Department for Environment Food & Rural Affairs

www.gov.uk/Defra

Call-Off Procedure:

for The Research, Development and Evidence Framework 1

Nature Based Solutions for Climate Change at the Landscape Scale

Project_C16061
Contract Ref_C16473

Date: 24th February 2023

1.0 Request for Proposal

1.1 The following document is to be used as a Call-Off template to be sent to all Contractors on a sub-lot by the Project Manager of the Contracting Authority for completion and return in accordance with the Call-Off procedures detailed in the Form of Agreement.

Research, Development and Evidence Framework **REQUEST FOR PROPOSAL**			
Nature Based Solutions for Climate Change at the Landscape Scale			
Project title:	Nature Based Solutions for Climate Change at the Landscape Scale		
Call off Reference:	**RDE218**		
Atamis project ref (if applicable):	**C16061**		
Date:	**24th February 2023**		
Contracting Authority (Defra and its arms-length bodies etc)	**Natural England** - Analysis Directorate		
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]		
[redacted]	[redacted]		
Project Start Date	31 March 2023		
Project Completion Date	31 March 2024		
For any projects over the direct award threshold, full competition is required (i.e. all contractors on the Sub-Lot are invited to quote).	**Direct Award**		**Mini-comp** YES
Call off from Sub-Lot number	Lot 4 Social, Economic and Operational Research		
Proposal return date: *(no less than 10 working days from current date)*	23 March 2023 12:00		

Evaluation criteria		
Contractors: Failure to meet any minimum score threshold stated will result in the bid being removed from the process with no further evaluation regardless of other quality or price scores.		
Quality	**Weighting**	**70%**
Price	**Weighting**	**30%**
Quality Sub-Criteria Weightings:		
E01: Understanding of Natural England's requirement **(minimum threshold of 20 applies)**	Please outline your understanding of the requirements based on the specification provided, and the policy context in which the Nature Based Solutions at the Landscape Scale project is being delivered. Your response must demonstrate, but is not limited to: • Knowledge of the policy context and the evidence base for Nature Based Solutions at the Landscape Scale. • A thorough understanding of the project objectives and contract aims. • An understanding of challenges relating to the evaluation of complex interventions. Responses to this question are restricted to 2 sides of A4, font size 11. Please upload a document with the filename "E01_Your Company Name".	**12.5%**
E02: Approach and Methodology **(minimum threshold of 20 applies)**	Outline the approaches and methodologies you will use to deliver this contract to meet the requirements listed above, giving justification for the methods proposed where they differ from those detailed above. To enable this assessment to be made, you must: • Clearly set out your approach and provide a detailed methodology and how it will meet our requirements, with a justification given for approaches and methods which differ to those detailed in the specification. • Set out your core considerations for implementing the evaluation framework included in the specification, including a consideration of issues arising from complexity and how these may be addressed. • Demonstrate that your approach is informed by the Magenta Book 2020. • Provide a description of tasks and the way in which you will approach them. • Outline how you would work with key stakeholders throughout the project. • Set out how you would collect data without adding to	**35.5%**

	administrative burdens. Please include a provisional project plan, including the number of days allocated to each task and details of how the project will meet the key milestones detailed above. The response should include details about sample frames and inclusion criteria. Responses to this question are restricted to 4 sides of A4, font size 11. Please upload a document with the filename "E02_Your Company Name".	
E03: Experience **(minimum threshold of 20 applies)**	**Experience of the project team** Provide details of the project team (including any sub-contractors if appropriate) and the key personnel, with their seniority, who will be involved in delivering the project. You should demonstrate the team's skills and experience in: • Evaluating large scale competitively funded projects in the environmental sector. • Delivering contracts for public sector clients, particularly contracts with an environmental focus. • Evaluating experimental and scientific projects. • Evaluating Green Finance and NbS projects. Please provide: • Examples of two (2) projects which meet some or all of these criteria that have been delivered in the last three (3) years. • An organogram showing all the main project roles and the named individual(s) fulfilling them. • A description of each team member, along with details of their relevant skills and experience. • Evidence of ability to maintain staff continuity. • A breakdown of who will be doing each role in the project and the number of hours attributed to each task by key personnel. • If a consortium of sub-contraction is proposed, please provide a diagram showing organisation, roles and responsibilities of each member and how they will be managed to ensure coordinated delivery. Please include a CV for each senior member of the team and indicate the number of days each member of the team has allocated on this project. Responses to this question are restricted to 3 sides of A4, font size 11. Please upload a document with the filename "E03_Your Company Name". CV's of all key personnel (excepting administrators) can additionally be uploaded in a single, separate document with the filename "E03_CVs_Your Company Name"	**25%**
E04: Project	Project Management, Quality Assurance, Risks and	**12.5%**

Management, Quality Assurance, Risks and Dependencies. **(minimum threshold of 20 applies)**	Dependencies. Please provide details in this section of how the project will be managed, how the project will be quality assured as well as any risks and dependencies that will affect delivery of the project and measures that will be taken to mitigate these. In addressing this question your response should cover: Project Management • Details of the proposed approach to management of the contract, to ensure it is delivered on time and to budget, especially where sub-contracting is involved. • Include a project plan and a Gantt chart to show key milestones and dependencies. • Include an organogram of the project management structure and lines of communication and reporting. • Confirm you have sufficient resource available to deliver the project on time and outline your contingency plans for unexpected absence or changes to key personnel to ensure minimal impact on the project delivery. Quality Assurance • Description of the Quality Assurance procedures in place to ensure the final outputs are robust. Risks • Include an assessment what you perceive to be the main challenges and risks in delivering NE's requirements. You should explain how you will mitigate and manage risks you identify, for example in the event of delays with qualitative data collection. Responses to this question are restricted to 2 sides of A4, plus Gantt chart font size 11. Please upload a document with the filename "E04_Your Company Name".	
E05: SUSTAINABILITY – MANDATORY - Social Value **(minimum threshold of 20 applies)**	**Social Value** The government is committed to delivering social value through commercial activities and this is considered in the award of central government contracts, noted in Procurement Policy Note 06/20 – taking account of social value in the award of central government contracts - GOV.UK (www.gov.uk). Within this context, please explain your approach to delivering services and how you intend to approach social value. Responses should address Theme 3 in the Social Value Model, with the Policy Outcome 'Effective stewardship of the environment'. Delivery objectives of this Outcome are as follows:	**14.5%**

	• Deliver additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions. • Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement. Please describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and meet the Model Award Criteria, including how you will implement your commitment (including resources). Please do not include links to generic documents or websites. Your response to this section should be tailored specifically to the Social Value opportunities you can generate through this contract. Please also see the further guidance on using the Social Value Model. Responses to this question are restricted to 2 sides of A4, font size 11. Please upload a document with the filename "E05_Your Company Name".	

Specification: Nature Based Solutions for Climate Change at the Landscape Scale

1.1 Introduction

The following contract opportunity is for a suitably experienced supplier to work with Natural England and other project partners to evaluate the Nature Based Solutions for Climate Change at the Landscape Scale Shared Outcomes Fund project.

Treasury's Shared Outcomes Fund supports projects that address some of the most difficult social, environmental and economic challenges the country faces and which sit across the areas of responsibility of multiple public sector organisations (such as reducing crime or achieving Net Zero). The evaluation of outcomes, developing an understanding of which mechanisms were responsible for producing these outcomes, and the extent to which elements of the project can be rolled out in other contexts is a critical part of the Shared Outcomes Fund's process and a robust evaluation of the project is essential to achieving its objectives.

1.2 Background

Natural England are leading the £12.5m Shared Outcomes Funded pilot, ***Nature-based Solutions for Climate Change at the Landscape Scale Programme*** (NbS for CC). This is a high profile and innovative Programme funded directly by HM Treasury. The Programme is co-sponsored by BEIS and Defra and managed by Natural England in partnership with the Environment Agency, RBG Kew and the Forestry Commission. The Programme will test approaches to creating and restoring natural habitats in ways that tackle the twin challenges of climate change and biodiversity loss whilst also exploring governance models and blended finance approaches.

Working with land managers across six pilot projects, the Programme will expand the scientific evidence on carbon uptake and storage in specific habitats and develop ways of integrating nature-based solutions with other land management objectives. In addition to the pilot areas, Kew's 'wild botanic garden' at Wakehurst Sussex will be used for detailed research into carbon storage and sequestration. The project will support the government's net zero target, inform future environmental land management schemes, and seek to demonstrate effective governance models and mechanisms for blending public and private finance.

The Programme has four workstreams:

1: Programme Management and Pilot Development – led by Natural England
2: Comparative assessment of carbon storage and sequestration – led by Natural England
3: Carbon storage, flux and biodiversity – led by RGB Kew
4: Blended Funding and Governance – led by the Environment Agency

Defra has responsibility for leading work on the Government's ambition for leaving the environment in a better condition for future generations, as articulated in the Government's document 'A Green Future: Our 25 Year Plan to Improve the Environment' (25 YEP). The 25 YEP contains a range of actions to achieve:

- Clean air
- Clean and plentiful water
- Thriving plants and wildlife
- Reduced risk of harm from environmental hazards (e.g. flooding and drought)
- Sustainable and efficient use of resources from nature
- Enhanced beauty, heritage and engagement with the natural environment
- Mitigation and adaptation to climate change, and
- Minimised waste.

BEIS has responsibility for science, research and innovation, energy and clean growth and climate change. They have prioritised work specifically to:

- tackle climate change: reduce UK greenhouse gas emissions to net zero by 2050
- unleash innovation and accelerate science and technology throughout the country to increase productivity and UK global influence
- back long-term growth

The Government's '10 Point Plan for a Green Industrial Revolution' published in November 2020 clearly states that 'the natural environment is one of the most important and effective solutions we have for capturing and sequestering carbon long-term'. This ambitious plan for a green recovery following the Covid-19 pandemic sets out a clear pathway to achieve net zero emissions by 2050 outlined in the Net Zero Strategy: Build Back Greener document.

In February 2021, the Dasgupta Review identified that economies must mainstream nature into decision-making and recognise the benefits that nature provides. Multiple other government strategies and initiatives, particularly across Defra and BEIS, set out Government's ambition to go further and faster to address the twin challenges of our time - the climate crisis and biodiversity loss. These include the Clean Growth Strategy, the new environmental land management schemes (ELMs), the Nature Recovery Network (NRN), and the Flood and Coastal Erosion Risk Management Strategy. Reflecting these strategic priorities, increasing our sequestration of carbon using nature-based solutions (NbS) (such as tree planting, peatland restoration, and regenerative agriculture) is necessary and critical if England is to meet its Net Zero target. Doing so in a way that delivers wider benefits to people and nature is required to meet 25 YEP environment targets and IUCN global standards for NbS.

The Office for National Statistics (ONS) estimates the annual flow of public benefits from UK ecosystem services at more than £8bn pa. However, achieving these multiple benefits needs careful implementation

and reliable evidence to maximise synergies and avoid conflicts between outcomes. It is important to know what the marginal benefit is in changing one land use or habitat to another. For example the carbon benefit of converting a grassland to a woodland is likely to be higher in some places than others, depending on soil type, climate and the management history of a site. Planting trees on peatland can increase rather than decrease greenhouse gas emissions as well as impacting negatively on biodiversity and hydrology, and planting woodland on wildflower meadows can damage biodiversity. When implementing NbS, doing the right thing in the right place is critical and more needs to be understood about how best to implement them in ways that maximise carbon sequestration and achieve multiple benefits across different policy areas.

