

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Dear Paul Simmonds

Letter of Appointment

This letter of Appointment dated 12th November, 2021, 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:	PS21167 - Impact evaluation of UKRI's R&I Response to COVID-19
From:	UK Research and Innovation (UKRI) with offices at Polaris House, North Star Avenue, Swindon SN2 1FL, United Kingdom ("Customer")
To:	Technopolis Limited, 3 Pavilion Buildings, Brighton, BN1 1EE ("Supplier")

Effective Date:	Monday 15 th November 2021
Expiry Date:	Wednesday, 31st August 2022

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: the Customer's Project Specification attached at Appendix A and the Supplier's Proposal attached at Appendix B of this letter of appointment;
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Key Individuals:	UKRI Project Manager – Maria-Valentina Zhitkov Supplier Project Manager Peter Kolarz
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Contract Charges (including any applicable discount(s), but excluding VAT):	As per AW5.2 Price Schedule response highlighted within the RM6018 Contract Terms, section; Annex 1 – Contract Charges. The total value of this contract shall not exceed £145,600.00 Excluding VAT.
Insurance Requirements	Additional public liability insurance to cover all risks in the performance of the Contract, with a minimum limit of £5 million for each individual claim Additional employers' liability insurance with a minimum limit of £5 million indemnity Additional professional indemnity insurance adequate to cover all risks in the performance of the Contract with a minimum limit of indemnity of £2 million for each individual claim.
Liability Requirements	Suppliers limitation of Liability (Clause 18 of the Contract Terms);
Special Condition	There will be a break clause built into the contract at the end of Phase 1 for the Contracting Authority to review the outputs/deliverables and decide on the continuation of contract.
GDPR	Please see Contract Terms Schedule 7 (Processing, Personal Data and Data Subjects).

FORMATION OF CONTRACT

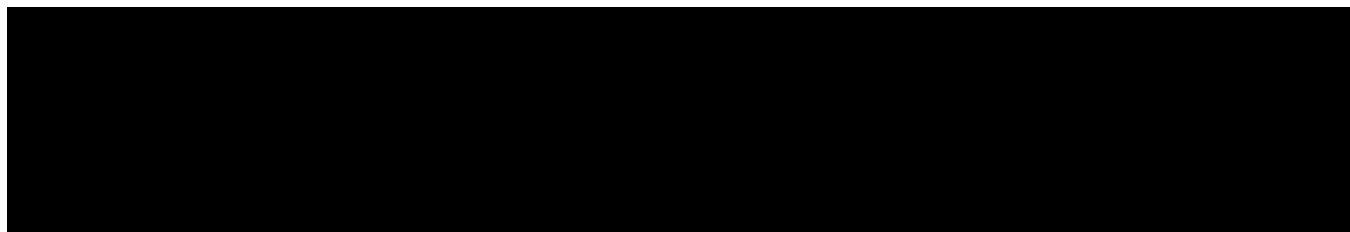
BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

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:



APPENDIX A

Customer Project Specification

1. Background

UK Research and Innovation (UKRI) works in partnership with universities, research organisations, businesses, charities and government to create the best possible environment for research and innovation to flourish. Operating across the whole of the UK with a combined budget of more than £8billion, UKRI brings together the seven Research Councils, Innovate UK and Research England.

UKRI has played a critical role in the UK Government's research and innovation response to COVID-19. UKRI has mobilised a huge amount of its resource on short timescales to intervene through a combination of:

- Funding, in various forms, to support cutting-edge research and innovation aimed at understanding and/or tackling COVID-19 or its consequences;
- Targeted, financial support to researchers, universities and businesses as part of an overall package to 'steady the system' and help the R&I community face down the logistical and financial effects of lockdown.

Alongside the above, UKRI has made changes to many of its processes to make bidding for funds easier, to improve the speed of funding decisions and to some of its non-financial policy processes. These changes have enabled UKRI to respond in a more agile manner to the urgent need to fund critical research and innovation to address the pandemic.

