FRAMEWORK AGREEMENT FOR THE PROVISION OF GOODS AND/OR SERVICES

Agriculture and Horticulture Development Board

and

Wavehill Ltd

Ref: 2019-399

Framework Agreement for the Provision of Evaluation Support – Lot One

This Agreement is based on:
AHDB Terms version 2014

Form of Agreement

This Framework Agreement is made on 20th November, 2020

BETWEEN

Agriculture and Horticulture Development Board, of Stoneleigh Park, Kenilworth, Warwickshire CV8 2TL (‘**AHDB**’)

AND

Wavehill Ltd, [redacted]**the Supplier’**)

AHDB and the Supplier are the Parties to this Framework Agreement.

Whereas

A. AHDB wishes to acquire the provision of Evaluation support for Lot One, as per the AHDB specification.

B. The Supplier is willing to supply the Goods and/or Services in accordance with this Framework Agreement.

C. AHDB may enter into substantially similar framework agreements for the supply of the Goods and/or Services with other suppliers.

It is hereby Agreed

1. AHDB agrees to appoint the Supplier as a potential provider of the Goods and/or Services described in the Specification (see Annex 2).

1.1. AHDB may, in its absolute discretion and from time to time during the Term, order the Goods and/or Services from the Supplier in accordance with the Ordering Procedures (Annex 3) through a Call-Off Contract based on the template provided in Annex 4.

1.2. Subject to the Supplier’s compliance with this Framework Agreement and the making of a Call-Off Contract, AHDB agrees to pay the Supplier in accordance with that Call-Off Contract.

2. The Supplier agrees to supply the Goods and/or Services in accordance with the Framework Agreement and the Call-Off Contract.

2.1. The Supplier agrees to inform AHDB promptly if the making of a Call-Off Contract would result in a conflict of interest.

2.2. Any supply of the Goods and/or Services shall be completed in accordance with the relevant Call-Off Contract and in any case not later than two years after the Completion Date.

2.3. In the event of any conflict between these, the terms of this Framework Agreement shall have precedence over those in a Call-Off Contract.

2.4. Unless otherwise specified, the Supplier shall supply the Goods and/or Services to the Principal Office.

3. The Supplier acknowledges that:

3.1. there is no obligation on AHDB to invite the Supplier to supply any Goods and/or Services under this Framework Agreement;

3.2. no form of exclusivity has been conferred on the Supplier in relation to the provision of the Goods and/or Services; and

3.3. no undertaking or any form of statement, promise, representation or obligation by AHDB exists or shall be deemed to exist concerning minimum or total quantities or values of Goods and/or Services to be ordered by AHDB pursuant to this Framework Agreement and the Supplier agrees that it has not entered into this Framework Agreement on the basis of any such undertaking, statement, promise, representation or obligation.

4. The Supplier and AHDB agree to comply with AHDB's Terms and Conditions for the Purchase of Goods and Services version 2014 ('AHDB Terms' - see Annex 5), which shall further be incorporated as they may reasonably have been amended by AHDB into any Call-Off Contract.

5. This Framework Agreement consists of:

- this Form of Agreement,
- Annex 1 (Contacts, page 7),
- Annex 2 (Specification Details, page 8) read with the Appendix thereto;
- Annex 3 (Ordering Procedures, page 86);
- Annex 4 (Call-Off Contract Template, page 88);
- Annex 5 (AHDB Terms, page 89)

each of which together with any documents specified therein is incorporated into and forms part of the Framework Agreement.

5.1. In the case of any conflict or inconsistency, documents shall take precedence in the order in which they appear in Clause 5 above.

5.2. References to Clauses are references to the clauses of this Form of Agreement, to Conditions are references to the terms and conditions of the annexed AHDB Terms and to paragraphs are references to paragraphs in the referring Annex or Appendix unless otherwise indicated.

5.2.1. For the avoidance of doubt, references within a Call-Off Contract shall apply according to that Call-Off Contract.

5.3. This Framework Agreement including the Specification may be amended by the Parties in Writing.

5.3.1. Any amendment including any extension under Clause 7.1 below shall have no effect unless it is in compliance with public procurement law.

5.4. The Framework Agreement and any amendment thereof may be executed in counterpart and by the Parties to it on separate counterparts, each of which when so executed and delivered shall be an original, but all the counterparts shall together constitute one and the same instrument.

6. In this Framework Agreement the following words and expressions shall have the meanings given to them below, unless the context otherwise requires:

Word or Expression	*Meaning*
AHDB Terms	AHDB's Terms and Conditions for the Purchase of Goods and Services (attached within Annex 5);

Call-Off Contract	a contract for the supply of Goods and/or Services pursuant to this Framework Agreement
Call-Off Contract Template	The template that shall be used or deemed to have been used for any Call-Off Contract (attached within Annex 4);
Commencement Date	The date set out in Clause 7, as it may have been amended;
Completion Date	The date set out in Clause 7.1, as it may have been amended;
Framework	The framework arrangements established by AHDB for the provision of the Goods and/or Services to AHDB;
Ordering Procedures	The procedures applicable to the making of a Call-Off Contract (see Annex 3);
Specification	The specification provided in Annex 2, as it may have been amended;
Term	The period commencing on the Commencement Date and ending on the Completion Date, the whole day of each Date being included;
Working Day	Any day other than a Saturday, Sunday or public holiday in England.

7. The Framework Agreement shall commence or be deemed to have commenced on 15th January 2021 ('Commencement Date').

7.1. The Framework Agreement shall terminate on 14th January, 2023 ('Completion Date') unless it has previously been extended, in which case the Completion Date shall be deemed to have been appropriately amended. There is the option to extend for 3 periods of 12 months each, should AHDB wish to take up. These will be agreed between AHDB and the supplier and an extension contract will be drawn up. Therefore there is the potential for the contract to be extended until January 2026.

7.2. Notwithstanding any act of termination or the achievement of the Completion Date, the relevant provisions of this Framework Agreement shall remain in effect insofar as is necessary to ensure the performance of all obligations and the satisfaction of all liabilities and to enable the exercise of all rights under the Framework Agreement in each case as such shall exist at the time of such act or the Completion Date.

8. Without prejudice to either Party's rights or obligations pursuant to law and subject to Clause 8.4, the aggregate liability of each Party in respect of any claim or series of connected claims arising out of the same cause in any year whether arising from negligence, breach of contract or otherwise shall be limited to the amounts set out in Clauses 8.1 and 8.2.

8.1. In relation to AHDB, the amount shall be one million pounds sterling.

8.2. In relation to the Supplier, the amount shall be five million pounds sterling.

8.3. The amounts above may only be amended in Writing and prior to the event in relation to which a claim is made.

8.4. Where the Supplier is a consortium, each member of the consortium shall be jointly and severally liable for performance of the Supplier's obligations under this Framework Agreement and any Call-Off Contract.

8.5. Nothing in this Framework Agreement shall limit either Party's liability for fraud, dishonesty, deceit, fraudulent misrepresentation, death or personal injury.

9. For the avoidance of doubt:

9.1. The Supplier's standard terms and conditions for the supply of goods or services do not apply to this Framework Agreement or any Call-Off Contract except as may be specifically agreed in Writing.

9.2. In the event that the Framework Agreement applies only to the provision of Goods, the provisions relating only to Services in the Framework Agreement or any Call-Off Contract shall not apply.

9.3. In the event that the Framework Agreement applies only to the provision of Services, the provisions relating only to Goods in the Framework Agreement or any Call-Off Contract shall not apply.

10. Amendments to Annex 3

10.1. There are no amendments to Annex 3.

11. Amendments to Annex 4

11.1. There are no amendments relating to Annex 4.

12. Amendments to Annex 5

12.1. There are no amendments relating to Annex 5.

13. Special Conditions

13.1. Any conditions specified in this Form of Agreement as Special Conditions shall have precedence over any other provision in this Framework Agreement.

13.2. There are no Special Conditions.

- The remainder of this page is deliberately blank -

Signed for and on behalf of the Agriculture and Horticulture Development Board

Signature: [redacted]

Name of signatory:

Date: 12 January, 2021

Signed for and on behalf of the Supplier:

Signature [redacted]

Name of signatory:

Date: 8th January, 2021

Annex 1 Contacts

1. Contact information provided by the Parties shall be deemed to be inserted below.
2. Unless otherwise agreed, the Primary Contact nominated by a Party shall represent the Party for the purposes of this Contract.

AHDB

3. AHDB's address for correspondence and service will be:

   AHDB, Stoneleigh Park, Kenilworth, Warwickshire CV8 2TL

3.1. Communications with AHDB shall be marked for the attention of the person named below as AHDB's Primary Contact.

4. AHDB's Primary Contact will be:

   [redacted]

   or such other person as AHDB may nominate.

4.1. AHDB's Primary Contact will accept communications other than notices by electronic mail ([redacted] and (except for notices and matters required to be in Writing) by telephone ([redacted]) ([redacted]).

4.2. Communication with AHDB's Primary Contact will be deemed to be communication to all relevant divisions of AHDB.

Supplier

5. The Supplier's address for correspondence and service will be:

   [redacted]

   Communications shall be marked for the attention of the person named below as the Supplier's Primary Contact.

6. The Supplier's Primary Contact will be:

   [redacted]

   or such other person as the Supplier may nominate.

6.1. The Supplier's Primary Contact will accept communications other than notices by electronic mail [redacted]) and (except for notices and matters required to be in Writing) by telephone ([redacted]).

7. The Key Personnel if any in relation to the supply of the Goods and/or Services will be:

   [redacted]

   or such other person as the Supplier may nominate.

Annex 2 Specification Details

1. The Specification relating to this Framework is detailed in this Annex 2 and any amendments thereto are set out or deemed to be included in the Appendix to this Annex, page 85.

1.1. The Specification is based on:

- the invitation and/or acceptance by AHDB for the supply of the Goods and/or Services, by tender, and
- the Supplier's offer but excluding any of the Supplier's terms and conditions indicated to be imposed thereby except insofar as such terms and conditions do not conflict with any other provision of this Framework Agreement.

1.2. Any amendment to the Specification agreed in accordance with this Framework Agreement shall be deemed to be included in the Appendix to this Annex.

2. The information in this Appendix is to be read as having been amended by any amendments set out or deemed to be included in the Appendix to this Annex.

Evaluation Frameworks at AHDB - Specification

Evaluation of AHDB work programmes

The aim of this competition is to commission two frameworks of suppliers in relation to the evaluation work of the Agriculture and Horticulture Development Board (AHDB), against the following lots:

Lot One: Evaluation Support
Lot Two: Evaluation Validation

Suppliers may tender for one or both lots. We are open to proposals from individuals or companies as our contract opportunities will be varied.

