













## Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at

| Engagement details          |   |            |     |
|-----------------------------|---|------------|-----|
| Engagement ref #            | DPEL_61545_025  |            |     |
| Extension?                  | N   | DPEL Ref.  | N/A |
| Business Area               | Defra: Agri-Food Chain  |            |     |
| Programme / Project         | Monitoring of food system priority outcomes   |            |     |
| Senior Responsible Officer  | [REDACTED]  |            |     |
| Supplier                    | PA Consulting   |            |     |
| Title                       | Baseline metrics for monitoring food system priority outcomes   |            |     |
| Short description           | Develop and present indicators to assess progress towards Government's agri-food priorities, and baseline data against which progress can be tracked. |            |     |
| Engagement start / end date | 11/12/23  | 01/03/2024 |     |
| Funding source              | CDEL  |            |     |
| Expected costs 23/24        | £80,000   |            |     |
| Expected costs 24/25        |   |            |     |
| Expected costs 25/26        | £0  |            |     |
| Dept. PO reference          | Dept. PO reference # (to allow for Defra Group recharge)  |            |     |
| Lot #                       | Lot 2   |            |     |
| Version #                   | 0.1   |            |     |

**Approval of Project Engagement Letter**

By signing and returning this cover note, **Defra** accepts the contents of this Project Engagement Letter as being the services required and agrees for **PA Consulting** to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 2), with Defra Group and confirms the availability of funding to support recharge for the services.

| Signatures  |  |   |
|---|--|---|
| Supplier  | Business Area  | Defra Group Commercial  |
| <br>By: _____<br><i>Signature</i>  |   |    |
| For and on behalf of PA Consulting Services<br><br> | For and on behalf of Defra<br><br> | Defra Group Commercial<br><br><br> |
| 13/12/2023  | 13.12.2023   | 15.12.2023  |
| Supplier engages with Business Area to complete. Once agreed, Supplier signs front page and sends to Business Area  | Business Area signs front page and sends to DgC  | On approval, DgC signs and returns copy to Business Area and Supplier   |


## 1. Background

We lack robust data on food system outcomes. This research will further develop indicators to assess progress towards Government's agri-food outcomes, and collect baseline data against which progress can be tracked. Ongoing monitoring will inform policy development across Agri-Food Chain Directorate (AFC), and beyond.

The indicators will track progress against three outcomes, post-farmgate:

- (i) a prosperous agri-food and secure food supply
- (ii) a sustainable, nature positive food system
- (iii) trade that provides export opportunities and consumer choice

This project builds on a monitoring and evaluation scoping exercise completed in March 2023. The project will revise and refresh the existing theory of change and logframe review to strengthen the benefit statements and indicators. It will incorporate indicators based on primary data collection to ensure a better balance between primary and secondary data sources in the logframe. The project should reflect best-practice guidance in the Magenta Book and Defra Complexity Evaluation Framework.

## 2. Statement of services

### Objectives and outcomes to be achieved

The overall question to be addressed is "What indicators should we use to assess progress against Government's priority food outcomes and what do they currently show?". The project will provide baseline monitoring of priority outcomes and where possible show the direction of travel, improving strategic evidence for agri-food policy making going forward.

### Scope

The project is split into 4 stages:

**Stage 0: Project Start up and initiation** (~1 month)

**Stage 1: Finalise key performance indicators (KPIs) to assess progress against Government's priority food outcomes** (~4 months)

**Stage 2: Design outputs for the monitoring programme** (~2 months)

**Stage 3: Collect and present baseline data against the KPIs** (~10 months)

#### **Stage 0: Project Start up and initiation**

The objective of this stage is to prepare a monitoring plan and associated project documentation to enable delivery of the project to time / quality / cost. The key activities required are:

- Project start-up meeting
- Production of **Project Initiation Document (PID)** including project structure, approach, governance, RAID log and reporting approach.

