



FRAMEWORK AGREEMENT FOR THE PROVISION OF GOODS AND/OR SERVICES

Agriculture and Horticulture Development Board

and

OMB Research Ltd

Ref: 2019-399

**Framework Agreement for the Provision of
Evaluation Support – Lot One**

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

AND

OMB Research Ltd, The Stables, Bradbourne House, East Malling, Kent, ME19 6DZ ('**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 82);
 - Annex 4 (Call-Off Contract Template, page 84);
 - Annex 5 (AHDB Terms, page 85)

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:

<i>Word or Expression</i>	<i>Meaning</i>
-------------------------------	----------------

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.

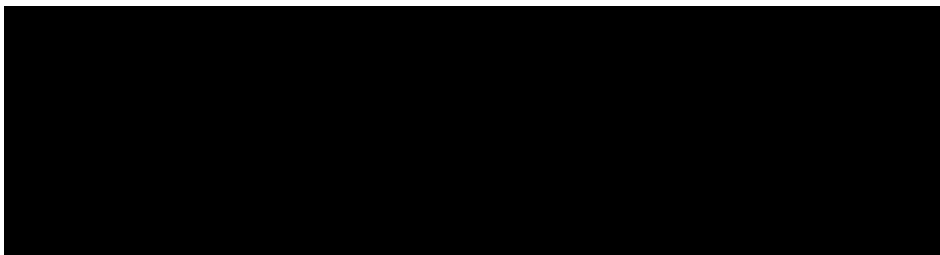
- The remainder of this page is deliberately blank -

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

Signature:

Name of signatory:

Date:

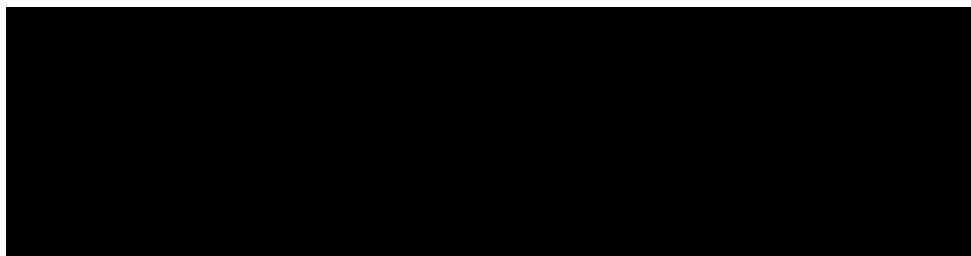


Signed for and on behalf of the Supplier:

Signature:

Name of signatory:

Date:



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]
[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]) (april.hughes@ahdb.org.uk) and (except for notices and matters required to be in Writing) by telephone ([REDACTED] for [REDACTED]) ([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:
The Stables, Bradbourne House, East Malling, Kent, ME19 6DZ
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]k) and (except for notices and matters required to be in Writing) by telephone ([REDACTED] [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 81.
- 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.

Lot One: Evaluation Support

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:
 - o name and full contact details of the project manager who would be leading any projects
 - o relevant experience of project manager
 - o role and name of key members of proposed staff to be involved in any projects
 - o CVs for key members of staff to be involved with any projects
 - o 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:	<p>The supplier should be able to demonstrate:</p> <ul style="list-style-type: none"> • A track record in evaluation consultancy • Experience of working within the agricultural sector • An understanding of GDPR and its compliance
Interim report	<ul style="list-style-type: none"> • 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:	<p>The following are available now:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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:	<p>The following will become available:</p> <ul style="list-style-type: none"> • 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 <p><i>This isn't an exhaustive list and other evidence, case studies etc will be available</i></p>
Industry and Stakeholders	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Please provide a suggested template for the evaluation report
Project Plan	<ul style="list-style-type: none"> • Please provide a project plan, covering the production of the interim and end of programme report

Timings	<ul style="list-style-type: none"> • 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

<p>3.1 Research Objectives</p>	<p><i>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></p> <ul style="list-style-type: none"> <i>i. Awareness of FEP</i> <ul style="list-style-type: none"> <i>o How did they find out about the FEP?</i> <i>o When did they find out?</i> <i>ii. Involvement with FEP</i> <ul style="list-style-type: none"> <i>o Why did they choose to get involved in the FEP?</i> <i>o What was their aim for attending?</i> <i>iii. Uptake of FEP</i> <ul style="list-style-type: none"> <i>o How many FEP events have they attended?</i> <i>o What has been their uptake of any resulting products/services?</i> <i>iv. Learning</i> <ul style="list-style-type: none"> <i>o What key messages have they taken from attending FEP events?</i> <i>o What skills have they improved following attendance at FEP events?</i> <i>v. Change</i> <ul style="list-style-type: none"> <i>o Have they made any changes following attendance at FEP events?</i> <i>o If yes, what and why?</i> <i>o If no, do they intend to make any change?</i> <i>o Or if no, why not?</i> <i>vi. Benefits (economic, social, environmental)</i> <ul style="list-style-type: none"> <i>o Perceived benefits of making change</i> <i>o Realised benefits of making change (economic quantification where possible and considering timescale of farming year)</i> <i>o Will they continue to realise benefits into the future?</i> <i>vii. Satisfaction</i> <ul style="list-style-type: none"> <i>o Did the FEP events / meetings achieve their objectives?</i> <i>o Changes they think could be made to the FEP</i> <i>viii. Recommendation</i> <ul style="list-style-type: none"> <i>o Would they recommend the FEP (scale 1 – 10)?</i> <i>o Net Promoter Score</i> <p><u><i>AHDB will be very much guided by the research supplier in terms of setting the pre-determined baseline metrics.</i></u></p> <p><i>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.</i></p> <p><i>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.</i></p>
--	--

<p>3.2 Approach Sampling</p>	<p>to</p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>Prospective research providers should advise on the sampling approach with reference to the following considerations:</i></p> <ul style="list-style-type: none"> <i>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.</i> <i>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.</i> <i>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.</i> <i>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).</i> <i>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).</i>
<p>3.3 Database</p>	<p><i>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.</i></p>
<p>3.5 Quality Control</p>	<p><i>The proposal should demonstrate a process for quality control and adherence to MRS code of conduct.</i></p>

	<i>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.</i>
3.6 Additional Information	<p><i>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.</i></p> <p><i>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.</i></p>
3.8 Deliverables	<p><i>Questionnaire for Y1 baseline survey.</i></p> <p><i>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.</i></p> <p><i>For 2019 and 2020, an expanded questionnaire with additional questions and findings delivered in Excel or SPSS as in Y1.</i></p>

Supplier proposal

OMB Research are tendering to become a supplier for Lot One: Evaluation Support.

About OMB Research

OMB is a full-service market research agency providing flexible research solutions to a range of public and private sector clients. We work across a range of sectors and specialisms, covering both B2B and consumer projects. We undertake all stages of evaluation, although our area of specialism are projects that include primary data collection at their core. Our experience ranges right from the initial evaluation scoping through to sample and questionnaire design, data collection, analysis and reporting. Whilst we offer and have experience of many research methodologies, we specialise in:

- CATI surveys
- Online surveys
- Executive/semi-structured interviews
- Depth interviews
- Focus groups

We collaborate closely with our clients and have a reputation for our 'can do' attitude. We do not believe in 'black box' solutions and are not constrained by established techniques or methods. Rather, we believe that understanding our clients, their customers and their market is the key to designing the most effective approach to measuring customer experience. Every project is unique and tailored to suit the specific needs of the client. We work in close collaboration with our clients to establish key metrics which are relevant to their business and, critically, reflect the needs of their customers. Our research is often high profile, and it is therefore vital that our methodology can withstand significant external scrutiny. We will always recommend the approach that we feel best suits the evaluation needs and where necessary an alternative that can be achieved within constraints (e.g. time, budget etc.) with explanation of the limitations of this alternative approach.

We believe that evaluation is only worthwhile if it results in real improvements to service delivery and content. We help our clients achieve this not only through careful and considered project design, but also through highly effective communication of the findings. Our outputs are always action-oriented and often tailored to the differing needs and priorities of specific teams. We build strong partnerships with our clients, often attending internal strategy meetings and facilitating action-planning workshops.

