

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Dear Sirs and Madams,

This letter of Appointment dated 14th February 2020, is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

Order Number:	CCZZ19A75 ("MOD Contract Reference No: 700025333")
From:	Ministry of Defence (the "Customer")
To:	Ipsos MORI (the "Supplier")

Effective Date:	Monday 24 th February 2020
Expiry Date:	End date of Initial Period: Monday 22 nd June 2020. End date of Maximum Extension Period: Monday 10 th August 2020 Minimum written notice to Supplier in respect of extension: Thirty (30) days

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B, and the Price Schedule attached at Annex C
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Key Individuals:	<u>For the Customer:</u> REDACTED <u>For the Supplier:</u> REDACTED
Guarantor(s)	N/A

Contract Charges (including any applicable discount(s), but excluding VAT):	<p>The total contract value shall be £89,462.50 excluding the extension option and excluding VAT.</p> <p>A schedule will be drawn up with the Supplier before work commences, to include 20% of the total contract value being paid upon satisfactory conclusion of the Contract. The other 80% will be paid in instalments made following satisfactory delivery of pre-agreed certified products and deliverables.</p> <p>Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.</p>
Insurance Requirements	As in RM6018 Contract Terms.
Liability Requirements	As in RM6018 Contract Terms.
Customer billing address for invoicing:	Invoices should be submitted to: REDACTED

GDPR:	See Contract Terms, Schedule 7
Alternative and/or additional provisions:	See Contract Terms, Schedules 8 and 9 with regards to Ministry of Defence additional provision including DEFCONs and DEFFORMs .

FORMATION OF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.

The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt

For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title: REDACTED

Name and Title: REDACTED

Signature: REDACTED

Signature: REDACTED

Date:

Date:

ANNEX A

Customer Project Specification

1. OVERVIEW OF REQUIREMENT

- 1.1 Defence innovation is a complex initiative comprised of multiple programmes, delivery agents, and beneficiaries, operating in an inter-related delivery environment.
- 1.2 To date, evaluation and identification of benefits and best practice has not been co-ordinated or systematic, with elements of the innovation ecosystem taking different approaches.
- 1.3 The scoping study will identify and recommend evaluation options that can be used by the Customer to commission ongoing independent evaluation of the effectiveness and impact of innovation activity (policy and process as well as development and spend) on defence innovation, consistent with HM Treasury good practice.
- 1.4 The study will require conceptual research and methodology expertise, and the capacity and knowledge to deliver fieldwork and analysis of primary and secondary data. The study will produce an evaluation framework and associated metrics for defence innovation and will include a rapid impact review to exercise suggested methodologies and advise the Customer on progress to date.

2. DEFINITIONS

Expression or Acronym	Definition
DIF	Defence Innovation Fund
DIU	Defence Innovation Unit (Ministry of Defence)
DASA	Defence and Security Accelerator
HM Treasury	Her Majesty's Treasury
FLC	Front line command (UK Military)
TLB	Top-level Budget

3. SCOPE OF REQUIREMENT

- 3.1 The following expenditure and activities are in scope for this work:
- 3.2 All programmes, projects, and activities funded through the DIF.
- 3.3 Defence innovation projects funded through DASA, irrespective of funding source and whether Open Call or Themed Call.
- 3.4 Projects commissioned directly by FLC innovation hubs, whether internally or externally delivered.

- 3.5 The overall system, operation, and impact of the defence innovation ecosystem comprising DIU, DASA, the FLC hubs, and exploitation partners.
- 3.6 The following expenditure and activities are not in scope for this work:
- 3.7 Security focused projects funded through DASA, where there is no defence use case specified.

