



Section 4 Appendix A

CALLDOWN CONTRACT

Framework Agreement with: Boston Consulting Group UK LLP (BCG)
Framework Agreement for: International Multi-Disciplinary Programme (IMDP)
Framework Agreement Purchase Order Number: PO 8373
Call-down Contract For: Accelerated COVID Economic Support (ACES)
Contract Project Number: PROJ 10130
Contract Purchase Order Number: PO 10037

I refer to the following:

1. The above-mentioned Framework Agreement dated **15 May 2019**;
2. Your proposal of **11 May 2020**, **technical clarification dates 15 May 2020 and commercial clarifications dated 18 May 2020, 27 May 2020 and 8 June 2020**

and I confirm that DFID requires you to provide the Services (Annex A), under the Terms and Conditions of the Framework Agreement which shall apply to this Call-down Contract as if expressly incorporated herein.

1. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than **10 June 2020** ("the Start Date") and the Services shall be completed by **09 June 2021** ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

2. Recipient

- 2.1 DFID requires the Supplier to provide the Services to local, regional and central government institutions across Asia, the Middle East and Africa ("the Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed **£4,500,000** ("the Financial Limit") and is inclusive of any government tax, as detailed in Annex B.

4. Officials

DFID

- 4.1 The Contract Officer is:

REDACTED

4.2 The Project Officer is:

REDACTED

Supplier

4.3 The Contract Officer is:

REDACTED

4.4 The Project Officer is:

REDACTED

5. Key Personnel

5.1 The following of the Supplier's Personnel cannot be substituted by the Supplier without DFID's prior written consent:

REDACTED

6. Reports

6.1 The Supplier shall submit project reports in accordance with the Terms of Reference/Scope of Work at Annex A.

7. Extension Options

7.1 The current budget for this programme and the contract award up to £4.5million, inclusive of all applicable taxes, for the 12-month contract duration, with the possibility of extension by up to another two years (3 years in total). The programme funding ceiling may be extended by up to an additional £7.5 million subject to;

- the external environment (continued severity of the economic consequences of the COVID 19 crises);
- business case alignment
- DFID approval
- supplier performance; and critically
- an assessment of what delivery mechanism is most suitable for longer term programming.

8. Break Points

8.1 There will be two break points in this contract.

- Break Point 1: After 6 months;
- Break Point 2: At the end of the first year to determine if the contract should be extended.

BCG will require formal approval from DFID before starting the next phase. DFID's approval will be subject to acceptance of the deliverables and satisfactory performance of BCG. DFID

further reserves the right to terminate the contract at any time in the event of substantial changes within the operating environment, for example if there is no demand and buy-in or the pipeline of opportunities is so small that it does not justify further investments.

9. Monitoring of Call-down Contract Performance

- 9.1 Should DFID decide to commission an independent evaluation of the programme or the Technical Assistance Facility, BCG will support, collaborate and share all relevant data with the third party.

10. Duty of Care

- 10.1 All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:
- 10.2 The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.
- 10.3 The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified DFID in respect of:
- 10.3.1 Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;
 - 10.3.2 Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.
- 10.4 The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.
- 10.5 The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project and must be separately identified in all financial reporting relating to the project.
- 10.6 Where DFID is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

11. Commercial Caveats

REDACTED

12. Core Team

REDACTED

13. Demand Driven Technical Assistance



REDACTED

14. Additional Documents to be included in this Contract

REDACTED

15. Call-down Contract Signature

15.1 If the original Form of Call-down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier within 15 working days of the date of signature on behalf of DFID, DFID will be entitled, at its sole discretion, to declare this Call-down Contract void.

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

Name:

Position:

Signature:

Date:

For and on behalf of
Boston Consulting Group UK LLP

Name:

Position:

Signature:

Date:

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Terms of Reference for Accelerated COVID19 Economic Support (ACES)

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Introduction



1. The UK Department for International Development (DFID) seeks to appoint Boston Consultancy Group (BCG) to manage the implementation of the Accelerated COVID19 Economic Support (ACES) Programme.
2. DFID's mission is to end extreme poverty, leading delivery of the global development goals. Our focus is on supporting poor and fragile and conflict affected states, making the international system work better for the poor, improving access to and quality of, basic services, supporting sustainable economic development and prosperity, building resilience to crises and responding effectively when they occur, supporting peace, security and improved governance, and unlocking the full potential of women and girls.
3. DFID wishes to work with BCG to support developing country governments with providing an effective and coordinated response to the COVID 19 crisis. It will do so by providing support to/helping to set up central Coordination/Crisis Units run by developing country governments.
4. Services procured are flexible and demand driven technical assistance and analytical capability to help support central decision-making, looking across the economic, health, and social response, setting out effective policy choices and trade-offs. The proposed support will be provided on a demand-driven basis, tailored to the existing institutional and political context.
5. BCG will develop and manage a platform to provide technical assistance to central and local government institutions. This combination of Technical Assistance and Delivery Unit support will help respective governments, mitigate the worst economic consequences of the crises.