Introduction and Background

AHDB is a statutory levy board, funded by farmers, growers and others in the supply chain to help the industry succeed in a rapidly changing world. We want to create a world-class food and farming industry, inspired by and competing with the best. We want to unite the whole industry around a common goal to lift productivity, bringing people together to collaborate, innovate and drive change. The delivery of services to levy payers and industry stakeholders covers six sectors which account for about 75% of total agricultural output in the United Kingdom (UK): Beef & Lamb, Cereals & Oilseeds, Dairy, Horticulture, Pork and Potatoes.

Our farmers, growers and processors expect to see a return on their levy investment, which is why AHDB is determined to demonstrate good value for money through appraising and evaluating our work, measuring performance and impact. It is also essential that we regularly evaluate our business processes to ensure that, as an organisation, we are continually learning and improving what we do.

As part of our Inspiring Success Strategy https://ahdb.org.uk/corporate-strategies we aimed to more systematically assess the impact of our work and have put in place bottom-up programme level evaluations of all our levy-payer-facing activities. We are about to move into a new strategy period, however our approach to evaluation still applies.

During the current strategy, we have identified approximately 65 programmes of work over the next five years, covering areas such as research, knowledge exchange, market intelligence and market development. These programmes of work are likely to contain several smaller projects and different work streams with activities that contribute towards the overall programme objectives. The success of each of these work programmes needs to be evaluated. So, AHDB Programme Managers in these areas (with guidance from the AHDB Evaluation Team) are responsible for drafting evaluation plans, and capturing appropriate data throughout the life of the programme. Various pieces of evaluation work will then need to be conducted for each overarching programme of work, examples are listed under lot one below. Some Programme Managers will complete full evaluations themselves and others will utilise suppliers to complete some or all of the evaluation work depending on individual requirements.

We require the evaluations to take place at the end of the programme or activity, and at suitable interim points. Many of these evaluations will include a cost-benefit analysis or assessment of return-on-investment. It is important that the evaluations which are produced are robust and evidence based.

Award of Frameworks by Lot

Lot One - Evaluation Support:
We intend to form a framework made up of more than one supplier; mini competitions will be held for each new piece of work and go out to all suppliers against this framework that have specified they can undertake work of that size (small, medium or large pieces of support, detailed below).

Lot Two – Evaluation Validation:
We intend to award to more than one supplier; commission to the framework will be awarded to potentially a maximum of eight suppliers overall, with a maximum of four suppliers specialising in agricultural economics and four suppliers specialising in evaluation.
Work will then be offered on a rotating basis to two suppliers per validation piece (one supplier of each specialism), dependant on availability of suppliers. Direct selection from the framework may be made for some pieces of validation work, in this instance the rotation will be adjusted accordingly.

<u>Lot One: Evaluation Support</u>

AHDB wish to create a framework to retain suppliers that have the ability to evaluate the impact of our programmes of work. Work will include undertaking formative and summative evaluation of AHDB programmes of work, for instance:

- Producing independent evaluation reports
- Data collection and/or analysis using suitable evaluation methods
- Evaluation surveying
- Cost benefit analysis for creation of return on investment figures or similar
- Developing lessons learnt and recommendations for improvement
- Working with programme leads, other AHDB staff and external stakeholders (collecting data, feedback etc.)
- Developing evaluation plans
- Dissemination of evaluation findings to various audiences
- Interim evaluation techniques such as process mapping

Requirements for evaluation support will be different dependant on the programme of work and flexibility is required. Evaluation support work may need to be completed independently or in collaboration with AHDB Programme Managers. Some programmes will already have some evaluation evidence collected such as survey results, event feedback forms, industry data etc., and will require this evidence to be analysed and reports created; whereas some programmes will need evaluation support to collate evidence from scratch. Programmes will typically already have evaluation plans in place, and will have been through our Investment Test process so will have a business case document which includes objectives, anticipated return on investment etc. Typically work will involve evaluating the success of the programme described in the business case, and if the programme of work met its objectives and desired level of impact. The programmes of work are of different sizes and budgets, so the evaluation support work required will be varied and successful suppliers will need to be flexible. Two previous example specifications are included as examples at Appendix One and Two.

Evaluation work is new to some areas of AHDB and as such, it is difficult to predict exact requirements for evaluation support, so a flexible approach will be required. Once the successful suppliers for Lot One Evaluation Support, are in place, we estimate that suppliers will be given the opportunity to bid for the following, although this will depend on individual work programme requirements:

Estimated number of contracts	Estimated size of report	Estimated budget range	Further information
x 10 per year	Small evaluation support	£5-£25k	Such as in Appendix One
x 3 per year	Medium evaluation support	£25-£40k	Such as Appendix Two
x 1 per year	Large evaluation support	£40K+	This may contain a significant amount of data collection, such as a sizeable survey or advanced statistical analysis of industry datasets (ex: genetics or research programme work)

Suppliers accepted onto the Evaluation Support framework will already have provided details of their knowledge and experience via the Bravo Qualification envelope, therefore this will not be a requirement at the mini competition stage.

Budget

Deliverables and budget will vary and be dependent on the individual mini competition contract opportunity, as described above.

Proposal Requirements: Within your proposal, please clearly demonstrate the following:

1. Ability to deliver a variety of evaluation support.
2. The proposal should clearly demonstrate the supplier's suitability for meeting requirements of AHDB against the evaluation support lot.
3. Suppliers should be able to demonstrate a track record of providing evaluation services. The UK Evaluation Society's Framework of Evaluation Capabilities summarises desired competences around evaluation knowledge, professional practice and qualities and dispositions.
4. Suppliers should be able to demonstrate experience of working in the agricultural sector.
5. The proposal should include the following details:
    - name and full contact details of the project manager who would be leading any projects
    - relevant experience of project manager
    - role and name of key members of proposed staff to be involved in any projects
    - CVs for key members of staff to be involved with any projects
    - demonstrating how you will ensure continuation of service at the required level if any key members of staff leave your company

- demonstrating, with reference to specific examples, a recent successful track record with similar contracts
- a breakdown of hourly/day rates for each staff member

6. Details and experience of any third party agencies that will be used to deliver any projects. Clearly indicating the stage in which they would be involved and the expected extent of their involvement.
7. Example methodologies used to achieve the evaluation support must clearly be identified in the proposal.
8. A process for quality control and adherence to MRS code of conduct where relevant. Higher marks will be awarded where this information is presented in a way that demonstrates how quality control processes impact on/are implemented at each stage of relevant projects.
9. Examples of how a project would be planned and typical timescales for work.

Structure of Submissions and Evaluation Methodology

Evaluation of proposals will be undertaken in accordance with the following criteria and weightings:

80% of the evaluation weighting will be based on the quality of the proposal.

- Outline a clear approach to different aspects of evaluation support – clearly demonstrating how the supplier could achieve evaluation objectives for relevant contracts, to deliver clear and robust evaluation support for AHDB. (30%)
- Experience of project manager and supporting team in delivering similar projects in terms of methodology, location, sector etc. (20%)
- Demonstrate a clear strategy for maximising evaluation effectiveness, giving at least two examples of where contracted evaluation work has improved programme performance. (10%)
- Present an objective and well-structured proposal which clearly lays out the required information and includes a detailed breakdown of costs and example project plans, identification of any risks to delivery. (10%)
- Demonstrate how a process for quality control will be followed at each stage of the process. Along with adherence to the MRS code of conduct where necessary. (10%)

20% of the evaluation weighting will be based on the cost of the proposal.

- To enable comparability of cost of proposals, we require submissions to include example bids for the proposals in Appendix One and/or Appendix Two. (20%)

If suppliers are interested in providing services for varying sizes of work, example bids for both Appendix One and Two need to be submitted.

For example, Appendix One gives an example specification of a smaller piece of evaluation work, and Appendix Two gives an example specification of a medium sized piece of evaluation work. If selected to be on the framework, suppliers that choose to give an example bid for Appendix One only, will only be sent specifications for smaller evaluation mini competitions; suppliers that choose to give an example bid for Appendix Two only, will only be sent specifications for medium or large evaluation mini competitions; whereas those that choose to give an example for both Appendix One and Two will be sent specifications for all evaluation mini competitions.

Suppliers must clearly mark their final lump cost for any example bids against Appendix One and/or Two. In addition, a breakdown of costs for all stages of each project excluding VAT, and a breakdown of the number of days and day rates for each stage of the project including both fieldwork and non-fieldwork stages of the project, should be included to allow for comparison between suppliers.

The proposal must illustrate how each of the service requirements could be met and describe how the service requirements could be delivered to AHDB.

Lot Two: Evaluation Validation

AHDB wish to create a framework to retain suppliers that can validate evaluation reports and return on investment calculations produced internally at AHDB. Work will include reading and analysing internally produced AHDB evaluation reports and/or return on investment calculations or similar, to provide scrutiny and suggestions for improvement, and advise on reliability of the reports. In effect validating the evaluation work we produce in house.

We require two validators to validate each report, one with an evaluation specialism and one with an agricultural economics specialism. Work will be offered on a rotating basis, dependant on availability of suppliers. Where any supplier is able to offer both evaluation and agricultural economics specialisms, AHDB will decide which aspect the supplier should focus on for each validation piece; one individual may not do both the evaluation and economics validation of the same piece of work. Two individuals from the same company will not be selected to validate the same piece of work.

The validation work will include completing a two page validation form for each report. This may include topics such as:

- General questions on the report or return on investment calculation
- Areas of critique
- How can the report/calculations be improved?
- Is evidence reliable?
- Are any assumptions outlined realistic?
- Do you agree that the report/calculations are reasonable? Why?

We envisage that reports to be validated will be on average 30 pages in length. Supporting documents such as completed cost benefit analysis spreadsheets will also be provided where appropriate.

An initial meeting (via Teams) will be set up with any successful suppliers before any work starts.

Evaluation work is new to some areas of AHDB and as such, it is difficult to predict exact requirements for evaluation validation. It is likely that we will have a busier period for validation work between January and March each year, in line with production of our annual Evaluation Summary Report each April. We estimate that the following may be required:

- 20 to 25 internal evaluation reports and/or cost benefit analysis calculations (or similar) to be validated per year
- Two suppliers validating each report
- Estimated time to validate each report, half a day
- Turnaround time is likely to be around two weeks from receipt of report

Budget

A day rate of £550 is offered, so £275 per half day. (Fixed price for the duration of the contract).

AHDB will identify the anticipated time required to complete a validation piece of work when each piece is distributed to suppliers (e.g. half a day, one day, two days etc.), invoices must not exceed this amount without prior discussion and agreement from AHDB. Work will be shared as equally as possible to all on the framework.