Equally critical to ensuring that NbS are scaled up to meet the size of the challenge is learning how to design governance structures that define how risk is shared between public and private sectors, and how interventions are aggregated and targeted to develop a pipeline of investable projects that will draw in private finance to fund NbS. In doing this, there is a need to co-ordinate planned actions across different landowners, local communities and stakeholders by forming strong, well-governed partnerships that will support the large-scale change required to implement NbS at the landscape scale.

Project Objectives

The core objectives of the project are to:

a) Establish pilot study locations with local partners to implement Nature-based solutions for carbon storage and sequestration, which will act as test beds to fill evidence gaps in our understanding of carbon storage and sequestration by semi-natural habitats.
b) Work with Defra's Landscape Recovery Team, Defra Green Finance and other internal and external stakeholders to demonstrate and test appropriate governance models for delivering NbS at the landscape scale
c) Analyse and assess collected data to inform decision making and assessment of efficacy of NbS interventions for climate change
d) Undertake research into the biodiversity (wider environmental), social and economic benefits associated with NbS for climate change at the landscape scale, to prioritise monitoring and evaluation (see objective 'c') of key *anticipated* benefits, compared to an established baseline
e) Develop a toolkit of resources[1] covering governance, mapping and targeting, and data and evidence needs for developing landscape scale NbS projects that can be used by internal and external stakeholders
f) Provide the basis for development of environmental markets and identify potential revenue streams and models that could eventually be used to fund on-going maintenance or monitoring of the implemented NbS
g) Demonstrate the benefit of a collaborative platform approach for managing and funding the implementation of NbS at the landscape scale
h) Undertake robust monitoring and evaluation of the additional carbon stored and sequestered by NbS interventions compared to baseline
i) Undertake high-resolution measuring, mapping and modelling of above and below ground biodiversity and its influence on carbon stocks and flows within multiple habitats.

Project Delivery

The project is being delivered via four workstreams:

Workstream 1: Programme management and establishment of pilot sites

Natural England leads this workstream and manages the overall Programme including tracking delivery, managing overall risk and Programme level reporting. The workstream will select the pilot sites, agree

[1] There are already many resources in place, e.g. Natural England's Natural Capital Evidence Handbook (NCEH)

plans for each site with local partnerships and support them with information and advice. It will co-fund the evaluation contract with the Environment Agency.

Workstream 2: Comparative assessment of carbon storage and sequestration

This workstream is also led by Natural England and will focus on the comparative assessment of carbon storage and sequestration by different potential NbS and their wider benefits. The work will be delivered by a team of Natural England scientists and the four elements outlined below will be delivered across the pilot sites and additional sites if required:

- Establishment of baseline carbon flux and storage and initial changes on implementation of NbS in pilot sites
- Assessment of carbon storage by contrasting habitats, including semi-natural woodlands, peatlands in a range of conditions, a range of grasslands, heathlands and hedgerows
- Monitoring of carbon fluxes by contrasting semi-natural habitats
- Assessment of biodiversity and other (socio-economic) benefits or disbenefits of NbS actions in pilot sites.

Workstream 3: Monitoring, modelling and evaluation of carbon fluxes

This workstream is led by Kew Science and involves the University of Sussex and will research a suite of temporally and spatially gradated habitats at Wakehurst to answer key questions about the trade-offs and interactions between ecosystem function and carbon sequestration. It will also provide a baseline for other key English habitats and land uses, e.g. parkland and suburban gardens and assess richness and health compared with the grassland and woodland.

Workstream 4: Development of governance models and blended funding solutions

Led by the Environment Agency and involving colleagues across Defra, Defra Arm's Length Bodies (ALBs) and BEIS, this workstream will focus on working with stakeholders to develop local governance as part of the market architecture for environmental markets. This workstream will develop an England-specific NbS toolkit for implementing a whole systems approach for NbS at the landscape scale, incorporating blended funding. A key aim of this workstream is to develop mechanisms for bringing together funding grants from existing water, environment and agricultural schemes, Grant in Aid, regulated finance and incorporate the development of environmental markets to crowd-in private investment to support the on-going maintenance of landscape restoration.

Figure 1 below shows a simple systems map of the relationship between workstreams and the high-level outcomes for the project as a whole.

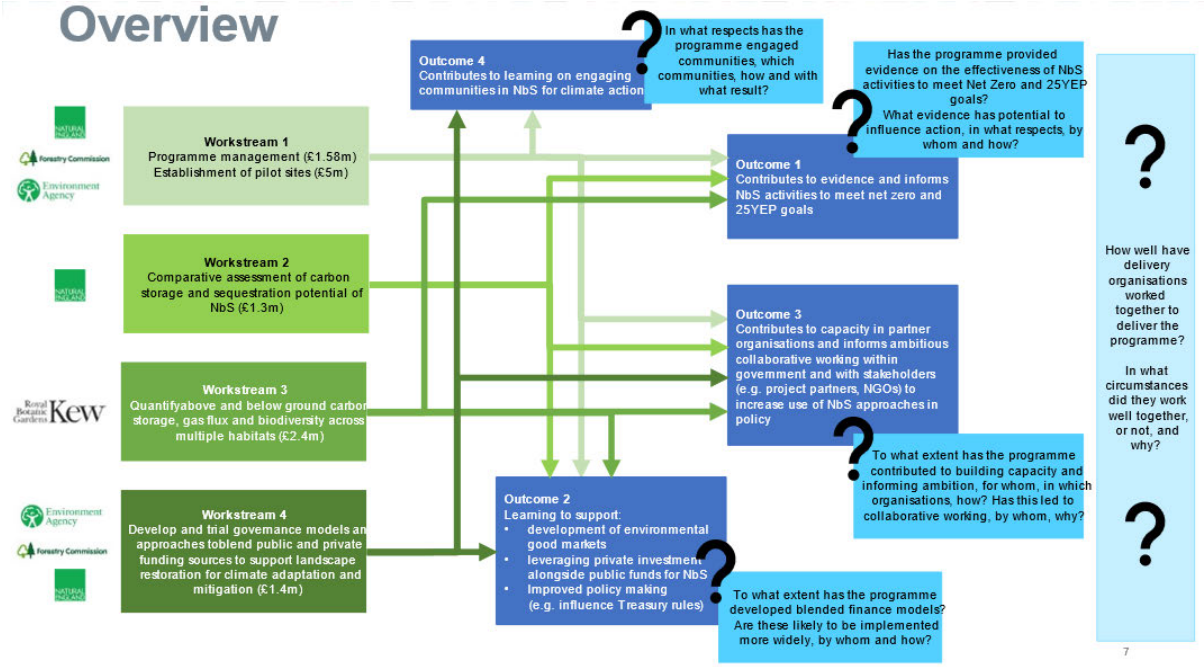


Fig 1: NbS for CC project overview

The grant scheme is currently being agreed, with the pilots being selected in November 2022. In preparation for this evaluation contract, we worked with a supplier to develop an evaluation framework for this evaluation. This framework, which follows a Realist approach, is provided separate to this specification, see Appendix 3 (with some elements copied here as annexes). A full anticipated timeline for the project/evaluation is shown in section 1.5.

1.3 Aims of the Contract

Natural England wishes to appoint suitably qualified contractor(s) to work with Natural England and project partners to evaluate the project. This evaluation is intended to be both formative and summative, allowing project partners to adapt implementation based on the evidence generated and to assess the effectiveness of the project and communicate learning to funders and stakeholders.

The evaluation will be based on the evaluation framework developed for the project. The full framework, including theories of change, their narratives and the framework itself, is attached with this specification. Four theories of change (ToC) have been developed for the project across distinct themes, showing the contribution of each workstream to the anticipated outcomes for the project as a whole. The ToC, plus accompanying narratives, are shown in annexes 1a to 1d.

This contract covers a period from March 2023 to March 2024, with no current indication that additional funding will be available for ongoing evaluation in future years. Given the nature of the intervention, this timetable means that the focus of the contract is on gathering baseline data to *underpin* impact and value for money evaluation *and* on the process elements. Additionally, we wish to establish indicators that can be used for longer-term evaluation, should we receive additional funding in future years. The complexity of the intervention suggests that adopting a Realist Evaluation approach will be the best way to evaluate process elements and plan for evaluation of the others. This is covered in more depth in section 4, methodology.

The ToC in annex 1 are presented in realist format and have helped develop the central research questions contained in tables 1a to 1e below. Each table describes the process and impact evaluation questions for each of the ToC, with a fifth table describing cross-cutting questions across the project.

Table 1a: Evaluation questions for ToC1 – carbon biodiversity and other ecosystem services

Impact evaluation question and sub-questions	What are the expected carbon storage and sequestration, biodiversity and other environmental outcomes of the pilots and programme in different locations and habitats? 1. What actions in what contexts have been most effective in terms of delivering environmental benefits and why? 2. How do environmental outcomes of the pilots vary across locations and habitats? What actions in what contexts have been most effective in terms of outcomes and why? What learning has been gained, by whom and how? 3. To what extent and how has the programme been successful in increasing the quality and/or quantity of natural capital assets within each pilot area? 4. To what extent and how have the scientific objectives of the pilots and programme been achieved? To what extent and in what ways are each of the scientific methods and protocols of the programme likely to be scalable and applicable to different contexts?
Process evaluation question and sub-questions	How well have delivery organisations worked together to deliver the programme? In what circumstances did they work well together, or not, and why? 1. To what extent has Kew's work on climate science been integrated into the overall programme? What has been the engagement with other workstreams (investors and pilots)? 2. Was the process for recruitment and selection of pilots timely and efficient? Do the pilots represent an appropriate basis for testing NbS for climate change at the landscape scale? Why/why not?

Table 1b: Evaluation questions for ToC2 – blended finance and governance

Impact evaluation question and sub-questions	To what extent, how and for whom have the financial and governance models trialled by the programme been effective in delivering blended finance approaches to funding NbS? 1. To what extent and how has the evidence generated by the pilots informed investors and policymakers on preferred models to fund NbS? 2. To what extent and how has the evidence generated by NE, Kew and the pilots increased the confidence of private investors to fund NbS? 3. To what extent and how has the evidence generated by the pilots identified effective ways for Govt to work with others to fund and manage NbS?
Process evaluation question and sub-questions	How well have the project partners engaged private investors in the work? What approaches worked for whom, and why? 1. What lessons have been learned, by whom and how, from delivering the pilots and the programme as a whole?

Table 1c: Evaluation questions for ToC3 – policy knowledge and capacity

Impact evaluation question and sub-questions	Can the learning around the governance, funding and science elements of the programme be scaled up and rolled out more widely, to whom, and in what ways?

	1. Has the understanding and capacity of project partners improved and in what respects? 2. What is the learning from the programme for each of the partner organisations, their ways of working and opportunities for future collaboration? 3. How will the project partners ensure that the knowledge and capacity built during the project is retained and embedded within their organisations? 4. To what extent and in what ways are each of the scientific methods and protocols of the programme likely to be scalable and applicable to different contexts? 5. How can learning be applied to future schemes?
Process evaluation question and sub-questions	How well have delivery organisations worked together to deliver the programme? In what circumstances did they work well together, or not, and why? 1. To what extent has learning from the pilots and the programme been effectively disseminated? What approaches worked, for whom and why? Who has benefited from this communication? 2. To what extent, how and in what circumstances have delivery organisations involved in the programme increased their understanding of (and capability in) governance systems, blended finance, and delivering NbS?

