



Department  
for Environment  
Food & Rural Affairs

# Bidder Pack

## Procurement Specific Requirements

**Procurement Title Behavioural Science Call-off Framework**

**Procurement Reference Number: C22773**

**January 2024**

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# Section 1: The Invitation

Defra group Commercial on behalf of Defra group and its Arm's Length Bodies invite you to bid in this competition.

The Bidder Pack comes in two parts.

This first part, **The Core Requirements**, provides details of the General Requirements, Government Transparency Agenda and Government Priorities.

The second part, **The Procurement Specific Requirements**, provides details of the Specification Requirements, Terms and Conditions of Contract, Evaluation Methodology, Procurement Timetable and Definitions.

The Definitions that apply to both parts can be found in Section 5, Appendix 1 of the Procurement Specific Requirements.

The tendering process seeks to determine the Most Economically Advantageous Tender (MEAT). The Authority will evaluate the Tenders using the tender evaluation criteria and weightings listed in Section 4, Evaluation Methodology.

## The Opportunity

This opportunity is advertised by Defra group Commercial on behalf of Defra.

Defra ("The Authority") has responsibility for delivering the Government's key strategic environmental aims, including the [Environmental Improvement Plan 2023](#) and for its contribution to achieving [Net Zero](#). Green choices, as described in these strategies, underpin the delivery of these aims and we have committed to "Enable all parts of society to play their part in line with our six principles for green choices" ([Environmental Improvement Plan 2023](#)).

Behavioural science provides vital insights into the mechanisms and reasons behind the behaviours of citizens, organisations and stakeholders and provides evidence-based solutions in response. Advice from behavioural scientists can help maximise the effectiveness of policy and delivery approaches.

## Timetable

The timetable below is subject to change from time to time as notified by the Authority. All Tenderers will be informed via the Authority's e-Sourcing System. (Atamis <https://defra-family.force.com/s/Welcome>).

Procurement Activity	Anticipated Date	
Publish Notice and Bidder Pack	17/01/2024	
Clarification deadline	29/01/2024	12:00pm
Bidder Pack / ITT response date	13/02/2024	12:00pm
Compliance Checks	13/02/2024	
Evaluation	13/02/2024 – 19/02/2024	
Consensus Meeting	21/02/2024 – 27/02/ 2024	
Presentation	29/02/2024 – 05/03/2024	
Final Consensus Meeting	06/03/2024	
Produce Contract Award Report and Draft Letters	06/03/2024 – 13/03/2024	
Approval of Contract Award Report	06/03/2024 – 13/03/2024	
Publish Contract Award Notice and issues Notification of Intention to Award letters	06/03/2024 – 13/03/2024	
Finalise Contract and obtain approvals (if required)	06/03/2024 – 13/03/2024	
Contract award / contract issued	15/03/2024	
Contract Start Date	28/03/2024	
Publish Contract Award Notice and Redacted Contract	28/03/2024	
Handover Period	N/A	
Service Commencement Date	28/03/2024	
Contract End Date	27/03/2027	
Possible Extension	27/03/2028	

All timescales are set using a 24-hour clock and when referring to “days” it means calendar days unless otherwise specified (for example, working days).

## Variant Tenders

The Authority shall not accept variant Tenders.

For the avoidance of doubt, if the Authority has reserved a right to waive a requirement in this Bidder Pack and chooses to exercise such discretion, the Tender will not be considered a variant Tender.

## Abnormally Low Tenders

If the Authority considers your Tender to appear abnormally low, an initial assessment will be undertaken using a comparative analysis of the pricing proposals received from all Tenderers *and the Authority's valuation of the procurement*. If that assessment indicates that your Tender is abnormally low, the Authority will request a written explanation of your Tender, or of those parts of your Tender which the Authority considers contribute to your Tender being abnormally low. The Authority reserves the right to reject your Tender if the response does not satisfactorily account for the low level of price or costs proposed.

The assessment of abnormally low tenders will be undertaken strictly in accordance with Regulation 69 of the Public Contracts Regulations 2015, which outlines how abnormally low tenders must be assessed and the circumstances in which the contracting authority can reject the tender.

## Pricing Anomalies

If in the opinion of the Authority your Tender contains any pricing anomalies (for example apparent discrepancies between the financial submission and other parts of your response) the Authority may seek clarification. If the clarification response indicates that the pricing anomaly was the result of a clear and obvious error, in the interest of fairness the resulting change will be taken into consideration. If the clarification response results in a change to the initial tendered Commercial Response and price, it will not be taken into account.

# Section 2: The Specification of Requirements

## Background and Aims

Defra (“The Authority”) has responsibility for delivering the Government’s key strategic environmental aims, including the [Environmental Improvement Plan 2023](#) and for its contribution to achieving [Net Zero](#). Green choices, as described in these strategies, underpin the delivery of these aims and we have committed to “Enable all parts of society to play their part in line with our six principles for green choices” ([Environmental Improvement Plan 2023](#)).

Behavioural science provides vital insights into the mechanisms and reasons behind the behaviours of citizens, organisations and stakeholders and provides evidence-based solutions in response. Advice from behavioural scientists can help maximise the effectiveness of policy and delivery approaches.

Defra’s Strategic Behavioural Insights Team is establishing a Behavioural Science Call-Off Framework which aims to maximise the effectiveness of policy and delivery in Defra group by ensuring they are informed by high quality behavioural science evidence. The Strategic Behavioural Insights Team is responsible for developing and embedding expertise in behavioural science within Defra and collaborating across the Defra group. Additionally, the team applies behavioural science across policy areas, working closely with policy, social research and other colleagues.

The Behavioural Science Call-Off Framework aims to enable rapid project assignment, minimise the time and resources required to commission individual projects and maximise the impact on policy development and operational delivery. The specific objectives, target behaviours and aims of each project within the contract will differ. This will be dependent on the brief from the commissioning project team. Each project will seek to understand different aspects of behaviour, which could include, for example:

- Assessing evidence gaps in the current behavioural science literature to recommend areas for future research.
- Developing user journeys to understand the barriers and enablers to behaviours at different touch points.
- Developing qualitative and quantitative insights to better understand the mechanisms of particular behaviours.
- Designing and evaluating evidence-based behavioural interventions, including real-world field trials, to understand the reasons behind their effect.

## Framework

### Scope

All policy and delivery areas within Defra group which are directly related to behaviour change, from using resources sustainably and improving air quality, to animal health or protecting biodiversity, to mitigating and adapting to climate change are covered by the Behavioural Science Call-Off Framework. Insights will provide the evidence base on which policy development or implementation decisions will be made to deliver Defra's strategic objectives.

The Authority anticipates that projects commissioned through this Framework will vary significantly in terms of the stages of a behavioural science project they cover, from the exploratory work of defining a behavioural problem, to understanding barriers or enablers, to proposing potential behavioural interventions, to evaluating the effectiveness of interventions.

Projects on the Framework can include working with arms-length bodies from Defra group, such as the Environment Agency or Natural England.

All outputs and associated materials will remain property of the Authority and are not for public dissemination without the express consent of the Authority. This is covered further in the Intellectual Property Rights section of the Contract Terms & Conditions.

### Structure and value

The Framework will run with a maximum of six suppliers. The contract will have a maximum value of **£4,990,000** and have a duration of three years. The contract may be extended for one additional year with no additional value added to the contract.

There is no limit to the value of individual projects commissioned through this contract, until the contract value is reached.

The Authority anticipates that payment of invoices associated with this contract should be made upon full and satisfactory completion of each individual activity. Should the work be extended by mutual agreement beyond the end of the contract, the Authority will accept monthly invoices for activities carried out. Payment will always be made in arrears.

