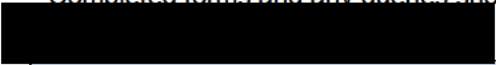


Defra Group Management Consultancy Framework: Project Engagement Letter

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

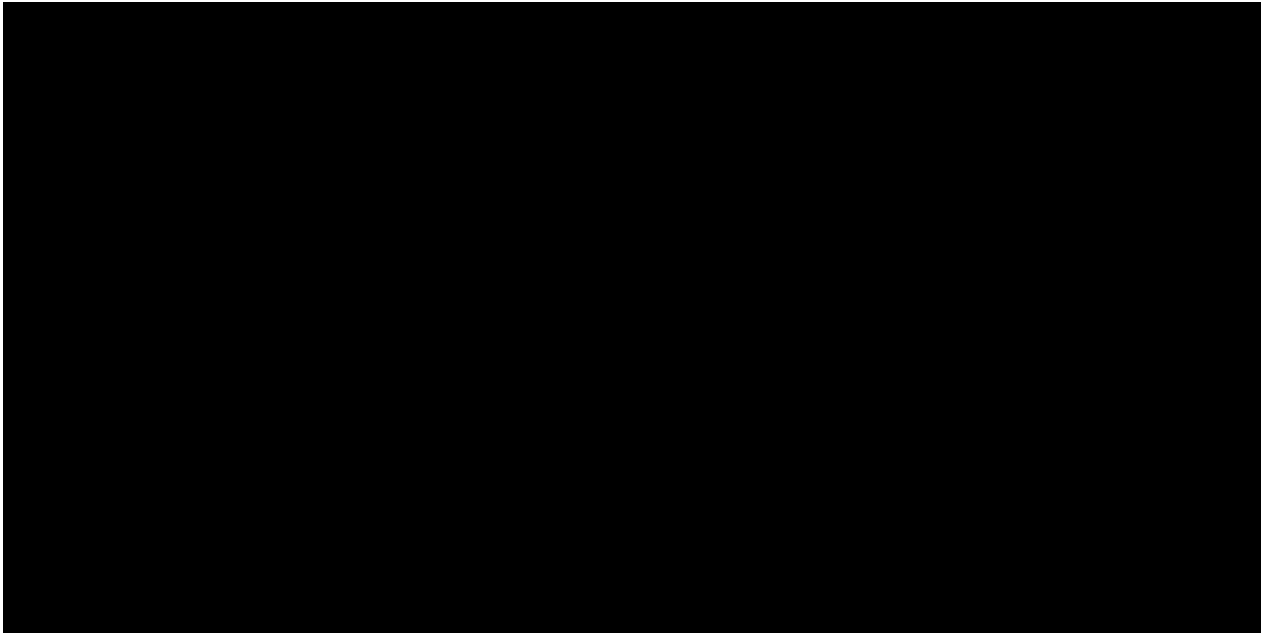


Engagement details			
Engagement ref #	DPEL_61545_008		
Extension?	N	DPEL Ref.	N/A
Business Area	Defra: Government Food Strategy		
Programme / Project	Food Strategy Evaluation		
Senior Responsible Officer	[Redacted]		
Supplier	PA Consulting		
Title	Monitoring and Evaluation Strategy and Baselineing		
Short description	Scope the monitoring and evaluation requirements for the Government Food Strategy and devise an associated baseline.		
Engagement start / end date	17/10/22	31/03/23	
Funding source	CDEL		
Expected costs 21/22	£0k		
Expected costs 22/23	£250,600		
Expected costs 23/24			
Dept. PO reference	TBC		
Lot #	Lot 2		
Version #	1.0		

Approval of Project Engagement Letter

By signing and returning this cover note, **Defra** accepts the contents of this Project Engagement Letter as being the services required and agrees for **PA Consulting** to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 2 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial



Supplier engages with Business Area to complete. Once agreed, Supplier signs front page and sends to Business Area	and sends to DgC	returns copy to Business Area and Supplier
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1. Background

The Government Food Strategy was published in June 2022 to ensure delivery of the government’s ambition for a prosperous agri-food sector, and that healthier and more sustainable diets can be achieved by all.