UKRI is committed to evaluating its programmes and so wants to robustly evaluate the short- and longer-term impact of its response to Covid-19. Such evaluation is vital to support and inform how UKRI responds to the pandemic as it continues to unfold; and also, to build UKRI's capability and understanding of how to respond to any future pandemics or crises that may arise which once again demand a strong, coordinated response from UKRI.

UKRI is separating evaluating its research and innovation response to Covid-19 from interventions designed to stabilise the research system. This tender is for UKRI's impact evaluation of its research and innovation response to Covid-19.

2. Aims and Objectives of the Project

1. Aim

The impact evaluation of UKRI's R&I response to COVID-19 follows, and will build on and complement, the process review currently underway. Key areas of the process review should be carried over to the impact evaluation. These include:

- the extent to which the approach to prioritisation affected the delivery of impact;
- the extent to which the 'risk profile' of the investment affected the delivery of impact;
- the extent to which the use of external peer review and expert review panels affected the quality of outcomes/impact (e.g. did the 'value' of peer review outweigh any associated delays to funding decisions?, would an alternative approach to peer review have enabled quicker and/or better funding decisions that would generate as great (or greater) impact on quicker timescales?).

For both the process and impact evaluation, the primary motivation is to generate learnings to help UKRI improve its organisational performance and impact, both in the context of pandemic or incident response but also more generally in terms of improvements to business as usual operations. Learning and improving is not, however,

the only motivation. The evaluation is also intended to demonstrate the impact of UKRI's R&I response to the pandemic in order to highlight the vital role UKRI (through the R&I System) played as part of the Government's overall policy response to COVID-19.

Accountability is another driver, with the Government expecting UKRI to undertake an objective assessment of whether original objectives were met, and undertake proportionate efforts to judge Value for Money.

In sum, there are 6 high-level aims for this impact evaluation, which collectively speak to the range of audiences and their interests:

- i. Demonstrate the impact of UKRI's R&I response to COVID-19 generated from the portfolio of projects funded to highlight the vital role that UKRI, through the R&I System, played as part of the Government's overall policy response to COVID-19;
- ii. Assess the extent to which the original objectives (or expectations) of UKRI's R&I response to COVID-19 were met as part of demonstrating UKRI's willingness to be held to account;
- iii. Understand the extent to which the fundamental legacy investments made by UKRI (through the Research Councils) enabled a greater level of impact through the specific COVID-19 interventions;
- iv. Understand what worked well and less well in relation to UKRI's R&I response to COVID-19 in terms of our success in identifying, supporting and enabling impactful R&I to respond to the pandemic. This analysis should include the balance between response mode and strategic funding and differences in impact;
- v. Explore the difference in the local and global impact of overseas research organisations and UKRI's response to COVID-19 by taking into account potential differences in processes;
- vi. Judge the overall success and, insofar as can be done meaningfully, taxpayer Value for Money¹ of UKRI's R&I response to COVID-19.

2. Definitional Scope

This impact evaluation should look at UKRI's R&I response holistically. However, in order to provide this holistic review, it will be necessary to consider the impacts for each of the individual interventions. The scope of the impact evaluation is broadly similar to the scope of the process review.

UKRI's R&I response to Covid-19 can be summarised as:

- Various forms of funding to support research and innovation to understand, tackle and/or mitigate the Covid-19 pandemic
 - UKRI open call for Covid-19 focused research
 - DHSC/UKRI rapid response initiative
 - GCRF/Newton Fund agile response call to address Covid-19
 - Whole Genome Sequencing Alliance
 - GenOMICC Consortium
 - Global Effort on Covid-19 (GECO) Health Research – UKRI/DHSC
 - Covid-19 Africa Rapid Grant Fund - Newton
 - Innovate UK competition for Covid-19 focused innovation
 - Ventilator Challenge scale-up
 - Vaccines Manufacturing Innovation Centre scale-up
 - Increasing testing capacity

¹ Please note that the concept of Value for Money has not changed in light of the pandemic. However, the context around / process by which Value for Money was considered was different due to the pandemic.

