

## **Call-down Contract**

### **Terms of Reference**

#### **The Centre for Global Disaster Protection Managing Agent Procurement ToRs**

**Total value of contract:**

- **£562,339 of delivery, staffing and management costs.**
- **Managing funds of £2m for externally commissioned research and innovation activities.**

**Time frame: Up to 18 months, with the option to extend by an additional 18 months as a no cost extension or as a cost amended process.**

The Department for International Development (DFID) is seeking to contract an organisation to establish and run a small programme secretariat and manage funds for the Centre for Global Disaster Protection ('the Centre').

This Managing Agent will provide the operational and administrative functions of the programme under the direction of the Centre's Board and Centre Management Group during the inception of the Centre. During this time, the Managing Agent will procure an analysis of options for the longer term structure of the Centre for the Board and DFID to decide on. The Managing Agent will then either support the programme to transition to a new legal entity or continue to act as Managing Agent for a further period. Activities to be undertaken will remain the same throughout the life of the contract; with funds planned for the transition to be reallocated to other activities if it does not go ahead.

The business case for the Centre is [here](#).

The Centre for Global Disaster Protection was announced by the Prime Minister at the G20 Summit in July 2017. The Centre will provide neutral advice, technical assistance, cutting edge science and analytics, and innovation to developing countries and humanitarian agencies. This will support them to strengthen pre-disaster planning, embed early action and use disaster risk financing tools, like insurance and contingent finance, to access more rapid and reliable finance in emergencies.

DFID is seeking to contract a managing agent to establish and run a small programme secretariat and manage funds during this inception phase, and support the transition process from a DFID programme to a separate entity if this is the decision of the Board (based on analysis of options). The secretariat will report to the interim Director (and later Director) and DFID, and work alongside programme delivery staff from the World Bank and those seconded from DFID and other parts of HM Government, including the Government Actuary's Department.

The secretariat will be responsible for supporting and delivering the operational aspects of one part of the programme, focussed on research, innovation and training, under the direction of the (interim) Director and the Board. This includes procurement, communications, monitoring and evaluation, outreach, office management and the transition to a new entity. The managing agent will also provide technical support capability and a 'Director of Operations' who will lead the secretariat in supporting the (interim) Director and Centre Management Group to develop and deliver work plans, strategy and track progress, outcomes and impact.

DFID, the Management Group and Board will set the technical agenda for this programme and higher-level strategic direction will come from the Board. There therefore needs to be strong lines of communication between these governance layers and the managing agent. Good working relationships will need to be developed, with some staff embedded within the Centre office. Serious issues that may impede the implementation of the programme and that cannot be resolved in the first instance by the (interim) Director or DFID will be taken to the Board for decision and action.

The managing agent will need to demonstrate in their proposal how they will work effectively with the Interim Centre Director, Board and Management Group, as well as the wider partnerships of the programme.

The figure below shows the proposed management structure of the Centre. The Managing Agent will provide the secretariat function; manage funds for the research (running research calls, with DFID to be responsible for decision-making on awards), analytics, training and innovation components; and support the Centre Management Group, the Board and the Advisory Groups.



The following responsibilities are envisaged:

<b>1. Research, analytics and Innovation</b>	
a. Small grants procurement and management	Running procurement and management of small grants and contracts for research, analytics and innovation activities. Develop ToRs and calls for proposals, against specifications agreed by DFID and the Management Group. DFID to be responsible for decisions on projects/awards. We anticipate this will constitute the bulk of managed funds. This will include (approx. 2-3) open research calls and (approx. 2-3) innovation projects (around 3 – 6 month projects, ranging from £20k – 100K), as well as smaller challenge fund and commissioning of think-pieces (up to 2 months in length, likely to be around 10 projects). All projects will begin and complete within the contract duration. Ensure compliance with DFID policy as required.
b. Research assistance	Provide 1 – 2 (through a draw down basis) 0.5FTE research assistants to support the programme staff in the Centre, including rapid evidence reviews, syntheses, policy analyses and research. Masters/PhD level students or recent post-graduates with expertise in economics /public finance/development/financial markets and instruments/public economics and natural disasters that would be either employed or contracted by the managing agent. They would work in the Centre or remotely as needed, reporting to specified members of the Centre Leadership Group (who would also be responsible for approving the researchers selected).
c. Surge research/ analytical support	Ability to contract additional short term individual researchers, as required, delivering projects against ToRs specified by the Management Group. Processes in place to ensure value for money. We anticipate this will constitute up to an additional 0.5FTE over the period, but in surges.
d. QA of research products	Organisation of peer-review/quality assurance of all research and innovation products, working with the Centre Leadership Group.
e. Research and innovation outreach strategy	Development and implementation of research and innovation outreach strategy, with technical input from Board and Centre Leadership (DFID to retain overall decision-making over project selection/grant awards) Facilitate, produce and coordinate production of articles, blogs, think-pieces etc.

f. Innovation	Work with the Centre Leadership Team and DFID to design innovation labs and implement these as required (e.g. sub-contracting, managing logistics etc).
<b>2. Executive Training</b>	
a. Executive training.	Support where required logistics and/or development of course materials for the executive training programme (managed externally by Cambridge).
<b>3. Communications and Outreach*</b>	
a. Online presence	Development of website, social media and online materials through a digital strategy, ensuring compliance with DFID policy and practices.
b. Branding	Development of branding concept for the Centre, including stationary, presentations/document templates, ensuring compliance with DFID policy. There is already a logo for the Centre, but no branding beyond this.
c. Communications and Outreach Strategy	Development of communications and outreach strategy for the Centre, working closely with the Centre Management Group, DFID and World Bank. This will include e.g. publications, events, outreach, online materials etc. This will consider strategies for stakeholder groups including NGOs, multilaterals, developing countries, donors and private sector. Work with DFID and Centre staff to implement non-Bank parts of the strategy. Monitor progress.
d. Publications	Support available for publications, including editorial support, copy-editing as needed, branding/formatting and printing as needed. 3-5 publications expected.
e. Events	Development, logistics and running of series of events (assuming one major event in the UK and 2-monthly workshops, as well as one international event). Efficiencies sought by linking to pre-existing events.
<b>4. Secretariat to the Board, Advisory Groups and Management Group</b>	
a. Board support	Preparation of Board papers, minutes and organisation of the agenda, working with the Centre Leadership Team. Administration of Board expenses/fees as required
b. Recruitment or key staff	Lead the search and hiring of the leadership team for the Centre (approx. 3 key staff). Contract individuals and manage administrative side of employment contracts, with objectives set by DFID and the Centre Leadership Group.

c. Other support	Act as secretariat to the management group, including preparation of papers, minutes and setting agenda.
f. Managing conflicts	Refinement, ongoing maintenance and monitoring of Centre's Conflict of Interests policy and procedures.
g. Advisory Groups	Provide secretariat function to other advisory groups, including agenda and minutes. Administration of fees/expenses of advisory group members if required.
h. Office administration	Office management/administration, including one office administrator onsite. This includes day to day managing the office, and purchasing of resources and assets for the Centre office.
<b>5. Reporting, monitoring and evaluation</b>	
a. Monitoring and reporting	Support the delivery of the monitoring and reporting strategy, including tools and indicators to be used across the programme.  Monitoring and annual reporting progress against the logframe, plus shorter quarterly narrative and financial reports. This will require collaboration with partners, including the World Bank.
b. Independent audit and review	Supporting any independent audit and/or review processes (e.g. ICAI) that may be required.
<b>6. Financial Management</b>	
a. Budgeting, reporting and invoicing	Annual budgets (administrative and programme costs), with demonstrated cost efficiency and forecast accuracy.  Quarterly financial reports using agreed template, with invoices for agreed milestone payments.
b. Fraud and corruption	Procedures and systems in place to minimise the risks of fraud, corruption and other downstream delivery risks.
c. Due diligence	Responsible for carrying out due diligence on subcontractors (including grant recipients)
d. Audit	Procurement and management of annual audits
<b>7. Risk Management, Gender, Inclusivity</b>	
a. Risk matrix, mitigation and tracking	Risk matrix and mitigation strategy, to be reported against quarterly, with emerging risks escalated promptly to the Centre Leadership Group. Due diligence assessments for grantees/contractors Ethics policy