4. THE REQUIREMENT

- 4.1 **(Deliverable 1) Produce an evaluation framework, which can form the basis for commissioning year-on-year independent evaluation, to include:**
 - 4.2 A logic model / theory of change, with explanatory narrative
 - 4.3 A proposed evaluation methodology, to include both process (formative) and impact (summative) evaluation. Methodology should cover:
 - 4.4 Identification of a baseline and counterfactual
 - 4.5 Inputs (i.e. the resources required to achieve the programme objectives)
 - 4.6 Activities: (i.e. what that funding delivers)
 - 4.7 Outputs: (i.e. the direct result of the activity, observable by the end of the activity)
 - 4.8 Outcomes: (i.e. the changes or benefits that result to the direct beneficiaries of the investment or intervention)
 - 4.9 Impacts: (i.e. the final, wider changes that result from the investment or intervention)
 - 4.10 Approach to considering value for money and cost-effectiveness
 - 4.11 Approach to assessing attribution, deadweight, displacement, spill-over effects, and unintended consequences
 - 4.12 Identification of risks, issues, constraints and dependencies to evaluation
- 4.13 **(Deliverable 2) Produce an indicator and metrics framework (quantitative and qualitative)**
 - 4.14 Through engagement with innovation stakeholders, and informed by wider evidence and good practice, develop an indicator set that reflects the impact and effectiveness of defence innovation investment and interventions. Indicators should include:
 - 4.15 Interim and enduring impacts
 - 4.16 Outputs and outcomes
 - 4.17 Delivery and implementation
 - 4.18 Prosperity and wider benefits
 - 4.19 Value for money and cost-effectiveness
 - 4.20 Data capture and monitoring requirement
 - 4.21 Scorecard to present and track key indicators

- 4.22 **(Deliverable 3) Provide time-limited support to the Customer (during the 4 week ‘handover’ period) in preparing for effective monitoring and evaluation, and embedding the indicator and metrics framework across stakeholders**
- 4.23 A programme of support and advice to military front-line commands (FLCs), Defence Innovation Unit (DIU), Defence and Security Accelerator (DASA), and other agents of defence innovation. This may include some or all of: briefings; workshops; technical assistance/advice; and may be delivered through a combination of face-to-face, telephone, and digital modes.
- 4.24 **(Deliverable 4) A rapid impact review to advise the Customer on progress from launch of the Defence Innovation Initiative (2016) to present, ahead of commissioning formal evaluation**
- 4.25 Through targeted and proportionate primary fieldwork and secondary data analysis (quantitative and qualitative), exercise the proposed methodologies, analysing evidence of delivery and impact from innovation investment and activity from 2016 to present. Coverage to include the Defence Innovation Fund, DASA expenditure, and other programmes associated with the Defence Innovation Initiative.
- 4.26 Identify, and produce examples of, case studies of positive impact and good practice, and examples of less effective practice.
- 4.27 Identify potential improvements to the evaluation framework and indicator and metrics framework.
- 4.28 Produce a report with evidence-based observations and insights on delivery and impact of defence innovation from 2016 to present.
- 4.29 **(Deliverable 5) Provide revisions to the evaluation framework and indicators and metrics framework following the rapid impact review**
- 4.30 Where improvements are identified through the rapid impact review process (deliverable 4), the frameworks (deliverables 1 & 2) shall be updated to reflect those improvements.

5. KEY MILESTONES AND DELIVERABLES

5.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
Defence Innovation Evaluation Framework	To include methodology options and recommended approach	8 weeks from contract award
Defence Innovation Indicator and Metrics Framework	To include commentary on data constraints and caveats	8 weeks from contract award
Support to Implementation	To include a programme of structured and targeted engagement with stakeholders using suitable methods	Until end of contract

Rapid Impact Review (case studies)	At least six documented case studies are sought, addressing different aspects of innovation	12 weeks from contract award
Rapid Impact Review (report)	To include qualitative assessment of progress based on structured engagement with key stakeholders and external suppliers, and some testing of recommended methodology	12 weeks from contract award
Revised Evaluation Framework and Indicator and Metrics Framework	Taking account of all work undertaken	12 weeks from contract award
Final cover report	Overview report containing all outputs / deliverables with appropriate context and commentary	12 weeks from contract award

6. MANAGEMENT INFORMATION/REPORTING

6.1 The Supplier shall write a report detailing the findings from their rapid impact review as well as a final cover report containing all outputs.

6.2 Provision of management information, by the Supplier is not anticipated through this contract apart from the reports mentioned.

7. VOLUMES

7.1 Some limited, targeted fieldwork with defence stakeholders and external suppliers is envisaged.

8. CONTINUOUS IMPROVEMENT

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

8.2 The DIU encourages innovation throughout all the activities it supports. The Supplier should highlight innovative ways of working to the Customer throughout the duration of the contract and at its expiry.