- ACCORD – Accelerating COVID1 – Research and development platform (UKRI/DHSC)
- RECOVERY (Randomised Evaluation of Covid-19 Therapy) trial (UKRI/NIHR)
- National Core Studies (Immunity, Longitudinal Health and Wellbeing, Data and Connectivity)
- Non-financial interventions
 - Changes to UKRI’s funding and operational processes (eg virtual peer review)
 - Communication and dialogue with the R&I community and wider public
- Business as usual
 - Funding for Covid-19 focused research
 - Re-purposing of existing grants towards Covid-19 focused research

R&I to address COVID-19 not supported by UKRI is not directly in scope of this evaluation, however, the evaluation will need to adopt a broader scope to answer certain questions proposed for this evaluation, including for example, “What were the key historical and real time drivers, barriers and enablers to impact of UKRI’s R&I response to COVID-19?” This means that in order to deliver on its aims the evaluation will need to examine evidence of:

- work on COVID-19 that was not funded by UKRI;
- historic research that has underpinned the COVID-19 R&I, funded by UKRI/RCUK;
- historic research that has underpinned the COVID-19 R&I, funded by others.

To assess impact, the evaluation will adopt the following, core scope (definition) of ‘impact’, which is aligned to how impact is defined in the UKRI M&E Framework:

- Knowledge impact – in this context, meaning the impact of the R&I on overall human understanding of the COVID-19 virus and similar/related viruses, and how to treat and respond to them;
- Societal impact – in this context, meaning the impact of the R&I on health outcomes primarily affected by COVID-19, e.g. lives saved or extended, ill-health avoided, improved mental health and wellbeing; as well as impacts on things like inclusion and participation; and
- Economic impact – in this context, meaning the impact of the R&I on market and non-market valued economic outcomes affected by COVID-19 (specifically those in scope of the Treasury Green Book on appraisal), with a particular focus on the impact on the UK’s economic recovery from COVID-19.

As well as these headline measures of impact, the definition of impact will be extended for the purposes of this evaluation to include the following types of impact, which represent routes to societal and economic impact of UKRI’s R&I response to COVID-19:

- Policy impact, i.e. the impact of the R&I on providing high quality evidence to inform national or sub-national policies adopted to address or respond to COVID-19, e.g. through the Scientific Advisory Group for Emergencies (SAGE) and other decision-making fora; and
- Capacity and capability impact, i.e. the impact of the R&I on scientific, medical, commercial and/or other forms of capacity and capability to treat or respond to COVID-19 and similar/related viruses, both during this pandemic and in future.

The evaluation will assess impact both in terms of:

- i. Impacts realised to date, i.e. impacts that have occurred since the onset of the COVID-19 pandemic as a result of UKRI's R&I response to COVID-19; and
- ii. Expected future impacts, i.e. impacts likely to occur in future as a result of UKRI's R&I response to COVID-19.

In assessing UKRI's impact in these areas, the evaluation will need to take account of UKRI's unique role and contribution – accurately placing UKRI within the context of the wider the R&I System – to avoid any implication we are solely responsible for delivering the impacts identified.

3. Time period to be covered by this evaluation

The impact evaluation should be delivered through two sequential phases of work:

- Phase 1, to run from November 2021 to April 2022, the aim of which is to “understand and judge the impact of UKRI's R&I response to COVID-19”; and
- Phase 2, to run from May 2022 to August 2022, the aim of which is to “analyse and learn lessons from the impact of UKRI's R&I response to COVID-19”.

There will be a break clause built into the contract at the end of Phase 1 for the Contracting Authority to review the outputs/deliverables and decide on the continuation of contract.

4. Research questions

Across the 2 phases of research there will be 4 distinct ‘modules’ of work (evaluation questions number 4 and 5 constitute one module) undertaken which collectively will address high-level evaluation questions and sub-questions in the table below:

Detailed list of evaluation questions to be tackled

Evaluation question	Evaluation sub-question (indicative, to be refined and agreed with the appointed contractor):
1. What was the impact of the R&I supported by UKRI and its main partners to respond to the COVID-19 pandemic?	<p>a) What was the direct impact of R&I supported by UKRI to respond to COVID-19 on combatting the virus and ameliorating consequences of the virus in key priority areas?</p> <p>b) To what extent did UKRI meet priorities in spite of the challenges outlined in the process review?</p> <p>c) How (did) the immediate outputs and outcomes of the R&I supported by UKRI to respond to COVID-19 influence or inform policy decisions taken at national or sub-national level to address or respond to COVID-19?</p> <p>d) How (did) the immediate outputs and outcomes of the R&I supported by UKRI to respond to COVID-19 lead to increased scientific, medical, commercial and/or other forms of capacity and capability to understand, treat or respond to COVID-19 and similar/related viruses? To what extent was long-term capacity for such research increased?</p>