Specific examples of our experience illustrate what our team can offer AHDB for this framework:

- **Experts in evaluation:** OMB has extensive experience in customer satisfaction/experience/impact measurement in a range of markets (e.g. business support, healthcare, pensions, transport, energy, finance,). For example, we previously conducted c.8,000 interviews a year for the Department for International Trade's (DIT) Performance & Impact Monitoring Survey (PIMS). This included monthly client telephone surveys to measure service quality and customer satisfaction levels, as well as an annual survey to assess service impact (e.g. export, financial, employment and other impacts). This research was extremely complex due to the need to provide consistent and comparable satisfaction data for a wide range of different services/channels. Services covered included a wide range of sector specific events, as well as an online advice/opportunity portal. We were also commissioned to undertake three waves of AHDB's Farm Excellence Platform (FEP) Impact Survey. The primary aims were to inform forward planning and track programme performance over time. Other relevant project examples include work to evaluate the appropriateness and proportionality of HMRC's R&D tax credits scheme, a two-stage evaluation of Innovate UK's Small Business Research Initiative, and a review of the Department of Health's Estates Related Information Collection system (to understand stakeholders' experiences and ultimately increase their engagement with the system).

1.2.1 – Approach, objective and delivery (Lot One: Evaluation Support)

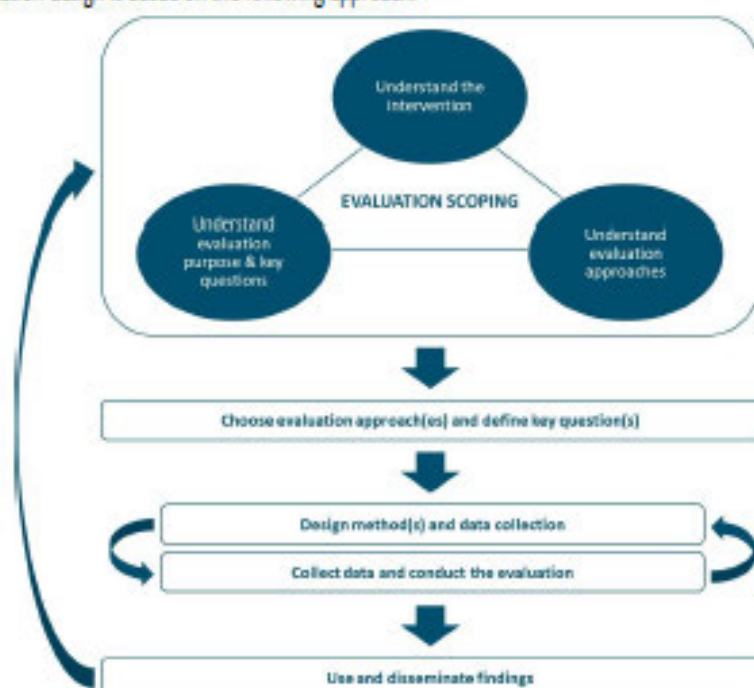
- **Long term tracking and evaluation experience:** The first wave of any programme of research needs to lay a strong foundation against which future progress can be measured, and subsequent waves need to ensure longitudinal comparability as well as incorporating changing research objectives. We have held a number of long-term contracts for high profile tracking studies. For example, we retained the contract for the DIT's PIMS research for 10 years. Keeping this project fresh and relevant in the face of changing priorities for the organisation whilst retaining comparability over time and across multiple audiences was a challenge that we needed to address every wave. We have also designed and implemented high-profile tracker surveys for other clients including the Government Equalities Office, the Pensions Regulator, UK Export Finance, Hyundai Capital and the Department for Business, Energy & Industrial Strategy.
- **Experience of working with AHDB and in the agricultural sector:** We have undertaken two consecutive waves of AHDB's FEP Impact Survey, with the third wave about to commence. This comprised interviews with levy payers across all of AHDB's core sectors. We are familiar with the nature of AHDB event delivery and key performance metrics. Our fieldwork partners have undertaken several surveys for Scotland's Rural College (SRUC) involving interviews with farmers, rural businesses, crofters and landowners. They have also conducted more specialised work in this area, such as international studies regarding tractor brands, precision agriculture, and arable land yields, both quantitative and qualitative in nature. We are very experienced in engaging with these types of respondents and achieved response rates of over 30% for some sectors in the FEP Impact Survey.
- **Experience in stakeholder research:** Our team has significant experience of exploring the perceptions and attitudes held about organisations and their activities, often among key stakeholders. This includes stakeholder surveys for the Pensions Regulator, Transport for London and the Department of Health, as well as wider perceptions research for clients such as the Red Cross, the NHS and Roche Diagnostics. AHDB's FEP Impact Survey also involved interviews with relevant stakeholders such as vets, agronomists and consultants.
- **Experience in collecting complex/sensitive data:** We have worked on a number of projects that required a careful questioning approach in order to successfully gather more complex survey data. The DIT's PIMS research required us to develop a series of questions in order to calculate an overall calculated 'financial benefit' figure, and we used a similar approach on AHDB's FEP Impact Survey. We also elicited complex pricing information from legal professionals for the Legal Services Board, which we standardised to enable comparisons across the market (e.g. enabling prices to be compared across a range of common legal scenarios).
- **An integrated team of highly experienced professionals:** We guarantee director-level involvement at every stage of the research process. Our proposed team for this project includes specialists on questionnaire design, sampling and analysis. All members of our team have worked on numerous complex and high-profile surveys for public sector bodies, where it has been critical to deliver high quality, credible and transparent data.
 - We are a small agency and therefore often outsource fieldwork to trusted suppliers. Long established links with these suppliers give us flexibility to choose the most appropriate field force for a project based on experience, availability and cost. Likewise, relationships with freelance qualitative researchers supplement our in-house team. Carefully maintained personal relationships with suppliers ensure honest working relationships and valued insight and inputs. Not being tied to any fieldwork supplier also gives us greater resources ensuring we can find timely solutions without compromising quality.
 - Where necessary, we collaborate with academics and economists from some of the leading UK business schools and economic consultancies. We provide a necessary buffer between sometimes overly theoretical designs and the practicality of conducting research in the 'real world'. Our experience of questionnaire design and administration can translate

academic requirements into working tools that produce the necessary reliable results. We understand the conflicts that can arise between the desired hypothesis and the reality of engaging respondents in their world and are well placed to mediate the two to ensure that the final results deliver without compromise.

Approach to evaluation

We recognise that AHDB as a statutory levy board, funded by farmers, growers and others in the supply chain. It therefore needs to be able to demonstrate good value for money through appraising and evaluating work, measuring performance and impact. Evaluation in this way achieves accountability and learning. Evaluation planning should be built into interventions early so that the maximum learning can be gained and issues with data collection avoided. We know that evaluation is well embedded into AHDB interventions and that evaluation is included early in the business case.

With OMB working alongside many public sector clients, our approach to evaluation is informed by best practice as adopted in the Magenta Book Guidance on Evaluation¹. We know that evaluation needs are varied and ensure the recommended approach is proportionate. At an overall level, our evaluation design is based on the following approach:

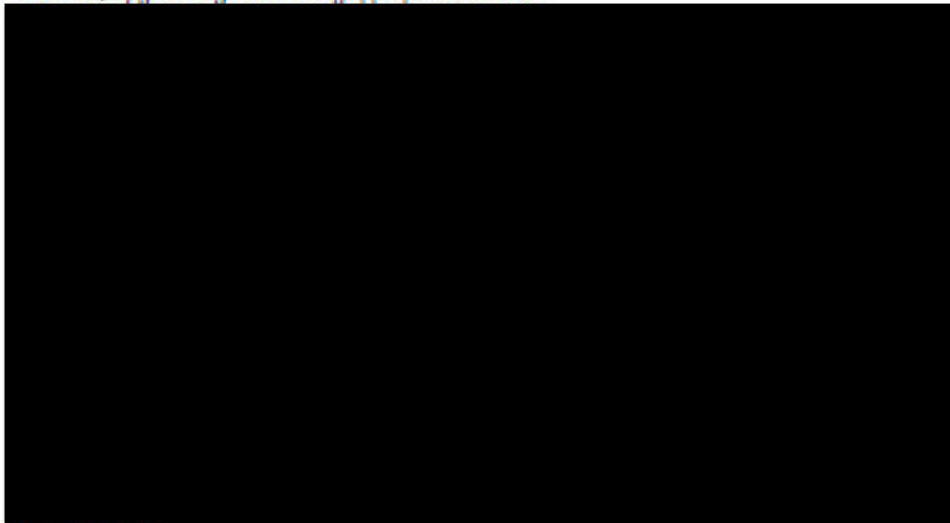


Evaluation scoping

At the evaluation scoping stage, we work closely with our clients to understand the intervention, the business case and the purpose of the evaluation. We ensure wherever possible that the views of all stakeholders are considered, and that existing knowledge and evidence is incorporated. Based on our experiences of working with AHDB we know that evaluation scoping is often already built into a business case, but in other instances we consider a 'Theory of Change' approach to map the