Table 1d: Evaluation questions for ToC4 – community participation in NbS for climate change

Impact evaluation question and sub-questions	To what extent, how and in what circumstances have communities participated in the pilots and obtained social, economic and environmental benefits? 1. To what extent and how has the evidence generated by the pilots and wider programme informed local stakeholders about NbS? 2. What are the social, economic and environmental outcomes of the pilots, who are the key beneficiaries and how were the outcomes achieved? 3. To what extent and how have the pilots been successful in engaging and building relationships with local communities (increasing social capital)?
Process evaluation question and sub-questions	How well have the pilots engaged local communities in the work? What approaches worked for whom and why? 1. In what ways have communities affected (either positively or negatively) delivery of the pilots, how?

Table 1e: Cross-cutting evaluation questions

Impact evaluation question and sub-questions	Were there positive or negative unintended consequences resulting from the programme? Who was affected, in what ways and why?
Process evaluation question and sub-questions	How well have partner organisations worked together to deliver the programme? In what circumstances did they work well together, or not, and why? 1. To what extent and how is the programme expected to influence joint working between the partners in the future? What lessons have been learned, by whom and how, from delivering the pilots and the programme as a whole?

	1. To what extent, how and in what circumstances have these lessons influenced delivery of the programme? 2. To what extent, how and in what circumstances have delivery organisations involved in the programme increased their understanding of (and capability in) governance systems, blended finance, and delivering NbS? 3. To what extent has learning from the pilots and the programme been effectively disseminated? What approaches worked, for whom and why? Who has benefited from this communication?

The guidance provided to potential applicants to take part in the pilots can be shared with the successful contractor. The pilot leads are key partners in this evaluation and will form a key data source. Should the pilots be successful in developing self-sustaining funding to meet their individual pilot objectives, there is the potential for ongoing data gathering to support impact and value for money evaluation. As part of the evaluation criteria for assessing applications, applicants were asked to describe "*how you measure environmental change to quantity and measure the outcomes you propose to achieve, and how you will evaluate the data to show the outcomes have been achieved*", "*confirmation that you will provide information about current and past land management and history on request*" and "*whether you have, or intend to collect, baseline evaluation data, such as natural capital mapping, BNG Metric mapping, or other baseline information*". It is important to note that the pilots are different in nature and not all are starting from the same point.

1.4 Approach and Methodology

Tenderers should propose methods which meet the full range of research aims and objectives set out in this specification. These should represent best practice in analysing the relevant data and market intelligence. While there is flexibility to adapt the methods to best suit the data and timeframe, tenderers should be clear in their proposals to the approach they wish to take. It will be crucial for the project lead to regularly engage Defra colleagues.

For a variety of reasons, not least the complexity of the evaluation, the four quite different, but connected workstreams and the timetable for this contract, we are proposing that a Realist Evaluation[2] approach is followed. As shown in the ToC at annexes 1a to d, the realist approach allows us to consider the many contexts in which elements of the intervention will take place and the various mechanisms that can deliver outcomes.

In developing the framework, we have adopted an approach that covers the individual aims of each of the project workstreams, but in an integrated way. The aims and objectives for each workstream are described earlier in the specification, but for the project as a whole, the evaluation needs to cover all aspects together. The four ToC developed (annexes 1a to d) provide focus on key evaluation areas and, where appropriate, integrate cross-cutting workstream outcomes. Fig 1 shows the high-level relationship between workstreams and project outcomes.

The evaluation questions (tables 1a to e above) follow the same format – providing focus and ensuring integration and the final framework also follows this approach. The evaluation framework elements are shown in Appendix 3. A comprehensive slide pack covering all elements of the framework has been developed, which is provided as a separate attachment to this specification.

In undertaking this evaluation we anticipate that the successful contractor will need to engage with all project partners, those involved in delivering the pilots and with communities in the pilot areas. The evaluation will require development of baseline data (which will be a priority task on award) and use both

[2] See the Realist Evaluation supplementary guide to the Magenta Book, 2020 - here.

quantitative and qualitative evidence, as described in the framework. Baseline data requirements will be linked to the evaluation indicators and it is expected that the contractor will need to work with each pilot to ensure a level of consistency. Each pilot can be evaluated individually, but the priority is on evaluating the project as a whole, covering all workstreams.

The evaluation framework should not be viewed as a static document and we expect it to evolve as the evaluation progresses. Updating the framework (and related elements such as the ToC) as new information becomes available will be an essential part of the evaluation. As such, we will invite the successful contractor to suggest changes and/or enhancements to the framework through the lifetime of the contract.

Ideally, we would also want a calculation of cost-benefit ratios for project activities (including disaggregated at a pilot-by-pilot scale) but realise that this may not be possible within the timeframe for the evaluation. The successful contractor will be invited to advise us on how we can plan to calculate this data – and over what timescale.

We require the methods employed by the contractor to be in line with guidance provided in HM Treasury's Magenta Book, HM Treasury's Green Book, Defra's Complexity Evaluation Framework as well as Government Social Research, the General Data Protection Regulation (GDPR) and Natural England's guidance on research ethics.

1.5 Programme of Work / Deliverables / Timetable

The successful tenderer will be responsible for all travel and subsistence costs related to the work and the supply of all labour, materials and equipment.

Tenderers may propose consortium or subcontracting arrangements but should provide a single project manager responsible to Defra for fulfilment of the contract and for liaison with Defra's contract manager. The successful tenderer will provide written progress updates to Defra as required during the project and will agree to meet with Defra officials as and when required.

The successful tenderer must meet deadlines as proposed within their tender submission and subsequently agreed with Defra throughout the project and will notify Defra without delay if there is a risk that they may be unable to meet these deadlines.

Defra will inform the contractor without delay if there is any deficiency in the quality of the services provided under the contract. The contractor will take steps to ensure any problems are resolved as a matter of urgency.

Deliverables

Natural England requires the following deliverables to be produced during the contract:

- A project inception document produced within two weeks of the contract commencing outlining the agreed methodology and workplan following any amendments identified during the inception meeting. The inception document should outline the work proposed over the two financial years of the contract
- A final evaluation report produced in Natural England report format and suitable for publication on Natural England's Access to Evidence website, delivered to the timetable outlined below and answering the evaluation questions outlined in section 3

- Two interim reports to provide updates on the progress of the evaluation and for learning to inform the adaptive management of the project. As these are intended to be quick snapshots of project findings, these can be presented as PowerPoint slide decks or in an equivalent presentation format. Updates should include any agreed changes to the framework
- Ahead of the final report and on receipt of each interim report, an emerging findings presentation to present findings to the project steering group and other relevant stakeholders
- Ahead of the submission of the final report, a draft report submitted for comments from the evaluation steering group
- A final formal presentation of findings to stakeholders within partner organisations after agreement of the Final evaluation report.

In addition to the outputs of the research, Natural England requires the contractor to provide anonymised datasets from the evaluation to facilitate ongoing social research.

Note: The successful Tenderer will be paid by invoice following satisfactory completion of the Milestones as set out above.

Timetables and Milestones

Activity	**Proposed Dates**
Commencement of works	31 March 2023
Inception document received (triggers first payment)	31 March 2023
Interim report 1	5 May 2023
Interim report 2	9 September 2023
Emerging findings presentation	February 2024
Receipt of draft final report	23 February 2024
Agreement of final report	31 March 2024
Final presentation	April 2024

Proposed program of work and payment table (Detailing specific tasks, key milestones, deliverables & completion date where appropriate) Payment schedule should detail the % amount that will be paid after delivery of each task.			
Task no.	**Task and deliverable**	**Completion date**	**Payment schedule**
1.Scoping	Inception meeting and report	31/03/2023	30%
1. Scoping	Scoping research: review of monitoring evidence and outputs, interviews with project partners and pilots, update ToC and indicators. Deliverable: Interim report 1	05/05/2023	10%
2. Evidence and collection	Evidence collection and synthesis: Programme monitoring data assessment, workshops with key stakeholders, interviews with policy teams, NbS case studies, triangulation. Deliverable: Interim report 2	09/09/2023	30%
3. Evaluation and learning	Evaluation and learning: review of monitoring data, calculation of indicators, process and impact evaluation, learning for policy and practice. Deliverable: Draft final report	23/02/2024	25%
4. Reporting	Deliverable: Final report agreed	31/03/2024	5%

2.0 Proposal

2.1 The following document is to be used as a Call-Off template to be sent to all Contractors on a sub-lot for completion and return in accordance with the Call-Off procedures detailed in the Form of Agreement.

Research, Development and Evidence Framework 2

PROPOSAL

To be completed by the Contractor

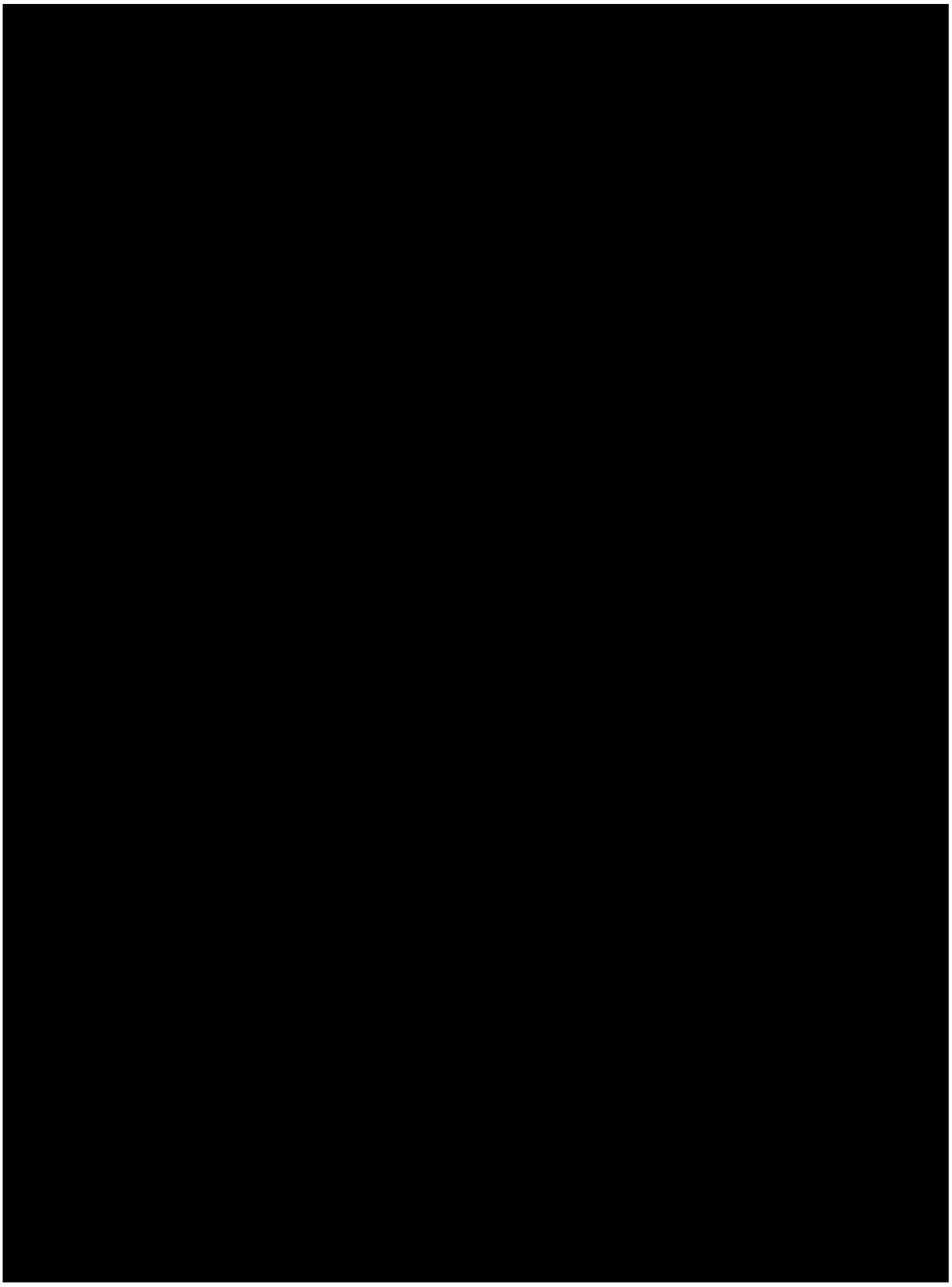
Contractor's Name: ICF Consulting Services Ltd