	<p>e) What was the indirect impact or contribution of R&I supported by UKRI to respond to COVID-19 to health outcomes, e.g. lives saved or extended, ill-health avoided, improved mental health and wellbeing?</p> <p>f) In what other ways (did) R&I supported by UKRI to respond to COVID-19 affect people's lives?</p> <p>g) What was the indirect impact or contribution of R&I supported by UKRI to respond to COVID-19 to economic outcomes, and how (did) it support the UK's economic recovery from the pandemic?</p> <p>h) To what extent (and how) have projects fostered an equal, diverse and inclusive research and business environments, and how well do projects align with UKRI ED&I aims?</p> <p>i) Did the UKRI COVID-19 R&I support result in any unintended outcomes?</p>
2. How successful was UKRI's R&I response to COVID-19, and was it Value for Money?	<p>a) What were the overall objectives of UKRI's R&I response to COVID-19, and to what extent were these met?</p> <p>b) What expectations were set in terms of the measurable impact of UKRI's R&I response to COVID-19, and to what extent have these expectations been met?</p> <p>c) Did UKRI's R&I response to COVID-19 have greater impact in certain areas?</p> <p>d) How well did UKRI leverage external investment?</p> <p>e) Overall, taking account of the evidence gathered through the evaluation, was UKRI's R&I response to COVID-19 value for money to taxpayers?</p>
3. What were the key historical and real time drivers, barriers and enablers to impact of UKRI's R&I response to COVID-19?	<p>a) What historical research and innovation outputs were utilised by the researchers and innovators supported by UKRI to respond to COVID-19?</p> <p>b) How did researchers and innovators identify the R&I needs and priorities to respond to COVID-19? What existing knowledge, partnerships or other factors enabled them to do this?</p> <p>c) How (were) researchers and innovators effectively incentivised to respond to the R&I needs and priorities to respond to COVID-19? Who or what provided these incentives?</p> <p>d) Where and how did researchers and innovators collaborate across disciplinary, sectoral, organisational, cultural and other boundaries? What incentivised or enabled</p>

	<p>them to do this? What prevented or deterred them from doing this?</p> <p>e) What key factors facilitated or inhibited making a difference in terms of R&I having impact on people's lives?</p>
4. What are the key lessons for UKRI and, where applicable, the UK R&I System?	<p>a) How effectively (did) UKRI direct the R&I community towards areas of R&I having (or with the potential to have) greatest impact on the COVID-19 pandemic?</p> <p>b) Did UKRI strike the right balance between a top down and bottom up approach (what was requested by UKRI and what was strategically organised/directed by UKR versus what arose spontaneously from the community)?</p> <p>c) How (did) UKRI enable certain disciplines or sectors to respond more (or less) effectively to the need for COVID-19 focused R&I?</p> <p>d) How (did) UKRI help to ensure the immediate outputs or outcomes of R&I were translated or led to impact on the pandemic?</p> <p>e) Did UKRI duplicate R&I efforts and, if yes, to what extent?</p> <p>f) Did UKRI strike the right balance between high risk and low risk R&I? What was the impact of duplications?</p> <p>g) Did UKRI strike the right balance between convening big consortia and funding individual research projects?</p> <p>h) What can UKRI learn from the COVID-19 support and impact of international funders?</p> <p>i) Would an alternative approach to peer review have enabled quicker and/or better funding decisions that would generate as great (or greater) impact on quicker timescales?</p>
5. How can UKRI and the R&I System maximise or enhance its future impact in similar situation requiring a rapid, coordinated R&I response to an unforeseen event?	<p>a) What specific features of UKRI's R&I response to COVID-19 contributed to the R&I having impact? Were there any features than contributed more than others?</p> <p>b) What specific features of UKRI's R&I response to COVID-19 prevented the R&I having as much impact as it might have done?</p>
<p>Please refer to the separate attachment 'Appendix 1 – Proposed High-Level Structure and Approach to the Impact Evaluation of UKRI's R&I Response to COVID-19' which sets out the key evaluation workstreams envisaged within Phase 1 and Phase 2</p> <p>5. Audience for this evaluation</p>	

