



UK PACT Implementing Partner handbook

Your guide to:

- Reporting results
- Claiming funding
- Delivering impact



Abbreviations

BEIS: Department for Business, Energy and Industrial Strategy

BHC: British High Commission

EoI: Expression of Interest

GA: Grant Agreement

GBP: Great British Pounds

GESI: Gender equality and social inclusion

IATI: International Aid Transparency Initiative

HMG: Her Majesty's Government (UK Government)

ICF: International Climate Finance

IP: Implementing Partner

IT: Information technology systems

ODA: Official Development Assistance

OPM: Oxford Policy Management

RMS: Results management system

SGM: Sexual and gender minorities

UK PACT: UK Partnering for Accelerated Climate Transitions

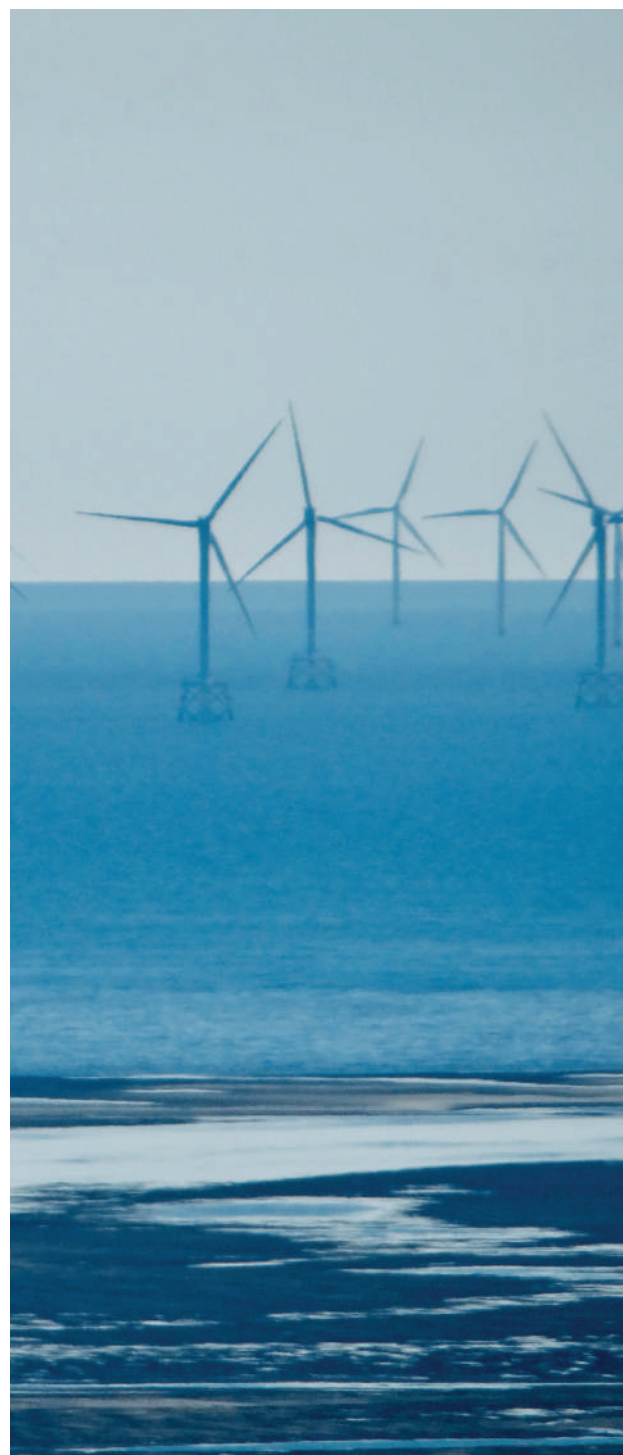
UNCRC: UN Convention on the rights of a child

VfM: Value for money



Contents

1.	Welcome	1
2.	Ways of working	2
3.	Touchstone Review	7
4.	UK PACT Theory of Change	9
5.	Project delivery	12
6.	Financial reporting	19
7.	Project variation request	29
8.	Risk and risk management	31
9.	Branding guidelines / comms pack	39
10.	Gender equality and social inclusion	41
11.	Safeguarding	46
12.	Fraud and aid diversion	50
13.	Key Contacts	52





Welcome

Congratulations on your project being selected for funding as part of the UK PACT Country Programmes!

If you are reading this you have been successful in your application to receive grant funding for a project in one or more of our partner countries. We are very excited to begin supporting you to deliver your project and start achieving transformational change.

In order to help you manage your project(s), we have developed this Implementing Partner Guidance Pack to help set out our shared ambitions for delivery whilst providing you with details of UK PACT procedures and processes for grant management. Please read the guidance and don't hesitate to get in touch with us if you have any queries.

We are sure that you already have a strong understanding of the UK Partnering for Accelerated Climate Transitions (PACT) Country Programmes, gained through the call for proposals process, but if at any time you would like more information about the background of UK PACT or the UK PACT Country Programmes please visit www.ukpact.co.uk



Ways of working

2



2.1 Ways of working

The UK Department for Business, Energy and Industrial Strategy (BEIS) has partnered with Palladium International to deliver the Country Programmes under the UK PACT (Partnering for Accelerated Climate Transitions) programme, funded through the UK's International Climate Finance Portfolio.

As the Grant Manager, the UK PACT team at Palladium will be your primary point of contact for the day-to-day delivery of your grant project. Palladium will manage and validate all project reporting and grant claims and will be the first point of contact to resolve any issues you might face. We have included a key contacts page in Section 15 so you know how to get in touch.

Full details about the delegated responsibilities of the Grant Manager can be found in Clause 3 and Annex 1 of your Grant Agreement.



Principles for delivery

Your organisation and your projects have already been through a thorough and diligent selection process, including comprehensive due diligence. Now that due diligence and Grant Agreements are finalised, project implementation can start and the delivery partnership between your organisation and Palladium can begin.

To ensure success, the overall ambition for UK PACT projects is that they will be delivered according to these five key principles

1

Country-led

2

Transformational

3

Flexible

4

Learning focused

5

Sustainable



To achieve our objectives within the short time-frame set out, it is important that there is a clear understanding of expectations from both sides so that we can work together to deliver to an exceptional standard.

What you can expect from us:

- timely support and guidance on project management (including swift response and action on reporting, finance and any other queries)
- technical support as appropriate to raise the ambition of the project
- support to act on gender and social inclusion aspects of the project
- the facilitation of collaboration and information sharing opportunities
- genuine interest in and support for the achievement of your projects objectives

Our expectations of you:

- timely and accurate reporting of results
- professional management of projects
- delivery in the spirit of collaboration
- transparency and openness in all areas of delivery
- promotion of inclusiveness and equitability within project teams and in delivery



2.2 Roles and responsibilities

UK PACT has been designed for projects to be delivered in the spirit of collaboration. There will be a number of key stakeholders directly involved in the delivery of projects

Implementing Partner (IP) / Grantee

IPs or Grantees are responsible for delivering grant projects and reporting on delivery, according to the established time-line and parameters outlined in the Grant Agreement.

Grant manager

Palladium International is the Grant Manager for this programme, and the primary point of contact point for IPs. Palladium's responsibilities will be actively supporting and monitoring the delivery of grant projects against the time-lines and parameters outlined in the Grant Agreement.

UK Department for Business, Energy, and Industrial Strategy (BEIS)

BEIS is the Authority for this programme and the source of the project funding. BEIS will not be involved in the day-to-day delivery of projects but will maintain a vested interest in the progress of projects, as well as holding strategic oversight of the programme. As the holder of the Grant Agreements, in certain circumstances delivery issues may be escalated to BEIS for resolution. However, Palladium should remain the key point of contact for communication from IPs.

Primary and secondary beneficiaries

In your EoI and full proposal you indicated which organisations were intended as the primary and secondary beneficiaries of your programme. UK PACT is a demand-led programme and these beneficiaries are deemed critical to success. Beneficiaries will be in receipt of UK PACT outputs and in certain circumstances may be considered as an informal source of output validation. IPs will be required to provide regular updates on engagement with beneficiaries and stakeholders during project delivery and Palladium will support these relationships as much as possible.

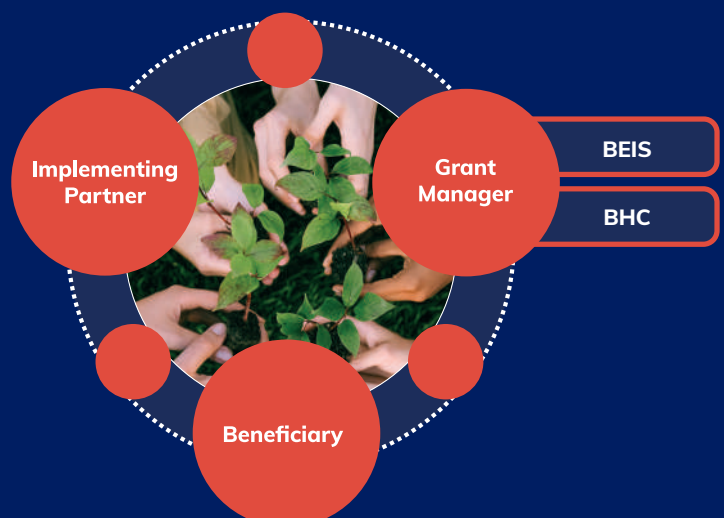
British Embassies and High Commissions (BHC)

We are fortunate to have the British Embassy or High Commission in each country take an active interest in projects. They will be a critical resource for supporting relationships between IPs and beneficiaries. As appropriate, British High Commission staff are likely to be in attendance at certain meetings and events held in relation to UK PACT projects. However, Palladium should remain the key point of contact for communication from IPs.

Oxford Policy Management Ltd (OPM)

OPM is the monitoring and evaluation partner for UK PACT. OPM is responsible for checking the information uploaded on the programme-wide results management system (RMS).

The diagram in Figure 4.1 (below) illustrates the relationship between all of the stakeholders above in the delivery of UK PACT projects.



The relationship between stakeholders in the delivery of UK PACT projects.