#### **Stage 1: Finalise key performance indicators (KPIs) and methods of data collection against these indicators to assess progress against Government's priority food outcomes**

The key activities required are:

- Review monitoring and evaluation scoping exercise completed in March 2023.
- Work with teams across Defra to refresh nested theory of change models and Figure 2 in evaluation scoping exercise, focusing on additional activities in AFC and 'EU & International Trade' directorates. Clearly articulate the causal link between policy activity with the three priority outcomes.
- confirm existing data gathering and monitoring plans with policy teams
- Identify data gaps in our ability to monitor agri-food outcomes
- Check relevance of the proposed indicators (from March 2023 exercise) according to the new activities. Create new indicators where required.
- If possible, make a weighted and aggregated index of the indicators for each outcome to give an overview of our progress, which is understandable to a member of the public
- Update existing logframe with metrics and data sources for monitoring progress against the indicators and priority outcomes.
- Write interim report. As a minimum, this should include: methodology for weighting data; proposals for primary and secondary data to fill data gaps; and primary data collection methods. Drawing on the evaluation scoping exercise, we would like to peruse the silver level of data collection.
- Undertake initial exploration of contribution analysis to understand how changes in outcomes could be attributed to government policies and the influence of external factors.

#### **Stage 2: Design outputs for the monitoring programme**

As detailed in the evaluation scoping exercise, there is likely to be a diverse audience of internal and external stakeholders for findings who may want to use them in different ways. Therefore, the monitoring programme is likely going to need multiple routes of dissemination. The output needs to be able to be updated each time new data is collected.

Propose options for how the data can be presented in a user friendly and easily updatable format. Undertake limited stakeholder testing of these formats. Possible output formats include:



- report (see [25 Year Environment Plan: progress reports](#), [Resources and waste strategy for England: monitoring and evaluation](#) and [Natural Flood Management Programme: evaluation report](#))
- evidence packs (see [Farming and environment evidence packs](#))
- dashboard (see [Bovine TB Interactive Dashboard](#))

We can share more examples with the successful contractor.

### **Stage 3: Collect and present baseline data against the KPIs (~8 months)**

Collect baseline data from both primary and secondary data sources. Address questions posed in the evaluation scoping exercise:

1. What are the main learning opportunities and barriers for delivery of the activities and making progress towards Government's agri-food outcomes?
2. How can selected KPIs, and the weighted and aggregated index of the indicators, be understood in the different contexts in which initiatives are delivered? What additional evidence should a monitoring team draw on?
3. What has Defra/other organisations done in the past to deliver similar policies? What evidence exists to show results so far against these policy outcomes?

Present baseline data, theories of change and evaluation approach according to outputs agreed in Stage 2.



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**Risks**

- |   |
|---|
| <ul style="list-style-type: none"> <li>- Availability of Defra resources and other stakeholders</li> <li>- Availability of supporting data and information</li> <li>- Ability to build / obtain consensus on overall monitoring approach</li> <li>- Change of objectives due to a general election</li> </ul> |
|---|

**Assumptions and dependencies**

- |  |
|--|
| <ul style="list-style-type: none"> <li>- Stakeholders available for workshops to support development of theory of change</li> <li>- Availability of project manager to provide ongoing support, including scheduling stakeholder meetings.</li> <li>- Access to information and data regarding M&amp;E of related policy/programme delivery</li> </ul> |
|--|

**Deliverables**

- |  |
|--|
| <p>Phase 1</p> <ul style="list-style-type: none"> <li>• Project Initiation Document (PID)</li> <li>• Update logframe and theories of change (Stage 1)</li> <li>• Proposed outputs for the monitoring programme with rationales (Stage 2)</li> <li>• Baseline data, nested theory of Change refresh, and monitoring approach in formats agreed in stage 2</li> </ul> <p>Phase 2</p> <ul style="list-style-type: none"> <li>• Baseline data (Stage 3)</li> </ul> |
|--|

| Deliverable                                   | Success Criteria   | Milestone / Date | Owner (who in the delivery team?) |
|---|--|------------------|-----------------------------------|
| <b>Phase 1</b>                                |  |                  |                                   |
| Project Initiation Document (PID)             | A PID project plan is required to be sent to the Defra Project Officer, following the Inception Meeting. This will set out in detail: <ul style="list-style-type: none"> <li>• Refined methodology setting out key tasks</li> <li>• Refined project plan and timeline.</li> <li>• Governance and reporting arrangements</li> <li>• RAID log</li> </ul>   | December 2023    | PA Consulting                     |
| Proposed outputs for the monitoring programme | Proposed outputs for how the data can be presented in a user friendly and easily updatable format. This will include: <ul style="list-style-type: none"> <li>• Example outputs (including contents page, visuals etc depending on output type)</li> <li>• findings from limited stakeholder testing of these formats</li> <li>• Suggestions for which format(s) are taken forward and why</li> </ul> | Feb 2024         | PA Consulting                     |