- a. The primary audience for the evaluation is UKRI, to help us learn and improve as an organisation, but it will also be of keen interest to BEIS, HM Treasury, other R&I funders, the research and innovation community and the wider public.

6. Evaluation budget

- a. We have a maximum budget of £145,750.00 excluding VAT for this evaluation.

7. Stakeholders to be engaged during the evaluation

- a. The table below indicates the stakeholder groups that are likely to hold information and insights relevant to the evaluation questions. It is not expected that the contractor will necessarily engage with all these groups.

Overview of stakeholders	
UKRI	<ul style="list-style-type: none"> - Chair and representatives of UKRI's Covid-19 Co-ordination Group - Chair and representatives of UKRI's Covid-19 Working Group - Covid-19 Evaluation Steering Group - Others in UKRI involved in designing and delivering UKRI's R&I response to COVID-19
Wider stakeholders	<ul style="list-style-type: none"> - Awardees (sample of) - Selected research and innovation experts (e.g. from academia, national and international research organisations, foundations, business) - Government and policy makers (HMT, BEIS, DHSC, SAGE – including chair of sub-groups of SAGE such as SPI-M GO-science, NIHR) - UKRI's partners - Sir Mark Walport (former CEO UKRI) - Sir Patrick Vallance (DHSC Chief Scientific Adviser) - Professor Tom Rodden (DCMS Chief Scientific Adviser) - Professor Paul Monks (BEIS Chief Scientific Adviser) - Professor Sarah Sharples (DfT Chief Scientific Adviser)

- b. UKRI will provide the contractor with contact details of most stakeholders.

8. Oversight and management of the research

- a. This review is part of a wider programme of research to evaluate UKRI's R&I response to Covid-19. The evaluation programme is being managed by the UKRI Covid19 Evaluation Lead and is supported by an Evaluation Steering Group.
- b. The Covid 19 Evaluation Lead will manage the review on a day to day basis. Bidders will be required to report regularly throughout the project to the Evaluation Steering Group. The list of members of the Evaluation Steering Group will be provided to the successful bidder.

9. Overview of Covid-19 monitoring and evaluation activity

This piece of research is part of a wider programme of monitoring and evaluation activity. It is part of the central evaluation of UKRI's R&I response to Covid-19 and is being supported by a number of separately led evaluations of distinct interventions². The evaluation plans for these will be shared with the successful bidder, and findings – where available – will also be shared. Tenderers should note that they will be expected to draw off these evaluations and not replicate them.

10. Overview of other relevant work

- c. Other relevant work will be shared with the successful contractor. This may include other relevant evaluation reports and other reports linked to Covid-19.

11. Ethics and governance

- d. The bidder is invited to explain how the research will be conducted in accordance with high ethical standards.

12. Data protection and security

- e. The bidder is invited to outline how the evaluation will be conducted in accordance with relevant data protection and security standards, including how they will safely store, use and destroy contact details of stakeholders, documentary sources shared about the investments during the evaluation and the other information collected as part of the evaluation.

3. Suggested Methodology

Total number of Interviews (survey)	One survey of awardees if method of choice
Total number of Interviews (qualitative)	41 interviews (around 15 interviews with science and innovation experts, alongside Government and policy makers, around 20 interviews with awardees if chosen method, 6 interviews with international experts)
Total number of Case Studies	Minimum 5 case studies of UKRI projects

13. High level envisaged evaluation methodology

- f. Bidders are invited to set out their proposed approach to this review and to the report writing to ensure that all findings and conclusions are

² Specifically, Innovate UK's Covid-19 interventions, the ISCF Medicines Manufacturing Challenge, the Newton Fund and the Global Challenges Research Fund are being separately evaluated.

grounded in the available evidence. This includes being explicit about the limitations, evidence gaps and uncertainties. Bidders should plan for an evaluation framework, a Phase 1 report and a Phase 2 report.

