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**Call Off Order Form for Management Consultancy Services**

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**FRAMEWORK SCHEDULE 4**

**CALL OFF ORDER FORM AND CALL OFF TERMS**

**Consultancy to Deliver Saudi Arabia Education Project**

**(Ref: CR\_245)**

**PART 1 – CALL OFF ORDER FORM****SECTION A**

This Call Off Order Form is issued in accordance with the provisions of the Framework Agreement for the provision of **Consultancy to Deliver Saudi Arabia Education Project** dated **01/09/2020**.

The Supplier agrees to supply the Services specified below on and subject to the terms of this Call Off Contract.

For the avoidance of doubt this Call Off Contract consists of the terms set out in this Call Off Order Form and the Call Off Terms.

<b>Order Number</b>	<b>CR_245</b>
<b>From</b>	<b>The Secretary of State for the Department for International Trade ("CUSTOMER")</b>
<b>To</b>	<b>UCL Consultants Ltd.  The Network Building  97 Tottenham Court Road  London  W1T 4TP  ("SUPPLIER")</b>

**SECTION B****CALL OFF CONTRACT PERIOD**

<b>1.1.</b>	<b>Commencement Date:</b> 01/09/2020
	<b>Expiry Date:</b>  End date of Initial Period: 12/03/2021  End date of Extension Period: Not Applicable.  Minimum written notice to Supplier in respect of extension: Not Applicable.

## SERVICES

2.1	<p><b>Services required:</b></p> <p>The Supplier will be required to conduct desk-based research and stakeholder engagement to gather further information on the current offer and aspirations of the Saudi education system, with particular focus on;</p> <ul style="list-style-type: none"> <li>• initial teacher training models and perception of the role;</li> <li>• professional standards framework for teachers and school leaders;</li> <li>• professional development offer to teachers and school leaders;</li> <li>• quality assurance systems relating to teachers and school leaders;</li> <li>• the role of school leaders and regional support structures;</li> <li>• a professional development strategy for teachers and school leaders in relation to Vision 2030.</li> <li>• the role and function of the leadership centre in designing and providing professional development programmes.</li> </ul> <p>The Supplier should produce the following by the Expiry Date:</p> <ul style="list-style-type: none"> <li>• The supplier shall deliver a proposed timeline and implementation plan for this review; to enable contract management.</li> <li>• The supplier shall deliver one (1) policy workshop sharing UK policy and best practice with senior Saudi counterparts; to enable knowledge sharing post-delivery.</li> <li>• The supplier shall deliver a draft report summarising and synthesising the evidence from the research visits and outputs from desk-based research; to share research outputs.</li> <li>• The report must identify further initiatives which would support the recruitment and continuous professional development for teachers and school leaders in Saudi. Identifying the priorities and sequencing proposed.</li> <li>• The supplier shall deliver a final report summarising and synthesising the evidence from the research visits and outputs from desk-based research; to share research outputs.</li> <li>• The report must identify further initiatives which would support the recruitment and continuous professional development for teachers and school leaders in Saudi. Identifying the priorities and sequencing proposed.</li> </ul>
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	<ul style="list-style-type: none"> <li>• The supplier shall deliver two (2) concise slide decks, setting out the headline messages for developing a comprehensive framework for the recruitment and continuous professional development.</li> <li>• Slide deck one (1) must be tailored for internal use</li> <li>• Slide deck two (2) must be tailored for external briefings with an emphasis on school leaders</li> <li>• The supplier shall deliver an internal implementation plan; to enable and support Her Majesty's Government and Kingdom of Saudi Arabia (KSA) officials taking the recommendations forward. This implementation plan must consider both the resourcing and education implications of the COVID-19 crisis for the Saudi education system.</li> <li>• The supplier shall deliver a series of recommendations for new UK / KSA procurement activity; to enable and support the development of the framework. These recommendations must consider both the resourcing and education implications of the COVID-19 crisis for the Saudi education system.</li> </ul>
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## PROJECT PLAN

<b>3.1.</b>	<p><b>Project Plan:</b></p> <p>The Supplier shall provide the Customer with a draft Project Plan for Approval within 3 Working Days from the Call Off Commencement Date, of which all milestones and deliverables should not exceed the Expiry Date.</p>
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## CONTRACT PERFORMANCE

<b>4.1.</b>	<p><b>Standards:</b></p> <p>The Supplier has provided evidence that they hold Cyber Essentials certification.</p>
<b>4.2</b>	<p><b>Service Levels/Service Credits:</b></p> <p>Not applied</p>
<b>4.3</b>	<p><b>Critical Service Level Failure:</b></p> <p>Not applied</p>

5.1	<p><b>Key Personnel:</b></p> <table border="1"> <thead> <tr> <th data-bbox="360 658 660 698">Name</th><th data-bbox="660 658 1075 698">Project Role</th></tr> </thead> <tbody> <tr> <td data-bbox="360 698 660 770">[REDACTED]</td><td data-bbox="660 698 1075 770">[REDACTED]</td></tr> <tr> <td data-bbox="360 770 660 844">[REDACTED]</td><td data-bbox="660 770 1075 844">[REDACTED]</td></tr> <tr> <td data-bbox="360 844 660 916">[REDACTED]</td><td data-bbox="660 844 1075 916">[REDACTED]</td></tr> <tr> <td data-bbox="360 916 660 987">[REDACTED]</td><td data-bbox="660 916 1075 987">[REDACTED]</td></tr> <tr> <td data-bbox="360 987 660 1059">[REDACTED]</td><td data-bbox="660 987 1075 1059">[REDACTED]</td></tr> <tr> <td data-bbox="360 1059 660 1131">[REDACTED]</td><td data-bbox="660 1059 1075 1131">[REDACTED]</td></tr> <tr> <td data-bbox="360 1131 660 1205">[REDACTED]</td><td data-bbox="660 1131 1075 1205">[REDACTED]</td></tr> <tr> <td data-bbox="360 1205 660 1256">[REDACTED]</td><td data-bbox="660 1205 1075 1256">[REDACTED]</td></tr> </tbody> </table>	Name	Project Role	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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[REDACTED]	[REDACTED]																		
5.2	<p><b>Relevant Convictions (Clause 28.2 of the Call Off Terms):</b></p> <p>Not applicable.</p>																		

