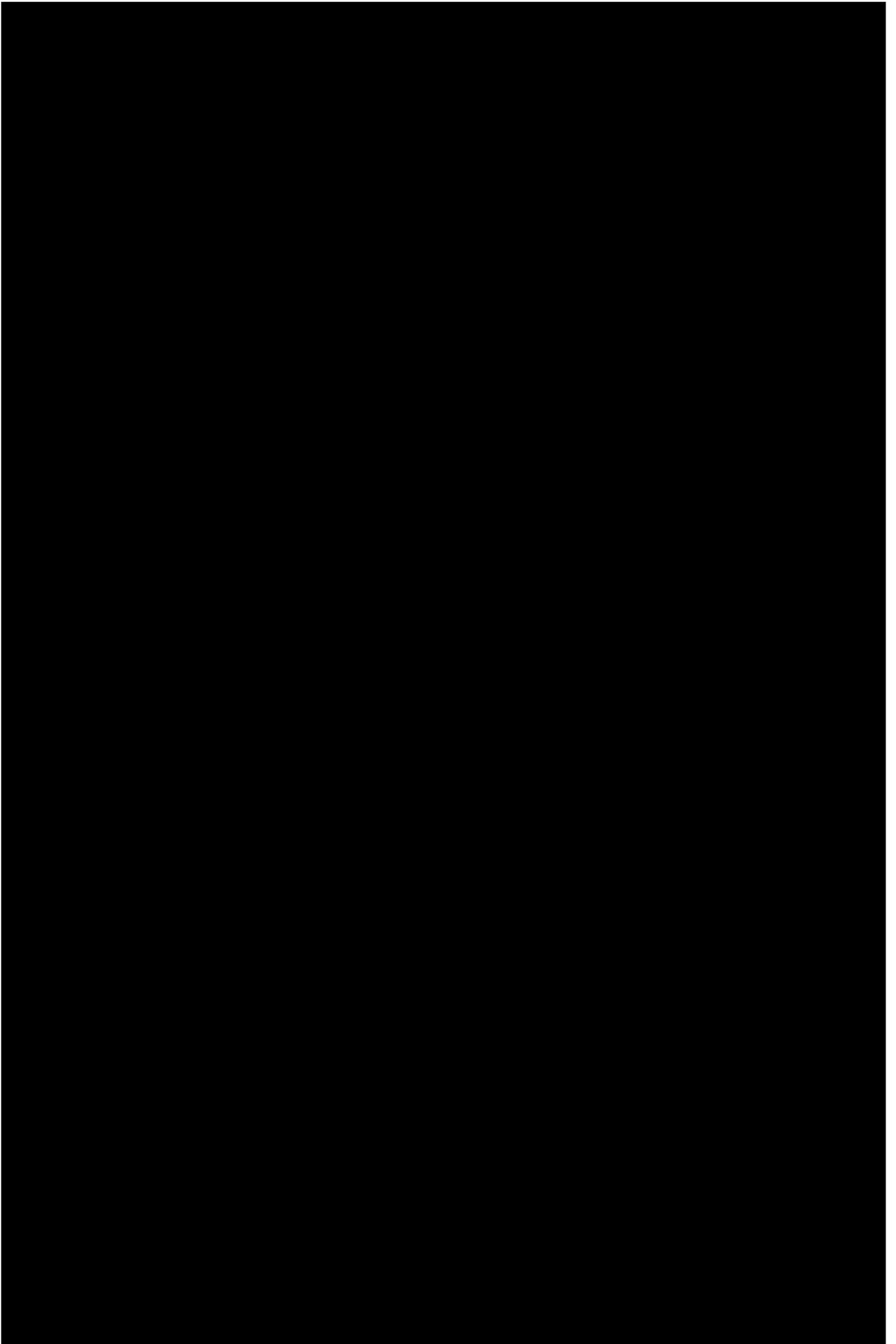
<p>1. <b>Focusing on trade as an engine for poverty reduction.</b> We will build the potential for developing countries to trade more with the UK and the rest of the world and integrate into global value chains. Using our voice in the World Trade Organization, we will argue for better and fairer trading rules for developing countries and strengthen our approach to 'aid for trade'.</p>
<p>2. <b>Stimulating investment to spur economic growth in developing countries.</b> Investment is vital to create jobs and develop infrastructure but private investors such as pension funds typically hold back from the long-term investment needed. Patient capital investments can demonstrate what is possible in developing countries and pave the way for private investment, ensuring billions of aid translates into trillions of investment. CDC, the UK's development finance institution, will be at the heart of our approach.</p>
<p>3. <b>Supporting countries to mobilise their own domestic resources, improve their enabling environment for business and reduce reliance on aid.</b> We will strengthen our approach to tackling corruption; help countries to increase their own domestic revenues; and build open, transparent institutions as the foundation of more prosperous economies. We will focus on tax systems and the wider enabling environment to make it easier and more transparent for companies to do business and invest to reduce poverty.</p>