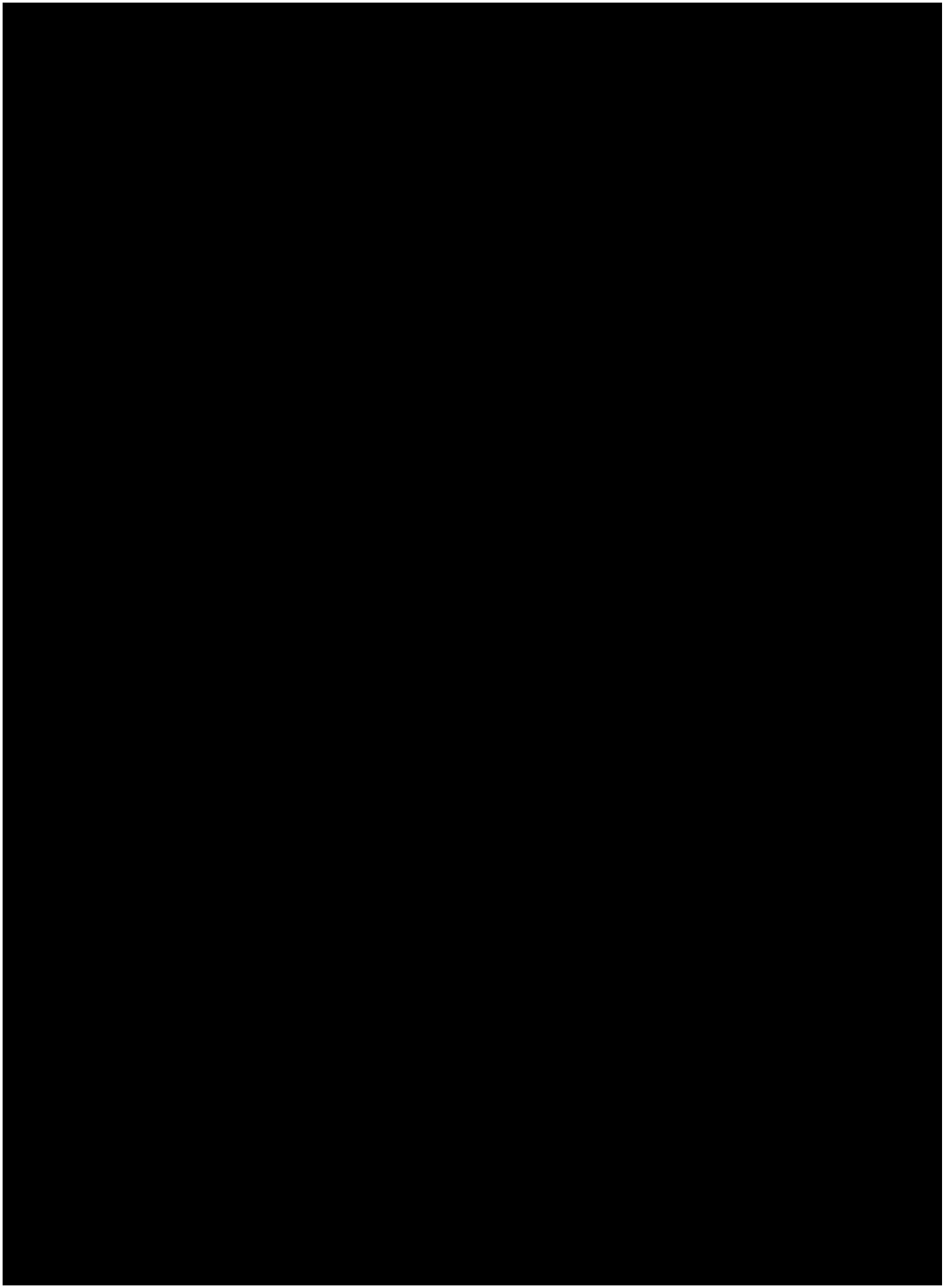
Call off Reference: RDE218

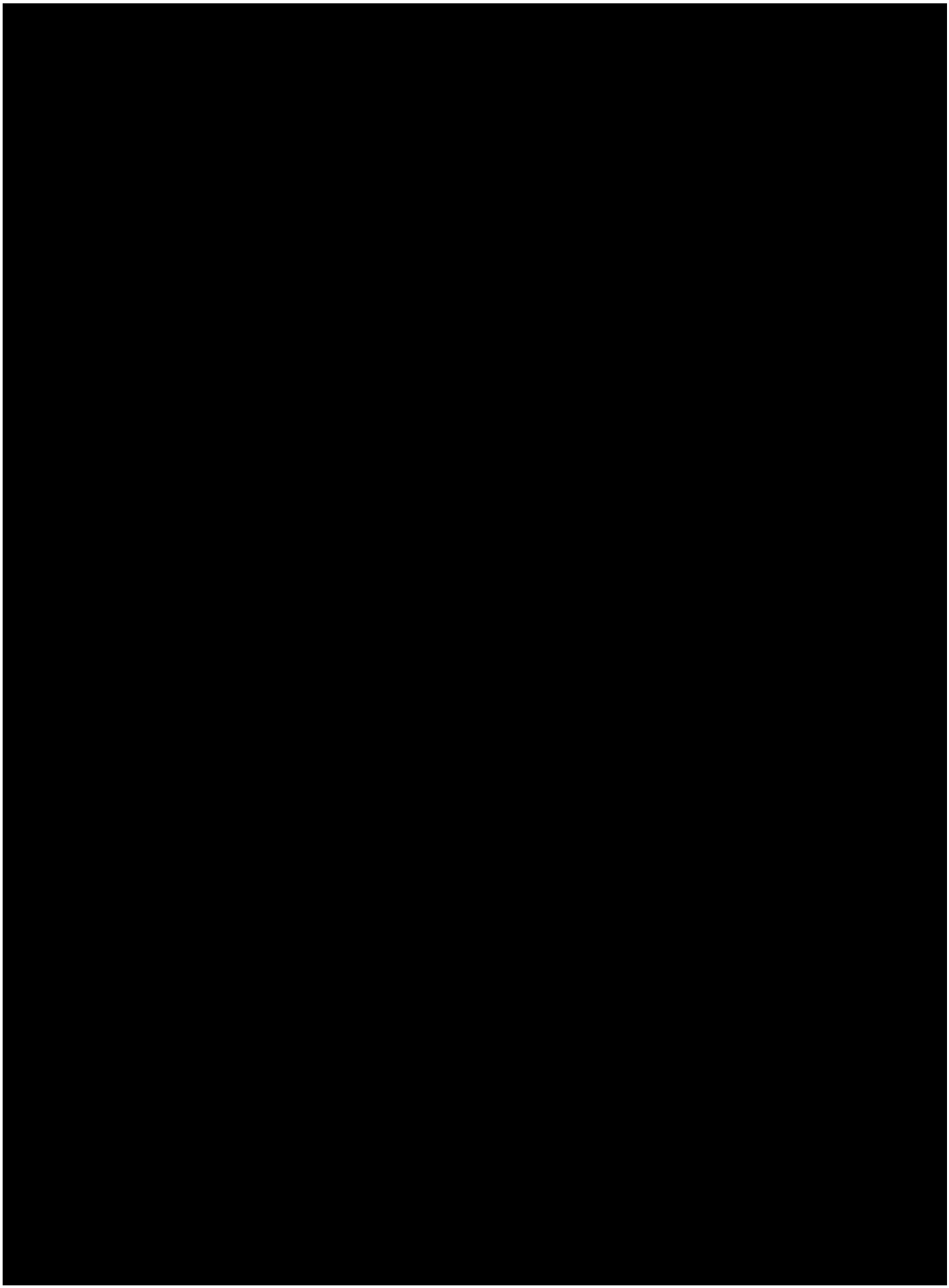
Sub-Lot Number: 4.1

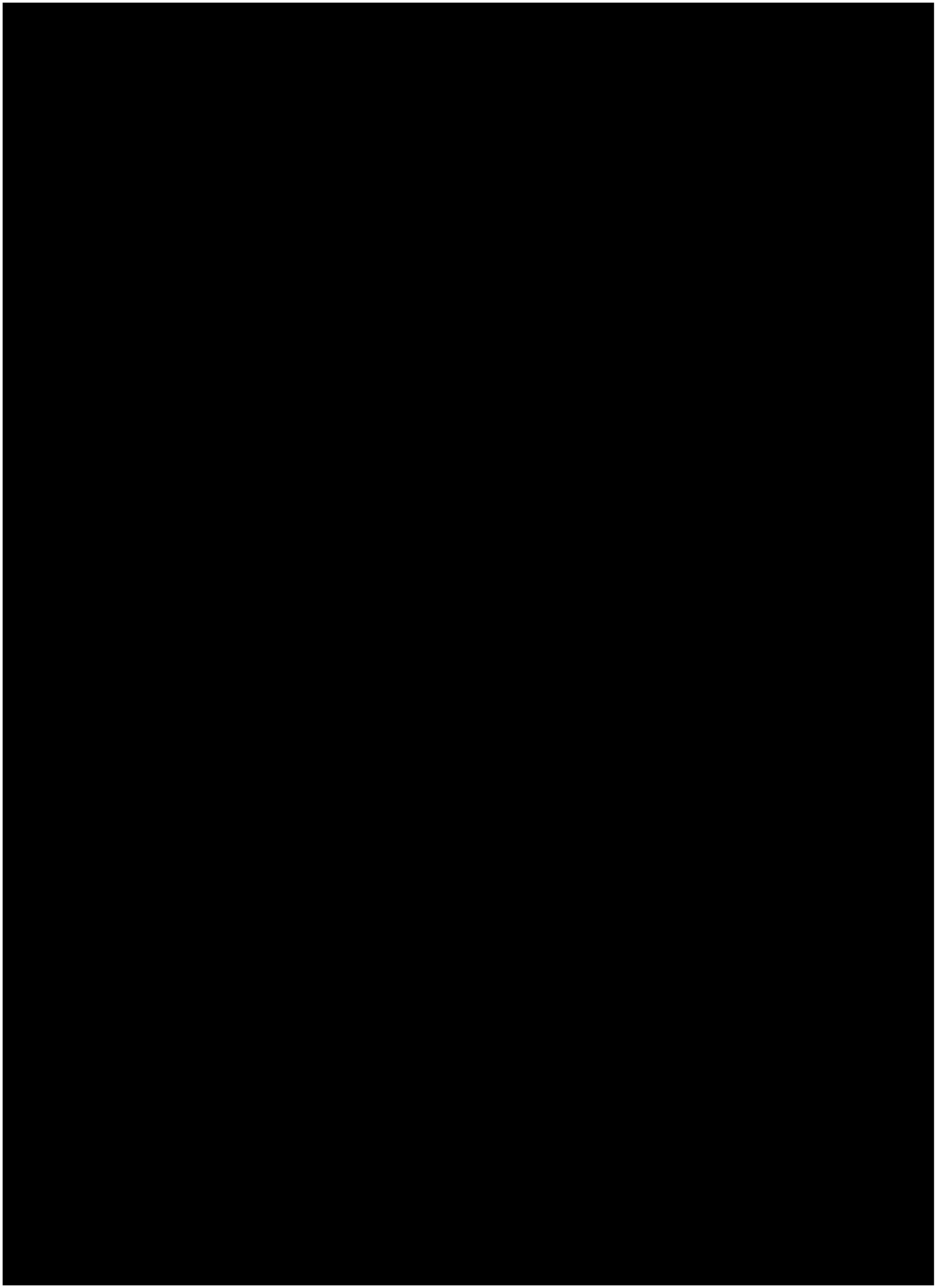
Note: Your proposal must not exceed 6 sides of A4 plus the Costs Proposal in Section 4 (unless otherwise indicated in project client's specification above). Attachments must not be included unless requested except for a programme diagram and full cost schedule if you consider these would support your proposal.