Proposal Requirements

1. Ability to deliver evaluation validation of internally produced AHDB reports and cost benefit analysis calculations (or similar), covering a variety of AHDB work functions, such as research, marketing, market intelligence and knowledge exchange, all relating to the agricultural industry.
2. The proposal should clearly demonstrate the supplier's capability for meeting requirements of AHDB against the evaluation validation lot. Suppliers should be able to demonstrate a track record of providing validation work in either evaluation in the agricultural industry, or agricultural economics.
3. The proposal should include the following details:
    a. name and full contact details of validator
    b. whether the validator is suited to evaluation validation and/or agricultural economics validation
    c. relevant experience and knowledge of validator
    d. a brief summary of suitability of the validator to meet the validation requirements
    e. demonstrating, with reference to specific examples, a recent successful track record with similar contracts
4. Details and experience of any third party agencies that will be used to deliver any projects. Clearly indicating the stage in which they would be involved, and the expected extent of their involvement.
5. A process for quality control and consistency with validation work. Higher marks will be awarded where this information is presented in a way that demonstrates how quality control processes impact on/are implemented through validation work.
6. Availability for evaluation validation work throughout the year, with the bulk of work in the first quarter as described.

Structure of Submissions and Evaluation Methodology

100% of the evaluation weighting will be based on the quality of the proposal.

- Experience and knowledge of validator in delivering similar projects in terms of evaluation or agricultural economics validation; giving relevant examples of research or evaluation projects conducted on areas such as agricultural productivity, R&D, marketing etc., and evidence of publications in related areas. (60%)
- Demonstrate a clear strategy for maximising validation effectiveness, giving examples where possible of where contracted validation work has improved performance. (20%)
- Present an objective and well-structured proposal which clearly lays out the required information, includes identification of any risks/key dates and demonstrates a process for quality control. (20%)

Duration of contracts

Contracts for both frameworks will cover a two year period, with the option to extend for a further three periods of 12 months each if required.

Key personnel and account management

The AHDB's Evaluation Manager will be responsible for management and day-to-day running of both the Lot One Evaluation Support contract and the Lot Two Evaluation Validation contract.

Any queries regarding this specification should be directed through the Bravo portal.

Terms/conditions of participation

AHDB Terms and Conditions for the supply of goods and services shall apply to any contract awarded as a result of this request for quote. A copy of these can be found on the AHDB website by clicking here.
Submission Guidelines

All proposals should be submitted and received by 12:00 Noon 30th October 2020.

Please respond via the Bravo portal

Please detail within the proposal which lots you are tendering for: Lot One, Lot Two, or Both

Submissions will remain unopened until after the closing date and time has passed.
Any clarifications are to be sent via the Bravo portal, the cut-off period for clarifications being 23rd October 2020.

AHDB will review and evaluate tenders after the closing date, and may seek clarifications from suppliers as part of the selection process. AHDB reserves the right to seek alteration of individual tenders to meet the exact requirements and to decline all tenders should the requirements not be met.

Timetable

Tender launched – competition published	28.09.2020
Deadline for receipt of responses (12.00 noon)	30.10.2020
Communication of intended awards	24.11.2020
Award of contracts	09.12.2020
Contract commencement	15.01.2021
Lot Two attendance meeting at AHDB main office	04.02.2021

Examples are relevant to Lot One

Appendix One: Example of a smaller piece of evaluation support work - extracts from the Pork KE Programme Evaluation specification

REQUEST FOR QUOTE (RFQ): Pork Knowledge Exchange Programme Evaluation (June 2019 – June 2021)

Background/Aims

In April 2018, following a successful Investment Test business case, AHDB launched a 3 year programme of Knowledge Exchange (KE) work through its Pork KE team. This work includes the coordination of Pork Field Trials, PhD and EUPiG activities in order to generate knowledge and produce industry tools and resources, as well delivery of Farm Excellence activities such as Strategic Farms, Technical Events and Pig Clubs/Groups.

This RFQ is seeking a supplier to carry out an interim formative evaluation of the first year of the programme (set up phase) and then a summative impact evaluation on the success of the programme. The supplier shall work in partnership with the AHDB, Pork KE and MI Evaluation teams to deliver the work.

Required outputs

Supplier:	*The supplier should be able to demonstrate:* • *A track record in evaluation consultancy* • *Experience of working within the agricultural sector* • *An understanding of GDPR and its compliance*
Interim report	• *The interim report should review the progress made towards implementing the Investment Test business case and subsequent delivery in year 1 of the project plan.* • *Recommendations should be made on how to improve programme delivery, increase uptake and engagement with the pig industry and its stakeholders and maximise impact for the remainder of the plan*
Resources for interim evaluation:	*The following are available now:* • *AHDB strategy 2017-2020* • *Pork KE Investment test business case and feedback* • *1st year (2018) results from Farm Excellence Impact Survey and cost benefit analysis from year 1* • *2018/19 technical events feedback form evaluation* • *Precision Pig awareness, uptake and benefits/barriers baseline survey* • *PigPro reports on uptake to date* • *EUPIG phase 1 report (covering 18mths of delivery)*
End of programme evaluation	• *The summative impact evaluation should review delivery in years 2 and 3 (building on year 1) of the plan, review uptake and engagement with the pig industry / stakeholders and assess value for money, cost benefit and the end results* • *Recommendations should be made on future KE activity and ways to improve delivery*
Resources for end evaluation:	*The following will become available:* • *2nd and 3rd year (2019 and 2020) results from Farm Excellence Impact Survey and cost benefit analysis* • *2019-2021 technical events feedback form evaluation* • *Precision Pig awareness, uptake and benefits/barriers repeat survey* • *PigPro reports on uptake to date* • *EUPIG end of programme reports* *This isn't an exhaustive list and other evidence, case studies etc will be available*
Industry and Stakeholders	• *The successful supplier may wish to contact a small number of producers and stakeholders to gain direct feedback. This methodology should be outlined in the quote*
AHDB Staff	• *Face to face meetings can be undertaken, or attendance at team meetings to ask questions to help inform the evaluation can be made*
Report Template	• *Please provide a suggested template for the evaluation report*
Project Plan	• *Please provide a project plan, covering the production of the interim and end of programme report*

Timings	• *The interim report should be done in Jun-Aug 2019 and made available by end Aug 2019* • *The full end of programme evaluation should be carried in April/May 2021 and made available by end June 2021.* • *Invoicing should be after completion of each report*

Relevant to Lot One

Appendix Two: Example of a medium sized piece of evaluation support work - extracts from the Farm Excellence Platform Impact Survey specification

Research objectives

AHDB requires an outcomes & impact survey of those levy payers and stakeholders who have directly engaged in its Farm Excellence Platform (FEP). The primary purpose is to deliver an evaluation of the FEP in terms of its actual impact on the ground at a host, attendee and industry level. The secondary purpose is to create an effective organisational baseline measurement to inform forward planning and track performance over time. The survey will determine current levels of perceived benefit and conversion of learning to reasoned action and improvement. A survey based on around twelve key metrics will allow AHDB to evaluate its performance in knowledge exchange as one organisation as well as being able to compare and contrast baseline levels between individual sectors.

The initial outcomes & impact survey (Y1) will then be required to be repeated annually in order to measure the progress across the metrics measured in the baseline survey. The successful bidder will be required to carry out three surveys, one baseline (Y1) plus two follow-up surveys (Y2 to Y3), between August 2018 and March 2021. It is anticipated that the fieldwork for each year will be carried out between November and January.

The findings of the initial (Y1) baseline survey will need to be delivered by March 2019.

Bidders should note that 2018 will be the first time that AHDB will carry out an impact survey for its whole FEP. Previously, surveys have been undertaken and event feedback collated by the individual sectors. Some AHDB sectors conduct surveys annually while others do so on a less frequent basis. Inconsistencies in the methodology and sampling approach and timings of the individual surveys have prohibited meaningful or measurable cross-sector comparisons. However, the individual surveys serve an important purpose at sector level, informing strategic plans. AHDB wishes to explore the opportunities for synergistic collaboration within the scope of the single FEP impact survey from 2018 onwards. Several of the sectors ask very similar questions, examples of which are provided in Appendix 3.

3. Service Requirement

3.1 Research Objectives	In 2018, research is required initially to establish a baseline measurement of around twelve predetermined customer metrics to inform future planning and direction. It is anticipated that eight of these will be generic across the sectors with a further four being sector specific. The generic research metrics chosen need to provide a measure of: i. Awareness of FEP o How did they find out about the FEP? o When did they find out? ii. Involvement with FEP o Why did they choose to get involved in the FEP? o What was their aim for attending? iii. Uptake of FEP o How many FEP events have they attended? o What has been their uptake of any resulting products/services? iv. Learning o What key messages have they taken from attending FEP events? o What skills have they improved following attendance at FEP events? v. Change o Have they made any changes following attendance at FEP events? o If yes, what and why? o If no, do they intend to make any change? o Or if no, why not? vi. Benefits (economic, social, environmental) o Perceived benefits of making change o Realised benefits of making change (economic quantification where possible and considering timescale of farming year) o Will they continue to realise benefits into the future? vii. Satisfaction o Did the FEP events / meetings achieve their objectives? o Changes they think could be made to the FEP viii. Recommendation o Would they recommend the FEP (scale 1 – 10)? o Net Promoter Score AHDB will be very much guided by the research supplier in terms of setting the pre-determined baseline metrics. For the 2019 and 2020 surveys, AHDB would like to consider an opportunity to expand the research (in addition to the baseline metrics), to include further themed or sector specific questions. A final decision on the questions to be included in subsequent surveys for 2019 and 2020 will be decided following the outcome of the 2018 baseline.