Problem Statement

6. The disruption caused by the spread of COVID 19, across both developed and developing countries over the course of this year is unprecedented, currently resulting in a complete halt to the normal way of living and doing business for over 25% of the global population. In this context, already understaffed central crisis response capacity in most developing countries is stretched, posing challenges to the delivery of an effective response. In addition to the capacity challenges, there are challenges around access to appropriate analytic tools, and the risk of siloed decision-making. In order to aid effective decision making, fitted to the country context, countries need a multi-disciplinary and well-coordinated approach to policy-making.
7. The current international response to the COVID-19 crisis is significant, including substantial support from the UK. However:
 - Many developing countries still lack delivery focused policy support for coordination and managing secondary impacts on the economy and broader health and social considerations; something which is not sufficiently addressed by the current response provided the international community.
 - While existing DFID programming has been pivoted where possible to provide support to help developing country governments manage the response to

COVID-19, it is not clear that our existing programmes have the operational capacity to deliver a comprehensive response as desired. This leaves us with geographical and technical gaps we are looking to fill urgently. It is also not clear that our existing programmes / suppliers have the operational capacity to deliver a comprehensive response.

Objectives

8. The intended **outcomes** of the programme are:

- An effective coordinated Government-led response to COVID-19;
 - Economic stability including jobs/support for the most vulnerable, and;
 - Maintaining the supply of essential goods and services.
9. The key measures of changes at outcome level are not predetermined in these terms of reference. They will depend on the specific issues selected by the beneficiary and the technical assistance/delivery unit interventions designed by BCG.

Recipients

10. The recipients of the services will be regional, central, local government institutions across Asia, the Middle East, and Africa. The ultimate beneficiaries of the intervention will be the number of people who directly or indirectly benefit from these COVID-19 mitigation strategies.

Scope of Work

11. BCG will design and deliver demand driven technical assistance and delivery unit support to African, Middle Eastern and Asian governments in response to the COVID-19 crisis. BCG will provide these governments with high quality and flexible technical assistance to help support their decision-making and to make informed policy choices breaking down silos across economic, health, and social response.
12. Effective coordination is critical in the response to COVID-19. The proposed support will be provided on a demand-driven basis and framed around a delivery approach tailored to the local context and considering the existence of political support. BCG will deliver to the outcomes highlighted in para 9.
13. BCG will be responsible for managing the programme and the entire cycle of the interventions from design (e.g. terms of reference, results frameworks and theories of change) to monitoring and evaluation of results. Importantly, BCG will recruit, contract and manage advisers and experts for long or short-term assignments and provide assurance on the quality of their outputs.

Outputs

Output 1: Deliver demand driven technical assistance

14. BCG, working with the HMG programme team will identify and deliver technical assistance aligned to the three outcome areas. Technical assistance interventions, including delivery unit support will be delivered based on several factors, including:

- a) Locating TA where it can best be used – either in existing central crisis/policy units or establishing new units where there is strong political support for them and the support formal recognition of them;
 - b) Docking into centre of Government structures where decision making is made- e.g. Cabinet with a clear visible mandate from the top (President, PM);
 - c) Complementing international response, e.g. emergency health structures led by WHO/UN and closely coordinate with these structures;
 - d) Focus on identifying economic challenges and priorities to help shape how the government responds to the COVID-19 crisis, bringing in the views of the private sector, banking etc, as well as the health and social welfare Ministries and experts;
 - e) Support to data-driven and transparent decision-making processes tailored to suit context and to building accountability, including nimble data collection and reporting systems that focus on outcomes;
 - f) Working collaboratively with wider elements of the governance system, act as enabler rather than police/enforcer, and not claim credit for success (instead highlighting the success of the system).
15. Each statement of works needs to pass a feasibility test based on both technical and political considerations. All technical assistance projects and activities, at any stage of design and implementation, should be firmly grounded as much as possible in an understanding of the way political and bureaucratic incentives work in the country of delivery.
 16. The Facility should respond to the needs of the Government that is being supported. Decisions on how to use the funding will be taken by DFID and BCG, following the approach described in the paragraphs above.
 17. BCG will be responsible for the recruitment, deployment and management of the experts and advisers who will implement the selected interventions. There are two core requirements to consider: (i) DFID and the Government counterparts will be involved in the recruitment process and retain a degree of decision-making power in relation to the most sensitive projects and activities; but (ii) after the selection, BCG will manage contractual, performance and other human resource functions independently to minimise the need for supervision by DFID.
 18. BCG should provide in their proposals a description of how they will resource the technical assistance, e.g. own staff, a pool of associated consultants and advisers, sub-contractors, resource centres or a mixture of these approaches. The arguments in support of their preferred solution should be presented using a value for money framework (economy, efficiency, effectiveness).