6.1	<p><b>Call Off Contract Charges</b> (including any applicable discount(s), but excluding VAT):</p> <p>See Annex B (Call Off Contract Charges &amp; Payment Terms/Profile)</p>
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<b>6.2</b>	<p><b>Payment terms/profile</b> (including method of payment e.g. Government Procurement Card (GPC) or BACS):</p> <p>See Annex B (Call Off Contract Charges &amp; Payment Terms/Profile)</p> <p>Payment to be made upon satisfactory completion of deliverables as confirmed by the Customer.</p>
<b>6.3</b>	<p><b>Reimbursable Expenses:</b></p> <p>Not permitted</p>
<b>6.4</b>	<p><b>Customer billing address</b> (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p><b>Department for International Trade</b>  <b>c/o UK SBS</b>  <b>Queensway House</b>  <b>West Precinct</b>  <b>Billingham</b>  <b>TS23 2NF</b>  <b>0333 207 9122</b></p> <p>Email: ap@uksbs.co.uk</p>
<b>6.5</b>	<p><b>Call Off Contract Charges fixed for</b> (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>The duration of this Call Off Agreement.</p>
<b>6.6</b>	<p><b>Supplier periodic assessment of Call Off Contract Charges</b> (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on:</p> <p>Not Applied</p>
<b>6.7</b>	<p><b>Supplier request for increase in the Call Off Contract Charges</b> (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>Not Permitted</p>

## LIABILITY AND INSURANCE

<b>7.1</b>	<p><b>Estimated Year 1 Call Off Contract Charges:</b></p> <p>The sum of ninety-three thousand three hundred pounds (£93,300.00).</p>
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<b>7.2</b>	<b>Supplier's limitation of Liability</b> (Clause 37.2.1 of the Call Off Terms); In Clause 37.2.1 of the Call Off Terms
<b>7.3</b>	<b>Insurance</b> (Clause 38.3 of the Call Off Terms): Not applied

## TERMINATION AND EXIT



<b>8.1</b>	<b>Termination on material Default</b> (Clause 42.2.1(c) of the Call Off Terms): In Clause 42.2.1(c) of the Call Off Terms
<b>8.2</b>	<b>Termination without cause notice period</b> (Clause 42.7.1 of the Call Off Terms): The period of thirty (30) Working Days in clause 42.7 shall be amended to ten (10) Working Days
<b>8.3</b>	<b>Undisputed Sums Limit:</b> In Clause 43.1.1 of the Call Off Terms
<b>8.4</b>	<b>Exit Management:</b> Not applied

## SUPPLIER INFORMATION

<b>9.1</b>	<b>Supplier's inspection of Sites, Customer Property and Customer Assets:</b> <b>[To be inserted on contract award]</b>
<b>9.2</b>	<b>Commercially Sensitive Information:</b> See Annex D (Commercially Sensitive Information)

## OTHER CALL OFF REQUIREMENTS

<b>10.1</b>	<b>Recitals</b> (in preamble to the Call Off Terms): Recitals B to E Recital C - date of issue of the Statement of Requirements: <b>29/10/2019</b> Recital D - date of receipt of Call Off Tender: <b>15/11/2019</b>
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<b>10.2</b>	<b>Call Off Guarantee (Clause 4 of the Call Off Terms):</b> Not required
<b>10.3</b>	<b>Security:</b> See Annex E (Security)
<b>10.4</b>	<b>ICT Policy:</b> Not applied
<b>10.5</b>	<b>Testing:</b> Not applied
<b>10.6</b>	<b>Business Continuity &amp; Disaster Recovery:</b> In Call Off Schedule 8 (Business Continuity and Disaster Recovery).
<b>10.7</b>	NOT USED
<b>10.8</b>	<b>Protection of Customer Data</b> (Clause 35.2.3 of the Call Off Terms): See Annex F (Data Processing)
<b>10.9</b>	<b>Notices</b> (Clause 56.6 of the Call Off Terms): Customer's postal address and email address: Department for International Trade Windsor House 50 Victoria Street London SW1H 0TL   Supplier's postal address and email address: The Network Building 97 Tottenham Court Road London W1T 4TP 
<b>10.10</b>	<b>Transparency Reports</b>

	In Call Off Schedule 13 (Transparency Reports)
<b>10.11</b>	<b>Alternative and/or additional provisions (including any Alternative and/or Additional Clauses under Call Off Schedule 14 and if required, any Customer alternative pricing mechanism):</b> Not applied.
<b>10.12</b>	<b>Call Off Tender:</b> See Annex C (Supplier Proposal) In Call Off Schedule 16
<b>10.13</b>	<b>Publicity and Branding</b> In Clause 36.3.2 of the Call Off Terms.
<b>10.14</b>	<b>Staff Transfer</b> Annex to Call Off Schedule 10, List of Notified Sub-Contractors (Call Off Tender).
<b>10.15</b>	<b>Processing Data</b> See Annex F (Data Processing)

