Royal Academy
of Engineering

Invitation to tender: Evaluation of the Policy Fellowships programmes

Deadline for proposals: 1pm on 10 January 2023

Please send submissions to: policyfellowships@raeng.org.uk

Invitation to tender

This invitation to tender invites proposals to undertake a formal evaluation of the Academy's Policy Fellowships programme and of the pilot of the Senior Policy Fellowships programme.

The full scope of the project is outlined in the following section, and more information about the Academy and its Theory of Change is in Annex.

Policy Fellowships Programmes Evaluation

1. Background

The **Policy Fellowships programme** inspires policymakers to think differently and to use engineering and systems thinking to frame complex and wicked problems, and design resilient solutions. The programme has grown a unique network of policy makers, engineers and other experts who are working together to develop fresh insights and approaches to economic, social and technical problems.

The programme was piloted in 2019 with the first five Policy Fellows. We currently run two cohorts each year and in we now have 56 Policy Fellows and alumni. Policy Fellows are selected by a panel and are typically policy and service delivery professionals, from Lead/Head of, to Director, in central, devolved, local government and public bodies.

Each Policy Fellow brings a specific policy challenge to be progressed through the programme. Examples of policy challenges that have benefitted from the programme include:

- How to embed public sector equality duty (PSED) in policy making.
- What are the novel detection technologies and how will evolving security systems impact the future passenger journey context at horizon 2050?
- What sort of technology policy framework should the Ministry of Defence develop in response to accelerating and profound technological change and its various implications?
- How can the owners and operators of infrastructure be influenced to assess, own and mitigate high-consequence, low-likelihood risks such as terrorist attacks or very extreme weather events?
- How to deliver joint streetworks through collaboration, and future-proof infrastructure against trends such as rising demand, changes in use and climate change?

The programme is composed of two elements:

- The Core Programme consists of six days of individual and group-activities over a four-month period. At its heart is a series of one-to-one meetings with leaders in engineering and subject experts, tailored to a chosen policy challenge. The programme also includes workshops, coaching and meetups, and an invitation to synthesise and present learning in a personal report.
- Graduates of the programme immediately join our Alumni Programme which includes further development opportunities such as building new networks,

alumni-led events and the chance to shape the Academy's policy work. All Policy Fellows are expected to play an active role in this alumni experience.

The programme has used an impact framework since its pilot phase and a Theory of Change was developed in January 2021.

For further details, including a link to the programme's brochure, please visit our website: https://raeng.org.uk/policyfellowships

In 2023, the Academy will pilot **a Senior Policy Fellowships** programme with a small number of senior policy makers, typically policy and service delivery professionals from Director General to Permanent Secretary in central and devolved government, and equivalent senior executive levels in local government and public bodies.

2. Purpose of the evaluation

The evaluation will provide qualitative evidence of the positive impact of the Policy Fellowships programme and the Senior Policy Fellowships pilot and the effectiveness of the programme's activities in achieving impact, in the context of the programme's existing Theory of Change (which will be shared with the successful Consultants) and the Academy's overall Theory of Change (see Annex).

The Academy's evaluations should aim to demonstrate causality (i.e., that our work had real impact) and at least provide evidence of positive change. Our funders expect us to 'demonstrate/evidence value for money of our programmes or impact compared to a counterfactual'.

3. Results to be achieved by the consultants

The consultants shall deliver the following reports:

- An interim report for the Policy Fellowships evaluation by August 2023.
- A final report for the Policy Fellowships evaluation by February 2024.
- A final report for the Senior Policy Fellowships pilot evaluation by December 2023.

The reports should:

- Outline findings and analysis of the programmes' impact and the effectiveness of the activities in achieving impact, and include impact case studies. They should include be publishable, and any restricted or confidential information should be provided in a separate report.
- Include recommendations for how the programme can improve its monitoring and evaluation activity, including the data it needs to collect or access to be able to demonstrate causality in future evaluations.

