



Foreign &  
Commonwealth  
Office



Ministry  
of Defence

**CALL-OFF CONTRACT**

Framework Agreement with:

AECOM Ltd  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Framework Agreement for:

**THE CONFLICT STABILITY AND SECURITY FUND**

Call-off Contract For: Support to [REDACTED] Rapid Deployment Capability Centre

Call-off Contract Purchase Order Number or reference number: HOCSLON/0010

I refer to the following:

1. **The above mentioned Framework Agreement**
2. **Your proposal of HOCSLON/0010 18 December 2018.**

and I confirm that FCO requires you to provide the Services as stated in the attached Statement of Requirement and, under the Terms and Conditions of the Framework Agreement which shall apply to this Call-off Contract as if expressly incorporated herein.

**3. Commencement and Duration of the Services**

3.1 The Supplier shall start the Services no later than **10 January 2019** ("the Start Date") and Services shall be completed by **30 March 2019** ("the End Date") unless the Call-off Contract is terminated or extended in accordance with the Terms and Conditions of the Framework Agreement and by contract variation.

**4. Recipient**

4.1 Authority requires the Supplier to provide the Services to the [REDACTED] **British Peace Support Team** ("the Recipient").

**5. Financial Limit**

5.1 Payments under this Call-off Contract shall not, exceed **£152,182.50** ("the Financial Limit") and is exclusive of any government tax, if applicable as detailed in the Framework Agreement and the Statement of Requirements and schedule of Prices and Rates.

**6. Milestone Payment Basis**

6.1 Where the applicable payment mechanism is "Milestone Payment", 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 the Authority 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 15 are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call-off Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Call-off Contract were properly due.

**7. Officials**

7.1 The Authority Project/Contract Officer is:

Project: [REDACTED]  
 Contract Officer: HOCS Commercial

Please see Schedule 4 (DEFFORM 111) for full Contract Details.

**8. Key Personnel**

8.1 The following of the Staff cannot be substituted by the Supplier without the Calling-Off body's prior written consent:

Title	Name
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

**9. Reports**

9.1 The Supplier shall submit project reports in accordance with the Terms of Reference/Scope of Work at Schedule 2 to this call-off.

**10. Duty of Care**

10.1 Unless otherwise agreed, all Staff (as defined in Section 2 of the Agreement) engaged in connection with the performance of this Call-off Contract will come under the duty of care of the Supplier. 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.

10.2 Unless otherwise agreed, 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 the call-off Authority in respect of:

- Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Staff, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-off Contract;
- Any claim, howsoever arising, by the Staff or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-off Contract.

10.3 The Supplier will ensure that such insurance arrangements as are made in respect of the Staff, 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.

10.4 The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-off 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.

10.5 Where the Call-off Authority is providing any specific security arrangements for Suppliers in relation to the Call-off Contract, these will be detailed in the Terms of Reference/Statement of Requirements.

**11. Call-off Contract Signature**

11.1 If the original Form of Call-off Contract is not returned to the Contract/Project Officer (as identified at clause 7 above) duly completed, signed and dated on behalf of the Supplier within 10 working days of the date of signature on behalf of the Authority, the Authority will be entitled, at its sole discretion, to declare this Call-off Contract void.

For and on behalf of  
The Secretary of State for  
Foreign and Commonwealth Affairs

Name: [REDACTED]

Position: [REDACTED]

Signature: [REDACTED]

Date: 10 January 2019

For and on behalf AECOM Ltd

Name: [REDACTED]

Position: [REDACTED]

Signature: [REDACTED]

Date 11 Jan 2019

**Contract HOCSLON/0010 – Schedule of Prices and Rates (Agreement)**

As per your proposal dated 18 December 2018, reference HOCSLON/0010.

Activity	Type of Cost	Unit costs	Quantity	Month			Total (£)
				1	2	3	
[Redacted Content]							

Schedule 1

1	2	3	Total (£)
[Redacted Content]			
<b>Total Project Costs</b>			<b>£152,182.50</b>

### Contract HOCSLON/0010 – Statement of Requirement (Agreement)

Services set out in the Statement of Requirements contained in this Call-Off Contract and Proposal dated 18 December 2018, reference HOCSLON/0010.