8.3 Substantial or significant changes to the way in which the Services are to be delivered must be brought to the Customer's attention and agreed prior to any changes being implemented.

9. SUSTAINABILITY

9.1 The Supplier will be expected to apply good practice in sustainability, including minimising environmental impacts arising from activity associated with the contract.

10. QUALITY

- 10.1 All outputs and deliverables will be subject to consideration and approval by the Customer. The Customer will require any output which, in its opinion, does not meet acceptable standards to be amended until it deems a satisfactory standard is attained. This includes, but is not limited to, timeliness and clarity of written work, technical and methodological rigour, and the provision of support to implementation.

11. STAFF AND CUSTOMER SERVICE

- 11.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 11.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard. This includes capability in the design and application of research and evaluation methodology consistent with HM Treasury guidance, and understanding of the processes and impact of innovation.
- 11.3 The Supplier shall ensure that staff understand the Customer's vision and objectives. This includes demonstrable understanding of, and ability to work effectively with, defence and military organisations and stakeholders and the role of innovation.
- 11.4 Staff are expected to provide excellent customer service to the Customer throughout the duration of the Contract.

12. SERVICE LEVELS AND PERFORMANCE

- 12.1 The Customer will measure the quality of the Supplier's delivery by its acceptance, at its sole discretion, of the contract deliverables to time and quality. The Customer will have regard, not exclusively, to the following standards.

KPI/SLA	Service Area	Service description	Target
1	Timeliness of receipt of deliverables	All deliverables received within deadlines provided.	100%
2	Quality of written outputs	Outputs are well-written, accessible to technical and non-technical audiences, and free from errors.	Few, minor, amendments are needed
3	Fieldwork	Fieldwork/engagement minimises disruption to subjects and yields reliable and sufficient data.	Zero complaints from stakeholders; minimal data gaps
4	Methodology advice and options	The proposed methodologies enable the key evaluation questions to be addressed to a	100%

		standard which is satisfactory to the Customer	
5	Support to implementation	Stakeholders provide positive feedback regarding the engagement and advice provided to them from the Supplier throughout the course of the project, including during the 4 week 'handover' period (of those Stakeholders who respond to the request for feedback).	90%
6	Service standards	Customer email enquiries replied to - and phone calls returned – on the same working day	100%

12.2 The Customer will engage constructively with the Supplier to resolve any perceived shortcomings in quality or service. However should the Customer consider that quality standards have not been met, and attempts to resolve shortcomings have proved, in its estimation, unsuccessful, it reserves the right to withhold payments and /or terminate the contract.

13. SECURITY AND CONFIDENTIALITY REQUIREMENTS

13.1 All information provided to the Supplier, whether orally, electronically, or in writing from any part of The Customer's or any government entity must be respected and stored safely without ready access to individuals not engaged with the project. Any information that is protectively marked other than OFFICIAL must be stored in accordance with advice provided by the Customer.

13.2 All information provided to the Supplier for the fulfilment of the contract shall, upon expiry of the contract, be returned to the Customer or stored or destroyed in accordance with direction from the Customer.

13.3 The Supplier shall be required to travel to the Customer's office in order to access OFFICIAL-SENSITIVE data, unless the Supplier has storage facilities which are accredited for the storage of OFFICIAL-SENSITIVE data, in which case the Supplier can store this data themselves.

13.4 Bidders will have to complete a Supplier Assurance Questionnaire (SAQ) via <https://supplier-cyber-protection.service.gov.uk/> using the RAR number provided in Attachment 2 - How to Bid.

14. CONTRACT MANAGEMENT

14.1 The Supplier shall attend a half-day inception meeting, a final report briefing workshop, and at least two progress meetings through the course of the work.

14.2 In addition the Supplier shall undertake a range of consultations and fieldwork at stakeholder facilities when physical attendance is necessary.

14.3 Attendance at Contract Review meetings shall be at the Supplier's own expense. Fieldwork and consultation costs should be included in the tender documentation.

15. LOCATION

15.1 The location of the Services will be carried out at the Supplier's premises, save for contract management and fieldwork purposes as above.

ANNEX B
Supplier Proposal

REDACTED

ANNEX C
PRICE SCHEDULE

REDACTED