Crown Commercial Service

Call Off Order Form for Management Consultancy Services

FRAMEWORK SCHEDULE 4

CALL OFF ORDER FORM

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 a critical review to identify opportunities for potential Official Development Assistance (ODA) programmes for the Department for International Trade dated **23 January 2019.**

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 Template Call Off Order Form and the Call Off Terms.

Order Number	**DN383708**
From	**Department for International Trade ("CUSTOMER")**
To	PricewaterhouseCoopers LLP **"SUPPLIER")**
Date	**23 January 2019 ("DATE")**

SECTION B

1. CALL OFF CONTRACT PERIOD

1.1.	**Commencement Date**: 23 January 2019
1.2.	**Expiry Date**: End date of Initial Period: **31 March 2019** End date of Extension Period: **31 May 2019** Minimum written notice to Supplier in respect of extension: **10 working days**

2. SERVICES

2.1	**Services required**:
	PURPOSE
	1.1 To develop a long list of potential Official Development Assistance (ODA) programmes and build the Department for International Trade's capability to design ODA programmes in the future.
	BACKGROUND TO THE CUSTOMER
	1.2 The Department for International Trade has overall responsibility for developing, coordinating and delivering a new trade and investment policy for the UK, including preparing for and then negotiating Free Trade Agreements and market access deals with non-EU countries, and working side by side with the new Department for Exiting the EU, which will negotiate the UK's new relationship with the EU in tandem.
	BACKGROUND TO THE REQUIREMENT
	1.3 The Department for International Trade has a clear vision to become an aid spending department, in recognition of the mutually reinforcing benefits of trade, investment and international development. The targeted level of aid spend will require a significant uplift in capability as well as a structural and cultural change to the department. It will also require the development of a detailed portfolio of aid-funded programmes for implementation, based on a strategic framework developed internally, and initial scoping undertaken across DIT's networks.
	1.4 DIT requires the Supplier to deliver an evidence-based scoping project. The project will identify a portfolio of options for potential development into business cases. These options are to provide 'aid for trade' solutions to development challenges within the Department's strategic focus, showcasing DIT's Official Development Assistance (ODA) potential and build DIT's capability to design ODA programmes in future.
	THE REQUIREMENT
	1.6 The Supplier will be required to draft a critical review, with recommendations of specific and likely opportunities for DIT ODA programming to benefit the welfare and development of ODA-eligible countries, in line with thematic areas already identified by the Department. The themes are drawn from two areas of the OECD's 'Aid for Trade' framework, linked to areas of existing DIT expertise and the Department's core strategic offer:
	a) trade policy and regulations and
	b) building productive capacity.
	1.7 The DIT themes identified within these areas are:
	a) Removing market access barriers by identifying regulatory barriers and aligning standards

b) **Promoting free trade** through new FTAs and developing access to the multilateral system

c) **Supporting business to enter developing markets and maximizing mutually beneficial trade benefits** through information and advice

1.8   This critical review document will indicate potential areas of programming. The recommendations made in the critical review will be assessed by DIT against the Department's strategic objectives.

1.9   The analysis for the critical review should draw from both qualitative and quantitative sources internal and external to the Department. This includes:

Desk research, including:

- DIT-internal documents (e.g. existing strategies, Single Departmental Plan, initial ODA portfolio scoping work)
- Business surveys and open-source market analysis (where relevant)
- Strategies of comparator countries' trade or development ministries

Qualitative research into strategic themes identified through guided questioning of DIT staff in:

- Overseas posts
- HQ teams, including geographic 'country desks', analysts, sector teams, trade policy, and strategic relationship management (SRM) teams
- UK regional teams
- A limited number of officials from Department for International Development and other departments, to be agreed during implementation
- A limited number of businesses identified by sector or SRM teams, to be agreed during implementation. Contact details for theses businesses will be provided by DIT.

Data mapping of relevant external sources to identify the problem/opportunity, including:

- Data sets currently held by the contracting team
- Existing Her Majesty's Government (HMG) ODA activity related to the problems/opportunities identified
- Existing public-sector ODA work completed by other nations (not including Britain) and whether the private sector have delivery roles in this process
- Innovative alternatives to traditional ODA programming approach

Quantitative analysis of existing data sets within strategic themes and identify problem/opportunity, including:

- Data held by DIT on non-tariff barriers in key markets on a time-bound basis

1.10   The completed critical review will be assessed by the Department for fit against existing strategic objectives, developmental outcomes, and commercial opportunities, to prioritise and sift potential areas of programming.

The opportunities identified within the critical review must specify the following details:

- **Purpose**: Specific development need and commercial opportunity in the countries/regions identified for DIT ODA programming
- **Activity**: Proposed activity to address both the development need and commercial opportunity (including crossover with UK sector expertise or comparative advantage)
- **Results**: the expected developmental and commercial benefits from the activity. This must:
    o   Draw from DIT's framework for capturing commercial benefits or "secondary benefits"
    o   Demonstrate that the anticipated results align with DIT's overall strategic objectives
- **Eligibility**: Clear explanation of how the activity would fit with the OECD's ODA eligibility criteria and the UK's Aid Strategy (in particular for aid to remain untied)
- **Additionality**: clear explanation of how the proposed activity addresses a gap in the existing global ODA space / deconflicts with what DfID/HMG and comparator countries are delivering already. This will include an indication of why DIT is uniquely placed to undertake the proposed activity (vs DFID, FCO or any other actor)
- **Implementation Considerations**: Initial indication of timelines / duration of programme; key partners / stakeholders; nature of resource requirements (e.g. more DIT staff versus outsourced activities), etc.
- **Cost**: Provide a cost estimate for the programme

CONTRACT MANAGEMENT

1.11   The Supplier will report to the ODA Portfolio Contract Manager on progress against deliverables. The contract manager will quality assure the work and coordinate between the Supplier and the Department, to ensure that the outputs are aligned with expectations. The contract manager will validate interview lists and meet with the consultants ahead of interviews with stakeholders.

1.12   The Supplier will work collaboratively with the contract manager, reporting to a contract management group fortnightly, which will review all documentation and ensure that the reports prepared are coherent, and make approvals for the work continue to subsequent phases. Draft reports will be shared with DIT for comments, ahead of the final drafting for each phase.

DELIVERABLES

1.13   The following deliverables are required:

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a)   Critical review document containing long list of potential ODA programme business case ideas for selection and comparison by DIT (expectation, 10 – 20 opportunities), provided both as a draft for DIT review and as a final document.

b)   The consolidated data sets provided in an Office 365 or RStudio format.

c)   Both review document and data sets presented to DIT working group to share learning on process and taken to develop each deliverable. Presentations should last around 1-2 hours including questions and answers and will be delivered in person at DIT's offices – 3 Whitehall Place, London, SW1A 2HP.

See Appendix 2 of this variation (Project Plan) for dates of deliverables.

AUTHORITY'S RESPONSIBILITIES

1.15   Where relevant the Authority will provide the Supplier access to all necessary documentation required to deliver this service

REPORTING

1.16   The detailed reporting requirements will be agreed during the initial set up meeting. As an indication, weekly progress calls and fortnightly meetings to discuss progress and quality assure ongoing work.