| Deliverable                                     | Success Criteria  | Milestone / Date                        | Owner (who in the delivery team?) |
|---|---|---|-----------------------------------|
| <b>Phase 1</b>                                  |   |   |                                   |
| Interim report                                  | Develop relevant information from evaluation scoping exercise (March 2023), and include: <ul style="list-style-type: none"> <li>• Approach and methodology for collecting primary data where required</li> <li>• Updated logframe (detailing indicators and data sources) and nested Theory of Change/s to set out the drivers of progress. This will draw on existing evidence, policy documentation and be developed in conjunction with policy leads and other relevant stakeholders.</li> <li>• <b>Confirmed monitoring principles and questions</b> - setting out what the monitoring is seeking to provide and the evidence that is required to address these.</li> <li>• <b>Methodological details</b> - in particular the approach to understanding the net impact of Food Strategy (taking into account attribution of impacts, deadweight and displacement).</li> <li>• Proposed weighted index(s) of the indicators</li> <li>• Finalised set of <b>Critical Success Factors</b></li> </ul> | Feb 2024                                | PA Consulting                     |
| <b>Internal Capability Development Outcomes</b> |   |   |                                   |
| Training and capability building of staff       | Two training sessions at the end of the project for analysts and policy officers to learn the methodology and how to update the outputs   | Throughout – training package developed |                                   |

#### Limitations on scope and change control

Unless instructions to the Supplier are later amended in writing, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be acting in reliance on information provided by the Business Area.

The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.

This Project will be undertaken on a time and materials basis.

### 3. Delivery team

| Name | Role (link to stage/s resource will work on) | Grade | Daily rate | # of days | Cost |
|------|--|-------|------------|-----------|------|
|      |  |       |            |           |      |

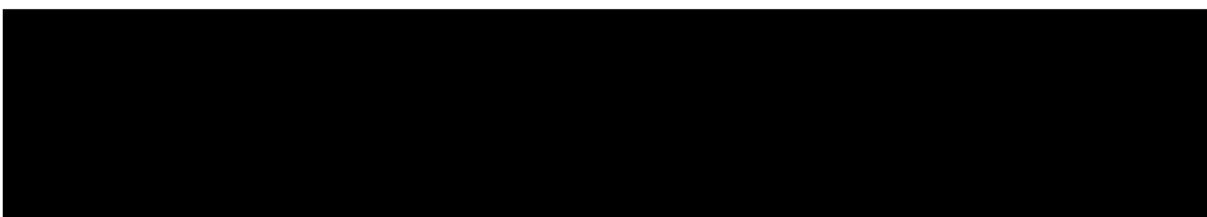


Department  
for Environment  
Food & Rural Affairs

| Name               | Role (link to stage/s resource will work on) | Grade | Daily rate | # of days | Cost           |
|--------------------|--|-------|------------|-----------|----------------|
|                    |  |       |            |           |                |
| <b>Final Total</b> |  |       |            |           | <b>£80,000</b> |

|   |          |
|---|----------|
| <b>Total resource</b>   |          |
| <b>Total days*<br/>Engagement Length**</b>  | <b>■</b> |
| <small>*Total days worked across all resources<br/>**Total working days in engagement</small> |          |

**Business Area's team**



**4. Fees**

Defra Group will reimburse the Supplier for approved work done according to the table below. The total fees for the scope of work detailed in this Engagement Letter will be up to a maximum of £80,000, inclusive of expenses and excluding VAT.

