Department for Environment Food & Rural Affairs

Bidder Pack

Procurement Specific Requirements

An Evaluation of the Food Data Transparency Partnership

Procurement Reference Number C5691

01/2023

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Contents

# 1.	Section 1: The Invitation

Defra group Commercial on behalf of Defra group and its Arm's Length Bodies invite you to bid in this competition.

The Bidder Pack comes in two parts.

This first part, **The Core Requirements**, provides details of the General Requirements, Government Transparency Agenda and Government Priorities.

The second part, **The Procurement Specific Requirements**, provides details of the Specification Requirements, Terms and Conditions of Contract, Evaluation Methodology, Procurement Timetable and Definitions.

The Definitions that apply to both parts can be found in Section 5, Appendix 1 of the Procurement Specific Requirements.

The tendering process seeks to determine the Most Economically Advantageous Tender (MEAT). The Authority will evaluate the Tenders using the tender evaluation criteria and weightings listed in Section 4, Evaluation Methodology.

The Opportunity

This opportunity is advertised by Defra group Commercial on behalf of Defra.

Defra is responsible improving and protecting the environment. We aim to grow a green economy and sustain thriving rural communities. We also support our world-leading food, farming and fishing industries. For further information please visit About us - Department for Environment, Food & Rural Affairs - GOV.UK (www.gov.uk)

The Authority requires a Contractor to provide an Impact, Process, and Value for Money evaluation of the interim phase of the *Food Data Transparency Partnership (FDTP*). The project is planned to commence **April 2023 and last until January 2028**.

The key objective of the FDTP is to transform the impact the food system has on health, environmental and animal welfare outcomes, by:

- Creating the right incentives for industry to sell and promote healthier food produced to higher animal welfare and environmental standards.
- Allowing consumers to make better informed purchasing decisions based on clear, standardised, and trusted information
- Supporting government to make effective policy based on more precise and timely information

Timetable

The timetable below is subject to change from time to time as notified by the Authority. All Tenderers will be informed via the Authority's eSourcing System.

Procurement Activity	Anticipated Date
Finalise Contracts Finder Notice and Bidder Pack (ITT)	26/01/2023
Clarification deadline	16/02/2023
Bidder Pack / ITT response date	02/03/2023
Compliance Checks	02/032023
Evaluation	02/032023 – 14/03/23
Moderation Meeting	15/03/23
Produce Contract Award Report and Draft Letters	22/03/2023
Approval of Contract Award Report	29/03/2023
Issue Notification of Intention to Award letters and Contract Award	05/04/2023
Contract Start Date	18/04/2023
Publish Contract Award Notice and Redacted Contract	17/05/2023
Contract End Date	31/03/2025
Possible Extension	31/03/2028

All timescales are set using a 24-hour clock and when referring to "days" it means calendar days unless otherwise specified (for example, working days).

Variant Tenders

The Authority shall not accept variant Tenders.

For the avoidance of doubt, if the Authority has reserved a right to waive a requirement in this Bidder Pack and chooses to exercise such discretion, the Tender will not be considered a variant Tender.

Abnormally Low Tenders or Pricing Anomalies

If the Authority considers your Tender to appear abnormally low, an initial assessment will be undertaken using a comparative analysis of the pricing proposals received from all Tenderers and the Authority's valuation of the procurement. If that assessment indicates that your Tender is abnormally low the Authority will request a written explanation of your Tender, or of those parts of your Tender which the Authority considers contribute to your Tender being abnormally low. The Authority reserves the right to reject your Tender if the response does not satisfactorily account for the low level of price or costs proposed.

The assessment of abnormally low tenders will be undertaken strictly in accordance with Regulation 69 of the Public Contracts Regulations 2015, which outlines how abnormally low tenders must be assessed and the circumstances in which the contracting authority can reject the tender.

Pricing Anomalies

If in the opinion of the Authority your Tender contains any pricing anomalies (for example apparent discrepancies between the financial submission and other parts of your response) the Authority may seek clarification. If the clarification response indicates that the pricing anomaly was the result of a clear and obvious error, in the interest of fairness the resulting change will be taken into consideration. If the clarification response results in a change to the initial tendered Commercial Response and price, it will not be taken into account.

Section 2: The Specification of Requirements

The Authority's Priorities

Defra's vision is to make our air purer, our water cleaner, our land greener and our food more sustainable. As part of this vision Defra aims to increase the sustainability, productivity and resilience of the agriculture, fishing, food, and drink sectors, enhance biosecurity at the border and raise animal welfare standards[1].

The Government announced its intention to establish the FDTP as part of the 2022 [Government Food Strategy](). The FDTP is a multi-year partnership with the ambition to bring together government departments and agencies in England and the Devolved Administrations, including DHSC, the FSA and Food Standards Scotland, with representatives from across the whole food supply chain and civil society. The FDTP aims to address the following challenges:

- Insufficient and inconsistent data to drive effective policy making
- Difficulty for some consumers to purchase food from companies which aligns with their values
- Lack of a level playing field on what information is reported by the food industry has resulted in companies not being adequately incentivised and supported to address the unintentional environmental, health and animal welfare harms created within the food system
- Current marketing claims on environmental impact and sustainability are largely inconsistent, which can lead to consumer confusion
- Data is not standardised or harmonised which leads to duplication, gaps, and inefficiencies
- A need to streamline data reporting requirements for food and drink businesses to minimise the reporting burden on business.

This project will evaluate the FDTP. The project is divided into five work packages: management, pre-implementation, process, impact, and value for money evaluation.

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[1] Defra 2021 [Outcome Delivery Plan]()

Scope

Appendix 3 sets out the Specification of Requirements.

Division of the Contract into Lots – N/A

This procurement requirement is not divided into Lots.

Section 3: Terms and Conditions of Contract

The Terms and Conditions of Contract for this procurement are Defra standard Research and Development Terms and Conditions.

The Terms and Conditions are split into Core Terms and Contracting Authority Terms within the Annexes and Schedules, and details of the legal priority are provided in from the Conditions of Contract to be used, e.g. the standard Defra Terms and Conditions for Research and Development (R&D).

The initial contract term shall be from 2023 to 2025 with the potential for annual extensions until 2028 with the successful Tenderer(s).

The Authority hereby includes a break clause after 2 years. The original scope covers 5 years. However, any new work stream after 2 years will be negotiated between the successful Contractor and the Authority in good faith and executed using a variation. Nonetheless, if the scope has a material change the Authority might undertake this as a new Contract.

The anticipated commencement date is **April 2023.**

Suggested Changes to Conditions of Contract

Tenderers may raise clarification questions relating to the amendment of contract terms during the clarification period only, as specified in the Timetable, if it can be demonstrated that there is a legal or statutory reason why they cannot be accepted. Where a legal or statutory reason cannot be substantiated the Authority has the right to reject the proposed changed.

Such requests must follow the Clarifications Sought by the Tenderer process set out in the Core Requirements element of this Bidder Pack.

Section 4: Evaluation Methodology

The overall aim of the evaluation process is to select the Tender that is the most economically advantageous to the Authority, having regard to the Authority's overall objectives and the criteria set out below.

Evaluation of Tenders comprise of the stages set out in the table below.

The Authority will carry out its evaluations of the Technical and Commercial elements according to the criteria, sub-criteria and weightings set out in the table below:

	Section Reference	Evaluation Criteria	Question Scoring/Weighting (%)
Evaluation Stage 1 - Technical	Selection Stage: Selection Questionnaire (SQ) responses submitted in response to the Contract Notice	**Part 1:** covers the basic information about the supplier, such as the contact details, trade memberships, details of parent companies, group bidding and so on and is provided for information only.	Pass/Fail
		Part 2: covers a series of self-declarations by the supplier regarding whether or not any of the questionnaire exclusion grounds apply and will be assessed on that basis.	Pass/Fail
		Part 3: covers a series of self-declaration questions regarding whether or not the company meets the selection criteria in respect of their financial standing and technical capacity.	Pass/Fail
	Section Reference	**Evaluation Criteria**	**Question Scoring/Weighting (%)**
	Form of Tender	This stage is not scored but if you do not upload a complete, signed and dated Form of Tender in accordance with the instructions in the eSourcing System/accept the Form of Tender statement in the SQ your Tender will be rejected as non-compliant.	Pass/Fail

	Section Reference	Evaluation Criteria	Question Scoring/Weighting (%)
Evaluation Stage 1 - Technical	Evaluation Stage: Technical	This stage will be evaluated in accordance with the criteria set out in the Technical Questionnaire. Responses that do not meet the minimum thresholds will be excluded from the process at the stage where they do not meet the required level – this will be determined during the consensus meeting	
		E01 – Sustainability	Pass/Fail
		E02 Equality and Diversity	Pass/Fail
		E03 Organisational Experience, Capability and Resources	10%
		E04 Understanding Project Objectives	15%
		E05 Approach and Methodology	45%
		E06 Proposed Project Team	10%
		E07 Project Management	10%
		E08 Social Value	10%

The Technical evaluation will account for **70% of the total score**. All responses will be scored in accordance with the detailed guidance within the Authority's e-Sourcing System and the Technical Questionnaire.

Tenderers must achieve a minimum score of 50 for E03 – E08 the 'Technical Threshold' in order to progress to the Commercial evaluation. Tenderers who fail to achieve the stated Technical Thresholds will not proceed to the Commercial evaluation.

Evaluation Stage 2 - Commercial	**Section Reference**	**Evaluation Criteria**	**Question Scoring/Weighting (%)**

	Evaluation Stage: Commercial - Pricing Schedule	Prices will be evaluated in accordance with criteria set out in the Pricing Schedule in the Authority's e-Sourcing System.	Scored

The Commercial evaluation will account for **30% of the total score**. All responses will be scored in accordance with the detailed guidance within the Authority's e-Sourcing System and the Specification of Requirements.

	Section Reference	Calculation
	Final score	The final score is calculated by adding the total quality weighted score with the total commercial weighted score. The most economically advantageous tender will be the Tender with the highest final score.

Selection Questionnaire - Financial standing

The Authority will review the economic information provided as part of the Selection Questionnaire response to evaluate a Tenderer's economic and financial standing. The Authority's evaluation will be based on all the information reviewed and will not be determined by a single indicator. If, based on its assessment of the information provided in a Response, the Authority decides that a Tenderer does not meet the Authority's required level of economic standing, the Authority may:

- ask for additional information, including information relating to the Tenderer's parent company, if applicable; and/or
- require a parent company guarantee or a performance bond.