CONTINUOUS IMPROVEMENT

1.17   The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

1.18   The Supplier should present new ways of working to the Authority during monthly Contract review meetings.

1.19   Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

STAFF AND CUSTOMER SERVICE

1.20   The Supplier's staff assigned to the Contract shall have the following skills and experience to deliver the Contract:

a)   Experience of drafting Business Cases for ODA Programming in compliance with HMG's Green Book

b)   Experience of running projects with a commercial / business / international trade scope

c)   Experience of running projects with ODA / development scope, that contain factors like gender equality and varying sectors

d)   Social and economic research skills

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	e) Economic appraisal skills
	SECURITY REQUIREMENTS
	1.22 Supplier staff working on this requirement should be at a minimum BPSS cleared. SC clearance is preferred but not essential.
	PAYMENT
	1.23 Payment can only be made following satisfactory delivery of pre-agreed certified deliverables.
	1.24 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
	BASE LOCATION
	1.25 The base location of where the Services will be carried out at 3 Whitehall Place, London, SW1A 2HP

3. PROJECT PLAN

3.1.	**Project Plan**: In Appendix 2 of this Call Off Order Form – (Project Plan)

4. CONTRACT PERFORMANCE

4.1.	**Standards**: **Cyber Essentials**
4.2	**Service Levels/Service Credits**: Not applied
4.3	**Critical Service Level Failure**: Not applied

4.4	**Performance Monitoring:**
	Not applied

4.5	**Period for providing Rectification Plan:**
	In Clause 39.2.1(a) of the Call Off Terms

5. PERSONNEL

5.1	**Key Personnel:**
	Zlatina Loudjeva
	John Tress
	Krishna Joshi
	Yuval Fertig
	Leena Kang
	James King
5.2	**Relevant Convictions** (Clause 28.2 of the Call Off Terms):
	Not applicable

6. PAYMENT

6.1	**Call Off Contract Charges** (including any applicable discount(s), but excluding VAT):
	In Appendix 3 of this Call-Off Order Form – (Call Off Contract Charges)
6.2	**Payment terms/profile** (including method of payment e.g. Government Procurement Card (GPC) or BACS):
	In Appendix 3 of this Call-Off Order Form – (Call Off Contract Charges)
6.3	**Reimbursable Expenses:**
	Not permitted

6.4	**Customer billing address** (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):
	Department for International Trade
	c/o UK SBS, Queensway House
	West Precinct
	Billingham
	TS23 2NF
	Email: finance@services.uksbs.co.uk
	Telephone: 0333 207 9122
6.5	**Call Off Contract Charges fixed for** (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):
	Five Call Off Contract Months from the Call Off Commencement Date
6.6	**Supplier periodic assessment of Call Off Contract Charges** (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on:
	Not permitted
6.7	**Supplier request for increase in the Call Off Contract Charges** (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):
	Not Permitted

7. LIABILITY AND INSURANCE

7.1	**Estimated Year 1 Call Off Contract Charges**:
	The sum of £**150,000**
7.2	**Supplier's limitation of Liability**
	In Clause 37.2.1 of the Call Off Terms
7.3	**Insurance** (Clause 38.3 of the Call Off Terms):
	£**300,000**

8. TERMINATION AND EXIT

8.1	**Termination on material Default** (Clause 42.2 of the Call Off Terms)): In Clause 42.2.1(c) of the Call Off Terms
8.2	**Termination without cause notice period** (Clause 42.7 of the Call Off Terms): The period of thirty (30) Working Days in Clause 42.7 shall be amended to 10 Working Days
8.3	**Undisputed Sums Limit**: In Clause 43.1.1 of the Call Off Terms
8.4	**Exit Management:** Not applied

9. SUPPLIER INFORMATION

9.1	**Supplier's inspection of Sites, Customer Property and Customer Assets:** **Not required**
9.2	**Commercially Sensitive Information**: **None**

10. OTHER CALL OFF REQUIREMENTS

10.1	**Recitals** (in preamble to the Call Off Terms): Recitals B to E Recital C - date of issue of the Statement of Requirements: **17 December 2018** Recital D - date of receipt of Call Off Tender: **9 January 2019**
10.2	**Call Off Guarantee (Clause 4 of the Call Off Terms):** Not required
10.3	**Security**: Select long form security requirements
10.4	**ICT Policy:** Not applied
10.6	**Business Continuity & Disaster Recovery**: Not applied

10.7	**NOT USED**
10.8	**Protection of Customer Data** (Clause 35.2.3 of the Call Off Terms): **7 Years**
10.9	**Notices** (Clause 56.6 of the Call Off Terms): Customer's postal address and email address: **Department for International Trade, 3 Whitehall Place, London, SW1A 2AW, Helena.tyler@trade.gov.uk** Supplier's postal address and email address: **PricewaterhouseCoopers LLP, 1 Embankment Place, London WC2N 6RH**, krishna.p.joshi@pwc.com
10.10	**Transparency Reports** In Call Off Schedule 13 (Transparency Reports)
10.12	**Call Off Tender**: In Appendix 1 of this Call Off Order Form
10.13	**Publicity and Branding (Clause 36.3.2 of the Call Off Terms)**
10.14	**Staff Transfer** Annex to Schedule 10, List of Notified Sub-Contractors (Call Off Tender). None
10.15	**Processing Data** Call Off Schedule 17 should be populated with the below:

Contract Reference:	**DN383708**	
Date:	**23 January 2019**	
Description Of Authorised Processing	**For the Supplier to conduct a survey of Customer Staff in relation to the subject matter of this Call Off Contract Agreement**	
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 Supplier is the Processor for Data under this Call-Off Contract Agreement.	
Use of Personal Data	Managing the obligations under the Call Off Contract Agreement, including exit	

	management, and other associated activities,		
Duration of the processing	For the duration of the Call Off Contract Agreement		
Nature and purposes of the processing	The nature is for the collection, recording, consultation and use of the Data. The purpose is to conduct a survey of Customer staff in relation to the subject matter of this Call Off Contract Agreement.		
Type of Personal Data	Full name Workplace address Workplace Phone Number Workplace email address Job Title		
Categories of Data Subject	Staff		

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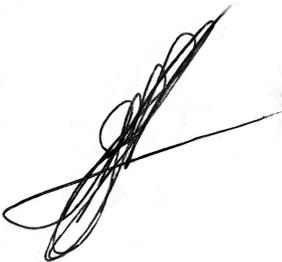
The Parties hereby acknowledge and agree that they have read the Call Off Order Form and the Call Off Terms and by signing below agree to be bound by this Call Off Contract.

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	David M Armstrong, Partner
Signature	
Date	5 February 2019

For and on behalf of the Customer:

Name and Title	Tom Hyner, Commercial Deputy Director
Signature	
Date	05-02-19

Appendix 1 – Supplier's Call Off Tender

David Armstrong, who is well known to DIT, will be the PwC Partner with overall contractual responsibility to you. David has published widely on trade issues, is the Lead Partner for PwC's ODA Consulting practice, and is a Partner in our Strategy& practice. For delivery, we propose a **core team of six PwC people**, working intensively alongside you, and bringing a unique blend of our top-flight Strategy& and economics practice and our market-leading, multi-disciplinary ODA design and delivery practice. The core team will all be involved for the full 10 weeks and they are all permanent PwC personnel with previous ODA and/or DIT experience.