Within the strategy, there was a commitment to:

“publish a report to monitor progress against the food strategy goals, listed in paragraph 10, alongside the next UK Food Security report and will continue to do so regularly at a frequency that allows trends to emerge, and dovetails with other relevant publications. This will draw on independent analysis from the Climate Change Committee (CCC), Food Standards Agency (FSA) and the Office for Environment Protection (OEP).”

Therefore, Defra is seeking consultancy support to develop a monitoring and evaluation approach for the Food Strategy, construct a corresponding baseline, and provide support to handover this work to a third party who will be responsible for ongoing evaluation.

2. Statement of services

Objectives and outcomes to be achieved

The overall objectives of the evaluation of the Food Strategy are to:

1. Design indicators for the 6 goals of the Food Strategy
2. Capture and evaluate the impacts of the policies according to indicators for each of the six goals of the Food Strategy. This will be based on the development of 'context + mechanism = outcome (CMO) configurations, setting out the predicted hypotheses about the links between the actions and the expected outcomes and impacts. The context will be key in understanding the Food Strategy effectiveness and replicability.
3. Undertake a value for money evaluation to better understand the costs and benefits of the policies implemented, and how the costs and benefits accumulate when bought together under the Food Strategy.
4. Analyse the effectiveness against the goals of the Food Strategy at regular intervals, to inform wider policy development and implementation. This will include what circumstances and factors contributed to the success or not against each indicator, including measured and predicted impacts of policies.

In order to support the objectives above, with an initial focus on objective 1, the scope of this project is to:

- Develop a monitoring and evaluation approach, including the agreed indicators against each of the six goals of the Food Strategy using PA's indicator standards.
- Develop an approach to create a suitable baseline against the agreed indicators to evaluate the Food Strategy and set out what data will need to be collected and how.

Scope

The scope of the work is split into 2 stages:

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

Stage 1: Develop Monitoring and Evaluation Strategy (~5 months)

Stage 0: Project Start up and initiation



The objective of this stage is to prepare an evaluation plan and associated project documentation to enable delivery of the project to time / quality / cost.

The key activities required are:

- Project start-up meeting
- Production of **Project Initiation Document (PID)** including project structure, approach, governance, RAID log and reporting approach.
- **Develop a robust communications plan**, detailing engagement requirements with the policy teams cross-government, in order to secure relevant input.

Stage 1: Develop Monitoring and Evaluation Strategy

The objective of this stage is to develop a theory of change, associated indicators and metrics, and development of an approach to develop an appropriate baseline against which to measure the future impact of the strategy.

The key activities required are:

- **Review existing HMT and Defra policy and guidance on evaluation** to assess the existing evidence base of different methods in order to create an overall evaluation approach and methodology
- Work with teams across Defra responsible for policies in Food Strategy to **design a Theory of Change (ToC)** for the Food Strategy evaluation. This will include developing a nested approach to reflect individual/groups of policies as required.
- Develop indicators for each benefit statement within the ToC, relating to each specific outcome, using a robust indicator framework and best-practice standards to ensure all proposed indicators are fit for purpose.
- **Develop metrics for each indicator**, setting out the data requirements to meet evidence needs and options for how these can be met. This will include an assessment of the suitability of current data (for example from Climate Change Committee, Food Standards Agency and the Office for Environmental Protection) and requirements for new data collection. Data requirements will be driven by the Theory of Change, focusing on key evidence gaps, and evaluation questions that are to be developed as part of this project. This should also take account of the factors that might influence the contribution of the Food Strategy towards the goals. The metrics will be developed with the Defra policy team to ensure feasibility where we may be seeking to request that they collect information.
- We will undertake **two rounds of feedback** for both the Theory of Change and the proposed metrics. The first will be with the Defra policy leads to agree the content. The second will be with the social research team.
- Based on the selection of metrics, develop an approach that supports key stakeholder to identify and collect the **relevant baseline data**. This will include setting out existing data sources, where applicable, or recommended approaches to gather primary data where required (including frequency).
- **Devise the Critical Success Factors (CSFs)** for each outcome within the ToC in line with the goals for the Strategy.