The Authority aims to develop a pipeline of future projects where possible. Suppliers should note that some project requests may require rapid deployment in order to be reactive to emerging business priorities hence appointed suppliers should ensure capacity is readily available.

Rates provided by a supplier will be considered at defined and regular intervals throughout the contract to assess the impact of inflation on the contract and the successful delivery of the projects. Proposed rate increases on framework extension opportunities shall be capped to remain within 3% of the original tendered price.



The Authority welcomes suppliers to bid as a consortium including academics and small and medium-sized enterprises. Any sub-contractors should be declared in the supplier's tender. Sub-contracting work to suppliers outside of those appointed to the Framework will not be permitted. Where personnel changes occur for the supplier or sub-contractors, replacement personnel should be at the same level and may only charge at the same or lower rates, not higher.

## Administrative Arrangements

Defra's Strategic Behavioural Insights Team is responsible for the overall management and the single point of contact for the Framework ("Framework Manager"). Each project will be proposed by a "Commissioning team" who will approach the Framework Manager to assess suitability of the project to be added to the Framework pipeline. Each Commissioning team will have a named "Project Lead".

There will be two tiers of Customer administrative arrangements for the operation of this Framework.

Tier	Function	Who	Responsibilities
1	Defra Framework Manager (The Authority)	Defra Group Commercial and Strategic Behavioural Insights Team (Framework Manager)	<ul style="list-style-type: none"> <li>Conduct annual supplier review meetings.</li> <li>Monitor continuing supplier performance via Key Performance Indicators (KPIs)</li> <li>Ensure services provided meet with Framework Specification and Terms and Conditions</li> <li>Ensure each Defra Group ALB is adhering to the conditions of the Framework</li> </ul>
2	Project Lead	Each project proposed by a Commissioning team will have a named Project Lead	<ul style="list-style-type: none"> <li>Share project specifications with suppliers, including provision of relevant information.</li> <li>Ongoing project management and quality assurance of deliverables</li> </ul>

Each appointed supplier will nominate an experienced "Framework Lead" who can act as a main point of contact for the Defra Framework Manager for all matters relating to the overall Framework. Once commissioned, all communications regarding individual projects should be between the Framework Lead and the relevant Project Lead.

It is anticipated that the Framework Manager will hold frequent meetings throughout the contract with all the suppliers' Framework Leads together, to discuss timelines and risks of ongoing projects, the project pipeline and staff changes. All Framework Leads will be required to be present therefore deputies will need to be sent as required. To enable projects to be rapidly assigned when required, clear and frequent communication throughout the commissioning process will be necessary.

Annual supplier reviews will be held separately with each supplier. The agenda will include as a minimum: Review of projects and KPIs, Staff changes, Review of quality assurance procedures, General operation of the contract, issues, feedback, Any other business.

## Calling-off the Framework

Projects with a budget under £115,000 (excluding VAT) can be executed via direct award at the discretion of the Commissioning team. All suppliers on the Call-Off Framework will have the opportunity to bid on projects with a budget of £115,000 or more (excluding VAT).

Exact details of the process and deadlines will be agreed at Framework inception but will likely follow the approach below:

- Suppliers will be given a project specification including, for example, the policy context, objectives, budget, timelines and proposed research methods.
- Suppliers will respond to the project specification with a proposed project design including, for example, sampling and methodology, the project team, and project management (including risks, timeline, costs and deliverables). The specific details will be set out in a 'work order' form that will be provided to suppliers when the Framework is initiated.

## Process for Calling-off Projects Valued Under £115,000

Prospectuses provided by suppliers after successful appointment will be used in addition to previous feedback (when available) on each supplier to inform the Commissioning team's decision. Relevant information could relate to expertise in a specific methodology or topic area for example.

Suppliers will have the right to decline a project awarded through a direct award within three working days of being invited to submit a proposal. In this situation, the Commissioning team will then offer the project to another supplier.

In the event that a supplier declines multiple projects then this lack of engagement with the contract will be discussed with the Framework Manager at the next review point and assessed in line with the key performance indicators (KPIs).

## Process for Calling-off Projects Valued at £115,000 or more

When preparing the work order form in response to a project specification, suppliers may request clarifications. Responses will be shared with all suppliers except where such questions and their responses are sensitive to the requestor. Proposals will be evaluated against set criteria before being awarded to the successful tenderer.

## Quality

Supplier performance on the Behavioural Science Call-Off Framework will be assessed against key performance indicators (KPIs) relating to quality and timeliness of delivery, project

management and social value. At the end of each project the Commissioning team will provide feedback on KPIs to the Framework Manager. These will be discussed with the relevant supplier, feed into any adjustments to working practices and be included in the supplier's Prospectus used to assess direct awarding of projects.

The Framework Manager will also provide feedback to suppliers on a KPI relating to framework management. Annual performance reviews will be held separately with each supplier. The agenda will include as a minimum: Review of projects and KPIs, Staff changes, Review of quality assurance procedures, General operation of the contract, issues, feedback, Any other business.

The project-based and annual reviews will build a process of continuous improvement throughout the Framework lifecycle ensuring quality behavioural science evidence is embedded throughout Defra's policy and delivery.

## Projects

### Scope

The Authority anticipates that projects commissioned through this Behavioural Science Call-Off Framework will vary significantly in terms of research methods, size and scope, and timelines. Projects will also vary in terms of the stages of a behavioural science project they cover, including but not limited to the exploratory work of defining a behavioural problem, to understanding barriers or enablers, to proposing potential behavioural interventions, to evaluating the effectiveness of interventions. Suppliers will be required to manage approaches and methods using a behavioural lens including for example, in delivering primary or secondary research, Theory of Change workshops, user journeys, systems thinking, intervention design workshops, and trialling interventions.

Where appropriate, suppliers will be required to use [Defra's Theory of Change toolkit](#) when developing a Theory of Change in a project. The toolkit is free of charge and will be shared with the successful suppliers upon commencement of the contract. Training on how to use the toolkit will be provided to suppliers, by the Authority to ensure the toolkit can be used successfully and outputs delivered to a high standard.

### Value

There is no limit to the value of individual projects commissioned through this contract, until the contract value is reached. As noted previously, projects with a budget under £115,000 (excluding VAT) can be executed via direct award at the discretion of the Commissioning team in Defra group. All suppliers on the Call-Off Framework will have the opportunity to bid on projects with a budget of £115,000 or more (excluding VAT).

## Management

The Behavioural Science Call-Off Framework will require suppliers to work flexibly to meet project specifications. To enable the rapid deployment of projects when required, and successful delivery, clear and frequent communication throughout commissioning and project delivery will be necessary.

The Framework will be available to teams across the Defra group so each individual project will be managed by staff with different skillsets, including for example but not limited to, Social Researchers, other Analysts, Policy professionals and Communications colleagues.

It is possible that multiple projects will be running simultaneously under this Framework so suppliers will need to be adept at managing different projects at once. Suppliers will provide an experienced Project Manager for each project and a project team with appropriate expertise and sector-specific knowledge where possible.

If a project falls behind schedule, the Framework Lead must communicate this to the Defra Framework Manager and Project Lead at the earliest opportunity.

## Methodology

Suppliers will be required to use social and behavioural science principles throughout the different stages of each research project. The design of each project must carefully focus on answering the particular research questions, whether this is focussing on a specific target behaviour or a behavioural system for example. Different projects will have different requirements for methodological design, data collection, sample sizes, ethical considerations, reporting requirements, as some examples.