## **FORMATION OF CALL OFF CONTRACT**

**BY SIGNING AND RETURNING THIS CALL OFF ORDER FORM (which may be done by electronic means) the Supplier agrees to enter a Call Off Contract with the Customer to provide the Services in accordance with the terms Call Off Order Form and the Call Off Terms.**

**The Parties hereby acknowledge and agree that they have read the Call Off Order Form and the Call Off Terms and by signing below agree to be bound by this Call Off Contract.**

**In accordance with paragraph 7 of Framework Schedule 5 (Call Off Procedure), the Parties hereby acknowledge and agree that this Call Off Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of the Call Off Order Form from the Supplier within two (2) Working Days from such receipt.**

**For and on behalf of the Supplier:**

Name and Title	<div></div> <div></div>
Signature	<div></div>
Date	<div></div>

**For and on behalf of the Customer:**

Name and Title	<div></div> <div></div>
Signature	<div></div>
Date	<div></div>

## Annex A – PERFORMANCE MANAGEMENT FRAMEWORK

### 1. Management of the PMF

- 1.1. The Supplier shall detail performance against the Milestone in the fortnightly Contract Management Group meetings.
- 1.2. The Milestone shall be monitored on a regular basis and shall form part of the contract performance review.
- 1.3. Any performance issues highlighted in the fortnightly meetings will be addressed by the Supplier.

Metric	KPI	What information is required to measure this KPI?	How will the KPI be measured ?	Not Achieved	Achieved
Delivery	All deliverables received and approved by 12 <sup>th</sup> March 2020	Deliverables, or (in the case of workshops) notification of completion of deliverables to be sent to DIT	Reviewed at meeting after, date of which to be confirmed at fortnightly meeting	Over 50% of deliverables are delayed.	100% of deliverables arrive on time.
Quality	Workshops received well by Saudi counterparts	The reception of Saudi counterparts towards the workshops	Feedback survey conducted by Saudi counterparts	>70% of attendees give overall positive feedback	>90% of attendees give overall positive feedback
Quality	Final report, recommendations, timeline and implementation plan received well by Saudi counterparts and UK in-house expertise	The reception of Saudi counterparts and UK officials towards the report, recommendations, timeline and implementation plan.	Communications with counterparts including questions on quality of and ability to implement recommendations.	Report received poorly by counterparts. Counterparts feel further initiatives and recommendations will not be implemented. UK officials and specialists see proposals as useless or unrealistic. Timeline and implementation plan are far too rapid or far too slow.	Report received well by counterparts. Counterparts feel all initiatives and recommendations will be implemented. UK officials and specialists see all proposals as realistic and useful. Timeline and implementation plan accurately account for the speed of both HMG and KSA implementation.

**GOVERNANCE MEETINGS**

Meeting/report	Content	Frequency	Format
Meeting	Contract performance	Fortnightly	Face-to-face (preferred option) / teleconference.
Report	Timeline for completion	Weekly	Electronic document
Report	Research trip methodology proposal	Prior to research trip	Electronic document
Report	Question list for research trip focus groups / interviews	Prior to research trip	Electronic document
Report	Interim findings	Immediately following research trip	Electronic document

## ANNEX B: CALL OFF CONTRACT CHARGES & PAYMENT TERMS/PROFILE

Charges under this Call Off contract shall not exceed ninety-three thousand three hundred pounds (£93,300.00). Table 1 contains a full breakdown of these charges. Payment will be made in full by the Customer to the Supplier following satisfactory completion of all deliverables in Section 2.1 of the Order Form. Invoices submitted must include a valid Purchase Order (PO) number and a description of all work completed. Payment will be made by BACS.

**Table 1: Call Off Contract Charges**

Consultant Fees					
Name of Consultant	Role (i.e. Consultant, Director etc)	Daily Rates (£)		Number of days required to deliver this requirement	Cost
		Framework Rate	Rates for this project		
				Subtotal:	£ 85,880.00

Project Expenses	
Item	Cost
Travel and Subsistence	£4420.00
Visas	£200.00
Local Travel	£400.00
Accommodation	£2400.00
Subtotal:	£7420.00

Contract Costs Summary	
Item	Cost
Total Consultant Fees:	£85,880.00
Total Project Expenses:	£7420.00
<b>Total Costs:</b>	<b>£93,300.00</b>

## **ANNEX C: SUPPLIER PROPOSAL**

## **A02: Methodology**

UCL Institute of Education (IOE) is ranked number one in the world for the academic field of education in the QS World University Rankings from 2014 through to 2019. This reflects our world leading status in cutting edge educational research. Such high-quality research is only achievable through the completion of consistently robust and precise analysis and synthesis of academic literature, field work and other data sources which underpins all UCL IOE's research activity and ensures empirical robustness. This is further assured by peer review and triangulation of desk research outcomes with field work and the use of carefully designed research instruments including questionnaires and research focus groups.

To ensure quality, a data collection plan will be formulated at the start of the project which will set out specific parameters for the design and implementation of each data collection instrument (structured interview guides, questionnaire item generation, inclusion criteria and analysis approach for desk research documentation, and focus group implementation guides). This plan will also include key research questions derived from the Terms of Reference and an initial theme structure, based from expert understanding of literature and policy, to guide the development of individual instruments. The plan will also include clear processes for the categorisation and storage of data sources, and data allocated to particular themes. A member of IOE staff external to the core project team will be asked to undertake periodic sampling and review of collected data from different team members (e.g. Interview transcripts) to ensure consistency between different project team members. IOE propose a methodology that will deliver the project in the following phases:

1. Project inception.
2. Desk research, review of policy and market analysis.
3. In-country research and workshops.
4. Analysis, consolidation and recommendations.