Output 2: Monitor delivery and evaluate impact of the technical assistance.

19. BCG will develop a framework and processes to monitor the implementation of this programme. BCG should clearly describe and price their proposed monitoring approach in their proposal. DFID will remain responsible for overall monitoring and evaluation of the programme.
20. This output has three dimensions: (a) providing information and data to hold BCG accountable to the recipients of the services and to DFID for outputs and outcomes;

(ii) enabling the programme to flex and adapt rapidly; and (iii) capture and share lessons on how change happens in the public sector.¹

21. We are looking for a **high degree of flexibility and adaptability** in the programming approach. This means that BCG needs to be comfortable with a certain degree of uncertainty and critical reflection; support proper use of evidence and data on a regular basis; be able to redistribute resources across the portfolio or close interventions fast and responsibly if it becomes clear that they will not be achieving meaningful outcomes; and ensure a strong strategic vision rather than an unfocused series of activities.

Team Composition

22. The bidder should propose how they intend to manage the technical assistance facility, and crises response units. BCG will demonstrate:
- Strong capacity (either within their organisation or through trusted partners) in developing countries across Africa, including MENA and North Africa, and Asia.
 - A robust delivery model, including:
 - In- country staff working closely with analytical virtual teams;
 - Multi-disciplinary teams/experts with experience of working in crisis response;
 - Scalable and evidence-based interventions;
 - Integration with the health and humanitarian effort in country;
 - Strong remote working capabilities given restrictions on movement internationally and in countries;
 - Strong working relationships with the public and private sector;
 - Proven track record in delivering these models in a coordinated and implementation focused way across both developed and developing context will be desirable.
23. BCG should propose how they intend to manage the in-country technical assistance work, and delivery unit support. DFID's preference is for a small, lean core team to maximise the budget available to developing country governments for technical support. However, we recognise that there are many ways of delivering the technical assistance and we will welcome suggestions from BCG supported by clear cost-benefit consideration.

Oversight and Coordination

24. BCG will report to the Senior Responsible Owner (SRO) for the ACES programme and to the Programme Manager. The SRO is accountable for the vision and overall performance of the programme. The Programme Manager is responsible for managing the programme's results, finances, risks, and compliance. The Programme Manager will also manage the contract with BCG including their performance.

Reporting

25. BCG will abide by the following reporting requirements:

¹ Although we expect to see some extent of learning outputs from this investment, suppliers should bear in mind that this is an action programme and not a research programme.



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1. **Quarterly Progress Reports** outlining BCG's progress towards the approved workplan, with a forward-looking section on the next quarter and an updated risk analysis. Written reporting will be supplemented by fortnightly meetings on issues arising.
2. Regular updates of the **Delivery Chain Map**² and **Delivery Chain Risk Map**³. DFID is required to report against this throughout the intervention to ensure all DFID monies can be tracked through the chain.
3. At the end of each year, and prior to the DFID annual review, BCG will submit to DFID an **Annual Report**. This will include a self-assessment of the results achieved against the log-frame milestones and the value for money targets, updated risk analysis and mitigation strategy, lessons learned, and recommendations for the following year implementation. The Annual Report will largely follow the DFID Annual Review format.
4. **Monthly Financial Reports** under the accrual basis of accounting, figures will be presented by outputs and type of expenditures.⁴ Expenditure summaries will be submitted monthly to support monthly invoices.
5. **Annual Financial Reports** also under the accrual basis of accounting, including the Annual Budget for the financial year April to March.
6. At the end of the contract, BCG will produce a **Project Completion Report** with a summary of the results achieved, case studies on how change happened, a revised theory of change with new evidence acquired during implementation, other lessons learned, and a set of recommendations for potential future support.
7. Should DFID decide to commission an independent evaluation of the programme or the Technical Assistance Facility, BCG will support, collaborate and share all relevant data with the third party.