If the Authority decides that a parent company guarantee or performance bond is required, the Authority will reject a Response if the Tenderer is unable to offer a commitment to make such provision. In addition to the information provided in a Response, the Authority may, at its discretion, consult Dun & Bradstreet reports and other credit rating or equivalent reports depending on where a Tenderer is located.

The Authority's assessment of economic and financial standing will consider financial strength and risk of business failure. Financial strength is based on tangible net worth and is rated on a scale of 5A (strongest) to H (weakest) obtained from Dun & Bradstreet. There are also classifications for negative net worth and net worth undetermined (insufficient information). Financial strength will be assessed relative to the estimated annual contract value.

The Authority will also consider annual turnover. For this procurement, the Authority expects the contractor to have an annual turnover for each of its last two financial years of at least **£5 million British Pounds Sterling**.

In the case of a joint venture or a consortium bid, the annual turnover is calculated by combining the turnover of the relevant organisations in each of the last two financial years. In addition, the annual turnover of at least one of those organisations is expected to be £5 million GBP.

Risk of Business Failure is rated on a scale of 1 (minimal) to 4 (significant) obtained from Dun & Bradstreet. There is also a classification of insufficient information. The Authority regards a score of 4 as indicating inadequate economic and financial standing for this procurement. The Authority will also calculate and evaluate the Tenderer's:

- operating performance: growth or reductions in sales, gross profit, operating profit, profit before tax and earnings before interest, tax, depreciation, amortisation, exceptional items and profit/loss on sale of businesses;
- liquidity: net current assets, movements in cash flow from operations, working capital and quick ratios, and average collection and payments periods; and
- financial structure: gearing ratios and interest cover.

Evaluation of Responses

Evaluation of Responses will be undertaken by a panel appointed by the Authority. Each panel member will first undertake an independent evaluation of the Responses applying the relevant evaluation criteria for each question. Then, a moderation meeting will be held at which the evaluation panel will reach a consensus on the marking of each question.

During the consensus meeting, the decision may be taken that a Response will not be carried forward to the next evaluation stage if the consensus view is that the Tenderer has failed to meet any minimum or mandatory requirements, and/or provided a non-compliant response.

All tenderers should be aware of the timescales set to deliver this requirement and only submit a response where they are fully confident of being able to deliver within these parameters.

Tenders will be evaluated by the Target Programme Management team for appropriateness, on the basis of scope, methods, expertise, and value for money.

Scoring Criteria

If a Tenderer receives a 'Fail' in any of the questions E01 - E02 they will be eliminated from the procurement.

If a Tenderer scores 20 or less using the 'Scoring Criteria' in Section 2: Tender Evaluation (Paragraph 1.8); for any of the questions E03-E05 the Authority may choose to reject the Tender.

The technical questionnaire will be scored using the following scale:

Descriptor	Score	Definition
Very good	100	Addresses all the Authority's requirements with all the relevant supporting information set out in the Bidder Pack. There are no weaknesses and therefore the tender response gives the Authority complete confidence that all the requirements will be met to a high standard.
Good	70	Addresses all the Authority's requirements with all the relevant supporting information set out in the Bidder Pack. The response contains minor weaknesses and therefore the tender response gives the Authority confidence that all the requirements will be met to a good standard.
Moderate	50	Addresses most of the requirements with most of the relevant supporting information set out in the Bidder Pack. The response contains moderate weaknesses and therefore the tender response gives the Authority confidence that most of the requirements will be met to a suitable standard.
Weak	20	Substantially addresses the requirements but not all and provides supporting information that is of limited or no relevance or a methodology containing significant weaknesses and therefore raises concerns for the Authority that the requirements may not all be met.
Unacceptable	0	No response or provides a response that gives the Authority no confidence that the requirement will be met.

Each question will be allocated a score of between 0-100 for the documented response, based on the criteria above. The scores will be weighted against the technical sub-weighting, and a final technical score will be calculated. The highest technical score will then receive the maximum 70% technical score to be added to the commercial score in the overall tender evaluation. Other bidder's technical scores will be calculated pro rata to the highest technical score.

The Authority reserves the right to apply a tie-break mechanism, if the tender responses result in a two or more bids receiving an absolute tie in scores. This will consider the scores of each criterion in order of importance (determined according to the weighting given to the criterion).

Bids in receipt of a 'fail' or scoring 20 or below for any of the following questions E03 – E08 will be eliminated from the procurement process.

To enable a consistent and fair evaluation of your tender, we require Suppliers to respond to the questions below, making sure you adhere to the page limits detailed in each section. Words submitted beyond these limits will not be evaluated as part of the tender response. All sections are mandatory and will be scored. The weighting given to each question is set out below as a percentage of the technical score available.

Please do not include any commercial information in your response to the technical questionnaire.

Please upload your response to each section (E03 – E08) as an individual document. This will allow evaluators to easily differentiate between the response to each section and allow consistent and fair evaluation of bids. Bidders should not cross reference information provided in each section as they will only be scored on the information requested and provided in each section.

Technical Evaluation

E01 Sustainability (Weighting - Pass/Fail)

The Authority has set itself challenging commitments and targets to improve the environmental and social impacts of its estate management, operation and procurement. These support the Government's green commitments. The policies are included in the Authority's sustainable procurement policy statement published at:

https://www.gov.uk/government/publications/defra-s-sustainable-procurement-policy-statement

Within this context, please explain your approach to delivering the services and how you intend to reduce negative sustainability impacts. Please discuss the methods that you will employ to demonstrate and monitor the effectiveness of your organisation's approach.

Evaluation Criteria:

Your response must:

- Demonstrate that there is a sustainable policy in-place.

- Provide evidence how you will reduce the environmental impacts of delivering this contact that may include the following:

  o Using innovative sustainable tools, techniques and technologies
  o The procedures and systems in place for communicating what needs to be done to improve sustainability to those engaged on this contract;
  o Explain how you measure sustainability performance and be able to report to the Authority on progress if required.

A Fail will be allocated to those responses that are not able to demonstrate any evidence of addressing sustainability.

Please upload your response with filename 'Your Company Name_E01'. Your response must be no more than 2 side of A4, minimum font size 10. Your Sustainability Policy will be accepted in addition to this limit.

E02 Equality and Diversity Policy (Weighting - Pass/Fail)

The Authority is committed to promoting equality and diversity within its operations and service delivery. Please describe your organisation's commitment to equality and diversity and how you ensure that compliance with relevant legislation is achieved and maintained. Please describe how you will promote equality and diversity in relation to the delivery of this Contract. Please also provide a copy of your equality and diversity policy or an equivalent document.

Evaluation Criteria:

- Includes a copy of the Tenderer's equality and diversity policy or an equivalent document which shows their organisation's commitment to equality and diversity and confirms their compliance with relevant legislation.

- Describes how the Tenderer will promote equality and diversity in relation to the delivery of this Contract.

A Fail will be allocated to those responses that are not able to demonstrate any evidence of addressing equality and diversity.

Please upload your response with filename 'Your Company Name_E02'. Your response must be no more than 2 side of A4, minimum font size 10. Your Equality and Diversity Policy will be accepted in addition to this limit.

E03 - Organisational Experience, Capability and Resources – (Weighting: 10%)

Describe your organisation's capability in delivering research projects that are relevant or comparable to this specification. Include a list of up to 5 references to relevant publications and or

projects that your organisation has managed within the last 5 years. Describe any resources that are relevant to delivery of the project such as theory of change models and evaluation methodologies.

Your response must be a maximum of 2 side of A4, font size 12. Please upload a document with the filename: "E03 - Your Company Name"

Evaluation criteria

Higher marks will be awarded to submissions which demonstrate:

- Significant and relevant recent experience and capability of effectively delivering comparable projects and methods (e.g. quasi-experimental methodology) to those required for delivering these Services.

- Overview of relevant resources selected to deliver the previous projects including, evaluation systems and methodologies, frameworks to collect and store data for monitoring and evaluation, access to appropriate analytical software and how this applies to the method chosen to deliver these Services.

E04 - Understanding Project Objectives – (Weighting: 15%)

Provide an overview of your understanding of the project and the objectives of the research.

This section should demonstrate your understanding of the project, the key issues/challenges involved in carrying out the research and provide an overview of how your recommended approach and method will address the research questions posed. In this section you should describe your overall approach and how the elements of your proposed methodology link back to the research questions.

Your response must be a maximum of 4 sides of A4, font size 12 (including diagrams). Any responses exceeding 2 sides of A4 will not be evaluated beyond the last page. Links to other documents will not be considered as part of your response e.g. links to published documents online. Please upload a document with the filename: 'E04 Your Company Name'.

Evaluation Criteria

Higher marks will be awarded to submissions which demonstrate:

- An understanding of the rationale and context for the project.
- An awareness of the key issues and challenges in relation to carrying out the project and achieving the aims and objectives, and how these will be managed.
- Clearly show how your overall recommended approach will address each of the Tasks so that the research questions can be answered.

E05 - Approach and Methodology – (Weighting: 45%)

Detail the methodology to be adopted to meet the project objectives and address the project questions. Your response should:

- set out in detail each element of the methodology from stage 1 to stage 5 (pre-implementation, impact, value for money and process evaluation) and how this will be carried out for each intervention, including the approach, design, analytical strategy, quality assurance and any related risks
- Set out the methodology underpinning the deep dive case studies
- demonstrate their knowledge of relevant research and evaluation approaches
- detail the strategies, policies, or systems used to ensure the delivery of the project meets quality requirements and how this will meet Aqua Book principles
- outline their approach to data security and GDPR, particularly for primary research
- confirm that research outputs will meet the accessibility requirements set out by the Authority and what process you have in place to assure this[2]
- outline any input required from the Authority
- the approach to dissemination of the findings.

Your response can be a maximum of 12 side(s) of A4, font size 12. Links to other documents will not be considered as part of your response e.g. links to published documents online. Please upload a document with the filename: 'E05 Your Company Name'.

Evaluation Criteria

Higher marks will be awarded to submissions which demonstrate:

- A clear approach to each of the Tasks.
- Understanding of the research and analytical methods to be used, data collection and analysis requirements.
- Understanding of how the methodological elements will link together and answer the research questions.
- How causality will be established in the impact evaluations
- Knowledge of relevant research approaches that will deliver the full scope of requirements.
- How each element of the specification of requirements (SoR) outlined in section 3 will be fulfilled, including data protection.

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[2] Contractors are expected to make all reasonable attempts to meet requirements for accessible outputs. This includes, but is not limited to, consideration of font (size, style and justification); headings and sub-headings to structure reports; alt-text for images, charts or graphs; table captions and summaries in all tables; colours that are suitable for those with colour-blindness.