<p>4. <b>Focusing our efforts on sectors that can unlock growth.</b> Our programme portfolio will move strongly to develop sectors that can propel growth - including energy, infrastructure, urban planning, manufacturing, commercial agriculture and financial services.</p>
<p>5. <b>Making it easier for companies - including from the UK - to enter and invest in markets of the future.</b> We will work collaboratively with businesses to understand the barriers to accessing these markets and work to make it easier for them to do business that reduces poverty.</p>
<p>6. <b>Supporting our partner countries to harness new technologies for growth and look to emerging and innovative economic sectors,</b> such as e-commerce and peer-to-peer business and finance.</p>
<p>7. <b>Working with, and challenging, the City of London to become the 'development finance hub of choice'.</b> We will help create stronger capital markets and financial services in our partner countries and we will be a global leader in helping developing countries insure themselves against natural disasters.</p>
<p>8. <b>Using our country presence, knowledge and expertise to bring economic opportunity to some of the world's most fragile states,</b> supporting livelihoods even in the hardest and most complex environments.</p>
<p>9. <b>Building a sharper focus on nutrition, human development and skills for work into our economic development programmes</b> and helping to build a healthy,</p>

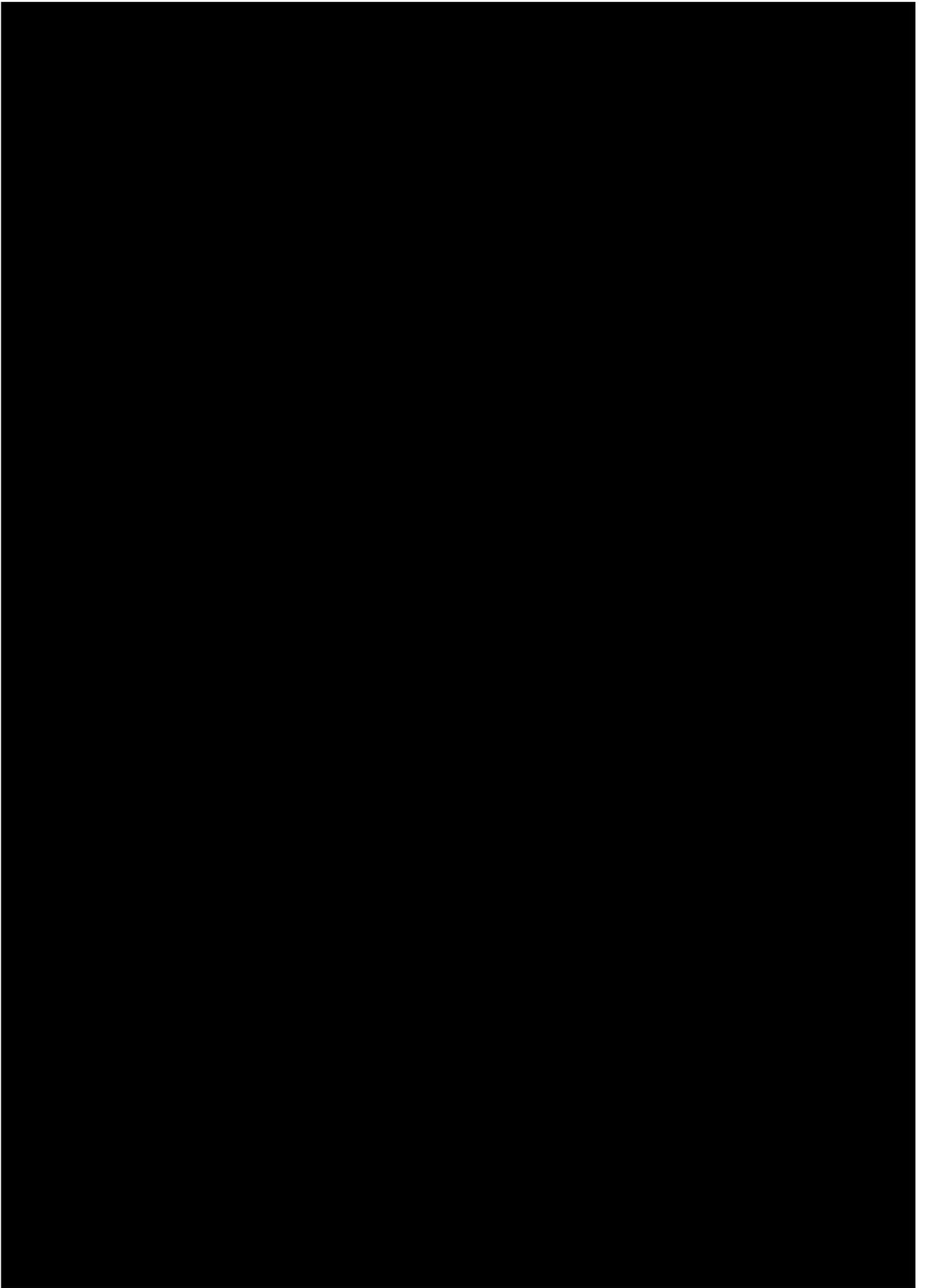
educated and productive workforce for the future.