¹ <https://www.gov.uk/government/publications/the-magenta-book>

intervention and help to inform the evaluation approach. Developing a Theory of Change typically involves considering all of the proposed inputs (what investment/regulation/actions will take place) and the underlying chain that leads from these inputs through to the expected outputs and outcomes (see example below). This approach considers how an intervention might be expected to achieve its outcomes, by gathering and creating appropriate evidence.



Evaluation design

Following on from the scoping stage we will work with AHDB to choose the best evaluation approach and the questions the evaluation needs to answer. Questions often then need to be prioritised to focus on those that are 'essential' and those that are 'nice to know'. Again, we would work closely with the AHDB project team and incorporate views from as wide a range of stakeholders as possible.

The evaluation questions will consider:

- *Process evaluation* – what can be learned from how the intervention was delivered?
- *Impact evaluation* – what difference did the intervention make?
- *Value for money* – was this a good use of resources?

Data collection

As a market research agency our primary area of specialism is data collection. We will recommend the most appropriate approach for each evaluation and ensure the data collection design captures robust and accurate data from each intervention. In terms of research method as an agency OMB are able to provide each of the key primary data collection techniques making sure that the best fit research approach is adopted.

Sample Design

For a research project to fulfil its objectives the sample frame must be fully considered. Whether we are taking large internal data bases or a purchased sample using Companies House data, Random Digit Dial (RDD) or a specific targeted panel, we always ensure that our selected sample is fully representative, de-duplicated and interrogated to ensure it is actually a sample of what it purports to be. We have used, and have access to, a wide range of sampling approaches and are well-versed in the potential pitfalls of each e.g. random digit dial, stratified random probability, quota sampling, etc.

We always ensure that our selected sample is fully representative, deduplicated and interrogated to ensure it is actually a sample of what it purports to be. From here, we set (and achieve) high response

rates using a number of appropriate measures. This approach minimises the need to apply large weights to data, ensures higher confidence levels and minimises the effect of non-response bias.

We have trusted sample providers for both telephone (e.g. Experian, Dun and Bradstreet, Market Location) and online research (Dynata), covering business and consumer databases, as well as nationally representative and targeted populations. We will make recommendations on the most appropriate sample source depending on the project objectives and the target audience.

Questionnaire Design

We are experts at developing questionnaires and discussion guides that capture complex data in a way that is both straightforward and meaningful for the respondent, as well as ensuring that the resulting data addresses all the research objectives. Our experience means that we have a ready understanding of how to formulate questions to get the most accurate responses whilst minimising the number of 'don't knows' or refusals.

Our approach to questionnaire design is thorough and considers the methodology being used for data capture. We are adept at putting ourselves into our respondents' shoes to ensure that questionnaires remain as engaging and relevant as possible and then test this through our intensive piloting sessions.

For more complex large-scale studies we often include a cognitive testing phase. This ensures that the questionnaire provides an accurate and reliable measurement, by assessing the degree to which each question is understood and relevant. The cognitive test is conducted via qualitative interviews and typically a revised questionnaire version is taken forward to a more formal quantitative pilot.

We see piloting as an extension of questionnaire design, we always encourage clients to build time to ensure a full pilot can be undertaken, preferably with their input. These sessions often result in questions being overhauled, removed or extended depending on what we hear in field. This is invaluable in ensuring that the final results contain meaningful data i.e. respondents have understood the question being asked or are actually able to provide an answer.

Our questionnaires are also designed with the final analysis in mind, we ensure that every question is included for a specific purpose, extraneous questions are removed and we challenge ourselves over every question and response list to ensure it is actually performing as intended.

Analysis & Reporting

The majority of our public sector research is published and is often subject to external scrutiny from steering groups, economists, statisticians or the National Audit Office. Much of our work has directly influenced policy decisions and helped improve the quality and impact of government services. As such, it is imperative that the research and methodologies are robust and reliable, and that the data analysis and reporting is accurate and transparent. Delivering research of the highest quality is central to our business model and we have comprehensive quality controls governing data processing, analysis and reporting.

When developing and structuring reports and debriefs, we first consider the specific objectives of the research (and any hypotheses being tested) and the particular audience that each output is aimed at (e.g. a comprehensive analysis for the client project team, a high-level overview for the board, a report for general publication, etc). Where a project draws on both quantitative and qualitative approaches, we always seek to integrate the results to provide a clear and holistic picture of the research findings.

Increasingly our clients require a flexible approach to communication. An ability to deliver accessible outputs is often equally as important as providing the finer detail. We are fully aware that the same piece of research may need to be reported/presented to a range of audiences, each with differing needs and objectives. As such we tailor our reporting to meet these needs, often producing different outputs for a variety of audiences/levels. These range from detailed text reports with comprehensive analysis of all survey data, through to more visually striking dashboard reports that summarise the headline results through charts and infographics.

We will liaise closely with the AHDB project managers during analysis and reporting phases to ensure that the format, content and tone of any outputs meet your needs. All outputs will first be provided in draft for comment/approval by AHDB. As a rule, all debriefs are delivered by senior (typically Director-level) staff, unless otherwise agreed with the client.

In addition to reports and debriefs, we are always happy to provide data tabulations and raw data files. When providing raw data we will ensure that all variables and response codes are clearly labelled and can include data maps and explanations of the construction of any 'defined' variables (i.e. those derived from the responses to multiple survey questions).

OMB Research is a full-service agency, established in 2004 and operating across all methodologies and market sectors. We take an extremely purist approach and the quality of our data collection tools, understanding of sampling and project management skills are the heartbeat of our business. By ensuring the data we collect is of the highest quality, we can be confident that the findings presented to clients is not only reliable and robust but provides meaningful and actionable insights. In all the work we undertake, we invest appropriate resources to ensure that the project runs smoothly from inception to the final deliverables. We consider the project management role to be ever present and allocate appropriate resources to the task to ensure the delivery of projects on time and on budget.

Our experience allows us to look objectively at timeframes from the outset and identify potential issues or likely areas of concern. We know how long things take to do properly, whether it be the thorough checking of complicated datasets, setting up of detailed PowerPoint charts or chasing respondents. We will always aim to balance the need for immediacy with practicality. We draw up detailed workplans for every project, identifying the input required from each team member and when this will be required. These allow us to manage our resources and prioritise work as required. We are committed to delivering every project in full and on schedule and have an exceptional track record in this area. Testament to this is the large amount of repeat business we receive from our clients. We select a team for each project based on relevant experience, skills and capacity.

The Project Manager (Gemma Bird) will have responsibility for overseeing the development and implementation of the workplan. In particular they will: assign tasks to the different experts in accordance with the overall project team; set the deadlines for their execution; oversee the assembly on inputs of the different team members for the submission of deliverables; liaise with the other members of the team to address any problems or difficulties that may occur; and maintain a fluent interaction with AHDB on the progress made.