Risks




- Availability of Defra resources and other stakeholders
- Availability of supporting data and information
- Ability to build / obtain consensus on overall evaluation approach




Assumptions and dependencies

<ul style="list-style-type: none"> - Provision of relevant evaluation and strategy documents - Provision of other relevant documents from Defra re: the Government Food Strategy - Key stakeholders available for interviews as required - Stakeholders available for workshops to support development of theory of change - Availability of project manager to provide ongoing support, including scheduling stakeholder meetings. - Access to information and data regarding M&E of related policy/programme delivery

Deliverables

<ul style="list-style-type: none"> • Project Initiation Document (PID) • Communication Plan • Theory of Change (ToC) • Monitoring and Evaluation Strategy • Baseline Collection Approach

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Initiation Document (PID)	<p>A PID project plan is required to be sent to the Defra Project Officer, following the Inception Meeting. This will set out in detail:</p> <ul style="list-style-type: none"> • Refined methodology setting out key tasks • Refined project plan and timeline. • Governance and reporting arrangements • RAID log 	November 2022	
Communication Plan	<ul style="list-style-type: none"> • Stakeholder map – setting out the key stakeholders and their relationship with the Food Strategy • Engagement requirements – setting out the type, frequency and method of engagement with key stakeholders 	November 2022	
Theory of Change	<ul style="list-style-type: none"> • Fully developed Theory of Change/s to set out the drivers of progress. This will draw on existing evidence, policy documentation and be developed in conjunction with policy leads and other relevant stakeholders. • We expect the Theory of Change to include nested theories of change for the individual/groups of policies as required 	January 2023	

Monitoring and Evaluation Strategy	<ul style="list-style-type: none"> Information on existing evidence base to support the evaluation strategy Finalised Theory of Change Approach and methodology for each evaluation objective 	March 2023	
Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	<ul style="list-style-type: none"> Confirmed evaluation principles and questions - setting out what the evaluation is seeking to provide and the evidence that is required to address these. Methodological details - in particular the approach to understanding the net impact of Food Strategy (taking into account attribution of impacts, deadweight and displacement). A suite of proposed data requirements and indicators (with clear link to at least one of six goals) Finalised set of Critical Success Factors 		
Baseline Collection Approach	<ul style="list-style-type: none"> Summary of baseline indicators Proposed approach and methodologies for data collection of baseline indicators 	March 2023	
Internal Capability Development Outcomes			
Training and capability building of staff		Throughout – training package developed	
Social Value Outcomes			

