



FRAMEWORK AGREEMENT FOR THE PROVISION OF GOODS AND/OR SERVICES

Agriculture and Horticulture Development Board

and

Teevan Consulting Network

**Framework Agreement for the Provision of
Evaluation Support - Lot One
Evaluation Validation – Lot Two**

Ref: 2019-399

FORM OF AGREEMENT

THIS FRAMEWORK AGREEMENT IS MADE ON 20TH NOVEMBER, 2020

BETWEEN

Agriculture and Horticulture Development Board, of Stoneleigh Park, Kenilworth, Warwickshire CV8 2TL ('**AHDB**')

AND

Teevan Consulting Network, of [REDACTED]
[REDACTED] ('**the Supplier**')

AHDB and the Supplier are the Parties to this Framework Agreement.

WHEREAS

- A. AHDB wishes to acquire Teevan Consulting Network for the provision of Evaluation Support (Lot One) and Evaluation Validation (Lot Two).
- B. The Supplier is willing to supply the Goods and/or Services in accordance with this Framework Agreement.
- C. AHDB may enter into substantially similar framework agreements for the supply of the Goods and/or Services with other suppliers.

IT IS HEREBY AGREED

- 1. AHDB agrees to appoint the Supplier as a potential provider of the Goods and/or Services described in the Specification (see Annex 2).
 - 1.1. AHDB may, in its absolute discretion and from time to time during the Term, order the Goods and/or Services from the Supplier in accordance with the Ordering Procedures (Annex 3) through a Call-Off Contract based on the template provided in Annex 4.
 - 1.2. Subject to the Supplier's compliance with this Framework Agreement and the making of a Call-Off Contract, AHDB agrees to pay the Supplier in accordance with that Call-Off Contract.
- 2. The Supplier agrees to supply the Goods and/or Services in accordance with the Framework Agreement and the Call-Off Contract.
 - 2.1. The Supplier agrees to inform AHDB promptly if the making of a Call-Off Contract would result in a conflict of interest.
 - 2.2. Any supply of the Goods and/or Services shall be completed in accordance with the relevant Call-Off Contract and in any case not later than two years after the Completion Date.
 - 2.3. In the event of any conflict between these, the terms of this Framework Agreement shall have precedence over those in a Call-Off Contract.
 - 2.4. Unless otherwise specified, the Supplier shall supply the Goods and/or Services to the Principal Office.
- 3. The Supplier acknowledges that:

- 3.1. there is no obligation on AHDB to invite the Supplier to supply any Goods and/or Services under this Framework Agreement;
- 3.2. no form of exclusivity has been conferred on the Supplier in relation to the provision of the Goods and/or Services; and
- 3.3. no undertaking or any form of statement, promise, representation or obligation by AHDB exists or shall be deemed to exist concerning minimum or total quantities or values of Goods and/or Services to be ordered by AHDB pursuant to this Framework Agreement and the Supplier agrees that it has not entered into this Framework Agreement on the basis of any such undertaking, statement, promise, representation or obligation.
4. The Supplier and AHDB agree to comply with AHDB's Terms and Conditions for the Purchase of Goods and Services version 2014 ('AHDB Terms' - see Annex 5), which shall further be incorporated as they may reasonably have been amended by AHDB into any Call-Off Contract.
5. This Framework Agreement consists of:
 - this Form of Agreement,
 - Annex 1 (Contacts, page 7),
 - Annex 2 (Specification Details, page 8) read with the Appendix thereto;
 - Annex 3 (Ordering Procedures, page 71);
 - Annex 4 (Call-Off Contract Template, page 73);
 - Annex 5 (AHDB Terms, page 74)
 each of which together with any documents specified therein is incorporated into and forms part of the Framework Agreement.
 - 5.1. In the case of any conflict or inconsistency, documents shall take precedence in the order in which they appear in Clause 5 above.
 - 5.2. References to Clauses are references to the clauses of this Form of Agreement, to Conditions are references to the terms and conditions of the annexed AHDB Terms and to paragraphs are references to paragraphs in the referring Annex or Appendix unless otherwise indicated.
 - 5.2.1. For the avoidance of doubt, references within a Call-Off Contract shall apply according to that Call-Off Contract.
 - 5.3. This Framework Agreement including the Specification may be amended by the Parties in Writing.
 - 5.3.1. Any amendment including any extension under Clause 7.1 below shall have no effect unless it is in compliance with public procurement law.
 - 5.4. The Framework Agreement and any amendment thereof may be executed in counterpart and by the Parties to it on separate counterparts, each of which when so executed and delivered shall be an original, but all the counterparts shall together constitute one and the same instrument.
6. In this Framework Agreement the following words and expressions shall have the meanings given to them below, unless the context otherwise requires:

<i>Word or Expression</i>	<i>Meaning</i>
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AHDB Terms	AHDB's Terms and Conditions for the Purchase of Goods and Services (attached within Annex 5);
Call-Off Contract	a contract for the supply of Goods and/or Services pursuant to this Framework Agreement
Call-Off Contract Template	The template that shall be used or deemed to have been used for any Call-Off Contract (attached within Annex 4);
Commencement Date	The date set out in Clause 7, as it may have been amended;
Completion Date	The date set out in Clause 7.1, as it may have been amended;
Framework	The framework arrangements established by AHDB for the provision of the Goods and/or Services to AHDB;
Ordering Procedures	The procedures applicable to the making of a Call-Off Contract (see Annex 3);
Specification	The specification provided in Annex 2, as it may have been amended;
Term	The period commencing on the Commencement Date and ending on the Completion Date, the whole day of each Date being included;
Working Day	Any day other than a Saturday, Sunday or public holiday in England.

7. The Framework Agreement shall commence or be deemed to have commenced on 15th January, 2021 ('Commencement Date').
- 7.1. The Framework Agreement shall terminate on 14th January, 2023 ('Completion Date') unless it has previously been extended, in which case the Completion Date shall be deemed to have been appropriately amended. There is the option to extend for 3 periods of 12 months each, should AHDB wish to take up. These will be agreed between AHDB and the supplier and an extension contract will be drawn up. Therefore there is the potential for the contract to be extended until January 2026.
- 7.2. Notwithstanding any act of termination or the achievement of the Completion Date, the relevant provisions of this Framework Agreement shall remain in effect insofar as is necessary to ensure the performance of all obligations and the satisfaction of all liabilities and to enable the exercise of all rights under the Framework Agreement in each case as such shall exist at the time of such act or the Completion Date.
8. Without prejudice to either Party's rights or obligations pursuant to law and subject to Clause 8.4, the aggregate liability of each Party in respect of any claim or series of connected claims arising out of the same cause in any year whether arising from negligence, breach of contract or otherwise shall be limited to the amounts set out in Clauses 8.1 and 8.2.
 - 8.1. In relation to AHDB, the amount shall be one million pounds sterling.
 - 8.2. In relation to the Supplier, the amount shall be five million pounds sterling.
 - 8.3. The amounts above may only be amended in Writing and prior to the event in relation to which a claim is made.
 - 8.4. Where the Supplier is a consortium, each member of the consortium shall be jointly and severally liable for performance of the Supplier's obligations under this Framework Agreement and any Call-Off Contract.

- 8.5. Nothing in this Framework Agreement shall limit either Party's liability for fraud, dishonesty, deceit, fraudulent misrepresentation, death or personal injury.
- 9. For the avoidance of doubt:
 - 9.1. The Supplier's standard terms and conditions for the supply of goods or services do not apply to this Framework Agreement or any Call-Off Contract except as may be specifically agreed in Writing.
 - 9.2. In the event that the Framework Agreement applies only to the provision of Goods, the provisions relating only to Services in the Framework Agreement or any Call-Off Contract shall not apply.
 - 9.3. In the event that the Framework Agreement applies only to the provision of Services, the provisions relating only to Goods in the Framework Agreement or any Call-Off Contract shall not apply.
- 10. Amendments to Annex 3
 - 10.1. There are no amendments to Annex 3.
- 11. Amendments to Annex 4
 - 11.1. There are no amendments relating to Annex 4.
- 12. Amendments to Annex 5
 - 12.1. There are no amendments relating to Annex 5.
- 13. Special Conditions
 - 13.1. Any conditions specified in this Form of Agreement as Special Conditions shall have precedence over any other provision in this Framework Agreement.
 - 13.2. There are no Special Conditions.

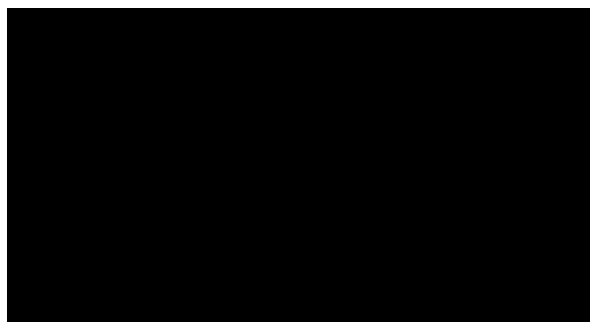
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Signed for and on behalf of the Agriculture and Horticulture Development Board

Signature:

Name of signatory:

Date:



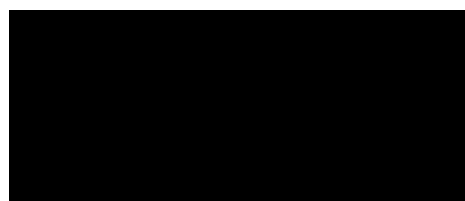
7 January, 2021

Signed for and on behalf of the Supplier:

Signature:

Name of signatory:

Date:



6th January, 2020

Annex 1 Contacts

1. Contact information provided by the Parties shall be deemed to be inserted below.
2. Unless otherwise agreed, the Primary Contact nominated by a Party shall represent the Party for the purposes of this Contract.

AHDB

3. AHDB's address for correspondence and service will be:
AHDB, Stoneleigh Park, Kenilworth, Warwickshire CV8 2TL
- 3.1. Communications with AHDB shall be marked for the attention of the person named below as AHDB's Primary Contact.
4. AHDB's Primary Contact will be:
[REDACTED]
[REDACTED]
or such other person as AHDB may nominate.
- 4.1. AHDB's Primary Contact will accept communications other than notices by electronic mail ([REDACTED]) and (except for notices and matters required to be in Writing) by telephone ([REDACTED]) [REDACTED]
- 4.2. Communication with AHDB's Primary Contact will be deemed to be communication to all relevant divisions of AHDB.

Supplier

5. The Supplier's address for correspondence and service will be:
[REDACTED]
Communications shall be marked for the attention of the person named below as the Supplier's Primary Contact.
6. The Supplier's Primary Contact will be:
[REDACTED]
or such other person as the Supplier may nominate.
- 6.1. The Supplier's Primary Contact will accept communications other than notices by electronic mail [REDACTED] and (except for notices and matters required to be in Writing) by telephone ([REDACTED]) [REDACTED]
7. The Key Personnel if any in relation to the supply of the Goods and/or Services will be:
[REDACTED]
or such other person as the Supplier may nominate.

Annex 2 Specification Details

1. The Specification relating to this Framework is detailed in this Annex 2 and any amendments thereto are set out or deemed to be included in the Appendix to this Annex, page 70.
- 1.1. The Specification is based on:
 - the invitation and/or acceptance by AHDB for the supply of the Goods and/or Services, by tender, and
 - the Supplier's offer but excluding any of the Supplier's terms and conditions indicated to be imposed thereby except insofar as such terms and conditions do not conflict with any other provision of this Framework Agreement.
- 1.2. Any amendment to the Specification agreed in accordance with this Framework Agreement shall be deemed to be included in the Appendix to this Annex.
2. The information in this Appendix is to be read as having been amended by any amendments set out or deemed to be included in the Appendix to this Annex.

Evaluation Frameworks at AHDB - Specification

Evaluation of AHDB work programmes

The aim of this competition is to commission two frameworks of suppliers in relation to the evaluation work of the Agriculture and Horticulture Development Board (AHDB), against the following lots:

Lot One: Evaluation Support

Lot Two: Evaluation Validation

Suppliers may tender for one or both lots. We are open to proposals from individuals or companies as our contract opportunities will be varied.

Introduction and Background

AHDB is a statutory levy board, funded by farmers, growers and others in the supply chain to help the industry succeed in a rapidly changing world. We want to create a world-class food and farming industry, inspired by and competing with the best. We want to unite the whole industry around a common goal to lift productivity, bringing people together to collaborate, innovate and drive change. The delivery of services to levy payers and industry stakeholders covers six sectors which account for about 75% of total agricultural output in the United Kingdom (UK): Beef & Lamb, Cereals & Oilseeds, Dairy, Horticulture, Pork and Potatoes.

Our farmers, growers and processors expect to see a return on their levy investment, which is why AHDB is determined to demonstrate good value for money through appraising and evaluating our work, measuring performance and impact. It is also essential that we regularly evaluate our business processes to ensure that, as an organisation, we are continually learning and improving what we do.

As part of our Inspiring Success Strategy <https://ahdb.org.uk/corporate-strategies> we aimed to more systematically assess the impact of our work and have put in place bottom-up programme level evaluations of all our levy-payer-facing activities. We are about to move into a new strategy period, however our approach to evaluation still applies.

During the current strategy, we have identified approximately 65 programmes of work over the next five years, covering areas such as research, knowledge exchange, market intelligence and market development. These programmes of work are likely to contain several smaller projects and different work streams with activities that contribute towards the overall programme objectives. The success of each of these work programmes needs to be evaluated. So, AHDB Programme Managers in these areas (with guidance from the AHDB Evaluation Team) are responsible for drafting evaluation plans, and capturing appropriate data throughout the life of the programme. Various pieces of evaluation work will then need to be conducted for each overarching programme of work, examples are listed under lot one below. Some Programme Managers will complete full evaluations themselves and others will utilise suppliers to complete some or all of the evaluation work depending on individual requirements.

We require the evaluations to take place at the end of the programme or activity, and at suitable interim points. Many of these evaluations will include a cost-benefit analysis or assessment of return-on-investment. It is important that the evaluations which are produced are robust and evidence based.

Award of Frameworks by Lot

Lot One - Evaluation Support:

We intend to form a framework made up of more than one supplier; mini competitions will be held for each new piece of work and go out to all suppliers against this framework that have specified they can undertake work of that size (small, medium or large pieces of support, detailed below).

Lot Two – Evaluation Validation:

We intend to award to more than one supplier; commission to the framework will be awarded to potentially a maximum of eight suppliers overall, with a maximum of four suppliers specialising in agricultural economics and four suppliers specialising in evaluation.

Work will then be offered on a rotating basis to two suppliers per validation piece (one supplier of each specialism), dependant on availability of suppliers. Direct selection from the framework may be made for some pieces of validation work, in this instance the rotation will be adjusted accordingly.

Lot One: Evaluation Support

AHDB wish to create a framework to retain suppliers that have the ability to evaluate the impact of our programmes of work. Work will include undertaking formative and summative evaluation of AHDB programmes of work, for instance:

- Producing independent evaluation reports
- Data collection and/or analysis using suitable evaluation methods
- Evaluation surveying
- Cost benefit analysis for creation of return on investment figures or similar
- Developing lessons learnt and recommendations for improvement
- Working with programme leads, other AHDB staff and external stakeholders (collecting data, feedback etc.)
- Developing evaluation plans
- Dissemination of evaluation findings to various audiences
- Interim evaluation techniques such as process mapping

Requirements for evaluation support will be different dependant on the programme of work and flexibility is required. Evaluation support work may need to be completed independently or in collaboration with AHDB Programme Managers. Some programmes will already have some evaluation evidence collected such as survey results, event feedback forms, industry data etc., and will require this evidence to be analysed and reports created; whereas some programmes will need evaluation support to collate evidence from scratch. Programmes will typically already have evaluation plans in place, and will have been through our Investment Test process so will have a business case document which includes objectives, anticipated return on investment etc. Typically work will involve evaluating the success of the programme described in the business case, and if the programme of work met its objectives and desired level of impact. The programmes of work are of different sizes and budgets, so the evaluation support work required will be varied and successful suppliers will need to be flexible. Two previous example specifications are included as examples at Appendix One and Two.