b. Gender and inclusivity	Development and implementation of gender and inclusivity strategy for the Centre
<b>8. Transition of Programme to standalone entity – if decision taken to proceed.</b>	
a. Options analysis	Procure and manage contract for a costed options analysis and advice on appropriate sustainable structures for the Centre.
b. Transition leadership	Support DFID and the Centre to transition to a separate legal entity if that is the sustainable structure selected.
c. Transition documentation	Including documentation, staffing, and all other necessary functions required.

\*Once the contract is agreed, all communications will need to adhere to the DFID branding guidance, and will need an approved visibility statement. Online materials such as the website will need to be proposed and go through the necessary internal processes before implementation. Please also note that all DFID supply partners who manage aid programmes with a digital element must adhere to the global [Principles for Digital Development](#), which sets out best practice in technology-enabled programmes.

The Secretariat will be headed up by a Director of Operations put forward by the Managing Agent, and approved as part of the procurement process, with a proven track record leading, managing and delivering a multi-year, multi-country, largescale research/ analytics/ innovation programmes on time, to agreed quality standards and timeframes. Bidders should also consider how to structure a team of thematic leads for components on analytics, research, training and innovation and M&E with appropriate experience and expertise (noting the small size of the secretariat).

The Director of Operations should be an experienced manager with a robust understanding of the research and technical assistance processes and how to ensure excellence in research production.

Beyond this, the team is expected to demonstrate the following expertise:

- Communications
- Financial Management
- Programme Management
- Stakeholder Engagement
- Monitoring, Reporting, Evaluating and Learning
- Research Uptake/Outreach
- Innovation processes
- Working with the private sector and managing conflicts of interest
- Best practice in procurement.
- Technical research/policy analyses skills (for research assistants)
- Technical assistance/capability building/training

An indicative allocation of staff/days is set out in the proposal but the supplier is expected to be flexible and able to respond to emerging demands.

It is expected that the managing agent will locate at least one staff member physically within the Centre office in London, as well as a part-time staff and research assistants onsite as required (including the Director of Operations on average 2-3 days per week).

The supplier should demonstrate its expertise in supplying and managing research, analytics and innovation, access to networks of academic institutions, and experience in innovation processes, particularly working with the private sector. This includes research assistance and academic staffing surge support as a drawdown option for the Centre to use on an 'as needed basis'.

The supplier's proposal (attached) includes their understanding of the Terms of Reference, how they will manage and carry out the secretariat function, relationship management and experience, an outline communications plan/strategy for the Centre, including website creation, stakeholder engagement and publication management.

**Full work plan timeframe:** An interim (inception) period will cover 3 months from the start of the contract. It is envisaged by the end of the interim period a full work plan for the managing agent, including for monitoring of the secretariat, will be completed and good relationships formed with the other Centre team members.

Urgent first steps to be undertaken within the inception period include the recruitment of key staff (especially Director), communications, and arrangements for the research events and Innovation Labs.

**Payment by results:** Payments under this contract will be linked to performance and delivery of outputs, and made quarterly in arrears based on progress and reporting.

All the products of this project, including IP, brand, financial and personal data, reports and other data, generated by the Managing Agent and its sub-contractors will be owned by DFID and, if applicable, transferred to the new legal entity as soon as possible and free of charge.