- g. We expect a mixed methods evaluation methodology will be necessary, involving some or all of the following research and analysis activities being deployed across the 4 modules:
 - Refinement and development of case studies to fully describe their full, wider economic and societal impact, both in terms of impacts to date and projecting over the next 30 years to reveal their estimated, potential impact on e.g. lives saved, GDP, etc.;
 - A systematic analysis of UKRI-held monitoring data relating to the outputs, outcomes and impacts of grants awarded as part of UKRI's R&I response to COVID-19 to understand and map these outcomes to key themes and priorities;
 - 'Light touch' desk research and/or a 'light-touch' data analysis of the impact of six other funders' COVID-19 response: DFG (Germany), JST (Japan), MoST (Taiwan), NRC (Canada), NWO (Netherlands), and NSF (USA);
 - Interviews/workshop with international experts from: DFG (Germany), JST (Japan), MoST (Taiwan), NRC (Canada), NWO (Netherlands), and NSF (USA);
 - Interviews with selected research and innovation experts to understand their view of the current and potential future impacts of the R&I supported by UKRI, both within academia and business but also on wider society;
 - Interviews with awardees to identify and discuss current and future impacts of UKRI funded projects, and the key barriers and enablers to achieving impact through the R&I projects supported;
 - Surveys with awardees (optional) to identify and discuss current and future impacts of UKRI funded projects, and the key barriers and enablers to achieving impact through the R&I projects supported;
 - Cost-benefit analysis to quantify, using Treasury Green Book compliant methodology, the return on investment of UKRI's R&I response to COVID-19 and, where possible, judge its VfM using appropriately selected benchmarks;
 - Analysis of grant and co-funding data, alongside bibliometric analysis, to identify and map the role of previous R&I projects, organisations, partnerships and other relevant factors in enabling the R&I funded by UKRI to address COVID-19;
 - Engagement and consultation with internal staff to discuss, debate and refine a set of recommendations to UKRI to enhance the impact of its activities in a similar future situation;
 - Critical (qualitative) analysis to judge whether, on the balance of evidence gathered and analysed through the evaluation, the policy objectives of UKRI's R&I response to C-19 were met;
 - The contractor will be required to consider the counterfactual – or if more appropriate, a range of possible counterfactual scenarios – in order to ensure their assessment of the impact of UKRI's R&I response to COVID-19 takes into account impacts that would or may have occurred in the absence of UKRI's intervention. As a minimum, this will need to be done qualitatively, but we would like the contractor to explore the possible approaches to taking into account the

counterfactual in the process of quantifying the impact of UKRI's response to COVID-19.

- h. Bidders are invited to critique this approach as part of setting out a suitable evaluation methodology.
- i. UKRI is keen to minimise any burden on its staff and the research community and so proposals should explain how the planned approach to getting the necessary evidence whilst minimising the burden on respondents. Proposals should specify which analytical techniques will be most appropriate and why. Proposals must clearly set out how different analytical approaches will be combined to produce the final findings.
- j. For survey activity, proposals should indicate the type of survey to be implemented, and indicate the number required or expected sample size, as well as their strategies to achieve this and steps which will be taken if it is not achieved. This includes methods and approaches used to capture and ensure the maximum response rate possible.
- k. For qualitative interviews, the proposals should indicate the number to be conducted and what methods (i.e. the sampling approach) and tools (i.e. web based or phone interview) are going to be implemented, taking into consideration the time and costs of the different tools. Proposals should also set out how case study findings will be analysed and presented.
- l. A dissemination plan of findings should be included in the proposal.
- m. This review is part of wider programme of work to evaluate UKRI's response to Covid19. The bidder needs to bear this in mind and consider how the review might feed into the wider programme of work.