Personnel	Roles and Responsibilities
Zlatina Loudjeva *Pattern*: 4 days in total for project supervision, with key inputs at beginning and end	**Engagement Director** – Strategic oversight and methodology set up, team mobilisation and performance, engagement with key stakeholders. Technical leadership of methodology for the critical review and capabilities-driven tailored approach to the long-list, capacity and culture change plan. ODA compliance and compatibility (including social inclusion) solutions. Quality oversight of key deliverables as workshops and drafts.
John Tress *Pattern*: 10 days in total (average 1 day per week)	**Team Leader** – Overall responsibility for day-to-day delivery and management, drawing on extensive ODA design expertise and x- HMG experience. Responsibility for the development of a balanced long-list supporting priorities, development of a quality deliverable, including prioritisation criteria and commercial implications. Leadership of the capability transfer strategy, particularly the lesson-learning seminars.
Krishna Joshi *Pattern*: *Pattern*: 2 days per week	**Strategy& Engagement Manager** – Responsible for managing junior team members, production of deliverables, and deployment of the Strategy& Capability-Based Approach to strategy development.
Yuval Fertig *Pattern*: 2 days per week	**Trade Economist and Analyst** – Responsible for handling, analysis and developing insights from DIT's and other trade datasets.
Leena Kang *Pattern*: 2 days per week	**ODA Analyst** – Responsible for prioritisation of ODA opportunities and production of written longlist. Designated CoI Officer for this project.
James King *Pattern*: 4 days	**ODA Analyst and Project Manager** – Responsible for technical research and analysis, particularly on 'other actors' in the ODA space, as well as project administration and workshop/seminar logistics.

per week	

In addition, we propose an **expert advisory panel** providing a sounding board, independent challenge and scrutiny to the proposed longlist and its 'fit' for DIT: **Dirk Willem te Velde** and **Myles Wickstead**. They will provide critical challenge to test the longlist for compliance, feasibility and genuine development impact, recognising that ODA spending takes place in a complex political landscape both domestically and in ODA countries. One expert will attend each of the two workshops if agreed with DIT, and one will provide independent review of the draft ODA longlist and prioritisation criteria. PwC will cover the advisory fees for both of these independent individuals (in addition to the substantial overall discount in our commercial offer).

Dirk Willem te Velde, Principal Research Fellow and head of the International Economic Development Group at the Overseas Development Institute. Focus: Trade

Myles Wickstead CBE, senior aid expert, former Ambassador, former Board Member of the World Bank and currently acting Chief Executive of Wilton Park. Focus: ODA

Zlatina Loudjeva: **Skills and previous experience:** Director, Strategy&. 20 years' experience in development with DFID, the World Bank and private sector. Recognised expert in ODA impacts, gender and disability. Experience with donor co-ordination in Africa and Asia. Has led strategy work, critical reviews, scoping and pre-scoping for DFID, Prosperity Fund and the Infrastructure Projects Authority, and several ODA capacity building projects. Leads PwC's ODA compliance work, supply chain management and Code of Conduct implementation. Former Board member of British Expertise with an MSc from the LSE. **Contribution to successful delivery**: Led to a high standard some of our largest ODA programmes. Director of £12m Infrastructure and Cities for Economic Development (ICED) Facility, which is designing the next generation of ODA programming in infrastructure and has produced 7 business cases, 18 'pre-' and 44 'full' scopings, 3 critical reviews and 5 strategies under her leadership, meeting all KPIs, milestones, and PbR targets over 4 years. Led recent support to IPA for Prosperity Fund ODA in Indonesia.

John Tress: **Skills and previous experience:** MA, Oxford University. 10 years' experience in international development, including drafting ODA Business Cases and running projects with an international business and ODA/development scope. Qualified ICAEW Chartered Accountant. **Contribution to successful delivery:** *ODA design expertise:* a strategist with strong financial acumen, he has designed/implemented 12 major ODA initiatives across multiple sectors, from leading the design of a £30m global insurance initiative to leading the implementation of an £800m education fund. Recently led design work for an ODA sovereign lending facility and completed a critical review of a longlist of HMG development capital initiatives. Design work has helped unlock ODA investment across HMG, including for HMT, BEIS, FCO and DFID; he has written HMG Business Cases. *Innovative delivery models:* Specialist area is innovative delivery models for ODA. Has advised on structuring of some of HMG's most ground-breaking initiatives, e.g. UK-India Green Growth Equity Fund, Global Innovation Fund, Business Innovation Facility.

Krishna Joshi: **Skills and previous experience:** Manager in Strategy& team with four years of experience working in strategic roles with central government clients such as Defra, Cabinet Office, DECC and across law enforcement. Krishna also undertook a 9 month secondment to the Industrial Strategy team at the Department for BEIS, where she engaged with DIT policy and strategy teams. **Contribution to successful delivery:** Krishna has a range of experience working in policy environments managing complex stakeholders, leading cross-government workshops and collating data/views into strategies and prioritised criteria.

Yuval Fertig: Skills and previous experience: MSc Economics (University of Amsterdam), BA PPE (University of Oxford). Experience in trade economic and econometric analysis and handling government datasets. **Contribution to successful delivery:** Through work for different Whitehall departments, Yuval understands trade economics and policy analysis. He is an ONS safe researcher, and has accessed confidential government databases in SRS.

Leena Kang: Skills and previous experience: BSc Mathematics with Economics, London School of Economics. Experience in the design of ODA business cases and knowledge management; ODA learning sessions with HMG advisors; programme, financial management and M&E analysis. **Contribution to successful delivery:** as a Work Package Manager for Infrastructure & Cities for Economic Development (ICED), Leena is familiar with the design process for ODA programming; knowledge transfers and Conflict of Interest.

James King: Skills and previous experience: MPhil Development Studies, and BA Geography, Cambridge. PwC Associate focusing on project management of ODA programmes in sub-Saharan Africa and technical research for shorter term strategy projects. **Contribution to successful delivery:** Delivered technical research in support of ODA strategy work, including on sovereign debt finance and infrastructure gaps in frontier markets. Programme Manager for the UK's Business Innovation Facility, an ODA programme seeking to enable investment and growth of international business in frontier markets across sub-Saharan Africa and S/SE Asia.

Excellent understanding of the ODA context – the 2018 ICAI review of UK aid identified PwC as one of the **top six ODA suppliers** for DFID and the **top supplier for 2016-17**, managing over £140 million of spend. We have an experienced multi-disciplinary team grounded in practical, hands-on design and delivery of ODA across Africa, Asia and Latin America. We have extensive experience with political and stakeholder management, and have contributed to multiple Parliamentary inquiries and ICAI reviews. We have managed co-funded programmes with USAID, the World Bank, the Dutch Government and have participated in UN events, OECD working groups and x-HMG events. This experience plus our extensive ODA country footprint give us excellent insights into the ODA context (multilateral, bilateral, international, regional, national and sub-national), especially in terms of what works, how the UK is perceived and how UK business is engaged. We offer not just our Strategy capability but also the lessons learnt in execution, and in partnering with businesses as a leading UK ODA provider. Our ODA supply chain includes over 130 unique suppliers, including UK SMEs and leading corporate brands.

> 爨 Department for International Development **Example – the performance of our ODA portfolio.** In 2016, DFID reviewed 10 PwC programmes as part of their Key Supplier Review. PwC consistently scored highly across 10 programmes, including on innovation 4/5 and performance improvement 4.5/5.