Touchstone Review

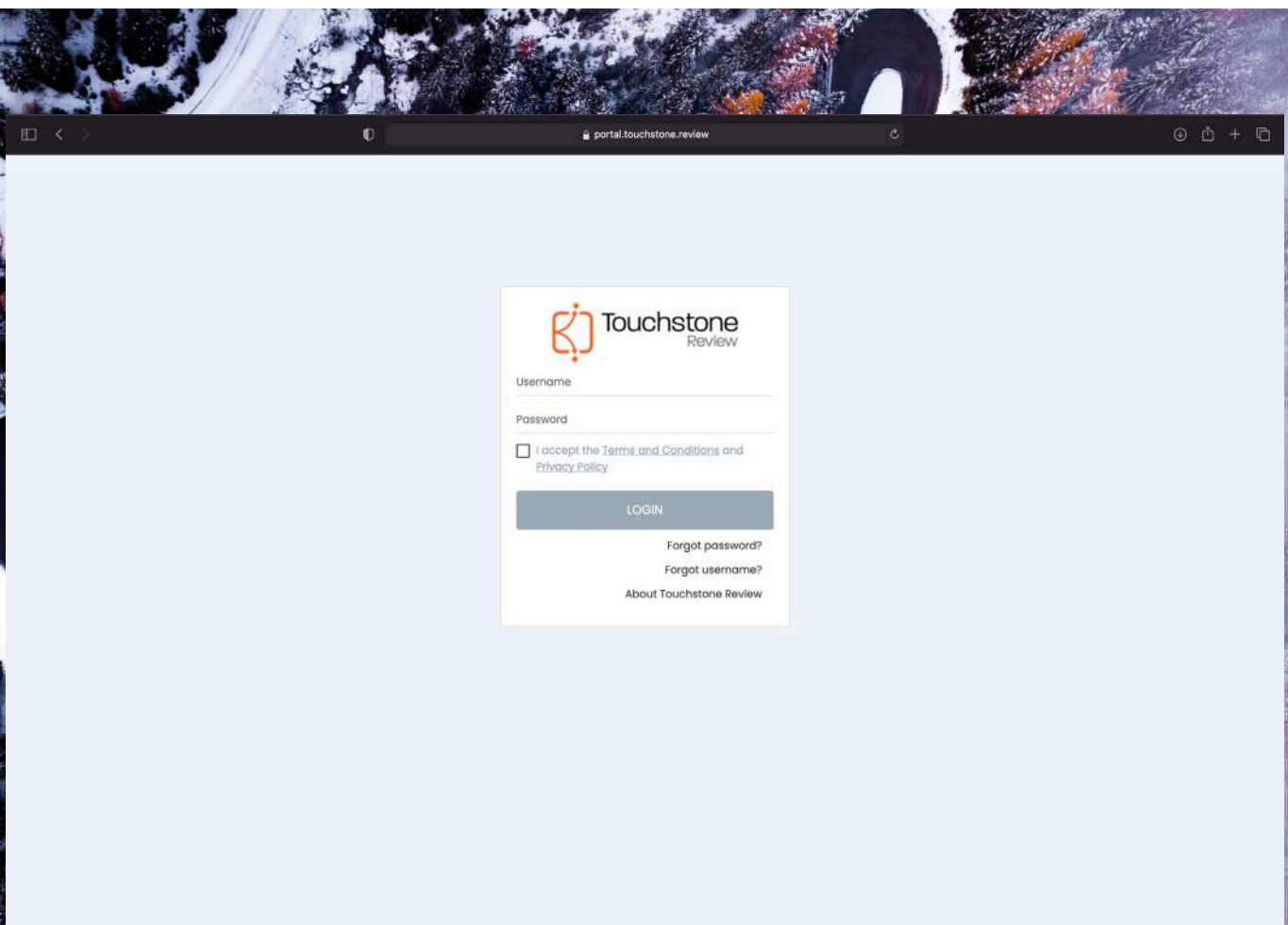
3



To manage each project we will be using the Touchstone Review system. This is the same platform that was used for both application process and due diligence process during the call for proposals. Implementing Partners will be required to upload evidence of delivery including milestones, outputs and quarterly progress reports directly into the system for review by the Palladium team.

We reference Touchstone throughout this document and a separate Touchstone Guidance document has also been created. This should have been sent to you by your key contact. Please let us know if you have not received this or you need it to be re-sent.

We will discuss the use of Touchstone in our meetings with you, but if you have any questions in the meantime do not hesitate to either reach out to your key contact or directly to the Touchstone support email at support@touchstonereview.com



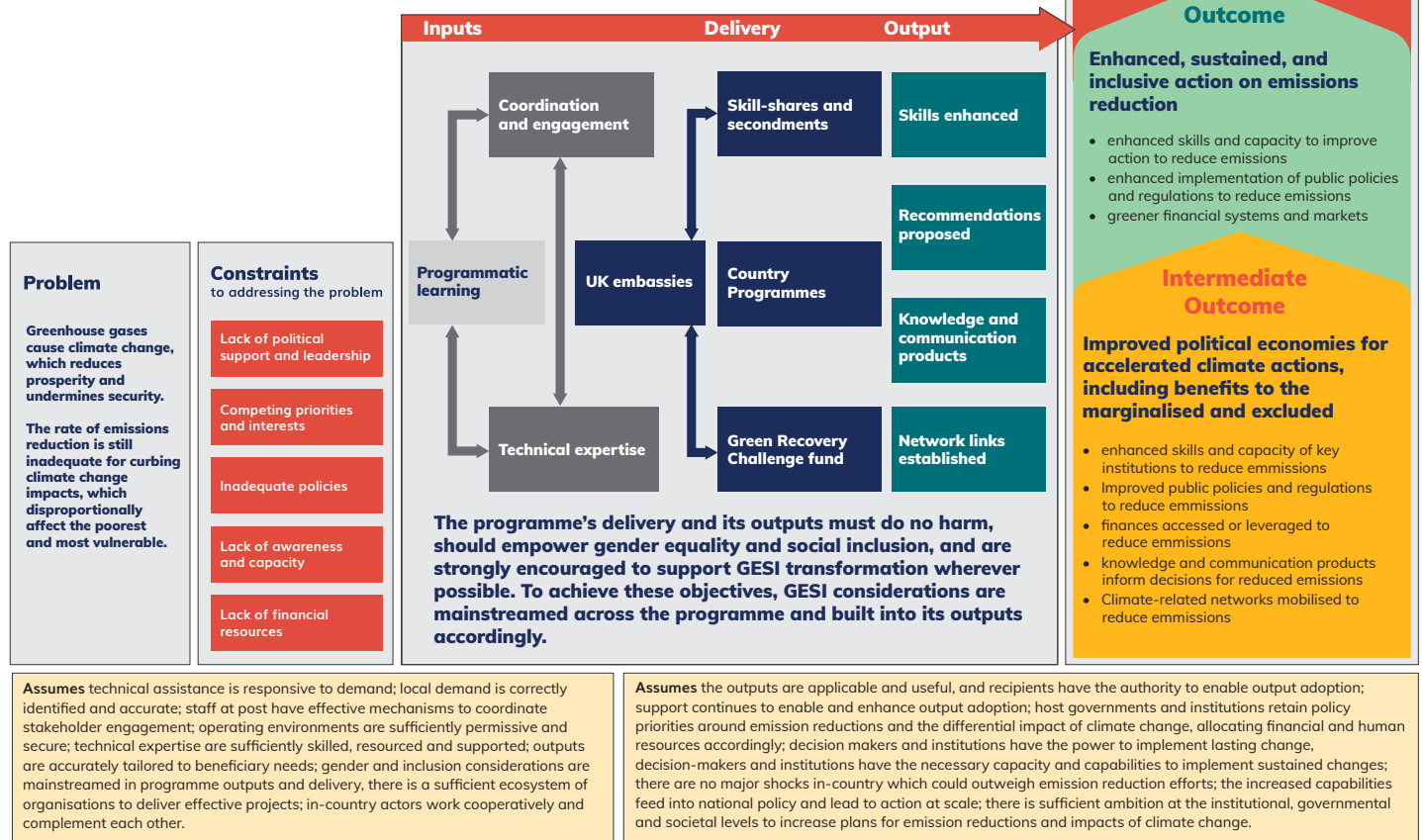


UK PACT Theory of Change

4



The process to deliver UK PACTs objectives are laid out in the UK PACT theory of change



Every project in the UK PACT Country Programmes portfolio must deliver at least one of the four UK PACT outputs:

- skills enhanced
- knowledge / communications products disseminated
- recommendations proposed
- partnerships created or enhanced

The adoption of these outputs by governments and / or key stakeholders in target countries (for example, the acceptance and adoption of the recommendations proposed by a project) and the further implementation of those outputs (for example, the full implementation of the recommendations proposed or skills provided) will lead to the outcomes we want to achieve through the programme. Our overarching outcome is enhanced, sustained, and inclusive action on emissions reductions.

We will achieve this outcome through:

- enhanced skills and capacity to improve actions to reduce emissions
- enhanced implementation of public policies and regulations to reduce emissions
- greener financial systems and markets



The ultimate impact for UK PACT will be:

Accelerated emissions reductions that support just transitions and green recoveries to green economies, equitably reducing the causes and differential impacts of climate change in target countries.





Project delivery

5



Delivery of UK PACT projects can be divided in to a few core workstreams:

1. **Attending meetings** as appropriate to each project and partnership. These might be bi-weekly, monthly or quarterly project progress meetings in which IPs can present information and the Grant Manager can troubleshoot queries
2. **Reporting evidence of outputs, and other milestones.** These should be reported into the Touchstone Review System as they are achieved. If uploading evidence of output achievement (output as defined in UK PACT Theory of Change on P10), this must be accompanied by an updated version of the Country Programmes Results Monitoring template.
3. **Providing quarterly updates on progress** (including financial performance and invoicing) using the County Programmes Quarterly Progress Report and Financial Reporting Template. These should also be uploaded into the Touchstone Review system at the end of each quarter
4. **Reviewing project risks** and updating the risk register in Touchstone Review system



In agreeing to deliver a UK PACT project, all Implementing Partners are agreeing to provide regular and timely updates on project progress in line with the UK PACT results monitoring framework. The monitoring of results is critical because it allows us to:

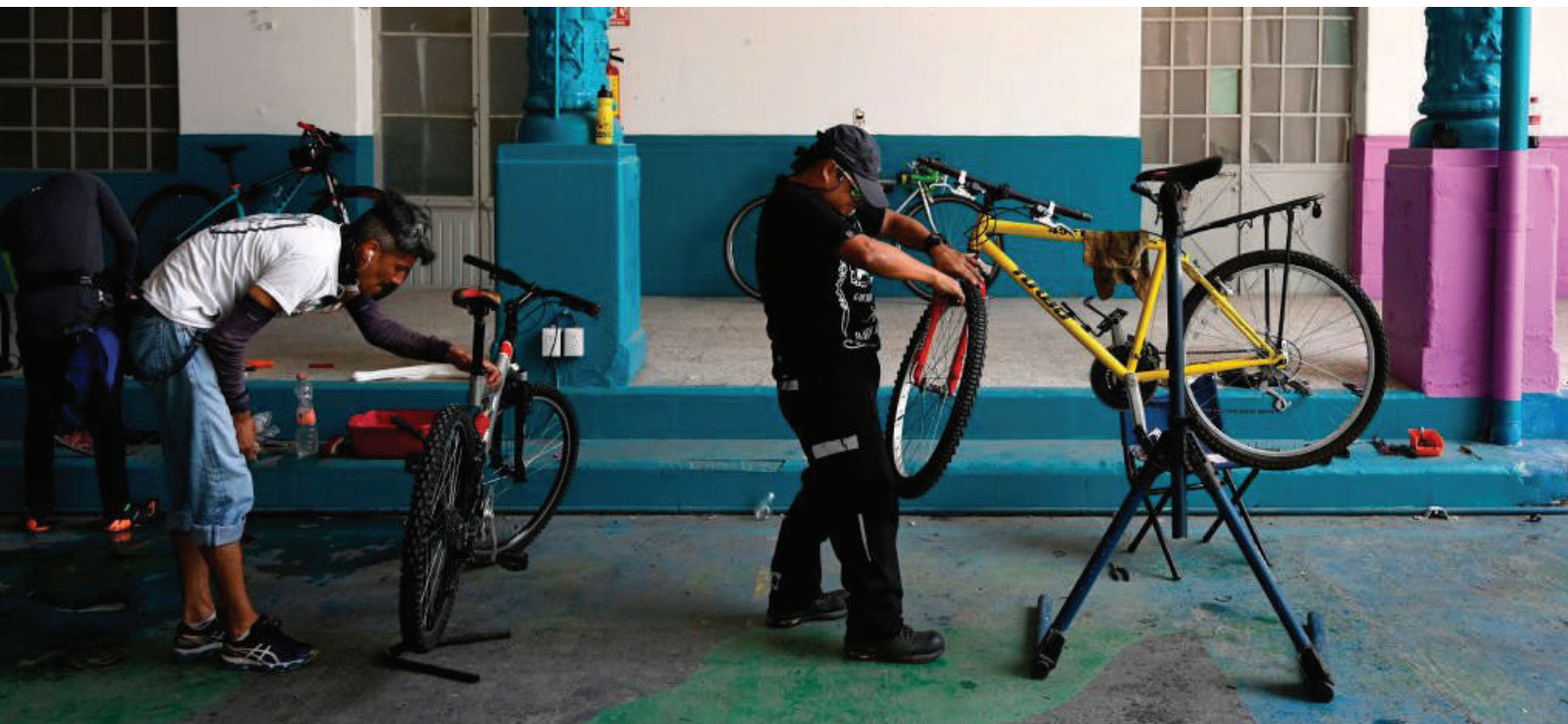
- understand whether transformational change is happening in real-time
- communicate the achievements of our Implementing Partners to a variety of audiences, amplifying the potential impact of each individual project by informing, empowering and inspiring others with the results
- gain information that will help us to support Implementing Partners to deliver high quality projects, and to rapidly solve any delivery issues that emerge
- provide confidence that ICF funding is being used for its intended purpose and is providing Value for Money (VfM)

The agreement of Implementing Partners to report results in a timely manner is necessary for the success of UK PACT. If information does not flow to us, we cannot help to address issues, maximise opportunities or, share results with key stakeholders.

All IPs will be managed according to the annexes included in each Grant Agreement including:

Annex 2: The milestone schedule. This is where critical deliverables that are linked to payment can be found including key outputs, compliance milestones and project management milestones.

Annex 8: The budget, work plan and Results Monitoring template. This is where the finally agreed budget and work plan can be found, and the full list of outputs expected to be delivered through the course of the project.





Timelines and responsibilities

		Activity	Detail	Quarter			Quarter End							
				Month 1	Month 2	Month 3	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8
Results reporting	1	Grant Manager hosts bi-weekly / monthly meetings with Implementing Partner	Informal catch-up on progress. Opportunity for troubleshooting.											
	2	Grant Manager hosts quarterly progress meeting with IPs	Formal update on progress											
Quarterly reporting	1	Implementing Partner reports outputs and other milestones as they are achieved	Output evidence and updated Results Monitoring Template uploaded to Touchstone											
	2	Grant manager reviews submissions	Review output evidence and updated Results Monitoring Template submitted and query any issues with IP before approval											
	1	Implementing Partner completes and submits quarterly progress report and financial report	This includes: 1) The Quarterly Narrative Report 2) The Quarterly Financial Report				IP Submit Reporting for Q1							
	2	Grant Manager reviews quarterly progress report and financial report	1) Report and claims reviewed 2) Evidence reviewed and issues with report addressed 3) Report approved							Grant Manager Reviews Reporting for quarter				
	4	Implementing Partner submits invoice	1) Invoice checked against verified total from Financial Report 2) Invoice approved for payment								Invoices checked and verified			
	5	Grant Manager processes payment to IPs	Payment of quarterly claim amount to IPs claiming in arrears on rolling basis as invoices are approved									Payment to IPs		



5.1 Reporting outputs

Outputs achievements should be reported on a rolling basis throughout each quarter as they are achieved. This allows for timely reporting of project achievement to BEIS and allows UK PACT Country Teams to review and approve outputs on a rolling basis, mitigating any delays at the end of the quarter, including payment of invoices.

As well as submitting evidence of output achievement into Touchstone, we have designed a specific Microsoft Excel template referred to as the 'Result Monitoring template' to collect additional output information and data from Implementing partners which is centrally required by the UK PACT programme, with each row referring to a specific output expected to be delivered.

The columns are divided in two parts:

1. Section one: Expected results

Section one details the expected results and should have been completed by Implementing Partners as part of their application proposal. Once an application proposal is approved, UK PACT Country teams will work with IPs to refine and finalise this section prior to Grant Agreement signing (Annex 8 of the Grant Agreement).

'Expected results' section (top part for example) of the Results Monitoring template (completed as part of application proposal).

UK PACT Country Programmes Results Monitoring Template V2.0

	Name	Organisation	Email address	Phone number
Nominated monitoring and evaluation contact:				

Please use this template to list the specific outputs your project will deliver, aligned with the UK PACT programme Theory of Change and Logframe indicators. Please see descriptions of the Logframe indicators on the 'UK PACT Indicators' tab. We will use the information you provide below to draft a proposed milestone schedule (turning your outputs below into milestones) and develop your results monitoring plan for project implementation, so please be as specific as possible. Please provide specific information in each row for each deliverable/output - please do not copy-paste the same information into each row but provide different information in each row, specific to the deliverable/output for that row.

Output 1 - Training of key actors to enhance skills

If you plan to provide trainings, then please complete the below (a new row for each training type/event/workstream)

Name of training workshop/s, webinar/s and/or engagements	Expected month/s the training will be delivered to participants	Description of what the training/s is/are about, what it/they aim/s to achieve, and the duration of each training session, e.g. half-day, full-day, etc.	Organisations / individuals receiving the training	Target number of people trained	Evidence to be submitted upon completion	What deliberate measures will you put in place to improve gender equality & social inclusion as part of this training? (could include content, location, accessibility, translation, participation etc) If none, why?	What specific mechanism/s, practice/s and/or procedure/s do you expect training participants to improve as a result of the training/s and when do you expect them to implement improvements?	How will increased organisational / institutional capacities / capabilities resulting from the training/s contribute towards carbon emissions reduction?
					Training participant list, disaggregated by gender			
					Training agenda and materials used			
					Training participant list, disaggregated by gender			
					Training agenda and materials used			

Output 2.1 - Recommendations for policy/legislation on climate change mitigation

If you plan to provide policy/legislation recommendations to government, then please complete the below (a new row for each report/event/workstream where recommendations are made)

Name of recommendations report / meeting / engagements	Expected month/s the recommendations will be delivered to target audience	Description of what the policy / legislation recommendations are for and what they aim to achieve	Government departments / state institutions receiving the recommendations	Target number of policy / legislation recommendations provided	Evidence to be submitted upon completion	How have you considered GESI as part of the process or final recommendations? (e.g. using gender or diversity evidence or research) If you haven't, why not?	How and when do you expect government adoption of the policy/legislation recommendations, with 'adoption' defined as the final acceptance (signing, ratifying) of an output by a key decision maker or authority figure in a policy approval process?	How and when do you expect the adopted recommendations to be implemented by government, where 'implemented' is defined as a set of activities related to a specific policy or action noted as being underway, used, and locally resourced?
					Policy brief / recommendations report			
					Minutes from meetings with government where policy / legislation recommendations were made			



2. Section two: Achieved results

Section two contains fields for IPs to report on output achievement throughout implementation. IPs are expected to complete the rows in this reporting section as and when outputs are achieved and submitted, and to upload the updated Results Monitoring template to Touchstone each time output evidence is uploaded to Touchstone. By the end of their project, this section of the template should be fully completed.

'Achieved results' section (top part for example) of the Results Monitoring template (completed by IP on a rolling basis throughout implementation, as and when outputs are achieved and submitted)

IMPLEMENTATION REPORTING - To be completed as and when outputs are achieved throughout implementation

Output 1 - Training of key actors to enhance skills

For expected outputs, complete along same row. For unexpected/new outputs, create a new row and complete information in RED section only.

Reporting / submission date	Please list evidence documents you have uploaded to Touchstone	Description of what the training/s were about, what they achieved, and the duration of each training session, e.g. half-day, full-day, etc.	Organisations / individuals that participated in / attended the training	Number of people trained, disaggregated by gender	What specific mechanism/s, practice/s and/or procedure/s did the training/s focus on improving, and when do you expect participants to utilise what they learned in the training? (Please reference training participant/attendee feedback if possible)	What level of consideration of, or contribution to, gender or social inclusion dimensions would you rate this output? (None / Some / Significant)	GESI rating / levelling explanation

Output 2.1 - Recommendations for policy/ legislation on climate change mitigation

For expected outputs, complete along same row. For unexpected/new outputs, create a new row and complete information in RED section only.

Reporting / submission date	Please list evidence documents you have uploaded to Touchstone	Description of the policy / legislation recommendations and how they were submitted / provided / disseminated to the target audience	Government departments / state institutions that received the recommendations (target audience)	Number of policy / legislation recommendations provided	How and when do you expect government adoption of the policy/legislation recommendations (final acceptance by a key authority in a policy approval process), and how and when do you expect the adopted recommendations to be implemented by government (activities underway and locally resourced)? (Please reference government/beneficiary feedback if possible)	What level of consideration of, or contribution to, gender or social inclusion dimensions would you rate this output? (None / Some / Significant)	GESI rating / levelling explanation

5.2 Quarterly progress reporting

At the end of every quarter IPs must submit a Quarterly Progress Report. The purpose of the quarterly progress report is to:

- provide a narrative summary of progress that Palladium can share with BEIS and other interested stakeholders, including where variances have occurred or there are issues with delivery
- provide an opportunity for our team to identify case studies and other communication opportunities
- update us on beneficiary and stakeholder engagements that have occurred or that will be occurring

This is a key opportunity for the Grant Manager to gain information that will allow us to report to BEIS and other interested stakeholders about the progress of projects, so we ask that quarterly reports provide a comprehensive but concise overview of delivery during the quarter. As indicated above, we will also use the information you provide as an opportunity to identify case-studies.

Quarterly Progress Reports should be completed using the Quarterly Progress Reporting template which has been provided by your key contact in the Country Programmes team as part of your start-up pack. Do not hesitate to get in touch if you have not received this or you require this to be re-sent.

Once the Quarterly Progress Report is complete, you should upload it into the Touchstone Review System in the Progress Reporting area of your work breakdown as shown in the image below. For more guidance on how to submit evidence into your work breakdown, please refer to the Touchstone Review Guidance.