3.2 Approach to Sampling	*The research sample should be broadly representative of commercial growers and producers in England, Scotland and Wales (but not NI which only applies to cereals and oilseeds), by size and farm enterprise type.* *It is expected that around fifty levy payer respondents for each of the six AHDB sectors will be surveyed (total approx. 300). AHDB will also require the chosen supplier to survey about fifty key stakeholders (agronomists, vets, consultants and researchers) who have engaged in the FEP.* *Prospective research providers should advise on the sampling approach with reference to the following considerations:* *i. While the FEP is now a common vehicle for delivering Knowledge Exchange across all sectors, each sector is at a different stage of development and will have varying levels of activity in the four key components illustrated in Appendix 1.* *ii. The FEP also consists of a variety of different programmes across the sectors - there are different products, services and campaigns used within each sector, examples of which are included at Appendix 2. (Hence, the requirement for a third of the questions to be sector specific). In creating and undertaking the survey, it is important to consider that these sector events and activities are more likely to be how levy payers recognise what they have participated in than the term FEP.* *iii. The FEP is increasingly linked to, or represented by, digital resources, tools & media which may be the main or only point of access for some levy payers and stakeholders.* *iv. A respondent may also have multiple enterprises qualifying for levy payment, but should be chosen on the basis of, and asked questions specifically relating to, the sector activity which they have engaged with the most. (One respondent = one enterprise).* *v. Sampling should be based on producers and growers that have actually attended FEP meetings & events. In addition, AHDB will ask the chosen supplier to also conduct a number of interviews with key stakeholders engaged with the FEP (to be advised once project is awarded).*
3.3 Database	*In order to carry out the research, the appointed supplier will be provided with a database of contacts covering England, Scotland and Wales (not NI). The database will be compiled from those who have engaged directly (attended an event or logged into a webinar) with the FEP (split into levy payers and stakeholders) and who have provided the necessary consent to be contacted for the purposes of this survey. Prospective suppliers are expected to demonstrate a thorough understanding of GDPR requirements and how they would comply with the regulations at every stage of the survey process.*
3.5 Quality Control	*The proposal should demonstrate a process for quality control and adherence to MRS code of conduct.*

	Higher marks will be awarded where this information is presented in a way that demonstrates how quality control processes impact on/are implemented at each stage of the research project.
3.6 Additional Information	*AHDB will provide the research supplier with details of the FEP programmes as well as examples of past questionnaires. Appendices one to three provide some initial information.* *The successful bidder, once appointed, will have access to the details of previous FEP surveys including questionnaires and key considerations about timings, contact lists and sampling frames.*
3.8 Deliverables	*Questionnaire for Y1 baseline survey.* *Data tables of final results in Excel and a final checked dataset in SPSS. Written report & powerpoint presentation delivered at AHDB offices for each of the Y1, Y2 & Y3 surveys.* *For 2019 and 2020, an expanded questionnaire with additional questions and findings delivered in Excel or SPSS as in Y1.*

Supplier proposal

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1.2.1 Approach, objective and delivery

Ability to deliver a variety of evaluation support meeting requirements of AHDB against the evaluation support Lot 1

Wavehill are familiar with a range of evaluation theories, designs and approaches as outlined in the **UK Evaluation Society's Framework of Evaluation Capabilities** and we have the ability to provide a wide range of evaluation support either working independently or collaboratively with AHDB Programme Managers and/or stakeholders. We are flexible and can work with **existing secondary data** such as survey results, event feedback forms and industry data as well as collecting **primary data** ourselves using a range of data collection methods and analysis techniques including; **semi-structured qualitative interviews, observation, focus groups , surveys, case studies, co-production (logic model, evaluation tools etc.), rapid evidence assessment and process mapping.**

Methods obviously play a crucial role in evaluation. No single method can claim a monopoly for the provision of the right evidence for an evaluation, but a deliberate choice of the suitable combination of evaluation techniques and methods (e.g. **qualitative, quantitative or mixed**) can lead to robust judgments in the assessment of programme achievements and provide solid answers to evaluation questions.

In drawing on the information collected through primary and secondary data collection, Wavehill have extensive experience of data analysis, including evaluating process and impact. Converting evaluation into action is what we do. Wavehill does not simply hand over data and sit back; we produce **evidence-based reports that clearly present lessons learnt and recommendations for improvement that can be disseminated to a range of audiences.**

Wavehill has developed rigorous models and methodological approaches for the following types of evaluation:

Process evaluation aims to understand the process of how an intervention has been implemented and delivered and identify factors that have helped or hindered its effectiveness. The types of questions answered by process evaluations include:

- How was the project delivered?
- What did participants and staff feel worked or did not work in delivering the project, why and how?
- Was the project implemented "on the ground" in the way it had been planned?
- Did the project meet its targets in terms of, for example, activities undertaken, areas worked in and so on?

- What was the experience of recipients and staff who received and delivered the intervention?
- Which aspects were most valued or caused difficulties? Was this different for different groups of people?
- Who did not engage, or dropped out, and why?
- What challenges (foreseen and unforeseen) have been encountered? How were they overcome?
- How effective were risk management strategies in anticipating and mitigating risks?
- How might the project be refined or improved?

Impact evaluation seeks to find out whether an intervention caused a particular outcome to occur. It requires both a measure of the outcome and a means of estimating what would have happened without the project (the provision of the support provided), ideally using a comparison group (counterfactual) and/or a baseline for the supported group. An impact evaluation can be undertaken to improve or reorient a project (i.e. for **formative purposes**) or to inform decisions about whether to continue, discontinue, replicate or scale-up an intervention (i.e. for **summative purposes**). **Questions** asked as part of an impact evaluation include:

- What were the project outcomes, were there any observed changes, and if so by how much of a change was there from what was already in place, and how much could be said to have been caused by the project as opposed to other factors?
- How did any changes vary across different individuals, stakeholders, sections of society and so on, and how did they compare with what was anticipated?
- Did any outcomes occur which were not originally intended, and if so, what and how significant were they?

A key element of impact evaluation is to assess the net outcomes generated considering factors including 'displacement' (positive outcomes being offset by negative outcomes elsewhere), substitution (positive outcomes for one group at the expense of another), leakage (the benefits to others outside the target area or group) and deadweight (outcomes which would have occurred anyway).

An impact evaluation might be able to demonstrate and quantify the outcomes generated by an intervention and return on investment. However, it will not on its own be able to show whether those outcomes justified the cost of that project. **Economic evaluation** deals with that issue. The two main types of economic evaluation Wavehill undertake are:

- *Cost-effectiveness analysis (CEA):* an approach which values the costs of implementing and delivering the project and relates this amount to the total quantity of outcome generated, to produce a "cost per unit of outcome" estimate (e.g. cost per additional individual placed in employment)

- *Cost-benefit analysis (CBA)*: a more complex approach which goes further than CEA in placing a monetary value on the changes in outcomes as well (e.g. the value of placing an additional individual in employment). This means that CBA can examine the overall justification for a project ("do the benefits outweigh the costs?"), as well as compare policies which are associated with quite different types of outcome. CBAs quantify as many of the costs and benefits of a project as possible, including wider social and environmental impacts (such as crime, air pollution, traffic accidents and so on) where feasible.

We often adopt a **theory-based approach** to the evaluation. Theory-based approaches are useful where experimental or quasi-experimental research design (i.e. using a control group to compare participants to non-participants) is not feasible. Even where feasible, experimental designs are usually ill-suited to identifying what about an intervention has been responsible for bringing about the observed outcomes. These research designs often show whether an intervention works, but not why it does. A theory-based approach is therefore an effective way of understanding 'what works and *why* it works' within an intervention.

Methods that can be used in this approach include *Theory of Change*, *Logic Models* and *Impact Pathways* and it is often undertaken at the design phase or early in the lifetime of a project to inform the development of a Monitoring and Evaluation Plan and/or framework. **We would use a theory-based approach at the start of an evaluation, when reviewing the business case document that has been developed by** your "Investment Test" process and the types of **questions a theory-based approach** can help to answer include:

- Do all the planned activities clearly link to the anticipated outcomes and impact of the project?
- Are all the planned activities necessary to achieve the anticipated desired level of impacts?
- What assumptions are being made when anticipating the impact of this project?
- What are the key enablers for achieving the intended impact?
- What are the key barriers to achieving the intended impact?
- How can we monitor the activities and impact of the project?

Our methods approach also draws upon HM Treasury's Magenta[1] and Green Book[2] however, our choice of research and evaluation methodologies and tools for analysis is guided by three principles; triangulation, blending, and validity. Our approach then typically blends methods (often referred to as a "mixed-method" approach), most obviously trying to strike a balance between quantitative and qualitative information to be gathered. In our research design, we pay close attention to both the internal and external validity of the methodological tools selected.[3]

[1] HMT Treasury (2011), 'The Magenta Book: Guidance for Evaluation'.
[2] HM Treasury (2003), 'The Green Book: Appraisal and Evaluation in Central Government'.
[3] The internal validity of the tool is a measure of the reliability and consistency of the data generated by the tool; the external validity is a measure of the relevance of the data generated to the conclusions that are being drawn.

Robust Management and Delivery Processes

The inception phase pf any contract will involve the production of a comprehensive work-plan. This detailed plan for resource and time allocation allows us to monitor and if necessary, commit additional resource to ensure it is delivered on time.

Wavehill uses a task structure to manage the delivery of their projects and assignments. The work stages and tasks set out in this submission will be verified and updated at the inception meeting held with the AHDB. The Project Manager will develop a detailed resourcing plan with clear responsibilities associated with each team member and the days allocated for each task.

We pride ourselves on our excellent project management processes and skills which allow us to ensure we deliver high-quality, well-written research outputs within required timescales and budgets. Each project has a dedicated Project Manager [redacted] in this case) whose role involves:

- Managing changes or variations to the contract
- Monitoring performance, compliance with conditions of contract
- Managing associated risks
- Clearly setting out roles, responsibilities and standards for the evaluation team
- Day-to-day contract management
- Ensuring that effective communication is maintained between all parties
- Responsible for project delivery, fieldwork and data collection
- Working with the client for continuous improvement.

The Deputy Project Manager will support [redacted] in his managerial role and take on the Project Management in [redacted] absence.

Each project delivered by Wavehill includes both a Project Manager and a Project Deputy Manager working extremely closely throughout the lifetime of any project. This structure is in place for several reasons one of which is to create a situation where two individuals within the team and company have a thorough understanding of a project and its management and delivery. This means that the loss of any one of these individuals has a limited impact on the delivery of a project. The Project Manager and Deputy will coordinate their annual leave (especially during the busier initial stages of the project) to ensure that both are not away for the same period to ensure that continuity is maintained.

Business Continuity in the event that the named individual leaves the organisation
At inception, we complete a comprehensive work-plan with proposed timelines, review the required resource commitments and update our capacity management system.

This process is flexible and real-time which means that we are always able to know exactly what our resource and time allocation is at any given period which will allow us to commit additional resource to a project to ensure it is delivered on time. The work-plan identifies agreed tasks, deadlines and responsibilities and key tasks have been allocated across the team.

All project evaluation related information, research notes and reports and data are saved in a project folder and we ensure that it contains the most up-to-date versions to enable continuity.

Internal communication between the team members is undertaken using Microsoft Teams where all project communication is captured.

There will be regular communication within the team to ensure an in-depth understanding of tasks, progress, outputs etc. This will be in the form of weekly operational meetings between the evaluation team and operation manager. The project risk register will also be reviewed and updated at each meeting

There is overlap in expertise / skills within the team, in this case [redacted] are all experienced consultants with the ability to lead on evaluations.

Our Operations Manager reviews our operational risks on a monthly basis, these feed into quarterly Director meetings together with our IT support team risk update. Our company-wide risk register is then subsequently updated ensuring that in the event of a business disruption, we have plans designed to allow us to continue operations of critical business functions.