Understanding the time and resources required – we are aware of the complexities of the ODA approvals process as we have been supporting DFID and the Prosperity Fund (PF) with the development and improvement of business cases. We understand that ODA funding is competitive and submissions need to be compliant, targeted and distinctive to get through multiple approvals. This process demands real effort to put together evidence reviews, economic cases, Theories of Change, etc. It is iterative and takes time as comments from multiple reviews need to be addressed, and it demands multi-disciplinary skills (including social inclusion and gender expertise that is in short supply in departments outside DFID). We are also aware, through experience, that from scoping, pre-scoping to approvals the process may take a year or more and in this time the political context in partner countries may change. We

have worked through all these problems with multiple clients including DFID, PF, HMT and the IPA.

> **ICED** **Example – delivering ODA through ICED.** In the past three years we have done: 3 critical reviews; 18 + pre-scoping studies; 7 business cases have been designed; 44 new programme scopings and existing programme redesigns; £400+m funding mobilised.

DIT's desired role – ODA is an opportunity for DIT to channel the UK's trade expertise to support developing countries with aligning standards; adopting best of UK standards; adjusting to changes in tariffs; developing robust trade strategies; and promoting domestic exports, for example by attracting overseas direct investment or through strategic business partnerships. We appreciate the importance of a distinctive and 'compliant' DIT offer in this space. We have helped the IPA to scope exports of British best practice without it being tied aid; we are also working with DFID on options for their 'offer to business'. We have deep experience in mapping UK value chains, barriers to exports and private sector perspectives, plus experience in gender, transparency of aid, and compliance with IDA, GEA and OECD DAC principles.

Support for DIT's objectives – UK support for priority areas in third countries is a 'door opener' where governments are under political and demographic pressures and the UK is able to help. We have firsthand experience of joint DFID, FCO and DIT work in Tanzania. Targeted ODA programming could help DIT to achieve its objectives of increasing exports to 35% of UK GDP. We worked extensively with the DIT Export Strategy team in 2018 and conducted two major studies of UK business export behaviours for HMG. We hosted Antonia Romeo at a Strategy& event and are welcoming Baroness Fairhead as a key speaker at our renowned International Development conference in March, to discuss AfT. From this close relationship, we also know that DIT's needs are greater than this project's written deliverables. DIT will need a degree of cultural change as well as technical capability to be a strong ODA department.

Overall approach to developing the Critical Review Document

Phase 1: Aligning our Ambition. We suggest a rapid kick-off meeting as soon as the decision to appoint is made, to align our thinking and develop a clearly articulated ambition for this project, based on DIT's wider ambitions for becoming an ODA-spending department. We will come prepared having read the Single Departmental Plan and any other initial scoping or strategy materials you have shared with us.

At the kick-off meeting, we will agree a framework for approaching our work, based on the Strategy& Capability Based Approach:
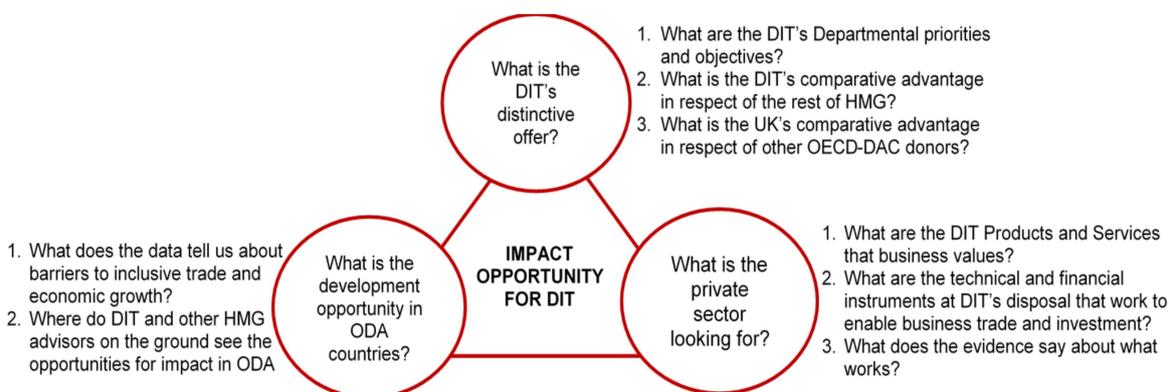
Phase 2: Data Gathering & Analysis. We will agree with you a list of stakeholders to interview and a full set of literature to review. We also recommend that early on we commission a survey of key stakeholders to assess their current perspectives on DIT's role in ODA, their confidence and capabilities in ODA design, and current opportunities and risks.

At the end of the interview and literature review period, we will hold an early findings workshop, to share headlines from the process so far. This is an important moment to align views before we embark on the drafting phase.

Phase 3: Drafting & Quality Assurance. Bringing together the scoping work already carried out, the interviews and the literature review, we will begin drafting the longlist of ODA opportunities. We will target a balanced longlist that combines (for example) a mixture of short-term and longer-term impact opportunities, large and small programmes, a blend of ODA countries with different profiles, and a range of thematic or technical approaches. This will maximise the speed of DIT's learning journey in commissioning ODA and also diversify the risk of your resulting ODA portfolio.

We will be transparent with you about some of the challenges and limitations that arise from the dual mandate of ODA spending. We know from our existing work with DIT and our recent survey of 128 businesses that most UK businesses need more help to invest successfully in ODA-eligible countries, which are often perceived as high risk. We are also aware of the DFID 'offer to business' work and the challenges associated with it, both practical and regulatory. We can provide you with interesting examples of how to address such concerns effectively, including from work we have done with HM Treasury, BEIS, the FCO and DFID; and feedback from our practices in Germany, Italy, Japan and other countries on what they do differently in this space.

We will include practical recommendations on the potential modalities of aid which may be most relevant to the DIT's objectives and constraints. These include, for example, the use of challenge funds, special purpose vehicles, and deployment of development capital, as well as more traditional technical assistance facilities. We are well placed to advise on these modalities because we are a leading supplier of design and delivery services to the UK Government's ODA spending departments.

The multidisciplinary nature of our team and our advisors will make sure the longlist is not only aligned with your objectives but also ODA eligible, compliant and value-adding (i.e. they are additional to both UK Government and other initiatives in this space). We have suggested an independent advisory 'panel' of two experts as a sounding board. Our combined Strategy& and ODA delivery experience will give confidence that our proposals are workable in ODA context – ambitious initiatives often fail when done with disregard to the realities of the ODA context.

We will also provide commentary on the capabilities that will be required to deliver on the proposed longlist ideas. This will include capabilities that DIT will want to build in-house as well as capabilities it may wish to leverage from the market, from other Government Departments, or from not-for-profit institutional partners, for example.

Phase 4: Knowledge & Capability Transfer.

We understand that the critical review forms part of a much larger change required within DIT as it transforms into an ODA-spending department.

We will focus on the workshops as a key means of sharing knowledge with the DIT ODA Working Group. Through open and interactive discussion at the workshops we will ensure that there is strong understanding and buy-in from your team to the proposed longlist, not just a written deliverable.

One of our independent experts will attend each of the workshops. This will enable you to draw on much wider academic and political perspectives alongside our own practical approach.

We will also share the findings of each workshop with any additional stakeholders who were not able to be present. We can do this by sharing a memorandum of the session, as well as

30 minutes briefing calls if preferred.

However, we will also offer you two additional 'seminars', where we will be happy to share with you lessons learned from delivering international development projects over many years.

Our approach – data analysis

You have asked for assistance with two main sets of data: ODA data and trade data. We will invest time upfront with you to understand what the questions are that you would like to answer so that we can build well-tailored analytical models. In a data rich environment, data translates into information only when we can be clear about the management questions it aims to answer.