DASHBOARD	STANDARDS	ORGANISATIONS	PROJECT MANAGEMENT	ASSESSMENTS	RESULT
▼	9 Cross-cutting activities				11-Jan-2021
▲	10 Progress Reporting				11-Jan-2021
▼	10.1 Submit quarterly progress reports				11-Jan-2021
▼	10.2 Submit bi-weekly progress updates				11-Jan-2021
▼	10.3 Monthly progress updates				01-Mar-2021



Financial reporting

6



6.1 Principles of financial management for UK PACT Country Programmes grant projects

Your UK PACT project is funded by the UK's Official Development Assistance (ODA) budget and it is of the utmost importance that the grant money is managed in a responsible and transparent manner

Any UK PACT funds received or held by IPs must be restricted for the sole purpose of the UK PACT grant project. All project finances must be managed in line with good accounting practice. Good accounting practice and responsible financial management includes:

- establishing accounting and financial control systems, in accordance with best practice, that enable the Grantee to manage and account for all project expenditure
- accounting records that are supported by evidence of costs incurred under the Grant Agreement (GA), including the receipt and use of goods and services acquired under the Grant Agreement and the evidence of the overall progress of the project
- retaining books, documents, and other evidence relating to its UK PACT-funded project activities

IPs should take the necessary steps at the start of the project and at regular intervals throughout the project's implementation to assess the internal controls and systems of its consortium partner(s):

- reliability and integrity of the partners' financial controls, systems, and processes
- effectiveness and efficiency of their project operations
- compliance with national legislation, regulation, rules, policies, and procedures





Providing value for money (VfM)

Additionally, ODA funding has a strong focus on value for money. All projects should take this into account throughout their implementation and should align with the Four Es:

Economy	Purchasing the right resources, of the appropriate quality, at the right time and for the right price
Efficiency	Producing the intended mix, quality, and quantity of deliverables, aligned with the needs of beneficiaries, working adaptively and within available resources
Effectiveness	Contributing to enhanced and sustained action on emission reduction through the delivery of capacity building outputs
Equity	Contributing to reducing constraints, and improving opportunities and influence in climate change matters, for women, future generations, poor people and other marginalised groups. Producing the intended mix, quality, and quantity of deliverables, aligned with the needs of beneficiaries, working adaptively and within available resources

Spending controls

All procurements should be undertaken in line with best practice procurement approaches and use fair, open and objective competition where applicable to ensure the best value for money.

Appropriate due diligence checks should be conducted on suppliers and any contracts should be appropriate for local law.

- While travel expenses are an eligible cost, any air travel funded by UK PACT must be economy class by default. Reasonable food expenses can also be covered during work-related travel. However, alcoholic drinks cannot be claimed for.
- Cash payments should be minimised and used as a last resort as cash is the biggest single risk of fraud and theft. Payments should ideally be made as a card payment or bank transfer.
- Under no circumstances may grant funds be claimed or used to cover any ineligible expenditure listed in Annex 5 of your Grant Agreement or to cover costs incurred for those purposes. Eligible expenditure must be kept to the minimum for the efficient conduct of the funded activities, and expenditure that we reasonably determine to be in excess of that amount does not constitute eligible expenditure.
- Implementing Partners must not deliberately incur liabilities for eligible expenditure in advance of need; nor pay for eligible expenditure sooner than the due date for payment.
- While the total for financial years is liable to change, UK PACTs payments to you will not exceed the total in your GA. If spending on the funded activities exceeds your agreed budget total UK PACT is under no obligation to increase the grant.

6.2 Financial reporting process

The main requirement for financial reporting is the completion of the full quarterly financial report template that forms the basis of your claim for payment. This report is in a similar format to the budget that was completed as part of your full proposal and we'll be tracking spend against cost categories and work streams to ensure project delivery is in line with the budget that was agreed.

As the project progresses the same reporting template should be used each quarter and continually updated, eventually providing an overview of all expenditure through the life of the project.

Some general items to keep in mind when you are completing your financial report are as follows:

- while it is expected that expenditure will be incurred in local currency, it must be converted to GBP using the exchange rate facility OANDA (<https://www1.oanda.com/currency/converter/>) using the date on which the purchase was made or services acquired, unless otherwise agreed by UK PACT.
- if your project is being co-funded, the portion supported by UK PACT should be tracked separately and individual items being claimed should be entirely funded through UK PACT.
- the lead partner is responsible for collating information from downstream partners and information for the entire consortium should be included in the financial report from the lead partner.
- reports need to be based on actual (not expected) spend that occurs in or before the quarter the report is based on. Expenditure that occurs after the end of the quarter but before you submit the report should be included in the report for the following quarter.
- while it's strongly encouraged that you claim all expenditure from a quarter in the report that relates to it, if circumstances prevent this from happening, any expenditure that was missed from previous quarters should be reported in the quarter you're claiming it in and a justification for this included on the variance tab.
- IPs should notify Palladium when they become aware that they are unable to make a timely claim as early as possible.
- submitting incomplete or incorrect reports could result in late payment of invoices — payments will not be approved until the claim is provided with full supporting documentation and all queries relating to documentation and reporting are resolved.



This report is split into several sections which are as follows:

1. **Cover page:** Basic details about your project
2. **Variances:** On this tab you should provide justifications for any significant (>10%) difference between what was actually spent and what was forecast to be spent in each cost category, as well as any details of expenditure that occurred prior to the quarter being reported on, but that was not included in previous reports. Any large amendments to the forecast should also be covered here
3. **Report Summary:** This pulls together totals by category based on the expenditure report and calculates the total for the claim including the overhead contribution and allows us to track variance against the Grant Agreement. The invoice submitted with the claim should match the total for the quarter in the Grand Total row (Row 29) on this page
4. **Forecast:** A key part of managing your projects is to provide accurate forecasts, this is covered in more detail in (see section 7.4)
5. **Expenditure report:** This is where you report on expenditure from the previous quarter, split into the activities included in your full proposal
6. **Workplan:** This is taken from your Grant Agreement annexes and is there for reference purposes only – it does not need to be updated
7. **Eligible costs guidance:** This page has no significant changes from the version included in your budget and is provided for reference purposes





Completing the expenditure report:

The image below shows a single task from the reporting template. For personnel costs each row is for a single person, and for other direct costs each row is a single item of expenditure.

Task-Based Report Detail													
		1	2	3	4	5							
Project Workstream	Task No.	Cost Category	Organisation	Sub Category	Description/ Name of personnel	Cost per Unit	Q1	Q2	Q3	Q4	Q5	Grand Total	
							Total	Total	Total	Total	Total		
Workstream 1	1.1	Personnel		Principal expert									£0.00
		Personnel		Senior expert								£0.00	
		Personnel		Expert								£0.00	
		Personnel		Junior expert								£0.00	
		Personnel		Assistant to expert								£0.00	
		Personnel		Project Manager								£0.00	
		Personnel		Admin assistant								£0.00	
		Travel international										£0.00	
		Travel domestic										£0.00	
		Accommodation and subsistence										£0.00	
		Workshop/Event										£0.00	
		Translation and interpretation										£0.00	
		Print Fees										£0.00	
		Other - Communications										£0.00	
		Other - Capital										£0.00	
		Subtotal							£0.00	£0.00	£0.00	£0.00	£0.00

1 Cost categories: these match those that appeared in your budget — but with the addition of comms and capital in the 'other' category. All items included in the report must be sorted into one of the categories.

2 Organisation: the legal entity that incurred the costs. Should only be members of the consortium.

3 Sub-categories: relevant only for personnel costs. For costs unrelated to personnel this column can be left blank.

4 Description / Name of personnel: All personnel whose time is claimed on the project must be named. For other direct costs the description should include details related to the category such as: origin and destination for international travel, what the travel (domestic or international) was for, who stayed where, the date / purpose of the event, what required translating or interpreting, what was printed, what the 'other' cost was.

5 Cost per unit: day rates should match those agreed in the full proposal budget, if multiples of an item / service were purchased it should be referenced in the description.

6 Quarters: the total cost for each line item spent in each quarter should be entered in this area, where a cost is repeated over multiple quarters (for instance time from a member of staff) the same line can be used.



While the version we send you will be personalised with data from your budget for ease of use, it is acceptable for some changes to occur and you can add or remove lines as required

6.3 Project payments and evidence of expenditure

Payments will be made in arrears based on quarterly and financial reports uploaded in to the Touchstone Review System. After submitting the report it will be checked by our team to ensure quality and identify any potential anomalies that require further clarification. Once the report has been quality assured by the Grant Manager and any requests for additional information have been resolved, IPs will be asked to submit an invoice in the format of the template included in Annex 3 of the Grant Agreement. This invoice should match the total (including overheads) of the finalised Financial Reporting Template. UK PACT is committed to prompt payment and will pay Implementing Partners within 30 days of receipt of a correct invoice.

- The invoice for the final payment will not be paid until we have received a satisfactory reasonable assurance report.
- If you are receiving payments in advance we will need to reconcile what was paid against expenditure for the quarter, prior to you submitting an invoice for the following quarter, the difference will be reflected in the total for that invoice. For example, if your project's initial advance payment is for £50,000 and during the first quarter of delivery you only spend £40,000, the £10,000 that remains unspent will be deducted from the second advance.
- If the quarterly report includes any single item over £10,000 GBP then the invoice or receipt for that item must be included when submitting the quarterly financial report.
- While no evidence is required to be submitted with the Quarterly Report for items under £10,000, It is required that Implementing Partners keep accurate financial records showing inflows and outflows of project funds. For internal staff, time-sheets must be kept. Other direct costs require a copy of the invoice (or receipts for expense claims) to be retained. If your project uses external consultants then their time should be evidenced through the invoices that they provide. If no time-sheet / invoice /receipt is retained then the expenditure is not eligible for reimbursement.
- UK PACT may, during the length of the project, spot check the evidence for a portion of your expenditure up to that point. We will give you notice prior to any request and your project contact will provide you with more detail.



At the end of each project you are required to submit a **reasonable assurance report**. The purpose is to verify that project expenditure was eligible and delivered in line with UK PACT financial management principles.

The report should be produced by a suitably qualified accountant who is external to and independent of your organisation. More detailed instructions were included in the offer letter as part of your GA

6.4 Forecasting

As part of the financial reporting process you are expected to include a forecast of expenditure for the remainder of the delivery period.

The forecasts you provide are key part of how we monitor project progress and they need to be as accurate as possible. Forecasts inform our financial management of the overall programme and accurate forecasting will ensure the smooth and timely transfer of funds from BEIS right through the supply chain.

Reports submitted without a forecast won't be accepted.

Forecasting must be done on the 'forecast' tab of the Quarterly Financial Report. Space is provided to break down expenditure by quarter in each cost category in the columns headed "Total claim / Latest Forecast" (see below). Totals from quarters that are already complete can be taken from the 'Budget Summary' page.