Evaluation work is new to some areas of AHDB and as such, it is difficult to predict exact requirements for evaluation support, so a flexible approach will be required. Once the successful suppliers for Lot One Evaluation Support, are in place, we estimate that suppliers will be given the opportunity to bid for the following, although this will depend on individual work programme requirements:

Estimated number of contracts	Estimated size of report	Estimated budget range	Further information
x 10 per year	Small evaluation support	£5-£25k	Such as in Appendix One
x 3 per year	Medium evaluation support	£25-£40k	Such as Appendix Two

x 1 per year	Large evaluation support	£40K+	This may contain a significant amount of data collection, such as a sizeable survey or advanced statistical analysis of industry datasets (ex: genetics or research programme work)
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Suppliers accepted onto the Evaluation Support framework will already have provided details of their knowledge and experience via the Bravo Qualification envelope, therefore this will not be a requirement at the mini competition stage.

Budget

Deliverables and budget will vary and be dependent on the individual mini competition contract opportunity, as described above.

Proposal Requirements: Within your proposal, please clearly demonstrate the following:

1. Ability to deliver a variety of evaluation support.
2. The proposal should clearly demonstrate the supplier's suitability for meeting requirements of AHDB against the evaluation support lot.
3. Suppliers should be able to demonstrate a track record of providing evaluation services.
The UK Evaluation Society's [Framework of Evaluation Capabilities](#) summarises desired competences around evaluation knowledge, professional practice and qualities and dispositions.
4. Suppliers should be able to demonstrate experience of working in the agricultural sector.
5. The proposal should include the following details:
 - o name and full contact details of the project manager who would be leading any projects
 - o relevant experience of project manager
 - o role and name of key members of proposed staff to be involved in any projects
 - o CVs for key members of staff to be involved with any projects
 - o demonstrating how you will ensure continuation of service at the required level if any key members of staff leave your company
 - o demonstrating, with reference to specific examples, a recent successful track record with similar contracts
 - o a breakdown of hourly/day rates for each staff member

6. Details and experience of any third party agencies that will be used to deliver any projects. Clearly indicating the stage in which they would be involved and the expected extent of their involvement.
7. Example methodologies used to achieve the evaluation support must clearly be identified in the proposal.
8. A process for quality control and adherence to MRS code of conduct where relevant. Higher marks will be awarded where this information is presented in a way that demonstrates how quality control processes impact on/are implemented at each stage of relevant projects.
9. Examples of how a project would be planned and typical timescales for work.

Structure of Submissions and Evaluation Methodology

Evaluation of proposals will be undertaken in accordance with the following criteria and weightings:

80% of the evaluation weighting will be based on the quality of the proposal.

- Outline a clear approach to different aspects of evaluation support – clearly demonstrating how the supplier could achieve evaluation objectives for relevant contracts, to deliver clear and robust evaluation support for AHDB. (30%)
- Experience of project manager and supporting team in delivering similar projects in terms of methodology, location, sector etc. (20%)
- Demonstrate a clear strategy for maximising evaluation effectiveness, giving at least two examples of where contracted evaluation work has improved programme performance. (10%)
- Present an objective and well-structured proposal which clearly lays out the required information and includes a detailed breakdown of costs and example project plans, identification of any risks to delivery. (10%)
- Demonstrate how a process for quality control will be followed at each stage of the process. Along with adherence to the MRS code of conduct where necessary. (10%)

20% of the evaluation weighting will be based on the cost of the proposal.

- To enable comparability of cost of proposals, we require submissions to include example bids for the proposals in Appendix One and/or Appendix Two. (20%)

If suppliers are interested in providing services for varying sizes of work, example bids for both Appendix One and Two need to be submitted.

For example, Appendix One gives an example specification of a smaller piece of evaluation work, and Appendix Two gives an example specification of a medium sized piece of evaluation work. If selected to be on the framework, suppliers that choose to give an example bid for Appendix One only, will only be sent specifications for smaller evaluation mini competitions; suppliers that choose to give an example bid for Appendix Two only, will only be sent specifications for medium or large evaluation mini competitions; whereas those that choose to give an example for both Appendix One and Two will be sent specifications for all evaluation mini competitions.

Suppliers must clearly mark their final lump cost for any example bids against Appendix One and/or Two. In addition, a breakdown of costs for all stages of each project excluding VAT, and a breakdown of the number of days and day rates for each stage of the project including both fieldwork and non-fieldwork stages of the project, should be included to allow for comparison between suppliers.

The proposal must illustrate how each of the service requirements could be met and describe how the service requirements could be delivered to AHDB.

Lot Two: Evaluation Validation

AHDB wish to create a framework to retain suppliers that can validate evaluation reports and return on investment calculations produced internally at AHDB. Work will include reading and analysing internally produced AHDB evaluation reports and/or return on investment calculations or similar, to provide scrutiny and suggestions for improvement, and advise on reliability of the reports. In effect validating the evaluation work we produce in house.

We require two validators to validate each report, one with an evaluation specialism and one with an agricultural economics specialism. Work will be offered on a rotating basis, dependant on availability of suppliers. Where any supplier is able to offer both evaluation and agricultural economics specialisms, AHDB will decide which aspect the supplier should focus on for each validation piece; one individual may not do both the evaluation and economics validation of the same piece of work. Two individuals from the same company will not be selected to validate the same piece of work.

The validation work will include completing a two page validation form for each report. This may include topics such as:

- General questions on the report or return on investment calculation
- Areas of critique

- How can the report/calculations be improved?
- Is evidence reliable?
- Are any assumptions outlined realistic?
- Do you agree that the report/calculations are reasonable? Why?

We envisage that reports to be validated will be on average 30 pages in length. Supporting documents such as completed cost benefit analysis spreadsheets will also be provided where appropriate.

An initial meeting (via Teams) will be set up with any successful suppliers before any work starts.

Evaluation work is new to some areas of AHDB and as such, it is difficult to predict exact requirements for evaluation validation. It is likely that we will have a busier period for validation work between January and March each year, in line with production of our annual Evaluation Summary Report each April. We estimate that the following may be required:

- 20 to 25 internal evaluation reports and/or cost benefit analysis calculations (or similar) to be validated per year
- Two suppliers validating each report
- Estimated time to validate each report, half a day
- Turnaround time is likely to be around two weeks from receipt of report

Budget

A day rate of £550 is offered, so £275 per half day. (Fixed price for the duration of the contract).

AHDB will identify the anticipated time required to complete a validation piece of work when each piece is distributed to suppliers (e.g. half a day, one day, two days etc.), invoices must not exceed this amount without prior discussion and agreement from AHDB. Work will be shared as equally as possible to all on the framework.

Proposal Requirements

1. Ability to deliver evaluation validation of internally produced AHDB reports and cost benefit analysis calculations (or similar), covering a variety of AHDB work functions, such as research, marketing, market intelligence and knowledge exchange, all relating to the agricultural industry.
2. The proposal should clearly demonstrate the supplier's capability for meeting requirements of AHDB against the evaluation validation lot. Suppliers should be

able to demonstrate a track record of providing validation work in either evaluation in the agricultural industry, or agricultural economics.

3. The proposal should include the following details:
 - a. name and full contact details of validator
 - b. whether the validator is suited to evaluation validation and/or agricultural economics validation
 - c. relevant experience and knowledge of validator
 - d. a brief summary of suitability of the validator to meet the validation requirements
 - e. demonstrating, with reference to specific examples, a recent successful track record with similar contracts
4. Details and experience of any third party agencies that will be used to deliver any projects. Clearly indicating the stage in which they would be involved, and the expected extent of their involvement.
5. A process for quality control and consistency with validation work. Higher marks will be awarded where this information is presented in a way that demonstrates how quality control processes impact on/are implemented through validation work.
6. Availability for evaluation validation work throughout the year, with the bulk of work in the first quarter as described.

Structure of Submissions and Evaluation Methodology

100% of the evaluation weighting will be based on the quality of the proposal.

- Experience and knowledge of validator in delivering similar projects in terms of evaluation or agricultural economics validation; giving relevant examples of research or evaluation projects conducted on areas such as agricultural productivity, R&D, marketing etc., and evidence of publications in related areas. (60%)
- Demonstrate a clear strategy for maximising validation effectiveness, giving examples where possible of where contracted validation work has improved performance. (20%)
- Present an objective and well-structured proposal which clearly lays out the required information, includes identification of any risks/key dates and demonstrates a process for quality control. (20%)

Duration of contracts

Contracts for both frameworks will cover a two year period, with the option to extend for a further three periods of 12 months each if required.

Key personnel and account management

The AHDB's Evaluation Manager will be responsible for management and day-to-day running of both the Lot One Evaluation Support contract and the Lot Two Evaluation Validation contract.

Any queries regarding this specification should be directed through the Bravo portal.

Terms/conditions of participation

AHDB Terms and Conditions for the supply of goods and services shall apply to any contract awarded as a result of this request for quote. A copy of these can be found on the AHDB website by clicking [here](#).

Submission Guidelines

All proposals should be submitted and received by 12:00 Noon 30th October 2020.

Please respond via the Bravo portal

Please detail within the proposal which lots you are tendering for: Lot One, Lot Two, or Both

Submissions will remain unopened until after the closing date and time has passed. Any clarifications are to be sent via the Bravo portal, the cut-off period for clarifications being 23rd October 2020.

AHDB will review and evaluate tenders after the closing date, and may seek clarifications from suppliers as part of the selection process. AHDB reserves the right to seek alteration of individual tenders to meet the exact requirements and to decline all tenders should the requirements not be met.

Timetable

Tender launched – competition published	28.09.2020
Deadline for receipt of responses (12.00 noon)	30.10.2020
Communication of intended awards	24.11.2020
Award of contracts	09.12.2020
Contract commencement	15.01.2021
Lot Two attendance meeting at AHDB main office	04.02.2021

Examples are relevant to Lot One

Appendix One: Example of a smaller piece of evaluation support work - extracts from the Pork KE Programme Evaluation specification

REQUEST FOR QUOTE (RFQ): Pork Knowledge Exchange Programme Evaluation (June 2019 – June 2021)

Background/Aims

In April 2018, following a successful Investment Test business case, AHDB launched a 3 year programme of Knowledge Exchange (KE) work through its Pork KE team. This work includes the coordination of Pork Field Trials, PhD and EUPiG activities in order to generate knowledge and produce industry tools and resources, as well delivery of Farm Excellence activities such as Strategic Farms, Technical Events and Pig Clubs/Groups.

This RFQ is seeking a supplier to carry out an interim formative evaluation of the first year of the programme (set up phase) and then a summative impact evaluation on the success of the programme. The supplier shall work in partnership with the AHDB, Pork KE and MI Evaluation teams to deliver the work.

Required outputs

<i>Supplier:</i>	<p><i>The supplier should be able to demonstrate:</i></p> <ul style="list-style-type: none"> <i>• A track record in evaluation consultancy</i> <i>• Experience of working within the agricultural sector</i> <i>• An understanding of GDPR and its compliance</i>
<i>Interim report</i>	<ul style="list-style-type: none"> <i>• The interim report should review the progress made towards implementing the Investment Test business case and subsequent delivery in year 1 of the project plan.</i> <i>• Recommendations should be made on how to improve programme delivery, increase uptake and engagement with the pig industry and its stakeholders and maximise impact for the remainder of the plan</i>
<i>Resources for interim evaluation:</i>	<p><i>The following are available now:</i></p> <ul style="list-style-type: none"> <i>• AHDB strategy 2017-2020</i> <i>• Pork KE Investment test business case and feedback</i> <i>• 1st year (2018) results from Farm Excellence Impact Survey and cost benefit analysis from year 1</i> <i>• 2018/19 technical events feedback form evaluation</i> <i>• Precision Pig awareness, uptake and benefits/barriers baseline survey</i> <i>• PigPro reports on uptake to date</i> <i>• EUPiG phase 1 report (covering 18mths of delivery)</i>
<i>End of programme evaluation</i>	<ul style="list-style-type: none"> <i>• The summative impact evaluation should review delivery in years 2 and 3 (building on year 1) of the plan, review uptake and engagement with the pig industry / stakeholders and assess value for money, cost benefit and the end results</i> <i>• Recommendations should be made on future KE activity and ways to improve delivery</i>
<i>Resources for end evaluation:</i>	<p><i>The following will become available:</i></p> <ul style="list-style-type: none"> <i>• 2nd and 3rd year (2019 and 2020) results from Farm Excellence Impact Survey and cost benefit analysis</i> <i>• 2019-2021 technical events feedback form evaluation</i>

	<ul style="list-style-type: none"> • <i>Precision Pig awareness, uptake and benefits/barriers repeat survey</i> • <i>PigPro reports on uptake to date</i> • <i>EUPIG end of programme reports</i> <p><i>This isn't an exhaustive list and other evidence, case studies etc will be available</i></p>
<i>Industry and Stakeholders</i>	<ul style="list-style-type: none"> • <i>The successful supplier may wish to contact a small number of producers and stakeholders to gain direct feedback. This methodology should be outlined in the quote</i>
<i>AHDB Staff</i>	<ul style="list-style-type: none"> • <i>Face to face meetings can be undertaken, or attendance at team meetings to ask questions to help inform the evaluation can be made</i>
<i>Report Template</i>	<ul style="list-style-type: none"> • <i>Please provide a suggested template for the evaluation report</i>
<i>Project Plan</i>	<ul style="list-style-type: none"> • <i>Please provide a project plan, covering the production of the interim and end of programme report</i>
<i>Timings</i>	<ul style="list-style-type: none"> • <i>The interim report should be done in Jun-Aug 2019 and made available by end Aug 2019</i> • <i>The full end of programme evaluation should be carried in April/May 2021 and made available by end June 2021.</i> • <i>Invoicing should be after completion of each report</i>

Relevant to Lot One

Appendix Two: Example of a medium sized piece of evaluation support work - extracts from the Farm Excellence Platform Impact Survey specification

Research objectives

AHDB requires an outcomes & impact survey of those levy payers and stakeholders who have directly engaged in its Farm Excellence Platform (FEP). The primary purpose is to deliver an evaluation of the FEP in terms of its actual impact on the ground at a host, attendee and industry level. The secondary purpose is to create an effective organisational baseline measurement to inform forward planning and track performance over time. The survey will determine current levels of perceived benefit and conversion of learning to reasoned action and improvement. A survey based on around twelve key metrics will allow AHDB to evaluate its performance in knowledge exchange as one organisation as well as being able to compare and contrast baseline levels between individual sectors.

The initial outcomes & impact survey (Y1) will then be required to be repeated annually in order to measure the progress across the metrics measured in the baseline survey. The successful bidder will be required to carry out three surveys, one baseline (Y1) plus two follow-up surveys (Y2 to Y3), between August 2018 and March 2021. It is anticipated that the fieldwork for each year will be carried out between November and January.

The findings of the initial (Y1) baseline survey will need to be delivered by March 2019.