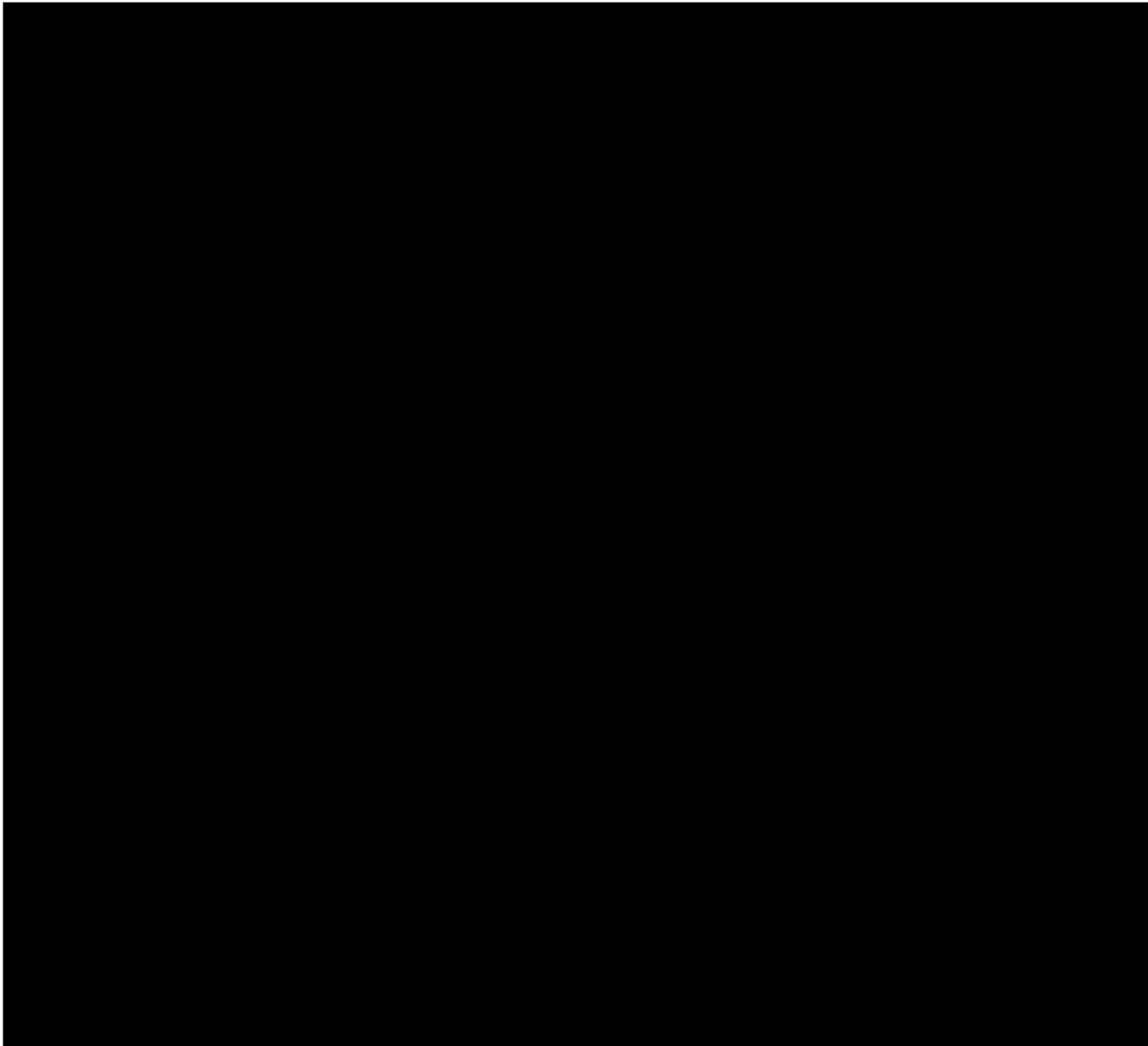
**10. Focusing on the poorest and most marginalised people, the majority of whom work in the informal sector.** We will place the economic empowerment of girls and women at the heart of our approach and help marginalised groups, including people with disabilities, to access productive employment.