Business Continuity Statement In the event of a business disruption
Wavehill's responsible for creating and maintaining business continuity plans for all of its services. In the event of a business disruption, we have plans designed to allow us to continue operations of critical business functions. We accomplish this in part by:

- Relocating impacted businesses to designated recovery locations.
- Using redundant processing capacity at other locations.
- Designing our technology and systems to support the recovery processes for critical business functions.
- Using business and technology teams that are responsible for activating and managing the recovery process.
- Adopting a communication plan to ensure that Wavehill employees receive emergency notifications and instructions via a variety of sources, including telephone contact, text messages and email.
- Rehearsing our recovery procedures and testing those procedures on a regular basis.

As part of our plans, Wavehill has identified the applications that are critical to each of our business divisions. These applications are implemented in separate production and recovery data centres using industry-standard practices to copy data from the production site to the recovery site in real time. In most cases, recovery times will range from nearly instantaneous to approximately four hours. For some business functions, next-day recovery is projected.

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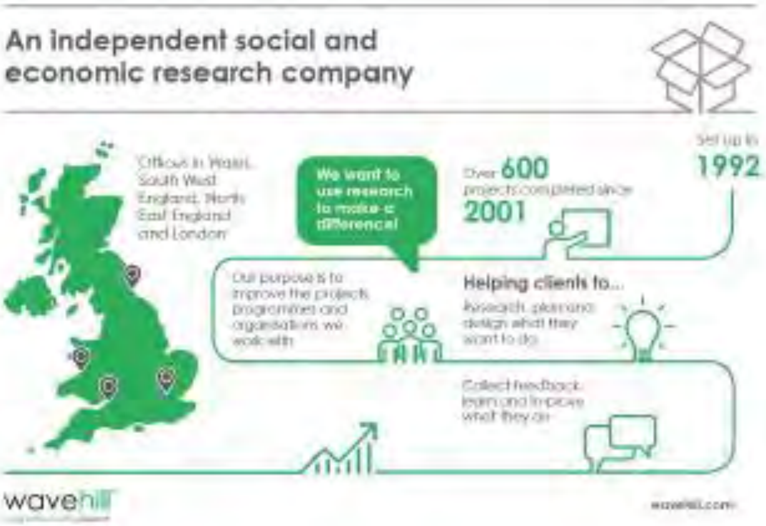
1.2.4. Proposal, breakdown and risks

Appendix 1

Evaluation of
The *Pork Knowledge Exchange Programme*
(June 2019 – June 2021)

AHDB

A little bit about us...



Evaluation of The Pork Knowledge Exchange Programme

Contents

IMPORTANT

Please note the timing for the ITT in Appendix 1 - is pre Covid-19 hence the ITT does NOT include any method adaptions or risks in light of the Covid-19 pandemic. Please see Question 1.2.5 with regards to our current method adaptions and risks with regards to Covid-19.

1 The approach and methodology for undertaking the evaluation and reporting

Our approach draws upon HM Treasury's Magenta[1] and Green Book[2] We will use a mixed method approach of both quantitative and qualitative methodologies and undertake the evaluation through a programme of four Work Packages (WPs) including 15 detailed tasks. We present below the clear rationale and objectives for each of these WPs and tasks and provide a detailed description of how each of these tasks would be conducted.

WP1: Project Management

Objective: To underpin the evaluation by ensuring the research is designed and work-planned appropriately, in line with our Prince 2 project management processes, as well as ensuring that progress and emerging findings can be shared to inform delivery throughout the duration of the project.

Task 1: Inception

Upon contract award, we would look to arrange an **Inception Meeting** in June 2019 with the project team. This will be an opportunity to clarify any issues relating to the objectives of the evaluation and discuss any methodological refinements. The inception meeting will also provide the opportunity to clarify objectives and timeframes, and to specify any data protection and **GDPR compliant** data transfer protocols.

An **Inception Document** will be produced following the meeting which will include: a brief note of any clarification points, initial actions and revisions to the project scope, an updated methodology for the evaluation (if required), a detailed work-plan for the work to be undertaken and a risk register. We will also hold an inception meeting and update the inception document at the start of mid-term and final term evaluation stages.

Task 2: Progress Management and Reporting

We will provide continuous feedback, advice and regular updates in the form of biweekly telephone meetings during periods of evaluation activity and six-monthly meetings when the evaluation is not active. We would also discuss the possibilities of forming an *Evaluation Steering Group* (ESG) that includes project partners and key stakeholder representatives (typically no more than seven). We would meet the ESG or (if an ESG has not been set up) the client at key milestones to feed back our findings. In addition to these pre-arranged progress updates, we will also provide any information that could be important for the programme operation as and when identified.

Outputs: 2 x inception meetings at the start of each phase of activity and one inception document and 2 x document updates, including a detailed work plan and regular progress meetings and updates face-to-face and by email or phone (frequency to be determined at inception meeting).

[1] HMT Treasury (2011). 'The Magenta Book: Guidance for Evaluation',
[2] HM Treasury (2003). 'The Green Book: Appraisal and Evaluation in Central Government'.

WP2: Systematic Desk Review and Develop an Evaluation Framework

Objective: To review and refine the logic chain, which will, in turn, inform the evaluation framework and evaluation research tools development.

Task 3: Systematic In-depth Initial Document Review

We will review all relevant and available programme documentation to further understand the programme objectives and project activities that will be delivered by Pork KE, the review will include:

- AHDB strategy 2017-2020
- Pork KE investment test business case and feedback
- 1st year (2018) results from Farm Excellence Impact Survey
- Cost benefit analysis from Year 1
- 2018/19 technical events feedback form evaluation
- Precision Pig awareness, uptake and benefits/barriers baseline survey
- PigPro reports on uptake to date
- EUPIG Phase 1 report (covering 18 months of delivery)

We will review the management and monitoring information in grater depth once we have developed the evaluation framework and prior to producing the interim report and again prior to the final report (3 reviews in total) , were it will include the 2nd and 3rd year results from the Farm Excellence Impact Survey and cost benefit analysis, the technical events feedback form evaluation for 2019-2021, Precision Pig repeat survey and the PigPro and EUPIG end of programme reports.

Task 4: Scoping Interviews (x 6)

During the initial review of secondary evidence, we will undertake six interviews with key management and delivery staff across the AHDB, Pork KE and MI Evaluation teams. The interviews will explore the rationale and design of the programme and deepen our understanding of the programme elements including the coordination of Pork Field Trials, PhD and EUPIG activities and the delivery of the Farm Excellence activities including Strategic Farms, Technical Events and Pig Clubs/Groups.

Task 5: Literature and Policy Review

This will have two core purposes, (1) to assess how the KE aligns with current and future policy and where it adds value and complements existing initiatives and projects, and (2) to identify any similar initiatives and examples of best practice and assess how they have measured impact and outcomes. This will inform the evaluation framework design and research tools.

We will update the review for the mid-term and the final report.

Task 6: Review the Business Case and Evaluation Framework Development

We propose to undertake a comprehensive review of the programme's business case and logic model including exploring any gaps within it using the Theory of Change (ToC) process. We will also expand our thinking around the logic model to develop a more comprehensive Theory of Change (ToC). A ToC is probably best described as a roadmap that sets out the things that need to happen so as to achieve the intended final outcome and address the need (and rationale) for intervention. It is also a method of identifying the assumptions that are being made within the identified 'causal chain', barriers that need to be overcome and the enablers — the things that need to be in place for the theory to work.

A good ToC/logic model is a very useful tool for the evaluation of projects as it can reveal:

- Whether the activities being undertaken make sense, given the goals of the project.
- Whether there are things being done that do not help to achieve the goals of the project (i.e. they do not lead to a relevant outcome).
- Whether there are gaps in the support you (or others) are providing (i.e. some of the range of necessary interim outcomes are not being achieved).
- How to measure your impact and/or progress towards achieving the final outcome of the project; and
- Identify any additional or unforeseen outcomes which may not have been anticipated previously.

We will develop a logic model of the two projects as well as the programme as a whole and **review the range of work** undertaken by the project elements, i.e. coordination of Pork Field Trials, PhD and EUPiG activities and the Farm Excellence activities such as Strategic Farms, Technical Events and Pig Clubs/Groups and assess if they are going to achieve their outcomes which in turn will inform how to measure impact and/or progress towards achieving impact.

We will **identify the assumptions** that are being, or have been, made when a project is devised. For example, it is assumed that certain actions will lead to certain outcomes or that certain interim outcomes will lead to the desired final outcome. Testing the accuracy of those assumptions is an important part of any evaluation. It is also a method of highlighting the assumptions that are being made within the 'causal chain', identifying barriers that need to be overcome and the enablers, i.e. the things that need to be in place for the theory to work.

We propose to facilitate two half-day workshops, (one half-day for each project) with the management team and delivery staff and stakeholders for each project as part of the review process.

A ToC and Evaluation Framework Co-Production Session[3]

Figure 1 below is an example of a logic model we developed for the Slurry De-watering and Nutrient Enhancing System / Project System Evaluation. The diagram shows the different inputs going into this project including the Welsh Government funding; P&W's proven-concept technology; Gelli Aur's project management experience, industry knowledge, and experience in showcasing and trialling R&D; and the expertise and credibility brought by the Steering Group members. These inputs go into conducting the iterative experimental development process and dissemination of findings. These, in turn, are designed to generate a series of results which will enable the project to achieve its aims of benefitting the environment and agricultural society as a whole.

[3] Please note that post Covid these sessions would be scheduled virtually

WP3: Fieldwork - Data Collection and Collation

Objective: To undertake a wide-ranging consultation with beneficiaries, stakeholders and other relevant parties in order to collect the primary evidence (quantitative and qualitative) needed for the process and impact evaluations.

Task 8: Interviews with Delivery Team and Partners (x16 interviews) (mid and final evaluation stages)

We propose to undertake semi-structured face-to-face and/or telephone interviews with up to six management and delivery staff and key stakeholders including *for each project* at both the mid-term and then again at final evaluation stage, 16 interviews in total. We are aware that there may be a number of individuals involved with more than one project and that this will be covered in one interview. The interviews at the mid-term stage will be more process-focused and assess:

- How the project is progressing and achievements to-date in relation to the objectives?
- What do stakeholders and staff feel has or hasn't worked in delivering the project, why and how?
- Is the project being implemented "on the ground" in the way it had been planned?
- Which aspects were most valued or caused difficulties?
- What challenges (foreseen and unforeseen) have been encountered? How were they overcome?
- How likely is it that the project will meet its outcomes what has, to-date, work well and not so well?
- How might the project be refined or improved?

The interviews at the final stage will be more focused on measuring outcomes and impact of the two projects. Naturally, interviews with members of the team who have different responsibilities will have a different emphases.