#### **BACKGROUND**

1. The Joint Chief of Staff, [REDACTED] through Chief of Staff [REDACTED] Rapid Deployment Capability Centre (RDCC), has requested UK assistance in developing the staff capability of the RDCC as part of their commitment to their regional and continental security responsibilities.
2. Over the last 4 years, UK, along with support from other international partners, has been delivering staff training to the RDCC staff, particularly in operational planning. Following successful packages in 2016 and early 2017, a 3-year engagement programme was developed but that failed to gain funding. In order to resurrect this key and valued support, a reduced and focussed pilot training cycle is proposed to inform longer term development. The outcome of the pilot training cycle will be used in this development which is designed to develop and handover a self-sustaining operationally focussed staff training capability to the [REDACTED].
3. This delivery is linked to the [REDACTED] commitment to [REDACTED]. [REDACTED] is the largest Troop Contributing Country (TCC). At present it receives training from a number of international partners namely the [REDACTED] and the UK through British Peace Support Team [REDACTED] ((BPST [REDACTED])).

#### **SHORT TERM PLAN**

4. To support the [REDACTED] commitment to its regional responsibilities – TCC for [REDACTED] and declared Rapid Deployment Capability (RDC) through [REDACTED] to [REDACTED] and [REDACTED] Capacity to Intervene in Response to Crisis (CIRC) (all [REDACTED] endorsed security actors), there is a requirement to conduct operationally focussed planning and management training for [REDACTED] staff that are committed to either [REDACTED].
5. This links to a separate proposal by Defence Advisor (DA) [REDACTED], through BPST [REDACTED], looking to re-energise a proposed programme of support to [REDACTED] covering a wider subject base. The proposed activities should be viewed as pilots for a potential longer term operationally focussed programme that will be subject to a separate contract and SOR for FY 19/20 through to FY 21/22.

#### **REQUIREMENT SUMMARY**

6. The aim of the contract is to contribute to a longer-term aim of providing military staff officers in operationally focussed [REDACTED] units and formations with practical guidance and advice so that they are able to carry out their operational roles on deployment and on exercise.
7. Conduct a site visit in [REDACTED], development work, and delivery of two courses to [REDACTED] staff aimed at teaching operational management (how to be an operational staff officer) and operational management (using the 6-step planning process encapsulated in the [REDACTED] – Planning and Operating in the [REDACTED]; [REDACTED] is declared to [REDACTED] as one of the RDC available).
8. The first course, titled “The Operational Staff Mentors Course 19/1” (OSMC 19/1), will rehearse senior [REDACTED] Staff Officers (OF4/OF3), based in [REDACTED] or [REDACTED], who are in [REDACTED] staff roles in operational planning and operational management so that they become in-place mentors to [REDACTED] formations/units with an operational focus. The best of these attendants will then be used to support the second course.

9. The second course, titled the Operational Staff Officers Course 19/1 (OSOC 19/1), is an operational planning course for [REDACTED] staff officers who are in [REDACTED] staff roles to educate them in a common operational planning model and operational management techniques so that they become more effective in delivering operational staff support to [REDACTED] formations/units with an operational focus.

#### **SCOPE OF SERVICES**

10. The contract shall commence from contract placement and shall conclude on 30 March 2019. It is being run as a pilot for a potential 3-year programme.

The main contract deliverables and dates are:

- a. **On contract placement:** Engagement with the [REDACTED] Project Officer to confirm the timeline for delivery and agree the detailed work plan. This will be via correspondence and Video Conferencing (VTC). No funding is included for face to face meetings.
- b. **To be completed by 25 January 2019:** Conduct a funded site visit to [REDACTED]. Including travel, this will take no more than five (5) days. The purpose of this task is for the Contractor to conduct engagement meetings with stakeholders including enabling staff from [REDACTED], the BPST [REDACTED] Project Officer and the DA to ratify: course content, facilities requirements, life support requirements, and the pre-course start standards of those attending all courses with the [REDACTED] Programme Manager and [REDACTED] Project Officers. This visit will be concluded with a detailed delivery plan produced by the Contractor.
- c. **To be completed by 17 February 2019:** Delivery of Course 1 – “The Operational Staff Mentors Course 19/1”. This course will be held at [REDACTED], with ten (10) days for content delivery. There will be a total of eighteen (18) days funded activity for the course to allow for pre-delivery work, mid-weekend of the course delivery and post-delivery work. This course is designed to rehearse [REDACTED] middle-ranking officers who are already staff trained and experienced in the operational management and planning required of a formation (Based at [REDACTED] Battlegroup [REDACTED] Sector) or unit.
- d. **To be completed by 30 March 2019:** Delivery of Course 2 – “The Operational Staff Officers Course 19/1”. This course will be held at [REDACTED], with fifteen (15) days for content delivery. There will be a total of twenty-six (26) days funded activity to allow for course delivery, predelivery work, mid-weekend of course delivery and post-delivery work. The course is designed to educate and practice [REDACTED] Junior Staff Officers serving in [REDACTED] operationally focussed formations and units in operational management and planning.