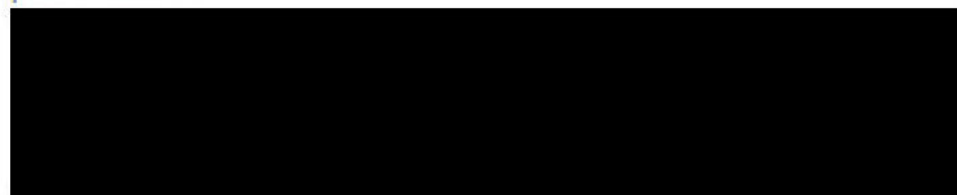
Being a small team means that whilst individual members have their own specialisms, all members are by necessity multi skilled. At every stage the team will adopt a shadowing approach, whereby there are always at least two team members able to complete any task. This provides a strong level of risk minimisation to the delivery of any project as any staff sickness/absence can be accommodated. We have the resource to draw on further executive level cover for other team members at short notice (should this be required). Of course, there can always be situations that occur with unforeseeable consequences; our transparent communication style means that surprises are minimised, and we will always take ownership of a problem and seek to find a solution.

We will respond to any AHDB communication within 1 working day (and typically sooner) and, if helpful, can provide contact reports within 2 days of each meeting. We also provide weekly progress updates throughout fieldwork and will be in touch more frequently if any issues or queries emerge. For example, if progress is slower than anticipated we would alert AHDB along with the reasons and proposed solutions (e.g. increasing interviewer team size, adjusting interview targets).

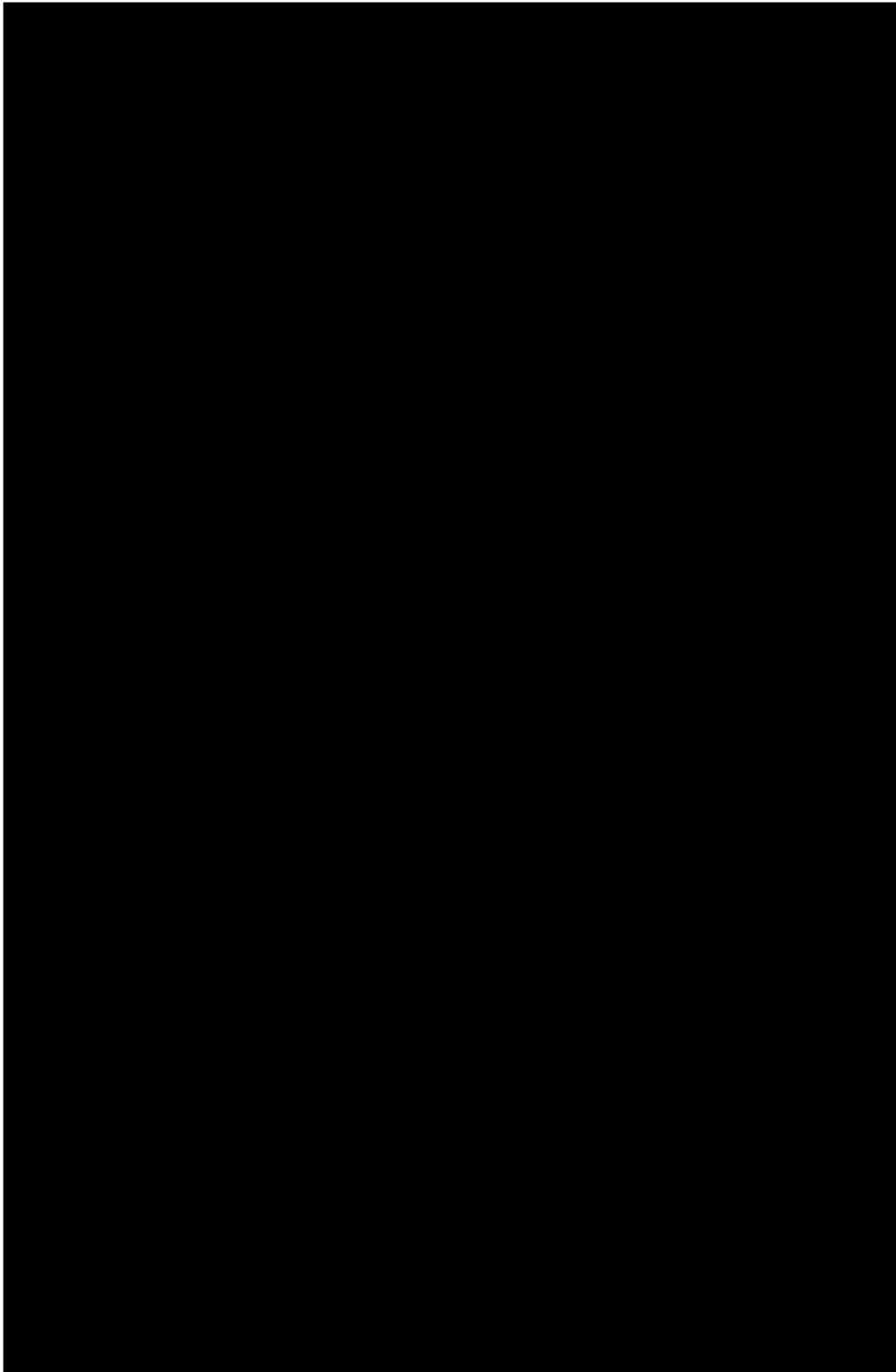
We always quote a fixed price, and therefore any increase in fieldwork costs would not be passed on to AHDB (unless due to a change to the project specification). Any costs associated with changes to the specification would be agreed in writing with AHDB prior to proceeding with the project.