Both quantitative and qualitative projects will be commissioned through this contract; either or both can be proposed as appropriate. Quantitative methodologies may include but are not limited to surveys, randomised controlled trials, and discrete choice experiments. Qualitative methods may include but are not limited to interviews, focus groups, case studies or ethnographic studies.

It is expected that suppliers have deep expertise and much experience in delivering projects using methods such as these and aligning them with behavioural frameworks as appropriate (e.g. ISM or COM-B). Suppliers are welcome to use their own frameworks and models if applicable.

The Authority welcomes innovative research and testing methods which may be just emerging, or developed over the duration of the contract, to best satisfy the aims of each individual project. Research methodologies will need to be of sufficient robustness and validity. Any methodology will need to minimise the limitations and caveats encountered throughout the research process and dissemination. Use of Artificial Intelligence may be a justifiable option to carry out analysis or provide insights, after considering ethical and methodological limitations as well as those imposed by working with sensitive data.

## Sampling

For any research involving data collection, the sample will vary depending on the brief provided and the specific aims of the project. Some research may require representation of the English, British or UK populations. Other research may have a more specific target audience based on key demographic characteristics or reaching particular types of businesses, such as landowners, farmers or fishers. Sampling may need to consider how best to include those that are digitally excluded.

It is not expected that incentives will be used for encouraging participation on all projects. Incentives may be used with justification depending on the nature of the project, budget and the sample of the research. Where justified, all incentives will be costed within the project proposals.

## Deliverables

The Authority requires thoughtful analysis and reporting to deliver clear, considered, and actionable insights. Specific deliverables will be agreed between the supplier's Framework Lead and Commissioning team's Project Lead at the project initiation stage. All outputs should be delivered in the agreed format, to an agreed standard and to agreed deadlines.

The range of reporting may include, but is not limited to:

- Quality assured headline findings following fieldwork to inform ongoing policy development.
- Quality assured detailed findings drawing comparisons between demographics or subsets of the sample where relevant.
- A full report with Executive Summary suitable for both a technical and policy audience including quality assured findings and recommendations, revised in accordance with Defra's comments and peer review feedback, where appropriate.
- An oral presentation of quality assured headline findings/full findings to stakeholders.
- Other opportunities for wider and innovative dissemination will be agreed for each project as applicable.

Outputs must be produced in adherence with accessibility guidelines that will be provided at Framework inception. Where appropriate, Defra-branded templates will be used by suppliers to ensure compliance with accessibility requirements.

## Publications

Commissioning teams in Defra group will stipulate whether reports will be published or for internal use only, depending on individual project sensitivities.

Teams will follow local clearance processes to ensure the highest quality reports are delivered. This will include commenting rounds which will be agreed at the proposal stage. This may also include final reports being independently peer reviewed. Reports agreed for

publication will be published in line with relevant Defra group protocols once at a publishable standard.

## Evaluation Criteria and Scoring Methodology

Below is a summary of the evaluation questions, with the relevant weightings and the page limit (with font size) for Questions E01 – E05.

The Authority is specifically looking at responses at a **framework level** to E01, E02 and E03. Key areas will then be demonstrated at an individual **project level** through a hypothetical project example in E04.

	Weighting as a proportion of score for technical questionnaire	Maximum number of sides of A4 (Arial font size 11)
<b>Technical evaluation</b>	<b>60%</b>	
E01 Overall Approach	15%	5
E02 Expertise and Experience	10%	3
E03 Project and Contract Management, Quality Assurance, Risk Management and Mitigation	15%	4(+1)
E04 Project Delivery Case Study – Proposal + Presentation	20%	8
<b>Social Value</b>	<b>10%</b>	
E05 Social Value	10%	3
<b>Commercial Evaluation</b>	<b>30%</b>	
Staff and non-staff (indirect) costs	30%	n/a

Questions E01 - E05 will be scored using the following scoring criteria:

Descriptor	Score	Definition
Very good	100	Addresses all the Authority's requirements with all the relevant supporting information set out in the Bidder Pack. There are no weaknesses and therefore the tender response gives the Authority complete confidence that all the requirements will be met to a high standard.
Good	70	Addresses all the Authority's requirements with all the relevant supporting information set out in the Bidder Pack. The response contains minor weaknesses and therefore the tender response gives the Authority confidence that all the requirements will be met to a good standard.
Moderate	50	Addresses most of the requirements with most of the relevant supporting information set out in the Bidder Pack. The response contains moderate weaknesses and therefore the tender response gives the Authority confidence that most of the requirements will be met to a suitable standard.

Weak	20	Substantially addresses the requirements but not all and provides supporting information that is of limited or no relevance or a methodology containing significant weaknesses and therefore raises concerns for the Authority that the requirements may not all be met.
Unacceptable	0	No response or provides a response that gives the Authority no confidence that the requirement will be met.

If a score of 20 or below is awarded in respect of any question E01 to E05, the Authority may reject the tender.

Tenderers should not include Commercial values in any of the technical responses. Resource allocations but not day rates should be submitted for Project Delivery Case Study. **Price information on staff should be submitted in the Commercial section only.**

### **Division of the Contract into Lots – (Not Applicable)**

This procurement requirement is not divided into Lots because the Authority wants to encourage all suppliers, including consortium and SMEs, to bid for all types of behavioural science research. Different Lots will not be advantageous to the Authority or suppliers for commissioning behavioural science research. In all, there is a need to avoid creating unnecessary administrative burden.

The Authority intends to award a Contract to up to six (6) most economically advantageous tenders (in accordance with Evaluation Model in Section 4: Evaluation Methodology)

### **Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) – (Not Applicable)**

New Framework TUPE not applicable



## Section 3: Terms and Conditions of Contract

The Terms and Conditions of Contract for this procurement are Defra standard Research and Development Terms and Conditions.

The Terms and Conditions are split into Core Terms and Contracting Authority Terms within the Annexes / Schedules, and details of the legal priority are provided in the Conditions of Contract to be used, e.g. the standard Defra Terms and Conditions for Research and Development (R&D) (Annex 4 and 9 respectively).

The initial contract term shall be 3 Years (three) with the potential for 1 year (one) extension with the successful Tenderer(s).

The anticipated commencement date is **28/03/2024**.

### Suggested Changes to Conditions of Contract

Tenderers may raise clarification questions relating to the amendment of contract terms during the clarification period only, as specified in the Timetable, if it can be demonstrated that there is a legal or statutory reason why they cannot be accepted. Where a legal or statutory reason cannot be substantiated the Authority has the right to reject the proposed changes.

Such requests must follow the Clarifications Sought by the Tenderer process set out in the Core Requirements element of this Bidder Pack.



## Section 4: Evaluation Methodology

The overall aim of the evaluation process is to select the Tender that is the most economically advantageous to the Authority, having regard to the Authority's overall objectives and the criteria set out below.

Evaluation of Tenders comprise of the stages set out in the table below.