ODA data: we are familiar with all of the major sources of data that may be useful in this context, including IATI data, to which we are a major contributor as major ODA implementers; OECD-DAC International Development Statistics, including both ODA and Other Official Flows (OOF), and use of the Query Wizard for enabling analysis thereof; UK Government data through DevTracker, public expenditure disclosures and Departmental financial statements; World Bank datasets, including on ODA and on ODA-eligible countries' own economic data such as foreign direct investment and trade flows.

Trade data: we are familiar with the various datasets and we are happy to work with the datasets that the DIT already holds. Members of our team recently attended the ONS's conference on trade statistics, which clarified current data sources and laid out a roadmap for the future development of trade statistics. The types of data sources we could draw upon include, for example: i) Government trade statistics, in particular, International trade in services; and in goods; ii) New and experimental ONS trade datasets, including, trade in services by service type and country; and trade in goods by industry, country and commodity; iii) Confidential datasets, including those held at the ONS's Safe Research Service, for example, International Trade in Services survey (ITIS); iv) Publicly available trade-related datasets, such as from DESTA, which includes bilateral trade agreement and regulation variables; v) CEPII, which compiles bilateral structural and economic variables; and WITS, which provides bilateral tariff data; vi) Privately-procured databases, such as, Telegeography's dataset on data flows to/from UK from/to a given country; and InterVISTA statistics on air passenger flows.

We have already mapped relevant databases into one centralised data panel, which we will use.

Foreign & Commonwealth Office	Department for International Development	**Data analysis example**: We recently carried out a significant analysis on the economics of non-tariff barriers for the PF. We quantified the primary and secondary benefits that could arise from addressing such barriers.

We have experience modelling data across all three of DIT's identified themes:

DIT theme	Indicative analysis
Removing market access barriers by identifying regulatory	For a major Whitehall department, we recently modelled the total cost to businesses of 70 different regulatory barriers, and the resultant cost/benefit from aligning/misaligning standards. Our

barriers and aligning standards	analysis was a combination of standard cost modelling, CGE modelling and gravity modelling.
Promoting free trade through new FTAs and developing access to the multilateral system	Gravity modelling is a particularly insightful for tool for thinking about new FTAs. We have used it extensively in our work. For example, we presented a meta-analysis of 1,700 coefficients at the PwC International Development Conference, with a panel discussion that featured the Chief Economist at the FCO.
Supporting business to enter developing markets and maximizing mutually beneficial trade benefits through information and advice	We believe that the ONS's latest experimental dataset on trade in services and goods (released in October) provide a new lens with which to identify mutually beneficial trade benefits. Because the data splits trade by country and industry, we can analyse the trading partners which have the largest potential synergies, in terms of exploiting comparative advantages.

Our approach – best practice and quality assurance

We are proud of our reputation for high-quality design of ODA programming that is genuinely, and primarily, focused on inclusive economic growth and poverty reduction. Both DIT and PwC will have an interest in ensuring that the emerging portfolio of ODA programmes can stand up to rigorous, and sometimes challenging, external scrutiny.

We will establish an Advisory Panel to provide an independent assessment and quality assurance of all deliverables (see above). We also suggest engaging at least one fully external reviewer to provide independent detailed review of the data analysis (for example, we have existing relationships with professors at the University of Sussex).

All of our deliverables will be reviewed by both the Engagement Director and Partner.

Communication and honest dialogue will be critical to project success. We would suggest setting up a weekly, 15-minute check-in call with a designated member of your team. We can supplement this if required with a weekly email update.

Project plan setting out key deliverables and milestones

Week	1	2	3	4	5	6	7	8	9	10
1. Aligning our Ambition										
1.1 Kick-off meeting:	X									
1.2 Weekly call with DIT	X	X	X	X	X	X	X	X	X	X
1.3 Fortnightly meetings with DIT	X		X		X		X	X		
1.4 Reflect on ways of working during contract review meetings				X				X		
2. Data Gathering & Analysis										
2.1 Gather relevant literature and data	X									
2.2 Set up document sharing platform to support CoI controls	X									
2.3 Agree interviewees, messaging of purpose and set up interviews	X	X								
2.4 Develop skeleton structure for critical review document	X									
2.5 Review literature and conduct data mapping	X	X								
2.6 Quantitative data analysis		X	X	X						
2.7 Undertake interviews and create an analytical model of key messages, trends and link to data; create an overall analysis of all information and data points prior to the early findings workshop to be tested there		X	X	X	X					
2.8 Early findings workshop – two-fold focus on the longlist and capability needs					X					
3. Drafting & Quality Assurance										
3.1 Draft critical review document and consolidate data sets reflecting feedback from the workshop; particular focus on finalising the longlist and prioritisation/ranking criteria and tailored capability					X	X	X			
3.2 Internal quality review and submission of draft							X			
3.3 DIT review period, clarification and comments								X	X	
4. Knowledge & Capability Transfer										
4.1 Prepare final workshop material								X	X	
4.2 Finalise critical review document based on written, consolidated feedback from DIT									X	
4.3 Presentation of critical review and data sets to DIT ODA Working Group										X
4.4. (Value add offer) Two seminars, over course of delivery, on ODA lessons learned	X	X	X	X	X	X	X	X	X	X

Implementation – key activities

We will have a face-to-face kick-off meeting to get to know your team, your needs, expectations and concerns, to introduce our core team to you, and to agree on the best ways of working together. This meeting will help us understand the relevant work you have done to date and start scoping key priorities into a more tailored list below the broad headings you have provided. We will also discuss our approach to engagement of and communication with key stakeholders – e.g. a jointly owned message of the purpose of our work, key contacts to be made, etc. to avoid any sensitivities and/or confusion. We recommend that you consider an initial short survey amongst key stakeholders – our experience shows that it is highly informative, gives us the chance to reach out to more people and provides quantitative data to test in the interviews. We have in-house capability to do the survey well using a secure system that follows relevant data protection standards.

In the first week, we will make sure we have a comprehensive set of relevant documents from you and start reviewing existing relevant literature and data. We will start to develop a skeleton outline of the critical review based on our agreement on your priorities, and set up interviews. The interviewees will be DIT staff in Whitehall and country offices, but we may also speak with relevant FCO, DFID and other trade agencies working in aid to help identify gaps in the market and DIT's comparative advantages. We will agree the list with you before making any contact. We will also agree the key communication with you as we are aware of the existing and at times complex x-HMG relationships.

We will also, in week one, set up a safe and tested document sharing platform (Teamspace), to which your team will have access. We will ask you to share all your strategic documents via this platform, rather than email. This way, we can keep an audit trail of the documents we have received, and evidence their deletion at the close of the project. This is an important part of our wider approach to managing Conflicts of Interest that may arise down the line. The shared platform is also an important knowledge management mechanism as we can give more of your colleagues access as needed and reduce reliance on digging out e-mails.

Weeks two to six will be focused on reviewing the literature, undertaking interviews, analysing and consolidating data and starting to draft the critical review document, sharing our ways of working and thinking with you as we go along. We will develop, and agree with you, a structured interview set of questions, although we will then flex this according to the nature of the interviewees and the direction of the conversation.

We will initially work on identifying the problems and opportunities that new ODA programming from DIT could address, and discuss these with you. We will then start to develop the long list of options and triangulate the thinking with you and agreed other stakeholders. We suggest holding an additional, 'early findings' workshop with your team, to share with you our reflections having conducted the data analysis and most of the interviews. We think this will be a valuable 'check-in' before we start to populate the final document and it will be useful to ensure our thinking is aligned.