### **1. Project inception**

The IOE will prepare a detailed TOR for the review based on section 6 of the tender. The main project stakeholders will be identified, and a stakeholder analysis conducted to understand respective roles and levels of engagement in the review project.

IOE will then work with the main project stakeholders to validate and/or amend the terms of reference for the review using our existing methodologies. We assume most of the texts will be in English but an Arabic speaking IOE PhD student will be attached to the team to enable the review of some materials in Arabic.

A project board will be established to guide the work of the project. The board will include, from the IOE, [REDACTED] (IOE Pro-Director) and [REDACTED] (Lead International Expert) and other IOE staff as appropriate. During project inception we will agree representation from DIT, DfE and other stakeholders as appropriate. The project plan will be validated during this phase.

### **2. Desk research, review of policy and market analysis**

UCL Institute of Education intend to conduct desk-research using a deductive thematic analysis using categories derived from expert understanding of international policy and practice in the field. We expect to utilise around 20 sources to explore recent Saudi Arabian

education system reform compared to approaches from within the nations of the UK. A key focus will be school and system leadership, but the review will also include initial teacher education and in-service teacher continuous professional development. Example data sources are listed below. This list is not exhaustive, and it is anticipated that it will be modified, and additional sources identified during project inception.

1. Saudi Vision 2030. Government of the Kingdom of Saudi Arabia
2. TALIS 2018 – The OECD Teaching and Learning International Survey. Particularly the sections relating to England, UK nations and KSA. OECD Publishing.
3. Opportunities in Education 2019. General Investment Authority of Saudi Arabia
4. General education data in English and/or Arabic. Ministry of Education Web Site KSA.
5. 2019. An evaluation of Khebrat 2 (Leadership and Management) UCL IOE
6. 2019. International Education Strategy; global potential, global growth, DfE, DIT.
7. 2019 Ease of Doing Business Index. World Bank
8. 2015. Carter review of Initial teacher training and 2016, the Government response. DfE
9. 2017 Earley and Greany et AL. School Leadership and Education System Reform
10. 2017. Special Education Needs Development in Initial Teacher Training. Project Report UCL Institute of Education
11. 2018. Greany ..... An analysis of leadership and governance in the national school leadership colleges of England, Scotland and Singapore
12. 2010. Day, C. and Gu, Q. The New Lives of Teachers.

## **Review Perspectives**

Education systems tend to approach teacher education and development as a continuum consisting of the following inter-related stages:

- Initial teacher recruitment.
- Initial teacher education.
- Teacher professional development.
- School Leadership professional development.
- Education system leadership and development.

We propose that we address each area of focus (from section 6 of the tender) from the perspective of the stages listed above. IOE has considerable consultancy, teaching, research and delivery expertise within each of these stages from across UCL Centres and Departments. The proposed review team would include experts/academics from the Department of Leadership and Learning ( ), The Department for Curriculum and Pedagogy ( ), the London Centre for Leadership in Learning ( ) and UCL Centre for Inclusive Education ( ).

In addition, we will consider each of the areas of focus in terms of education phases (early years, primary, secondary). We will also consider how teachers and leaders are prepared for inclusive education and the management of special educational needs development; and the extent to which ICT in education is included in professional development. During project inception we will agree the relative importance of these components and adjust the resource model appropriately. For example, it might be decided that we should place a greater emphasis on SEND within the context of teacher and leadership development.

During the desk research phase, we will undertake a high-level market analysis to determine the specific opportunities within the Kingdom of Saudi Arabia and how those opportunities match with the world-leading education development expertise within the UK. We will also consider ease of doing business and how UK Government can most effectively support the UK education sector to grow exports to Saudi Arabia. With DIT approval we would conduct telephone interviews with up to 10 UK providers from all sectors including HEI's, commercial consultancies, private school groups and charities. The review will also include an assessment of education policy in Saudi Arabia.

### **3. In-country research and workshops.**

IOE propose the in-country activity will be led by the lead international expert and will include an additional consultant to ensure a suitable gender mix as well as expertise from across teacher education and school leadership development. The in-country policy workshop will be designed to share UK education policy and best practice with senior Saudi counterparts. The aims of the workshop will be to build relationships, promote UK education expertise and encourage knowledge sharing. The workshop will be finalised during the desk research phase and could include:

- Introduction to UK Education Policy referring to England's Educational Excellence Everywhere White Paper 2017 and other relevant UK policy documentation.
- Opportunities to compare different approaches within the two countries.
- The UK approach to teacher recruitment and development including the role of HEI's, Schools, Government and, for example, Teach First and Chartered College of Teaching.
- The UK approach to School Leadership including the role of DfE, the former National College for School Leadership (presented as time-limited policy intervention), school-led system, multi-academy trusts and HEI partners delivering leadership programmes.
- Feedback from the successful Khebrat 2 Leadership and Management programme with a focus on comparative education policy

The in-country research is an important part of the project and it will be necessary to have access to the right people including Saudi officials and educationalists for workshops and interviews. We expect to identify a list of interviewees and workshop participants with the support of DIT. We anticipate that the British Council in Saudi Arabia will support this activity and will be able to influence some of their senior contacts. UCL Institute of Education has a strong reputation and a highly regarded brand in Saudi Arabia which, coupled with our existing networks in the country, should help ensure that we have access to a wide range of education stakeholders at the appropriate level. We already have well developed relationships with the Saudi Ministry of Education, Saudi Cultural Bureau, Tatweer and the General Investment Authority.

We also intend to connect with our Saudi Post Graduate students, the UCL Saudi Society and alumni, many of whom have senior education jobs in Saudi Arabia. This includes 14 current PhD students, sponsored by the Ministry of Education, whose area of study is relevant to this review. In addition, 18 senior school and system leaders have just completed the IOE Khebrat programme and, having returned home, will be valuable potential resource for this project.