The Authority will carry out its evaluations of the Technical and Commercial elements according to the criteria, sub-criteria and weightings set out in the table below:

	Section Reference	Evaluation Criteria	Question Scoring/Weighting (%)
Evaluation Stage 1	Selection Stage: Selection Questionnaire (SQ) responses submitted in response to the Contract Notice	<b>Part 1:</b> covers the basic information about the supplier (or organisation relied upon to meet the selection criteria in Part 3), such as the contact details, trade memberships, details of parent companies, group bidding and so on and is provided for information only.	Pass/Fail
		<b>Part 2:</b> covers a series of self-declarations by the supplier (or organisation relied upon to meet the selection criteria in Part 3) regarding whether or not any of the questionnaire exclusion grounds apply and will be assessed on that basis.	Pass/Fail
		<b>Part 3:</b> covers a series of self-declaration questions regarding whether or not the company meets the selection criteria in respect of their financial standing and technical capacity.	Pass/Fail
	Section Reference	Evaluation Criteria	Question Scoring/Weighting (%)
Evaluation Stage 2	Form of Tender	This stage is not scored but if you do not upload a complete, signed and dated Form of Tender in accordance with the instructions in the eSourcing System/accept the Form of	Pass/Fail

		Tender statement in the SQ your Tender will be rejected as non-compliant.	
	Note that every organisation that forms part of your bidding group/consortium, as well as every organisation that is being relied on (including subcontractors being relied on) to meet the selection criteria must complete and submit responses to part 1 and the declarations in part 2		
	Note: Suppliers that pass Evaluation Stage 1 and 2 will be taken through to Evaluation Stage 3.		
Evaluation Stage 3	Section Reference	Evaluation Criteria	Question Scoring/Weighting (%)
	Evaluation Stage: Technical	This stage will be evaluated in accordance with the criteria set out in the Technical Questionnaire. Responses that do not meet the minimum thresholds will be excluded from the process at the stage where they do not meet the required level – this will be determined during the consensus meeting.	Scored
		E01 Overall Approach	15%
		E02 Expertise and Experience	10%
		E03 Project and Contract Management, Quality Assurance, Risk Management and Mitigation	15%
		E04 Project Delivery Case Study – Proposal + Presentation	20%
		E05 – Social Value -Theme 3: Fighting climate change. -Theme 5: Wellbeing	10%
The Technical evaluation (including Social Value) will account for <b>70% of the total score</b> . All responses will be scored in accordance with the detailed guidance within the Authority’s e-Sourcing System and the Technical Questionnaire.			
Tenderers to note: E04 Project Delivery Case Study – Proposal + Presentation will be evaluated in two stages.			
<b>Stage 1</b> – an initial evaluation of the project proposal will be carried out based on the written responses to E04.			

- This will be followed by a moderation of technical scores E01, E02, E03 and E05 and an interim moderation of E04 during the first consensus meeting. Note: The commercial evaluation will not be included at this stage.
- Suppliers will be ranked based on the result of the first consensus meeting, where up to ten suppliers will be invited to present on their proposal.
- **Those suppliers not invited to presentation will be set aside and not be considered from any further participation in the evaluation process, including the Commercial evaluation.**

**Stage 2** – the **presentation** will be used to validate E04 scores previously allocated at the interim moderation.

- A second consensus meeting will be held to confirm final technical scores for E04.
- E01-E05 moderated scores will then be added to the Commercial evaluation to reach final scores.

If a score of 20 or below is awarded in respect of any question **E01 to E05** (the 'Technical Threshold') the Authority may reject the tender. Tenderers who fail to achieve the stated Technical Thresholds will not proceed to the Commercial evaluation.

	Section Reference	Evaluation Criteria	Question Scoring/Weighting (%)
<b>Evaluation Stage 4</b>	Evaluation Stage: Commercial - Pricing Schedule	Prices will be evaluated in accordance with criteria set out in the Commercial Pricing Schedule in the Authority's e-Sourcing System. Attached for ease of reference in the Authority's e-Sourcing System	30%

The Commercial evaluation will account for 30% of the total score. All responses will be scored in accordance with the detailed guidance within the Authority's eSourcing system.

	Section Reference	Calculation
<b>Evaluation Stage 5</b>	Final score	<p>The final score is calculated by adding the total quality weighted score with the total commercial weighted score.</p> <p>The most economically advantageous tender will be the Tender with the highest final score.</p>

## Presentation

The validation of E04 will be based on the quality and clarity of communication and visual presentation of the response the Project Delivery Case Study. Assessment will also be made on how suppliers are able to defend their proposal as well as respond to related hypothetical questions. Topics to be covered will be communicated in more detail to the suppliers who are successfully invited to present their proposal.

## Selection Questionnaire - Financial standing

The Authority will review the economic information provided as part of the Selection Questionnaire response to evaluate a Tenderer's economic and financial standing. The Authority's evaluation will be based on all the information reviewed and will not be determined by a single indicator. If, based on its assessment of the information provided in a Response, the Authority decides that a Tenderer does not meet the Authority's required level of economic standing, the Authority may:

- ask for additional information, including information relating to the Tenderer's parent company, if applicable; and/or
- require a parent company guarantee, performance bond or other security.

If the Authority decides that a parent company guarantee, performance bond or other security is required, the Authority will reject a Response if the Tenderer is unable to offer a commitment to make such provision. In addition to the information provided in a Response, the Authority may, at its discretion, consult Dun & Bradstreet reports and other credit rating or equivalent reports depending on where a Tenderer is located.

The Authority's assessment of economic and financial standing will consider financial strength and risk of business failure. Financial strength is based on tangible net worth and is rated on a scale of 5A (strongest) to H (weakest) obtained from Dun & Bradstreet. There are also classifications for negative net worth and net worth undetermined (insufficient information). Financial strength will be assessed relative to the estimated annual contract value.

The Authority will also consider annual turnover. For this procurement, the Authority expects the contractor to have an annual turnover for each of its last two financial years of at least **£5 million** GBP of the contract value.

In the case of a joint venture or a consortium bid, the annual turnover is calculated by combining the turnover of the relevant organisations in each of the last two financial years. In addition, the annual turnover of at least one of those organisations is expected to be **£5 million** GBP.

Risk of Business Failure is rated on a scale of 1 (minimal) to 4 (significant) obtained from Dun & Bradstreet. There is also a classification of insufficient information. The Authority regards a score of 4 as indicating inadequate economic and financial standing for this procurement. The Authority will also calculate and evaluate the Tenderer's:

- operating performance: growth or reductions in sales, gross profit, operating profit, profit before tax and earnings before interest, tax, depreciation, amortisation, exceptional items and profit/loss on sale of businesses;
- liquidity: net current assets, movements in cash flow from operations, working capital and quick ratios, and average collection and payments periods; and
- financial structure: gearing ratios and interest cover.

## TECHNICAL EVALUATION (60%)

### E01: Overall Approach (Weighting: 15%)

Please provide details of your overall approach to behavioural science research showing how this meets the requirements outlined in this specification. This should include but is not limited to:

- Your approach to behavioural science research such as the exploratory work of defining a behavioural problem, understanding barriers or enablers, proposing potential behavioural interventions, and evaluating the effectiveness of interventions.
- Include possible approaches for quantitative and qualitative research and analysis, including preferred behavioural science models or frameworks as well, any recent innovative research and any use of artificial intelligence, and ethical standards.
- How you recruit general population samples, as well as specific samples such as businesses, farmers or fishers, for qualitative and quantitative methods for face-to-face and online research. Include how you reach the digitally excluded.
- Your policy on the use of incentives and justifications for doing so.
- Consideration of how online or laboratory research can best be designed to ensure the findings reliably translate from a hypothetical context to a real-life context.
- Details of analytical approaches you undertake to draw insightful inferences and how best to report and communicate findings for maximum impact, including innovative approaches.
- How you approach equality, diversity and inclusion throughout the research process.

Your response is limited to a maximum of 5 sides of A4. **Any additional content provided beyond this will not be considered or scored during the evaluation process.** Responses should be submitted in Font Arial 11pt using single line spacing. Please use the Normal margin setting 2.54cm. Please upload a document with the filename: 'E01\_Your Company Name'.