**11. Establishing new links both in the UK and internationally with civil society organisations and other innovative partners** to help deliver the ambition in this Strategy.







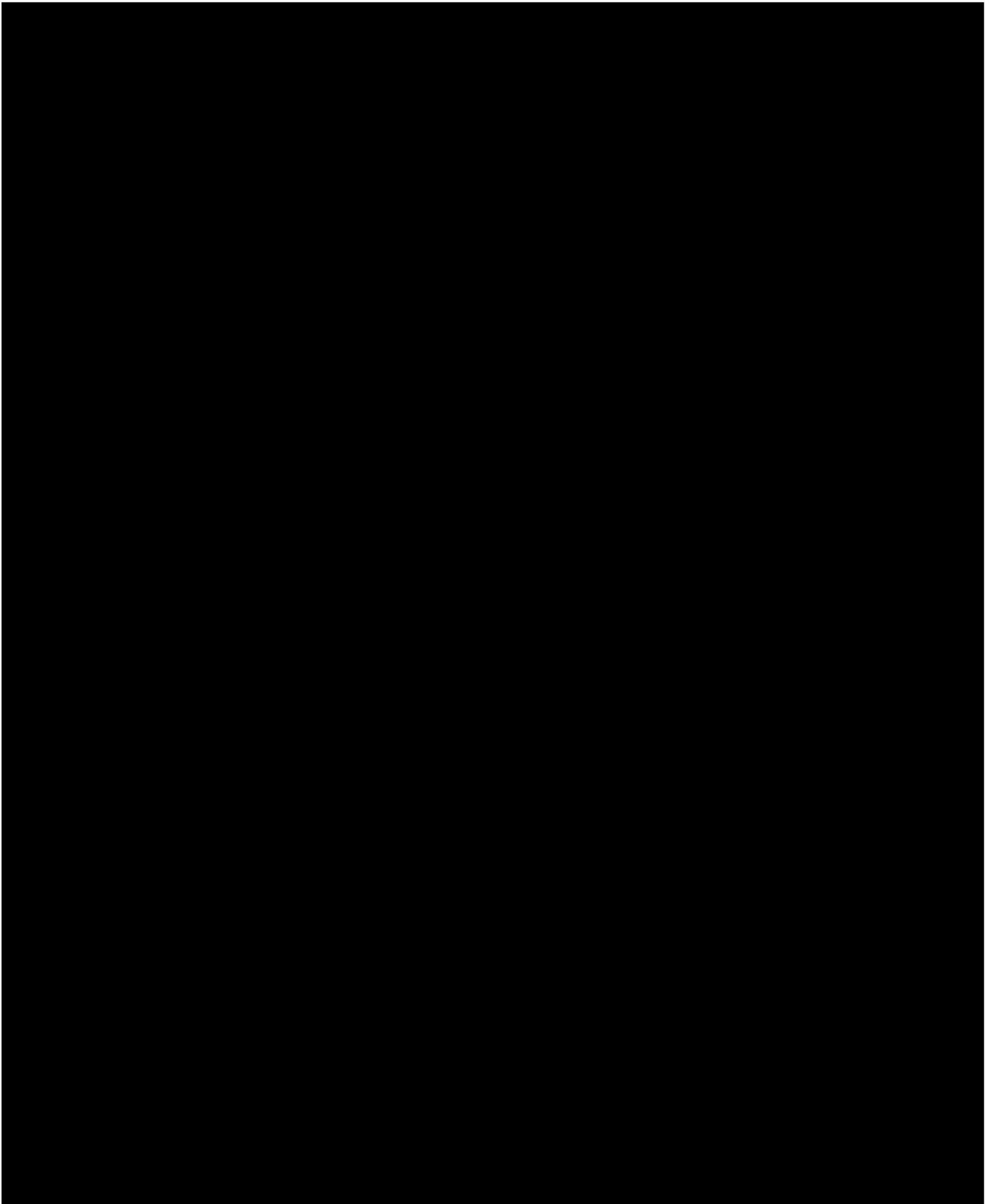


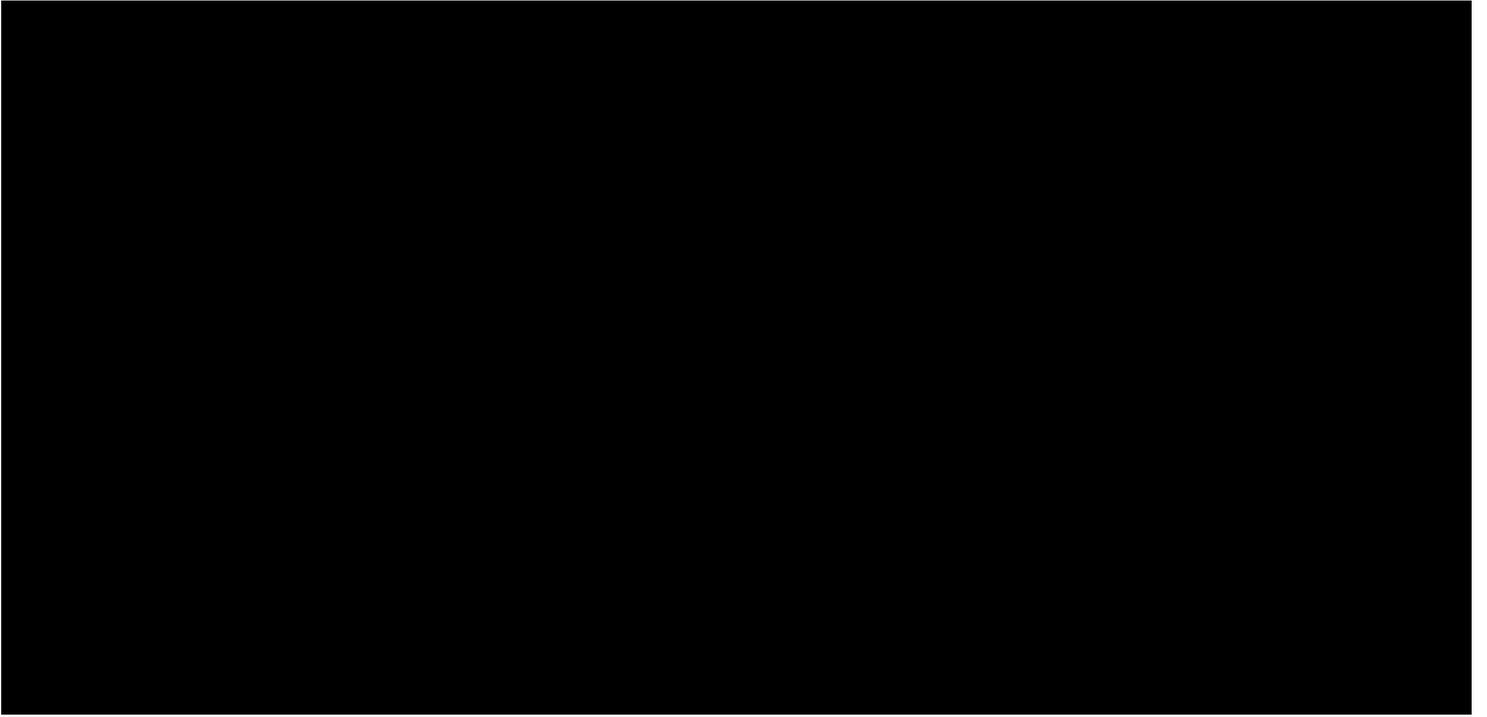