4. Methodology

Consultants are required to suggest an appropriate methodology to achieve the purpose of the evaluation. Qualitative or exploratory approaches that seek to elicit the nature and extend of the programme's impact, and how the programme achieves impact, will be welcome.

If proposing metrics to assess performance or comparators, Consultants should detail any assumption made about availability and accessibility of programme and comparator data.

The programme team will make every effort to convene and facilitate access to stakeholders for interviews and/or group discussions.

2023 activities:

- Two Policy Fellowships cohorts will run in 2023 including workshops, individual programmes of 121 meetings for up to 24 Policy Fellows. Policy Fellowships cohort 9 will run March-June 2023. Policy Fellowships cohort 10 will run October-December 2023.
- A number of alumni activities will take place throughout 2023, including a number of peer-to-peer gathering and the culmination of an alumni project on the value of using systems thinking in government (including seminars, workshops, publication and dissemination).
- The Senior Policy Fellowships pilot for up to 5 Senior Policy Fellows will run May-October 2023, with a design phase in February-March.

Stakeholders

- Policy Fellows taking part in the programme in 2023
- Policy Fellows alumni since the pilot in 2019 (57 alumni across 8 cohorts)
- Senior Policy Fellows taking part in the pilot in 2023
- Sponsors / line managers of the Policy Fellows
- Programme staff
- Members of the Policy Fellowships Working Group (also acting as selection panel)
- Experts involved in the programme
- Government partners
- Attendees at public seminars

Data and materials related to current and past cohorts (indicative availability)

- Data from internal feedback surveys from expert engineers (Excel files)
- Data from internal feedback surveys from Policy Fellows post workshops (Excel files)
- Internal evaluation reports on the Policy Fellowships (2019, 2021)
- Theory of Change for the Policy Fellowships and related consultant's reports (2021)
- Attendance data at public events
- Demographic information of participants

5. Budget and invoicing

A budget of £40,000 inclusive of VAT is available for the evaluation. The invoicing schedule will be as follows: £8000 by 15 March 2023, £12,000 upon submission of the Interim report Policy Fellowships, £10,000 upon submission of the final report Senior Policy Fellowships, £5,000 upon submission of the final report Policy Fellowships and £5,000 upon completion of the work.

6. Procurement schedule

Deadline for the submission of proposals	1pm on 10 January 2023
Invitations to interview	13 January 2023

Interview of shortlisted suppliers	Week 16 January 2023
Appointment of supplier	Week 23 January 2023
Inception meeting	Week 30 January 2023
Interim report Policy Fellowships	August 2023
Final report Senior Policy Fellowships	December 2023
Final report Policy Fellowships	February 2024
Commission must be completed by	March 2024

7. Content of the proposals

Please include the following in your proposal:

- **Organisational background** (300 words max): Please explain if you are applying as an autonomous organisation or as a formal consortium. Please clearly explain the role of each participating team member.
- **Delivery proposal** (500 words max): Please explain how you intend to approach this commission and all activities that would be carried out.
- **Past experiences** (300 words max): Please explain your organisation's past experiences by evidencing a maximum of three similar projects.
- **Project management** (300 words max): Please provide a brief overview of the project costs and project plan, illustrating how you intend to meet the stated deadlines.
- **Contact details of two references**, who we may contact for input should you be invited to interview.
- **Other:** Latest set of Annual Accounts and an appropriate level of professional risk indemnity insurance.

Responses should demonstrate value for money (e.g.by building on existing research, leveraging off other analyses of the group, etc.) and consideration of diversity and inclusion.

8. Assessment criteria

In selecting for interview, we will take into account the following criteria:

- **Proposed content:** quality and appropriateness of the proposed approach and methodology.
- **Track record:** track record of the proposed team in delivering similar projects.

In selecting the preferred supplier, we will take into account the following additional criteria:

- **Project management:** suggested timescale for the project delivery and process.
- **Cost:** overall value for money and appropriateness of the budget.
- **Other:** quality of references received

- **Presentation:** shortlisted candidates will be invited to do a presentation and for a Question-and-Answer session, at which you will have the opportunity to build upon proposal.