During the in-country research we would intend to lead around six, half-day workshops (in addition to the policy workshop) using a focus group methodology. Each workshop will be

based on the areas in section 6 but the specific focus areas will be tailored based on the outcomes of the Desk Research Phase. At this stage the proposed workshops are:

1. Initial teacher training/education models including teacher recruitment and perceptions and status of teaching in Saudi Arabia. (half day)
2. Professional teacher and leadership standards and their linkage to Developing a professional development portfolio for teachers and leaders (across the education system) and responding to Vision 2030. (full day)
3. Delivering high quality leadership development across Saudi Arabia. The role of a national centre and regional support models. (half day)
4. Quality assurance in education including teacher licensing, professional oversight, school inspection and disbarring and disclosure. (half day)
5. A specialist workshop considering teacher/leadership development within the context of, for example, Special Educational Needs or ICT in education.
6. A separate workshop on private education may be appropriate including approaches to licensing headteachers and teachers in the private sector.

It is anticipated the remainder of the time will be taken up with formal structured interviews and possibly informal meetings and dinners with key stakeholders.

It is assumed that workshop venues will be provided by DIT in Saudi Arabia or KSA Ministry of Education at no charge to the project.

#### **4. Analysis, consolidation and recommendations.**

Final draft reports will be prepared at this stage. In order to ensure quality, IOE specialists will work on separate aspects of the report to an agreed approach consistent with the Terms of Reference. Each section will be peer reviewed prior to incorporation in the final reports.

During this stage considerable emphasis will be given to the potential opportunities for using the expertise and capacity of the UK education sector to contribute to Vision 2030 in order to generate profit, support the development of the Saudi education systems and further enhance the brand of UK education.

We will consider how these opportunities contribute to the government-to-government partnership established in 2018 to support the comprehensive reform of the Saudi Education System and would expect to meet with officials from DfE and DIT during this stage. We will also examine the ease of doing (education) business in Saudi Arabia and provide advice on how UK organisations can be successful.

Once the reports and recommendations have been finalised, we would consider hosting (or contributing to) a UK stakeholder event. Similarly, members of the review team would be available to present the agreed public-facing document at meetings and other events.

## A03: Project Plan

### Timetable for completion of project.

Sequence	Start/Completion Date	Description	Item Number/ Deliverables
1	18 <sup>th</sup> to 25 <sup>th</sup> September 2020	<p>Project Inception Phase (to include video call NECPD and presentation to Saudi-UK Education steering board)</p> <p>Note the engagement with the Saudi customers will help to shape the project.</p>	<p>1a. Agreed timeline and project plan. 1b. Governance structure. 1c. Detailed TOR. 1d. Data flow.</p> <p>1e. Notes of video call with NCEPD. 1f. Presentation on plan to Saudi-UK Education steering board.</p>
2	2 <sup>nd</sup> October 2020 (TBA)	<b>Milestone. Project Board 1.</b>	Sign off deliverables above including TOR.
3	2 <sup>nd</sup> to 30 <sup>th</sup> October 2020	Submit a plan for in-country workshops in agreement with DIT, DfE, BC and key stakeholders. (Virtual or in-country). Apply for Visas. Make travel arrangements if required.	<p>Detailed programme for in-country visit.</p> <p>Visas obtained and travel arrangements confirmed</p>
4	2 <sup>nd</sup> October to 13 <sup>th</sup> November 2020	<p>Desk Research</p> <p>(to include video call NECPD to identify appropriate resources)</p>	<p>2a. Desk research 2b. Data collection and triangulation plan 2d. Design of a policy workshop</p> <p>2e. Notes of video call with NECPD.</p>
5	November 16 <sup>th</sup> to 20 <sup>th</sup> 2020	Preparation for workshops with key KSA Stakeholders (Virtual or in-country)	

6	24 <sup>th</sup> November 2020 (TBA)	<b>MILESTONE. Project Board 2.</b>	Sign-off deliverables above including Draft Desk Research.
7	30 <sup>th</sup> November 2020 to January 29 <sup>th</sup> 2021  (Allows a longer period for either virtual or in-country workshops. Jan 29 <sup>th</sup> is latest possible completion date)	Stakeholder policy workshops, research workshops and structured interviews.	2d. Delivery of stakeholder workshops, focus groups and interviews.
8	February 2 <sup>nd</sup> to 12 <sup>th</sup> 2021	Consideration of findings and developing recommendations and outputs.	3a. Draft research report  3b. Draft initiatives and priorities report
9	Monday February 15 <sup>th</sup> 2021 (TBA)	<b>MILESTONE. Project Board 3. Presentation of draft Report</b>	Presentation of draft report to DIT/DfE/BC for discussion and consideration
10	Monday February 15 <sup>th</sup> to Thursday February 18 <sup>th</sup> 2021	DIT, DfE, BC and Stakeholders to consider draft report	As described
11	Friday February 19 <sup>th</sup> 2021	<b>MILESTONE</b>	DIT/DfE to present comments on Draft Report
12	Monday February 22 <sup>nd</sup> to Friday February 26 <sup>th</sup> 2021	Preparation of final report and deliverables	4. Final report 6a. Slide presentations x 2 (UK) 6b. Slide presentation (KSA) 7. Implementation Plan 8. Recommendations for new UK/KSA procurement activity
13	Monday March 1 <sup>st</sup> 2021	Presentation of findings to KSA officials	As described

14	Friday March 5 <sup>th</sup> 2021	<b>MILESTONE.</b> Delivery of final report and all deliverables to DIT and DfE	All reports delivered. Date for additional formal presentations agreed
15	Monday March 8 <sup>th</sup> to Friday March 12 <sup>th</sup> 2021	Contingency.	Contingency