Bidders should note that 2018 will be the first time that AHDB will carry out an impact survey for its whole FEP. Previously, surveys have been undertaken and event feedback collated by the individual sectors. Some AHDB sectors conduct surveys annually while others do so on a less frequent basis. Inconsistencies in the methodology and sampling approach and timings of the individual surveys have prohibited meaningful or measurable cross-sector comparisons. However, the individual surveys serve an important purpose at sector level, informing strategic plans. AHDB wishes to explore the opportunities for synergistic collaboration within the scope of the single FEP impact survey from 2018 onwards. Several of the sectors ask very similar questions, examples of which are provided in Appendix 3.

3. Service Requirement

3.1 Research Objectives	<p><i>In 2018, research is required initially to establish a baseline measurement of around twelve predetermined customer metrics to inform future planning and direction. It is anticipated that eight of these will be generic across the sectors with a further four being sector specific. The generic research metrics chosen need to provide a measure of:</i></p> <ul style="list-style-type: none"><i>i. Awareness of FEP</i><ul style="list-style-type: none"><i>o How did they find out about the FEP?</i><i>o When did they find out?</i><i>ii. Involvement with FEP</i><ul style="list-style-type: none"><i>o Why did they choose to get involved in the FEP?</i><i>o What was their aim for attending?</i><i>iii. Uptake of FEP</i><ul style="list-style-type: none"><i>o How many FEP events have they attended?</i><i>o What has been their uptake of any resulting products/services?</i>
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	<p>iv. <i>Learning</i></p> <ul style="list-style-type: none"> ○ <i>What key messages have they taken from attending FEP events?</i> ○ <i>What skills have they improved following attendance at FEP events?</i> <p>v. <i>Change</i></p> <ul style="list-style-type: none"> ○ <i>Have they made any changes following attendance at FEP events?</i> ○ <i>If yes, what and why?</i> ○ <i>If no, do they intend to make any change?</i> ○ <i>Or if no, why not?</i> <p>vi. <i>Benefits (economic, social, environmental)</i></p> <ul style="list-style-type: none"> ○ <i>Perceived benefits of making change</i> ○ <i>Realised benefits of making change (economic quantification where possible and considering timescale of farming year)</i> ○ <i>Will they continue to realise benefits into the future?</i> <p>vii. <i>Satisfaction</i></p> <ul style="list-style-type: none"> ○ <i>Did the FEP events / meetings achieve their objectives?</i> ○ <i>Changes they think could be made to the FEP</i> <p>viii. <i>Recommendation</i></p> <ul style="list-style-type: none"> ○ <i>Would they recommend the FEP (scale 1 – 10)?</i> ○ <i>Net Promoter Score</i> <p><u><i>AHDB will be very much guided by the research supplier in terms of setting the pre-determined baseline metrics.</i></u></p> <p><i>For the 2019 and 2020 surveys, AHDB would like to consider an opportunity to expand the research (in addition to the baseline metrics), to include further themed or sector specific questions.</i></p> <p><i>A final decision on the questions to be included in subsequent surveys for 2019 and 2020 will be decided following the outcome of the 2018 baseline.</i></p>
3.2 Approach Sampling	<p>to</p> <p><i>The research sample should be broadly representative of commercial growers and producers in England, Scotland and Wales (but not NI which only applies to cereals and oilseeds), by size and farm enterprise type.</i></p> <p><i>It is expected that around fifty levy payer respondents for each of the six AHDB sectors will be surveyed (total approx. 300). AHDB will also require the chosen supplier to survey about fifty key stakeholders (agronomists, vets, consultants and researchers) who have engaged in the FEP.</i></p> <p><i>Prospective research providers should advise on the sampling approach with reference to the following considerations:</i></p> <p>i. <i>While the FEP is now a common vehicle for delivering Knowledge Exchange across all sectors, each sector is at a different stage of</i></p>

	<p>development and will have varying levels of activity in the four key components illustrated in Appendix 1.</p> <p>ii. The FEP also consists of a variety of different programmes across the sectors - there are different products, services and campaigns used within each sector, examples of which are included at Appendix 2. (Hence, the requirement for a third of the questions to be sector specific). In creating and undertaking the survey, it is important to consider that these sector events and activities are more likely to be how levy payers recognise what they have participated in than the term FEP.</p> <p>iii. The FEP is increasingly linked to, or represented by, digital resources, tools & media which may be the main or only point of access for some levy payers and stakeholders.</p> <p>iv. A respondent may also have multiple enterprises qualifying for levy payment, but should be chosen on the basis of, and asked questions specifically relating to, the sector activity which they have engaged with the most. (One respondent = one enterprise).</p> <p>v. Sampling should be based on producers and growers that have actually attended FEP meetings & events. In addition, AHDB will ask the chosen supplier to also conduct a number of interviews with key stakeholders engaged with the FEP (to be advised once project is awarded).</p>
3.3 Database	<p>In order to carry out the research, the appointed supplier will be provided with a database of contacts covering England, Scotland and Wales (not NI). The database will be compiled from those who have engaged directly (attended an event or logged into a webinar) with the FEP (split into levy payers and stakeholders) and who have provided the necessary consent to be contacted for the purposes of this survey. Prospective suppliers are expected to demonstrate a thorough understanding of GDPR requirements and how they would comply with the regulations at every stage of the survey process.</p>
3.5 Quality Control	<p>The proposal should demonstrate a process for quality control and adherence to MRS code of conduct.</p> <p>Higher marks will be awarded where this information is presented in a way that demonstrates how quality control processes impact on/are implemented at each stage of the research project.</p>
3.6 Additional Information	<p>AHDB will provide the research supplier with details of the FEP programmes as well as examples of past questionnaires. Appendices one to three provide some initial information.</p>

	<i>The successful bidder, once appointed, will have access to the details of previous FEP surveys including questionnaires and key considerations about timings, contact lists and sampling frames.</i>
3.8 Deliverables	<p><i>Questionnaire for Y1 baseline survey.</i></p> <p><i>Data tables of final results in Excel and a final checked dataset in SPSS. Written report & powerpoint presentation delivered at AHDB offices for each of the Y1, Y2 & Y3 surveys.</i></p> <p><i>For 2019 and 2020, an expanded questionnaire with additional questions and findings delivered in Excel or SPSS as in Y1.</i></p>

Supplier proposal

Lot One

1.2.1 Approach, objective and support




We specialise in 'evaluation consultancy', so we offer these services:

- producing independent evaluation reports
- undertaking cost benefit analyses
- advising internal teams on how to approach evaluating their projects
- developing evaluation processes and plans
- training and developing in evaluation methods and skills

Wherever possible we follow the project logic model that is outlined in AHDB courses and materials.

Defra is subject to HM Treasury Magenta and Green Books, so it makes sense to utilise the same approaches within AHDB. By following the same core model it will also help AHDB to evaluate its achievements at the organisation level and by key strategic work areas.

The project logic model is shown on the following page.



There are some key areas within the model that characterise our approaches on AHDB projects.

First and most important is to involve the AHDB project team, encouraging their input to the evaluation design, involving them as survey respondents, engaging with them in very interactive activity such as process mapping and taking their feedback at draft stage to optimise ownership of recommendations and action to be taken.

We also encourage:

- 1) Absolute clarity on the market failure - being absolutely clear what the 'problem' is that justifies intervention, so objectives are crystal clear.
- (2) Checking this is the best option - considering options at evaluation stages, not just at investment test stage
- (3) Evaluate process as well as results - the 'how' as well as the 'what'
- (4) Crystal clarity on impacts to be achieved - how to measure ROI

(5) Always evidence based - searching out facts, examples and tangibles

We develop these 5 points further in section 1.2.3 Strategy and examples.

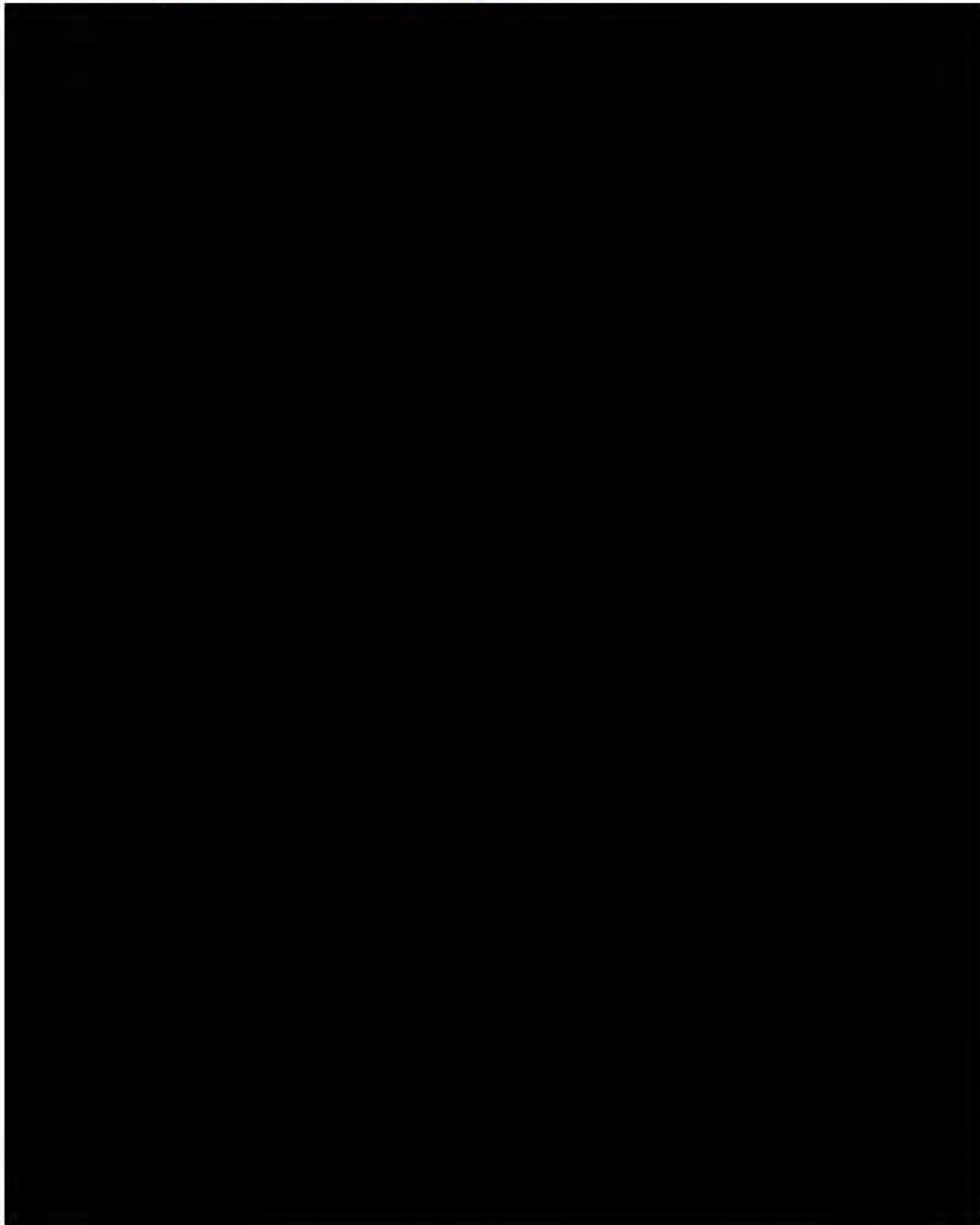
Most evaluation work in AHDB requires a bottom up approach. Grand econometric models and top down analyses usually do not work. It is best to work with beneficiaries and levy payers to understand the specific impacts and outcomes for them in a way that the results can be aggregated and extrapolated.

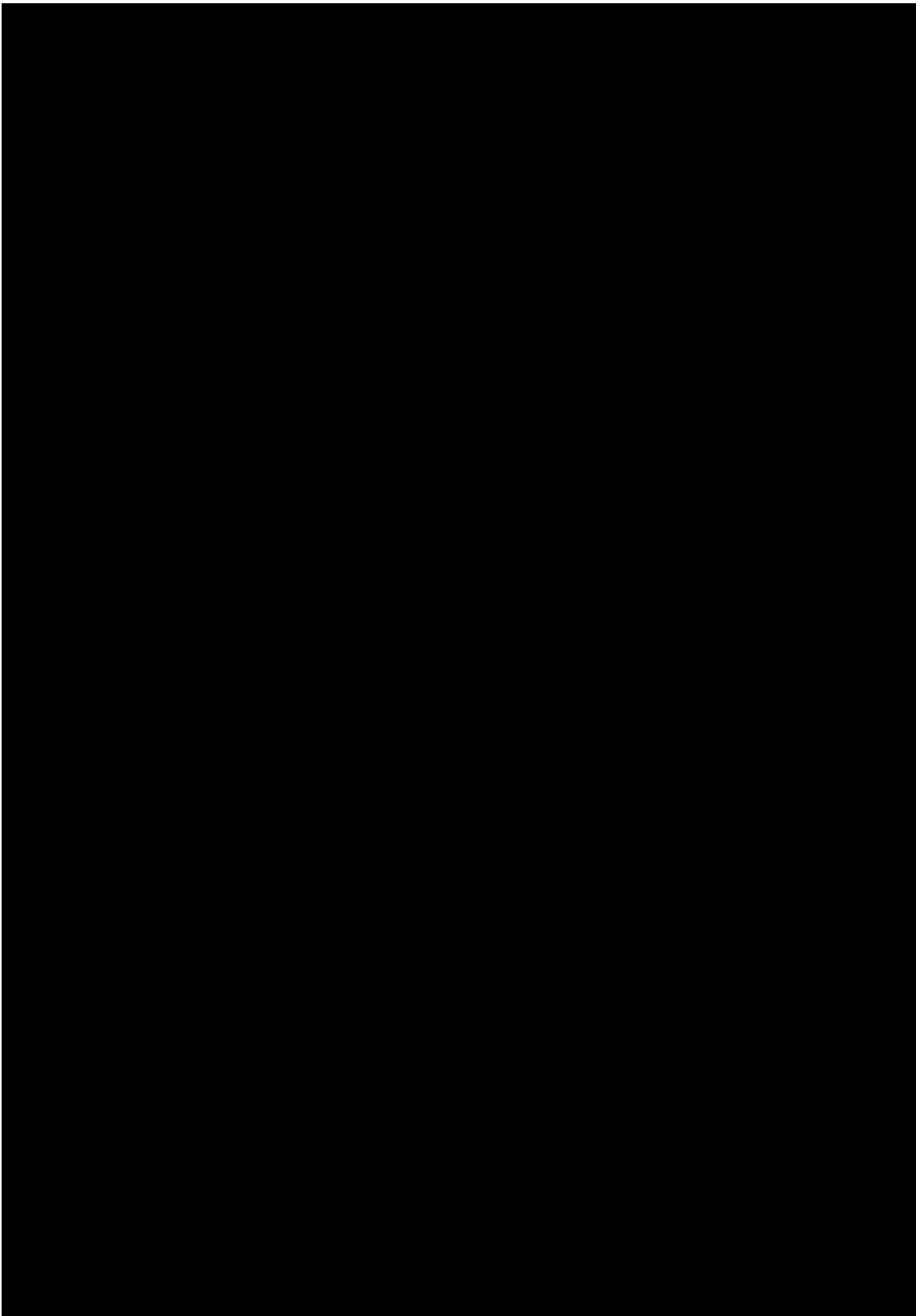
Observing real results, on the ground, tends to produce the most accurate and plausible evaluations. This ensures the voice of the customer is placed squarely at the heart of evaluation.