Implementation – moving to an ODA shortlist for DIT and tailored capability building proposition

The long list of 10-20 ODA programming opportunities for DIT will be provided in a clear and easy-to-use template format. Each opportunity will be limited to two pages. For each programming opportunity, we will cover the content outlined in the ITFC documentation, but we suggest a slightly revised layout to align it more closely to the HMG Business Case format from the outset, as below. This will save you time later on, and set you up with the key elements of future Business Cases already agreed:

- **Strategic Case:** Setting out the strategic context, development need and commercial opportunity for the proposed programme; the proposed scope of activities and how they play

to the UK's strengths as a development partner; the 'ballpark' Theory of Change, anticipated primary purpose results in terms of economic growth poverty reduction and the secondary benefit results, articulated using DIT's framework for capturing these; and discussion of the programme's compliance with OECD and ODA regulations and the UK's IDA and GEA;

- **Economic Case:** Setting a high-level list of delivery models that could be deployed in order to meet the objectives of the Strategic Case and of the wider Department. This will include consideration of the comparative advantage of DIT as an ODA-commissioning organisation, and critical challenge of whether they should be divested to or delivered in partnership with other HMG bodies or initiatives, to minimise conflict or duplication;

- **Commercial Case:** Setting out potential delivery arrangements in terms of procurement, partnerships, internal resources required from DIT, and timelines for launch and duration;

- **Financial Case**: Setting out a broad cost range and the split between revenue and capital expenditures, and highlighting any specific public expenditure regulations or risks that will need to be considered (e.g. the creation of balance sheet assets);

- **Management Case**: At this stage of the process, we will limit this to a few bullets on what is required in order to develop each opportunity out into a full Business Case, from the perspective of adequate planning and risk management. This could include further scoping work, further engagement across HMG and/or development of DIT's own in-house capacity in certain technical areas.

We will also develop a prioritisation methodology based on your priorities, what other departments are doing and the level of effort needed e.g. 'low-hanging fruit' vs long-term investment; a combination of long and short-term programming; a balance between various priority countries.

Based on the longlist, prioritisation and feedback from key stakeholders we will develop a capability-driven proposition that is tailored to what you are trying to achieve and your strengths. To do so, we will rely on our Strategy& Capability-Based Strategy model to make the transition as smooth and efficient for you and your staff as possible. We will map options for internal capability building, which will need to be complemented with smart strategies for your market approach, drawing on learning from the experience of DFID and the Prosperity Fund but also tailoring it to your own ambition and needs.

Implementation – governance arrangements

We will share the draft critical review document and consolidated data set with you on March 1, 2019. While we await your feedback, we will start preparing a two hour workshop, which will be a key moment for knowledge transfer. Provided you give your feedback to us by March 13, 2019, we will prepare the final version of the critical review document by March 22, 2019, and hold the workshop on the same day.

We recognise that from time to time unforeseen events mean that timeframes need to be adjusted. We have a deep, extensive pool of resources across trade, analytics and ODA, and we will be able to adjust our delivery timeframes flexibly to meet your needs.

The two-hour interactive workshop will allow us to present the long list of options and provide an opportunity for DIT's ODA Working Group to ask questions. We will bring our SME experts to the workshop to help think issues through as we then co-create ways for you to take the options forward and develop DIT into an ODA-spending department.

During the course of the ten week project, we will also (at times suitable for your team and wider stakeholders within DIT) organise two seminars on lessons learned from ODA programming. These will be provided at no cost to DIT and they represent our additional offer to invest in the DIT's capacity building journey in ODA. See A05 for further details.

Overall approach on ensuring Knowledge Transfer

Our approach will ensure that your staff develop the skills and capability to design and implement excellent trade projects that deliver real poverty impact, are fully compliant with the International Development and Gender Equality Acts and deliver measurable benefits to the UK.

We have a clear understanding of what works to build knowledge and capacity through our management of the Climate and Development Knowledge Network (CDKN), which explicitly focused on sharing knowledge with policy practitioners over seven years from 2010 – 2017; and from running Infrastructure & Cities for Economic Development, which DFID has procured as a way to create a radical step-change in its capability to design the next generation of infrastructure programming in aid. These are just a couple of examples.

We will share useful, relevant information – including concrete, practical examples of successful ODA programmes and tools to support implementation – through processes which support collaboration and interactive learning, and which empower your staff. Our two-page summaries of each long-listed opportunity will include practical, specific recommendations on next steps. We will work closely with you throughout delivery to establish a shared understanding of the list of potential programmes at each step of its evolution, and we will bring our own learned experience as a leader in the delivery of ODA programmes to equip your staff with knowledge of best practice in ODA delivery.

We will also offer to DIT, at no cost, two 'seminars' focussed on lesson-learning from our extensive track record in actually implementing ODA programmes (see below). More broadly, we have experience in digital sharing platforms, in-person and WebEx based learning sessions, 'help desks' and 'upskilling clinics. We have state-of-the art facilities for interactive learning (e.g. The Difference, The Experience Centre) which we will be able to use at no cost.

Methods and materials to be created

Ongoing co-design and collaboration – from the start of the project until its close, we will work collaboratively with you to ensure knowledge is continually shared and confidence and capacity built. This will take place through a rapid weekly catch-up, a weekly email where we summarise progress and flag to you key decisions you need to make, and occasional 'work together' days where we invite you sit alongside us in our Collaboration Space for clients in London Bridge. Under ICED, we also had a fixed afternoon once a month working in the DFID cafeteria and being available to advisors for quick ad hoc sessions and advice. We also offered learning sessions on specific subjects, including facilitated x-HMG round-tables. We would be delighted to consider such options with you as appropriate.

We have also proposed one additional 'early findings' workshop, halfway through the delivery, to allow us to share emerging thoughts arising from the literature review and first set of interviews, before we execute the main drafting phase of the project.

In-depth, interactive Knowledge Transfer workshop – our collaborative approach to knowledge transfer will culminate in a two-hour interactive workshop to be held on the same day as the submission of the final review document. This workshop will be key to the successful transfer of knowledge to the Department, and will be co-created with the DIT ODA Working Group to ensure confidence across all aspects of the review. We will not just present the findings of the review to you, but rather there will be continuous participation and facilitated discussion throughout. Our SMEs will work with you through any questions to ensure a comprehensive shared understanding of the longlist of ODA-eligible programmes and the supporting logic, as well as the tools for you to take forward the options. The agenda will be built out and elaborated on together, but at this stage, we see it including the following: (a) Overview of methodology; (b) Strategic overview of the proposed portfolio and possible scenarios; (c) Deep dive into the specific suggested programmes; (d) Reflections and planning for next steps.

Example 1: Workshops on development capital in ODA: We delivered a project for DFID focused on innovative ways to deploy development capital in an ODA context, for which we ran two workshops. These included senior stakeholders within DFID outlining strategic options, collaborating to determine feasible deliverable models for the proposed innovation and actions.

Example 2: Round table discussion on designing development initiatives: John Tress, Team Leader for this engagement, ran a round table discussion with senior ODA experts and DFID, considering the critical success factors for optimal design of new ODA programmes, with a particular focus on collaboration with other actors. The round table identified the need for a powerful story, the right financial backing, good governance from the outset, and paying attention to technical details.