Timeframe

26. The contract will be awarded for a period of 12 months, which will start in June 2020, and end in June 2021, with the possibility of extension, up to another two years (3 years in total). It will provide immediate crises response. There will be two break points in this contract.
 - Break Point 1: After 6 months;
 - Break Point 2: At the end of the first year to determine if the contract should be extended.
27. BCG will require formal approval from DFID before starting the next phase. DFID's approval will be subject to acceptance of the deliverables and satisfactory performance of BCG. DFID further reserves the right to terminate the contract at any time in the event of substantial changes within the operating environment, for example if there is no demand and buy-in or the pipeline of opportunities is so small that it does not justify further investments.

² Delivery chain mapping is a process that identifies and captures, usually in visual form, the names of all partners involved in delivering a specific good, service or change, from the initial source of funding down to the end beneficiary.

³ Delivery chain risk mapping is about understanding, capturing and managing the risks to the delivery of the programme, in relation to downstream delivery partners. It is a visual depiction that builds on the delivery chain map. It provides more information about the formal relationships, flow of funds from the initial source and the potential risks, right down to the end beneficiaries.

⁴ The details will be discussed and agreed between DFID and the Supplier during the inception phase.

Bid Requirements

28. The minimum requirements for the bid include:

- Detailed Workplan with timescales, staffing and budget;
- Technical Assistance Facility design papers, including, delivery model, governance and financial management arrangements;
- An Implementation Workplan with timescales, staffing, and indicative budget for the entire duration of the project. This should be considered a live planning document and regularly updated as monitoring information starts feeding back and assumptions change;
- A Theory of Change, Log-frame, Value for Money Framework, and Monitoring & Evaluation Plan with indicative costs;
- A Risk Assessment with risk management strategy.

BCG are invited to add other deliverables to the above list of minimum requirements, reflecting their proposed methodology and approach.

Budget, Payments and Performance

29. The current budget for this programme and the contract award up to £4.5million, inclusive of all applicable taxes, for the 12-month contract duration, with the possibility of extension by up to another two years (3 years in total). The programme funding ceiling could be extended by up to an additional £7.5 million subject to performance, programme requirements, Business Case amendments and DFID approvals.
30. BCG is encouraged to utilise the full budget available when preparing their proposal but seek to reduce their management cost, expenses, NPAC (Non-Project Attributable Costs) and profit in order to maximise the full potential budget for the Technical Assistance team.
31. BCG should clearly outline their costs to manage the requirements of this ToR. However, it is not expected that BCG will be able to detail the exact Technical Assistance roles and number of days per role within their bids for the Implementation Phase. Therefore, BCG should clearly outline and separate within their cost pro-forma the Technical Assistance roles they anticipate may be required and the maximum day rate ceilings that they would apply for those roles i.e. the 'Technical Assistance Facility budget'. The proposed number of days per role within this 'Technical Assistance Facility budget' for the Implementation Phase will be arbitrary at the point of submitting the bid, but it is essential that the total value of this budget is clearly reflected in the proposal.
32. When an area of technical assistance has been identified BCG will provide an updated cost pro forma that reflects the actual TA requirement and day rates within the original ceilings provided as part of original contract. DFID expect an appropriate payment by results mechanism to be proposed by BCG when a requirement is identified with a minimum of 5% of the technical assistance cost linked to the achievement of outcomes and the remaining 95% linked to the achievement of the workplan.
33. All costs associated with the Core Team will be paid in arrears (quarterly) upon receipt and verification of the quarterly report. The DFID Standard Terms and Conditions of the International Multi-Disciplinary Programme (IMDP) Framework Agreement will



apply to this call down contract. BCG will be required to comply with the Key Performance Indicators as set out in the IMDP Supply Partner Code of Conduct.

Safeguarding

34. DFID requires assurances regarding protection from violence, exploitation and abuse through involvement, directly or indirectly, with DFID suppliers and programmes. This includes sexual exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation.
35. Building on information provided in bids, DFID will require an in-depth safeguard risk assessment to be done on contract award with a mitigation strategy developed and monitored throughout programme implementation and an adaptive programme approach to address any issues as they arise, based on regular safeguards risk review. Relevant skillset, and capacity is required within the Supplier to undertake, implement and monitor the safeguards risk assessment and mitigation strategies.