- An awareness of appropriate co-working and information dissemination activities to be undertaken with Defra.
- An understanding of how a quality assurance will be used to ensure that all research materials, processing, analysis, and outputs are accurate and transparent.
- The level of input and guidance that the successful supplier will require from the Authority.

E06 - Proposed Project Team – (Weighting: 10%)

Provide details of the proposed project team and team structure that you intend to use to deliver this project, including any sub-contractors and/or associates. CVs for key staff should be submitted to support your response (max 1 A4 side per CV).

Include a table showing the staff days expected to be spent on the project per task, including both specialists and assistants.

Identify the individual(s) who will have overall management responsibility for the research and/or identify the Project Director and nominate a representative for day-to-day contact with the Authority's Project Officer.

Your response must be a maximum of 3 side(s) of A4 font size 12. Links to other documents will not be considered as part of your response e.g. links to published documents online. Please upload a document with the filename: 'E06 Your Company Name'.

The CVs can be loaded as "additional documents" in the technical envelope

Evaluation Criteria

Higher marks will be awarded to submissions which demonstrate:

- Senior staff are putting sufficient time into the key phases of the project.
- The individuals who make up the proposed team have sufficient and relevant experience, influence/authority and capability to successfully deliver this project.
- The size and structure of the proposed project team is sufficient to ensure that adequate resources have been allocated for all of the required roles and responsibilities.
- The individuals who will fulfil key roles Project Director and Project Manager.
- The experience of the staff proposed is appropriate to the roles allocated.
- If there are proposals for consortium/sub-contracting arrangements, they are comprehensive and reasonable, and there are measures that are in place to effectively manage these arrangements throughout the Contract.
- Staff retention plans are in place to minimise turnover of key staff members
- How you will replace the skills and expertise of any staff member that leaves the team or becomes unavailable, how you will do handovers between team members, and contingency plans in the event of planned and unplanned staff absence.

E07 - Project Management – (Weighting: 10%)

Detail the adequacy of the proposed project management arrangements including day to day working for the project, the proposed timetable for the project, risk log and mitigation actions, and Gannt chart.

Your response must be a maximum of 5 side(s) of A4, font size 12 *and* 1 side A3, font size 10 for the Gannt chart. Links to other documents will not be considered as part of your response. Please upload a document with the filename: 'E07 Your Company Name'.

Evaluation Criteria

Higher marks will be awarded to submissions which demonstrate:

- Your organisational approach to programme and workstream management and how this is implemented.
- How you plan to keep the Authority informed of progress made and any difficulties encountered.
- How you plan to deal with the risks associated with the methodological approach, data collection, project management etc, including risk rating and proposed mitigation measures.
- A Gantt chart presenting timelines and inter-dependencies between work streams, particularly sequencing of work.
- How cross-workstream learning will be facilitated.

E08 - Social Value – (Weighting 10%)

It is Government policy to use procurement to deliver against social value objectives[3]. The Social Value[4], model has five themes, each of which is aligned to one or more Sustainable Development Goal. Two themes are a compulsory focus of social value creation for this contract:

Theme 2: Tackling economic inequality – increasing supply chain resilience
Theme 4: Creating equal opportunity

Contributions to other themes are welcome but will not be scored as part of the assessment in E08.

Quantify expected contributions, detail a plan for achieving them, and detail a measurement plan for capturing and reporting on progress. Describe the commitment your organisation will make to

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[3] Procurement Policy Note 06/20 – taking account of social value in the award of central government contracts - GOV.UK (www.gov.uk)
[4]
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940826/Social-Value-Model-Edn-1.1-3-Dec-20.pdf

19

ensure that opportunities under the Contract deliver the Policy Outcome and Model Award Criteria[5].

Please include:

- Your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and
- A timed project plan and process, including how you will implement your commitment, the number of hours this will represent and when the proposed activities will be completed by. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. These are to include, but not be limited to:
  - a timed action plan
  - use of existing data
  - tools/processes used to gather data
  - reporting
  - feedback and improvement
  - transparency

Please do not include links to generic documents or websites. Your Response to this section is to be tailored specifically to the Social Value opportunities you can generate over and above the outputs of this Contract.

Please also see the further guidance on using the Social Value Model.

Your Response must be a maximum of two (2) sides of A4, font size 12. Any Responses exceeding two (2) sides of A4 will not be evaluated beyond the last page. Please upload a document with the filename: 'E08_Your Company Name'.

Calculation Method

For both elements, providing the bidder has met any mandatory criteria and minimum quality thresholds, the total weighted scores are calculated as follows (Please See Next Page):

Technical (WT) The calculation use

$$\frac{\text{Bidder's Total Technical Score i.e. 71.60\%}}{} \times 100\% = X \quad \text{Then i.e.} \quad \frac{71.60\%}{100\%} \times 70\%$$

Commercial (WC)

Score =   Lowest Tender Price x 30% Maximum available marks

Tender Price

For example, if three Tender Responses are received and Tenderer A has quoted £30,000 as their total price, Tenderer B has quoted £50,000 and Tenderer C has quoted £60,000 then the calculation will be as follows:

Tenderer A Score = £30,000/£30,000 x 30 (Maximum available marks) = 20%
Tenderer B Score = £30,000/£50,000 x 30 (Maximum available marks) = 18%
Tenderer C Score = £30,000/£60,000 x 30 (Maximum available marks) = 15%

The Total Score (weighted) is then calculated by adding the Total Weighted Technical Score to the Total Weighted Commercial Score: **WT+ WC**.

Commercial Pricing Breakdown applicable to this ITT is on Atamis (https://defra-family.force.com/s/Welcome).
This should be downloaded; completed and attached to the commercial envelope.

Section 5: Appendices

1. Definitions

Unless the context otherwise requires, the following words and expressions used within the Bidder Pack (except for Section 3: Terms and Conditions of Contract) shall have the following meanings to be interpreted in the singular or plural as the context requires.

TERM	MEANING
"Authority"	the Department for Environment, Food and Rural Affairs acting as part of the Crown
"Bidder Pack"	this invitation to tender and all related documents published by the Authority and made available to Tenderers.
"Contract"	the contract (set out in Appendix B) to be entered into by the Authority and the successful Tenderer.
"EIR"	the Environmental Information Regulations 2004 (as amended) together with any guidance and/or codes of practice issued by the Information Commissioner or any Government Department in relation to those Regulations.
"eSourcing system"	eSourcing system is the eSourcing system used by the Authority for conducting this procurement, which can be found at https://defra-family.force.com/s/Welcome
"FOIA"	the Freedom of Information Act 2000 (as amended) and any subordinate legislation made under that Act together with any guidance and/or codes of practice issued by the Information Commissioner or any Government Department in relation to that legislation.
"Form of Tender"	means the form contained in Annex 2 to the Procurement Specific section of the Bidder Pack which must be signed, scanned and uploaded into the Authority's eSourcing System by the Tenderer to indicate that it understands the Tender and accepts the various terms and conditions and other requirements of participating in the exercise.
"Information"	means the information contained in the Bidder Pack or sent with it, and any information which has been made available to the Tenderer by the Authority, its employees, agents or advisers in connection with the ***An evaluation of the Food Data Transparency Partnership*** procurement.

"Involved Person"	means any person who is either working for, or acting on behalf of, the Authority in connection with this procurement and/or the Contract including, without limitation, any officer, employee, advisor, agent, member, partner or consultant"
"Pricing Schedule"	the form accessed via e-Sourcing system (https://defra-family.force.com/s/Welcome) in which Tenderers are required to submit their pricing information as part of a Tender.
"Regulations"	the Public Contracts Regulations 2015.
"Relevant Body	means any other organisation, body or government department that is working with or acting on behalf of the Authority in connection with this procurement and/or the Contract including, without limitation, its officers, employees, advisors, agents, members, partners or consultants.
"Response"	means the information submitted in response to the Bidder Pack via the online response forms on eSourcing system including the Tenderer's formal Tender.
"Specification of Requirements"	the Authority's requirements set out in Section 2 of the Bidder Pack Procurement Specific Requirements.
"Tender"	the formal offer to provide the goods or services descibed in section 1.1 of part 1 of the Bidder Pack and comprising the responses to the questions in eSourcing system and the Pricing Schedule.
"Tenderer"	anyone responding to the Bidder Pack and, where the context requires, includes a potential tenderer.
"Timetable"	the procurement timetable set out in Section 1 of the Bidder Pack Procurement Specific Requirements.
"Workstreams"	these are the three different areas of the interventions covering animal welfare, health, and environmental sustainability outcomes. Each workstream may be present in an intervention (i.e. all three workstreams are included in the mandatory reporting intervention) and other interventions may only include some of the workstreams (i.e. environmental sustainability as part of the mandatory methodology intervention).
"Headline Outcomes"	there are three main outcomes for the FDTP (see Table 1). The outcomes within each area may differ by workstreams, as such this document will talk about different outcomes within an outcome area.

2. Form of Tender

The Form of Tender document is located on the Authority's eSourcing system Atamis https://defra-family.force.com/s/Welcome

It is to be printed, signed, scanned and uploaded into the Authority's e-Sourcing System as instructed within the eSourcing system.

3. Specification

For information. Located on the Authority's eSourcing system.

Part 1: Overview of the Food and Data Transparency Partnership (FDTP)

The Government announced its intention to establish the FDTP as part of the 2022 [Government Food Strategy](#). The FDTP is a multi-year partnership with the ambition to bring together government departments and agencies in England and the Devolved Administrations, including DHSC, the FSA and Food Standards Scotland, with representatives from across the whole food supply chain and civil society. The FDTP aims to address the following challenges:

- Insufficient and inconsistent data to drive effective policy making
- Difficulty for some consumers to purchase food from companies which aligns with their values
- Lack of a level playing field on what information is reported by the food industry has resulted in companies not being adequately incentivised and supported to address the unintentional environmental, health and animal welfare harms created within the food system
- Current marketing claims on environmental impact and sustainability are largely inconsistent, which can lead to consumer confusion
- Data is not standardised or harmonised which leads to duplication, gaps, and inefficiencies
- A need to streamline data reporting requirements for food and drink businesses to minimise the reporting burden on business.

The FDTP aims to implement several interventions to address these challenges. This evaluation will consider three primary types of interventions. These are:

Intervention 1: Metrics and Standards

A common set of metrics[6], and in some cases standards[7], that set the foundation for other interventions government may introduce. These metrics will be designed with stakeholders from industry, civil society and academia, and with officials from the national governments. The metrics and standards will measure aspects of the animal welfare, environmental sustainability and health characteristics of food and drink companies in England.