Task 9: Interviews with Stakeholders and Beneficiaries (mid and final evaluation stages)

We will undertake a mix of semi-structured telephone and online interviews with a sample of beneficiaries in the projects at the mid-term and final stage. The exact number to be interviewed at mid-term and final term will be agreed when we develop the evaluation framework (Task 7), however for tender purposes we have allowed for 150 interviews in total which includes 50 re-interviews with the same stakeholders at final evaluation stage.

The interviews will explore the additionality[4] and sustainability of impacts. This will involve three types of additionality assessments:

1. **Additionality of actions** (i.e. the probability that participants would have taken action anyway in the absence of participation in the Pork KE).
2. **Additionality of outcomes** (i.e. the outcomes of the participation in the Pork KE, which should match with the aims of the programme logic model in terms of influencing outcomes).
3. **Additionality of support/research** (i.e. the probability participants would have found alternative research in the absence of their participation in the Pork KE).

[4] Definition of additionality: the extent to which activity takes place at all, on a larger scale, earlier or within a specific designated area or target group as a result of the intervention. Source: Additionality Guide, Fourth Edition (2014), Homes and Communities Agency, UK Government.

All telephone interviews will be scheduled in advance, and a discussion guide (that has been reviewed and approved by the client) will be sent so that interviewees may prepare for the interview and gather any relevant information. Interviews will be conducted by a senior researcher. Wavehill has considerable experience in conducting interviews with farmers and producers[1] and are able to offer interviews within and outside working hours, i.e.: in the evening and weekends if required.

Task 10: Consultation with other Stakeholders x 10 (mid and final evaluation stages)

We will undertake up to five interviews *per stage* with wider pig industry stakeholders. The interviews will provide an external perspective of the added value for the support received and the effectiveness of the management and referral process. They will also provide insight on how the project has aligned and integrated with other initiatives and strategies. Interviews will be conducted via telephone by senior consultants.

Task 11: Case Studies x 8 (mid and final evaluation stages)

We will develop at least eight case studies in total from information obtained from the previous tasks, four at both mid and final evaluation stages. The case studies will provide a rich insight into the project process, outcomes and impacts. Each case study will follow the broad characteristics outlined below:

- Description of how the project was delivered, highlighting examples of effective engagement and delivery
- Examples that highlight the value for money and outcome attributable to the project.
- A summary of the outcomes, impact, lessons learnt and recommendations from the perspectives of all involved.

We suggest that the case studies reflect the different project elements i.e. : the coordination of Pork Field Trials, PhD and EUPiG activities and examples of the knowledge generated and industry tools produce, as well delivery of Farm Excellence activities such as Strategic Farms, Technical Events and Pig Clubs/Groups

The case studies will also involve effective use of accounts in first-person narrative and verbatim quotations to emphasise points, detail the involvement of key stakeholders and attribute impacts to the project. They will be produced in publishable format, with professional layout, diagrams and pictures.

Outputs: 150 interviews with beneficiaries and stakeholders, 18 telephone interviews with the delivery team and partners, 10 telephone interviews with other stakeholders, 8 Case Studies.

[1] Please see section 3 for examples of our experience conducting interviews with producers and farmers

WP4: Analysis, Feedback and Reporting

Objective: To assess the evidence collected in Work Package 3 and disseminate findings through full evaluation reports, workshops and presentations.

Task 12: Primary (Evaluation Interviews) and Secondary (Project Monitoring) Data Analysis

We will analyse the external data captured by Wavehill together with the internal monitoring data for each individual project.

Analysis of Data Collected by Wavehill in WP3: Following our extensive consultation, we will undertake a thorough analysis of all the data collected which will be included in the mid-term and final evaluation reports and fed back to the client team and/or the ESG as and when required.

The qualitative data will be analysed using a thematic matrix approach. This comprises an analysis grid for the classification and interpretation of qualitative data. Following initial review, once the analysis framework has been agreed, each identified theme is then translated to a column heading in a matrix chart. Each interview will be reviewed, and relevant data extracted and summarised for input into a specific cell within the matrix. In our coding, we will be looking for themes and topics, ideas and concepts, terms and phrases, and specific keywords. This process allows the full range of experiences and views to be documented, as well as capturing possible explanatory variables. The data will provide the key insights into the project delivery performance and the perceived impacts.

Analysis of Management Information: Detailed analysis of management information and secondary output data will be undertaken at each stage, comprising desktop analysis of project documentation including strategic and delivery information, detail on expenditure and milestones and outputs. This process will be undertaken for each of the reports and will inform our analysis of both process and impact elements.

Task 13: Economic Impact Assessment

Where possible we will measure the impact of each element of the Pork KE project using the methods agreed at Task 7, evaluation framework development. This may include the number of jobs created, efficiencies and increase in production and current and future profitability. This data will be converted into gross GVA and then into net GVA after factoring in additionality factors including deadweight and any displacement or leakage considerations using HM Treasury Magenta Book guidance. Our impact assessment will make a clear distinction between the outcomes and impacts which have actually been realised and those which are predicted to arise in future years which will allow us to establish the impact of the Pork KE in the Industry Sector. We may also assess the Return on Investment (RoI), based on (a) the sample covered in our beneficiary/stakeholder survey/interviews and (b) a scaled estimate to programme level.

Task 14: Reporting

All our reporting processes will include the following stages:

- **Quality Assurance** - Wavehill has a unique quality assurance procedure that ensures all our reports are clear, concise, comprehensive and most importantly, user-friendly. Before presentation to the contract manager at AHDB, the draft report will be read and appraised by a Wavehill director (Endaf Griffiths) to ensure it meets the high standards expected by our clients.

- **Draft Report** - for comment and discussion by the Contract Manager/ESG.

- **Final Report** - this report will present the findings of the evaluation. It will be no longer than 20 pages (excluding appendices) and it will be prepared with the audience outlined in the ITT in mind. It will cover each element separately, including a description of the work undertaken, the findings from the evaluation and recommendations.

We will produce the following reports:

Interim Report – August 2019: The focus of this report will be to feedback on progress against objectives and outcomes, undertake an in-depth review of the implementation and delivery process, feedback with regards to barriers identified/faced, lessons learnt and good and effective practice and make recommendations for improvements where evidenced. The report will also include the evaluation framework and associated data collection tools.

Final Report – June 2021: The focus of this report will be on assessing the outcomes, impact, and contribution the projects are making towards the more longer-term outcomes and impact post. The report will provide evidence derived from the beneficiary survey and case studies as examples of the impact derived from the Pork KE investment; this will include any unintended or unexpected effects. We will review how the project currently fits with other Government strategies in order to further develop and action plan the options going forward. Importantly the report will make clear recommendations on the on future KE activity and ways to improve delivery.

Task 15: Feedback Workshops and Presentations

Wavehill can provide the duel qualities of rigour and creativity and produce reports and briefing outputs that withstand scrutiny and are clear, concise and visually engaging. We are passionate about ensuring that our evaluations are utilised and therefore value the importance of delivering our findings in a meaningful, concise and useable format.

We propose the following dissemination methods:

Sharing Interesting Practice and Future Planning Workshops: We are proposing to facilitate two workshops on completion of the mid-term and final report with participants, stakeholders and management and delivery staff to disseminate our findings, help to share best practice, and reflect on the future of the programme beyond the end of its current funding period. We recognise the logistical difficulties involved in arranging this kind of workshop and as a consequence, we would be very happy to negotiate the timing of this workshop to co-ordinate with or 'piggyback' off another suitable event.

Formal Presentations: We propose to present the findings of each report on completion to the project team, partners, AHDB and a wider audience if required and have allowed for two presentations.

3.3 Project Management

All Wavehill projects are managed and delivered in line with our ISO certificated internal processes and by using the key principles of PRINCE2 methodology including:

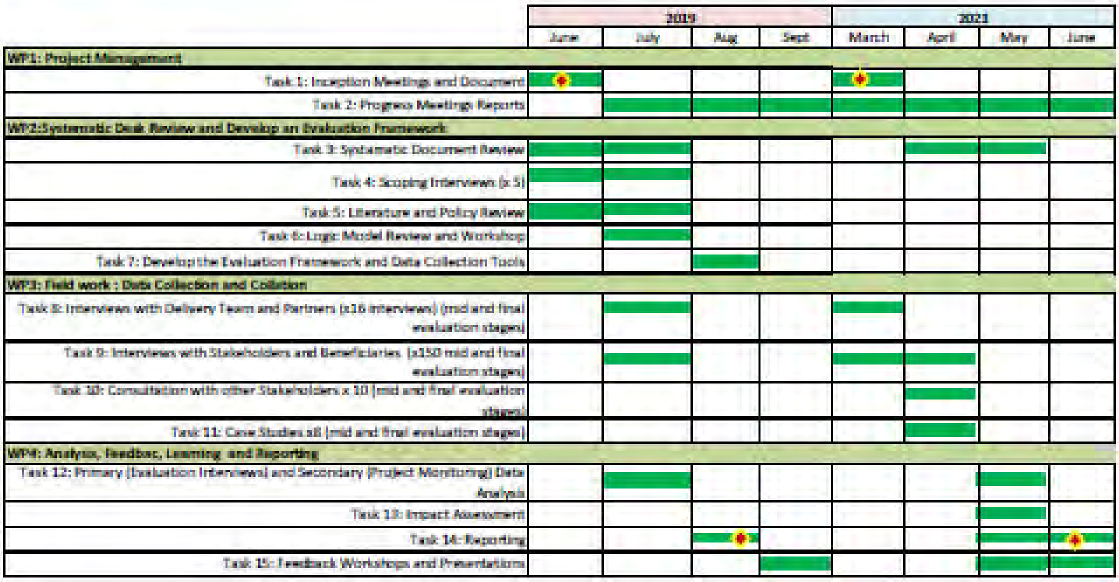
Effective client liaison & establishing clear lines of communication between the client and Wavehill: our approach is to agree a single point of contact between AHDB and Wavehill for all issues relating to the evaluation. We will agree a client liaison plan at the start of the evaluation, and provide progress updates every two weeks and meet regularly throughout the evaluation, including on commencement of tasks and at key milestones.

Internal evaluation team meetings: the delivery of each project within Wavehill involves regular meetings of the team undertaking the evaluation in order to ensure that information is effectively shared between all those involved.

Breaking down the delivery of the evaluation into a number of stages with clear deliverables and outputs. Within two weeks of the inception meeting we will produce an inception document containing a work plan which details step-by-step each stage of the project delivery, timescales of each stage and who is responsible for its delivery. We will monitor the evaluation's progress against this plan and it will be accompanied by a **Risk Register maintained and updated throughout the evaluation.**

Within two weeks of the inception meeting we will produce an inception report containing an agreed work plan which details step-by-step each stage of the project delivery, timescales of each task and who is responsible for its delivery. This will be accompanied by a Risk Register in line with our Prince 2 project management requirements. The register will expand on the risks we have already identified in the table below drawing on documentation review and familiarisation interviews at the inception stage. Both the risk register and timetable will be reviewed periodically – we would suggest at each project review meeting.