Cost of the engagement as outlined above is determined by the total time spent by each consultant across the total engagement of the project.

| Phase | Cost | Due (link to milestone dates) |
|-------|------|-------------------------------|
| 1     |      | <b>DD/MM/YY</b>               |
|       |      | December 2023                 |
|       |      | February 2023                 |
|       |      | February 2023                 |
|       |      |                               |





| Phase              | Cost           | Due (link to milestone dates) |
|--------------------|----------------|-------------------------------|
| [REDACTED]         |                |                               |
| <b>Grand total</b> | <b>£80,000</b> |                               |

### Expenses statement

Defra Group overarching contract rates include expenses for any travel to/from any UK location defined by the Business Area as the base office for the work. Only expenses for travel at the Business Area's request from this base can be charged. If appropriate, define permissible expenses to be charged.

### Payment

The Supplier should invoice fees monthly in arrears. Defra Group will reimburse fees monthly on confirmation of approval of work delivered by the Business Area. The supplier will bill on a fixed price basis based on the deliverables outlined above.

## 5. Governance and reporting

As part of the Call-Off Contract, the Supplier and Business Area agree to provide reporting on the following:

- Weekly flash reports of progress and risks
- Weekly or fortnightly engagement with task and finish group

### Key Performance Indicators

| KPI | KPI Requirement            | Description   | Reporting Frequency | Who Measures | Method of Measurement                                      | Performance Target  |
|-----|----------------------------|---|---------------------|--------------|--|---------------------|
| 01  | Timely Delivery            | Deliverables delivered on time as agreed with key milestones  | Fortnightly         | Defra        | % of project deliverables produced within agreed deadlines | 100%                |
| 02  | Quality of deliverables    | Outputs are fit for purpose and support Programme/project outcomes with Zero spelling mistakes, clear and simple language and a coherent structure and flow | Quarterly           | Defra        | Qualitative feedback and assessment                        | 1 round of feedback |
| 03  | Reporting provided on time | Reports are delivered on time, with appropriate sections completed to a good standard   | Monthly             | Defra        | % of reports delivered on time                             | 100%                |

### Feedback and satisfaction

Defra Group reserves the right to hold review meetings during the assignment, discussing what went well, opportunities for improvement on future assignments and similar. This will incorporate any ‘Show and Tell’ documentation or transferable products that have been produced.

A post-engagement quality review of the engagement will be arranged where the Business Area rates the services provided.

### Non-disclosure agreements

N/A. The overarching MCF2 framework include relevant NDAs.

## 6. Exit management

The agreed actions and deliverables by the Supplier for when the contract ends are as follows:

Upon exit, the supplier will:

- Provide a handover note setting out the location of all final deliverables
- Undertake a (minimum) 1 hour handover meeting with the Defra team
- Provide a final summary of hours worked and associated invoices

### Notice period

The nature of these engagements require that Defra Group have the ability to terminate an engagement with notice. Defra Group’s termination rights for this engagement are marked below.

The minimum notice period for termination is 5 working days regardless of engagement duration.

1. Business Area identifies a potential need for delivery support, initiates a conversation with DgC, confirms which approvals are required for an engagement to occur, e.g. Consultancy Governance Board if over £100k or DgC Corporate Services Delivery Board if under £100k.
2. Request Form completed by Business Area and submitted to DgC at:  
[REDACTED]
3. The form is reviewed by the DgC team around which resource route is most appropriate (e.g. Lots 1/2/3) and may request additional information/edits from the Business Area if required.
4. Lot / Supplier is selected and briefed on the request by DgC, then introduced to the requesting Business Area for further discussion and confirmation of work to be delivered
5. A Project Engagement Letter is completed by the Business Area with input from the Supplier (with supporting proposals as appropriate) and then finally agreed between the two parties, including evidence of all required approvals either being in place or being progressed (e.g. PO) and forwarded to the DgC for review by the Consultancy Governance Board (CGB). Approval states are:

| Approval state | Definition   | Permissions   |
|----------------|--|---|
| Full approval  | <ul style="list-style-type: none"> <li>▪ DPEL agreed</li> <li>▪ DPEL signed: Supplier, Dept and CO</li> <li>▪ Purchase Order number</li> </ul> | <ul style="list-style-type: none"> <li>▪ Work can start</li> <li>▪ Supplier can invoice for work</li> </ul> |