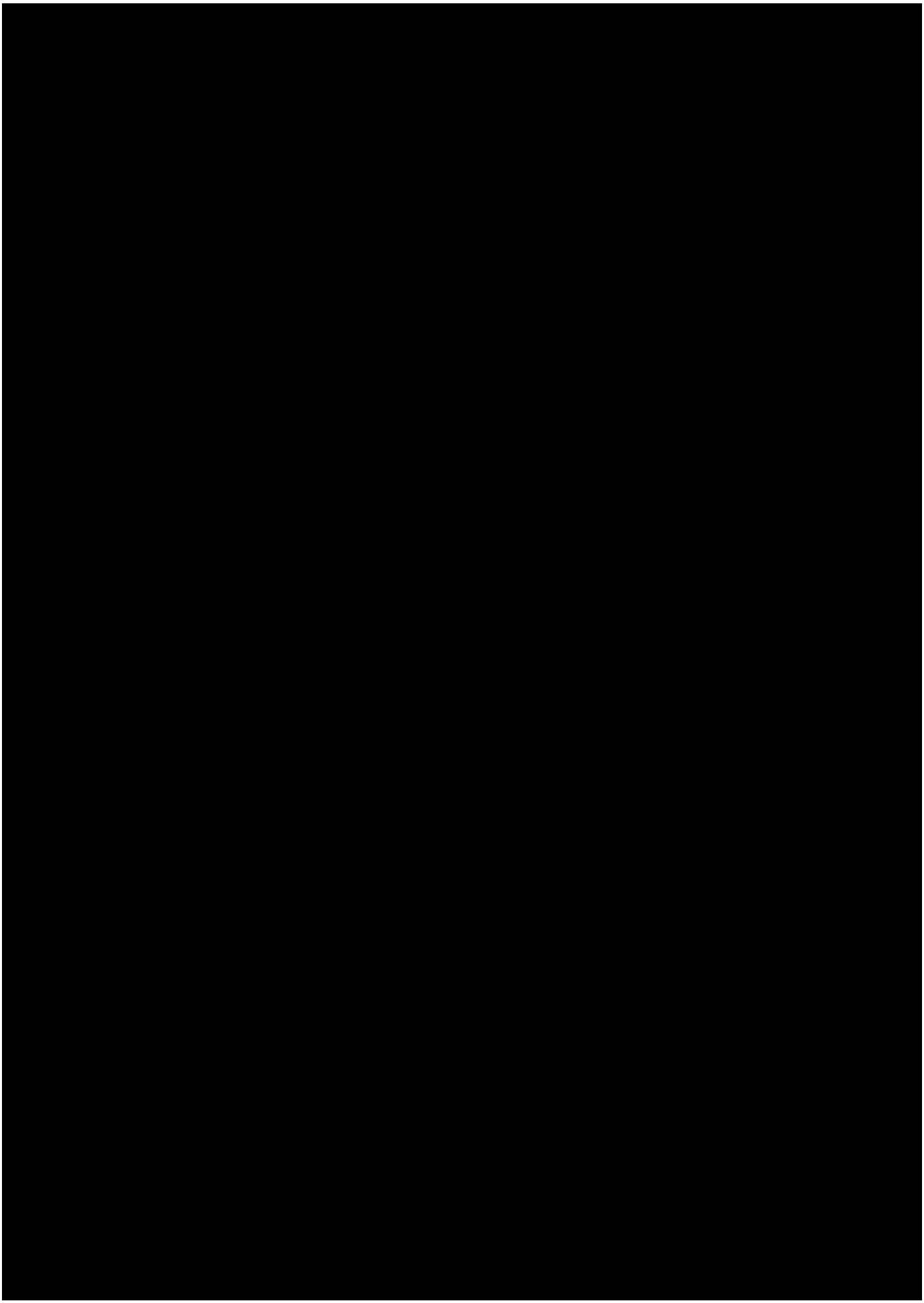
Do not make or append Caveats and Assumptions in your proposal – any points of uncertainty must be raised as a clarification point prior to submitting the proposal. Where assumptions are to be made, these will be stated by the Authority's Project Manager.