11. The Contractor will be supported by:

- a. The BPST [REDACTED] Project Officer who will act as a communicator with [REDACTED] prior to the programme delivery and, during the delivery itself, rear-based from BPST [REDACTED] in [REDACTED] but coming forward to [REDACTED] as required. Their role will be quality assurance by providing continuity with [REDACTED], DA [REDACTED] and [REDACTED].
- b. The [REDACTED] Programme Manager will enable all the requirements listed below:
  - (1) **Office Space.** The [REDACTED] training venue for each training activity shall include one (1) instructors’ room with electrical power and appropriate furniture. This shall be confirmed during the Contractor’s site visit to the venue.

<sup>1</sup> A [REDACTED] is a standalone grouping of not less than 2 infantry battalions and a company sized group of enablers commanded by an HQ of approximately 20 staff officers with supporting staff.

(2) **Communication and Information Technology.** The Contractor should expect to deploy with their own laptop computers (able to process Microsoft Office material) and mobile phones. All work shall be of a UK unrestricted nature. Electrical power shall be available at each of the training facilities. Wi-Fi internet access will be made available to support delivery of course content.

(3) **Course Administration.** The host [REDACTED] organisation will coordinate administration<sup>2</sup> including joining instructions, local transport, feeding arrangements and medical facilities for all students. This includes the facilities required to ensure a successful delivery such as classrooms, training areas, training equipment and additional training material (stationary, etc). This will **not** include the requirements for training materials produced and used during the courses, and the student 'Take Away Package'<sup>3</sup>; both of which are the Contractor's responsibility (detailed at paragraph 14).

### **WORK PACKAGE 1 - THE OPERATIONAL STAFF MENTORS COURSE 19/1 (OSMC 19/1)**

12. **Description of Audience.** Attendants for OSMC 19/1 will be selected by [REDACTED] according to the following specified criteria:
- a. OF4/OF3 who are in [REDACTED] staff roles.
  - b. Have previously attended [REDACTED] Junior Command and Staff Course or international equivalent and have been posted in a staff role for at least 12 months since completion of that course.
  - c. Have been identified during annual performance assessments as being suitable to be instructors.
  - d. Have an appropriate level of English language skills – oral and written – and to be computer literate (able to operate a PC and use effectively email and MS Word, Excel and PowerPoint to create and manage products associated with military staff work).
  - e. OSMC is designed for 24 attendants who will work in 2 x 12-person syndicates.
13. **Description of Task.** An educational theory course where senior [REDACTED] staff officers (OF4/OF3) who are in [REDACTED] staff roles have their knowledge, understanding and practical application in operational planning and operational management confirmed so that they become in-place mentors to [REDACTED] formations/units with an operational focus. The best of these students will be used to support the second delivery work package.
14. **Requirements.**
- a. **Content.** The course, over ten (10) working days, will include the following subjects:
    - (1) Understanding the roles and responsibilities of the core staff roles in an operational HQ;
    - (2) Critical thinking and analysis tools;
    - (3) Understanding the difference between and the requirements of command and control;
    - (4) Effective communication (oral and written);
    - (5) Information management for and on behalf of commanders;

<sup>2</sup> Supported by [REDACTED] and BPST [REDACTED] where appropriate. <sup>3</sup> This is to include reference material in electronic format for all attendants.

