

Defra Group Management Consultancy Call off Contract: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial (DgC) at [REDACTED]. Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access Consultancies within and subsequent reference number.

Engagement details			
Engagement ref #	DPEL_61538_015		
Extension?	N/A	DPEL Ref.	N/A
Business Area	Business Area [ENV - International Biodiversity and Climate, International Advisory Panel on Biodiversity Credits]		
Programme / Project	International Advisory Panel on Biodiversity Credits, Secretariat Team		
Senior Responsible Officer	[REDACTED]		
Supplier	KPMG		
Title	IAPB Call for Views Analysis		
Short description	This project will provide qualitative and quantitative analysis of the responses to a public consultation. Specifically, it will manually code, analyse and summarise the results of the IAPB Call for Views and present the findings to the IAPB Secretariat in the form of a summary report.		
Engagement start / end date	Proposed start date 18/01/2024	Proposed end date 22/02/2024	
Consultancy Spend approval reference	N/A		
Expected costs 23/24	£ 39,379.5		
Expected costs 24/25	£ N/A		
Expected costs 25/26	£ N/A		
Dept. PO reference	Dept. PO reference #		
Lot #	Lot 1		
Version #	0.4		

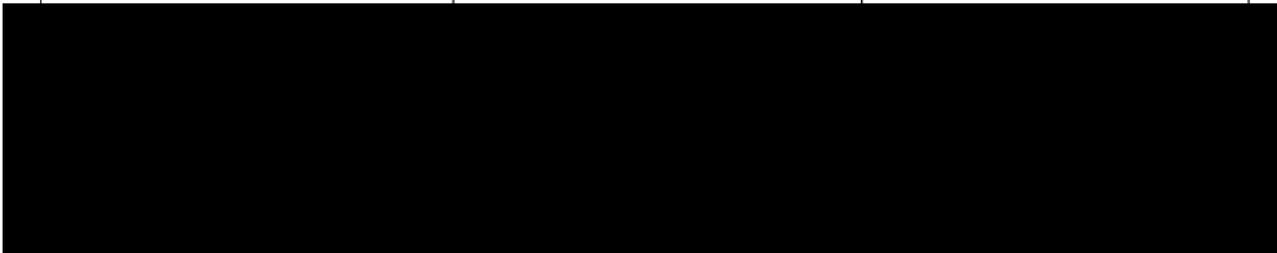
Approval of Project Engagement Letter

By signing and returning this cover note, [ENV- International Biodiversity and Climate, International Advisory Panel on Biodiversity Credits, Secretariat] accepts the contents of this Project Engagement Letter as being the services required and agrees for [KPMG] to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 1 - [REDACTED]), with Defra Group and confirms the availability of funding to support recharge for the services.

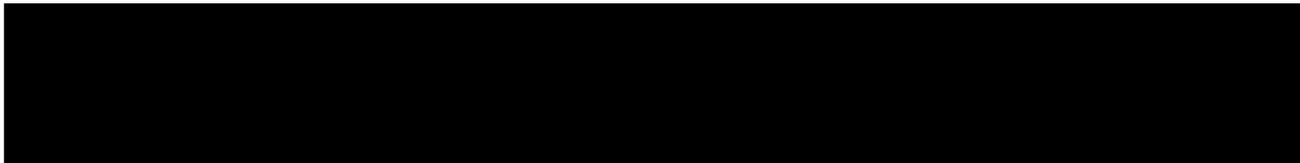
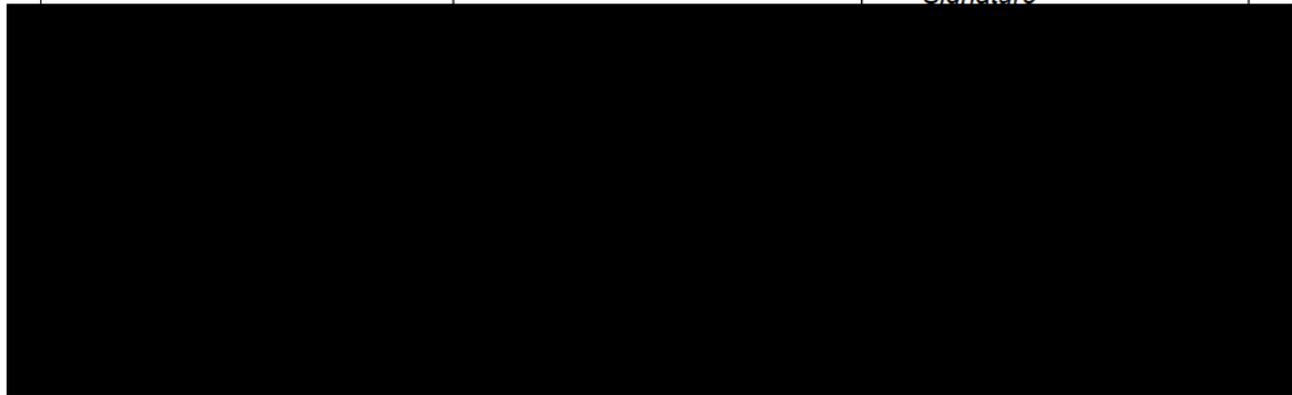