### E02: Expertise and Experience (Weighting: 10%)

Please provide details of the structure of the contract team. Your response must include the following.

- Details of the core proposed contract team, including senior leaders with oversight and the key personnel who will be involved in managing the contract, including partner organisations or subcontractors if relevant.
- An outline of the team structure, including an organogram. Please include any partner organisations or subcontractors if relevant.
- An outline of roles and responsibilities of the core contract team, along with demonstrable evidence as to their relevant skills and expertise to successfully deliver the scope of services.
- A demonstration of how your organisation more broadly has the relevant expertise in conducting behavioural science research and the analytical methods and frameworks you propose to use.

- Outline any relevant sector-specific knowledge that your organisation holds. Demonstrate how this is relevant to Defra's policy areas and how this will enhance any behavioural science research conducted in these areas.

Your response is limited to a maximum of 3 sides of A4 plus CVs (maximum of 2 pages each).

**Any additional content provided beyond this will not be considered or scored during the evaluation process.** Responses should be submitted in Font Arial 11pt using single line spacing. Please use the Normal margin setting 2.54cm. Please upload a document with the filename: 'E02\_Your Company Name'.

### **E03: Project and Contract Management, Quality Assurance, Risk Management and Mitigation (Weighting: 15%)**

Please provide details of how you intend to quality assure project work undertaken as part of this contract. This includes both methodology and outputs so that accurate deliverables are provided to a high standard and on time.

Your response must include the following.

- How you will manage the contract, including the individual(s) who will have overall responsibility for contact with the Defra Contract Manager.
- A robust approach to project management including in relation to change management, issues escalation and quality control.
- Evidence of strong project management and delivery skills to manage and deliver multiple projects in tandem as well as the potential for delivering ad hoc projects effectively at pace.
- Details of the strategies or systems you will use to ensure project management and deliverables meet quality requirements (including ISO accreditation or equivalent standard), and redress if outputs do not meet the client's specification.
- An assessment of key risks and details of mitigations at a contract and project level, including any technical (including use of Artificial Intelligence), personnel, stakeholder, timetable, and commercial risks (including risk register).
- Details of the policies and tools you will use to ensure projects meet the requirements of the Data Protection Act, including data storage.
- If relevant, describe procedures for managing work delivered by sub-contractors or through consortium arrangements.
- Provide two relevant examples of projects undertaken which will demonstrate your organisation's experience of type of research proposed on time and to budget.

Your response is limited to a maximum of 4 sides of A4, plus an additional page to outline your organogram. **Any additional content provided beyond this will not be considered or scored during the evaluation process.** Responses should be submitted in Font Arial 11pt using single line spacing. Please use the Normal margin setting 2.54cm. Please upload a document with the filename: 'E03\_Your Company Name'.

## E04: Project Delivery: Case Study – Proposal + Presentation (Weighting: 20%)

Please provide your project approach as a proposal to the following **hypothetical** project specification. This evaluation question is specifically looking to understand your approach to delivering a behavioural science project, rather than any Framework-level management.

Please respond with your written proposal at this stage. A maximum of ten suppliers only will be invited to present their proposal which will be used for evaluation validation purposes.

### Case study example: Institutional Food Waste

Defra is commissioning a project to understand: **How can a behavioural science approach be used to reduce food waste in public sector institutions to meet net zero and environmental targets?**

#### Background and Rationale for the Research

The production and storage of food is a resource intensive process. Reducing avoidable food waste in public sector institutions will contribute to the Resources and Waste Strategy and Net Zero Strategy ambition to “Reduce food waste, including achieving the Sustainable Development Goal 12.3 to halve per capita global food waste at the retail and consumer levels by 2030” ([Environmental Improvement Plan 2023](#), p.148). Avoidable food waste refers to food that is fit for consumption but discarded after the consumption, or during the retail, phase.

The Authority would like to review the end-to-end process and behaviours relating to the production, storage, use and discard of food in public sector institutions such as healthcare or prison services. High level research questions include:

- What are the barriers that may prevent institutions from reducing their food waste?
- What are the facilitators to enable institutions to reduce their food waste?
- How does the system operate and what points might be suitable for intervention?
- Who are the relevant actors involved throughout the food supply chain for these institutions that can enact/enable reductions in food waste?
- What interventions might work to encourage institutions to reduce food waste and how might these be tested?

Suppliers should consider the high-level research questions and use relevant tools and techniques to focus in on specifying a clear behavioural science project including:

- Identifying and defining the behaviour(s) of interest.
- Describing a methodological approach including some primary research.
- Providing insights to inform intervention design to reduce avoidable food waste in these public institutional settings.
- Outlining how to trial these interventions to test their effectiveness. **You are not required to cost for trialling interventions as part of this commission.**



There is a budget of £115,000 (excluding VAT) for this work and it should be delivered within a 9-month time period. Tenderers are expected to keep their cost within the specified budget.

**Please note:**

- It is recognised that it is not possible to address the whole of this issue in one research project but wish to understand your approach, resource allocation and decision-making processes.
- You do not need to include the background policy context in your proposal.
- Be realistic about what is possible in terms of resource allocation and indirect costs to achieve with this budget and during this time. It is not expected that every avenue will be explored, but suppliers must clearly outline the rationale for their approach.
- Clearly note assumptions made as you design the research approach and methodology.

## Evaluation

Please detail how your approach to this project covering the four key areas (A-D) below:

### A. Methodological approach

- Tools and techniques used to determine the focus for the project, and which specific research questions and behaviours are being addressed.
- The overall approach to this as a behavioural science research project including appropriate models or frameworks.
- Details of the research methods and analysis proposed with rationale, including caveats and discussion of ethics.
- Outline the proposed sampling and recruitment method with justification on any use of incentives, if any primary research is proposed.
- Set out your approach to developing any behavioural interventions.
- Describe the design, sampling and recruitment for the proposed trial.
- Describe the structure, design and communication for the headline findings.
- Provide the outline structure of a 30-page report for publication meeting accessibility requirements (specifying any additional Appendices, e.g. fieldwork materials).

### B. Project team

- Please outline the structure of the project team with named team members, experience, seniority of roles, and allocated tasks and responsibilities.
- Please include an organogram.

### C. Project management, Quality assurance, Risk management

- A clear and achievable project plan, including a high-level Gantt chart, which sets out key milestones, showing timelines, inter-dependencies, risks and issues.
- How you will ensure data remains secure and protected.
- Quality assurance process at each stage of the project including sign off procedures.
- Details of the project risks and how you will mitigate these.



## D. Budget allocation

Please outline how you have allocated the maximum £115,000 budget (excluding VAT) to staff time and other costs. Please include in the E04-Project Resource Allocation template:

- High level summary of tasks which could include, but are not limited to project management, workshops, design and recruitment for fieldwork, data cleaning and analysis, reporting and presentation.
- The number of days allocated per task from each team member.
- Any other fixed and variable research costs per task (these could include, but are not limited to recruiter costs, journal access, platform /software costs and travel).

You are not required to cost for trialling interventions as part of this commission.

Your response is limited to a maximum of 8 sides of A4 (in addition to the E04-Project Resource Allocation spreadsheet). **Any additional content provided beyond this will not be considered or scored during the evaluation process.** It will not be acceptable to reference large sections of other evaluation responses. Responses should be submitted in Font Arial 11pt using single line spacing. Please use the Normal margin setting 2.54cm. Please upload a document with the filename: 'E04\_Your Company Name' and also the completed template 'E04\_Your Company Name-Project Resource Allocation'.