Expenditure forecasts													
Expenditure by category		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 5		Total Expenditure	
Category	Sub-Category	Total for quarter per grant agreement	Total Claimed /Latest Forecast	Total for quarter per grant agreement	Total Claimed Latest Forecast	Total for quarter per grant agreement	Total Claimed /Latest Forecast	Total for quarter per grant agreement	Total Claimed /Latest Forecast	Total for quarter per grant agreement	Total Claimed /Latest Forecast	Grand total per grant agreement	Total Claimed /Latest Forecast
Personnel	Principal expert											£0.00	£0.00
Personnel	Senior expert											£0.00	£0.00
Personnel	Expert											£0.00	£0.00
Personnel	Junior expert											£0.00	£0.00
Personnel	Assistant to expert											£0.00	£0.00
Personnel	Project Manager											£0.00	£0.00
Personnel	Admin assistant											£0.00	£0.00
	Travel international											£0.00	£0.00
	Travel domestic											£0.00	£0.00
	Accommodation and subsistence											£0.00	£0.00
	Workshop/Event											£0.00	£0.00
	Translation and interpretation											£0.00	£0.00
	Print Fees											£0.00	£0.00
	Other											£0.00	£0.00
	Other - Communications											£0.00	£0.00
	Other - Capital											£0.00	£0.00
Total		£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00



6.5 Communications and capital expenditure

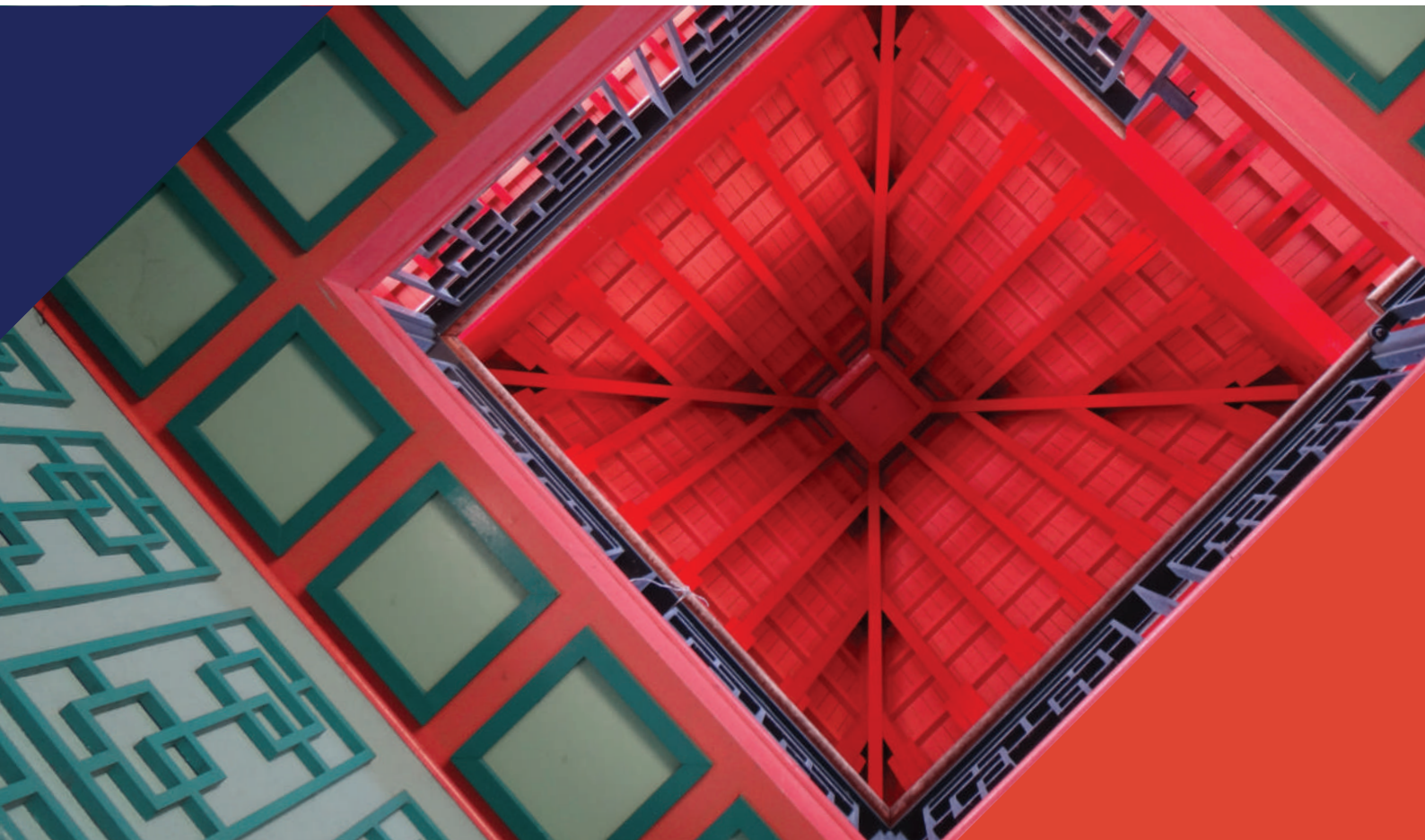
It should be noted that UK PACT places particular importance on tracking communications and capital expenditure. These are separate cost categories within UK government budgeting and as such additional scrutiny will be placed on forecasts in these categories.

Communications spend is **expenditure related to the promotion of your project as a whole, instead of your project's specific outputs** (for more detail please refer back to the 'UK PACT Country Programmes Budget Guidance Note' from the full proposal stage).

Capital expenditure is any **budget spent on buying, maintaining or improving an asset with a useful economic life beyond the end of the project**. Due to the nature of the projects being funded, the only capital expenditure that is permitted on UK PACT is for intangible assets.

One change in the approach from the full proposal stage is that these items now have a separate budget categories beyond "Other" with relevant costs now being identified as "Other — Capital Expenditure" or "Other — Communications". It is likely that your budget does not currently contain any costs from either category, but our team will make you aware if this is not the case.

If it was not part of your initial proposal then it is unlikely that it will be approved, but if during delivery you reach a stage where your project's outputs could significantly benefit from reallocating some of your existing budget to either of these categories then please notify your key contact about initiating





6.6 International Aid Transparency Initiative

As per the terms of the Grant Agreement, all Implementing Partners must publish information about the UK PACT funding they have received to the International Aid Transparency Initiative (IATI). This must be done within six months of the start of each project.



What is IATI?

As per the terms of the Grant Agreement, all Implementing Partners must publish information about the UK PACT funding they have received to the IATI. This must be done within six months of the start of each project.



How do organisations become compliant?

Organisations become IATI compliant by publishing their information electronically on the IATI registry. The registry acts as a catalogue which can be accessed.

For more guidance on how to publish IATI data, please visit:

<https://www.gov.uk/government/publications/dfid-iati-guidelines>



How this is done?

IATI has issued a framework for publishing data and this data is expected to be provided by all organisations, and their subcontractors, including:

- government donors
- private sector organisations
- national and international NGOs

All UK PACT Grantees must publish to the IATI standard on all ODA funding from all sources. Downstream partners also need to publish to the IATI standard on their funding. This aims to increase traceability throughout the delivery chain. For more details on IATI standard see:

<http://www.aidtransparency.net>



Project variation requests

7



7.1 Project Variation Requests

We understand that during delivery, things are likely to change. We have a variation process in place to allow this to occur

Generally, a <10% variation between cost categories as outlined in your GA is permitted. Where changes are required that are greater in value, we may ask that you provide a written justification or complete a variation request.

If you wish to make a change to your project, you can notify the UK PACT team by email, during your regular meetings, or in the quarterly report — you should do this at the earliest possible opportunity.

It is important to note that any activities that are outside the scope of the initial agreement should not start until they have been approved by the grant manager and we cannot guarantee that project variation requests will be approved — any costs contributing towards these activities are not eligible for reimbursement with grant funds until the request is approved in writing.

The most common changes will be to project staff. We may ask you to provide:

- information about the role they will be filling — whether it's new to the project or related to a vacancy in the team
- a copy of their CV
- the GBP day rate their time will be charged at on the project
- confirmation they have completed the relevant training

You will need to confirm that appropriate due diligence and the necessary training has been carried out for all new staff.

Some changes will require specific sign off from BEIS and as such we can't give an indicative timeline for approvals, but both Palladium and BEIS will endeavor to process them as quickly as possible.

UK PACT currently ends on 31st March 2022 and variation requests to extend projects beyond that date cannot currently be approved. BEIS is currently thinking about the future of UK PACT and subject to approval of further funding extensions beyond this date may become possible in the future.



Risk and risk management

8

8.1 Risk and risk management

Projects funded by UK PACT are demand-driven, ambitious, and innovative. Risks are to be expected, and effective management of risks can ensure that projects are able to reduce, mitigate, or even adapt to risks that are encountered in delivery.

All UK PACT IPs will be required to do the following:

- Regularly identify the most critical risks to delivery and maintain an active Risk Register in the Touchstone Review system:
 - clear risk descriptions provide better visibility on the likelihood and impact of a risk occurring, ensuring that time spent reviewing risks is oriented towards the most urgent or impactful risks and making it easier to develop appropriate mitigations
 - updating the Risk Register a minimum of once per quarter will improve the quality of risk reporting, and make it easier to identify patterns and trends over time
- Appropriately resource risk within delivery teams:
 - IPs should assign a “Risk Manager” to coordinate the project’s risk management processes and provide some level of quality assurance in how risks are being captured, reviewed and mitigated
 - IPs should train all team members in risk management, such that all team members can contribute to the identification of risks. Team members should be encouraged to flag any potential risks to the Risk Manager, such that the team can decide whether it is something that needs further consideration and mitigation
- Review risk regularly:
 - you should meet monthly to review risks, updating any information that may have changed in the time since risks were last reviewed. Risks should be reported as soon as they are identified, and can be classified and discussed in more detail in a monthly meeting. Urgent risks should be reported, discussed and, if appropriate, addressed as soon as possible and may necessitate ad hoc meetings.
 - the Palladium team can provide support to the development of policies, processes, and the training of team members.

Risk is defined as **uncertainty**, whether positive or negative, that will affect the outcome of an activity or intervention.

The term **Risk Management** incorporates all the activities required to identify and control the **exposure to risk** that may have an impact on the achievement of project objectives.

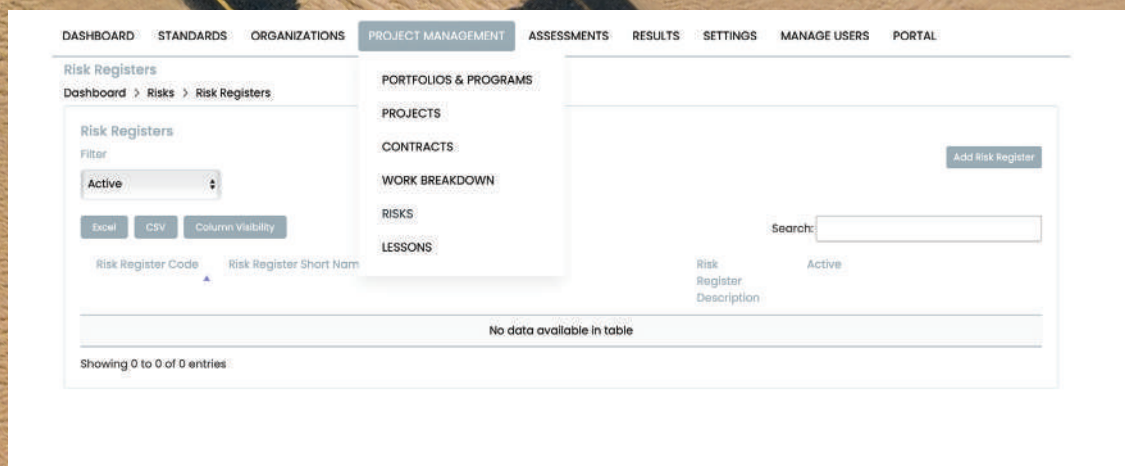
8.2 Maintaining a Risk Register in Touchstone Review

A project specific electronic Risk Register can be hosted on the Touchstone Review platform. The system allows IPs to enter project risk information according to best practice for capturing, classifying and reviewing risks.