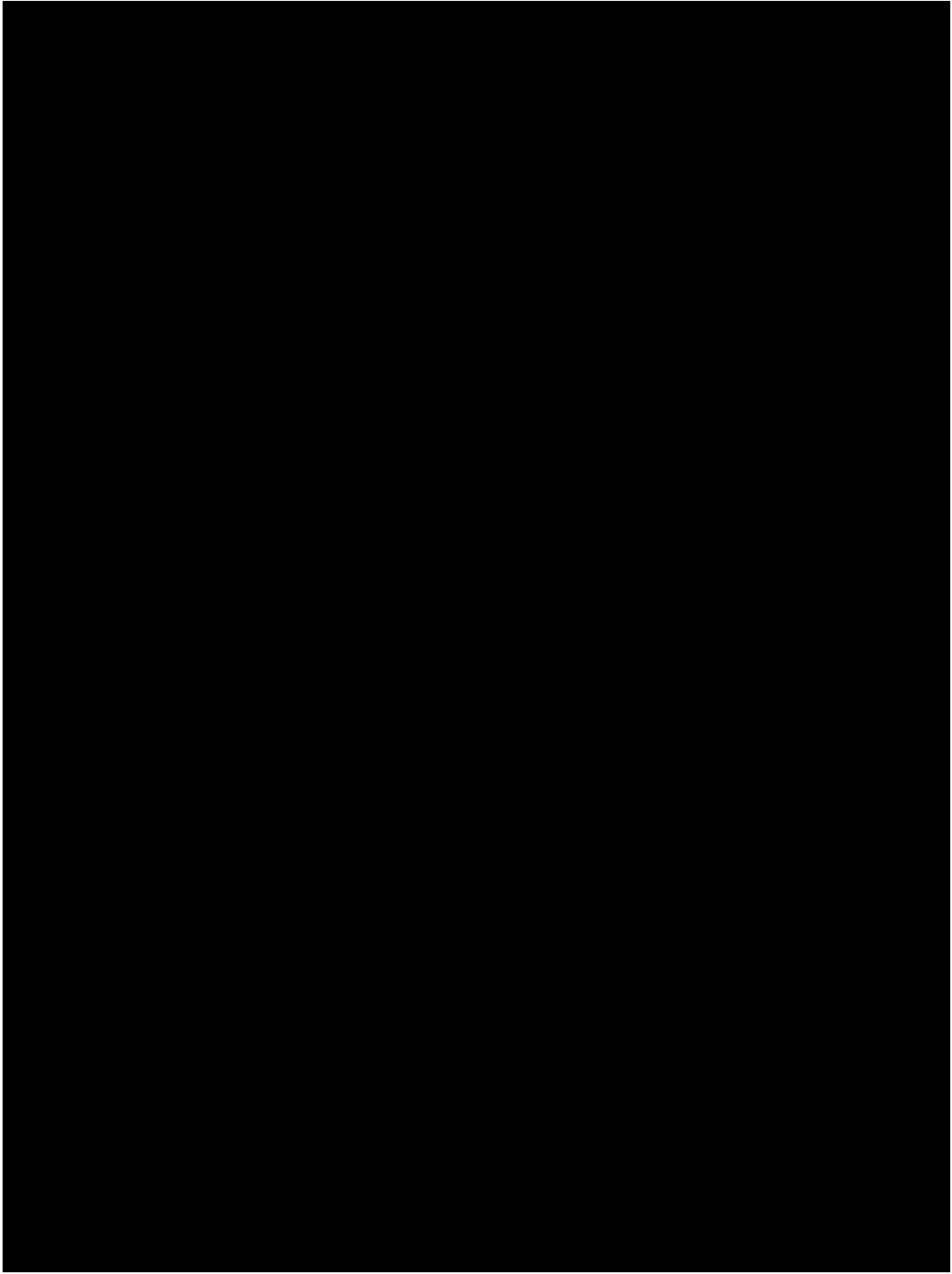
The above points tend to characterise our independent evaluations. The same principles are used in our staff training and development. We adopt an 'action research' approach to the very practical subject of evaluation training, skills development and advice. By this we mean using real projects to clarify and explain key principles of evaluation, encouraging staff to practically apply such principles on real projects, but initially in a safe environment.

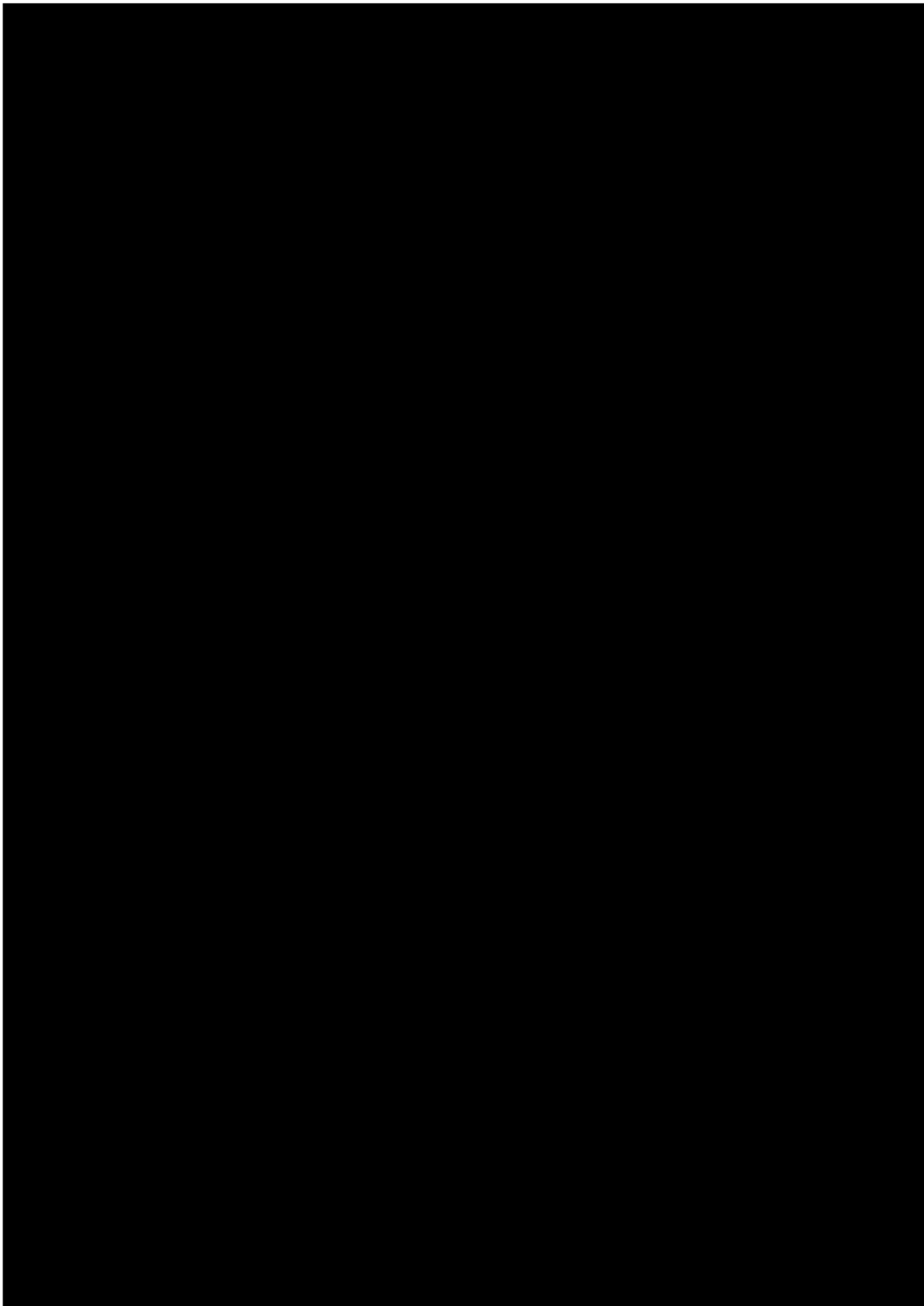
Evidence for the above approaches is best demonstrated in our evaluation of Recommended Lists (2020) and our current evaluation of Farmbench - and also in the various evaluation workshop materials we have produced for AHDB since 2016.

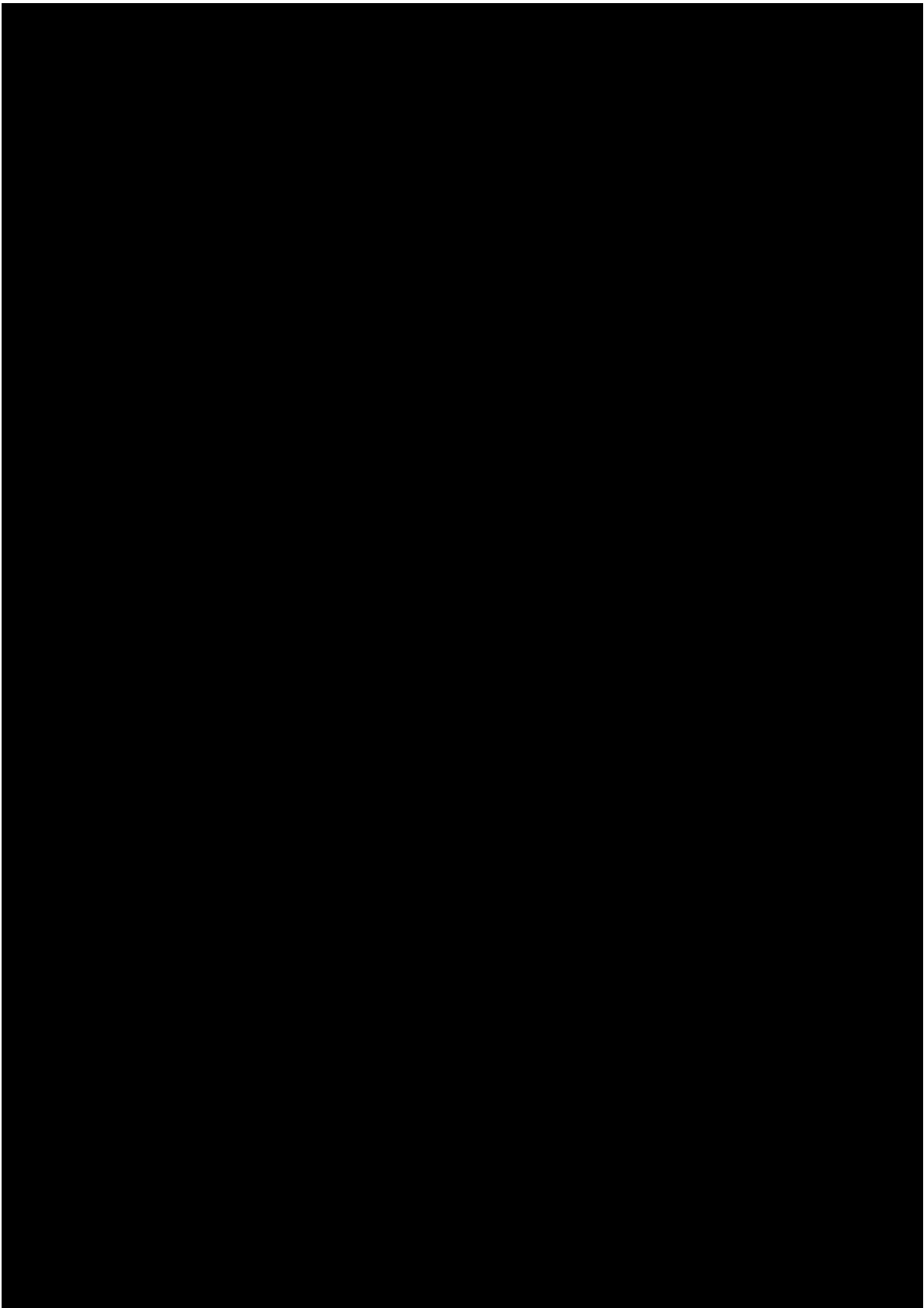
1.2.2 Proposed account team and experience