## SOCIAL VALUE EVALUATION (10%)

### E05: Social Value (Weighting: 10%)

It is government policy to use procurement to deliver against [social value objectives](#). The Social Value Model has five themes, each of which is aligned to one or more Sustainable Development Goal. Please use the Model in conjunction with the [Guide](#). Please focus your response on the **following two themes** of the Social Value Model:

- Theme 3: Fighting climate change (Policy outcome: Effective stewardship of the environment)
- Theme 5: Wellbeing (Policy outcome: Improve health and wellbeing).

Your response must include the following.

Describe the commitment your organisation will make to ensure that opportunities under the Call-Off Contract deliver the [Policy Outcomes and Model Award Criteria](#) which sit within the Social Value Model. This includes:

- A timed project plan and process, of how you will implement your commitment, and the impacts within the context of this contract. State who these will be completed by.
- Also, how you will monitor, measure and report on your commitments/the impact of your proposals. These are to include, but not be limited to:
  - an action plans
  - use of existing data
  - tools/processes used to gather data

- reporting
- feedback and improvement
- transparency
- How you will influence staff, suppliers, customers and communities through the delivery of the Framework to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering

Your response to this section is to be tailored specifically to the social value opportunities you can generate over and above the project outputs of this contract.

Your response is limited to a maximum of 3 sides of A4. **Any additional content provided beyond this will not be considered or scored during the evaluation process.** Responses should be submitted in Font Arial 11pt using single line spacing. Please use the Normal margin setting 2.54cm. Please upload a document with the filename: 'E05\_Your Company Name'.

## COMMERICAL EVALUATION (30%)

Please complete the 'Behavioural Science Framework-Commercial Pricing' workbook and submit into the Commercial Envelope on Atamis. Maximum rates should be provided. These rates will be assessed during the evaluation of tenders and will contribute 30% to the evaluation. The rates will also help with the verification of quotes in supplier proposals under the Framework.

### Scenario costs (will not be evaluated)

Please provide day rates, for staff at each level of seniority – these day rates will form the framework rate card and be applicable to all staff proposed to deliver services on the framework (core team, consortia and supply partners). Please provide estimated costs for elements of behavioural science research projects specified (per workstream), by adding the number of days per staff and overall, non -staff (indirect) costs.

Scenario costs will not be assessed at the Commercial evaluation but will help with the verification of quotes in supplier proposals under the Framework. Only the staff day rates, and non-staff (indirect cost) indicated will be evaluated as part of Tab 6 'Evaluation Cost'.

### Evaluation costs (30%)

Staff day rate and non-staff (indirect) costs provided in Scenario costs will be brought into Tab 6 'Evaluation Cost' for commercial evaluation costs. Tenderers to note that the Grand Evaluation Total is purely for evaluation purposes only and **NOT** to be taken as the value of the contract. The fixed number of staff days based on a few scenarios indicated, alongside non-staff (indirect) costs have been provided to ensure a comparable 'Grand Evaluation Total' for the basis of commercial evaluation ONLY.

## PRESENTATION: E04 VALIDATION

### Project Delivery: Case Study - Presentation

The presentation is the second phase evaluation of E04 Project Delivery Case Study where the interim moderated score can be validated.

The top suppliers will be ranked according to the moderated technical evaluation questions E01 E02, E03 and E05, alongside an interim moderation of E04. Up to ten suppliers will be invited to present their proposal for the Project Delivery Case Study outlined at E04.

Suppliers will be asked to present for **no more than 20 minutes**. The presentation should outline only the proposal – no novel work separate to the written proposal is to be included– and should be delivered for an **audience who are not expert in social or behavioural science**. Up to 30 minutes of questions will follow.

The validation of E04 will be based on the quality and clarity of communication and visual presentation of the response the Project Delivery Case Study. Assessment will also be made on how suppliers are able to defend their proposal as well as respond to related hypothetical questions. Topics to be covered will be communicated in more detail to the suppliers who are successfully invited to present their proposal.

### Evaluation of Responses

Evaluation of Responses will be undertaken by a panel appointed by the Authority. Each panel member will first undertake an independent evaluation of the Responses applying the relevant evaluation criteria for each question. Then, a consensus meeting will be held at which the evaluation panel will reach a consensus on the marking of each question.

During the consensus meeting, the decision may be taken that a Response will not be carried forward to the next evaluation stage if the consensus view is that the Tenderer has failed to meet any minimum or mandatory requirements, and/or provided a non-compliant response.

### Scoring Criteria

The following scoring criteria is to be used when evaluating responses to Stage 3 Technical Questionnaire. A Tenderer's response will be assessed against the detailed criteria provided for each question **E01-E05** and be assigned a Descriptor and score from the table below.

Descriptor	Score	Definition
Very good	100	Addresses all the Authority's requirements with all the relevant supporting information set out in the Bidder Pack. There are no weaknesses and therefore the tender response gives the Authority complete confidence that all the requirements will be met to a high standard.

Good	70	Addresses all the Authority's requirements with all the relevant supporting information set out in the Bidder Pack. The response contains minor weaknesses and therefore the tender response gives the Authority confidence that all the requirements will be met to a good standard.
Moderate	50	Addresses most of the requirements with most of the relevant supporting information set out in the Bidder Pack. The response contains moderate weaknesses and therefore the tender response gives the Authority confidence that most of the requirements will be met to a suitable standard.
Weak	20	Substantially addresses the requirements but not all and provides supporting information that is of limited or no relevance or a methodology containing significant weaknesses and therefore raises concerns for the Authority that the requirements may not all be met.
Unacceptable	0	No response or provides a response that gives the Authority no confidence that the requirement will be met.

## Calculation Method

For both elements, providing the tenderer has met any mandatory criteria and minimum quality thresholds, the total weighted scores are calculated as follows.

**Technical (WT)** The calculation used is the following:

$$\frac{\text{Tenderer's Total Technical Score i.e. 71.60\%}}{100\%} \times 70\% = \text{WT}$$

Then i.e. 100%

## Commercial (WC)

$$\text{Score} = \frac{\text{Lowest Tender Price} \times 30\% \text{ Maximum available marks}}{\text{Tender Price}}$$

For example, if three Tender Responses are received and Tenderer A has quoted £30,000 as their total price, Tenderer B has quoted £50,000 and Tenderer C has quoted £60,000 then the calculation will be as follows:

**Tenderer A Score = £30,000/£30,000 x 30 (Maximum available marks) = 20%**

**Tenderer B Score = £30,000/£50,000 x 30 (Maximum available marks) = 18%**

**Tenderer C Score = £30,000/£60,000 x 30 (Maximum available marks) = 15%**

The Total Score (weighted) is then calculated by adding the Total Weighted Technical Score to the Total Weighted Commercial Score: **WT+ WC**.

The **Behavioural Science Framework-Commercial Pricing** workbook applicable to this ITT is on Atamis (<https://defra-family.force.com/s/Welcome>). Please ensure you follow the instructions on the workbook. This should be downloaded; completed and attached to the commercial envelope.

## Section 5: Appendices

### 1. Definitions

Unless the context otherwise requires, the following words and expressions used within the Bidder Pack (except for Section 3: Terms and Conditions of Contract) shall have the following meanings to be interpreted in the singular or plural as the context requires.