The Risk Register on Touchstone Review also facilitates better visibility of risks between Implementing Partners, the delivery partner and BEIS, which also supports the identification of trends / patterns, and potentially, stronger and more collaborative mitigations. Once a risk register is created in Touchstone, an overall risk matrix will automatically populate which allows us to identify and discuss the most critical delivery risks. This is shown as a combination of the likelihood of the risk occurring and the severity of the impact of the risks listed.

To find where you can update your risk register, you should go to the Touchstone Review portal and navigate to PROJECT MANAGEMENT > RISKS as shown in the image below. Additional guidance will also be provided in the Touchstone Review Guidance document. If you have not yet received this, please get in touch with your key contact.

We have included additional information about the definitions and classification of risks required in the following sections to help you





8.2.1 Risk description

Risk categories and sub-categories

Each project risk you identify should be assigned a category and a sub-category. The options for categories in the Touchstone Review system will match those in the table and descriptions below. If a risk you have identified cuts across more than one category, you can select the one you think most applies

Category	Sub-categories				
Context	Conflict	Economic	Environmental	Political	
Delivery	Partners	Project Performance			
Fiduciary	Corruption	Finance Management	Fraud	Grant Funds	
Operational	Business Interruption	Safety and Security	IT Systems		
Reputational	Client	General	Other	Technical	
Safeguarding	Child Protection	Human Rights	Modern Slavery	Sexual Exploitation, Abuse and Harassment (SEAH)	Social Exclusion
Security	Civil Unrest	Conflict	Crime	Disaster	Terrorism



Risk definitions

Context

Context, or External Context risks, relating to the context in which a project is taking place, which may adversely affect the delivery of a project. For example, the election of a new government, resulting in changes to the policies a project is dependent upon. Conflict is also covered under the Security category — under context, however, a conflict risk should describe how the context the project is operating in would be affected. For example, a project that aims to improve the sustainability of a commodity export may identify a risk of conflict affecting the commodity supply chain.

Delivery

Risks relating to the performance of the key delivery partner, or a consortium partner. For example, a consortium may be formed of partners who have not worked together before, which may introduce risks in terms of establishing effective mechanisms for working together. These risks relate to the effective delivery of the programme including the capacity and capability of our partners and the technical complexities of the programme. It can also represent the risk that the intended benefits of the programme will not be achieved.

Fiduciary

Risks relating to financial fraud, corruption, poor financial management, or non-compliance with the rules and procedures for managing grant funds. The realisation of fiduciary risk can be due to a variety of factors, including lack of capacity, competency or knowledge; bureaucratic inefficiency; and / or active corruption.

Operational

These risks relate to our internal capacity to effectively oversee implementation of a programme of work, ensuring we operate to the highest level of professional competence and have the appropriate resource capacity and capability in teams and in our (IT) systems. It also relates to our duty of care towards our staff. For example, the risk of a staff member being incapacitated as a result of an accident at work should be considered in this category. Please note, there are separate risk categories for Safeguarding and Security, relating to situations where specific risks are heightened by factors unique to the project.

Reputational

Reputational risks are those which may harm the image and reputation of an organisation, adversely affecting the social and / or financial capital of an organization. In the case of UK PACT, the reputation of the PACT programme, BEIS, UK Embassies, Delivery Partners and Implementing Partners may all be adversely affected by actions adversely perceived by external parties. Client in the case of UK PACT should refer to the UK government, inclusive of BEIS and UK Embassies in-country.

Safeguarding

Safeguarding risks are those which present risks to staff, volunteers or those you work with in your project jurisdictions (i.e. members of the public) to experience harm or abuse, managing specific blind spots in the environment or venue or risk which arise from your delivery. For example, a project which works with children or vulnerable adults will need a greater focus on safeguarding risks.

Security

Security risks relate to civil unrest, conflict, crime, natural disasters, and terrorism risks that may be heightened in the context that a project operates. A conflict risk identified under the Security category, as opposed to the Context category, should focus specifically on risks to staff / personnel and activities expected to take place in the project.

Risk groups

Each risk you identify must also be assigned to a group. The groups are:

- **programmatic** — which means a risk at the program or project level
- **country / regional** — which means the risk applies at the country or regional level generally and not just at the program or project level
- **corporate** — which means that the risk applies at the corporate level of your organisation and not at the program or project level

Risk direction

To help in identifying how risks are continuing to impact the project, we also ask for an indication of whether the risk level is changing each time the risk register is updated:

- **decreasing** — which means the overall risk level is decreasing
- **increasing** — which means the overall risk level is increasing
- **static** — which means the overall risk level is not changing





Additional risk categorisation fields

Risk summary: a short description of the risk limited to 50 characters.

Risk description: more detail, including source of the risk, the event(s) that could result and the potential impact.

Risk action: how you will deal with the risk

- **avoid** — take action that avoids the risk altogether
- **tolerate** — accept the risk as there is no action that is viable or cost effective to reduce the risk
- **treat** — take action that reduces the risk
- **transfer** — take action that transfers some or all the risk to other parties

Risk priority: the urgency with which action is required to mitigate the risk and the overall effect of the risk on project performance

The options are — highest, high, medium, low, lowest.

Risk status: whether a risk is in the future, current or past.

The options are:

- **pending** — which means the risk is currently not being mitigated
- **open** — which means the risk actions are underway and the risk is current
- **closed** — which means the risk no longer requires any action

Risk proximity: when the risk is likely to materialise.

The options are:

- **current** — which means the risk has materialised
- **0 — 3 months** — which means the risk will materialise in the next three months
- **3 to 6 months** — which means the risk is 3 to 6 months from materialising
- **6 to 12 months** — which means the risk is 6 to 12 months from materialising
- **over 12 months** — which means the risk is over 12 months from materialising
- **past** — which means the risk is in the past and will no longer materialise

Risk owner: the person responsible for ensuring the risk action is taken and the Risk Register is up to date.

8.2.2 Calculating a risk score

The most important categorisations relating to each risk you will need to make are about the likelihood and impact of a risk occurring. This will allow the ranking of risks so that the most imminent and highest impact can be dealt with first. You will be asked to rank risks as follows:

Likelihood	Score	Interpretation
Almost certain	5	More than 80 percent probability the risk will occur
Likely	4	Over 50 to 80 percent probability the risk will occur
Possible	3	Over 20 to 50 percent probability the risk will occur
Unlikely	2	Over 5 to 20 percent probability the risk will occur
Rare	1	Less than 5 percent probability the risk will occur

Impact	Score	Interpretation
Severe	5	Occurrence of the risk will result in severely reduced outcomes or no outcomes
Major	4	Occurrence of the risk will result in a major reduction in project outcomes
Moderate	3	Occurrence of the risk will result in a moderate reduction in project outcomes
Minor	2	Occurrence of the risk will have a minor impact on project outcomes
Insignificant	1	Occurrence of the risk will have an insignificant impact on project outcomes

Touchstone Review will automatically calculate a risk score by multiplying the likelihood score by the impact score. Scores will range from 1 (meaning rare likelihood and insignificant impact) to 25 (meaning almost certain likelihood and severe impact). Touchstone Review will also assign an overall risk level based on the score



Branding guidelines / comms pack

9

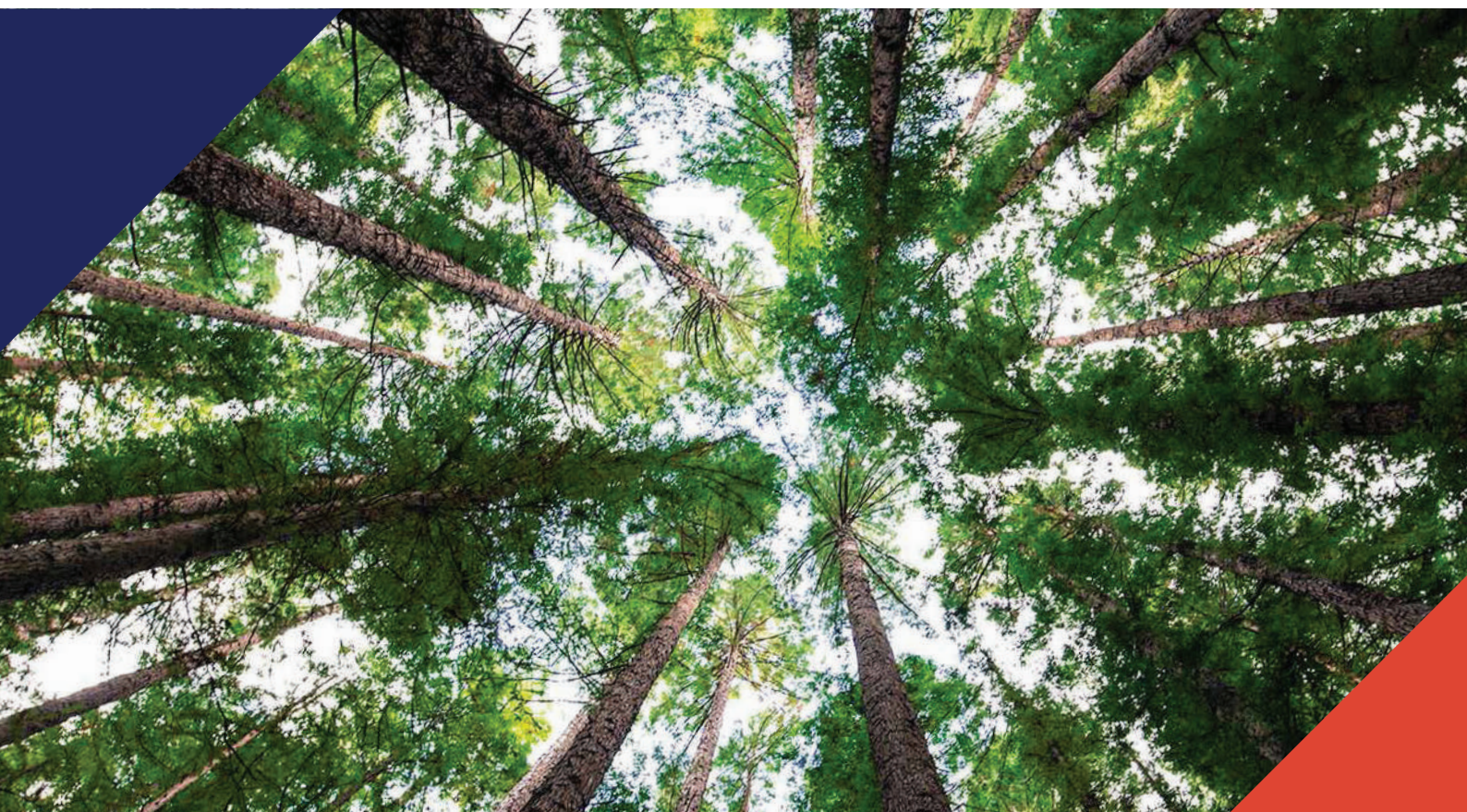


Effective branding helps build the reputation of the UK PACT programme as a mechanism to support transformational change and accelerate the low-carbon transition.