Intervention 2: Mandatory Reporting

Defra will consult on implementing mandatory public reporting against a set of health metrics and explore a similar approach to sustainability and animal welfare. This mandatory public reporting would use standardised data reporting requirements, agreed under intervention 1. This intervention aims to:

- create a level playing field
- reduce business reporting burden
- allow for meaningful company comparison
- ensure that future government interventions and support are better targeted
- make available consistent information for organisations influencing industry (such as NGOs, think-tanks and investors) on what is and what is not being achieved, allowing for greater scrutiny
- improve availability of high-quality data about the out of home sector.

Intervention 3: Introduce Consumer Information Mechanisms

Provide consumers with the information they need to make more environmentally sustainable, ethical and healthier food choices. As detailed in the Government Food Strategy, we will ensure that food information mechanisms (such as labels, online information, QR codes) are optimised and based upon a set of established overarching principles which will be defined by government, working with industry and other key actors in partnership. These principles will include ensuring that information is consistent, accessible, easy to understand and does not mislead.

Intervention 3a: Animal Welfare Consumer Information Mechanisms

We may introduce mandatory animal welfare consumer information mechanisms (such as labels, online information, QR codes), based on the metrics and standards

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[6] Metrics are needed to assess, compare, and track performance or production against an agreed standard. They will bring alignment and comparability to products and businesses from across the food system.
[7] We refer to standards as a reflection of good practice/quality that allows us to compare between products, rather than a minimum legal standard. Standards could be tiered for example reflecting what is 'good', 'better', and 'best'.

developed in intervention 1. It is likely that mandatory animal welfare consumer information mechanisms will be introduced in a staged approach according to product categories.

Intervention 3b: Mandatory Methodology for Eco-Labels and Green Claims

Development of a mandatory methodology for those who want to produce eco-labels or make green claims about their products. This intervention aims to drive integrity in the food system by preventing 'green washing' claims.

Intervention 3c: Other Consumer Information Mechanisms

For health, we will build upon learnings from existing methods of consumer information, such as front of pack traffic light nutrition labelling, and will consider how the current regime could be strengthened to support consumers to make informed and healthier choices.

Outcomes of the FDTP

The central policy assumption is that consumers and organisations influencing industry start to use the metrics, reporting data and information mechanisms to inform their purchasing, influencing activities (for example by think-tanks and NGOs) and investment decisions. As company performance against animal welfare, environmental sustainability, and health becomes more salient, consumers will start to purchase food and drink from 'higher' performing food and drink companies or avoid 'lower' performing companies. Investor behaviour is assumed to follow a similar pattern.

It is then assumed that food and drink manufacturers, out of home business, and retailers will begin to compete on this performance data to avoid losing market share and/or to attract consumers to their business. This could be done through raising the overall proportion of available food and drink produced to higher 'standards' in a 'race-to-the-top' or through reformulation or introduction of new product ranges/types. As a result, there may be a gradual shift in the proportion of food and drink available and purchased, which meets higher animal welfare, environmental sustainability, and health profile.

To achieve this gradual shift in the proportion of food and drink available and purchased, which meets higher animal welfare, environmental sustainability, and health standards, we aim for FDTP to contribute to the following three headline outcomes and underlying sub-outcomes:

- **Headline Outcome 1:** Greater use of food chain data in government policy making / improved information available to government
    - o Sub-outcome 1a: Effective measurement of food sector

- **Headline Outcome 2:** An increase in the share of products that meet higher animal welfare, environmental sustainability and health standards across the agri-food sector

    o Sub-outcome 2a: Improved transparency of the animal welfare, sustainability, and health attributes of food and drink organisations

    o Sub-outcome 2b: Increased consumer and investor awareness of the animal welfare, sustainability, and health attributes of the food and drink purchased, and/or the companies selling food and drink

    o Sub-outcome 2c: Consumers purchase food from companies that align with values / consumer have improved choice

    o Sub-outcome 2d: Increased product competition resulting in healthier reformulation of food and drink products

- **Headline Outcome 3:** Streamlining of food and drink voluntary and mandatory reporting requirements related to animal welfare, environmental sustainability and health

    o Sub-outcome 3a: Minimal regulatory burden and costs to business for interventions 2-3

Figure 1 presents a high-level theory of change outlining how the objectives and outcomes of the FDTP policy interventions could be achieved. The Theory of Change incorporates the assumptions[8] underlying the pathways to favourable outcomes and considers the barriers and capabilities to success.

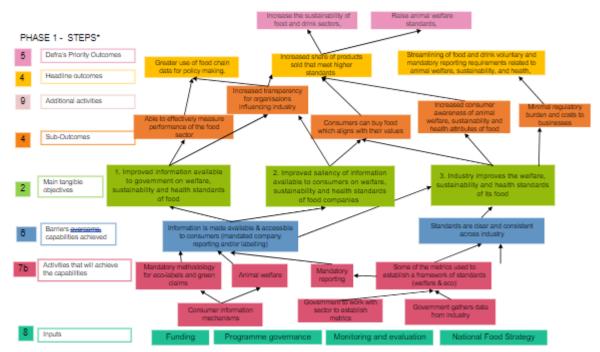[8] A report will be shared with the successful Contractor outlining these assumptions.

Figure 1: High level theory of change map for the FDTP

To achieve these outcomes the interventions will aim to change behaviours of key population groups. An evaluation therefore needs to monitor the behaviours of these groups to establish if, and how, the interventions have led to the expected outcomes. These groups are set out in Table 1.

Table 1: Relevance of interventions according to outcome areas and target groups. Note, metrics and standards are the foundation on which other interventions are based. (✓-low relevance, ✓✓ -high relevance)

		Intervention 1: Metrics and standards	Intervention 2: Mandatory data reporting	Intervention 3: Consumer information mechanisms
Headline outcomes	1. Greater use of food chain data in government policy making / improved information available to government a. Effective measurement of food sector	✓✓	✓✓	✓
	2. An increase in the share of products that meet higher animal welfare, environmental sustainability and health standards across the agri-food sector a. Improved transparency of the animal welfare, sustainability, and health attributes of food and drink organisations b. Increased consumer awareness of the animal welfare, sustainability, and health attributes of the food and drink purchased, and/or the companies selling food and drink	✓	✓✓	✓✓

	c. Consumers purchase food from companies that align with values / consumer have improved choice d. Sub-outcome 2d: Increased product competition resulting in healthier reformulation of food and drink products			
	3. Streamlining of food and drink voluntary and mandatory reporting requirements related to animal welfare, environmental sustainability and health a. Minimal regulatory burden and costs to business for interventions 2-3	✓✓	✓✓	✓

Target groups	Retailers	✓✓	✓✓	✓
	Consumers	✓✓	✓	✓✓
	Food manufacturers, processors or suppliers	✓✓	✓✓	✓✓
	Organisations influencing industry (e.g. investors)	✓	✓✓	✓
	Out of Home (OoH) businesses	✓✓	✓	
	Government departments	✓✓	✓✓	✓

Part 2: Focus of the Evaluation

Evaluation Principles

The Authority follows the principles and guidelines set out in the Magenta Book 2020[9] and expects the Contractor to do the same. Complexity is inherent in our policy context, so the supplementary guide on handling complexity is particularly pertinent. Value for Money evaluation will follow the principles and approaches set out in the Magenta Book and Green Book[10]. Analysis will be carried out and quality assured in line with the official guidance set out in the Aqua Book[11]. The evaluation of the FDTP is a programme of work rather than a project, and it should be managed as such.

Evaluation Questions

High-level evaluation questions include:

- What is the relative contribution of the FDTP to the outcomes of interest, compared with external influences? How does this vary by intervention?
- How has the FDTP affected the behaviours of the target groups and how has this influenced the outcomes of interest?
- How do the relevant outcomes of the FDTP differ among socio-economic groups and groups with protected characteristics?
- How has government worked with respective departments, industry, and other stakeholders to develop and implement the interventions?
- To what extent has the FDTP provided value for money and cost effectiveness?

These questions will be reviewed and expanded when the Contractor is in place.

Objectives of the FDTP Evaluation

The aim of the evaluation is to gather and assess evidence and data relating to the FDTP to understand what has, and has not, been successful regarding the impact, implementation, and cost effectiveness of the programme. The evaluation will help the Authority to understand what has and has not been successful about key policy objectives and commitments of the FDTP, why and for whom.

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[9] https://www.gov.uk/government/publications/the-magenta-book
[10] https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent
[11] https://www.gov.uk/government/publications/the-aqua-book-guidance-on-producing-quality-analysis-for-government

Where relevant, evaluation will form the basis for Defra officials to conduct Regulatory Post Implementation Reviews (PIR)[12] so design should be mindful of this intended application.

The specific objectives are:

Objective 1: Design and deliver a **process evaluation** to run alongside policy implementation. This will provide evidence on:

- whether the interventions are being delivered as intended
- what is working well, and less well, for whom and why
- what can be improved and learned from the implementation methods used
- how the context has influenced policy implementation

Objective 2: Design and deliver an **impact evaluation** to establish:

- a robust and evidenced theory of change, building on that already developed by Defra analysts (to be shared with the successful contractor)
- robust baselines and/or counterfactuals against which to measure outcomes of the interventions
- the extent to which the interventions achieved their expected outcomes – for whom, how, and in what circumstances –, what would have happened anyway and what external factors were involved
- the nature and extent of any unintended outcomes or disbenefits
- generalisable lessons about impact

Objective 3: Design and deliver a **value for money evaluation** to establish:

- value-for-money of the interventions, including considerations of monetised impacts, non-monetised impacts and uncertainties
- regulatory burden and costs to business
- whether each intervention is a cost-effective use of public funds, compared with other possible policy instruments

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12

Magenta Book supplementary guide. Guidance for Conducting Regulatory Post Implementation Reviews .pdf (publishing.service.gov.uk)

Part 3: Evaluation Approach and Description of Tasks

This section describes the requirements of this programme of work. The work is divided into five work packages: management, pre-implementation, process, impact, and value for money evaluation. Reporting tasks should be integrated in your Tender into the five packages of work and not included as a separate task. By way of a guide only, the relative amounts of effort expected to be put into each of the five work packages is:

- Pre-policy implementation 10%
- Process evaluation 25%
- Impact evaluation 40%
- Value for Money evaluation 20%
- Programme management 5%

Approximate timelines for submission of specific deliverables and completion of payment milestones can be found in Section 5.