- (6) Conduct a daily routine within an operational HQ;
  - (7) How to support, manage and complete a task employing the [REDACTED] 6-step operational planning process;
  - (8) How to mentor.
- b. **Training Material.** The Contractor will use the BPST [REDACTED] provided, [REDACTED] Scenario and develop, as required, a derivative Special Idea that students are not familiar with. Associated maps and graphics, sufficient to provide the framework for syndicate work and planning exercises should also be provided. An appropriate level of granularity in human and physical terrain to allow detailed analysis across an ASCOPE (Areas, Structures, Capabilities, Organisation, People, and Events) and PMESII-PT (Political, Military, Economic, Social, Infrastructure, Information, Physical Environment, and Time) spectrum of activity should be included.

Training material is also to include: mapping and planning templates for Tactical Exercises without Troops (TEWTS) and Planning Exercises (PLANEX); durable student aide memoires; lecture handouts, overlays and electronic media to support the delivery of the training as required.

The specific content of staff manuals, mapping and other material to support the training scenarios shall be agreed with the BPST [REDACTED] Project Officer after the site visit and before the delivery of the first training course.

- c. **'Take Away Package'.** A key element of the delivery will be the *'Take Away Package'*, this shall be a pack of instructional material that will be used during the course that all students can take away. It should consist of:
- (1) A formation-level operating handbook.
  - (2) A Staff Officer's aide memoire.

#### **WORK PACKAGE 2 - THE OPERATIONAL STAFF OFFICERS COURSE 19/1 (OSOC 19/1)**

15. **Description of Audience.** Attendants for OSOC 19/1 will be selected by [REDACTED] according to the following specified criteria:
- a. OF3/OF2 who are in [REDACTED] staff roles.
  - b. Are considered by their current commander to be competent to attend a demanding educational staff training course and have at least 12 months in role after completion of the course.
  - c. Have been identified during annual performance assessments as being suitable for further development.
  - d. Have an appropriate level of English language skills – oral and written – and to be computer literate (able to operate a PC and use effectively email and MS Word, Excel and PowerPoint to create and manage products associated with military staff work).

OSOC is designed for 45 attendants who will work in 3 x 15-person syndicates. OSOC 19/1 will also include 7 assistants drawn from [REDACTED] who have previously been students on OMSC 19/1, assuming the roles of Assistant Chief Instructor and 2 Assistant Syndicate Facilitators per syndicate (sub-total of 6).

16. **Description of Task.** An operational planning course for [REDACTED] staff officers who are in [REDACTED] staff roles to educate them in a common operational planning model and operational management techniques so that they become more effective in delivering operational staff support to [REDACTED] formations/units with an operational focus.
17. **Requirements.**
- a. **Content.** The course, held over fifteen (15) working days, will include the same subjects as in the OMSC (paragraph 14a) but will focus more on education and practice as opposed to confirmation of inherent knowledge.
  - b. **Training Material.** OSOC will use the same training material as OMSC (paragraph 14b).
  - c. **'Take-Away Package'.** A key element of the delivery will be the 'Take Away Package', this shall be a pack of instructional material that will be used during the course that all students can take away. It should consist of:
    - (1) A formation-level operating handbook.
    - (2) A staff officer's aide memoire.

#### GENERAL ISSUES

18. **Assistance Provided to Contractor.**
- a. **Project Officer.** The BPST [REDACTED] Project Officer will assume the role for the Contractor as a communicator with [REDACTED] and DA [REDACTED]. This appointment will provide direction and guidance to the Contractor in the design of the programme content and will provide quality assurance to both the Contractor and the training audience to ensure that all parties involved are meeting their obligations.
  - b. **Life Support.** The Contractor will be responsible for transport and subsistence of its own instructors and should ensure that sufficient transportation is provided for all training support activity the instructor needs to carry out. The BPST [REDACTED] Project Officer will act as the Contractors' principal support function from an advisory perspective.
19. **Wider Considerations.** This limited programme of works is designed as a pilot for the development of a more substantial programme – subject to a separate contract - for FY 19/20 to FY 21/22, supporting the [REDACTED] by expanding the training audiences to provide [REDACTED] with institutional capability development and capacity building.