14. Challenges for the review

- n. It is anticipated that this review will face several challenges which include (but are not limited to):
 - o **Complex policy environment** – the environment within which the stabilisation interventions were developed and implemented has been changing rapidly, and the evaluator will need to work hard to ensure their analysis of decisions made is placed firmly within the context of what was known at the time of policy design and implementation;
 - o **Minimising survey/interview burden** – the research and innovation community has been subject to a large number of surveys since the onset of the pandemic on Covid and a range of other topics, and there is a real sense of 'fatigue' within the sector. UKRI is committed to reducing bureaucracy in our R&I funding processes. The evaluator will therefore need to ensure all evidence-gathering that requires engagement with the sector is proportionate and justified (i.e. that the evidence does not already exist or could be obtained by other means) and that surveys, interviews or focus groups are well-designed and minimise the burden on participants. UKRI will need to approve any proposed engagement with the research sector as part of this evaluation;
 - o **Interview and/or survey design** – designing and executing carefully designed surveys and interviews on relatively short timescales, while achieving high rates of response and engagement;
 - o **Making well-balanced judgements** – using the evidence base obtained through the evaluation to arrive at a series of well-balanced judgements regarding the impact UKRI's response to Covid19;

- **Attribution and additionality** - Attributing impacts to the UKRI COVID-19 R&I support. A number of government policies, including those beyond the remit UKRI, have been launched which will have impacted the capacity and capability to treat or respond to COVID-19 and other impacts of the UKRI COVID-19 R&I support. The evaluator will need to untangle these impacts to the extent possible in order to capture the contribution the UKRI R&I support made to the impacts observed. The evaluator will need to ensure the most appropriate counterfactual (quantitative and/or qualitative) – i.e. what would have happened had UKRI not intervened in the sector – is chosen and taken into account as part of assessing the deadweight and additionality of the impact of the R&I support;
- **Timings of impact relative to when the evaluation will be undertaken** – some of the impacts will only be partially achieved at the time of the evaluation and they might continue to deliver benefits for the next 30 years and beyond. For this reason, we ask bidders to assess the full, wider economic and societal impact of the UKRI COVID-19 response, both in terms of project impacts to date and projecting over the next 30 years (i.e. their potential impact);
- **Being responsive to UKRI's steers while delivering the work at pace** – the contractor is expected to work closely with and remain responsive to UKRI's steers during the completion of this work. The evaluator will therefore need a clear and effective project plan to ensure high quality work, which meets the project brief and addresses comments from the project steering group, is delivered to tight timescales.
- o. The bidder is invited to suggest pragmatic methods to overcome the challenges, highlighting how this has influenced the approach proposed, why it is deemed to be the most robust option and what the limits of it are.

15. Data and information to be used in the evaluation

UKRI will provide the successful bidder with information on each of the interventions, data on research grant applications received and grant awarded through the open call, monitoring information, reviews and other work that is complementary and information on (and contacts for) the other relevant evaluations. The bidder may need to collect additional data as deemed necessary for the evaluation.

16. Deliverables

17. High level timeline and deliverable

This work is expected to be delivered at pace, according to the following high-level timeline. This high-level timetable is based on the need to ensure the outputs of this process review can feed-in to decision making in UKRI as well as separate work being undertaken as part of the broader evaluation of UKRI's response to Covid19. However, the timetable is not entirely fixed and there is an extent to which the timeline can be adjusted in order to ensure the work is delivered to a sufficiently high standard.

Phase 1

- Start-up meeting, November 2021
- Monitoring data analysis, November 2021
- Evaluation framework, November – December 2021

- Interviews with research and innovation experts and policy stakeholders, November-December 2021
- Interviews and optional surveys with awardees, November - December - mid January 2021 - 2022
- Case studies development, December - January 2021 - 2022
- Critical analysis and counterfactual analysis, January - February 2022
- Cost-benefit analysis, January - March 2022
- Draft report and presentation, early April 2022
- Final report, late April 2022

Phase 2

- Grant and co-funding data and bibliometric analysis, May 2022
- Data analysis/desk research of international funders, May-June 2022
- Interviews with international experts, June 2022
- Critical (qualitative) analysis, July 2022
- Draft report and presentation, early August 2022
- Engagement and consultation with internal staff, August 2022
- Final report, late August 2022