Limitations on scope and change control

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

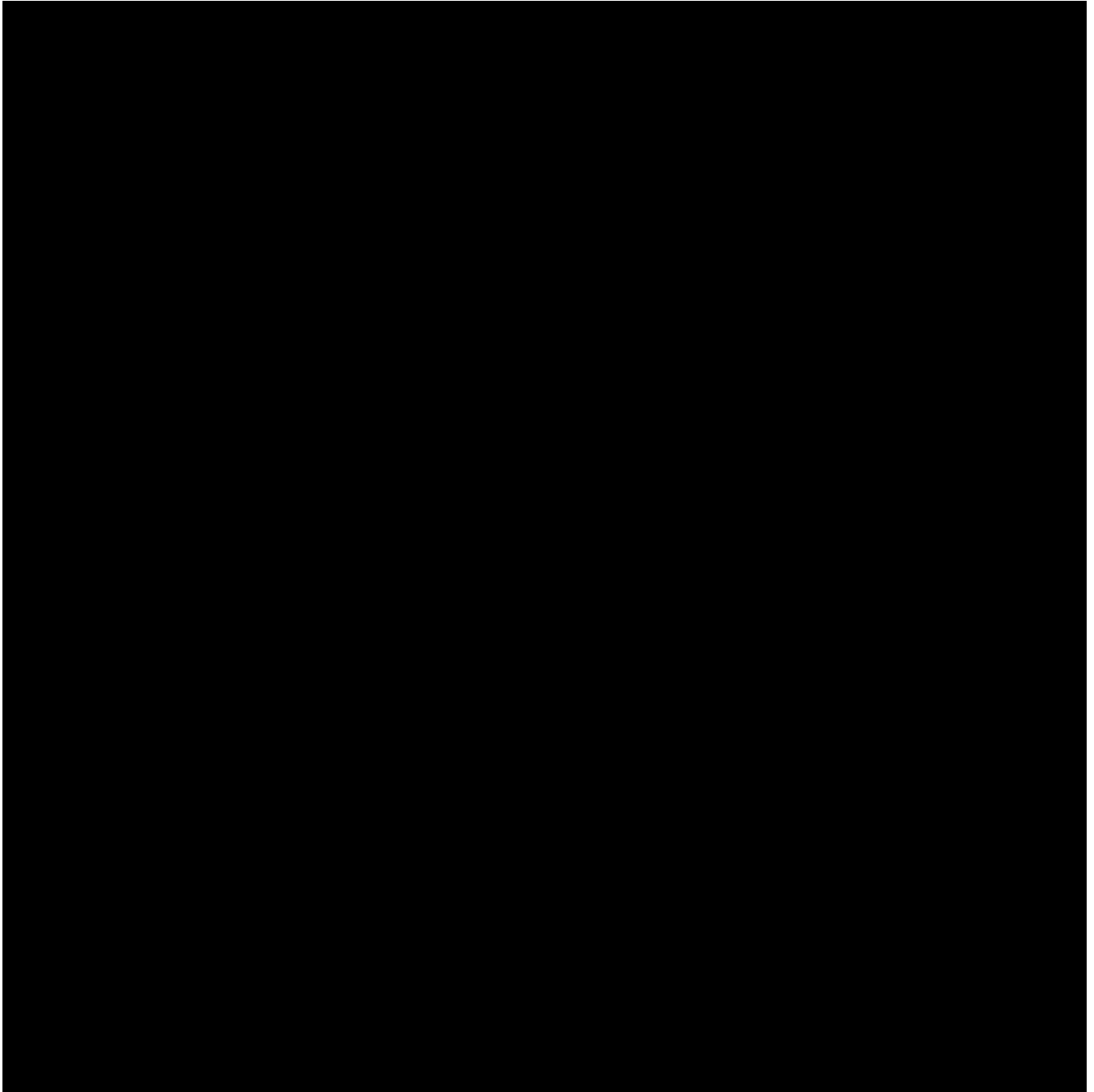
The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.

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

For the avoidance of doubt time is not of the essence. **3.**

Delivery team

Delivery team is identified below.



4. Fees

Defra Group will reimburse the Supplier for approved work done according to the table below. The total fees for the scope of work detailed in this Engagement Letter will be up to a maximum of £250,600, inclusive of expenses and excluding VAT.

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

Stage	Cost	Due (link to milestone dates)
Stage 0	£35,950	November 2022: PID / Communication Plan
Stage 1	£214,650	January 2023: Theory of Change March 2023: Monitoring and Evaluation Strategy
Stage	Cost	Due (link to milestone dates)
		March 2023: Baseline collection approach

Expenses statement

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

Payment

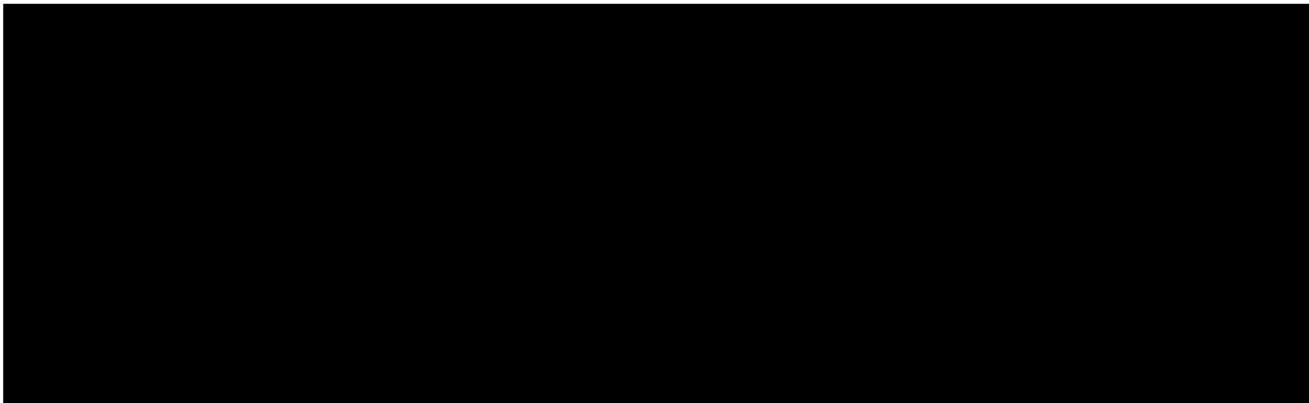
The Supplier should invoice fees monthly in arrears. Defra Group will reimburse fees monthly on confirmation of approval of work delivered by the Business Area. The Supplier will keep an accurate record of time spent by staff in providing the services and provide this information and supporting narrative, if requested.