Stage 1: Inception

The Contractor will attend a virtual inception meeting with the core Evaluation Steering Group. The purpose of the meeting will be to further discuss the FDTP and discuss and agree the overall programme of work. The proposed programme of work for years 1 (2022/23) and 2 (2023/24) will be agreed in principle, prior to presenting them to the wider ESG members.

Following the inception meeting the Contractor will attend a meeting with the ESG at which they will present their approach to the evaluation, their provisionally agreed programme of work, and the teams working on each workstream[13]. The ESG will provide feedback, which the Contractor will be required to consider. A record of all ESG feedback and suggestions should be maintained by the Contractor, along with a decision log and a record of the Contractor's action in response (e.g. "accepted in full and edits made") – this requirement applies to all feedback from the ESG and peer reviewers, for the full duration of the contract. This meeting will sign off the programmes of work. If the meeting requires substantive changes to be made to the overall programme of work for the 2022/23 or 2023/24 programmes of work, these should be discussed and agreed with the Defra Project Manager and the written programmes of work amended and resubmitted to the Authority for approval.

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[13] 'Work stream' means the clustering of activities proposed by the tenderer; this may be by policy outcome or may be a different clustering that better suits the tenderer's proposed programme of work.

A full risk register must be developed, building on the key risks submitted in your tender.

Stage 2: Pre-policy Implementation Work

The pre-policy implementation work includes:

- Creating a Theory of Change
- Producing evidence tables
- Developing indicators
- Creating a plan for how to monitor data
- Creating a plan for how to gather baseline data and/or counterfactuals
- Creating evaluation plans
- Quality assuring metrics

This work is expected to take place in advance of the interventions being implemented.

Theory of Change and Evaluation Approach

The impact and process evaluations should be theory-based or quasi-experimental, due to the nature of the delivery environment which consists of complex adaptive systems. The evaluations should include quasi-experimental methods where appropriate, for instance when assessing changes in specific outcomes for interventions that have a staged implemented period.

Defra analysts have prepared high level theories of change, which link activities, outputs and outcomes to our policy objectives (above) and higher-level departmental objectives. The Contractor will develop causal maps and theories of change for each of the Headline Outcomes (See list on page 16), and create evaluable theories of change for each policy outcome. The Contractor should use Defra's theory of change toolkit for these tasks[14]. Since there is likely to be overlap between the maps, it may be optimal to combine maps into a systems map capable of informing evaluation questions. Innovative ideas are welcome.

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[14]http://randd.defra.gov.uk/Default.aspx?Menu=Menu&Module=More&Location=None&ProjectID=20910&FromSearch=Y&Publisher=1&SearchText=theory%20of%20change&SortString=ProjectCode&SortOrder=Asc&Paging=10

Evidence Tables

The Contactor should undertake a data mapping exercise to produce a series of evidence tables which set out, for every evaluation question hypothesis to test, what evidence is expected if the hypothesis were true and (to mitigate against confirmation bias) and what is expected if it were not true. These tables should also set out what data would enable us to test each hypothesis and categorise, ex-ante, the assumed strength of that evidence. Tenderers are encouraged to propose a theoretical framework that best suits the needs of the project, for example Capability, Opportunity, Motivation (COM-B), Individual, Social, Material (ISM) or Political, Economic, Social, Technological, Legal and Environmental (PESTLE).

Development of Indicators

The Contractor will devise a suite of indicators of change, relevant to each of the outcome areas based on the evaluable theories of change. The purpose of developing indicators is to structure and steer efforts to gather monitoring data. To do so, the Contractor will work closely with the FDTP "data and technical working group" co-chaired by the Food Standards Agency and Industry. The group will include data and digital stakeholders from Government, Food Industry, Academia, NGOs and others. The working group is responsible for identifying data sources, standards, interoperability, opportunities for re-use of data and deployment patterns within the FDTP. The working group will also look to identify opportunities to streamline reporting requirements, as per intervention 1. The Contractor will utilise the expertise and outputs of this working group to collaboratively develop key performance indicators.

The suite of measures will include indicators of:

- **Headline Outcomes** –These are typically caused by the different groups thinking or behaving differently, or changes within the system made by the intervention affecting the way different population groups think or behave. These three headline outcomes are listed in section 2 (Page 16).

- **Sub-Outcomes** - These are typically caused by a system actor (consumer or business) interacting with an intervention output, e.g. changes in knowledge because of an information campaign. Defra analysts have attempted to map these outcomes on our theory of change and The Authority will work with the contactor to develop a more comprehensive list, which will be included in the monitoring.

- **Unintended Outcomes and/or Disbenefits** – These are outcomes that are not necessarily related to the aims and objectives of the policy, but occur as a result. The Authority has attempted to map these outcomes on our theory of change and expects to work with the Contractor to develop a more comprehensive list, which will be included in the monitoring.

Indicators need to be measurable, meaningful, and manageable in number and ambition. For each outcome, The Authority expects to see several lead indicators and some sub-outcome indicators.

Monitoring Data

As the interventions are yet to be introduced, there is an opportunity to suggest ways of incorporating monitoring into policy design and implementation. The Contractor will utilise the expertise and outputs of the "data and technical working group" working group to collaboratively review and identify limitations in the data and identify how effectively the data and metrics collected meet the indicators. The Contractor will utilise the expertise and outputs of this working group to collaboratively review and identify limitations in the possible monitoring data sources and identify how effectively the data collected meet the indicators. This will take full account of the likely governance, enforcement and statutory structures, frequency of data and metrics collection. It will also address how baselines and/or counterfactuals should be devised.

The Contractor will be responsible for collection of all new monitoring data and should prioritise using existing datasets and the FDTP data where possible. Where possible, data collection should be built into existing operations, for example by including questions in existing surveys, utilising data already collected, and utilising the FDTP metrics and standards. Some new data collection exercises will likely be necessary, including new surveys.

Evaluation Plans

The tasks outlined above, and the associated outputs will be brought together in a process evaluation plan and an impact evaluation plan, which will be submitted in 2023/2024. These plans will set out the following:

- The broad evaluation approach and different methods used for the evaluation of each intervention
- Timelines
- Theories of change and evidence tables
- List of indicators
- Monitoring data collection plan, including for baselines and/or counterfactuals if required
- Where appropriate, plans for collection of baseline data and/or counterfactuals
- Reporting at key milestones to bring findings together, relevant to the research questions
- Deep dive case studies

Gathering Baseline Data and/or Counterfactuals

Once the Monitoring Data Collection Plan and Evaluation Plans have been approved, the Contractor will collect baseline data for the interventions that require it, dependent on the agreed evaluation methodology. Where new data needs to be collected for any of the identified indicators, the Contractor will gather that data and make best estimates of a baseline for all relevant indicators. This will include analysing any data collected by the Authority, which will be made available to the Contractor (where possible).

The Authority appreciates that there is uncertainty about how much effort (and therefore cost) will be incurred as it depends on how interventions are implemented (for example whether a counterfactual can be established to use quasi-experimental evaluation methods), and the number and type of indicators agreed, which in turn depends on the causal maps and theories of change. Flexibility has been built into the programme through annual programmes of work, which can be adjusted and refocused as the programme requires. For tendering purposes only, Tenderers should assume that 22 new indicators will be required, of which eight cover the headline outcomes, eight will be sub-outcomes indicators, and six will be value for money indicators.

As a guide, the following data gathering/processing initiatives may be required:

- Working with delivery partners e.g. Defra analysts and agri-food chain businesses to obtain, analyse and manipulate information and data
- Discussions with experts in industry to identify and obtain factors and other inputs to indicators
- Gathering, formatting and analysing market data
- Surveys of consumer knowledge, understanding, awareness, self-reported behaviour
- Surveys of businesses' policies, practices, and intentions – both large and small companies, and in a range of agri-food sub-sectors

Quality Assuring Metrics

The contractor should apply a range of appropriate quality assurance checks to metrics data, querying with the data suppliers as needed. Prior to handing over the data, the contractor will ensure the data is error free, clean and usable and in the agreed format.

Stage 3: Process Evaluation

The Contractor will design and implement a process evaluation for the implementation of the FDTP interventions. A process evaluation will look to assess the different stages

of the policy. Evidence will need to be collected at key points during policy development, policy implementation and results stage.

The process evaluation is expected to be qualitative in nature and focus on obtaining evidence on aspects of the policy that can be changed or adjusted, alongside recommendations for doing so. The Authority may ask the Contractor to provide quantitative evidence on specific aspects of a policy where anecdotal information suggests there are problems. The metrics for health, animal welfare and environmental sustainability may be developed independently with stakeholders. All Tenderers should account for needing to collect evidence from all 3 workstreams.

The process evaluation should be implemented immediately once the process evaluation plan has been agreed in March 2023. Preliminary qualitative research may be required in advance of the evaluation plan being agreed, dependent on timings for the establishment of the government structure and work on the various interventions.

Table 3 shows a draft process evaluation framework. The Contractor will develop this framework further to address the evaluation questions contained therein.

Table 3: Draft Process evaluation framework. These questions should be addressed for each intervention.

		Policy stages		
		Implementation	**Mechanism = intervention + behavioural response**	**Relative outcomes**
Process evaluation areas / factors	Fidelity	Was the intervention implemented as intended? If not why?	Did the mechanism deliver the results as expected? To what extent did the hypothesised assumptions hold?	Were the expected outcomes delivered? If not, why? Were there unintended outcomes?
	Context	How did the context affect the implementation of intervention?	Did stakeholders or target populations react in different ways? Why?	What confounding factors may have influenced outcomes?
	Stakeholders	What was the role of different stakeholders in delivery of the intervention? How could this be improved?	How did stakeholders/population groups respond to the intervention?	How were the outcomes distributed amongst different stakeholders or groups?[15]
	Reach	To what extent was government process inclusive? What types of businesses were involved? How did this determine implementation?	To what extent did the intervention affect behaviours in the population groups?	To what extent were the outcomes realised across different population groups? Why might this be the case?

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[15] For example, this could include socio-economic groups, ethnicity and whether people are meat eaters, vegetarians or vegans.

Stage 4: Impact Evaluation

An impact evaluation will answer the question:

> what has worked, how, for whom and in what circumstances, to take England closer towards achieving the three desired headline outcomes?

While the question is framed in realist terms, this should not be taken to imply a requirement for a realist evaluation. The Authority is open to all robust approaches[16] that can deliver our objectives. Tenderers should set out in their proposals how they intend to ensure rigour.

Qualitative data, like quantitative data, will be processed and analysed in a systematic, structured and unbiased way. Tenderers should set out in their Tender (E03) how this will be achieved, especially if proposing to use several individuals to carry out analysis and interpretation.