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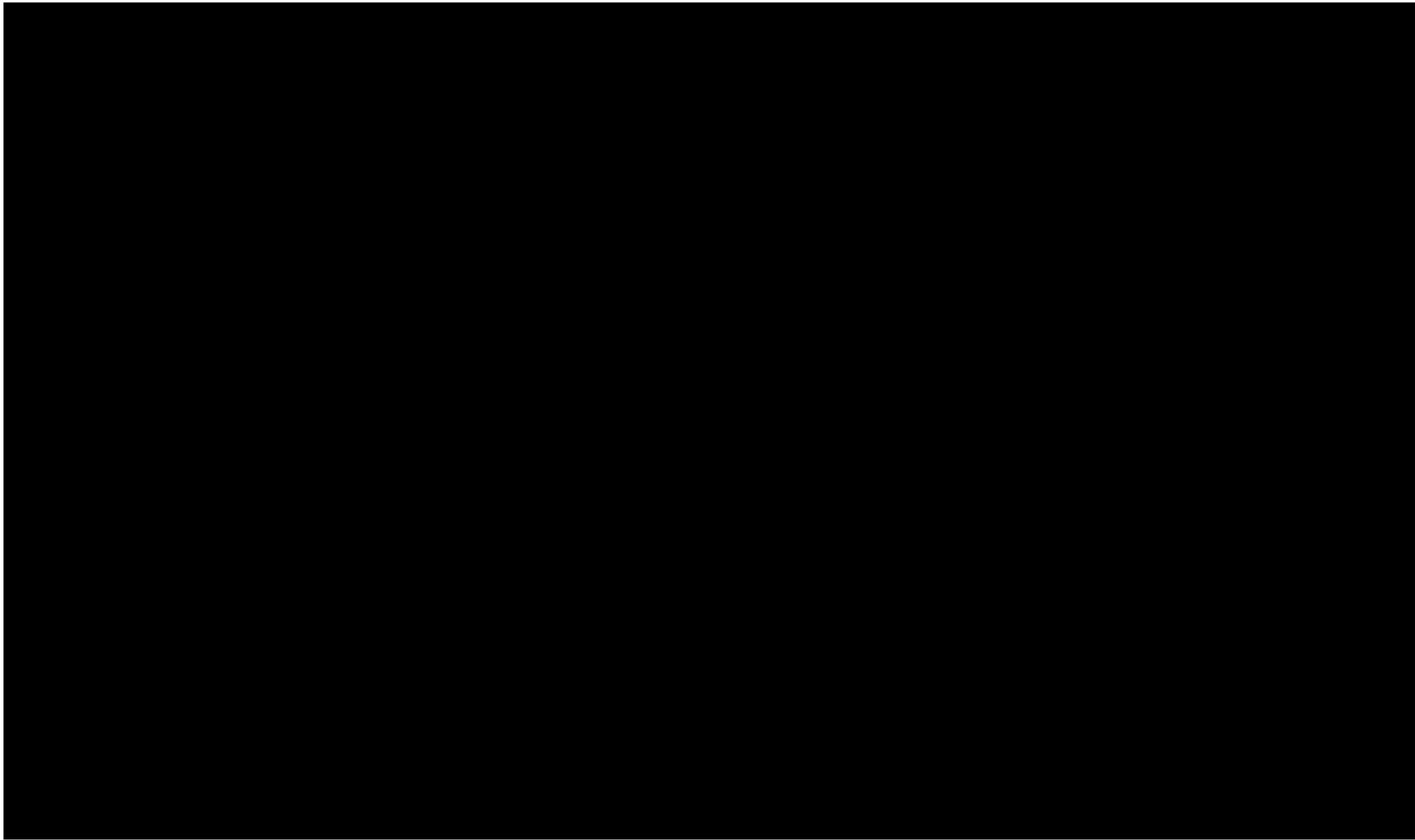
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