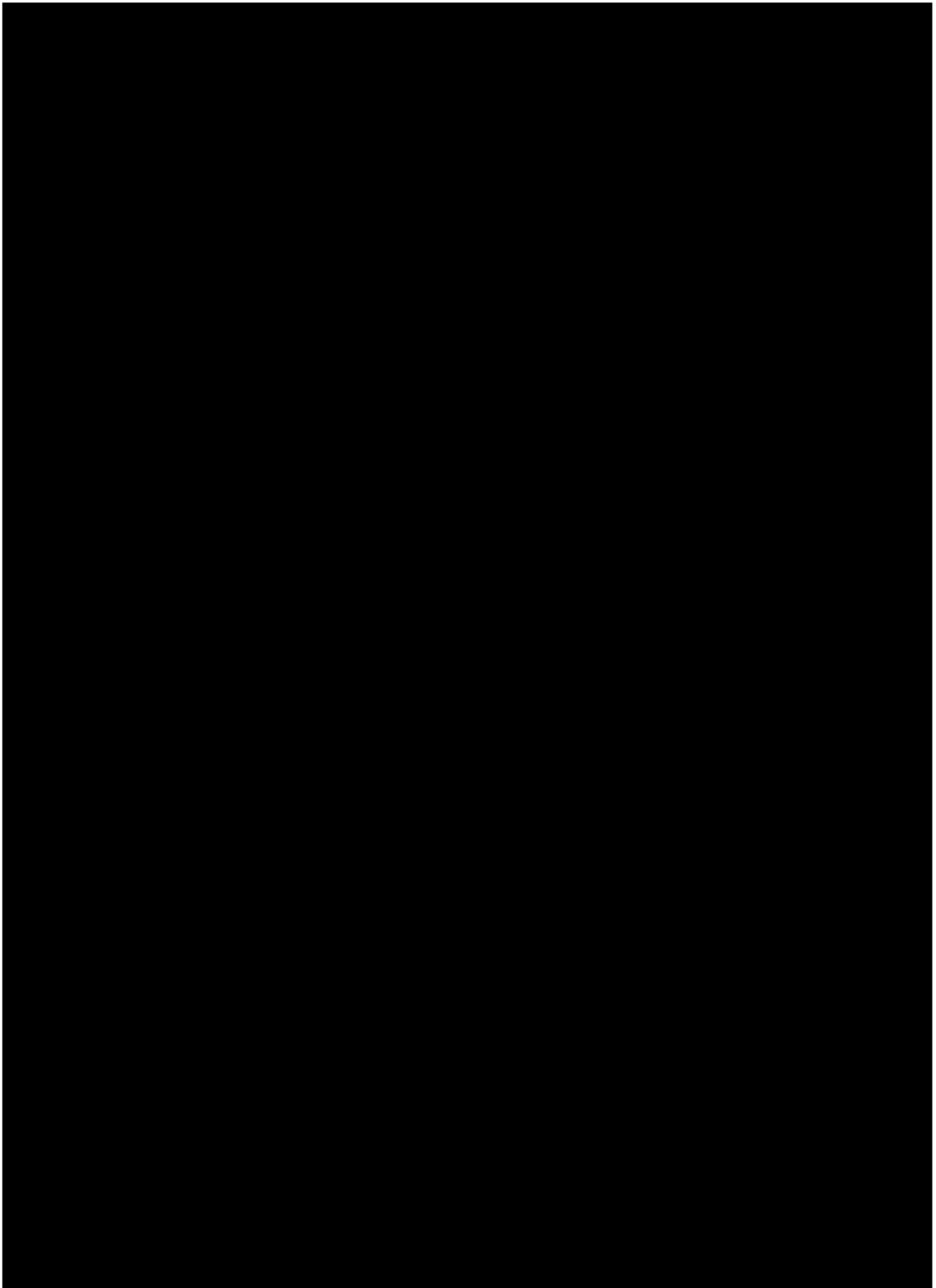


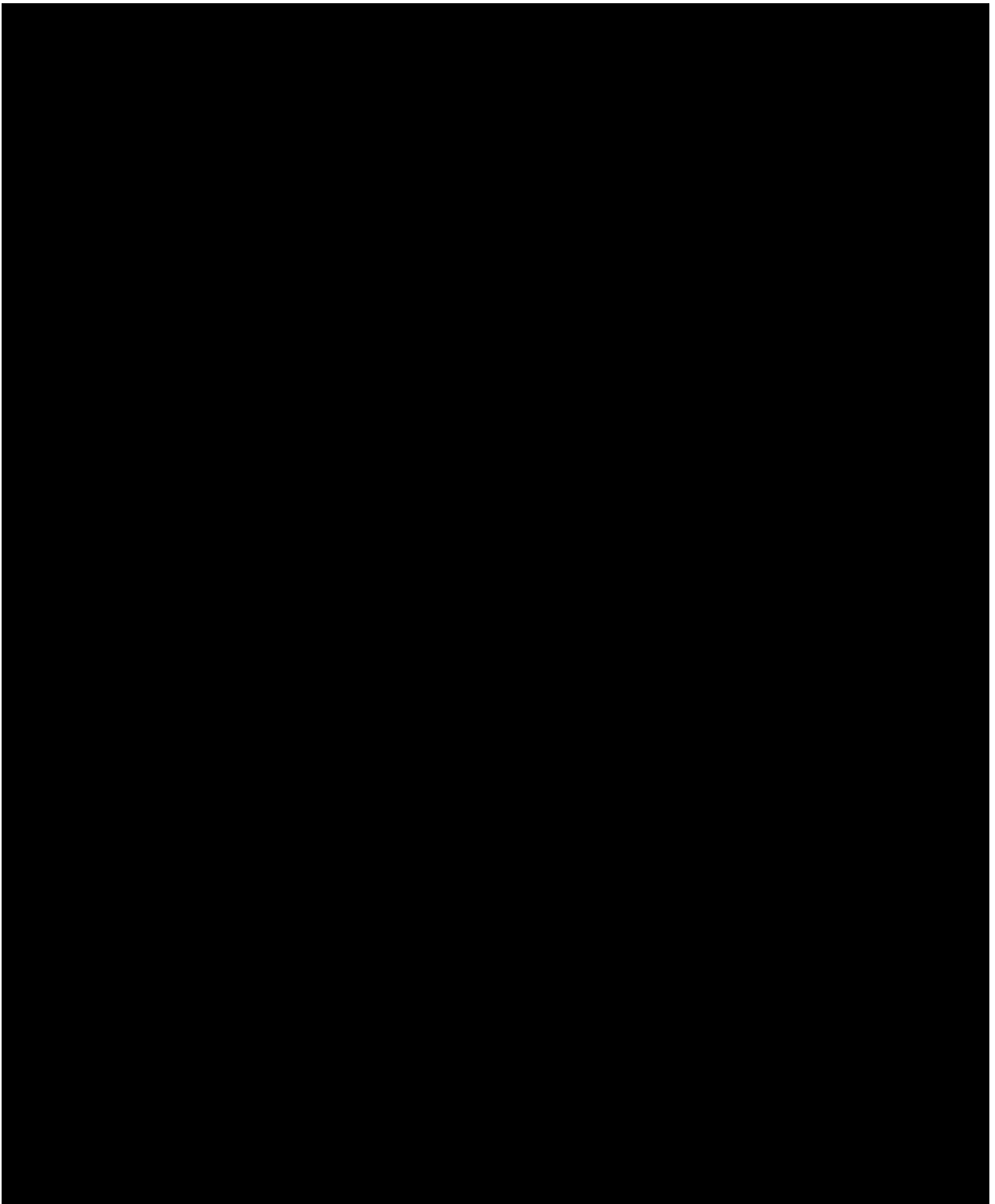












AHDB

Proposal to undertake a programme
evaluation of Pork Knowledge Exchange

1 Company background and individual technical skills (10% weighting)

We have structured this proposal to reflect your scoring criteria as they appear in Section 5 of your tender brief, so that your scoring is facilitated:

1	Company background and individual technical skills	(10% weighting)
2	Clear plan and suggested template for the evaluation	(20% weighting)
3	Evidence - surveys, research & evaluation reports	(30% weighting)
4	Price - breakdown as per your section 4	(30% weighting)
5	Capability - contingency, staff changes, sub-contracting	(10% weighting)

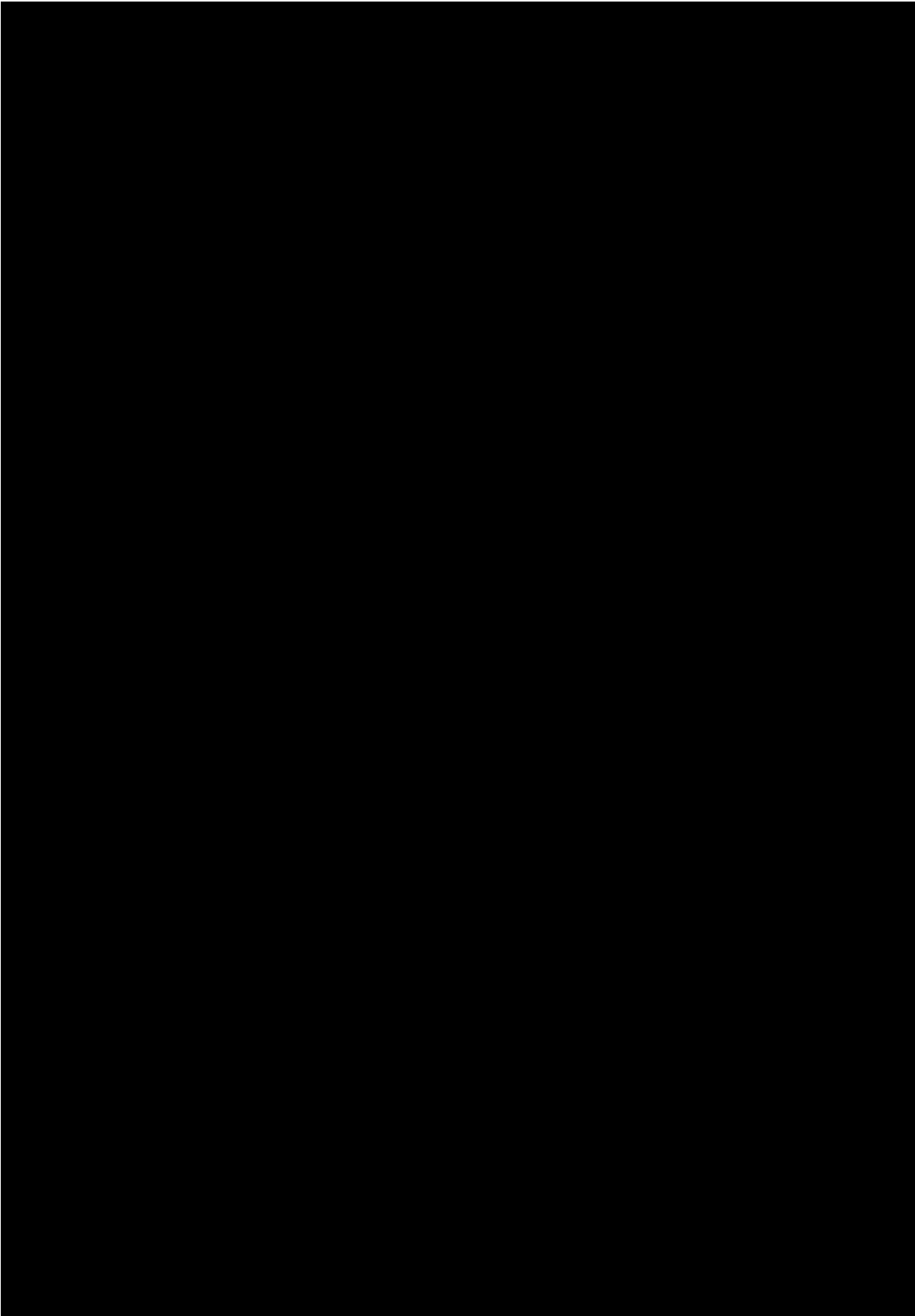
1.1 Company background and individual technical skills (10% weighting)

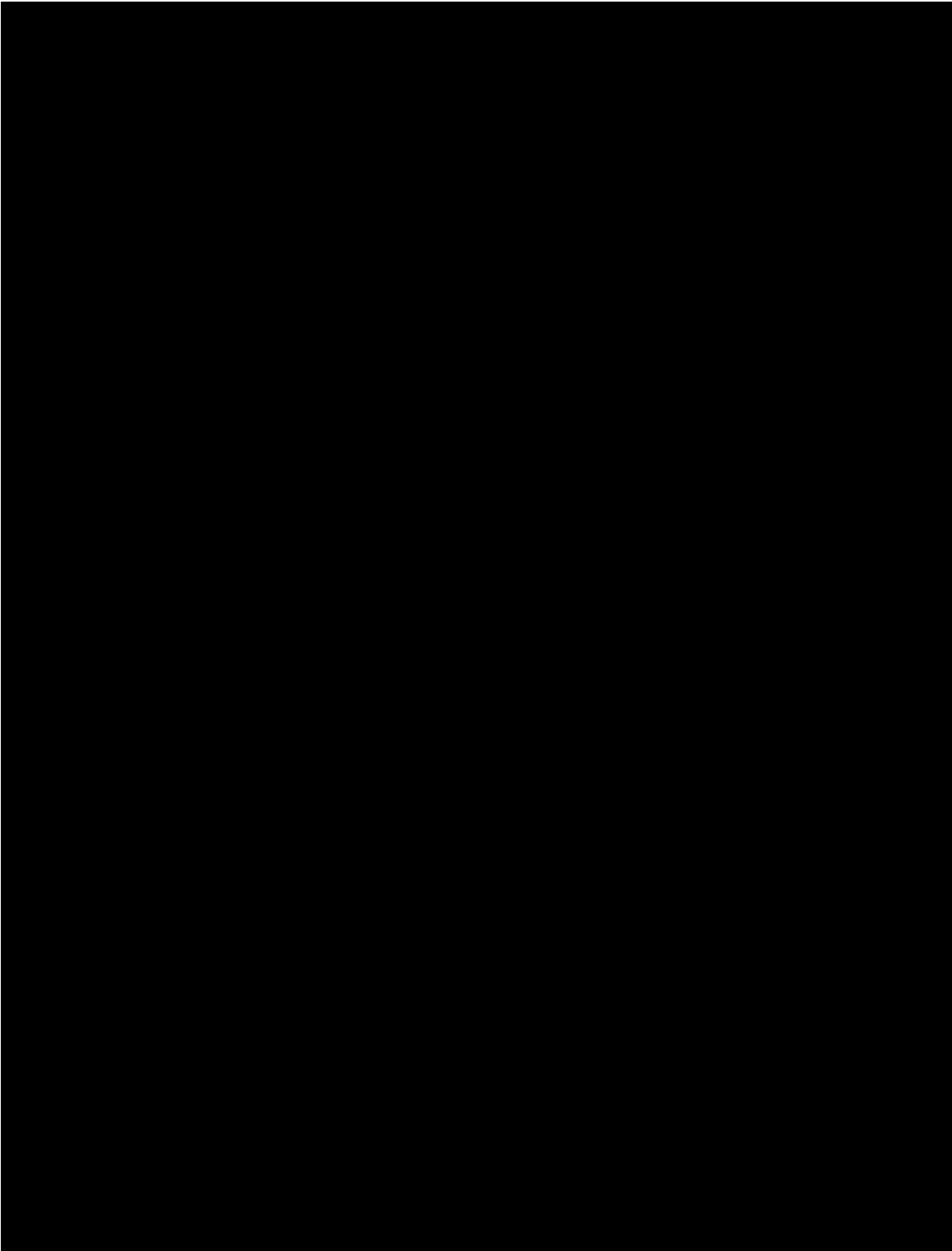
██████████ is project manager for this evaluation. ██████████ trading successfully for 23 years, is the accountable body. Paul was formerly a Director in a management consultancy wholly owned by Ernst and Young (EY), and before that a Principal Consultant with EY.

██████████ is Director of our network, headquartered in Cambridge and working across the UK and Europe. The consultancy limited company specialises in project appraisal, project management and evaluation. We work as a network of around 20 mostly independent consultants, although we also work with consultants employed in larger consultancies, typically, where very specialist skills are required. ██████████ collaborates with trusted, expert colleagues who bring additional skills to the assignment. In this way, we can be independent but also offer our customers a wide range of skills and expertise, but at a fraction of the cost of the larger consultancies.

Our network structure also helps address an issue raised in your tender - having a wide number of trusted colleagues in the network can help with contingency planning, covering eventualities such as staff changes and absence/sickness.

Evaluation is our biggest area of work. ██████████ has delivered over 130 successful evaluations, including three assignments for AHDB and additional evaluation assignments for Defra, Lantra and the Forestry Commission.





2 Evaluation plan and proposed evaluation template (20% weighting)

In order to develop a Gantt chart plan for this evaluation (see 2.2), we need firstly to design the evaluation methodology. The project plan in section 2.2 follows our explanation of our proposed 5 step approach, the plan is *equally applicable to the interim and final evaluations* although some specifics will change eg. in the final evaluation there will be a considerable emphasis on impact measurement and there are likely to be around double the number of stakeholder and beneficiary interviews. We have designed this approach with specific reference to AHDB's Investment test process, the Pork Knowledge Exchange Business Case and AHDB's evaluation planning process (which is based on Defra's guidelines which are in turn based on the recommended Treasury Green and Magenta Book approaches to evaluation). We explain the 5 steps firstly as they will apply to the interim evaluation.

Step 1 Project set up *(by early July 2019)*

We will agree with you several key aspects at project initiation:

- timetables, including review meetings and project/team meetings
- obtain existing data available on outputs, outcomes (and in the final evaluation, impact) - the Farm Excellence Impact Survey; feedback from technical events; data relating to Precision Pig; PigPro reports on awareness, uptake and baseline survey; EUPIG Phase 1 report - this seems very comprehensive data and we currently assume that there is no need for additional primary research
- identify stakeholders/beneficiaries for interview

We will also submit a draft interview format for discussion at this early stage.

Step 2 Data analysis - outputs *(by end July 19)*

We will undertake an analysis of plan to actual performance early in the project, this will help to focus on areas for deeper analysis during the fieldwork activity - we will subsequently update the latest status in the interim report.

We expect the main focus at this stage of the project to be on activity and output measures; there may be some limited outcome data, we will need to discuss this with your team and impact data is likely to be valid only at final report stage.

Step 3 Stakeholder and beneficiary interviews *(early July - late August 19)*

We do see value in interviewing key stakeholders not least to gain an independent view of project activity and progress. Stakeholders to be interviewed are likely to include the following groups:

Interviewees	Interview numbers (interim)	Interview method	Comments
Project team	6	Face-to-face, usually in a group	Includes project team, wider AHDB staff & MI evaluation team
Project participants/ participating levy payers	28	Primarily telephone	Including Pork Strategic farms, national pig performance group representatives, PigPro & Stockman users, skills providers
TOTAL	34		Final evaluation interviews c. 60.