TERM	MEANING
<b>“Authority”</b>	the Department for Environment, Food and Rural Affairs acting as part of the Crown
<b>“Bidder Pack”</b>	this invitation to tender and all related documents published by the Authority and made available to Tenderers.
<b>“Contract”</b>	the contract (set out in Appendix B) to be entered into by the Authority and the successful Tenderer.
<b>“EIR”</b>	the Environmental Information Regulations 2004 (as amended) together with any guidance and/or codes of practice issued by the Information Commissioner or any Government Department in relation to those Regulations.
<b>“eSourcing system”</b>	eSourcing system is the eSourcing system used by the Authority for conducting this procurement, which can be found at <a href="https://defra-family.force.com/s/Welcome">https://defra-family.force.com/s/Welcome</a> .
<b>“FOIA”</b>	the Freedom of Information Act 2000 (as amended) and any subordinate legislation made under that Act together with any guidance and/or codes of practice issued by the Information Commissioner or any Government Department in relation to that legislation.
<b>“Form of Tender”</b>	means the form contained in Annex 2 to the Procurement Specific section of the Bidder Pack which must be signed, scanned and uploaded into the Authority’s eSourcing System by the Tenderer to indicate that it understands the Tender and accepts the various terms and conditions and other requirements of participating in the exercise.
<b>“Information”</b>	means the information contained in the Bidder Pack or sent with it, and any information which has been made available to the Tenderer by the Authority, its employees, agents or advisers in connection with the Behavioral Science Call-off Framework procurement.
<b>“Involved Person”</b>	means any person who is either working for, or acting on behalf of, the Authority in connection with this procurement and/or the Contract including, without limitation, any officer, employee, advisor, agent, member, partner or consultant”.
<b>“Pricing Schedule”</b>	the form accessed via eSourcing system in which Tenderers are required to submit their pricing information as part of a Tender.
<b>“Regulations”</b>	the Public Contracts Regulations 2015.

<b>“Relevant Body</b>	means any other organisation, body or government department that is working with or acting on behalf of the Authority in connection with this procurement and/or the Contract including, without limitation, its officers, employees, advisors, agents, members, partners or consultants.
<b>“Response”</b>	means the information submitted in response to the Bidder Pack via the online response forms on eSourcing system including the Tenderer’s formal Tender.
<b>“Specification of Requirements”</b>	the Authority’s requirements set out in Section 2 of the Bidder Pack Procurement Specific Requirements.
<b>“Tender”</b>	the formal offer to provide the goods or services described in section 1.1 of part 1 of the Bidder Pack and comprising the responses to the questions in eSourcing system and the Pricing Schedule.
<b>“Tenderer”</b>	anyone responding to the Bidder Pack and, where the context requires, includes a potential tenderer.
<b>“Timetable”</b>	the procurement timetable set out in Section 1 of the Bidder Pack Procurement Specific Requirements.

## 2. Form of Tender

The Form of Tender document is located on the Authority's eSourcing system Atamis <https://defra-family.force.com/s/Welcome>

It is to be printed, signed, scanned and uploaded into the Authority's e-Sourcing System as instructed within the e-Sourcing system (<https://defra-family.force.com/s/Welcome>)

## 3. Specification

For information. Located on the Authority's eSourcing system Atamis (<https://defra-family.force.com/s/Welcome>)

## 4. Conditions of Contract

For information, please follow the link below:

1. [Defra terms and conditions for goods and services - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/procurement/defra-terms-and-conditions);

And you will be led to the research terms and conditions.

2. [Research and development terms and conditions – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/procurement/defra-terms-and-conditions)

## 5. TUPE Data (N/A)

## 6. Commercially Sensitive Information

To be printed and uploaded to e-Sourcing system if applicable. into the Authority's e-Sourcing System (<https://defra-family.force.com/s/Welcome>)

## 7. Pricing Schedule

Behavioural Science Framework-Commercial Pricing workbook applicable to this ITT is uploaded on Atamis (<https://defra-family.force.com/s/Welcome>)

## 8. E04-Project Resource Allocation workbook

Uploaded to the Authority's e-Sourcing System (<https://defra-family.force.com/s/Welcome>)

## 9. Order Form Core Defra Standard Research and Development Terms and Conditions

Uploaded to the Authority's e-Sourcing System (<https://defra-family.force.com/s/Welcome>)



## **Governance and Contract Management**

1. The quality of the service provided will be regularly monitored by the Authority against the elements outlined in Annexe 5 and 6 below.
2. An official within Defra Farming Science team will act as the Project Officer responsible for the day-to-day management of the contract, Defra Digital Data and Technology Service will also appoint a Project Manager responsible for overseeing the digital aspects. The Supplier will appoint a Project Manager who will act as the principal point of contact for Defra. Tenderers may propose consortium or subcontracting arrangements but should provide a single manager responsible to Defra for fulfilment of the contract and for liaison with Defra's contact person.
3. The Supplier will be required to provide the Project Officer at Defra with regular progress updates. The form of these updates will be agreed in the inception meeting but is likely to involve weekly project management telephone meetings initially, changing to every two weeks when project is well-established. The Supplier will also agree to make all reasonable efforts to meet with Defra officials as and when required.
4. Following completion of a deliverable a 'Post-Assignment Feedback' review will be undertaken with key members of the programme team to discuss what was achieved, what went well and any opportunities for improvement on future assignments.
5. The Supplier shall meet the agreed deadlines for delivery of the project deliverables and will notify the Authority without delay if there is a risk that they may be unable to meet this deadline. Tenderers should provide an assessment of risks and countermeasures in a risk management plan as part of their submission.

## **6. Efficiencies and Continuous Improvement in Service Lifetime**

- 6.1. During the Contract, the Contractor shall look to develop, maintain, and improve efficiency, quality and where possible provide a reduction in charges to enhance the overall delivery of the Contract.
- 6.2. The Contractor shall have an ongoing obligation throughout the Contract to identify new and potential improvements to the Services which shall include, but are not limited to:
  - New or potential improvement which enhances the quality, responsiveness, procedures, methods and/or customer support services; and
  - Changes in business processes and ways of working that would enable the Services to be delivered at lower costs and /or at greater benefits to the Authority.

## 7. Performance Management

- 7.1. Key Performance Indicators (KPIs) are essential in order to align supplier performance with the requirements of the Authority and to do so in a fair and practical way. KPIs have to be realistic and achievable; they also have to be met otherwise indicating that the service is failing to deliver.
- 7.2. The Contract shall be managed in accordance with the Authority's Terms and Conditions and KPIs under the Performance Management Framework.

The proposed KPIs are set out in Annex 5 and 6 below.

### Travel and Subsistence

All Travel and Subsistence should be in line with Defra's Travel and Subsistence Policy. Claims should always be supported by valid receipts for audit purposes and must not exceed any of the stated rates below. Should the stated rate be exceeded, Defra reserve the right to reimburse only up to the stated rate.

### Rail Travel

**All Journeys** – Standard class rail unless a clear business case demonstrating value for money can be presented. This includes international rail journeys by Eurostar and other international and overseas rail operators.

### Mileage Allowance

Mileage Allowance	First 10,000 business miles in the tax year	Each business mile over 10,000 in the tax year
Private cars and vans – no public transport rate*	45p	25p
Private cars and vans – public transport rate	25p	25p
Private motorcycles	24p	24p
Passenger supplement	5p	5p
Equipment supplement**	3p	3p
Bicycle	20p	20p

\*NB the 'no public transport rate' for car and van travel can only be claimed where the use of a private vehicle for the journey is essential e.g. on grounds of disability or where there is no practical public transport alternative. If the use of the vehicle is not essential the 'public transport rate' should be claimed.

\*\* Under HMRC rules this expense is taxable.