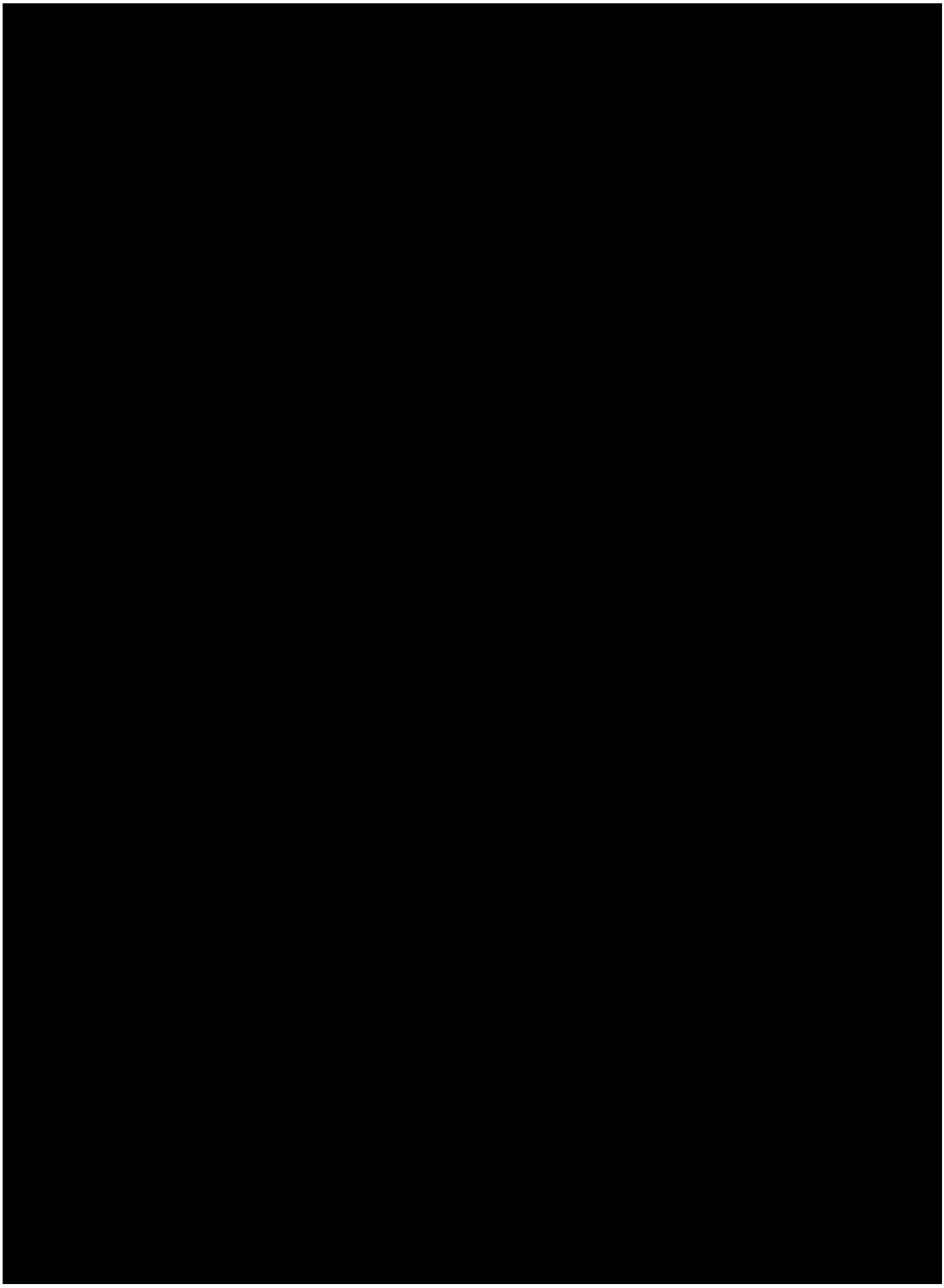


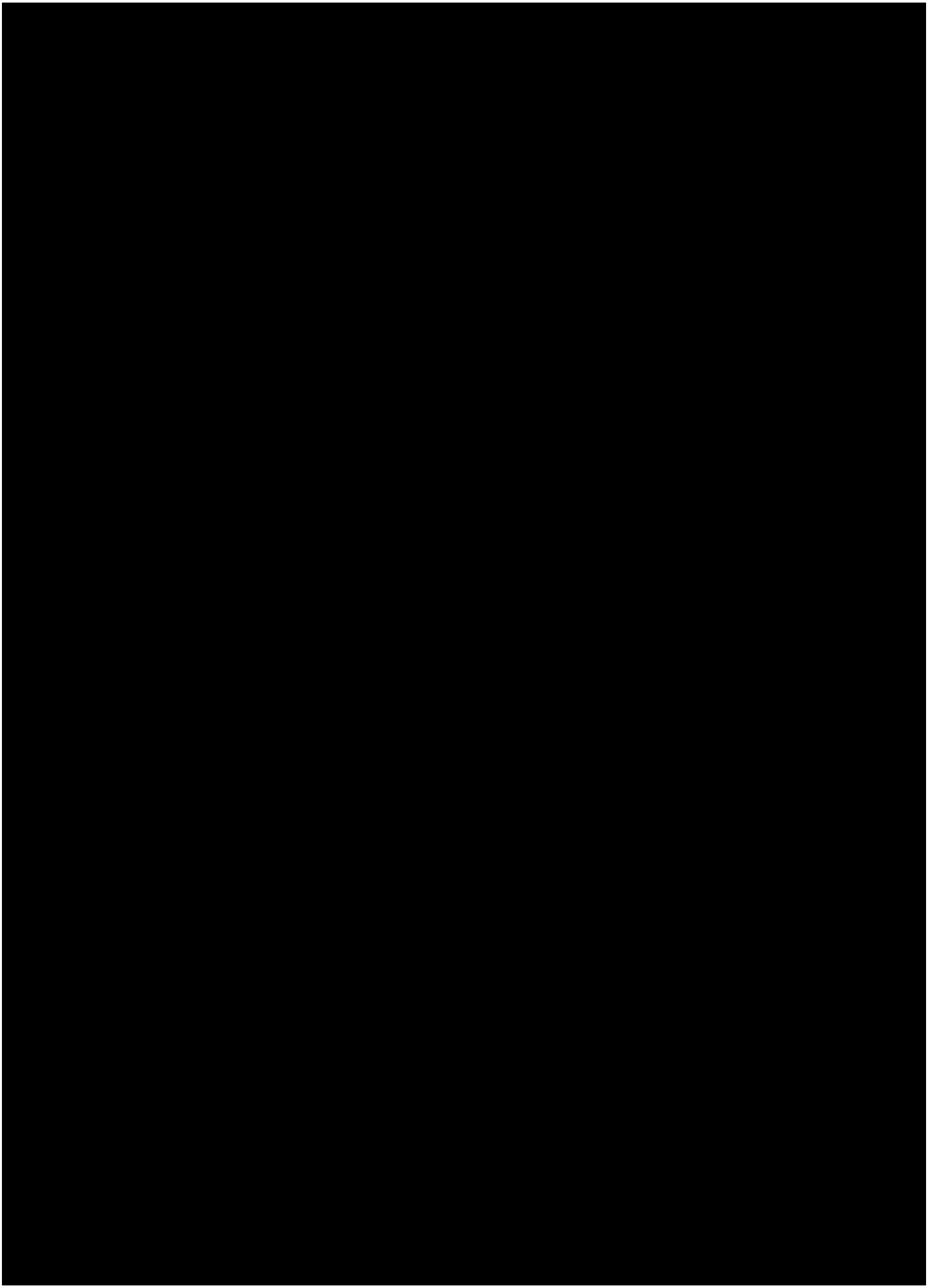


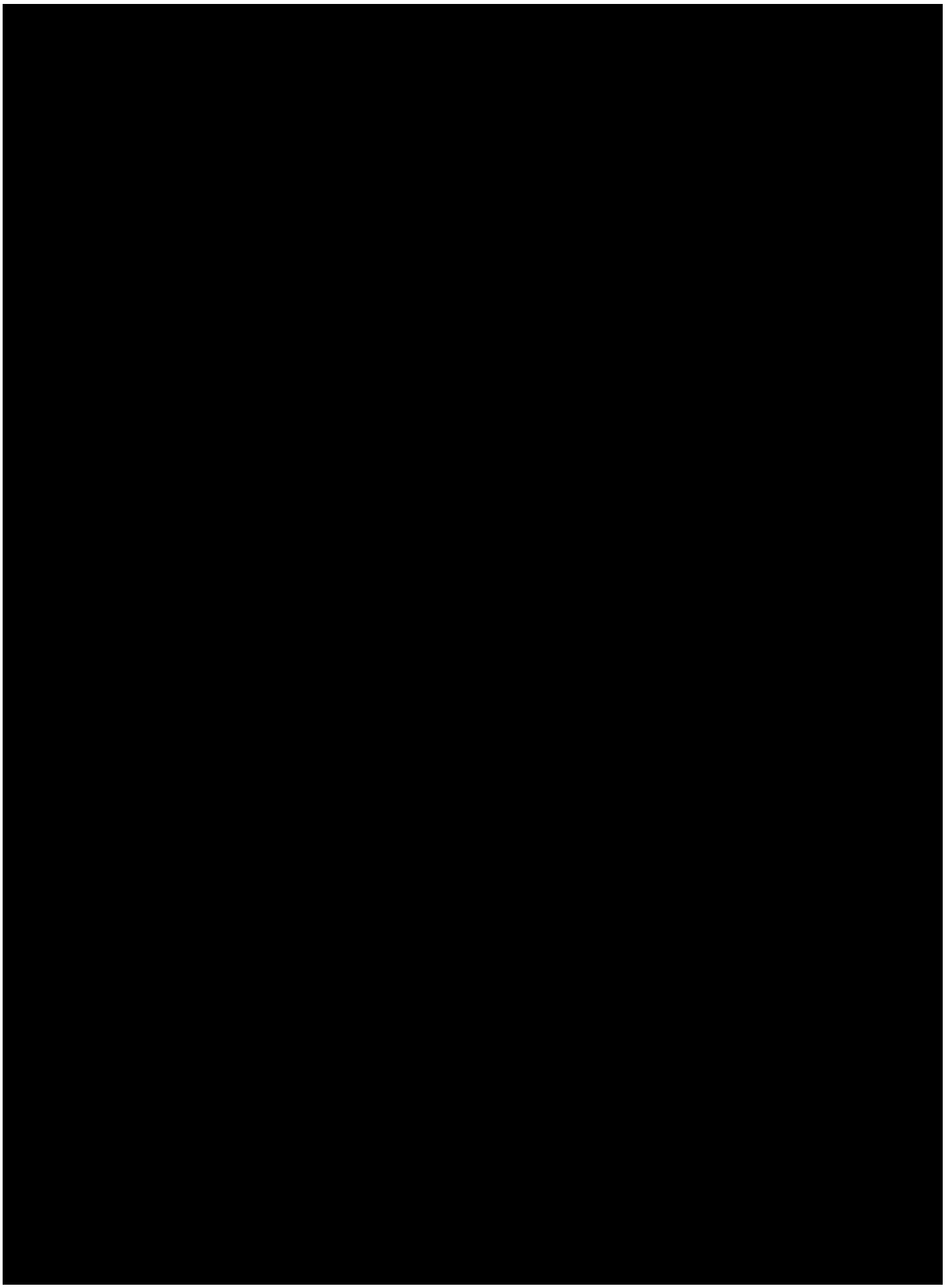


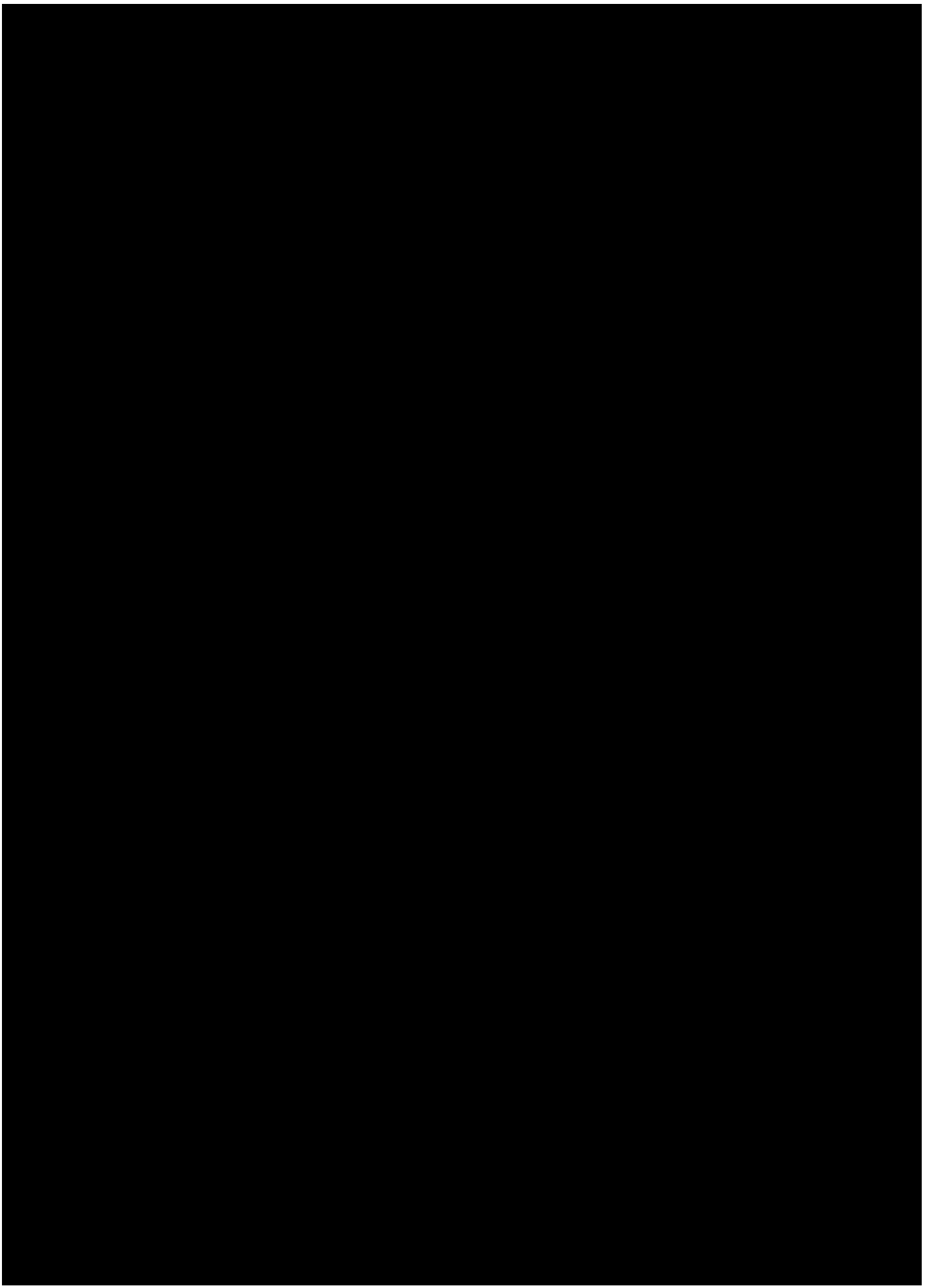


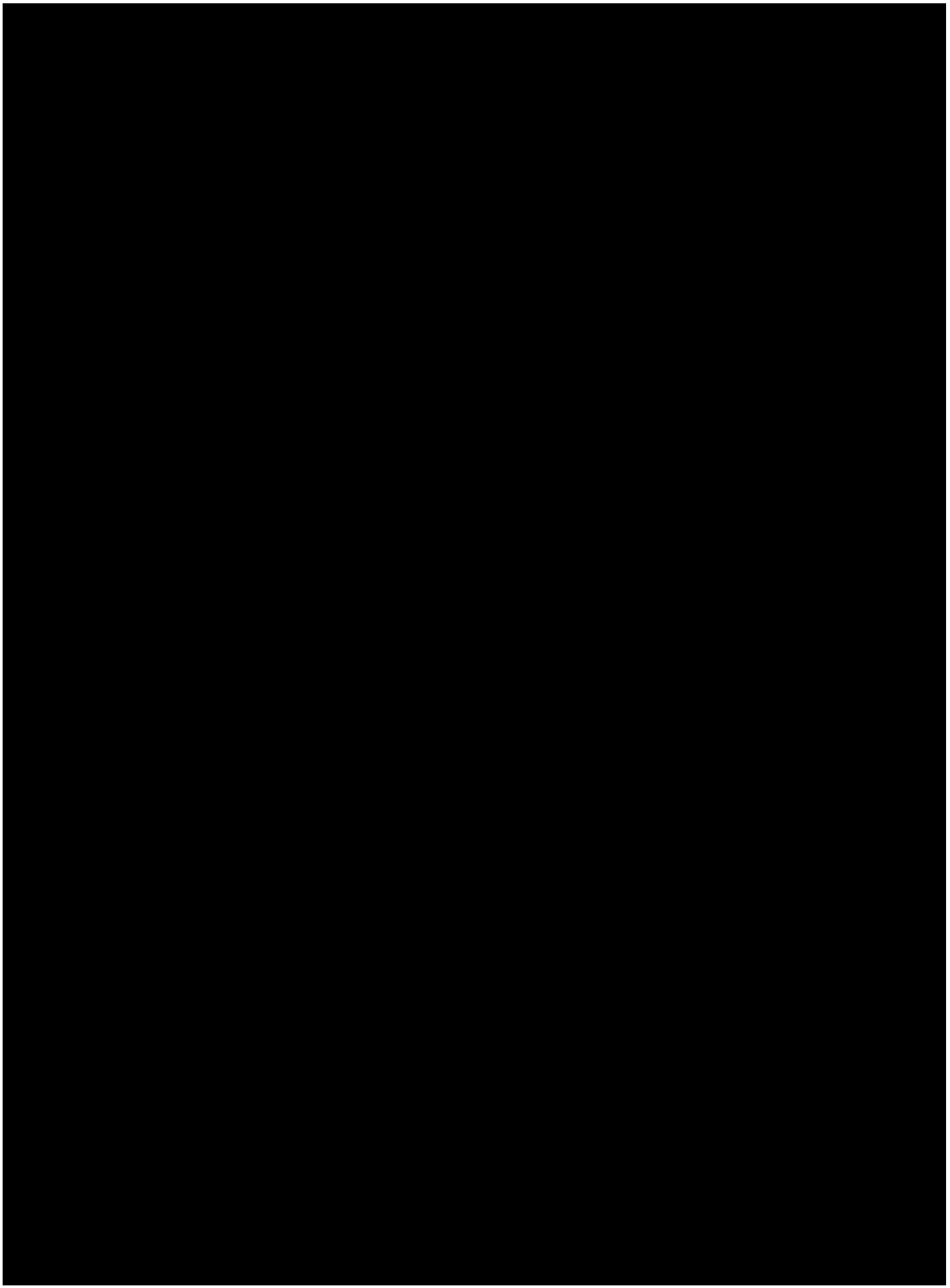


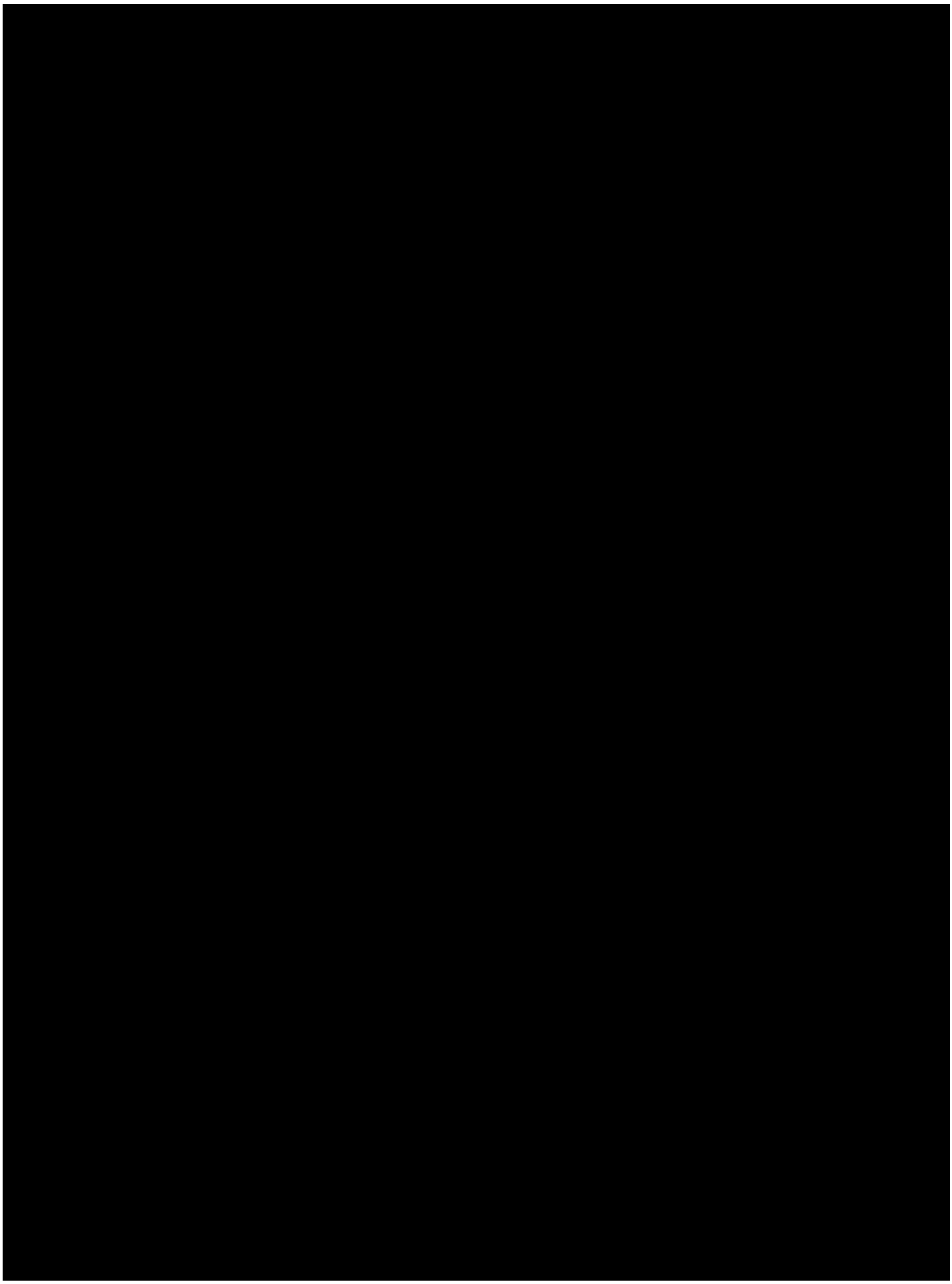


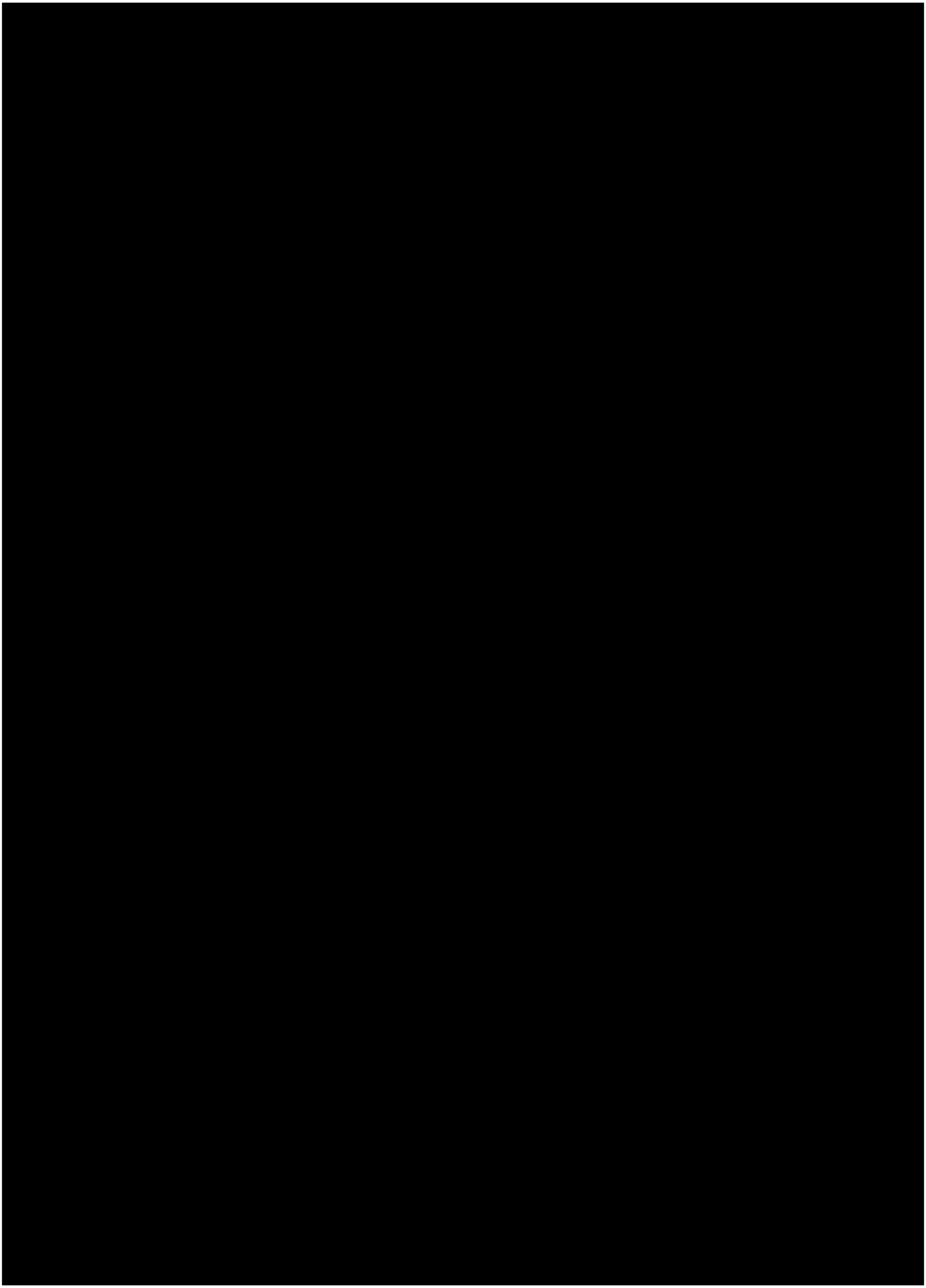


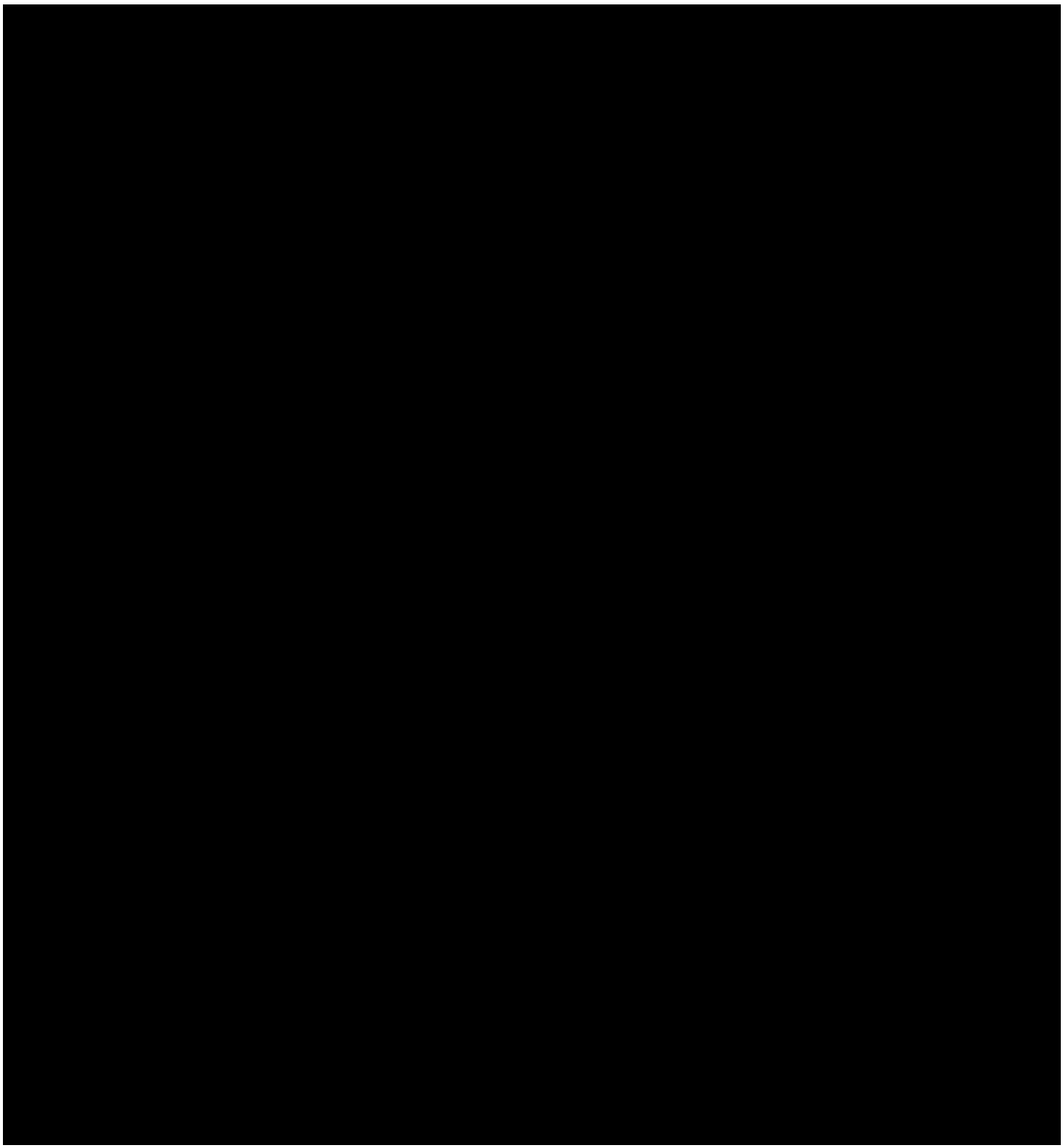


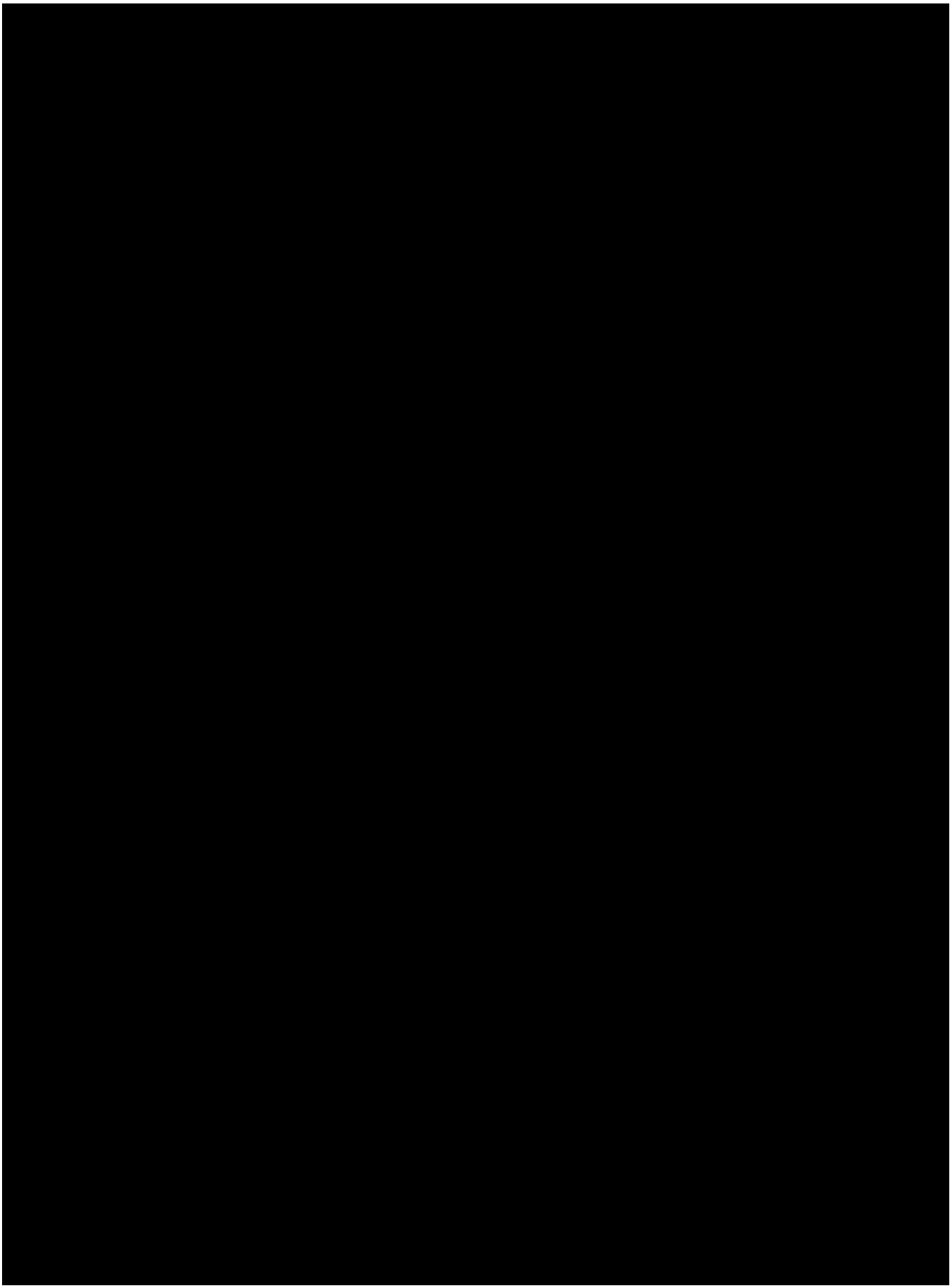






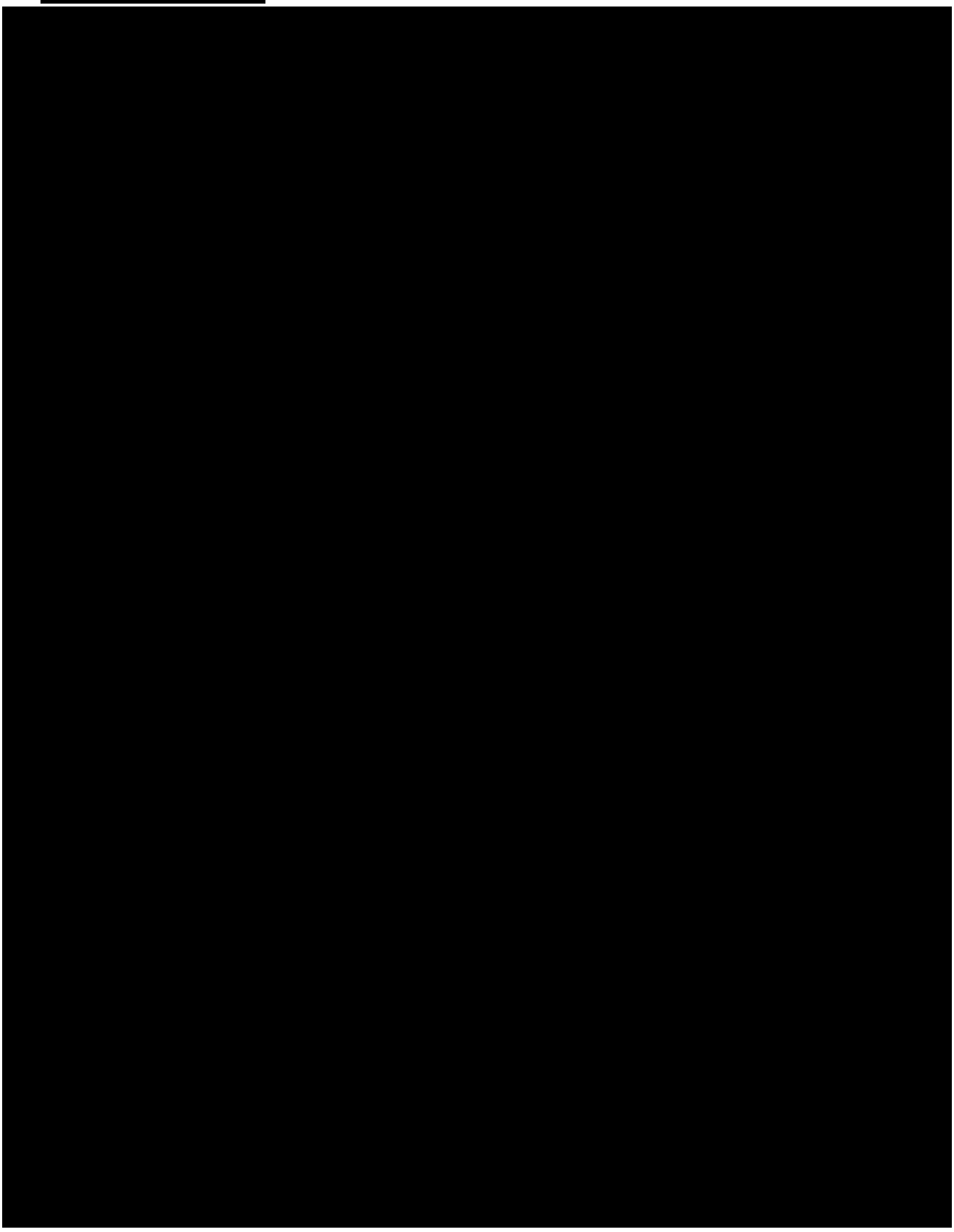






Resource and Pricing

The Price due to the Contractor in consideration for the provision of the Services is [redacted]



3.0 Order Form

3.1 The following document is to be completed by the Contracting Authority and sent to the Contractor for counter signature to form a Call-Off contract.