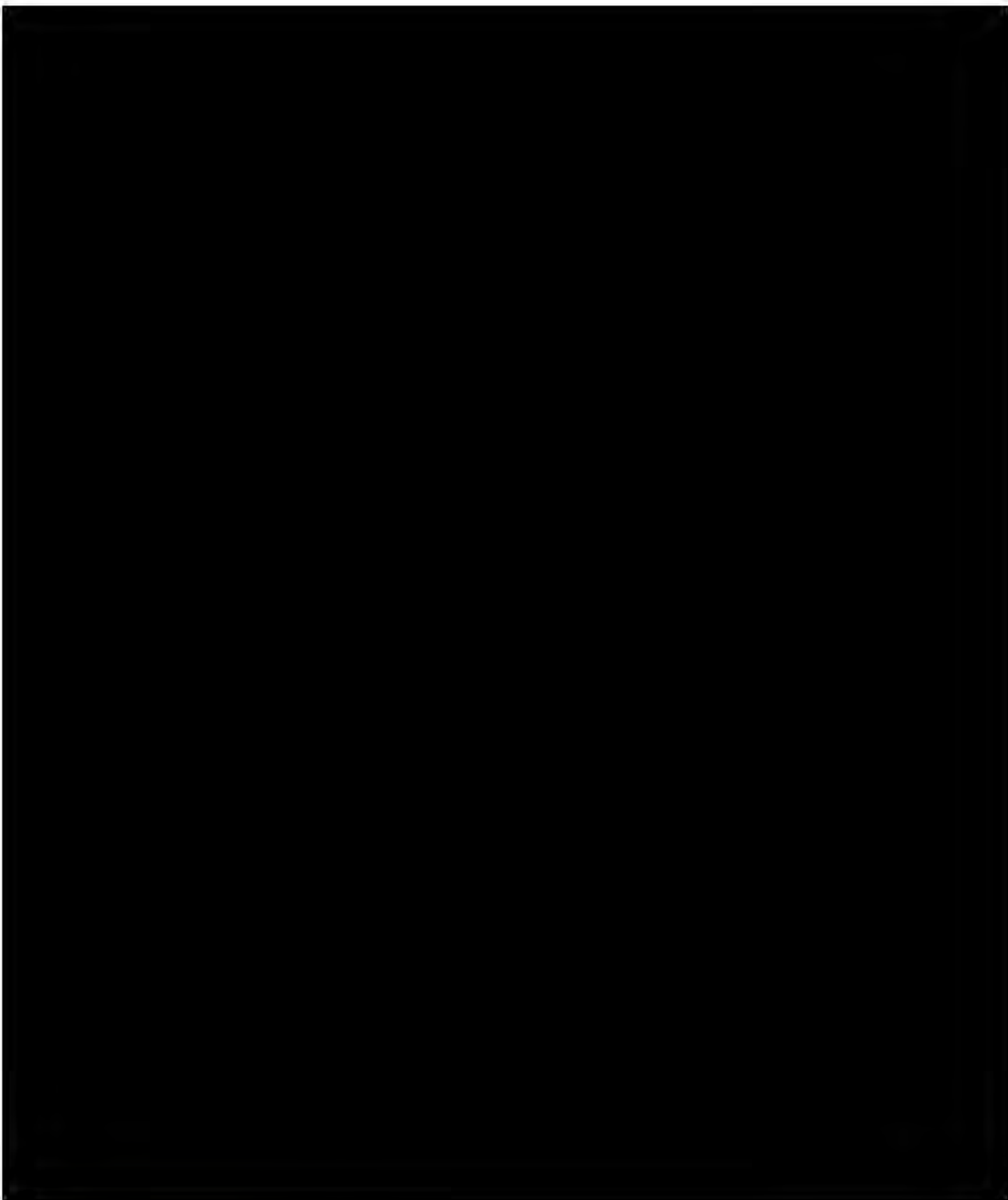
We suggest telephone interviews with stakeholders as online surveys are too simplistic for evaluation purposes and responses tend to be too brief - but face-to-face interviews (with significant travel time) would make the sample too small, so telephone is the recommended interview method.

Step 4 Process mapping *(July 19)*

We will also undertake a process mapping exercise with project staff - to map and provide a critique of the managerial and operational processes of the project. This is basically a flow-charting approach which provides the focus to undertake a strengths and weaknesses analysis of project processes. Process mapping is important because if we simply assess results - outputs, outcomes and impact - we may not understand at all well why results have been achieved to the level they have. Process mapping encourages an holistic review of the project process, helping answer questions such as 'Is this the optimum project design?' and 'Are there areas in which we can strengthen results by improving engagement or delivery?'

Step 5 Produce evaluation reports *(end August 2019 & end June 2021)*

We will provide the interim and final evaluation reports by the dates indicated.



2.1 Impact assessment

In the final report we have suggested the focus of assessment will shift from activity and outputs to include outcomes and impact measures.

██████████ is expert in applying impact assessment methods. He has trained thousands of people in Governments and economic development agencies on the practical application of impact measures and Gross Value added (GVA), which may be a method we can apply across this project to identify a 'whole project' summary of economic benefit.

You have also indicated in your business case some contributory measures that can be used to assess the programme:

- 10% Improved productivity of producers who work with you
- pig cost of production 8% higher than Denmark so cost reduction is an additional or alternative impact measure (cost reduction contributes directly, £ for £, to bottom line profitability)
- contributing outcome measures are likely to include pigs weaned per sow; litters per sow; pre-weaning mortality; pigs born alive per litter; and herd replacement rates

Prioritising 'early adopters' for interview is another way to maximise feedback about impact, as they will have had the most time to make improvements in the business and assess benefits. They will have the most in-depth and extended experience of the whole project.

The key is to return always to the original market failure (or missed opportunity) that provides the rationale for the project intervention in the investment test business case.

Has the market failure been tackled and to what extent? Answering this key question will be at the heart of the final report.

2.2 The evaluation plan



The 5 stages are similar between the interim and final report *but in the final evaluation there is likely to be:*

- an enhanced focus on outcome and impact evaluation
- a lesser focus on process mapping (although this somewhat depends on the extent to which the process evolves through the project; and how much new activity takes place in Years 2 and 3)
- 40 interviews with stakeholders and beneficiaries as opposed to 20 in the interim evaluation

3 Evidence - survey, research & evaluation reports (30% weighting)

██████████ has undertaken over 150 evaluation assignments, at European, UK and company/organisation levels.

Defra/Lantra: the RDPE National Programme - 3 projects

(i) We developed the evaluation plan and methodology for the £5 million RDPE programme LANTRA managed in the West Midlands. (ii) We then advised the other five Lantra regional teams on evaluating their multi-million pound RDPE contracts and (iii) we directly evaluated the entire South East RDPE programme where our recommendations were adopted in full by both Defra and Lantra.

The Forestry Commission

We undertook an evaluation of the FC's Wild Venison project. This project aimed to reduce the deer population of the UK by creating a larger and more robust market for wild venison, primarily through selling to supermarket chains and farm/estate shops. The methodology was highly innovative and our recommendations were accepted in full.

European Regional Development Fund (ERDF) - 4 projects 2019

In 2019 we have evaluated four projects in this ERDF round - in the games industry, in the film & TV industry and business start-up projects in Hertfordshire and South East Midlands areas (Herts LEP & SEMLEP).

Developing skills for economic development [REDACTED] has written national guidance and training materials on project appraisal and evaluation for:

- Scottish Enterprise
- The National Office of Project Advice and Training for England
- UKCES - UK Futures programme national evaluation advisor
- the network of Sector Skills Councils
- local, regional & national economic development agencies

He has also delivered approximately 150 workshops (typically 2-3 days duration) based on materials he designed.

These are also some of [REDACTED] more recent evaluation customers:

- the European Union
- BioM Biotech GMBH Munich
- Skills for Health
- Cambridgeshire County and City councils
- Cambridgeshire Constabulary
- Scottish Enterprise
- Suffolk and Hampshire County Councils
- District councils such as Mid Beds, South Cambs and East Cambs
- National Skills Academy for Retail (Mary Portas masterclasses)
- Welsh Government (first time cricket Ashes Test Match and Ryder Cup events in Wales)

We have also advised many private sector companies where they have become involved in funded projects such as Laing O'Rourke, Rocco Forte Hotels, Accor, Hilton Hotels, Mitchells and Butlers, Compass PLC and Axis Electronics.

4 Price - breakdown as per your section 4 (30% weighting)

We are suggesting two consultants for this project, [REDACTED]

[REDACTED] is also Director of a consultancy, RLN (UK). She is part of the team because she has been involved with [REDACTED] on a wide range of evaluations both as Commissioning Manager for many of our past European evaluations and, in the last 5 years, as a consultant colleague, again with an emphasis on EU funded projects.



Project stage	Cost (£) ex VAT	Notes/assumptions
Interim Evaluation (set up phase)	[REDACTED]	[REDACTED]
End of programme evaluation		
TOTAL		

We note that price/value for money is weighted significantly at 30%. We are keen to undertake this project because it moves our work with AHDB from advising the organisation about evaluation processes, training staff and advising project teams to undertaking evaluation projects. For this reason we have heavily discounted our day rates, to meet your 10k budget.

For example, we have discounted Paul Teevan's rate by 33% to provide particular value for money. We have also discounted from the ceiling budget of £10,000 to £9570.

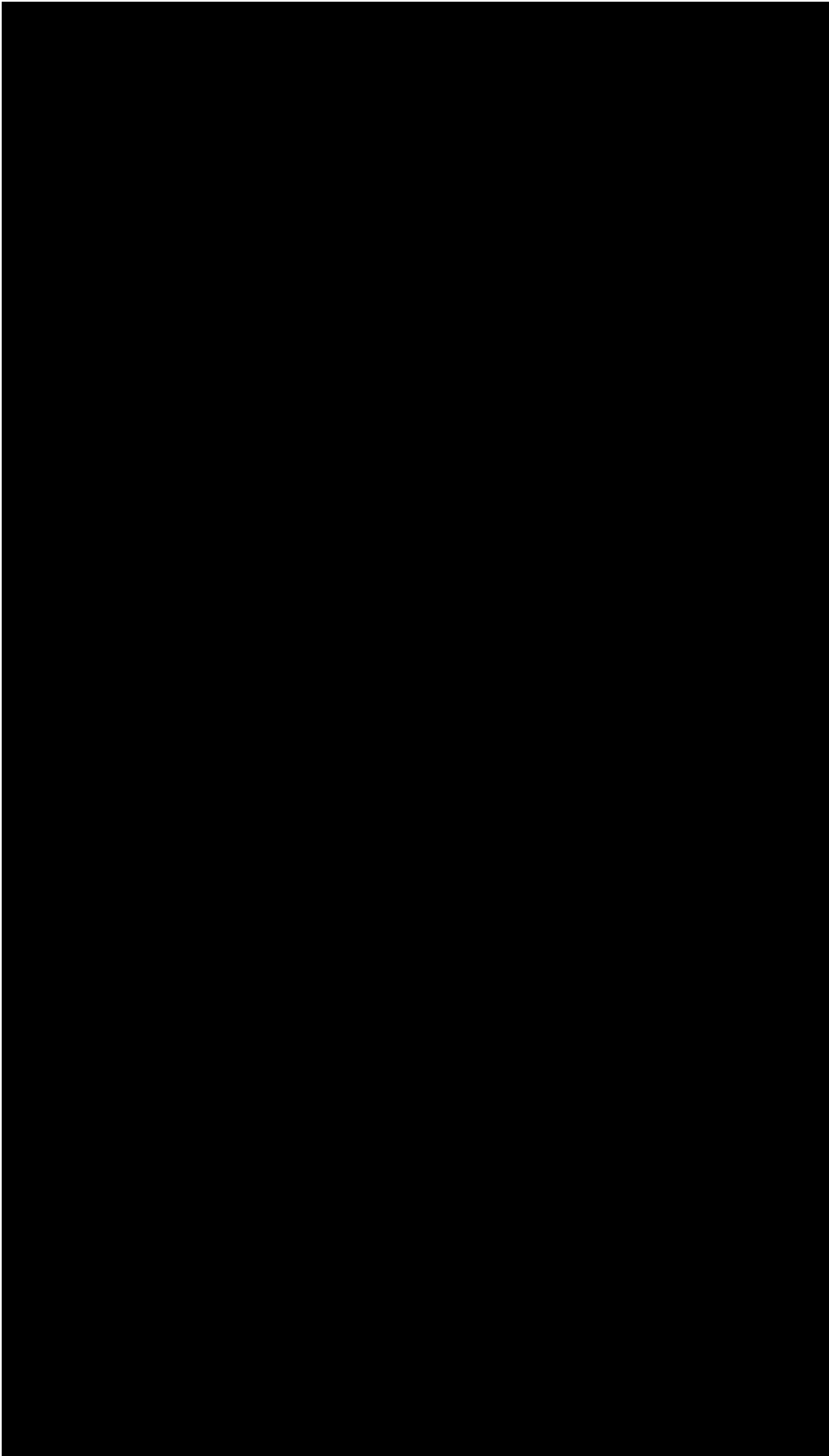
VAT is not applicable.

5 Capability + Contingency planning, staff changes, sub-contracting
(weighting 10%)

We have earlier explained our network business model, where around 20 consultants collaborate on various projects, depending on the size of project and the skills that each of our customers needs.

This means you are not reliant on a single consultant and there is cover in place to deal with any contingency such as illness or staff changes. We have specifically identified [REDACTED] as a back-up consultant for this evaluation, there are several consultants in our network who could step in if required.

As Director of [REDACTED] we have also confirmed earlier that [REDACTED] has no intention to move on from his own business - we have a five year business plan that takes us to January 2024, as a minimum.



If it helps, the risk assessment pertaining to this Lot One would be similar to a Fork KH risk assessment, so we summarise our approach if here.

Risk assessment

Risk 1: [REDACTED] or another nominated consultant in this proposal becomes unavailable through holidays, other commitments or illness.

MITIGATION

We will let you know within 24 hours if you ask us to tender for an evaluation that we cannot deliver in the timescale. If we submit a tender, that means we can and will meet the timescales specified at the time.

Key dates:

If an extended break is planned - e.g. a long holiday, 10 days+ - we will check before booking if evaluation work is in the pipeline and plan around that.

This unavailability risk is low in likelihood. All previous evaluation assignments for AHDB have been submitted ahead of the due date. We also operate a network business model, where around 20 consultants collaborate on various projects, depending on the size of project and the skills that each of our customers needs.

This means you are not exclusively reliant on a single consultant and there is cover in place to deal with any contingency such as illness or staff changes. We have specifically identified [REDACTED] and [REDACTED] as consultants for the Evaluation Support project (lot 1).

There are several consultants in our network who could step in if required. However we would always consult the Evaluation Team if this were the case, *you would likely already have cover from other consultants on the call-off panel.*

MITIGATION

As Director of [REDACTED] we confirm that [REDACTED] has no intention to move on from his own business.

We have a five year business plan that takes us to 2025, as a minimum, so he is available for the full potential lifespan of the 2 (and possibly extended to 5) year call off period.

We also understand that you will have several other consultants in the call-off contract so cover is built in to a good extent for any unforeseen unavailability.

Risk 3: We are asked to evaluate a project we just do not understand.

MITIGATION

This could occur where the area of work is one where the evaluator has no experience. Then he/she might not understand concepts, language or approaches. This has not happened yet in the many AHDB projects we have worked with in different advisory capacities. It is a sector we know very well. If this risk did come about, the approach would be to flag this immediately - within 24 hours of receipt of tender - and have a discussion as to whether the work is better placed with another consultant.