It is essential that this project quantifies the extent to which the FDTP policy has contributed to the policy outcomes. Therefore, the Authority encourages Tenderers to propose innovative approaches (such as quasi-experimental methods) that can generate estimates of attribution to an acceptable level of rigour and help us set the estimates in a context of complexity and non-linearity.

A set of draft evaluation questions are outlined in Table 4. The Authority and the Contractor will work together to develop a more comprehensive finalised list. The agreed list of final questions should address the questions posed in Part 2, evaluation questions.

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[16] Where possible, we would like the evaluation to score at least Level 3 on Nesta's standards of evidence
Nesta's Standards of Evidence | Nesta

Table 4: Draft impact evaluation questions

Headline Outcome	Sub-outcome	Intervention	Intervention Area			
			Health	Environmental Sustainability	Animal Welfare	Other
1. Greater use of food chain data in government policy making	1a. Effective measurement of food sector	Metrics and standards	To what extent are the data/metrics useful for designing and monitoring policy interventions related to the health of food and drink?	To what extent are the data/metrics useful for designing and monitoring policy interventions related to the environmental sustainability of food and drink?	To what extent are the data/metrics useful for designing and monitoring policy interventions related to the animal welfare of food and drink?	N/A
		Mandatory reporting	To what extent have companies complied with mandatory reporting relating to health?	To what extent have companies complied with mandatory reporting relating to environmental sustainability?	To what extent have companies complied with mandatory reporting relating to animal welfare?	N/A
			To what extent have government departments utilised data collected from mandatory reporting?			N/A

Headline Outcome	Sub-outcome	Intervention	Intervention Area			
			Health	Environmental Sustainability	Animal Welfare	Other
2. An increase in the share of products that meet higher animal welfare, environmental sustainability and health standards across the agri-food sector	2a. Improved transparency of the animal welfare, sustainability, and health attributes of food and drink organisations for organisations influencing industry	Mandatory reporting; Consumer information mechanisms	How, and to what extent, has the FDTP been utilised by organisations influencing industry in relation to the health attributes of food and drink?	How, and to what extent, has the FDTP been utilised by organisations influencing industry in relation to the environmental sustainability attributes of food and drink?	How, and to what extent, has the FDTP been utilised by organisations influencing industry in relation to the animal welfare attributes of food and drink?	N/A
			To what extent has mandatory reporting incentivised product competition and behaviour change towards a healthier offer in industry (looking at the food sectors individually and as a whole)			

Headline Outcome	Sub-outcome	Intervention	Intervention Area			
			Health	Environmental Sustainability	Animal Welfare	Other
			To what extent has mandatory reporting and consumer* information mechanisms created a 'level-playing field'?			N/A
	2b. Increased consumer awareness of the animal welfare, sustainability, and health attributes of the food and drink purchased, or the companies selling food and drink	Mandatory reporting		To what extent have consumers* become more aware of the environmental sustainability attributes of food and drink?	To what extent have consumers* become more aware of the animal welfare attributes of food and drink?	N/A
				To what extent have consumers* understood or meaningfully engaged with the mandatory reporting relating to the environmental sustainability attributes of food and drink?	To what extent have consumers* understood or meaningfully engaged with the mandatory reporting relating to the animal welfare attributes of food and drink?	N/A

Headline Outcome	Sub-outcome	Intervention	Intervention Area			
			Health	Environmental Sustainability	Animal Welfare	Other
		Consumer information mechanisms	To what extent have consumers* understood or meaningfully engaged with the consumer information mechanisms/data relating to health attributes of food and drink?	To what extent have consumers* understood or meaningfully engaged with the consumer information mechanisms relating to the environmental sustainability of food and drink?	To what extent have consumers* understood or meaningfully engaged with the consumer information mechanisms relating to the animal welfare credentials of food and drink?	To what extent have consumers* understood or meaningfully engaged with consumer information mechanisms?
	2c.Consumers purchase food from companies that align with values / consumer have improved choice	Mandatory reporting; Consumer information mechanisms	To what extent has the FDTP impacted consumer* purchasing practices related to healthier food and drink?	To what extent has the FDTP impacted consumer* purchasing practices related to environmentally sustainable food and drink?	To what extent has the FDTP impacted consumer* purchasing practices related to animal welfare credentials of food?	What is the impact of consumer information mechanisms on proportion of food sold?

Headline Outcome	Sub-outcome	Intervention	Intervention Area			
			Health	Environmental Sustainability	Animal Welfare	Other
	2d. Increased produce competition resulting in healthier reformulation of food and drink products	Metrics and standards; Mandatory reporting; Consumer information mechanisms	To what extent has the FDTP impacted the supply chain related to healthier food and drink? (incl. reformulation, changes to industry etc)			
		Metrics and standards; Mandatory reporting; Consumer information mechanisms		To what extent has the FDTP impacted the supply chain related to environmentally sustainable food and drink? (incl. reformulation, changes to suppliers etc)	To what extent has the FDTP impacted the supply chain related to animal welfare credentials of food? (incl. reformulation, changes to suppliers etc)	N/A

* Please note that where consumer awareness, understanding or purchasing is mentioned, we would expect the successful Contractor to draw out the nuances across different demographic characteristics, including for example, socio-economic group.

Stage 5: Value for Money (VfM) Evaluation

A cost-benefit analysis will be carried out for the FDTP programme, using the quantified attribution of impact and data to be collected by the Contractor on costs of taking action. The Authority follows the principles and guidelines set out in the Green Book[17], and expects the Contractor to do the same. Impacts will be monetised in accordance with best practice and will draw on official Government guidance, published impact assessments when they become available, and the knowledge of Defra economists. It will involve making estimates of a broad range of costs and monetising direct and indirect benefits. The analysis will produce estimates of uncertainty, using sensitivity analysis and qualitative ratings where quantitative measures are unavailable.

Results will be reported as benefit to cost ratios (BCRs), which demonstrate the scale of return (or otherwise) on public investment. The ratios will distinguish between public impacts, impacts on businesses and impacts on society overall.

A single report will set out the results for the FDTP programme, along with an estimate of the BCR of making the progress to date towards the four headline outputs and one outcome. The report will describe the methods in detail, including any assumptions and general factors used in the modelling.

A value for money evaluation plan will be submitted in 2024, detailing the costs and benefits to be measured and the methods of doing so. The cost-benefit analysis for each intervention will be undertaken 2-3 years after each is implemented. A set of draft evaluation questions are outlined in Table 5. The Authority and the Contractor will work together to develop a more comprehensive finalised list.

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[17] https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent

Table 5: Draft value for money evaluation questions. All questions should consider total direct and indirect public costs, wider costs to society (including to businesses), total direct and indirect public benefits, wider benefits to society (including to businesses and consumers), cost effectiveness of each intervention.

Headline Outcome	Sub-outcome	Intervention	Intervention Area			
			Health	Environmental Sustainability	Animal Welfare	Other (for example Country of Origin)
3. Streamlining of food and drink voluntary and mandatory reporting requirements related to animal welfare, environmental sustainability and health	Minimal regulatory burden and costs to business for interventions 2-3	Mandatory reporting	What is the economic impact of implementing and adhering to mandatory requirements in relation to health?	What is the economic impact of implementing and adhering to mandatory requirements in relation to environmental sustainability?	What is the economic impact of implementing and adhering to mandatory requirements in relation to animal welfare?	
		Consumer information mechanisms	To what extent has the strengthening of existing consumer information mechanisms impacted	To what extent has the implementation of consumer information mechanisms impacted business in relation to	To what extent has the strengthening and expansion of consumer information mechanisms impacted	To what extent has the implementation of consumer information mechanisms impacted business in relation to

			business in relation to health?	environmental sustainability?	business in relation to animal welfare?	Country of Origin labelling?
			Utilising the answers to the questions poses above, what is the cost effectiveness of the FDTP?			

Part 4: Deep Dive Case Studies

First, the Contractor will establish an approach to identify when and on which policy interventions deep dive case studies should occur to ensure that value is maximised from the deep dive case studies. The approach should be flexible, such that changes to the number of deep dive case studies or changes in policy decisions can be responded to and not adversely impact the approach. Tenderers should provide a preliminary rationale for how the deep dive case studies will be identified.

This case studies will provide rapid and usable evidence about the effectiveness of these policy instruments in addressing their outcomes. In this way, the deep dive case study evidence should complement and aid interpretation of the process, impact and value for money evaluations. The deep dive case studies for selected policy interventions should identify and detail contextual factors, and assess how policy instruments are contributing to outcomes, utilising both qualitative and quantitative evidence.

The Authority has considered what the optimal number of case studies is, recognising that there is a trade-off between depth and breadth of coverage in terms of interventions to ensure outcomes can be thoroughly understood. The Authority's initial conclusion is that the following minimum number of deep dive case studies will be required during the project timeline:

- two case studies as part of the process evaluation to explore the implementation of interventions
- three case studies as part of the impact evaluation which consider headline outcomes 1 and 2
- two case studies as part of the value for money evaluation to consider headline outcome 3

The exact number of deep-dive case studies will be dependent on the availability of data and implementation of interventions. A maximum of eight case studies may be required depending on policy implementation of interventions. The Authority will assess the need for additional studies (above the minimum of seven) during each annual contract break point. The Authority reserves the right to alter the number of deep dive case studies, within the ranges stated, over the course of the evaluation.

Tenderers can discuss the adequacy of this number of case studies, recommending any adjustments, but (in order to ensure comparability) Tenderers should set out the specification, timing of activities and cost for two case studies in their submissions. Tenderers should also specify the resources (e.g. staff costs, consumables, equipment, etc.) required for this task. The pricing schedule in the commercial workbook should be split into the activity and resources required for each case study.

The cost for each case study must be a fixed price. This cost per case study will be used as the cost estimate for any further case studies.

Submissions should discuss how the project team will conduct the case studies, to ensure full benefits are derived from this fieldwork. In addition to any quantitative analysis, the approach to any qualitative interviewing and analysis should be described at a high level. Cross-cutting thematic analysis could be used to enable conclusions to be drawn about the relative efficacy of different policy interventions, and the implementation approaches across the intervention areas.

Submissions should explain the timescale of the work, how learning from the case studies will be collated and reported back to the Authority, and respondents participating in the case studies over the contract period. Each deep dive case study should be reported to the Authority in interim reports so that the Authority can act on the findings to make immediate improvements to the interventions.