9. Scoring

Written proposals will be scored by at least three members of the Academy, and the three highest scoring proposals as determined by the selection criteria subset of scores will be invited to present to the Interview panel.

The Interview panel will consider both the selection criteria and award criteria scores to give a weighted mark out of 100. The panel may freely revise their selection criteria scores based on the performance at the interview panel, and the selection criteria scores are not binding. The proposal with the highest total score will be awarded as the preferred supplier.

Scoring frameworks:

Scores will be awarded as follows:

0	No answer / unacceptable response
1	Very poor response
2	Poor response
3	Acceptable response
4	Good response
5	Excellent response

Selection criteria

Criteria	Score	Weighting	Max points
Proposed content: Appropriateness of approach and methodology	0-5	6	30
Track record: relevance of the experience of individual team members	0-5	2	10
Track record: experience of similar service provision	0-5	2	10
Other: suitable financial standing and level of professional indemnity insurance	0-5	1	5
	Total	**55**	

Award criteria

Criteria	Score	Weighting	Max points
Project management: delivery process is clear and realistic	0-5	2	10
Cost: budget is broken down and pricing clear	0-5	1	5
Cost: proposal is competitively priced	0-5	2	10
Cost: value for money is clear and appropriate	0-5	1	5
Other: suitability of nominated references and quality of references received back	0-5	1	5
Other: quality of presentation	0-5	2	10
	Total	**45**	

Annex 1: The Royal Academy of Engineering

Engineering matters. It underpins our daily lives, drives economic growth, plays a critical role in addressing major societal challenges and helps ensure our readiness for the future, from providing a sustainable supply of food, water and clean energy, to advancing healthcare, and keeping us safe and secure.

As the UK's national academy for engineering and technology, the Royal Academy of Engineering brings together the most talented and successful engineers – our Fellows – to advance and promote excellence in engineering for the benefit of society.

Our vision is engineering in the service of society. Our charitable mission is to deliver public benefit through engineering excellence and technology innovation. We have outstanding convening power nationally and internationally. We understand how to make systems and innovations make a positive difference to society. We are trusted for our independence and professional excellence.

In everything we do, we are guided by our five values:

- **Progressive leadership** – embodying the courage, commitment and ambition to drive positive change for engineering and society

- **Diversity and inclusion** – creating cultures in which everyone can thrive and diverse perspectives enrich our collective performance

- **Excellence everywhere** – bringing evidence, expertise, integrity and a passion for continuous improvement to everything we do

- **Collaboration first** – prioritising collaboration and building partnerships to improve outcomes

- **Creativity and innovation** – solving problems and generating opportunities through creative thinking and innovation.

Our overarching goal for 2020-2025 is **to harness the power of engineering to build a sustainable society and an inclusive economy that works for everyone.**

Annex 2: Academy theory of change

Impact Logic Model

Harnessing the power of engineering to build a sustainable society and an inclusive economy that works for everyone

Inputs	Outputs	Outcomes	Impact
Funding from government, industry and other partners Expertise and leadership from Academy staff, Fellows, Awardees and industrial partners Consultation with and applications from engineers and innovators International partnerships and networks	**Talent and Diversity** Talented researchers, innovators and entrepreneurs with enhanced careers and connections More and more diverse skills and inclusive cultures in engineering research and business **Innovation** Engineering & technology research outputs with high potential for societal benefits More innovative, resilient and investment ready engineering businesses **Policy and Engagement** Policymakers accessing engineering expertise and systems thinking Engineers engaging with the public on how innovation can contribute to their lives	A world-leading, truly inclusive and influential engineering workforce Ever more innovative engineering solutions for a more sustainable and resilient future Engineering jobs which make the UK more productive, secure, healthier, safer and competitive Greater investment into UK innovation Policymakers equipped to make more effective policies, including on Net Zero Wider recognition of the value of engineering	Faster progress towards Net Zero and a sustainable world Engineering and technology better harnessed to address global and societal challenges More balanced and inclusive economic opportunity across the UK UK more competitive and productive