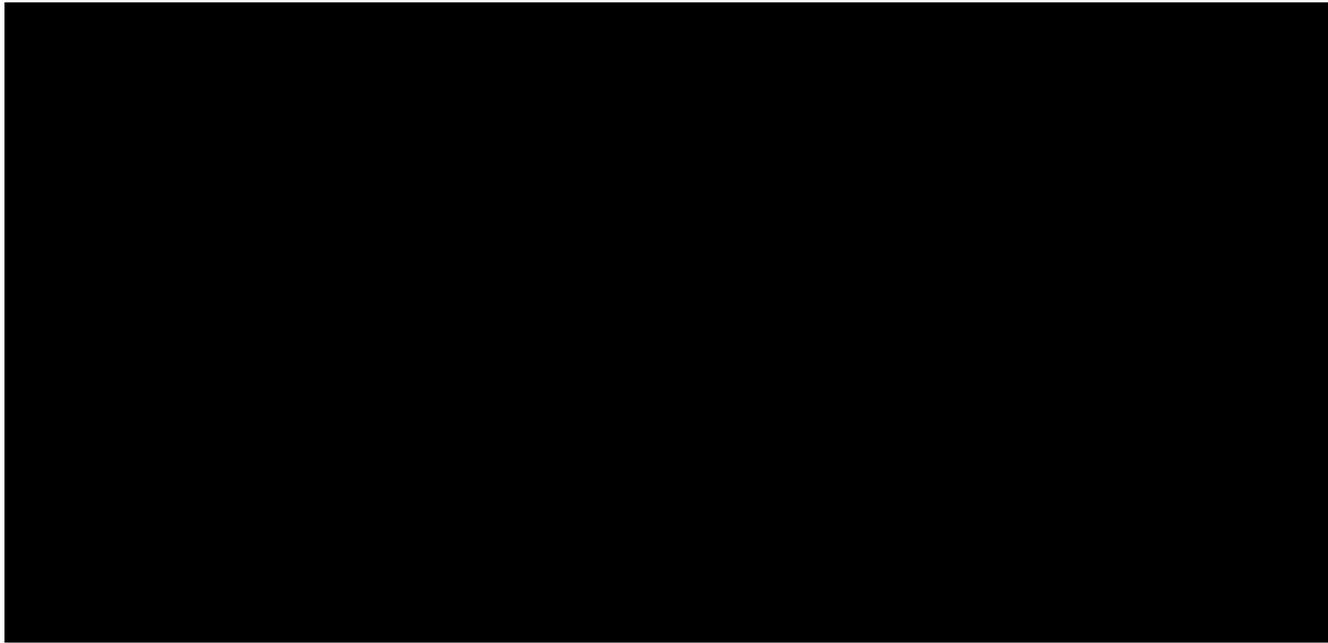


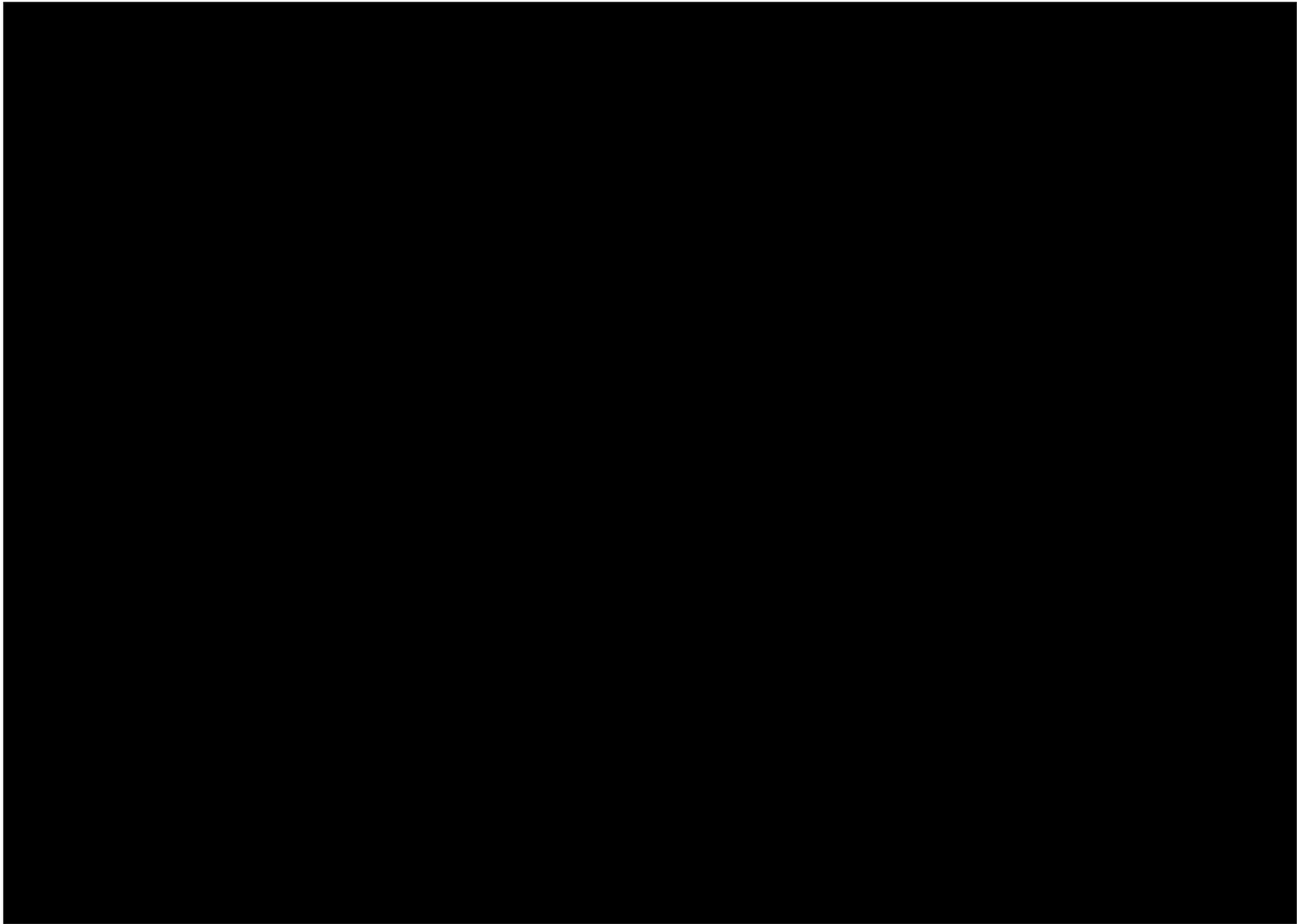


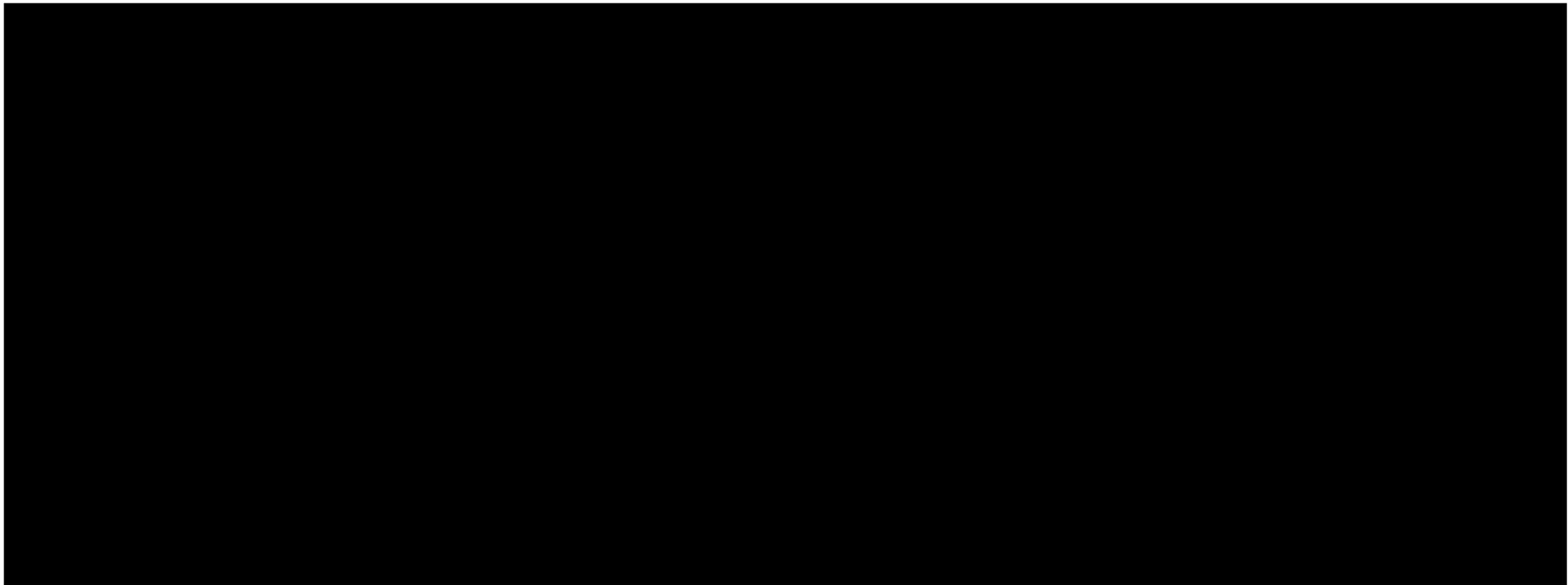