## **List of Deliverables by Item Number**

- 1a. An agreed timeline and implementation plan for the review.
- 1b. Delivery of a governance structure including a programme board structure.
- 1c. Delivery of a detailed Terms of Reference describing the review, including desk review sources, review instruments (questionnaires/research focus group protocols) and a proposed interview schedule.
- 1d. Delivery of a data flow
- 1e. Notes of call with Saudi customer.
- 1f. Presentation on plan to Saudi-UK Education steering board.
- 2a. Delivery of desk research
- 2b. Delivery of a data collection plan to triangulate data (including design of workshop programme, questionnaires and research focus group protocols)
- 2c. Delivery of the design for one policy workshop, virtually or in country, sharing UK policy and best practice with senior Saudi counterparts; to enable knowledge sharing post-delivery.
- 2d. Delivery of virtual or in-country workshops, research focus groups and interviews
- 2e. Notes of video call with NECPD.
- 3a. Delivery of a draft report summarising and synthesising the evidence from the research visits and outputs from desk-based research.
- 3b. Delivery of a draft report identifying further initiatives which would support the recruitment and continuous professional development for teachers and school leaders in Saudi Arabia. Priorities will be identified, and a sequence of activity recommended.
- 4. Delivery of a final report summarising and synthesising the evidence from the research visits and outputs from desk-based research; to share research outputs. The report will also identify further initiatives which would support the recruitment and continuous professional development for teachers and school leaders in KSA. Priorities will be identified, and a sequence of activity recommended.
- 5. Item code 5 not used in tender documentation
- 6a. Delivery of two (2) concise slide decks, setting out the headline messages for developing a comprehensive framework for the recruitment and continuous professional development. (Slide deck one (1) will be tailored for internal use; Slide deck two (2) will be tailored for external briefings with an emphasis on school leadership.)
- 6b. Delivery of a presentation of findings, based on 6a, for KSA officials
- 7. An internal implementation plan; to enable and support Her Majesty's Government and Kingdom of Saudi Arabia (KSA) officials taking the recommendations forward.

8. A series of recommendations for new UK / KSA procurement activity; to enable and support the development of the framework.

**Delivery risks, identifying severity and likelihood of risks.**

The project plan described above is achievable subject to contracts being signed in time for a start date of Monday 9<sup>th</sup> December. The 10-week project is described above on a week by week basis and should be complete by Friday February 28<sup>th</sup> assuming there are no delays. In order to mitigate delays a contingency period of one week has been identified.

UCL Institute of Education have identified a small team that is able to complete the work within the time period described above. The following table describes potential risks and their mitigation.

<b>Risk</b>	<b>Mitigation</b>	<b>Likelihood</b>	<b>Severity</b>
Staff turnover	IOE has proposed a highly experienced senior team to deliver the project. Senior staff are required to give three-months notice so unlikely to be an issue	Low	Medium
Staff illness	Additional work could be divided amongst the team and additional, high-quality resource deployed from within the IOE.	Low/Medium	Medium
Not possible to conduct in-country research: Visas and Permissions	Apply for visas on contract signature. Identification of KSA MOE sponsor. (IOE assume DIT have necessary permissions for the in-country workshop.)	Low/Medium	High
Not possible to conduct in-country research: Covid 19	IOE/DIT/BC to leverage existing relationships to agree to workshop/interview timetable asap after contract signature. Research could be conducted by telephone/ web conference. IOE could ask in-country contacts to conduct some interviews as appropriate. Research to be rescheduled within project timeline.	High	Medium

#### A04: Project Management and Resources

UCL Institute of Education has identified a small team of highly qualified and experienced experts to conduct the review. The following named individuals are available to undertake the work as described in the project plan. (AO3)

Name	Project Role	IOE Role
[REDACTED]	Lead International Expert and Review Lead	Director International Leadership Development
[REDACTED]	Strategic Oversight and Teaching, Quality and Innovation Expert.	Pro-Director
[REDACTED]	School Leadership Specialist	Director Leadership Development
[REDACTED]	Teacher Education Specialist	Associate Professor in Education
[REDACTED]	School Leadership Specialist	Programme Leader, School Leadership Development
[REDACTED]	Reviewer of Arabic materials and advisor on context	PhD student
[REDACTED]	Project Manager	Project Manager

In addition, depending on the results of the desk research, it may be appropriate that the following academics contribute to the project. They could simply contribute advice to the project or, if a greater input is required, consultancy days from the team above could be substituted for their input.

Name	Project Role	IOE Role
[REDACTED]	Early Years and Primary ITT specialists	Programme Leader. Early Years Initial Teacher Training
[REDACTED]	Inclusive Education specialist	Director of UCL Centre for Inclusive Education

#### 1.CV. of Lead International Expert. [REDACTED]

[REDACTED]

[illegible]

## 2. Tenderers Sub-contracting Arrangements

UCL Institute of Education do not intend to sub contract services for this contract.

**3. How your organisation ensures that continuity and quality of service is maintained, including how continuity of relevant personnel for the duration of the contract will be ensured.**

For a relatively short, ten-week contract, we are not expecting any continuity issues due to staff turn-over. (The senior staff notice period is three months.) We are proposing a team-based approach and unforeseen staff absence could be addressed by dividing additional work across the team or identifying additional resource from across the IOE.

**4. Demonstrate how your organisation will deliver against the attached KPIs to ensure successful delivery of the Requirement.**

A detailed methodology has been provided in section A01. Staff have been allocated appropriate days to deliver against the published KPIs. The assigned UCL Project Manager will ensure that all timelines are met within this relatively short, 10 week project. Professor Norbert Pachler will ensure that KPI quality standards are met including empirical robustness through peer review and project challenge.