Disability Consideration

36. BCG should demonstrate that interventions are inclusive. BCG should have a clear strategy to identify and support beneficiaries with disabilities where appropriate.

Modern Slavery Consideration

37. BCG shall commit to prevent all forms of modern-day slavery. BCG shall ensure accountability and fair recruitment process for its staff and for the staff of its partners or sub-contractors.

Do No Harm Policy

38. DFID requires assurances regarding protection from violence, exploitation and abuse through involvement, directly or indirectly, with DFID suppliers and programmes. This includes sexual exploitation and abuse but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation.

Delivery Chain Risk Management

39. BCG should provide in the tender evidence of their capacity to ensure risks will be managed and mitigated at all levels of the delivery chain. They should also provide visibility of the flow of DFID monies via a Delivery Chain Map, which BCG will keep updated throughout the contract implementation.
40. BCG will produce a Delivery Chain Risk Map which identifies all partners involved in the delivery of the programme. This will be reviewed and updated periodically, in line with agreed programme monitoring processes and procedures. As a minimum, it should include details of: (i) The name of all downstream delivery partners and their functions; (ii) Funding flows (e.g. amount, type) to each delivery partner; (iii) High level risks involved in programme delivery, mitigating measures and associated controls.

UK Aid Branding

41. Partners that receive funding from DFID must use the UK Aid logo on their development and humanitarian programmes to be transparent and acknowledge that they are funded by UK taxpayers. Partners should also acknowledge funding from the



UK Government in broader communications, but strictly no publicity is to be given to this contract without the prior consent of DFID.

Transparency

42. DFID has transformed the approach to transparency, reshaping our own working practise and encouraging others across the world to do the same. DFID requires suppliers receiving and managing funds to release open data on how this money is spent in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies, and partners.
43. It is a contractual requirement for all suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publication of accurate data, and providing evidence of this to DFID. Further IATI (International Aid Transparency Initiative) information is available at www.aidtransparency.net.

General Data Protection Regulation

44. Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Annex 1 and the Framework Agreement Contract.

Digital

45. Any expenditure on digital services will fall under DFID's Digital Spending Policy. Expenditure on such items will need to be approved by the DFID SRO through DFID's internal systems.
46. We define digital services as *any external-facing service provided through the internet or mobile to citizens, businesses, and civil society or non-government organisations*. It can range from text messaging to enable mobile cash transfers, satellite mapping to identify the spread of deforestation or disease, databases of beneficiaries and their feedback, knowledge portals to share programme research, web applications and mobile applications⁵. It does not apply to internal-facing digital tools between DFID and the Supplier or within the Supplier organisation.

Duty of Care

47. BCG is responsible for the safety and wellbeing of its personnel and third parties affected by their activities under this contract, including appropriate security arrangements for their domestic and business property. BCG is also responsible for the provision of suitable security arrangements for their domestic and business property.
48. BCG is responsible for ensuring appropriate safety and security briefings for all their personnel working under the contract and ensuring that their personnel register and receive security briefings from their respective Embassies. The travel advice and updates are available on the Foreign and Commonwealth Office website.⁶

⁵ The Guidance on digital spend advice and controls for DFID partners and suppliers can be accessed on the UK Government portal at: <https://www.gov.uk/government/publications/guidance-on-digital-spend-advice-and-controls-for-dfid-partners-and-suppliers>

⁶ <https://www.gov.uk/foreign-travel-advice/rwanda>



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49. BCG must develop their response on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial Risk Assessment Matrix developed by DFID. BCG must confirm in the tender that:
- They fully accept responsibility for Security and Duty of Care;
 - They understand the potential risks and have the knowledge and experience to develop an effective risk plan;
 - They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.
50. If a bidder is unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, their tender will be viewed as non-compliant and excluded from further evaluation. Acceptance of responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence.

Annex 1

Schedule of Processing Personal Data and Data Subjects

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract:</p> <ol style="list-style-type: none"> 1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the Framework Agreement) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of Personal Data necessary for the administration and / or fulfilment of this contract. 2) For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this project and so DFID shall not be a Processor in respect of Personal Data necessary for the administration and / or fulfilment of this contract.



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Annex 1 – Strategic Business Case

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Schedule of Prices

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