3.4 Project Timelines



Ensuring the Quality of all Research Outputs (e.g. fieldwork tools, datasets, data summaries and reports)

All external documents and materials including, letters, questionnaires etc. will be quality checked and then signed off and checked again before distribution. We work to the highest ethical and information security standards and are a registered agency under the Data Protection Act. Senior staff are active members of national best practice networks including the UK Evaluation Society and the Institute for Economic Development to learn, promote and disseminate quality research. All research that we undertake conforms to the principals of the Social Research Association's Ethical Guidelines.

Our staff work within systems designed to deliver high quality both in processes, including sample selection and fieldwork, and in outputs, including reliable and valid data, documentation, and analysis and reporting. We design data collection instruments to meet clients' requirements and generate data that is relevant to the survey objectives.

Quality Check and Turnaround of Reports

We agree a report completion timetable well in advance of each reporting element, allowing enough time for drafts to be quality checked prior to delivery, for comments to be addressed and for reports to be amended and once the final content had been signed off, for the reports to be formatted in line with requirements. For each subsequent draft of a report, we provide a tracked change version with all the comments from previous versions left in and track changes/comments made against them so that our client can easily see whether the comments have been addressed.

Ability to respond to requests

Wavehill is ISO certified and has established a set of service levels regards to client response to ensure delivery of the services required within the specified timescales.

Telephone Messages	We commit to respond to all Clients' telephone messages within 2 hours of receipt.
General Telephone Enquiries	We commit to respond to all Client's general telephone enquiries within 12 hours of receipt
Written Correspondence	We commit to respond to all written correspondence within 3 working days of receipt.
E-mail Correspondence	We commit to acknowledge receipt of all e-mail communication within 4 hours with an estimated timeline for response.
Project timeline dates	We commit to meet all key project deadline dates.
Project issues / queries	We commit to deal with any outstanding / unresolved project issues reported to us within 12 hours of receipt. We commit to highlight any project issues to our clients as soon as they have been identified.
Reports	All final reports will be produced fully quality checked and proof-read.
Project Questionnaires	All questionnaires will be pre-tested and piloted prior to final agreement with our Clients.

All Employees Will Always Follow the MRS Code of Conduct

Wavehill Ltd is a member of the Market Research Society Company Partner Scheme which means we ensure our research techniques comply with the MRS Regulations and Guidelines at all times. As a Partner, we commit to continually monitor our performance and to participate in regular audits to ensure that we adhere to procedures and processes which guarantee we operate to the highest possible standards.

All members of the Research Team are also individual members of the Market Research Society and adhere to its Code of Conduct at all times.

We have robust quality and management systems and are a registered agency under the **Data Protection Act 1998**. All of our staff are **Disclosure Barring Service** (DBS) (previously CRB) enhanced checked and we are a registered body with the DBS in accordance with Paragraph 120 of the Police Act 1997.

All field researchers and consultants and have also completed a mandatory training course which covers **Equality, Diversity and Inclusion, Duty of Care, and Safeguarding Children and Adults (POVA).**

Information on data security (including storage and transmission of personal data and data protection processes that will be followed

Wavehill has achieved Cyber Essentials accreditation which provides our clients with the knowledge that we take cyber security seriously and reassuring them that we have levels of protection in place against cyber attack.

Wavehill's Office Manager will be responsible for maintaining the data protection notification, dealing with subject access requests, maintaining awareness of Data Protection legislation and guidelines and offering advice on compliance with the Act.

Wavehill have fully **General Data Protection Regulation** compliant We are now experienced in working within the GDPR restrictions and have undertaken work which complies with GDPR on several research and evaluation contracts and we continue to refine processes and procedures as required under the regulation.

A copy of our full data security policy can be made available on contract award if required.

4.2 Our values

Wavehill are committed to understanding and meeting the needs of our clients. Our ethos is fundamentally based on delivering high quality, rigorous research and consultancy services that inform practice, shape policy and facilitate change.

These are the principles that guide our conduct as a business as well our relationship with our clients, partners and other stakeholders.

- **Keeping things simple:** we believe that things work best and are better understood if they are explained plainly, in a clear and concise manner.
- **Straight talking:** we believe in being open, honest and direct in the way we work and communicate with those both within and outside the company.
- **Clear and ongoing communication:** we believe that it is important that our clients are clear about our work, the progress that is being made and so on. Maintaining clear and ongoing communication is therefore central to what we do and the way that we work.
- **Value for money:** we believe in offering our clients 'value for money' in everything that we do. Our objective is to provide services and products that are worth the price being paid for them.
- **Learn, improve and innovate:** learning, improving and being innovative is central to the way we work. We're constantly reviewing our methods and looking for better and new ways of doing what we do. This means that we can develop as a business, improve the services and products that we provide and be responsive to our clients' needs.
- **Be efficient and careful in the way we work and use resource:** we try not to spend money on things that don't improve our business and the services that we provide. We also believe in looking after the environment. This breeds resourcefulness, self-sufficiency and innovation within our organisation.
- **Our people are our assets:** we recognise that people are central to our company and believe in developing, listening and motivating our people. Be polite, be friendly, work hard.
- **A supportive environment:** there is a willingness amongst our team to muck in and help each other out at the time of need.

Annex 1. Managing Data

We have robust quality and data management systems and we are a registered agency under the Data Protection Act 1998. In the terminology of GDPR, under the terms of this ITT, AHDB will be the Data Controller and Wavehill will be acting as the Data Processor. Each role confers specific duties and responsibilities upon both client and contractor and makes early and robust communication about data issues critical. Data issues that we foresee, and which will be fully explored at inception, fall into four categories: gathering, storage, handling, and transfer.

We have developed a GDPR checklist for data gathering which we apply to all projects, which we will cover at project inception.

Storage: Wavehill have put in place a GDPR manual that updates and codifies all our internal data storage processes. Data is always stored in **secure** (password protected) and **anonymised** (identifiers removed) format. The original (non-anonymised) datasets are held in a secure file storage location and access is restricted to a 'need to know' basis. No sensitive (non-anonymised) datasets are held on individual machines or hard drives or copied to other non-secure locations. Data is stored for a limited time, generally to client specifications, or, in the absence of these, 6 months after the completion of a research contract, with consent for this secured from the subject prior to the research being undertaken. Where Wavehill has gathered and transmitted data to clients who will continue to hold that data as data controllers (such as this research, for example), all copies of datasets held by Wavehill are destroyed upon successful transfer to the client.

Handling: Analysis and outputs are always produced using the anonymised datasets and research analysts do not have access to non-anonymised data on a day to day basis. All our research staff are trained in GDPR data handling processes and secure procedures.

Transfer: Data transfer poses a challenge for GDPR compliance, as it is easy for undocumented copies of datasets – no matter whether they are password protected or not – to be held on email servers and local downloads. We ensure that all email accounts have been purged of any copies of datasets which have been transferred between a client and Wavehill. However, this makes retaining emails for audit trail purposes more complicated, so our preferred method for data transfer is by Egress Switch (or a similar secure data transfer service). We will discuss data transfer protocols at inception and find the best solution to fit the client's needs and capabilities. Our preference is to have all data transfers sent to our Operations Manager (Louise Petrie) via secure transfer service, who will ensure that data is downloaded and securely stored.

Processing Data: There are six available lawful bases for processing:

- **Consent:** the individual has given clear consent for you to process their personal data for a specific purpose.
- **Contract:** the processing is necessary for a contract you have with the individual, or because they have asked you to take specific steps before entering into a contract.
- **Legal obligation:** the processing is necessary for you to comply with the law (not including contractual obligations).
- **Vital interests:** the processing is necessary to protect someone's life.
- **Public task:** the processing is necessary for you to perform a task in the public interest or for your official functions, and the task or function has a clear basis in law.
- **Legitimate interests:** the processing is necessary for your legitimate interests or the legitimate interests of a third party unless there is a good reason to protect the individual's personal data which overrides those legitimate interests. (This cannot apply if you are a public authority processing data to perform your official tasks.)

Wavehill has revisited their privacy notices used within our survey tools, discussion guides etc. and have included additional information, including the lawful basis for processing as well as the purposes of the processing, to ensure we are compliant with GDPR.

Responsibility: All staff at Wavehill have a personal responsibility to safeguard the integrity and confidentiality of Wavehill's systems, data and physical facilities.

The Company Directors have overall responsibility for the application of the data security policy for matters under their control. They, through application via the Research Team Manager, must ensure that all staff are aware and comply with the policy. Breaches in security could lead to disciplinary action and will be reported to the Board.

Users of systems are responsible for ensuring that data and information to which they have authorised access is used only for the purpose provided and that the confidentiality and integrity of the data is maintained. Wavehill have amended their contracts for subcontractors to ensure any sub-processors used adhere to the new law.

Other Related Accreditations and Memberships

Wavehill are a Fair Data company and agrees to adhere to ten core principles. The principles support and complement other standards such as ISO and the requirements of Data Protection legislation.

Wavehill as MRS Members and Company Partners are regulated under the MRS Code of Conduct. This Code covers the collection and use of personal data and emphasises the need to protect all respondents from harm - particularly the young and vulnerable. The ten core principles of Fair Data work in tandem with the Code of Conduct.

Wavehill has achieved Cyber Essentials accreditation which provides our clients with the knowledge that we take cyber security seriously and reassures them that we have levels of protection in place against cyber-attack.

Cyber Essentials is a Government-backed, industry-supported scheme to help organisations protect themselves against common online threats. The Cyber Essentials scheme defines a set of controls which will provide organisations with basic protection from the most prevalent forms of threat coming from the internet and is reviewed annually.

In additionsenior staff are active members of national best practice networks including the UK Evaluation Society and the Institute for Economic Development to learn, promote and disseminate quality research. All research that we undertake conforms to the principals of the Social Research Association's Ethical Guidelines, which incorporates elements of data protection.

Our staff work within systems designed to deliver high quality both in processes, including sample selection and fieldwork, and in outputs, including reliable and valid data, documentation, and analysis and reporting. We design data collection instruments to meet clients' requirements and generate data that is relevant to the study objectives. We therefore have robust quality and management systems and are a registered agency under the Data Protection Act 1998. All of our staff are Disclosure Barring Service (DBS) (previously CRB) enhanced checked and we are a registered body with the DBS in accordance with Paragraph 120 of the Police Act 1997. All field researchers and consultants and have also completed a mandatory training course which covers Equality, Diversity and Inclusion, Duty of Care, and Safeguarding Children and Adults (POVA).