Costs

There is a breakdown of our costs in the Pork KE proposal example, but this may not directly reflect our costs under a long term call off arrangement. And the proposal was some time ago and heavily discounted as we had not delivered an evaluation report previously for AHDB. So for clarity, our day rates will be going forward:



An hourly rate would be charged pro rata.

Expenses are very largely subsumed in the day rate, if there were exceptional items such as travel, hotels or subsistence we will charge this at cost. Our travel cost by car is 60p per mile.

VAT is not chargeable through this company.

1.2.5 Quality control/code of conduct

Process for quality control

At a strategic level, we follow the 9 Management Consultancy Association (MCA principles) and a tailored QA process on a project specific basis. In order to ensure that TeeVan Consulting Network achieves excellence in all its activities, we work to the 9 principles of the MCA's Consulting Excellence Framework that covers Ethical Behaviour; Client Service and Value; and Professional Development.

We also work to the Framework of Evaluation Capabilities specified by the UK Evaluation Society and the MERG code.

We particularly have a clear policy for GDPR - In an evaluation context this usually means we sign a specific data sharing agreement for each evaluation project. We reproduce our data protection policy at the end of this section.

At an operational level, in the evaluation work undertaken for AHDB so far, we used a process of (no cost) peer review of the evaluation report, with another qualified consultant from our network. This ensures we:

- directly address the brief
- provide evidence for any assertions and recommendations and
- that the evaluation report is error free.

This process has worked well. It has uncovered some errors and inconsistencies in some reports BEFORE they were submitted - we propose to repeat this peer review process under this contract.

In considering this quality point, we realise that we did not obtain rigorous or systematic feedback from AHDB about our previous evaluation work from the line manager or the evaluation team eg. for the Recommended Lists evaluation. We received no negative feedback or requirements for rectification or re-work, and there was verbal confirmation of customer satisfaction - but we did not obtain systematic feedback as we would normally ask for.

We therefore propose that after the first evaluation is submitted we have a specific quality review with our AHDB counterparts where we will, among other activities, ask for feedback on the area of the evaluation that you believe we can most improve. Working on the areas that offer most improvement potential usually produces the fastest progress in terms of quality improvement. This process can then be extended at agreed intervals. You are well placed to provide this feedback because you will be seeing the work of several other consultants on an ongoing basis.

At each stage of the evaluation process, we have a policy of drafting key tools for consultation with our customer. Typically this will include:

- the project Gantt chart timetable
- samples for interview and the sampling framework
- interview formats
- structure of interim and final reports
- draft reports - interim and final
- project presentations

This results in a quality approach that is tailored to each project, with maximum opportunity for our AHDB customers to influence the quality, design and presentation of what we do.

Our data protection policy

Teevan Consulting Network: Data protection policy

The personal data that Teevan Consulting Network processes to provide consultancy, training and research services relates to its clients and other individuals as necessary, including staff and suppliers' staff.

This policy sets out our commitment to ensuring that any personal data is managed in compliance with relevant law. We ensure that good data protection practice is imbedded in the culture of our staff and our associates.

Compliance to Data Protection Law includes the General Data Protection Regulation 2016/679; the UK Data Protection Act 2018 and all relevant EU and UK data protection legislation.

Data protection principles

TeeVan Consulting Network complies with the data protection principles set out below. When processing personal data, we ensure that:

- it is processed lawfully, fairly and transparently
- it is collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- it is adequate, relevant and limited to what is necessary in relation to the purposes for which it is processed
- it is all accurate and, where necessary, kept up to date and that reasonable steps will be taken to ensure that personal data that is inaccurate is erased or rectified
- it is kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data is processed
- it is processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised processing and against accidental loss, destruction or damage

We respond to any request from a data subject who wishes to exercise their rights under data protection law, always communicating in a concise manner and without delay.

Process/procedures/guidance We will:

- ensure that the legal basis for processing personal data is identified in advance and that all processing complies with the law
- not do anything with your data that you would not expect given the content of this policy and the fair processing or privacy notice
- ensure that privacy notices are in place advising staff and others how and why their data is being processed, and, in particular, advising data subjects of their rights
- only collect and process personal data that we need for purposes we have identified
- ensure that the personal data it holds is accurate, or a system is in place for ensuring that it is kept up to date
- only hold onto your personal data for as long as it is needed, after which time we will securely erase or delete the personal data at an agreed time
- ensure security measures are in place to ensure that personal data can only be accessed by those who need to access it and that it is held and transferred securely
- we will ensure that all individuals who handle personal data on our behalf are aware of their responsibilities under this policy and that they are adequately trained and supervised.

Breaching this policy may result in disciplinary action for misconduct, including dismissal. Obtaining or disclosing personal data in breach of our data protection policies may also be a criminal offence.

Data Subject Rights

We have processes in place to ensure that we can facilitate any request made by an individual to exercise their rights under data protection law. Our staff

and associates can identify such a request and know who to send it to. All requests will be considered without undue delay and within one week of receipt.

Subject access: the right to request information about how personal data is being processed, and the right to be allowed access to and a copy of that data and to be provided with the right to the following information:

- the purpose of the processing
- the categories of personal data
- the recipients to whom data has been disclosed or which will be disclosed
- the retention period
- the right to lodge a complaint with the Information Commissioner's Office
- the source of the information if not collected direct from the subject, and
- the existence of any automated decision making

Rectification: the right to allow a data subject to rectify inaccurate personal data concerning them. Data portability: the right to receive a copy of personal data which has been provided by the data subject and which is processed by automated means. Erasure: the right to have data erased and to have confirmation of erasure. Restriction of processing: the right to ask for certain processing to be restricted:

- if the accuracy of the personal data is being contested, or
- if the data is no longer needed for the purpose of the processing, or
- if the data subject has objected to the processing, pending verification of objection

Responsibility for the processing of personal data

Director, takes responsibility for data protection. If you have any concerns or wish to exercise any of your rights under the GDPR, then you can contact him at:



reviewed 09/2020

Policy statement last

1.2.3 Strategy and examples

By following the project logic model described in 1.2.1 (Approach, objective and delivery) we will also help AHDB to evaluate its achievements at the organisation level - and by key strategic work areas, because a common approach is taken across all evaluations and impact is consistently assessed.

There are some key areas within the project logic model that characterise our approaches with AHDB at a project level.

(1) Clarity on the market failure - being absolutely clear what the 'problem' is that justifies intervention, so objectives are crystal clear. If the project team is not sufficiently clear on what the problem is, we help them achieve clarity. The evaluation plan should then be centred around measuring the return on levy payer investment through tackling the market failure(s).

The market failures seen most in AHDB are information failure/imperfect information (Recommended Lists and Farmbench are examples of this); incomplete or missing markets; negative externalities; productive inefficiency; unstable markets; and (less so in agriculture) monopoly power. Then evaluation needs to consider whether the problem IS being tackled, that it is AHDB who should be tackling it and that it still fits the organisation's strategic remit - and evaluation assesses the extent the failure has been tackled.

(2) Checking this is the best option - at investment test stage applicants should have shown they considered various options in order to identify which is best - we re-visit this in our evaluations, when there is a lot more data available about how well the chosen option is tackling the market failure.

(3) Evaluate process as well as results - If we only measure end results (outcomes and impacts) we may well not be clear why results have been achieved to the level they have. So we use tools such as process mapping to undertake strengths and weaknesses analyses of delivery.

(4) Crystal clarity on impacts to be achieved - the main three impacts that tend to be relevant in AHDB are cost savings, increased sales (/yield/productivity) and profitability. We have long expertise in undertaking CBAs and ROIs and have trained thousand of customer staff in these areas. There is an ongoing need in AHDB to help staff understand and apply *gross to net calculations of impact* - we help with that.

(5) Always evidence based - our conclusions and recommendations are always based on the best evidence we can find, we use tools that achieve this. Too many evaluations are overly-reliant on opinions garnered through surveys, while lacking hard impact calculation/ROI and tangible evidence.

Evidence for the above approach is best demonstrated in our evaluation of Recommended Lists (2020) and our current evaluation of Farmbench - and in the evaluation workshop materials we have produced for AHDB since 2016.

Two examples of evaluation improving performance

Scottish Enterprise - staff and management development

When we deliver training or advisory work around evaluation, we review representative sample of recent evaluations, so we can understand the strengths and weaknesses of the organisation.

We can then design appropriate interventions in the areas where the greatest improvements can be made. I have designed and delivered evaluation skills training using this approach for the 13 regions of Scottish Enterprise and the headquarters staff.

The delegate scores for delivery of this approach averaged 4.7/5 across the organisation. We also evaluated our evaluation training, by following up projects post training, at 6-9 months to assess their progress on evaluation. The most typical improvements from this action learning approach were:

- evaluation being undertaken where it previously was not (people did not know how, or resisted 'being measured')

- much better capture of impact effects - CBA/ROI being assessed where it was previously done poorly
- much more intelligent feedback obtained from key customers / users

UK Futures programme - Independent evaluation

██████████ was the England evaluation advisor for this project that was aimed at increasing private sector firms' productivity through investing in their staff, particularly in terms of growing the skills that will be required in the future eg. where technological opportunities are changing job profiles and skills required.

Most of the private sector firms had little experience of working with funded programmes, so ██████████ input resulted in much better applications and much more intelligent evaluation.

One example was Laing O'Rourke, where off-site construction is revolutionising their working methods - their buildings are now fabricated and manufactured largely off-site and only assembled on-site. Workforce productivity increased greatly as a result eg. large savings in time to construct, in the range 30-40%.

Pricing schedule:

CVs are in section 1.2.2 technical/quality section

Consultant	Role	Day/hour rate	Expected extent of involvement

Clearly, we cannot supply specific lumps sum quotes if successful in this tender ,because we do not know the size, extent or nature of work involved.

Expenses: are very largely subsumed in the day rate, exceptional items such as travel, hotels or subsistence are charged at cost and are specifically agreed prior to incurring cost.

Car travel is chargeable at £0.60 / mile.

Where [REDACTED] and/or [REDACTED] become involved in any projects they are employees of [REDACTED]

VAT does not apply to work awarded through the accountable company,
[REDACTED]

Lot Two

1.2.1 Experience/knowledge

We answer the three parts in this section in the order they appear in your ITT. The ITT specifies some questions (section 3 a-e) that are in some instances go beyond questions 1.2.1 to 1.2.3 so we respond to those questions first.

a) Validator: [REDACTED]

b) Role: evaluation validation

c) Relevant experience: see section 1.2.1 below

d) a brief summary of suitability: I have undertaken 6 evaluation assignments for AHDB; including validation of 10 projects; I am familiar with over 40 of AHDB's major projects and programmes; and have delivered 135 evaluation assignments at local, regional, national and EU levels.

e) demonstrating...a recent successful track record of similar contracts: see section 1.2.1 below

1.2.1 (Part A) Evaluation validation

[REDACTED] most recently completed evaluation validation project for AHDB is very relevant to this requirement - it entailed 10 validations, for AHDB, in the agriculture and horticulture sectors. The projects he validated were:

- Skills Development Programme
- Dairy Marketing
- Mini Rodots
- QSM Premium
- Beef & Lamb Thin Cuts
- Developing the Dairy Identity
- Pork Medallions (Midweek Meals)
- Thin Cut Steaks
- Herbs
- RamCompare 2

1.2.1 (Part B) Sector relevant research or evaluation projects

██████ has managed 6 projects for AHDB in relation to their evaluation strategy and rollout. The validation project above is one of these projects.

We also delivered an evaluation of Recommended Lists for AHDB in 2020 and are in the process of evaluating the AHDB Farmbench programme. Although these are not validations of internally delivered projects, these projects provide evidence of our understanding of evaluation and how to deliver a quality evaluation in the agricultural sector.

██████ has also delivered over 135 evaluations at area, regional, national and EU levels. Normally these are externally delivered evaluations (i.e. by us) but there are examples of evaluation work with a validation angle.

██████ advised AHDB project teams to enable them to develop an evaluation plan (where subsequently several teams have undertaken internal work to deliver evaluation related activity). The projects are:

- Farmbench
- Recommended Lists
(both the above projects subsequently evaluated by us)
- Crop Nutrient Management Programme
- GREAT Soils Programme
- Strategic Arable Farms
- Supply of Wheat Testing Services
- ICFM Weeds Programme
- Signet Breeding Services
- Horticulture KE Programme
- Farmbench
- Potatoes Advocacy Programme
- Sceptre+
- IPM Pests
- IPM Diseases
- AMR Programme
- Strategic Dairy Farms
- Dairy Research Partnership
- Beef and Lamb supply chain Programme
- EAMU Programme (Meat & Health)
- Dairy Genetics Programme
- MI Livestock
- Skills Development Programme
- Retail & Consumer Insight

- Knowledge Partnership for Beef Producers
- Challenge Sheep
- Exports Programme
- Trade Flow Programme
- PhD Studentship Programme
- Education Programme/Strategy
- Events
- Dairy Cow Health, Welfare & Nutrition RP
- Business & Leadership Skills Development

■■■■ also advised on the design of the Investment test and evaluation plan processes and produced supporting staff training/communication materials.

■■■■ has also designed and delivered workshops on the design and use of evaluation tools for AHDB staff, 8 successful workshops to date.

Some of our further evaluation customers in relevant sectors include Defra, Lantra and the Forestry Commission.

Lantra: the RDPE National Programme - 3 projects

We developed the evaluation plan and methodology for the £5 million RDPE programme LANTRA managed in the West Midlands. We then advised the other five Lantra UK regional teams on evaluating their multi-million pound RDPE contracts and also trained staff in key methodologies.

Defra

We directly evaluated the entire South East RDPE programme where our recommendations were adopted in full by Defra and Lantra.

The Forestry Commission (FC)

We undertook an evaluation of the FC's Wild Venison project. This project aimed to reduce the deer population by creating a larger and more robust market for UK wild venison. New markets were supermarket chains and farm/estate shops, where this intervention made it more financially viable for estate managers and others to cull excess deer populations. The methodology was highly innovative and our recommendations were accepted in full.

European Regional Development Fund (ERDF) - 5 projects 2019-2020

In 2019-20 we have evaluated five ERDF projects - in the games industry, in the film & TV industry, in two business start-up projects and in an energy savings/GHG emissions reduction project across the South of England.