When sharing any material related to UK PACT, It is important that you adhere to the brand guidelines. This ensures the consistency and integrity of our brand is maintained.

When writing copy, please ensure tone of voice (the language used in externally facing communications) is compliant with the UK PACT Brand Guidelines. It is important that you be aware of our linguistic and visual style and not contradict or misuse it in your communications.

A copy of our guidelines (which includes our tone of voice guidance) and consent form should already have been provided by your key contact. If you have not yet received a copy, please get in touch.





Gender equality and social inclusion

10



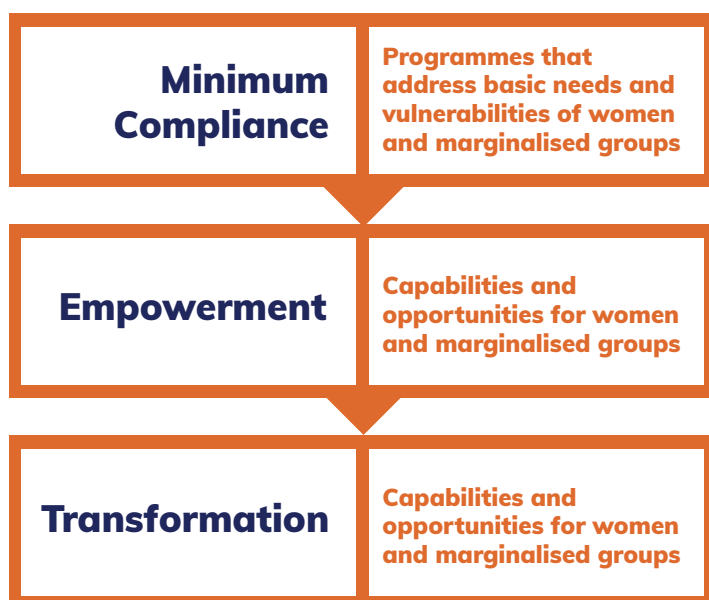
Gender equality and social inclusion (otherwise referred to as GESI) is an important part of UK PACT and was an important consideration in the selection of projects

While UK PACTs primary objective is to reduce emissions, it is of utmost importance that projects' activities do this in a way that is inclusive and equitable and leads to equitable outcomes — see the UK PACT GESI Ambition Statement for more information

This section provides guidance to projects on how to achieve this by providing a deeper understanding of the concepts and the ways project teams are required to mainstream these considerations as part of their activities.

We encourage all Country Programme projects under UK PACT to go beyond minimum compliance, where possible Based on the BEIS GESI Ambition Statement, UK PACT interventions:

1. must do no harm, compliant with the International Development (Gender Equality) Act 2014
2. should work towards GESI Empowerment
3. are strongly encouraged to be GESI Transformative wherever possible





Gender equality and social inclusion are distinct but overlapping concepts. It is not possible to address gender without also addressing inclusion and it is important for all projects to look at both elements in conjunction.

Sex: Biological, anatomical and physiological division of a species (e.g. differences in reproductive functions). In humans, traditionally this refers to the male / female binary.

Gender: Unlike sex, gender is not a biological determinant but rather socially constructed differences between males and females. This includes (but is not limited to) rights, entitlements and obligations. The way in which a society defines gender determines the roles behaviours, activities and attributes that a given society at a given time considers appropriate for men and women.

Gender equality: transforming the distribution of opportunities, choices and resources available to women and non-binary people so that they have equal power to shape their lives and participate in the process thereby increasing equality between people of all genders. This means that rights, responsibilities, and opportunities will not depend on the gender society attributes to each person. It means ensuring that everyone has equal access to socially, economically, and politically valued goods, resources, opportunities, benefits, and services.

Social inclusion: process of improving the terms for individuals and groups to take part in society, and the process of improving the ability, opportunity and dignity of people disadvantaged on the basis of their identity to take part in society. Social exclusion occurs when certain groups are systematically disadvantaged based on characteristics, such as gender, age, disability, ethnicity, caste, migrant status, type of household (e.g. one-person household, single parent), the level of education and literacy, employment status, or housing status. This results in different social, political, and economic inequalities and can result in individuals discriminated against and denied recognition and resources.

Intersectionality: The interaction between gender, age, ethnicity, socio-economic status and other categories of social difference. These factors often have complex relationships with one another and have interdependent advantages and disadvantages. For most people, exclusion happens on the basis of multiple factors. It is not possible to address gender without also addressing inclusion.

GESI Mainstreaming: The process of addressing implications for everyone (thinking of women, men, sexual and gender minorities (SGM), as well as any excluded groups, on the basis of any factor) of any planned action, including policies or programmes in all areas and at all levels. It is a way to make women's, as well as men's and excluded groups concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that everyone benefits equally, and inequality is not perpetuated. GESI mainstreaming contributes to more responsive programming and better service provision because it considers the interests and needs of all relevant groups. Everyone's inputs are necessary if communities are to prosper and equality and inclusion are essential elements of sustainable development.



10.1 Minimum Compliance

All projects are required to **do no harm**. This means carefully considering intentional as well as unintentional impacts their interventions may cause and taking steps to mitigate the latter. Impacts should be considered across all stages of the project lifecycle.

IPs should be prepared to communicate the social and gender impacts of their activities. Some information was already provided during the application process but quarterly reports will allow IPs to report on any changes or updates (see GESI Levelling page 19).

All projects will need to provide sex disaggregated data as part of their reporting. This refers to data that is collected and presented separately based on whether participants / attendees are male, female, other or those who prefer not to disclose. It allows for the measurement of differences between women and men on various social and economic dimensions but does not guarantee that concepts, definitions, and methods used in data production are conceived to reflect gender roles, relations, and inequalities in society. This information is not the same as gender disaggregated data.

We have outlined (right) some questions for each project team to consider when they begin organising activities and considering what data they will be collecting.

Beyond this, we encourage projects to mainstream GESI activities as part of your outputs / activities that have been listed in your proposal. This might include factoring in considerations such as:

- GESI data collection (taking into account stereotypes, social and cultural factors that may include: gender roles, power levels and relationships, gender targeted analysis or research, intersectional analysis of needs assessments)
- setting diversity targets in processes and decision-making
- GESI sessions as part of training, inclusion of women-owned businesses / organisations, etc

Data collection is something your project may already be doing but will likely need careful consideration. It is required that all projects are also compliant with the UK's General Data Protection Regulations as tailored by the Data Protection Act 2018 (for more information please visit ICO's website [here](#)). Additionally as Palladium, we have signed up for the Principles for Digital Development and encourage all of our projects to carefully reflect on the process of creating, distributing and maintaining data for their tasks and avoid any unintentional misuse. We have drawn out the below questions for UK PACT projects to best ensure the sex disaggregated data you collect does no harm and is useful for the project team beyond simply UK PACT reporting. The questions have been adapted from 'Datasheets for Datasets v7' (Gebru et al, 2020) available online [here](#).

Motivation

- beyond UK PACT reporting, how could data collected from participants / attendees be useful for improving the impact of the project?
- would it be useful to collect qualitative and quantitative information?
- where are the possible areas where bias could be present and how can you limit biases in your design?

Collection and Composition

- would it be useful to collect this data at multiple intervals?
- how is the information about sex going to be collected (e.g. will participants be asked their sex when they sign-up for the event, sign-in on Day 1, as part of the feedback form, or some other format)?
- would it be useful to use non-binary categories of gender?
- will you be collecting any data from participants that might be considered confidential (i.e. personally identifiable information)?
- do individuals need to consent to the collection and use of their data? If yes, will participants / attendees be provided with a mechanism to revoke their consent in the future or for certain uses?

Data Cleaning

- do you need to clean / label the data that was collected?
- what are the possible areas where bias could be present in the collection and processing of your data? How could you limit biases in these phases?

Uses

- who will have access to participants / attendees data?
- is there anything about the composition of the data or the way it was collected / cleaned that might impact future uses?
- what other tasks could the participant / attendee data be used for?

Distribution

- will participants' / attendees' data be distributed to third parties outside of the entity on behalf of which the dataset was created?

Maintenance

- how long will you hold the data?
- are there any applicable limits on the retention of the data (e.g. were participants / attendees told their data would be retained for a fixed period of time and then deleted)?

10.2 GESI champions

We have a moral, economic and legal imperative to ensure that our work leads to equitable outcomes. This means both through promoting GESI within our project activities as well as within our teams / organisations where each project member is expected to create a diverse, anti-racist and inclusive working environment. We know this can take time and will likely require multiple iterations to get right but we expect Grantees to make meaningful impact to combat such inequalities and be ambitious in their programming and outputs.

As part of this process, we are looking for lead organisations that are interested in being part of a **UK PACT GESI Champions Group** that will meet as a group on a quarterly basis. Additionally, participants will be invited to:

- external webinars, training, and events on GESI;
- share their experience on GESI programming;
- participate in group discussions
- contribute to and learn from what other organisations are doing in this space.

The governance and communications arrangements for the group will be decided with participants as part of the first meeting.

Individuals or organisations are invited to participate if they are:

1. already tackling unequal power relations as part of their work (either from an organisational perspective or through your projects)
2. building the assets, capabilities and / or opportunities for women and marginalised groups
3. looking to improve organisational or programmatic GESI considerations in the long-term
4. curious to learn more about GESI considerations or activities from other organisations / projects

Organisations / individuals interested in getting involved in this group should contact our GESI focal point at Palladium, Stephanie Andrei (stephanie.andrei@thepalladiumgroup.com). We encourage projects to sign up before 30 April 2021 to get the most out of the group.



Safeguarding

11



Purpose

Safeguarding in its broadest sense means protecting people and the environment from unintended harm. This includes preventing and responding to harm caused by sexual exploitation, abuse, harassment, or bullying. The aim is to minimise the likelihood and impact of these actions towards both the people we are trying to help, and also people who are working in the sector. We are committed to applying the following principles in relation to safeguarding. We expect Grantees to apply these principles in their work and through their delivery chains:

- everyone has responsibility for safeguarding
- do no harm
- organisations have a safeguarding duty of care to beneficiaries, staff and volunteers, including where down-stream partners are part of delivery
- this is also true of children and vulnerable adults in the community who are not direct beneficiaries but may be vulnerable to abuse.
- act with integrity, be transparent and accountable
- organisations that work with children and vulnerable adults should apply a safeguarding lens to their promotional communications and fundraising activities
- all activity is done in the best interests of the child / vulnerable person. A child is defined as someone under the age of 18 regardless of the age of majority / consent in country
- all people shall be treated equally, irrespective of race, gender, religion / or none, sexual orientation or disability



These principles are aligned with the UN Convention on the Rights of a Child (UNCRC). The following six areas are essential to promote a safeguarding environment that protects all children, vulnerable adults and staff:

1 Safeguarding

Safeguarding shapes an organisation's approach, practice and culture to ensuring a comprehensively safe environment for all people that the organisation engages with.