### Pen portraits of review team

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## **ANNEX D: COMMERCIALLY SENSITIVE INFORMATION**

# Department for International Trade

## SCHEDULE 03 - TENDERERS' COMMERCIAL SENSITIVE INFORMATION FORM

If applicable, please upload to 3.3 Additional Attachments Area in the Commercial envelope within the Jaggaer portal.

<b>Contract Ref No</b>	Project 65 - UCL Consultants Ltd
<b>Description of Supplier's Commercially Sensitive Information<sup>1</sup></b>	Consultant day rates
<b>Cross reference(s) to location of sensitive information</b>	Project_65 Pricing Schedule - UCLConsultantsLTD
<b>Explanation of sensitivity</b>	Financially sensitive information
<b>Details of potential harm from disclosure</b>	Financially sensitive information
<b>Period of confidence</b>	3 years
<b>Contact details for Transparency/FOi matters</b>	<div style="background-color: black; width: 150px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 20px; margin-bottom: 5px;"></div> Address: The Network Building, Tottenham Court Road, London, W1T 4TP <div style="background-color: black; width: 350px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 350px; height: 20px; margin-bottom: 5px;"></div>

<sup>1</sup> You are advised to provide as much information as possible. The Authority shall endeavour to maintain the confidentiality of the sensitive information, but the ultimate decision on whether to publish or disclose lies with the Authority.

## **ANNEX E: SECURITY**

## **A05 Security Plan**

**The draft Security Policy must cover as a minimum the following:**

**1. A security plan of how the Tenderers will address confidentiality, integrity and availability - this must include, Business Continuity (BC) and Disaster Recovery (DR) plans, indicate activities where it is expected that DIT and named other suppliers or other third parties should be involved;**

UCL Consultants Ltd (UCLC) have in place a Business Continuity (BC) and Disaster Recovery (DR) plan. The purpose of this plan is to prepare our business in the event of extended service outages caused by factors beyond our control and to restore services to the widest extent possible in a minimum time frame.

In the event of disruption to business as usual, the primary business priority of UCLC is to ensure the delivery of our short-term obligations in relation to each area of the business, i.e. submission of bids, contract negotiations, project management commitments and financial commitments (in particular invoicing and payments).

UCLC's IT support is provided by UCL's Information Services Division and therefore benefits from the enterprise-wide policies, procedures and processes in place to protect UCL's IT infrastructure and its over 50,000 users. This includes a brand new data centre which together with our existing off-site datacentre delivers our strategy of two modern geographically separate data centres that provide high levels of resilience and effective disaster recovery capability coupled with high levels of efficiency and flexibility.

Alongside a comprehensive training and awareness programme, UCL also has a comprehensive information security technology investment programme to implement technology solutions aimed at preventing attacks but also detecting attacks when they occur and mitigating any impact. Alongside training and investment in defensive information security technologies, we also proactively probe our defences to identify any vulnerabilities that may be exploited by attackers.

All UCLC administrative security policies and procedures are reviewed annually and on an as required basis.

**2. The level of compliance with regulations such as ISO/IEC 27001 or equivalent and how compliance will be kept up to date with regulatory and standards changes during the Term of the Agreement. Please provide evidence of certification/accreditation where applicable;**

### **About UCL Data Safe Haven:**

Should it be deemed required for use in relation to this work, UCL Data Safe Haven has been certified to the ISO27001 information security standard and conforms to NHS Digital's Information Governance Toolkit. It is built using a walled garden approach, where the data is stored, processed and managed within the security of the system, avoiding the complexity of assured end point encryption. A file transfer mechanism enables information to be transferred into the walled garden simply and securely.

We use the term 'walled garden' to refer to the security concept at the heart of the Data Safe Haven, where all storage and processing of identifiable data takes place within a controlled environment. Users access their data using a remote desktop technology, which has been hardened to prevent data from accidental or deliberate transfer to the endpoint device, including copy & paste and connected storage. Whilst using the Data Safe Haven, customers are prevented from accessing any external network resources (web sites, email, etc).

The security boundary is protected by a commercial threat management product. The Data Safe Haven (DSH) is a technical environment which has been developed to receive, handle and store highly confidential information in a secure manner. The system is designed as a Data Safe Haven with a multi-layered security model incorporating controls to safeguard confidentiality, integrity and availability. Data is transferred into the DSH using a secure transfer mechanism available via a web-portal (including to users outside the organisation).

An account provisioning process has been established which covers authorisation, registration and 'on-boarding' through to de-registration. Controls have also been put in place to manage the privileged access rights utilised by system administrators. There is a secure log-on procedure for researchers who are required to use dual factor authentication in order to access the remote desktop.

Users are prevented from copying data to USB devices and other removable media, the local computer, via drag and drop or cut and paste. Access to web sites from within DSH is subject to risk assessment and is limited to specific sites and only where no other download mechanism is practical. A secure printing service has also been implemented which requires the information asset owner to carry out a risk assessment.

Change and capacity management procedures are in place to help maintain system stability. Regular vulnerability scans and annual penetration testing is carried out to verify effectiveness of controls, both by the UCL Information Security Group and by third parties. The server infrastructure is a secure data centre managed by UCL. The data centre is protected by a set of physical and logical controls.