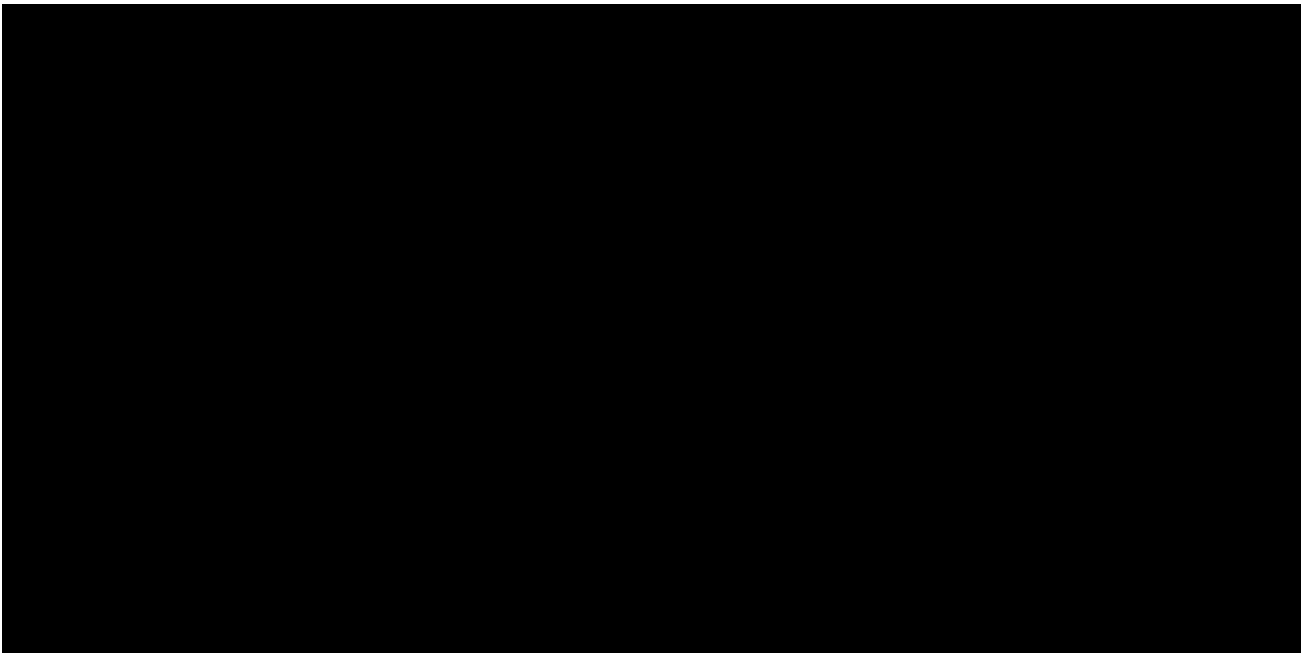
5. Governance and reporting

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

- Completion of the time tracker on a monthly basis, to track days worked by our consultants;
- Weekly flash reports of progress and risks
- Weekly or fortnightly engagement with task and finish group

Key Performance Indicators





Feedback and satisfaction

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

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

Non-disclosure agreements

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

6. Exit management

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

Upon exit, the supplier will:

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

Notice period

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

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



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

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



Department
for Environment
Food & Rural Affairs