Part 5: Programme Management

The Authority will convene:

- an internal evaluation steering group (ESG). The core ESG will consist of the Defra Project Manager, an economist, a social researcher, and other relevant government departments' policy and analytical officials. The ESG will guide and assist the Contractor's work, including providing information that cannot be made publicly available. The ESG and the Contractor will report six monthly to the FDTP Programme Board about the progress of evaluation. ESG members will be called upon to contribute to policy streams or specific activities as required, e.g. in meetings, to comment on a deliverable, or to facilitate access to an informant. Any steer or instruction provided by the ESG or its individual members should be fully taken on board by the Contractor.

- a group of occasional stakeholder advisers. The Authority and the Contractor will be able to call on expert advisers as required, for example to advise on current issues, to comment on questionnaire design and to help ensure the results of the evaluation can be used widely as widely as possible. Membership of the group will be on a voluntary basis and will be composed of voluntary stakeholders from the advisory and working groups for the FDTP. The Contractor will have a duty to convene and attend the meetings as required (Tenderers should cost for two meetings in each of Year 1, Year 2 and Year 5 of the project, and one meeting in Year 3 and Year 4) and take account of the group's views, where the Contractor and the Authority agree it makes sense to do so.

- Up to three expert peer reviewers to provide specialist technical review of the Contractor's work. At least one will be an expert in the impact evaluation methodology chosen by the successful Contractor. Some draft deliverables will be sent to the reviewers for comment. The Contractor will need to account for the peer reviewers' feedback or agree on a point-by-point basis.

The Contractor will manage the programme of work as well as the individual streams of work within it. The Contractor will be responsible for producing action notes of all meetings. The Contractor will be responsible for driving the programme of work forward, for example by chasing agreed actions, whether those lie with the Contractor, with the Authority or with other stakeholders.

The Contractor will structure and manage the programme of work using an approach of their choice. The approach must be able to accommodate the dynamic context of the FDTP and maximise opportunities to work efficiently across the different activities. It must also be able to accommodate the workloads of Defra officials who may be needed to contribute to the evaluation, e.g. by allowing reasonable time for non-core ESG members to respond to queries. Tenderers should outline their intended approach in their Tender (E05), explaining why that approach best meets the needs of the project.

The programme will operate through annual programmes of work to accommodate Defra spending rounds. In light of the progress that has been made on implementing aspects of the FDTP policy, each February the Contractor will consider the optimal requirement for the following financial year and propose a programme of work and associated costs, drawing from their financial proposal. The Contractor will also provide a proposed spend profile and invoicing schedule according to milestones. The Contractor's proposal on the nature and scale of the work required will be discussed with the ESG in light of funding available for the financial year in question, and a final programme of work agreed. Tenderers should ensure that their financial proposal includes the day rate for the entire project. The Commercial pricing workbook and the staff cost is included in the commercial envelope on Defra's e-sourcing system and this must be competed including the milestones.

Weekly email-based progress (including Gantt chart, ongoing tasks and risk register) reporting will be required during active periods, reduced to fortnightly or monthly when fewer activities are being carried out. The Defra programme manager will determine, with the Contractor, when periods are to be deemed active and less active.

Six Monthly Review

There will be a formal programme review meeting each January and July (or other suitable date, to be agreed) to discuss progress, Contractor performance, the Authority's management, and the programme of work for the forthcoming six months.

The budget for the following year will be agreed annually at the meeting in January, based on a proposed programme of work submitted by the Contractor. Ideally this will be concluded and signed off prior to 28 February each year; this is the annual date on which the contract may be terminated should, for example, the project be financially unviable due to the results of future spending reviews.

Overview of the Performance Management Framework (PMF)

As part of the Authority's continuous drive to improve the performance of all Contractors, this PMF will be used to monitor, measure and control all aspects of the Supplier's performance of contract responsibilities.

The PMF purpose is to set out the obligations on the successful Contractor, to outline how the successful Contractor's performance will be monitored, evaluated and rectified for performance.

The Authority may define any reasonable performance management indicators for the Contractor under the following categories:

•   Contract Management

•   Delivery and Support

•   Quality of Service

The above categories are consistent with all Contract awards allowing the Authority to monitor Contractor' performance at both individual level and at the enterprise level with the individual Contractor.

Management of the PMF

Key Performance Indicators (KPI's) shall be monitored on a regular basis and shall form part of the contract performance review. Performance of KPI's will be reported by the Contractor to the Authority on monthly basis. The Contractor shall detail performance against KPI's in Monthly Reports and at quarterly Contract Meetings with the Authority's representative; who will review this and make comments if any.

The Contractor shall maintain their own management reports, including a Risk and Issues Log and present these as requested by the Authority at any meeting requested by the Authority.

Any performance issues highlighted in these reports will be addressed by the Contractor, who shall be required to provide an improvement plan ("Remediation Plan") to address all issues highlighted within a week of the Authority request.

Key Performance Indicators (KPIs) are essential in order to align Contractor's performance with the requirements of the Authority and to do so in a fair and practical way. KPIs must be realistic and achievable; they also have to be met otherwise indicating that the service is failing to deliver. The successful Contractor will ensure that failure and non-performance is quickly rectified.

The Authority reserves the right to amend the existing KPI's detailed in Section 5 or add any new KPI's. Any changes to the KPI's shall be confirmed by way of a Contract Change Note.

Key Performance Indicators (KPIs)

KPI	What is required to make this measurable	KPI Measurement	KPI Rating		
			Bad	**Moderate**	**Good**
KPI 1 – Project Deadlines	Deliverables will be presented by the Contractor(s) to the Authority at the agreed date and quality as outlined in the deliverables.	Quality deliverables are presented to the Authority on the day and or time (if appropriate) that has been agreed by both parties. The Authority's project officer deems the deliverable to be of sufficient quality.	Deliverables sent to the Authority greater than 5 (five) working days after the agreed deadline.	Deliverables sent to the Authority greater than 1 (one) working day after the agreed deadline, or less than one day but later than the agreed time if a restricted timescale.	Meets expectations - All deliverables sent to the Authority on time
KPI 2 – Invoices	Invoices to be received within three (3) working days of the end of each deadline.	Invoices quote the correct PO, Contract number, the Authority Contact, and qualitative description of the work being done.	Invoices received by the Authority which contains inaccuracies and/or greater than 10 (ten) working days after the agreed deadline.	Invoices received by the Authority greater than 5 (five) working days after the end of the month, and/or contains some inaccuracies.	Meets expectations - All invoices received by the Authority on time and accurately reflect agreed work

	Invoices and associated deliverables should be clearly linked. Evidence is required of the deliverable.	Invoices must be clearly itemised: specific milestones and deliverables should be explicitly listed.			
	Note partial payment for milestones is not permissible: only completed milestones and deliverables are chargeable.	Associated reports should be clearly and explicitly linked to invoices to help financial tracking.			
KPI 3 – Quality of Deliverable: Error Free	Deliverables are accurate and free of errors.	Deliverables reviewed by the Authority for accuracy.	A significant error is identified that results in published documents or National Statistics being amended by Defra. Or an error is identified that results in Government incurring financial damages or significant reputational harm.	An error is identified that does not result in published documents or National Statistics being amended	Meets expectations – No errors within deliverables
KPI 4 – Check point risk Assessment	High quality, detailed and up to date project risk assessments in place.	Initial submission 1 month from commencement and kept up to date throughout the project. Evidence should be provided that risks are proactively managed.	Risk Assessment is not kept up to date and known risks are not communicated on the Risk Assessment	Risk Assessment is kept up to date but communication on the Risk Assessment is incomplete	Risk assessment is kept up to date and remains appropriate for use

Part 6: Programme of Work

The pre-policy implementation work will start immediately. The Authority recognises that the uncertainty around the timing of implementing policy interventions may cause Tenderers difficulty. In developing proposals for timing and for the purposes of costing, Tenderers should use the timetable in Table 5 for policy interventions. Timings are indicative. Confirmation of timings will be provided when available, and it will be reviewed on an annual basis to feed into each annual programme of work.

Table 6: Expected timetable for consultations and policy implementation (subject to change)

Policy action	Intended data for completion
First phase of metrics and standards on animal welfare, environmental sustainability, and health are finalised	July 2023
Consultation on FDTP policy proposals	Autumn 2023
Consultation on animal welfare labelling	Early 2023
Mandatory company reporting implemented	From Autumn 2024
First reporting cycle of metrics	From Autumn 2025
Implementation of mandatory methodology for eco-labels and sustainability claims	Post 2025
Introduction of animal welfare labelling legislation	Spring 2024
Implementation of animal welfare labelling (following implementation period of approx. 2 years to allow industry time to adapt)	Spring 2026

Tenderer must include a high-level timetable in E05, based on these expected timelines.

Sufficient time should be allowed in the schedule for the Authority to review and sign off research tools and deliverables. It is likely that more than one draft will be required

dependent on the nature of the comments made. Allowance should be made for this in the proposed timetable and costs. Working week should be allowed for research tools, three weeks for first drafts of reports and two weeks for subsequent drafts, allowing for three iterations in total. Contractor flexibility on timelines may be needed in practise to ensure appropriate involvement by the Authority. Tenderers should allow for three rounds of edits for all reports that are to be published (Table 6,), and allow time and cost for completing paperwork associated with the government publication process. Tenderers also need to allow adequate time for the Authority to review documents (three weeks should be allowed for reviewing a first draft, and two weeks for subsequent drafts) and for peer review (two weeks).

Tenderers should assume that all reports will be published, except where explicitly stated otherwise below. Any report aimed at policy makers should be no more than 25 pages, with a 1-2 page summary that contains all the essential 'take-away' messages. Supplementary information should be included in annexes for readers who wish to delve deeper.

The Authority requires published outputs to be of a high standard, in plain English and without grammar or spelling errors. The Authority reserves the right to require the Contractor to appoint, at their own expense, a proof reader and/or copy editor if the standard falls below similar previously published reports.

Where reports are to be published, Contractors are expected to meet government requirements for accessible reports[18]. This includes, but is not limited to, consideration of:

- font (size, style and justification)
- headings and sub-headings to structure reports
- text describing the content of images, charts or graphs in addition to the visuals
- table captions and summaries in all tables
- colours that are suitable for those with colour-blindness

Tenderers should outline in the Tender (E03) how accessibility requirements will be met and state the processes the organisation has in place to assure this. The Authority can provide a Microsoft Word and PowerPoint template where Contractors do not already have an in-house accessible report template.

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[18] www.gov.uk/guidance/guidanceand-tools-for-digital-accessibility.

Deliverables and Milestones

At present, the Authority is unable to provide exact dates for when these deliverables should be produced.

The Authority is happy with the level of detail for the deliverables in table 7 below. The content of the deliverables themselves are up to the Contractors' interpretation of the evaluation and the methods they would like to use.