Department
for Environment
Food & Rural Affairs

Signatures		
Supplier	Business Area	Defra Group Commercial



Signature



1. Background

Briefly justify why support is required:

The International Advisory Panel on Biodiversity Credits (IAPB) is currently consulting on the major design challenges to the development and scaling of high-integrity biodiversity credit markets. The consultation is public and involves over 50 questions, the majority of which invite highly technical, open-ended responses. The IAPB Secretariat lacks the capacity and technical expertise to deliver consultation analysis within the time period available. Therefore, we are procuring a supplier to deliver this work for us.

2. Statement of services

Objectives and outcomes to be achieved

State and describe the aims of the engagement:

A supplier is required to manually code, analyse and summarise the results of the IAPB Call for Views consultation.



The supplier will work to refine an initial set of coding categories for the free-text questions in consultation with the technical team in IAPB's Secretariat.

It will then provide detailed analysis of the qualitative data, capturing sentiment, tone and interpretation of free-text responses, and perform a quantitative analysis of the responses segmented by respondent group, geography, etc.

Finally, it will deliver an overarching summary report which captures both quantitative and qualitative data. The supplier will deliver the final output within the period of five weeks.

Scope

Define the scope of the services (*SMART*):

As set out above, we need a supplier to manually code, analyse and summarise the results of the Call for Views. This will require detailed technical knowledge on qualitative and quantitative data analyses (i.e. ability to analyse and synthesise complex data) as well as detailed subject matter expertise (i.e. interpretation of the green finance trends within the responses).

The work will comprise of three main stages:

- The first will consist of refining an initial set of free-text coding categories to enable the second stage of work to proceed, including a reliability test, i.e. level of consistency reached between coding results.
- The second will form the bulk of the work, involving detailed analysis of the qualitative data in the free-text boxes, placing particular emphasis on subject matter expertise. This will involve question-by-question breakdown and analysis to be compiled into digestible information for the client, including a summary against each design challenge (i.e. measurement, stewardship etc.) and a quantitative analysis of the responses segmented by respondent group, geography, etc.
- The third part will be the submission of the first draft of the report, consisting of a thematic breakdown of the final report, part way through the package of work, and a final report to be agreed once the work has been completed.

Success will be measured by the completion of tasks referenced above to the high standards required, in line with the timetable set out below. The efficacy of the client-supplier relationship will also be tracked closely.

The work will be completed by 22nd of February, with weekly check-ins and daily stand-ups during the initial stages of collaboration.

Assumptions and dependencies

Provide further description of the assumptions and dependencies:

- The supplier is able to complete the package of work to the agreed deadline.
- The supplier is able to access sufficient technical and subject matter expertise to enable them to complete the package of work to the level required.
- The Secretariat team is available to meet with, guide and inform the work of the supplier, as required, including to take key decisions in a swift and responsible manner.
- The consultation platform has the capability to export the data in a format compatible with methodologies utilised by the supplier.

Risk management

Provide further details of any foreseen risks with this project and how they could be mitigated:

Risk: The consultation responses are too broad or vague, and therefore deemed insufficient for conducting a thorough and accurate analysis, or delivering a clear final product.

Mitigation: We will work closely with the supplier on refining the initial thematic categories against which the responses will be analysed, and we will consider deleting or adding appropriate categories where needed. We will also work with the supplier to help manage expectations around the final deliverable where appropriate.

Risk: Timelines are too tight to deliver the work in accordance with our expectations (e.g. the initial stages of coding the responses run over time).

Mitigation: We will meet regularly with the supplier, i.e. daily stand-ups, to discuss progress and adjust deliverables' timelines within the original contract timeframe.