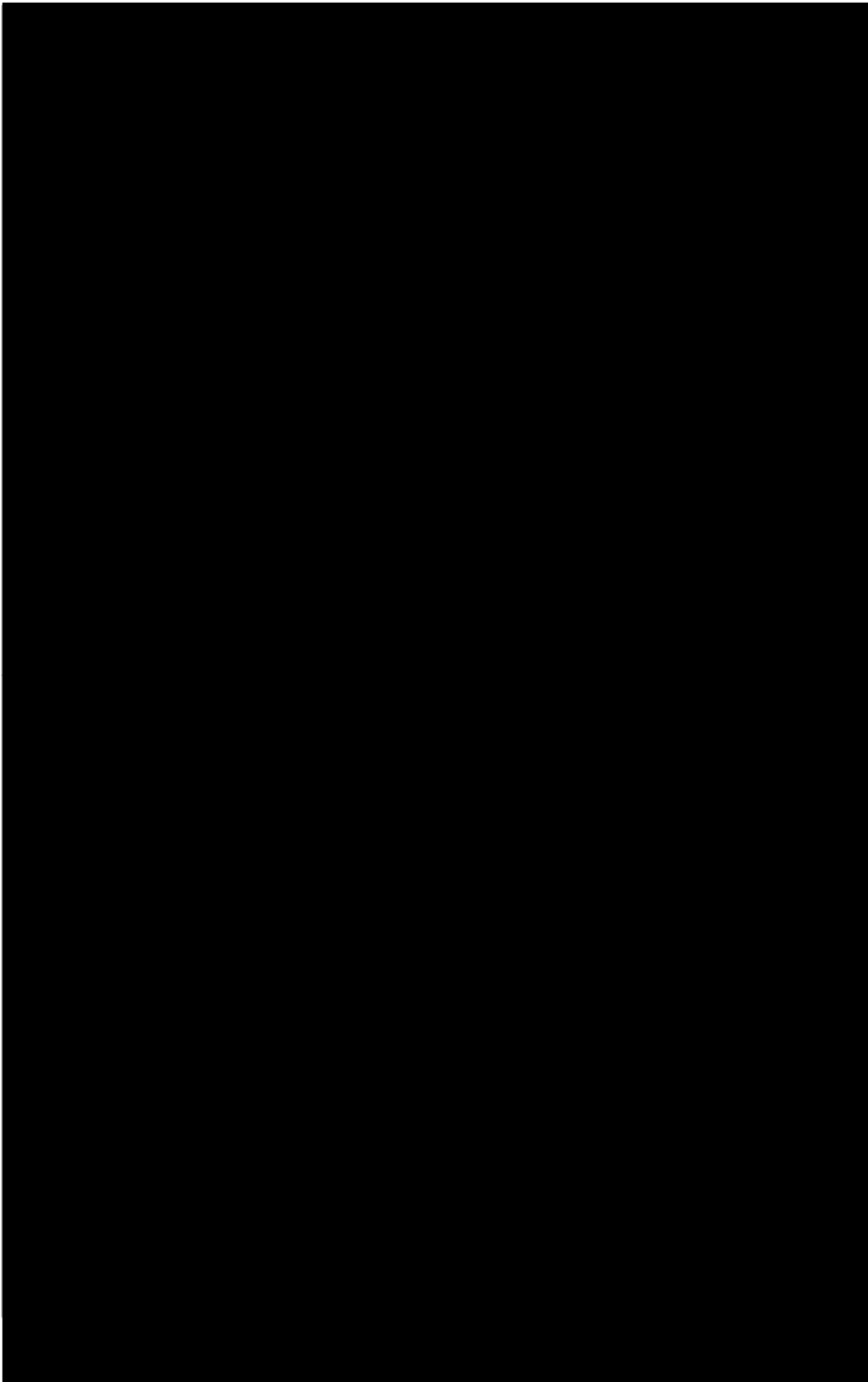
Project Team

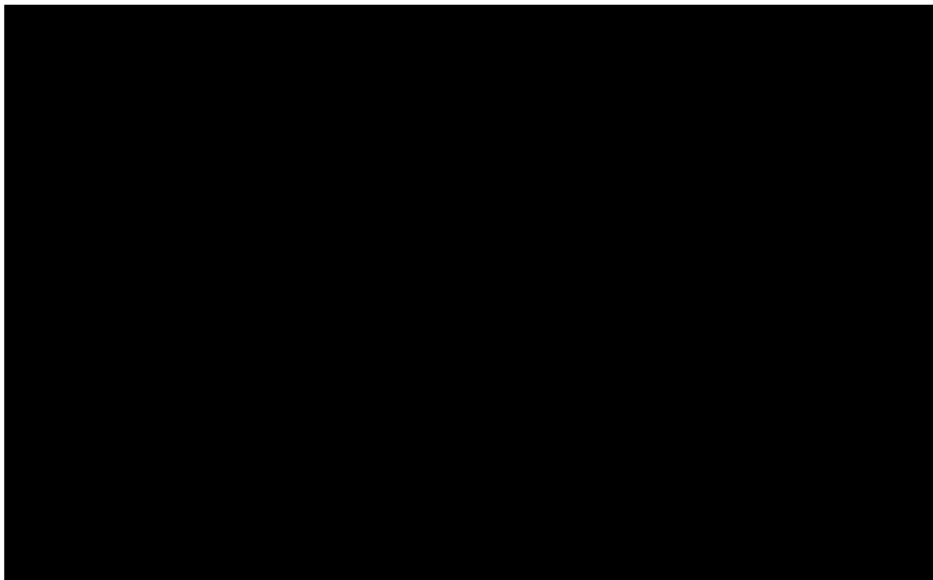
The following provides brief biographies for the key members of the OMB project team. Full CVs are provided in Annex B.



1.2.2 – Details of proposed account team and experience (Lot One: Evaluation Support)







Annex A: OMB contact details

Address

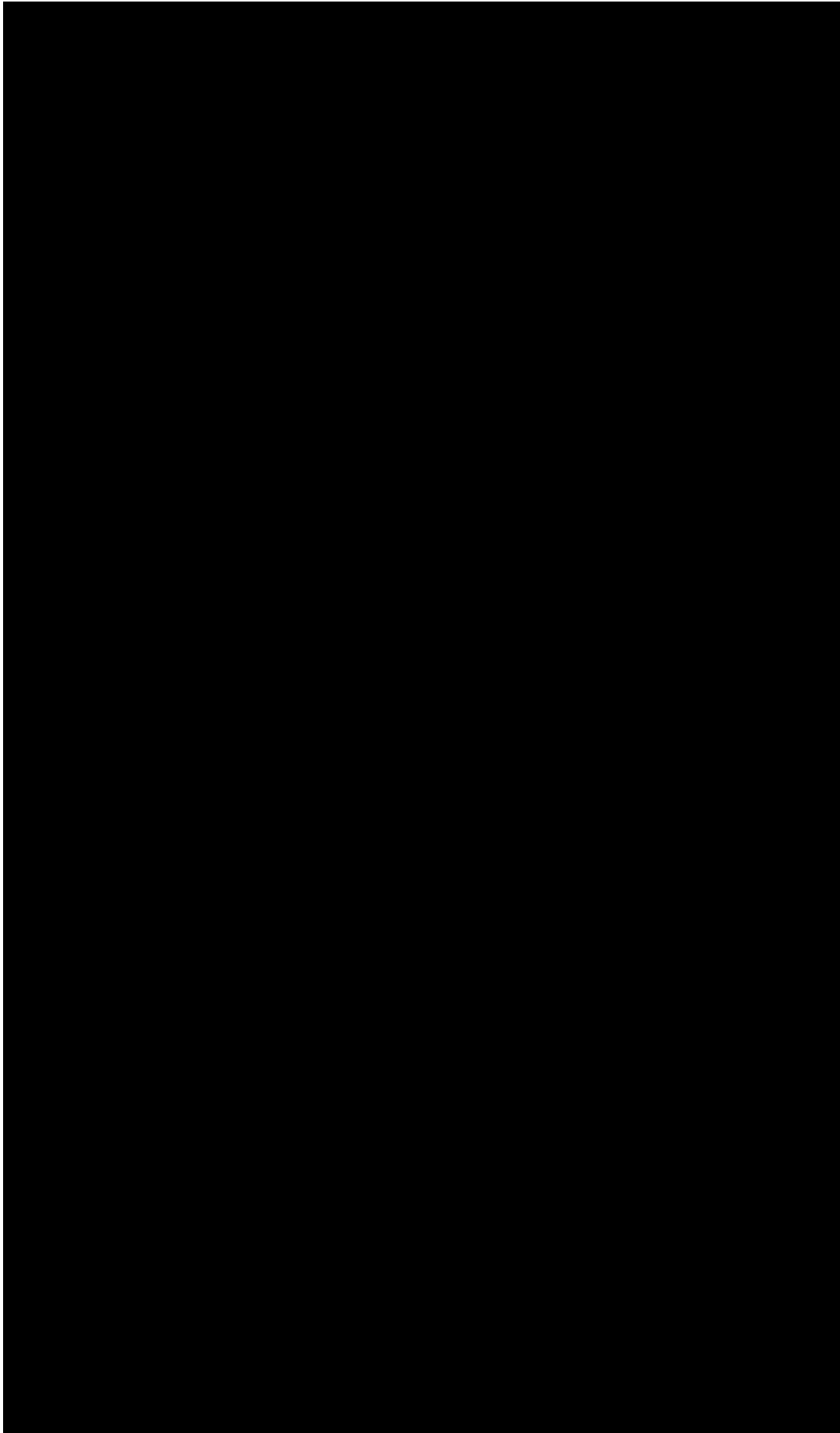
OMB Research Ltd
The Stables
Bradbourne House
East Malling
Kent
ME19 6DZ