Table 7: Expected deliverables and milestones

Project year	Deliverables & Milestones	Details	Responsible Party (PM= project manager)	Date
Project Management deliverables				
	Agenda for start-up meeting	N/A	Defra PM	1 weeks before date of meeting
	Agendas for future meetings	N/A	Contractor PM	1 week before date of meeting
	Record minutes and actions of all meetings	Summary of key discussion points and feedback, record of actions with owners and due dates.	Contractor PM	Within 1 week following the meeting
	A project plan	A detailed plan of tasks, dependencies, milestones, reviews and deliverables. Gantt Chart.	Contractor PM	Supplied with the tender, discussed at the start-up meeting and amended following any points of concern
	Risk Register	Risk register to include a list of risks, mitigating actions, owner and costs.	Contractor PM	Supplied with the tender, discussed at

Project year	Deliverables & Milestones	Details	Responsible Party (PM= project manager)	Date
				the start-up meeting & amended following any points of concern. Reviewed monthly
	Registers with ongoing updates: Actions log, data register, IPR register	IPR register to include any relevant licenses.	Contractor PM	Develop ready for project start up meeting and update over lifetime of project
	A stakeholder log and engagement plan, including dissemination activity	To include list of organisations / consultees, method of engagement and timings.	Contractor PM	At project commission / reviewed at key milestones
	Monthly project briefings with Defra PM over teleconference	Progress report, any issues Financial update Updated risks and issues log	Contractor PM	Monthly for duration of the project. Can be reviewed to fortnightly or two-monthly if needed.
Project deliverables				

61

Project year	Deliverables & Milestones	Details	Responsible Party (PM= project manager)	Date
Year 1	Deliverable 1	Inception meeting with the Project Board. Meeting to discuss the proposed approach to the to the project. All costs associated with attending this inception meeting must be incorporated into the fixed price. The successful Tenderer must identify individuals who will manage the project day-to-day contact with Defra's Project manager.	Contractor and Project Board	April-23
	Deliverable 2	Programme of Work including costs for 2023/24 to be sent to the Project Manager, following commissioning and the inception meeting between Defra and the successful Tenderer. The Programme of Work should provide a more detailed methodology beyond the original proposal, detailed risk register, costs for 23/24, and project timeline.	Contractor and Project Board	May-23

Project year	Deliverables & Milestones	Details	Responsible Party (PM= project manager)	Date
	Milestone 1	Review and sign off Programme of Work by Project Board	Contractor and Project Board	June-23
	Deliverable 3	Review existing causal maps and Theories of Change and create evaluable theories of change for each policy outcome. Maps could be combined into a systems map.	Contractor	June-23
	Deliverable 4	Undertake a data mapping exercise to produce an evidence matrix to support theories of change (including hypotheses, evaluation questions and evidence).	Contractor	July-23
	Deliverable 5	Design a process evaluation plan for FDTP interventions, including 2 deep dive case studies.	Contractor	Jul-23

Project year	Deliverables & Milestones	Details	Responsible Party (PM= project manager)	Date
	Milestone 2	Meeting with Project Board to sign off outputs from deliverables 3, 4 and 5, and discuss and sign off plan for Year 2.	Contractor and Project Board	Aug-23
	Deliverable 6	Quality assure first phase metrics	Contractor	Aug-23
	Deliverable 7	Develop a list of indicators for each policy outcome based on deliverable 3. This will inform deliverable 8.	Contractor	Nov-23
	Deliverable 8	Review available data sources for each indicator, consider new approaches to gathering the necessary data, and devise a Monitoring Data Collection Plan. This will take full account of the likely governance, implementation, and enforcement structures for collecting the data, how it could be collected and at what frequency. This will include a data table for all outcomes of the FDTP.	Contractor	Nov-23

Project year	Deliverables & Milestones	Details	Responsible Party (PM= project manager)	Date
	Milestone 3	Meeting with Project Board to sign off outputs from deliverables 7 and 8, and discuss plan for deliverable 9.	Contractor and Project Board	Nov-23
	Deliverable 9	Design and implement an impact evaluation plan, including 3 deep dive case studies	Contractor	Jan-24
	Deliverable 10	Design and implement a value for money evaluation plan, including 2 deep dive case studies.	Contractor	Jan-24
	Deliverable 11	Based on Deliverable 8, Contractor collects baseline data and/or counterfactuals for each of the indicators.	Contractor	Feb-24
	Milestone 4	Meeting with Project Board for annual review of progress in Year 2. Provision of Programme of work (including costs) for 2024/25 to be signed off by Project Board.	Contractor and Project Board	Mar-24

Project year	Deliverables & Milestones	Details	Responsible Party (PM= project manager)	Date
Year 3	Deliverable 12	Interim process evaluation report (including 2 deep dive case studies) and summary slide pack	Contractor	Dec-24
	Milestone 5	Meeting with Project Board for annual review of progress in Year 3. Provision of Programme of work (including costs) for 2025/26 to be signed off by Project Board.	Contractor and Project Board	Jan-25
Year 4	Deliverable 13	Final process evaluation report and summary slide pack, including 2 deep dive case studies	Contractor	TBC
	Milestone 6	Meeting with Project Board for annual review of progress in Year 4. Provision of Programme of work (including costs) for 2026/27 to be signed off by Project Board.	Contractor and Project Board	TBC
Year 5	Deliverable 14	Interim impact evaluation report (including 3 deep dive case studies) and summary slide pack	Contractor	TBC

Project year	Deliverables & Milestones	Details	Responsible Party (PM= project manager)	Date
	Milestone 7	Review and sign off Deliverable 14 by Project Board	Project Board	TBC
	Deliverable 15	Impact evaluation report and summary slide pack, including 3 deep dive case studies	Contractor	TBC
	Milestone 8	Review and sign off Deliverable 15 by Project Board	Project Board	TBC
	Deliverable 16	Interim value for money evaluation report (including 2 deep dive case studies) and summary slide pack	Contractor	TBC
	Milestone 9	Review and sign off Deliverable 16 by Project Board	Project Board	TBC
	Deliverable 17	Value for money evaluation report and summary slide pack, including 2 deep dive case studies	Contractor	TBC

Project year	Deliverables & Milestones	Details	Responsible Party (PM= project manager)	Date
	Milestone 10	Review and sign off Deliverable 16 by Project Board	Project Board	TBC
	Deliverable 18	A synthesis report	Contractor	TBC
	Milestone 11	Review and sign off Deliverable 17 by Project Board	Project Board	TBC

All presentations should be considered deliverables. They will be required, as a minimum, for:

- the inception meeting
- the full ESG inception meeting
- an initial meeting of the stakeholders
- each annual progress meeting
- findings of each process evaluation
- findings of each impact evaluation
- findings of the value for money evaluation

Remote attendance is acceptable at:

- inception project management meeting
- inception full ESG meeting
- stakeholder engagement meeting/webinar
- annual formal progress, performance and contract management meeting
- short weekly/fortnightly/monthly progress/contract management meetings
- presentations to relevant policy and evidence teams on the results of each process and impact evaluation, and the value for money evaluation
- liaison meetings with the project manager to discuss, agree and sign off methods, research tools, report structures and draft reports, frequency driven by the needs of the project

In addition to the specific deliverables stated above, the Contractor will also provide:

- All required programme management documentation, including risk assessment, quality assurance plan and logs, overall data protection plan, weekly/fortnightly/monthly progress report, and so on.
- Any primary research design documents needed for sign off e.g. Defra survey control forms and completed Government Social Research ethics checklists
- An item-by-item (or comment-by-comment) record of ESG and independent peer reviewer feedback, together with a summary of the action the Contractor has taken in response. This record could take the form of an annotated version of a report or presentation, or a separate tracking spreadsheet, for example.
- Final versions of all research tools in editable format (i.e. not PDF) including but not limited to questionnaires, sampling frameworks, topic guides and search criteria.
- Raw datasets from any quantitative surveys that may be carried out, anonymised where needed, and with an accompanying meta-data file. The Authority does not require transcripts of qualitative research, although the Contractor should arrange to securely retain them, along with any coded datafiles, for a suitable period, and not less

than five years, to enable us to answer questions about the quality of the evaluation, should it come under scrutiny.

Timeline

The duration of this project is expected to be 5 years, commencing **April 2023** and expiring on **January 2028**.

Tenderers should propose a clear timetable and programme of work, detailing all proposed project outputs and demonstrating how these outputs will meet the project objectives within the envisaged timeframe. Report writing must be included in this timetable.

Break Clauses

There will be a break clause between each financial year, starting at the end of year 2 and continuing at the end of each subsequent years, ending in 2028.

1. Defra will consider the proposals and recommendations put forward in each financial year. However, Tenders should note that the Authority is under no obligation to proceed with future years of the project or proceed with payment for the remainder of the contract.
2. Defra will only proceed with the next stage of the project following the break clause upon satisfactory completion of each stage outlined above or in the tender submission and this will be agreed in good faith by the parties.

Part 7: Required Skills and Expertise

The skills and experience required by the Contractor include, but is not limited to:
- Technical experience of designing and facilitating complex Theory of Change models (including nested Theories of Change) within the policy context.
- Applied knowledge of food systems and associated indicators
- Experience of developing measurable and appropriate indicators of change.
- The proposed programme management team has significant recent, relevant experience of delivering evaluation projects of a similar nature and scale.
- Technical experience and extensive understanding of different approaches to evaluation of complex policy intervention at preliminary stages.
- Up to date knowledge of the National Food Strategy (including Henry Dimbleby's Independent Review and recommendations, and the Government White Paper response).
- Digital or multimedia design skills
- Technical experience of cost-benefit analysis, data management, workshop design and facilitation, evidence reviews, research skills quantitative and qualitative methods, and quasi-experimental methods
- Technical understanding of how to develop a baseline and counterfactuals for evaluation, and quasi-experimental methods.
- Project management skills to oversee the development and delivery of the project to time, cost and quality criteria

- Clear verbal and written communication for discussions with key project staff and stakeholders. Innovative and varied communication approaches are expected to ensure stakeholders are well engaged during delivery and are readily able to use and embed outputs.

The Contractor shall only use people in delivery of the work who are suitably experienced. The Authority recognises the specialist nature of the skills required and encourages due consideration to the best way of providing the necessary expertise. Proposals from consortiums are welcomed (for example including academics, consultancies and NGOs) to ensure Tenderers have significant expertise in all areas of work as required.

4. Conditions of Contract

For information. Located on the Authority's -eSourcing system Atamis (https://defra-family.force.com/s/Welcome)

5. TUPE Data N/A