#### Sources of Risk and Controls

10 primary sources of risk to the organisation have been identified:

1. User deliberately or accidentally leaks information
2. User accidentally or deliberately damages information
3. Premises Break-in
4. Acts of God, Vandals and Terrorists
5. Theft or loss of mobile devices
6. Software failure
7. Hardware Failures
8. Power Failure
9. Internet/Communications Failure
10. Hacking

Whilst some of the sources of risk come from the organisation itself (i.e. user deliberately or accidentally leaking information) some originate from sources outside of the organisation (e.g. hacking). The controls which form part of the Information Security Management System (ISMS) may be mandated and carried out by the organisation itself; mandated by an external party but carried out by the organisation or mandated and carried out by an external party. This is why the UCL HR Division, UCL Estates Division and parts of the IS Division which aren't part of the organisation fall within the scope of the ISMS. They are responsible for carrying out and sometimes mandating controls such as the

disciplinary process, maintaining physical entry controls and looking after the UCL network infrastructure.

#### Interested Parties

Within UCL the UCL Information Security Group (ISG) is part of ISD and responsible for driving the Information Security agenda within UCL as a whole. The ISG manage UCL-wide information security policies that are mandated across UCL; where these policies and processes are more restrictive they will take precedence.

Researchers within the organisation are required to undertake information governance training, with an annual refresher. A Data Safe Haven User Group provides a forum for informing and consulting current and prospective users of the DSH within UCL.

### **3. The physical security of buildings and workspaces to be used for the Services;**

UCLC's office building is protected by a manned reception desk during working hours with security fob-controlled access to the building. Outside working hours the building has a full-time security presence. UCLC's offices are subject to security fob-controlled access and the main door access is also locked out of hours. The offices are also monitored by an alarm system and CCTV cameras feeding back to UCL Security Control, and any activation of the system is immediately investigated by the Security team.

### **4. Arrangements for security clearance of Personnel;**

Normally UCL/UCLC staff do not require security clearance for government projects. In circumstances where clearance is required, we work closely with the client to identify the level of clearance required and for which personnel, and then facilitate the processing of the clearance as speedily as possible.

### **5. Arrangements for assessing compliance, auditing and reviewing of all administrative security policies and procedures;**

UCL and UCLC's security policies are subject to an internal governance structure under which they are reviewed at least annually.

### **6. Communicating and managing security breaches, this should include reporting that there were no security breaches in a given period;**

Any data reporting requirements required for this work will be discussed and agreed with the DIT on contract award and conducted in line with UCLC's Data Protection Policy.

### **7. Security defined for all operational paths through their system(s);**

UCL Consultants is Cyber Essentials Certified. Any reporting requirements relating to data security for this work will be discussed and agreed with the DIT on contract award.

### **8. Communication links from the systems to other suppliers or Third Parties;**

UCL Consultants are not proposing to contract with any external suppliers or third parties in relation to this opportunity and it is also not envisaged at this stage that any personal or special category data would be collected or handled by the team. Therefore it is not envisaged that any secure system communication links would be required at this stage.

If during discussions with the client it becomes apparent that a requirement for secure system communication links exist outside of our day to day systems then the team would look to employ the UCL Data Safe Haven.

**9. Penetration testing including virus checking and other malicious attacks on the system(s), this should include sharing these reports with DIT;**

UCL has industry standard virus protection programmes and regular penetration testing is undertaken as noted in Section 1 above.

**10. Security measures for Identifiers to prevent tampering of data; and**

All access to data and systems is controlled by a unique user ID and password to log in. Access to shared folders is restricted to authorised users. In addition our system allows for the establishment of password-protected folders to further limit access.

**11. Managing system(s) logs, including what is to be logged, what will trigger alerts, what will be reported to DIT, when and how reports will be given to DIT, this should include reporting that there were no alerts in a given period;**

UCL Consultants is Cyber Essentials Certified. Any reporting requirements relating to data security for this work will be discussed and agreed with the DIT on contract award.

**12. Data Flow analysis - set out in a diagram or table, the data flows/or provide a narrative including; where the data is hosted and how it flows between the organisations**

The data storage requirements of this project will be assessed, discussed and agreed with the DIT on contract award and a subsequent project data flow image will be provided.

UCL Consultants are not proposing to contract with any suppliers or third parties in relation to this opportunity and therefore it is assumed at this early stage that information gathered by the team would flow from UCL Consultants to the DIT only, In the form of the required project deliverables.

It is not envisaged at this stage that any personal or special category data would be collected or handled by the team.

If it is deemed required for use in relation to this work, the UCL Data Safe Haven has been certified to the ISO27001 information security standard and conforms to NHS Digital's Information Governance Toolkit.

**ANNEX F: DATA PROCESSING**

This Annex shall be completed by the Controller, who may take account of the view of the Processors, however the final decision as to the content of this Schedule shall be with the Controller at its absolute discretion.

1. The contact details of the Controller's Data Protection Officer are:

[REDACTED]

[REDACTED]

2. The contact details of the Processor's Data Protection Officer are:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3. The Processor shall comply with any further written instructions with respect to processing by the Controller.

4. Any such further instructions shall be incorporated into this Schedule.

Description	Details
Identity of the Controller and Processor	The Parties acknowledge that for the purposes of the Data Protection Legislation, the Customer is the Controller and the Contractor is the Processor in accordance with Clause 1.1.
Subject matter of the processing	The processing is needed in order to ensure that the Processor can effectively meet its obligations the contract.
Duration of the processing	From 1 September 2020 to 1 March 2021
Nature and purposes of the processing	<p>The nature of the processing will include collection, recording, storage, retrieval, use and destruction of data.</p> <p>The purpose of the processing is to ensure that the Processor can effectively meet its obligations the contract.</p>
Type of Personal Data being Processed	Names, email addresses and telephone numbers.
Categories of Data Subject	Employees and contractors of the Controller.
Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data	All personal data will be destroyed within thirty (30) days of the expiry of the contract.