1.2.1 (Part C) Evidence of publications in related areas

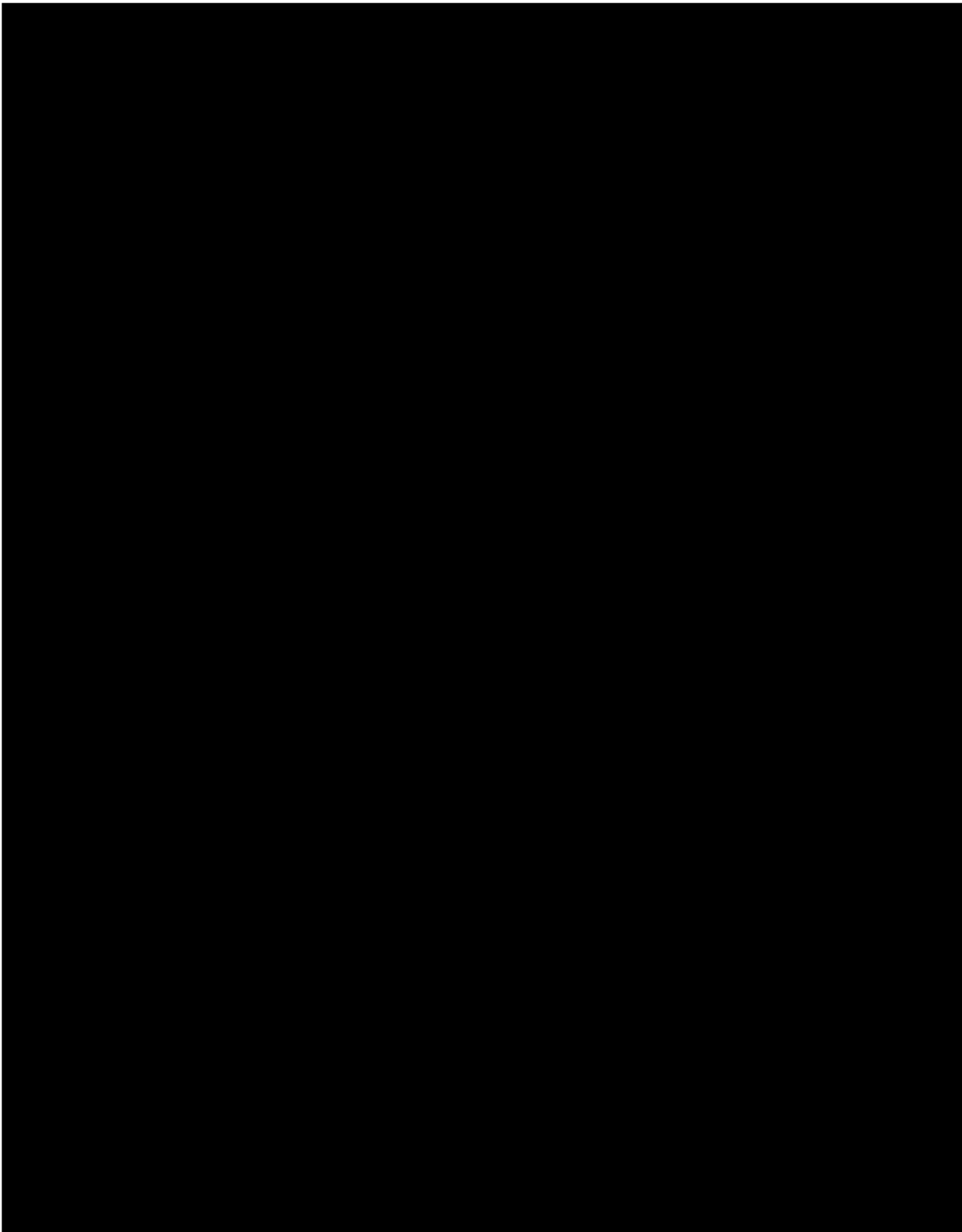
■■■■■ has written a number of articles on evaluation in order to continuously develop our approaches and ensure our thinking is current:

- Customer feedback: Why it pays to be a good listener
- Evaluation: How to make it work for you
- Evaluation: How to evaluate projects and programmes intelligently
- Evaluating public sector projects (a 16 page guide)
- Evaluation: Don't be dazzled by your own decisions
- Project disasters and how to avoid them
- The evaluation ladder: A testing approach - skills projects
- The evaluation ladder: A testing approach - business support projects

You can also view ■■■■■ containing 4 video clips he has produced, with direct or related relevance to evaluation/ customer feedback.

He has also produced handbooks and evaluation guidance for:

- Scottish Enterprise
- AHDB
- The Office of Project Advice and Guidance for England
- UKCES
- The Federation of Sector Skills councils
- Local, regional and national development agencies



4 We will check with the evaluation team where we have questions about a project sent to us and the related documents such as the Investment Test case, the evaluation plan and/or the CBA.

5 We will submit each validation report by the due date specified, which is likely to be within 2 weeks.

6 We will work to the amount of time specified by the Evaluation Team for each validation and will not exceed the specified time (and therefore cost) without prior agreement from the Evaluation Team. On the basis of experience of AHDB validations so far, we do not expect to depart from the specified times allotted, these have been very close to the mark so far.

7 We undertake a peer review of each draft report (not charged for) to ensure we have addressed each question directly, that there is evidence supplied for our conclusions and recommendations and that the report is error free.

8 After completing the validation report for the first project in this round, we will seek specific feedback from the Evaluation Team about perceived strengths and weaknesses in what we have submitted, with a particular emphasis on addressing any weakness that is most apparent.

Risk/key dates

Risk 1: [REDACTED] becomes unavailable through holidays, other commitments or illness.

MITIGATION

We will let you know within 24 hours if you ask us to undertake a validation that we cannot deliver in the timescale.

Key dates: The likely peak in work load (1st quarter of the year) fits [REDACTED] work profile well, this is not a holiday period at all.

If an extended break is planned - e.g. a long holiday, 10 days+ - we will check before booking if validation work is in the pipeline and plan around that.

This unavailability risk is low in likelihood, validations [REDACTED] has done so far required between 0.5 and 1 days and he easily fitted this work around other commitments. All 10 previous validation reports were submitted ahead of the due date. As our 5 other evaluation assignments for AHDB have been.

We also operate a network business model, where around 20 consultants collaborate on various projects, depending on the size of project and the skills that each of our customers needs.

This means you are not exclusively reliant on a single consultant and there is cover in place to deal with any contingency such as illness or staff changes. We have specifically identified [REDACTED] and [REDACTED] as consultants for the Evaluation Support project (lot 1). There are several consultants in our network who could step in if required. However we would always consult the Evaluation Team if this was the case, we suggest you *would likely already have cover from other consultants on the call-off panel.*

Risk 2: [REDACTED] moves on from leading his consultancy firm.

MITIGATION

As Director of [REDACTED] we confirm that [REDACTED] has no intention to move on from his own business - we have a five year business plan that takes us to 2025, as a minimum, so he is available for the full potential lifespan of the 2 (and possibly extended to 5) year project.

We also point out that you have seven other consultants in the call-off contract so cover is built in to a good extent for any unforeseen unavailability.

Risk 3: We are asked to validate a project we just do not understand.

MITIGATION

This could occur where the area of work is one where the validator has no experience. Then he/she might not understand concepts, language or approaches.

This has not happened yet in the 40 or so AHDB projects [REDACTED] has worked with - although some take an effort to get your head around! It is a sector he knows very well. If this risk did come about, our approach would be to flag this immediately - within 24 hours of receipt - and have a discussion as to whether the work is better placed with another consultant.

Process for quality control

At a strategic level, we follow the 9 MCA principles and a tailored QA process on a project specific basis. In order to ensure that Teevan Consulting Network achieves excellence in all its activities, we work to the 9 principles of the Management Consultancies Association's Consulting Excellence Framework that covers Ethical Behaviour; Client Service and Value; and Professional Development.

We also work to the Framework of Evaluation Capabilities specified by the UK Evaluation Society.

At an operational level, in the validation work undertaken for AHDB so far, we used a process of peer review of the validation report, with another qualified consultant from our network. This ensures we:

- directly answer the questions asked
- provide evidence for any assertions and recommendations and
- that the report is error free.

This process worked well, it did uncover some errors and inconsistencies in some reports BEFORE they were submitted - we propose to repeat the peer review process.

In considering this quality point, we realise that we did not obtain rigorous or systematic feedback from AHDB about our previous validation work. We received no negative feedback or requirements for rectification or re-work - but we did not obtain systematic feedback as we would for longer projects.

We therefore propose that after the first validation is submitted we have a specific quality review with our AHDB counterpart where we will, among other activities, ask for feedback on the area of the report that you believe we can most improve. Working on the areas that offer most improvement potential usually produces the fastest progress in terms of quality improvement. This process can then be extended at agreed intervals. You are well placed to provide this feedback because you a) see the work of the 'partner' consultant in the current validation and b) you see the work of seven other consultants on an ongoing basis.

1.2.2 Strategy/examples

For the supplier to undertake validations, they need to have sufficient information to quickly understand the project. Quite often in AHDB (which is at a fairly early stage of the journey towards establishing an evaluation culture) we have found that internal evaluation documents alone are insufficient to fully understand the evaluation report and the whole project context. Other information is needed and the most useful sources we find are usually the investment test business case - this supplies the summary of market failure and the business context - and the evaluation plan.

Then the validation form needs to ask the right questions - clearly and without prompting repetitive responses or requiring data of limited value. I believe the first attempt at a validation form (AHDB's mid-2020 validation project) worked well and it may be that only an incremental upgrade is required - I would be happy to contribute to that.

In that first round of validations undertaken, we found ourselves asking two questions:

- I) can there be more emphasis in the process on PREVENTING the recurring pitfalls for teams attempting cost benefit analyses or wider evaluations? (We found a strong pattern of 3-4 recurring evaluation aspects where teams were taking the same wrong turns).
- II) is there FOLLOWING THROUGH of the feedback, so that recommendations are acted upon?

Prevention is clearly a better validation strategy than cure! I believe the AHDB team is picking up on this point, but I am not yet sure how, at this stage. It is important that we avoid the process becoming one of 'catching people out' leading to the need for widespread re-work - which might present some issues for staff, perhaps occasionally defensiveness. Some guidance/skills training/worked exemplars could be a first step, *specific to some of the recurring issues not found in Round 1*, such as how to undertake a gross to net CRA. Again, I would be happy to contribute to that.

Following through - I expect the Evaluation Team is doing a lot of work here, but I do not know the extent or success with this. I recommend a review with each project team, some months post-validation, to establish the extent to which recommendations have been acted upon, the success of steps taken, with an opportunity for each project team to take further advice. It may be that the Evaluation Team does that (and is doing that), but happy to help here also.

Summary. The above comments imply that a successful validation approach requires it to be a strategic *process* rather than one-off consultant comments.

Examples of validation improving performance

When I deliver training around evaluation, I will review and validate a representative sample of recent evaluations, so I can understand the strengths and weaknesses of the organisation and design appropriate interventions in the areas where the greatest improvements can be made. I have designed and delivered evaluation skills training using this validation approach for

- Scottish Enterprise
- The National Office of Project Advice and Training for England
- UKCFE - UK Futures programme national evaluation advisor
- the network of Sector Skills Councils
- local, regional & national economic development agencies

The delegate scores for delivery of this approach average 4.6/5 across these organisations. We also evaluate our evaluation training, particularly by following up projects post training, at 3-6 months to assess their progress on evaluation. The most typical improvements can be summarised as follows:

- evaluation being undertaken where it previously was not (people did not know how, or resisted 'being measured')
- much better capture of impact effects - CRA/ROI being assessed where it either previously was not, or was done poorly
- much more intelligent feedback obtained from key customers / users

I call this validation through action learning.

Occasionally, I have undertaken validation on a similar model to AHDB.

An example is for the Creative Industries Sector Skills Council we delivered an evaluation of a single programme, where they were sufficiently impressed with our methodology and results that they asked us to review 5 further projects that had already been evaluated and we advised them on how to spread key messages to staff about their (and suppliers') strengths and weakness in evaluation. The standard of subsequent evaluations improved by at least 50% according to the Board.

We would also be interested to hear from AHDB what the effect has been following the mid 2020 validations we undertook, we currently have no feel for the success of this work.

Appendix to Annex 2**Amendments to Specification**

The information in Annex 2 is to be read as having been amended by any amendments set out in this Appendix and any other amendments agreed in Writing, which shall be deemed to be included in this Appendix.

Annex 3 Ordering Procedures

1. AHDB may, in its absolute discretion and from time to time during the Term, order the Goods and/or Services from the Supplier in accordance with the following procedures (the 'Ordering Procedures') and a Call-Off Contract based on the template provided in Annex 4 shall be made or deemed to be made.
 - 1.1. AHDB shall provide the Supplier by any appropriate means with a specification of the Goods and/or Services that AHDB requires and subject to any amendment that may be agreed, such specification shall be inserted or deemed to be inserted in any Call-Off Contract that may be agreed.
2. If suppliers other than the Supplier are part of this Framework, AHDB shall decide in its absolute discretion which supplier (which may be the Supplier) is capable and shall be invited to supply the Goods and/or Services.
 - 2.1. AHDB may form a short-list of suppliers to undertake work of a particular type applying the Ordering Procedures.
 - 2.2. AHDB may consider information that has been supplied by the suppliers or publicly available and consequently exclude certain suppliers.
 - 2.3. From the suppliers considered to be capable of supplying the Goods and/or Services, AHDB shall reasonably decide which supplier to invite to supply based upon (a) direct award (see paragraph 3 below) or (b) a mini-competition (see paragraph 4 below) or (c) a hybrid of direct award and mini-competition.
3. If AHDB reasonably believes it has sufficient information to inform its decision, AHDB may select a supplier with which to place an order for provision of the Goods and/or Services without further competition by (a) choosing the one who offered best value for money taking into consideration its speed of available response, quality and price or (b) operating a rota system between capable suppliers who provide similar such value for money (c) by varying the weightings of award criteria as detailed in the invitation to tender/published notice by not more than +/- 10% provided the total weightings is 100%.
4. AHDB may invite the suppliers on the framework (by lot/specialism where appropriate) to take part in a mini-competition in compliance with this Framework Agreement and may select the supplier with which AHDB will place an order applying the criteria indicated in paragraph 3 above and any additional criteria specifically indicated in the invitation to participate in the mini-competition.
5. AHDB may consequently invite the Supplier to provide the Goods and/or Services.
6. The Supplier shall promptly and in any case within three Working Days of its receipt of an invitation to supply the Goods and/or Services inform AHDB in writing whether it accepts that invitation.
 - 6.1. In the event that:
 - (a) the Supplier conditionally accepts the invitation, AHDB shall decide whether it accepts the conditions and inform the Supplier. For the avoidance of doubt, AHDB may discuss the conditions with the Supplier before making such decision.
 - (b) the Supplier accepts the invitation or AHDB accepts the Supplier's conditional acceptance pursuant to (a) above, an appropriate and reasonable Call-Off Contract based on the template in Annex 4 with no amendment of its Annex and no Special Conditions shall be deemed to have been agreed and AHDB shall create a purchase order in favour of the Supplier.

- (c) the Supplier rejects the invitation or AHDB rejects the Supplier's conditional acceptance pursuant to (a) above, the invitation shall lapse and AHDB may offer the order to another supplier.
- 7. In the event that a Call-Off Contract deemed to be agreed pursuant to paragraph 6.1(b) above is not reduced to writing in relation to any order for the supply of Goods and/or Services that is confirmed by a purchase order created by AHDB in favour of the Supplier, the deemed Call-Off Contract shall have effect.
- 8. Any failure by AHDB to comply in full with the Ordering Procedures shall not invalidate the relevant Call-Off Contract or deemed Call-Off Contract and any obligation that would reasonably have been imposed upon AHDB by its compliance in full with the Ordering Procedures shall be deemed to be so imposed. No obligation shall be deemed to be so imposed that is not necessary for compliance in full by AHDB with the Ordering Procedures.
- 8.1. Paragraph 8 shall apply to the Supplier mutatis mutandis.
- 9. Nothing in this Agreement shall require AHDB to place an order for any Goods and/or Services.

Annex 4 Call-Off Contract Template

Call-Off Contracts shall be or shall be deemed to be in the format of the template attached electronically to this Annex 4 and shall incorporate the AHDB Terms included therein as such may have been reasonably amended by AHDB.



AHDB Contract for
Buying Goods and S



Call off order form

Annex 5 AHDB Terms

The AHDB Terms are on page 9 of the 'AHDB Contract for Buying Goods and Services' document embedded in Annex 4 of this document and shall apply to this Framework Agreement.