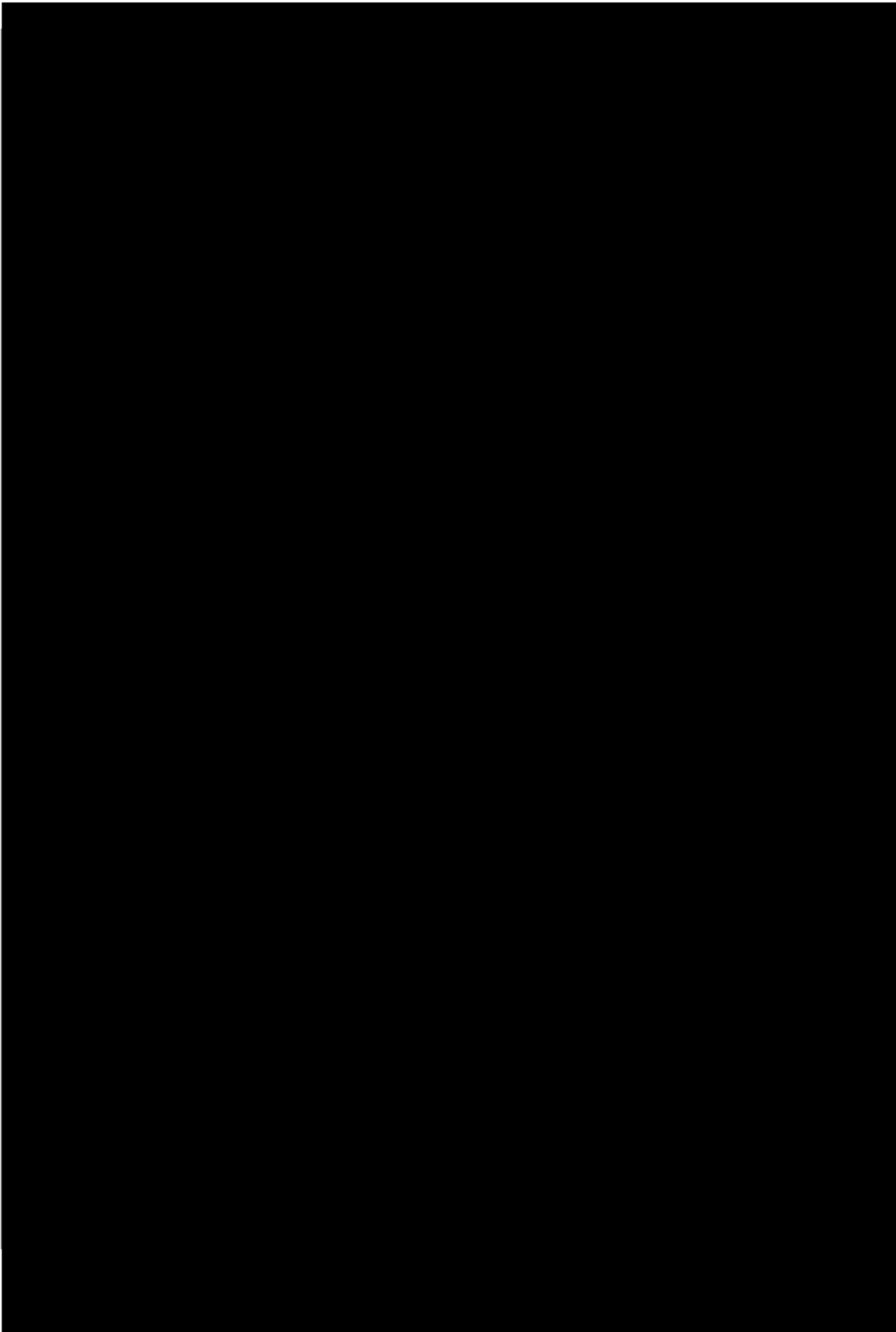
Telephone

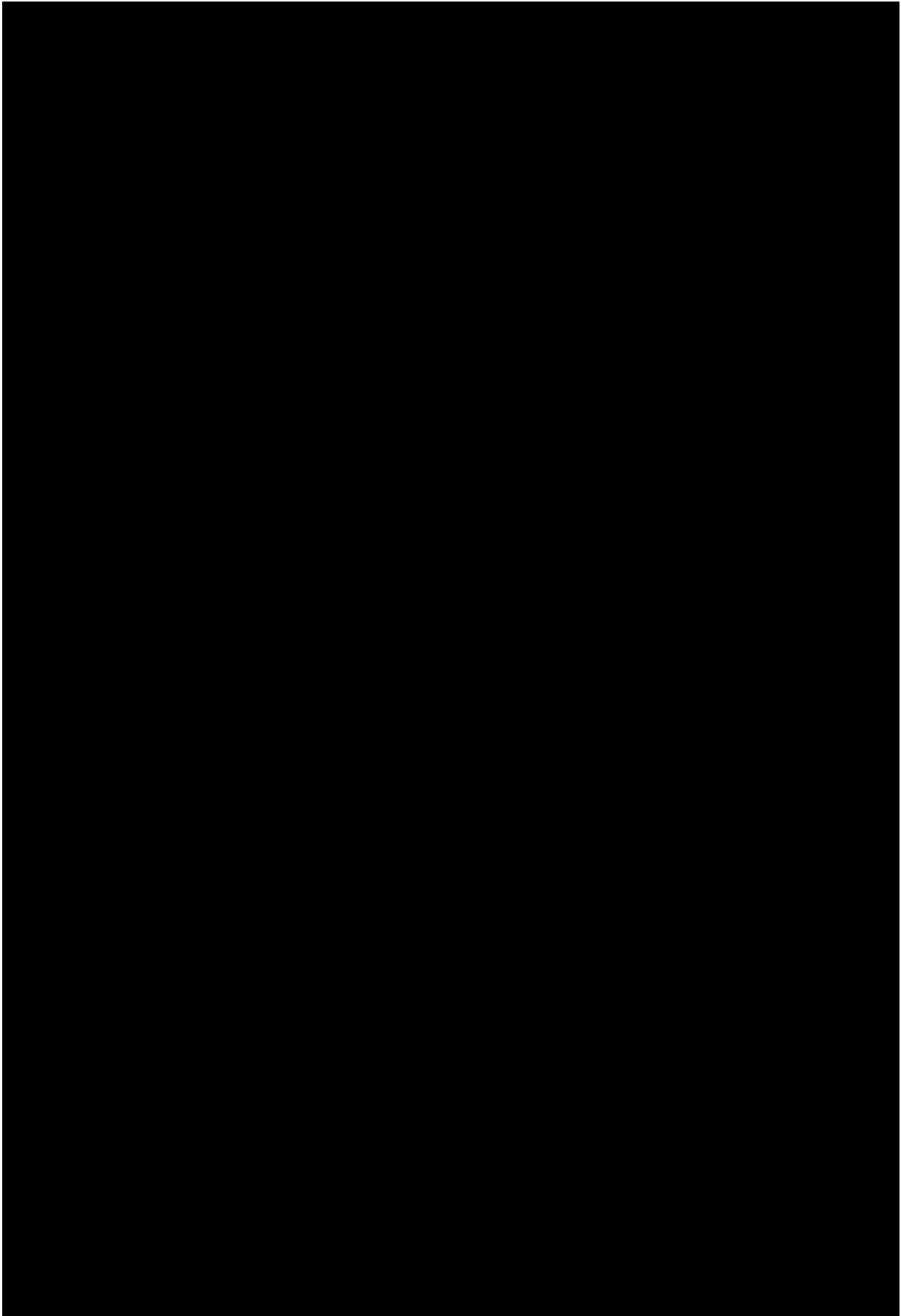