This is likely to be achieved by including 2 additional delivery lines to the operationally focused activity above. These are:

- a. **Enhancement to [REDACTED] Exercise Planning.** Lessons identified from [REDACTED] Pre-Deployment Training (PDT) and [REDACTED] exercises reinforce the point that exercise planning is not a mature capability with many regional militaries; [REDACTED] is amongst that cohort. The absence of a discrete exercise planning staff (EPS) that are trained in this role is a capability gap that for a small investment programme – mostly human capital from a donor perspective that is linked to organisational adjustments from [REDACTED] – will have exponential returns. This should be linked to the maturing [REDACTED] Lessons Identified process to inculcate the continuous development loop.
- b. **Support to [REDACTED] Formal Staff Education.** [REDACTED] do not appear to manage their staff college instructor manpower well and require a self-sustaining solution. This is likely to require a 3-year

programme of support that culminates in the creation of a self-supporting training model for [REDACTED] staff colleges (covering both junior and senior level).

Please note, the work described above (paragraph 19a and b) is included purely for context and will be subject to a separate contract.

20. **Security Aspects.**

a. **Force Protection.** This activity will be conducted under the combined security provisions of DA [REDACTED] and BPST [REDACTED]. The contracted support will operate under the management of the BPST [REDACTED] Project Officer who will provide a risk assessment to the Contractor after contract award, guided by the DA, for this programme of works. The initial assessment may be refined after the site visit if the situation in [REDACTED] changes. BPST [REDACTED] already implements a number of measures to reduce risk to as low as reasonably practicable which will be reviewed during the site visit with the Project Officer.

b. **Insurance.** The Contractor shall be responsible for the provision of comprehensive personal insurance/company liability and indemnity, and medical insurance cover..

**WORK MANAGEMENT**

21. **Project Management.** BPST [REDACTED] will appoint a Project Officer for this programme of works who will manage the project itself. They will interact with the customer and the [REDACTED] Programme Manager).

22. **Progress Reporting.** The BPST [REDACTED] Project Officer will be the primary point of contact for the Contractor who will report directly to the Project Officer. Each specific activity has a reporting requirement, and deliverables include a post-activity report and associated Monitoring and Evaluation (M&E); the specific M&E requirements will, following consultation with the appointed Contractor, be defined by the Project Officer.

**Contract HOCSLON/0010 – Call-off Terms and Conditions**

In accordance with Clause 54 of this agreement the Additional Ministry of Defence DEFCONS to be incorporated into this Call-Off are as follows:

DEFCON	Version	Description
DEFCON 522	11/17	Payment and Recovery of Sums Due
DEFCON 532B	05/18	Protection of Personal Data
DEFCON 658	10/17	Cyber

**Appendix - Addresses and Other Information**

**1. Commercial Officer**

[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]

**8. Public Accounting Authority**

[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]

**2. Project Manager, Equipment Support Manager or PT Leader  
(from whom technical information is available)**

[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]

**9. Consignment Instructions**

The items are to be consigned as follows:

N/A

**3. Packaging Design Authority**

N/A

(Where no address is shown please contact the Project Team in Box 2)

**10. Transport.** The appropriate Ministry of Defence Transport Offices are:

**DSCOM,** [Redacted]  
Air Freight Centre  
[Redacted]  
Surface Freight Centre  
[Redacted]

**B. JSCS**

[Redacted]  
[Redacted]

**4. (a) Supply / Support Management Branch or Order Manager:  
Tel No:**

(b) [Redacted]

**5. Drawings/Specifications are available from**

N/A

**11. The Invoice Paying Authority**

[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]

**6. Intentionally Blank**

**12. Forms and Documentation are available through \*:**

[REDACTED]

Applications via fax or email: { [HYPERLINK](#)

[REDACTED]

**7. Quality Assurance Representative:**

Commercial staff are reminded that all Quality Assurance requirements should be listed under the General Contract Conditions.

AQAPS and DEF STANs are available from UK Defence Standardization, for access to the documents and details of the helpdesk [REDACTED]

**\*NOTE**

1. Many DEFCONs and DEFFORMs can be obtained from the

MOD Internet Site [REDACTED]

[REDACTED]

2. If the required forms or documentation are not available on the MOD Internet site requests should be submitted through the Commercial Officer named in Section 1.

Schedule 4

[REDACTED]

[REDACTED]