Not all organisations may have an overarching / combined safeguarding policy, which is reasonable in the short term. If the organisation works with children, vulnerable adults or young people they must have a child protection policy and / or a vulnerable adult's policy. If they do not work with children and / or vulnerable adults and do not have an overarching safeguarding policy then they must have bullying, sexual exploitation and harassment and abuse policies. These may be 'stand-alone' policies or part of the organisation's overall Human Resources manual.

2 Whistleblowing

Whistleblowing allows concerns to be raised and resolved at the appropriate level. This area is concerned with having a clear process that is widely understood and accessible to all staff, for dealing with concerns and a handling framework with identified owners of each step. The policy (which may not be referred to as whistleblowing but might be a complaint and / or concerns policy) should be explicit that there can be no reprisals for the whistle blower. There should also be a clear process to follow if the complaint / concern is being raised against an individual in the organisation who manages internal complaints or concerns.

3 Human Resources

This focuses on recruitment and vetting processes to support recruitment of the right people and on-going training and awareness for all staff and volunteers. Organisations should have an awareness of the level of safeguarding risk in each role. If the organisation uses interviews that are competency based, and if a job role is to work with children and or vulnerable adults, then the interview should address the requisite competencies needed. For all other roles that do not work directly with children, young people and vulnerable adults then there should be safeguarding and whistleblowing training as part of the induction. For all staff there should be regular refresher training on safeguarding and whistleblowing.

4 Risk management

This area considers the risk management framework which sets out the approach to risk, the risk appetite to guide risk identification and the assessment of safeguarding risks and promotes the use of Risk Registers. Risk management at the project level will include a Risk Register with clear mitigating actions and identifiable owners. Risks should be reviewed regularly. If the Implementing Partner is working with vulnerable people, safeguarding should be a separate risk category on the organisation's register or framework. There should also be clarity for escalation of safeguarding risks. The expectations of risk management for downstream partners should be made explicit in the risk policy or approach.

5 The code of conduct

This describes the ethics and behaviours required of Grantees to ensure a robust safeguarding environment. It is designed to create a culture of best practice which all partners should adhere to. We expect our partners to have their own internal robust code of conduct that clarifies the values, principles and the acceptable behaviours within that organisation and which should influence and drive the organisation's culture — it reflects the tone from the top which is vital to address safeguarding risks.

6 Governance and Accountability

Governance and Accountability standards create, foster and ensure safeguarding through requisite controls and oversight. They identify the responsibility of those who are custodians of the organisation's values ensuring people are put first. Corporate Governance is the system by which organisations are directed and controlled including its oversight structure and its effective operation.





Risk, safeguarding and fraud

Policy requirements for each project may vary dependent on the organisation, role and ambition.

However, it is not enough for an organisation to be compliant in one or two of the areas above. They must be compliant in all six standard areas, on a risk-based approach.

The goal is to improve safeguarding across the aid sector. This means encouraging partners to improve, even when the basic standard has been met. Not all Grantees will be involved in projects that engage with or deliver to children, young people or vulnerable adults.

We also recognise that the standards may go beyond the policies and processes in place in smaller organisations. In those situations, teams will take a proportionate approach which is in accordance with the level of risk associated with the programme, to gain a level of assurance commensurate with those risks, ensuring adequate controls are in place to mitigate identified risks.

Grantees are reminded of their responsibility to ensure appropriate safeguarding standards have been cascaded down the delivery chain. This means that we expect these standards to be applied throughout project delivery chains and we would expect to see evidence that the standards have been shared and that partners are clear about those expectations.

Reporting a safeguarding issue

If there is an episode of abuse, exploitation or harassment, our expectation is that the grantee takes it seriously through reporting, learning (e.g. changes made to policies and practices) and providing support to those affected.

It is also important to take account of local context where reporting to authorities would cause further harm to the beneficiary / survivor. Consideration should also be given by the Implementing Partner to the support needed by staff and volunteers aiding victims of sexual abuse, exploitation and harassment. Concerns regarding a breach in safeguarding policy or any credible suspicions of or actual incidents of sexual exploitation, abuse or harassment should be reported immediately to BEIS's ODA Safeguarding Reporting Concerns inbox at

odasafeguardingconcerns@beis.gov.uk



Fraud and aid diversion

12



Fraud and aid diversion

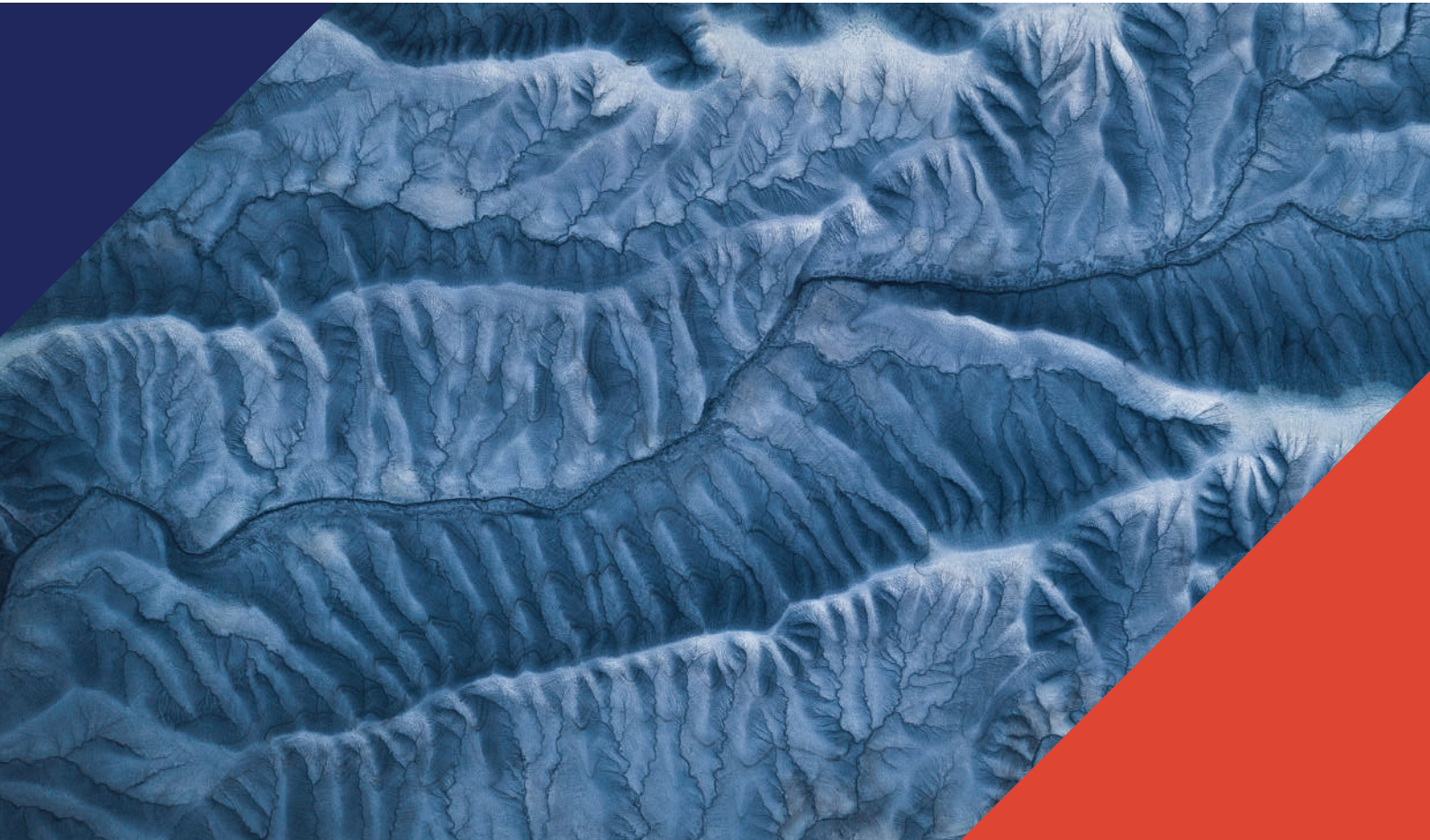
Prevention of fraud and the misuse of funding is critical to the success of projects. Funds must be used effectively and we focus strongly on finding ways to stop potential bribery, corruption, theft, looting, loss etc.

This programme defines fraud / aid diversion as any event, including fraud, corruption, bribery, theft, terrorist financing, money laundering and other misuse of funds that prevents funds being directed to the aid outcomes or recipients intended. The programme has a zero-tolerance approach to aid diversion, and the grantee is expected to fully cooperate with the investigation of such events.

The grantee is required to immediately and without undue delay inform the authority of any event which interferes or threatens to lead to aid diversion. The grantee should assess the credibility of suspicion / actual aid diversion based on the source of the allegation, the content, and the level of detail or evidence provided. Any credible suspicions or actual incidents of fraud / aid diversion should be reported to Authority's Counter Fraud Section at:

counterfraud@beis.gov.uk.

Please note that all information will be treated with the utmost confidentiality. Information can also be reported directly to the Authority's team managing the programme. All projects funded by UK PACT are required to have robust anti-fraud policies or processes in place, and these should be strictly adhered to and reviewed regularly. It is the responsibility of the lead Implementing Partner to ensure all their downstream partners are adhering to these standards.





Key contacts

13



Key contacts

We hope we've answered many of your questions in this handbook, but if not, we would love to hear from you. Your first point of contact should be your key contact in the relevant country.

You can get in touch with each country team at the following email addresses:

China: china@ukpact.co.uk

Colombia: colombia@ukpact.co.uk

Malaysia: malaysia@ukpact.co.uk

Mexico: mexico@ukpact.co.uk

South Africa: southafrica@ukpact.co.uk

Issue resolution and escalation

All issues should be directed to your key contact as indicated in your Grant Offer Letter. If needed, your key contact will pass on queries to other relevant team members or escalate issues as appropriate. Matters will be escalated to the Programme Director if they are not resolved, or if the situation is deemed to be sufficiently serious.

As per Annex 1 of the Grant Agreement, BEIS has delegated many of the obligations contained within the Grant Agreement to Palladium International, however where necessary Palladium will escalate issues to the Country Programmes team in BEIS.

Concerns regarding a breach in safeguarding policy should be reported immediately to BEIS's ODA Safeguarding Reporting Concerns inbox at odasafeguardingconcerns@beis.gov.uk

Concerns regarding fraud should be reported to BEIS's Counter Fraud Section at counterfraud@beis.gov.uk

The UK Government Department for Business Energy and Industrial Strategy (BEIS) and the British Embassy and High Commission staff involved in UK PACT are integral to the running of the programme but should not be considered as a regular contact for the projects, unless it has been otherwise agreed with them. The Grant Manager should remain the first point of contact.