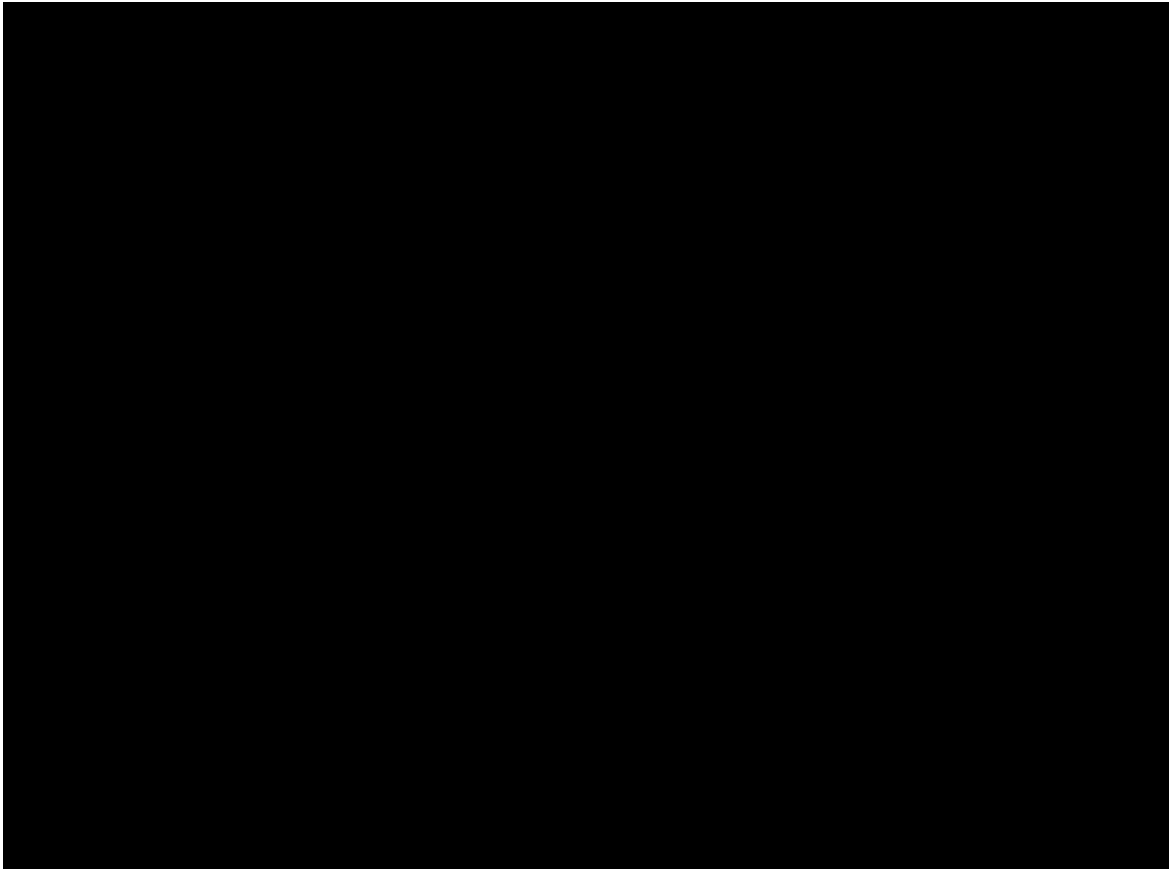
Email

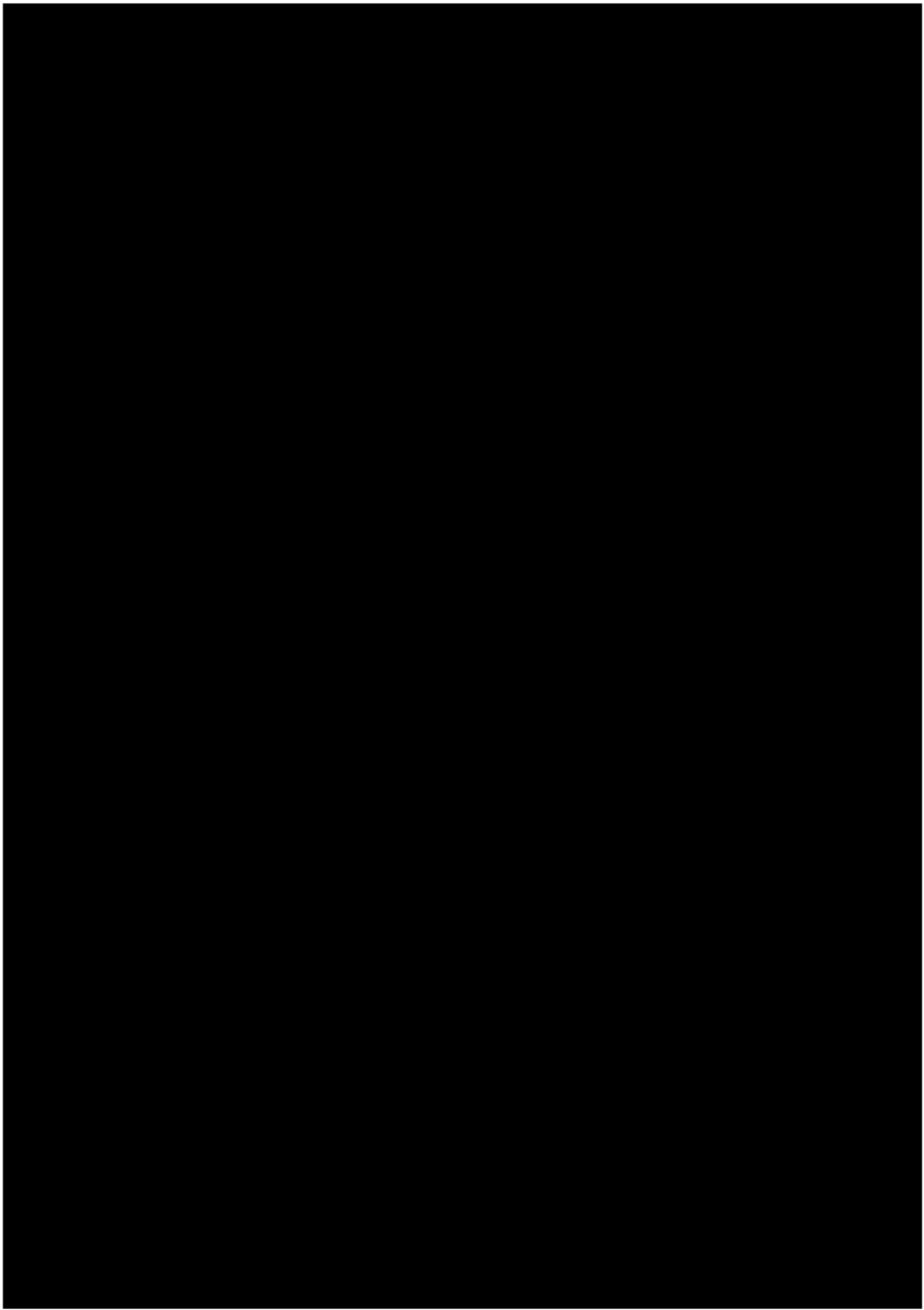


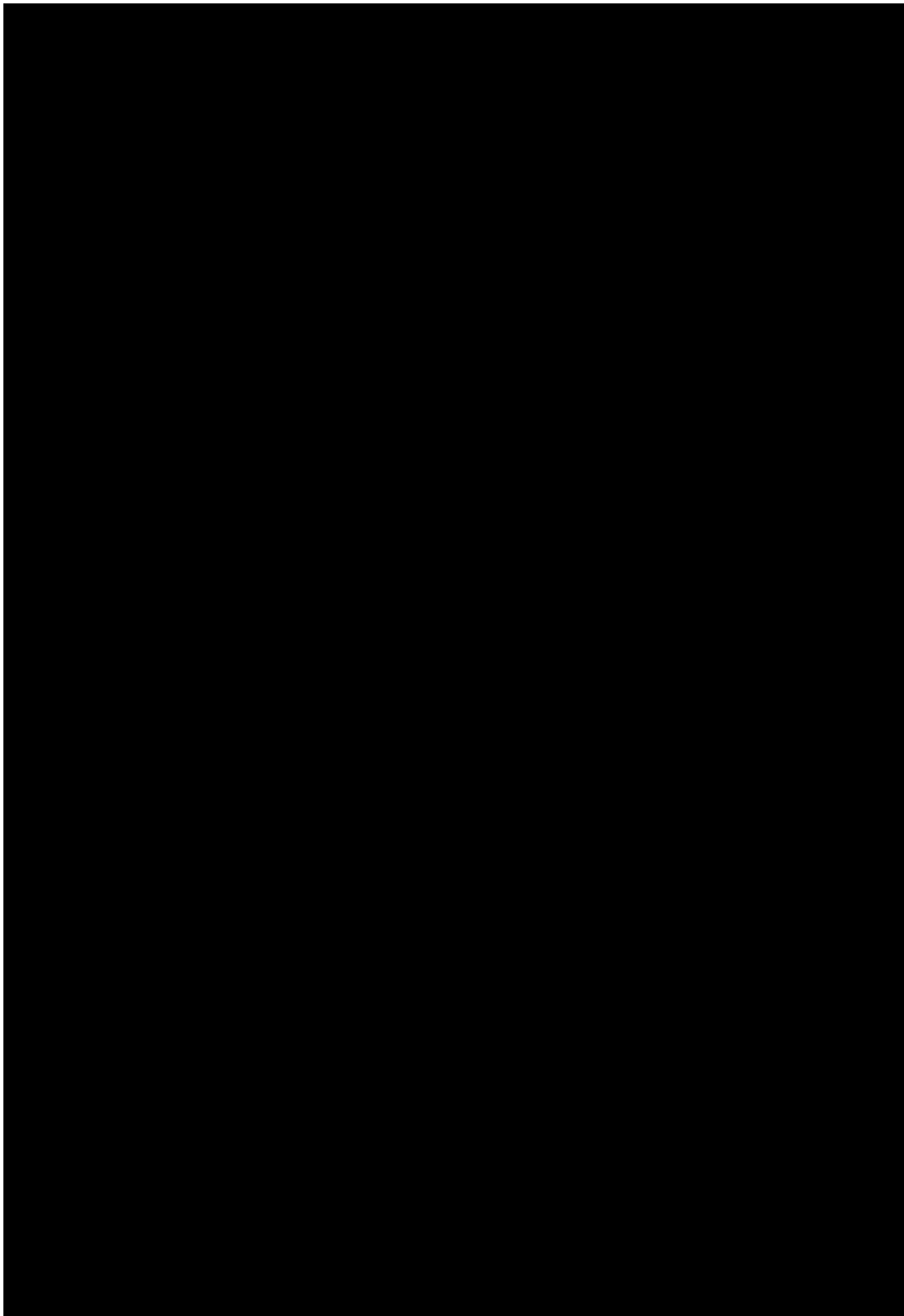