## UK Subsistence

Location	Rate (Upper Limit)
London (Bed and Breakfast)	£130
UK Other (Bed and Breakfast)	£75
Rates for specific cities (bed and breakfast)	Bristol £100 per night Weybridge £100 per night Warrington £90 per night Reading £85 per night

## **Annex 5: PERFORMANCE MANAGEMENT FRAMEWORK**

### **1. Overview of the PMF**

- 1.1. As part of the Authority's continuous drive to improve the performance of all Contractors, this PMF will be used to monitor, measure and control all aspects of the Supplier's performance of contract responsibilities.
- 1.1. The PMF purpose is to set out the obligations on the successful Contractor, to outline how the successful Contractor's performance will be monitored, evaluated and rectified for performance.
- 1.2. The Authority may define any reasonable performance management indicators for the Contractor under the following categories:
  - Contract Management
  - Delivery and Support
  - Quality of Service
- 1.3. The above categories are consistent with all Contract awards allowing the Authority to monitor Contractor' performance at both individual level and at the enterprise level with the individual Contractor.

### **2. Management of the PMF**

- 2.1. Key Performance Indicators (KPIs) shall be monitored on a regular basis and shall form part of the contract performance review. Performance of KPI's will be discussed with the Contractor and the Authority on a defined and regular basis. The Authority will review KPIs with the Contractor at annual Contract Review Meetings and make comments if any.
- 2.2. The Contractor shall maintain their own management reports, including a Risk and Issues Log and present these as requested by the Authority at any meeting requested by the Authority.
- 2.3. Any performance issues highlighted in these reports will be addressed by the Contractor, who shall be required to provide an improvement plan ("Remediation Plan") to address all issues highlighted within a week of the Authority request.
- 2.4. Key Performance Indicators (KPIs) are essential in order to align Contractor's performance with the requirements of the Authority and to do so in a fair and practical way. KPIs must be realistic and achievable; they also have to be met otherwise indicating that the service is failing to deliver. The successful Contractor will ensure that failure and non-performance is quickly rectified.
- 2.5. The Authority reserves the right to amend the existing KPI's detailed in Annex 6 or add any new KPI's. Any changes to the KPI's shall be confirmed by way of a Contract Change Note.

## Annex 6: Key Performance Indicators

Supplier performance on the Behavioural Science Call-Off Framework will be assessed against key performance indicators (KPIs) relating to quality and timeliness of delivery, project management and social value.				
The Framework Manager will provide feedback to suppliers on a KPI relating to framework management.				
Criterion	Feedback provider	Indicators	Score/Rating	Comment
<b>Delivery</b>	Commissioning team	<ul style="list-style-type: none"> <li>• Agreed project specification meeting customer needs.</li> <li>• Delivery of project as per agreed specification.</li> <li>• Assurance of quality of data collection, analysis and reporting.</li> <li>• Insights and reporting (if included in specification) to be: inclusive of findings based clearly on data gathered and analysis;</li> <li>• accurate, without errors, meeting Accessibility requirements;</li> <li>• inclusive of feedback from Commissioning team / other experts;</li> <li>• linked to policy / communications objectives where relevant.</li> <li>• Innovative approach to methodology, reporting or dissemination taken (where relevant).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Very satisfied</li> <li>▪ Satisfied</li> <li>▪ Neither satisfied nor unsatisfied</li> <li>▪ Unsatisfied</li> <li>▪ Very unsatisfied</li> </ul>	
<b>Timeliness</b>	Commissioning team	<ul style="list-style-type: none"> <li>➤ Project specification agreed within specified timeframe, responsive to customer requirements.</li> <li>➤ Project milestones reached on time.</li> <li>➤ Invoicing schedule kept to.</li> <li>➤ Clear communication of any risks to deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Very satisfied</li> <li>▪ Satisfied</li> <li>▪ Neither satisfied nor unsatisfied</li> <li>▪ Unsatisfied</li> <li>▪ Very unsatisfied</li> </ul>	

<b>Project Management</b>	Commissioning team	<ul style="list-style-type: none"> <li>❖ Frequent and clear communication with the project team.</li> <li>❖ Maintaining a risk register, communicating and mitigating risks.</li> <li>❖ Invoicing should be clearly linked to deliverables and accurately quote the PO, Contract number, and the Project Lead's contact.</li> <li>❖ Any invoicing issues raised at the earliest opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Very satisfied</li> <li>▪ Satisfied</li> <li>▪ Neither satisfied nor unsatisfied</li> <li>▪ Unsatisfied</li> <li>▪ Very unsatisfied</li> </ul>	
<b>Framework Management</b>	Defra Framework manager	<ul style="list-style-type: none"> <li>• Regular attendance at all progress and review meetings.</li> <li>• Clear updates provided on project progress including finances and timelines.</li> <li>• Risks to undertaking Framework projects communicated early and clearly, including notification of capacity issues.</li> <li>• Contributions made to promoting the Framework within Defra group.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Very satisfied</li> <li>▪ Satisfied</li> <li>▪ Neither satisfied nor unsatisfied</li> <li>▪ Unsatisfied</li> <li>▪ Very unsatisfied</li> </ul>	
<b>Social value</b> (from the Social Value Model*)	Commissioning team / Defra Framework manager	<ul style="list-style-type: none"> <li>➤ How the project has added social value such as by fighting climate change or improving wellbeing</li> <li>➤ Social value commitments and implementation within projects/under the Framework, including assessment of impacts</li> <li>➤ How staff, suppliers, customers and communities influence through the delivery of the Framework to support delivery of social value</li> </ul>	<ul style="list-style-type: none"> <li>▪ Very satisfied</li> <li>▪ Satisfied</li> <li>▪ Neither satisfied nor unsatisfied</li> <li>▪ Unsatisfied</li> <li>▪ Very unsatisfied</li> </ul>	

\*Social Value Model: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/940826/Social-Value-Model-Edn-1.1-3-Dec-20.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940826/Social-Value-Model-Edn-1.1-3-Dec-20.pdf)

## **APPENDIX 3 - FORM OF TENDER**

(Print, Sign, Scan and Upload to e-Sourcing system)

**(Uploaded onto the Atamis Portal)**

**(<https://defra-family.force.com/s/Welcome>)**

## APPENDIX 4

### AUTHORITY'S CONDITIONS OF CONTRACT

**Please go to the link below**

1. [Defra terms and conditions for goods and services - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/procurement/procurement-guidance/defra-terms-and-conditions-for-goods-and-services);

And you will be led to the research terms and conditions.

2. [Research and development terms and conditions – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/procurement/procurement-guidance/research-and-development-terms-and-conditions)



## APPENDIX 6

### Commercially Sensitive Information

(Please Print, and Upload to e-Sourcing system if applicable)

(Uploaded onto the Atamis Portal)

(<https://defra-family.force.com/s/Welcome>)

TENDERER'S COMMERCIALLY SENSITIVE INFORMATION	POTENTIAL IMPLICATION OF DISCLOSURE	DURATION OF COMMERCIALLY SENSITIVE INFORMATION

## APPENDIX 7

### PRICING SCHEDULE

Behavioural Science Framework-Commercial Pricing workbook applicable to this ITT is uploaded on Atamis

(<https://defra-family.force.com/s/Welcome>)

## APPENDIX 8

**E04-Project Resource Allocation.ods** (Uploaded onto the Atamis Portal)

(<https://defra-family.force.com/s/Welcome>)

## **APPENDIX 9**

### **Order Form Core Defra Standard Research & Development Terms and Conditions**

(Uploaded onto the Atamis Portal)

(<https://defra-family.force.com/s/Welcome>)