1.2.5 Quality control/code of conduct

Demonstrate how a process for quality control will be followed at each stage of the process. Along with adherence to the MRS code of conduct where necessary

Throughout Wavehill's work, we seek to deliver timely, accurate and valuable insights that effectively support the development and evaluation of communication and marketing activity. In order to ensure that work is completed on time and to a high standard, we have embedded a range of robust and proven Project Management (PM) and Quality Assurance (QA) processes. Our internal PM and QA processes have been certified as ISO 9001:2008 (latest audit, January 2018) compliant and adhere to the principles set out in PRINCE2.

We firmly believe that good practice starts from project inception. All projects have a dedicated Project Manager. From the outset we seek to **develop and maintain clear lines of communication** between clients and the research team. Our preferred approach is to agree a single point of contact between the client and Wavehill's Project Manager for all issues relating to a contract. We launch each of our projects with an inception meeting which aims to ensure that our **proposed approach effectively meets contract requirements, deliverables and expectations**. From this meeting we identify **potential risks to the project**, and ways in which we could effectively address or mitigate them. Following inception, we produce an Inception Report which includes a detailed methodological approach, task allocation, corresponding timescales, reporting schedules, risk management, management arrangements and contingencies. The inception meeting report acts as the study protocol throughout each contract.

Wavehill uses a work package structure to manage the delivery of our projects and assignments. This includes the development of a structured plan setting out in detail the work packages with clear objectives, method, deliverables and milestones for each element of work. For each stage and task, a Project Plan also specifies team members, resources and tools involved.

In ensuring that research is conducted to a high quality, we undertake rigorous QA across the life of all contracts. The Project Manager provides overall quality assurance, manages changes or variations to the contract, monitors performance, compliance, conditions of contract and oversees the management of associated risks. Our procedures for QA are set out in a procedures manual which is continuously reviewed and updated. Specifically, the quality of our work will be assured by, inter alia, focussing on:

- **Ensuring effective delivery** - the Project Manager will ensure that study team members have all scheduled sufficient time to complete their assigned tasks within agreed deadlines. Weekly conference calls will provide the study team with updates on progress.

- **Ensuring high quality delivery** - our staff work within systems designed to deliver high quality both in processes, including sample selection and fieldwork, and in outputs, including reliable and valid data, documentation, and analysis and reporting. We design data collection instruments to meet clients' requirements and generate data that is relevant to the survey objectives. We seek to innovate to meet new survey requirements effectively, while also drawing on an extensive knowledge of existing survey research. All external documents and materials including, letters, questionnaires etc. will be quality checked, signed off and checked again before distribution.
- **Ensuring quality data collection, handling and analysis and reporting** - we have established procedures to ensure high quality in the management and analysis of research data using on-line software and project specific tools. This includes ensuring the statistical viability of the research from project inception, through conducting power calculations and estimating required sample sizes. The appropriate statistical tests for significance are also applied, ensuring that analyses offer reliable findings. This ensures that all statistical findings are viable and support evidence-based assessments that can inform the development of policy and practice.
- **Ensuring high quality reports** - at project inception and interim meetings we agree final outputs and contents, the organisation and presentation of study materials and confirm the key audiences for reports. We are experienced at producing 'easy-to-read' reports that are strongly evidence-based, insightful and contain clear conclusions and recommendations which stimulate and support action.
- **Assessing and managing risks** - in our experience it is essential, when setting out on a project of whatever sort, that the project team, ideally in conjunction with the client, should consider the risks that may be both visible and invisible to the efficiency of the delivery of the project method and specifically those that may have a negative impact on the quality of the project deliverables. By identifying and assessing risks, these can be more easily monitored allowing mitigation actions to be taken at an early stage.
- **Report Process / Structure** - all reports are quality checked by a Quality Assurance Manager (typically the Project Director – who is assigned and involved in the research project from the outset), before being sent to the client, to ensure it is well laid-out, technically and grammatically correct, and with appropriate language used.

  Subsequent draft reports will utilise a comments and changes log as is standard with tracked changes so that the client can easily see where and how comments have been addressed. A comments log outlining the response of the contractor against each comment will be submitted with all revised reports. Any appendices will include research materials with anonymised, non-disclosive dataset provided in electronic format where relevant.

Beyond PM and QA, we also work to the **highest ethical and information security standards** and are a registered agency under the Data Protection Act and fully GDPR compliant. Senior staff are active members of national best practice networks including the UK Evaluation Society, Social Research Association and the Institute for Economic Development to learn, promote and disseminate quality research. All research we undertake conforms to the principals of the Social Research Association's Ethical Guidelines. We have also achieved Market Research Society Fair Data Accreditation, ensuring that processes around handling any personal data is rigorous and transparent.

Wavehill are a member of the **Market Research Society Company Partner Scheme** which means we ensure our research techniques comply with the MRS Regulations and Guidelines at all times. As a Partner we committed to continually monitor our performance and to participate in regular audits to ensure that we adhere to procedures and processes which guarantee we operate to the highest possible standards. All members of the interview team are registered as **individual members of the *Market Research Society* whose Code of Conduct we adhere to when undertaking interviews.** All field researchers and consultants have completed a mandatory training course which covers **Equality, Diversity and Inclusion, Duty of Care, and Safeguarding Children and Adults (SOVA).**

Across all our activities in Wales, we support Welsh language at all stages of the research process. In line with the Welsh Language Standards we treat Welsh no less favourably than English, and all public facing materials are bilingual. For work in Wales the first point of contact across all projects are bilingual unless we know the language of choice. Correspondence can be submitted in Welsh or English, and all participants of the research can contribute in Welsh should they wish.

Dealing with COVID-19 pandemic restrictions

Our team has successfully been able to continue to deliver all of our services during the COVID-19 pandemic with experience of delivering all the services proposed for this study 'from home'.

The Wavehill team was easily able to adapt to working from home as a result of the restrictions put in place due to the COVID-19 pandemic and, in the vast majority of cases, continues to do so. The company uses the Microsoft365 service which means that all files, and documents etc. are securely stored in the cloud (Microsoft SharePoint). Securely accessing files from home is therefore not an issue. Our telephone system is also internet based (VOIP) meaning that calls can be made and received from home via the office numbers again minimising any disruption to our work. As a company with four offices across the UK, we were already heavy users of video conferencing systems pre-COVID meaning that moving over to communicating with clients, having meetings and undertaking interviews, etc. by video (utilising Microsoft Teams) has not been a significant change.

Annex 3 Ordering Procedures

1. AHDB may, in its absolute discretion and from time to time during the Term, order the Goods and/or Services from the Supplier in accordance with the following procedures (the 'Ordering Procedures') and a Call-Off Contract based on the template provided in Annex 4 shall be made or deemed to be made.

1.1. AHDB shall provide the Supplier by any appropriate means with a specification of the Goods and/or Services that AHDB requires and subject to any amendment that may be agreed, such specification shall be inserted or deemed to be inserted in any Call-Off Contract that may be agreed.

2. If suppliers other than the Supplier are part of this Framework, AHDB shall decide in its absolute discretion which supplier (which may be the Supplier) is capable and shall be invited to supply the Goods and/or Services.

2.1. AHDB may form a short-list of suppliers to undertake work of a particular type applying the Ordering Procedures.

2.2. AHDB may consider information that has been supplied by the suppliers or publicly available and consequently exclude certain suppliers.

2.3. From the suppliers considered to be capable of supplying the Goods and/or Services, AHDB shall reasonably decide which supplier to invite to supply based upon (a) direct award (see paragraph 3 below) or (b) a mini-competition (see paragraph 4 below) or (c) a hybrid of direct award and mini-competition.

3. If AHDB reasonably believes it has sufficient information to inform its decision, AHDB may select a supplier with which to place an order for provision of the Goods and/or Services without further competition by (a) choosing the one who offered best value for money taking into consideration its speed of available response, quality and price or (b) operating a rota system between capable suppliers who provide similar such value for money (c) by varying the weightings of award criteria as detailed in the invitation to tender/published notice by not more than +/- 10% provided the total weightings is 100%.

4. AHDB may invite the suppliers on the framework (by lot/specialism where appropriate) to take part in a mini-competition in compliance with this Framework Agreement and may select the supplier with which AHDB will place an order applying the criteria indicated in paragraph 3 above and any additional criteria specifically indicated in the invitation to participate in the mini-competition.

5. AHDB may consequently invite the Supplier to provide the Goods and/or Services.

6. The Supplier shall promptly and in any case within three Working Days of its receipt of an invitation to supply the Goods and/or Services inform AHDB in writing whether it accepts that invitation.

6.1. In the event that:

(a) the Supplier conditionally accepts the invitation, AHDB shall decide whether it accepts the conditions and inform the Supplier. For the avoidance of doubt, AHDB may discuss the conditions with the Supplier before making such decision.

(b) the Supplier accepts the invitation or AHDB accepts the Supplier's conditional acceptance pursuant to (a) above, an appropriate and reasonable Call-Off Contract based on the template in Annex 4 with no amendment of its Annex and no Special Conditions shall be deemed to have been agreed and AHDB shall create a purchase order in favour of the Supplier.

(c) the Supplier rejects the invitation or AHDB rejects the Supplier's conditional acceptance pursuant to (a) above, the invitation shall lapse and AHDB may offer the order to another supplier.

7. In the event that a Call-Off Contract deemed to be agreed pursuant to paragraph 6.1(b) above is not reduced to writing in relation to any order for the supply of Goods and/or Services that is

confirmed by a purchase order created by AHDB in favour of the Supplier, the deemed Call-Off Contract shall have effect.

8. Any failure by AHDB to comply in full with the Ordering Procedures shall not invalidate the relevant Call-Off Contract or deemed Call-Off Contract and any obligation that would reasonably have been imposed upon AHDB by its compliance in full with the Ordering Procedures shall be deemed to be so imposed. No obligation shall be deemed to be so imposed that is not necessary for compliance in full by AHDB with the Ordering Procedures.

8.1. Paragraph 8 shall apply to the Supplier mutatis mutandis.

9. Nothing in this Agreement shall require AHDB to place an order for any Goods and/or Services.

Annex 4 Call-Off Contract Template

Call-Off Contracts shall be or shall be deemed to be in the format of the template attached electronically to this Annex 4 and shall incorporate the AHDB Terms included therein as such may have been reasonably amended by AHDB.

AHDB Contract for Buying Goods and S

Call off order form

Annex 5 AHDB Terms

The AHDB Terms are on page 9 of the ‘AHDB Contract for Buying Goods and Services’ document embedded in Annex 4 of this document and shall apply to this Framework Agreement.