ODA best practice seminar events – we will also offer you two additional 'seminars' (which we will offer at no cost), where we will be happy to share with you the lessons we have learned through our delivery of international development projects over many years:

- **Seminar 1 – risk management and safeguarding in ODA**: a clear and comprehensive approach to and capability for dealing with risks (including critical incidents) is central to the success and longevity of ODA programmes. We understand the scrutiny on ODA spend and the central importance of managing reputational risk and minimising the chances of so-called 'programme-ending events'. The strength of our well-established risk management and safeguarding approaches on ODA programmes has been recognised by other HMG departments, at the request of whom we have provided training for other HMG ODA programmes. For example, we led a capacity-building workshop on our safeguarding approach developed on the Girls' Education Challenge (GEC). Zlatina Loudjeva, leads our work on ODA compliance and risk management. Zlatina has solid safeguards experience, including with the World Bank, DFID, EBRD; and private sector as Shell and BG Group.

- **Seminar 2 – adaptive management (scaling up successes and cutting failures)**: The political pressures on ODA, the use of public money and the risks associated with working across multiple geographies make it imperative that good practice is shared and lessons are learnt so that successes can be scaled and underperforming projects cut. We manage around a dozen programmes rated A+ or A. Within this seminar, we will focus on the key features of successful programmes and what we have learned through application of the Smart Rules/Effective Delivery principles. Zlatina, our Engagement Director, has a strong reputation in this area. We can cover a range of topics of interest to you, such as political economy analysis, payment by results, supply chain management, adaptive management, innovative delivery modalities such as the Private Infrastructure Development Group, best practice in challenge funds, impact monitoring and evaluation, etc.

Materials to support successful knowledge transfer – aside from the core deliverables (the long-list and the datasets), which you will retain, we will also produce and hand over to you (a) key messages from every interview and every document reviewed as part of the literature review; (b) a precis of each of the two workshops, with key agreements reached and actions agreed; (c) two-page snapshots of the key messages from each of our two seminars; (d) combined analysis of all of the above.

How DIT will access material post-contract

All materials we produce such as reports and presentations, as well as any datasets and supporting analysis we compile, will be DIT-branded, and we will hand them over to your team at the close of the project. Throughout the engagement, all files will be kept on an accessible Teamspace site, from which you will be able to download all files upon completion of the project. To the extent that your team need or want any training on how the data analysis was conducted in order that it can be replicated or manipulated, we will be happy to provide this.

Conflicts of interest – accounting for the specifics of ODA

As a leading professional services brand PwC has the experience, culture, systems and processes to manage Conflict of Interest at the individual, business and supply chain levels. We see integrity as business critical as it underpins our services: from MoD to private sector assurance and fiduciary risk management we need the trust of our clients. In recent years, we have developed tailored procedures for managing CoI for ODA funded programmes and throughout the lifecycle of Business Case design for HMG, from concept note development, to scoping of new programmes, full business case design, and enhancement of existing business cases or procurement processes. This is a product of our market-leading position as an ODA delivery partner of HMG and the peculiarities of CoI in ODA context, particularly where we need to manage complex supply chains of diverse businesses across multiple legal and regularity regimes in compliance with ODA requirements and our clients' and our own Codes of Conduct.

Our extensive, multilayered experience is relevant to CoI on this project, but also because:

- The DIT will need to develop the CoI experience and capability needed to hold its ODA suppliers accountable and manage CoI itself when an ODA portfolio is developed;
- Feedback is consistent that the UK private sector is particularly sensitive to CoI in ODA. ODA tenders are highly competitive, open to providers in countries with different price points, regulations and legislations. They also typically place high levels of risk on the UK lead companies in uncertain and unstable context. Perceptions of poor CoI management are perceived as immediate barriers to UK business engagement in ODA delivery.

Policy – PwC's robust procedures

1.1.1 Our policy on Conflict of Interest is set out in our Global Code of Conduct, which is published. Every Partner and member of staff at PwC must adhere to the Code and complete mandatory annual training. Failure to complete the compliance training results in disciplinary measures. The training is specifically designed to cover the different levels of CoI, individual, organisational and in the supply chain. As a firm experienced in complex supply chain management, we also have a Code of Conduct for suppliers and contractors.

We have a requirement to undertake a 'relationship check' prior to undertaking any business engagement – which means that prior work we have done for clients can always be flagged and dealt with appropriately. This is managed by PwC's Compliance department and they determine whether a new relationship requires the creation of an ethical wall. The same department oversees the ethical wall process.

Because integrity is business critical for us as a professional services firm, our processes are designed to instill this understanding in all our employees and contractors. Relevant compliance and disciplinary measures are monitored directly by the Office of the General Council (OGC).

Policy – PwC's robust procedures for ODA programmes

CoI is fundamental to ODA-funded programmes such as the Infrastructure & Cities for Economic Development (ICED) Facility, for example. As described in A02, we have helped design multiple business cases, re-design programmes and carry out scoping studies. These have been conducted in more than 20 countries, using different local subject matter experts in diverse legislative regimes. We have developed a tailor-made policy, including personal statements of acceptance across the supply chain and dedicated 'whistle blowing' and 'self-reporting' mechanisms covering the supply chain. The policy has been reviewed positively by the DFID procurement and commercial teams.

Feedback from the private sector is consistent that poor CoI management creates a disincentive to partner with HMG. Our recent work on the Business Case for Cities and Infrastructure for Growth (CIG), which we helped DFID to design, is an example where our

strict management of CoI reassured the market and resulted in a competitive, high quality bidding process.

Policy – specific measures we will take for this DIT assignment

All proposed team members have been made aware of the sensitive nature of this project and the proximity to confidential information. All staff, including subcontractors, will be made to sign up to PwC's enhanced policies and procedures for ODA, including CoI policy, before engagement. We will report to you regularly how CoI is implemented.

We recognise that for the sake of efficiency, value, fairness and compliance, CoI mitigation measures need to be appropriate and proportionate to the potential risk. Drawing on our experience of working with Whitehall on all aspects of business case design, we propose the below compliance structure, additional to PwC's existing procedures, based on the nature of work within this project and its intended deliverables.

- **We will be happy for you to publish both our presentations and our data analyses, and we will brand them as DIT documents to enable you to do this flexibly alongside any other material you may wish to publish to the market.** Where potential future suppliers have been involved in preliminary strategy, programme design, or development of Business Cases for ODA, it is standard practice in our experience for the relevant ODA spending department to publish any deliverables (such as reports or data analyses) produced by those suppliers to the wider market. This ensures that all suppliers at the competition stage have access to the same material based upon which the programme has been designed.

- **We will manage information closely within the team:**
  - Team members will not divulge information about the project outside the core team and Advisory Panel.
  - A formal CoI awareness note will be circulated to all team members, including subcontractors, with detail on CoI policy and information restrictions, at project kick-off.
  - In addition, we will hold a CoI briefing at our initial kick-off meeting and document a record of attendance and agreement.
  - Only the core team will have access to any documents or data shared with us by DIT, through restricted file access on PwC's approved file-sharing site, Teamspace (see more information under Systems).
  - If for any reason it is also necessary that new PwC staff, partners or subcontractors join the team they will be asked to declare any interest and be given similar briefings.
  - CoI mitigation measures will be in place until publication of all documentation.

- **Following the closure of the project, we will also confirm the deletion of any sensitive data which, in consultation with you, could give rise to future conflicts of interest.** The use of Teamspace will provide us with an auditable trail that this has been done.