Research, Development and Evidence Framework 2 **ORDER FORM**
To be completed by Contracting Authority Project Manager and sent to Contractor for countersignature. PLEASE INCLUDE ENTIRE DOCUMENT
Project title: Nature Based Solutions for Climate Change at the Landscape Scale **Call off Reference: RDE218** **Atamis project ref (if applicable): C16061, Contract ref: C16473** **Date: 31 March 2023**

THE Contracting Authority: **Defra/Natural England**

THE CONTRACTOR: **ICF Consulting Services Ltd**

APPLICABLE FRAMEWORK CONTRACT

This Order Form is for the provision of the Call-Off Deliverables and dated 31 March 2023. It's issued under the Research Development & Evidence Framework Agreement reference 30210 for the provision of **Nature Based Solutions for Climate Change at the Landscape Scale**.

CALL-OFF SUB-LOT: 4.1

CALL-OFF INCORPORATED TERMS The following documents are incorporated into this Call-Off Contract. Where numbers are missing we are not using those schedules. If the documents conflict, the following order of precedence applies:

1. Defra Framework Terms and Conditions;
2. Request for Proposal;
3. Proposal;

No other Supplier terms are part of the Call-Off Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.

CALL-OFF CONTRACT START DATE: 31 March 2023

CALL-OFF CONTRACT EXPIRY DATE: 31 March 2024

CALL-OFF PERIOD: 1 year

Contract Signature Page