Deliverables

Describe what the supplier will produce:

We expect the supplier to provide the below products:

1. An overarching proposal and workplan for the analysis
2. A final set of themes/categories and codes per question (spreadsheet), including a reliability test, i.e. level of consistency reached between coding results
3. Regular updates, including a quantitative progress update on the responses (the number of responses reviewed, coding results, and responses from around 5 key respondent groups segmented by background and sector) and a qualitative update on the themes emerging in the responses.
4. A full review of the consultation responses (spreadsheet)
5. A draft and final summary report of the consultation responses, including quantitative and qualitative findings

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Proposal and Workplan	Submission of proposal and agreed workplan, including a breakdown of deliverables, tasks/activities, deadlines and milestones and tasks' ownership/responsibility.		
Project Stage B (additional stages can be added)			
Coding approach	Agreement on the final coding categories with the technical team in the Secretariat, after pilot testing an initial set of categories against a sample of the responses and providing the result of the reliability test		

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	(i.e. consistency of chosen categories across analysts and responses sets).		
Project Stage C (additional stages can be added)			
Regular updates	Completion of regular, timely meetings with the Secretariat team, including a series of daily stand-ups in the initial stages of the collaboration, and weekly updates on the responses, progress segmented by respondents' groups (quantitative analysis) and themes emerging in the responses (qualitative analysis)		
Full review of responses	Submission of full, final review of consultation responses in the form of a spreadsheet (including formulas used for quantitative analysis).		
Project Stage D (additional stages can be added)			
Draft and Final Summary report	Submission of the first draft and final summary reports, to be signed off by the Secretariat team.		
Internal Capability Development Outcomes			
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.

3. Delivery team

Provide details of the agreed team members including their roles and responsibilities during the project.

Name	Role (link to stage/s)	Grade	Daily rate	# of days	Cost
Total:					£ 39,379.5

Total resource Total days* Engagement Length** <small>*Total days worked across all resources</small> <small>**Total working days in engagement</small>	
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Business Area's team

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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 £39,379.50 inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
A - D		DD/MM/YY
A final set of thematic categories per question and a full review of the consultation responses (spreadsheet). A final summary report of the consultation responses, including quantitative and qualitative findings.	£39,379.50	22/02/2024



Stage	Cost	Due (link to milestone dates)
Grand total	£39,379.50	22/02/2024

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

Business Area to outline governance and report requirements.

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.

Key Performance Indicators

Business Area and Supplier to agree any specific key performance indicators related to this specific project engagement.

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
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KPI 1 - Reporting						
1.1	The Supplier presents updates and reports required by the Business Area on time and includes required information.	<p>Timetable of reports and updates as agreed in the Deliverables table above.</p> <p>List of reports and updates as agreed in the Deliverables table above.</p> <p>Other ad hoc report requests are included in this KPI unless agreed otherwise.</p>	Weekly	Business Area contacts, as outlined above.	Performance tracked against deliverables table above.	Update reports are provided by required dates with the required information.
1.2	All reporting and data provided to the Business Area is accurate and well evidenced. Should inaccurate reporting or data occur, this will be rectified with an explanation and updated reporting immediately upon discovery of any error.	<p>This relates to errors that are 'material' and does not include grammar, spelling, formatting errors.</p> <p>Non-exhaustive examples include team availability inaccurately reflected in resource allocation, inaccurate risk reflection or risk outside appetite not identified for risk reports.</p>	Weekly	Business Area contacts, as outlined above.	Track instances of outdated or incorrect information.	There are no instances of errors in the reporting of financial data or project delivery information provided to the Business Area.
KPI 2 – Engagement and Interaction with the Business Area team						

2	The Supplier will promptly respond to and resolve the Business Area's requests.	'Urgent' reflects queries where it is reasonably considered that an urgent response is required to mitigate a risk or issue to the programme or Defra. We will provide a named person and mobile contact number during working hours to be contacted for urgent queries. 'Routine' reflects standard queries at IAPB project level.	Weekly	Business Area contacts, as outlined above.	Track response rate	<p>Requests marked Urgent: Acknowledgment of new urgent requests within 3 working hours. Agreed action or resolution plan within 1 working day.</p> <p>Routine requests: Acknowledgment of new requests within 1 working day. Agreed action or resolution plan within 3 working days.</p>
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Feedback and satisfaction

Business Area and Supplier to agree regular reporting intervals for the duration of the engagement.

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

The overarching [REDACTED] framework include NDAs. Insert any additional NDA requirements here.

6. Exit management

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

Describe what the supplier will produce upon exiting the project engagement:
 A final set of thematic categories per question and a full review of the consultation responses (spreadsheet).
 A final summary report of the consultation responses, including quantitative and qualitative findings.

Notice period

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

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

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

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none"> ▪ 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