Auditing – PwC's robust procedures
- PwC's central Compliance function monitors a selection of projects each month and provides feedback to relevant Engagement Leaders;
- Every Partner within PwC has at least one of their client engagements every year reviewed for adherence to firmwide standards;
- Engagement teams must carry out an audit of their Teamspace site on a periodic basis, confirming that access is restricted only to necessary personnel with the correct access rights. This is overseen centrally any breaches are reported to the Compliance Team.

Auditing – specific additional measures we will take for this DIT assignment
For this engagement, we will be happy to confirm to you, upon completion of the engagement, that our 'record of engagement' for this piece of work has been independently reviewed by an internal compliance colleague, and designated as 'compliant' with PwC's global engagement standards.

Systems – PwC's robust procedures

- Engagement teams are required to follow a relationship checking process before taking on a new client or engagement or prior to entering into a business relationship with a third party. This involves a review of the firm's systems to identify other relationships that PwC has with the clients. The firm's systems maintain a comprehensive record of our prior client engagements, globally, and are therefore well-equipped to identify potential CoI risks;
- We also have physical systems in place to manage CoI while engagements are in delivery. For example, we have secure 'conflict rooms' where project engagement teams can sit together, isolated from the wider business so as to ensure that confidential conversations are not overheard or information mistakenly leaked. Security pass entry to access to these rooms also provides an auditable trail of access to the conflict room.

Systems – specific additional measures we will take for this DIT assignment

For this engagement, we propose to use Teamspace for all exchanges of documents and potentially sensitive information. At the end of the engagement, the Teamspace site will be cleared and all team members will be required to confirm, in writing, that they have deleted any copies of information that have been downloaded.

Training – PwC's robust procedures

- Staff are trained on ethical matters on joining PwC, including our CoI policies and procedures, and annually thereafter within online e-learning modules. All PwC staff and partners are required to follow a code of conduct. The employment manual specifically requires compliance with the key standard, "conflicts of personal interest". All delivery personnel on this project will sign up to these requirements.
- PwC has a culture of consultation and there are support functions through the Risk & Quality functions and the central Compliance department.

Training – specific additional measures we will take for this DIT assignment

We will conduct a briefing at the outset of this project, as well as subsequently for any new team members that may be brought on board, to ensure that all team members are aware of the sensitivity of information in use, and of the procedures we are putting in place to manage any potential Conflict of Interest.

We are aware of the risks of informal knowledge sharing which can arise when handling sensitive information. We regularly encounter situations in which informal knowledge-sharing is a risk and we have safeguards in place to mitigate this, including:

- A professional culture of discretion and client confidentiality which is reinforced by both professional standards, regular annual training and a 'tone from the top' from senior management about the importance of data protection and personal integrity.
- Whistleblowing lines, as well as several other less formal channels such as line managers, HR managers and career mentors, for team members at any grade to raise any concerns they may have about inappropriate disclosure of information.
- Conflict checks on personnel at the bid stage: all personnel engaging in a bid process are under a personal obligation, as part of their employment, to declare if they have a conflict (including as a result of being privy to sensitive information).

We also confirm that all team members will have the necessary BPSS clearance before commencing work for DIT.

Appendix 2 - Project Plan

KPI	Service Area	KPI description	KPI achieved
1	Draft Critical review	Provision of draft critical review document containing long list of potential ODA programme business case ideas to DIT by 01/03/19. Each 'opportunity' to include the purpose, activity, results, eligibility, additionality, implementation considerations and cost as per the specification.	Critical review document with 10-20 opportunities identified, with programming solutions to total £100-200m programming spend p/a. Delivery on time and to the required standard as verified by DIT contract manager.
2	Data sets	Provision of consolidated data sets by 01/03/19	Deliver on time and to the required standard as verified by DIT contract manager
3	Final critical review	Provision of final critical review document containint long list of potential ODA programme business case ideas to DIT by 22/03/19. The document should include everything specified in KPI 1 and also have included all comments and feedback from DIT following submission of the draft review	Delivery on time and to the required standard as verified by DIT contract manager.
4	Knowledge transfer	Presentation of critical review and consolidated data sets to DIT ODA working group by 22/03/19	Deliver on time and to the required standard as verified by DIT contract manager 85% of presentation attendees feel confident in delivering ODA programmes following presentation

Week	1	2	3	4	5	6	7	8	9	10
1. Aligning our Ambition										
1.1 Kick-off meeting:	X									
1.2 Weekly call with DIT	X	X	X	X	X	X	X	X	X	X
1.3 Fortnightly meetings with DIT	X		X		X		X	X	X	
1.4 Reflect on ways of working during contract review meetings				X				X		
2. Data Gathering & Analysis										
2.1 Gather relevant literature and data	X									
2.2 Set up document sharing platform to support CoI controls	X									
2.3 Agree interviewees, messaging of purpose and set up interviews	X	X								
2.4 Develop skeleton structure for critical review document	X									
2.5 Review literature and conduct data mapping	X	X								
2.6 Quantitative data analysis		X	X	X						
2.7 Undertake interviews and create an analytical model of key messages, trends and link to data; create an overall analysis of all information and data points prior to the early findings workshop to be tested there		X	X	X	X					
2.8 Early findings workshop – two-fold focus on the longlist and capability needs					X					
3. Drafting & Quality Assurance										
3.1 Draft critical review document and consolidate data sets reflecting feedback from the workshop; particular focus on finalising the longlist and prioritisation/ranking criteria and tailored capability					X	X	X			
3.2 Internal quality review and submission of draft							X			
3.3 DIT review period, clarification and comments								X	X	
4. Knowledge & Capability Transfer										
4.1 Prepare final workshop material								X	X	X
4.2 Finalise critical review document based on written, consolidated feedback from DIT									X	
4.3 Presentation of critical review and data sets to DIT ODA Working Group										X
4.4. (Value add offer) Two seminars, over course of delivery, on ODA lessons learned	X	X	X	X	X	X	X	X	X	X

Appendix 3 - Call Off Contract Charges

Appendix D - Pricing Schedule

Procurement Title:	Critical review to identify opportunities for potential Official Development Assistance (ODA) programmes for the Department for International Trade				
Procurement reference:	DN383708				
Lot number:	4				

Name(s)	Grade	Framework Maximum Rate	Daily Rate £ (exc VAT)	Number of days	Total £ (exc VAT)
David Armstrong	Partner / Managing Director	£2,570	£2,570	2	£5,140
Zlatina Loudjeva	Managing Consultant	£2,570	£2,570	4	£10,280
John Tress	Principal Consultant	£2,190	£2,190	10	£21,900
Mylo Scurr	Senior Consultant	£1,840	£1,840	20	£36,800
Yuval Fertig	Consultant	£1,590	£1,590	20	£31,800
Leena Kang	Consultant	£1,590	£1,590	20	£31,800
James King	Junior Consultant	£1,250	£1,250	40	£50,000
	TOTAL				£187,720

Pricing Schedule - Total

	Total £ (exc VAT)	Total £ (Inc VAT)
Personnel	£187,720	£225,264.00
Discount	-£37,720	-£45,264
Total	£150,000.00	£180,000.00

Payment

Payment will be made in full following satisfactory completion of all deliverables as verified by the DIT Contract Management. Invoices submitted must include the PO number and a breakdown of all work completed. Payment will be made by BACS.