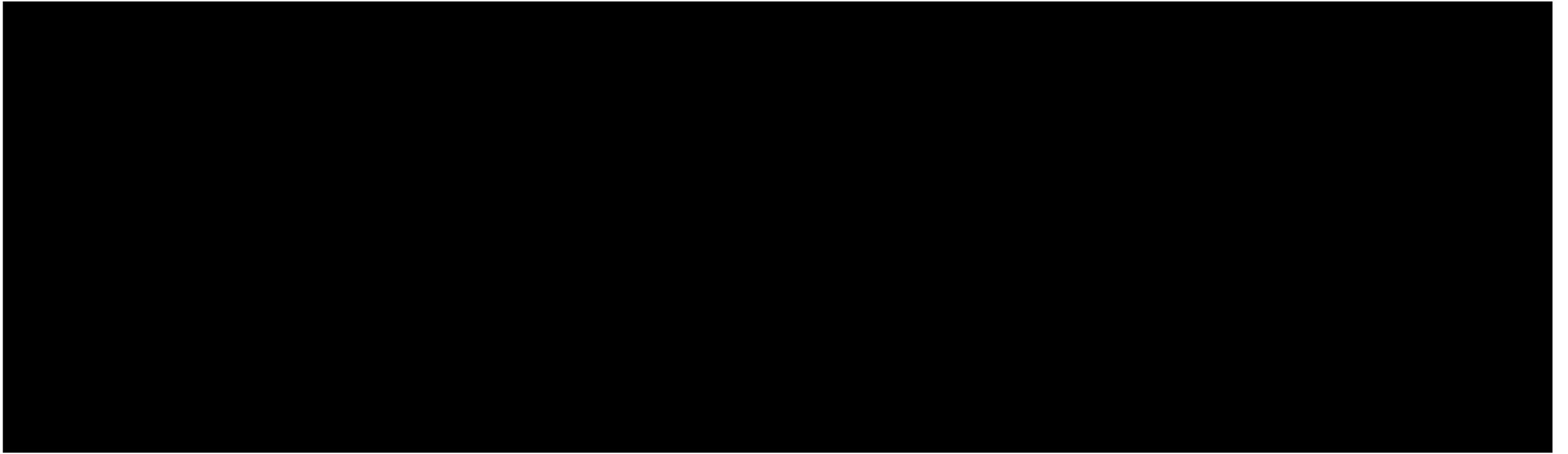














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