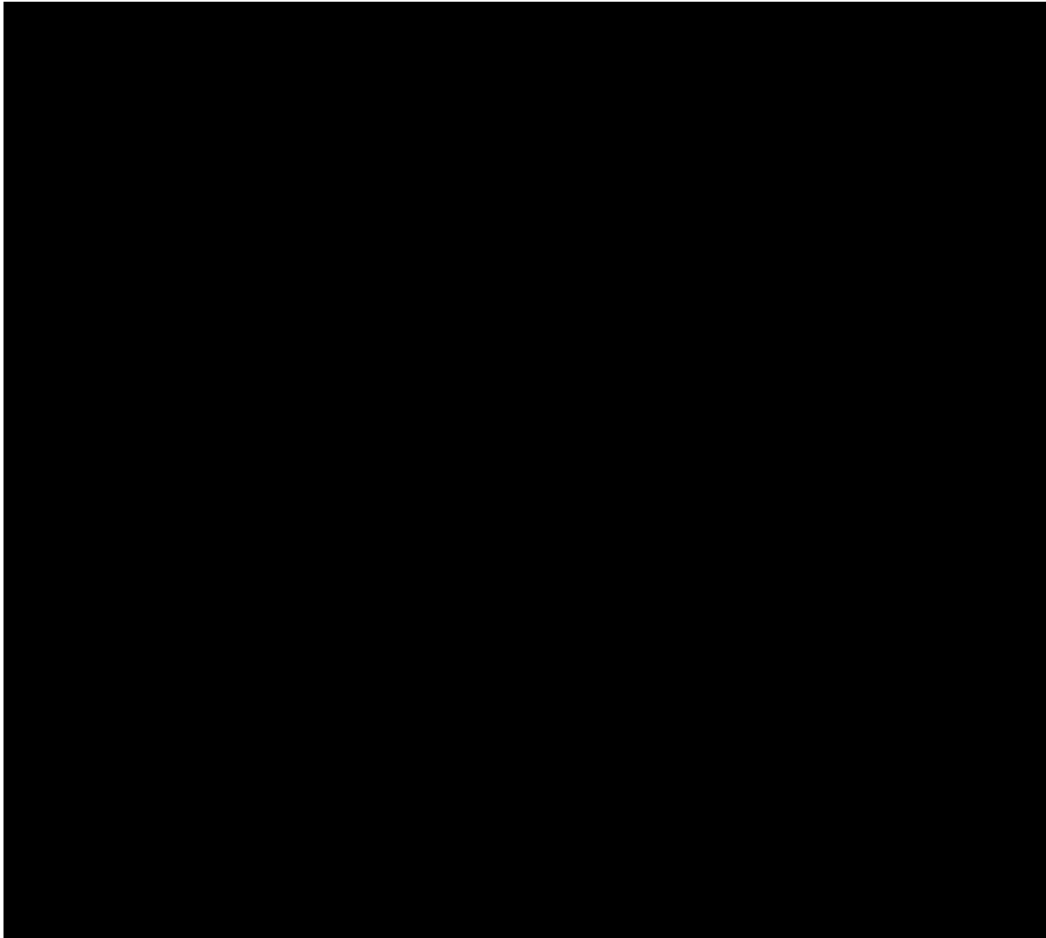


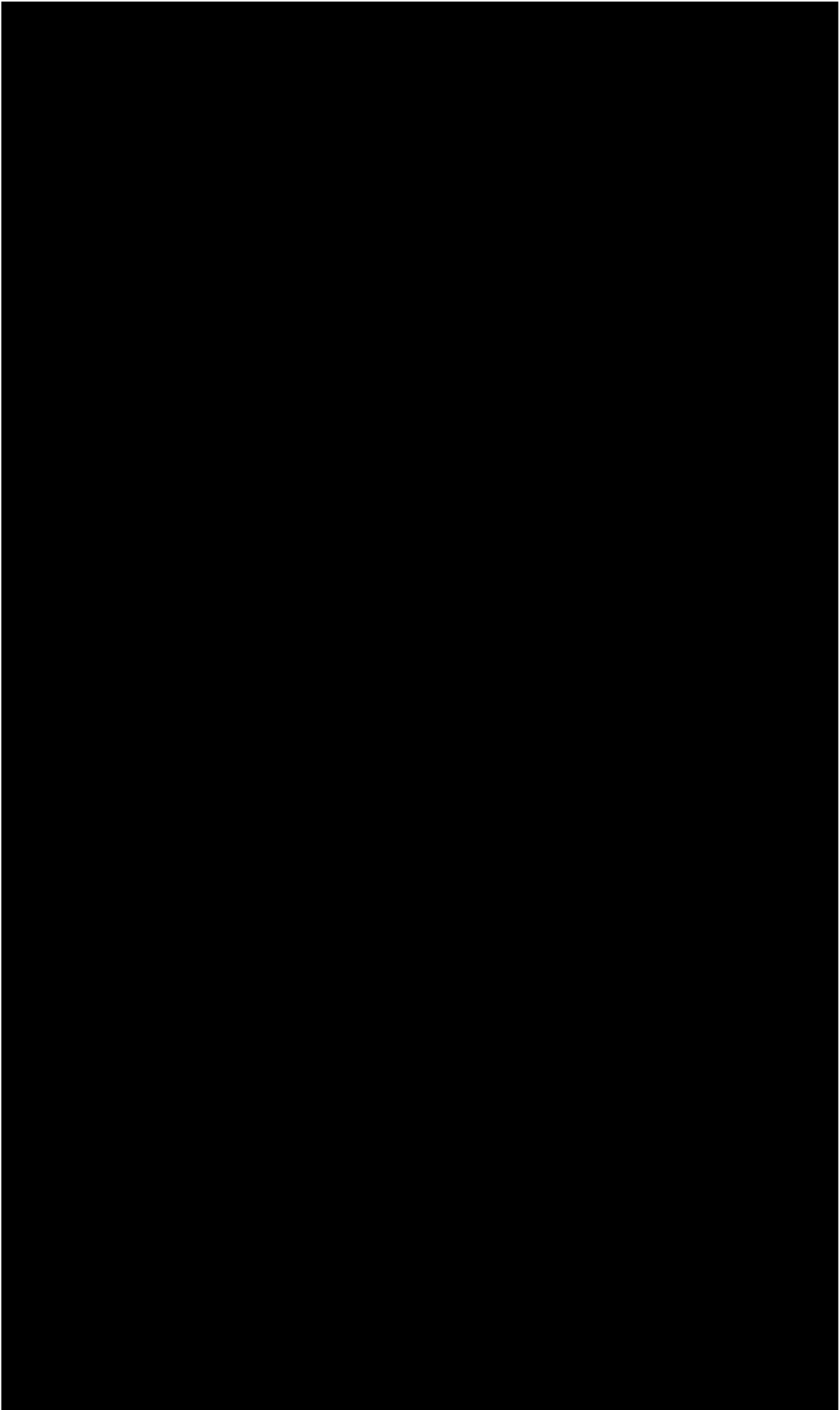


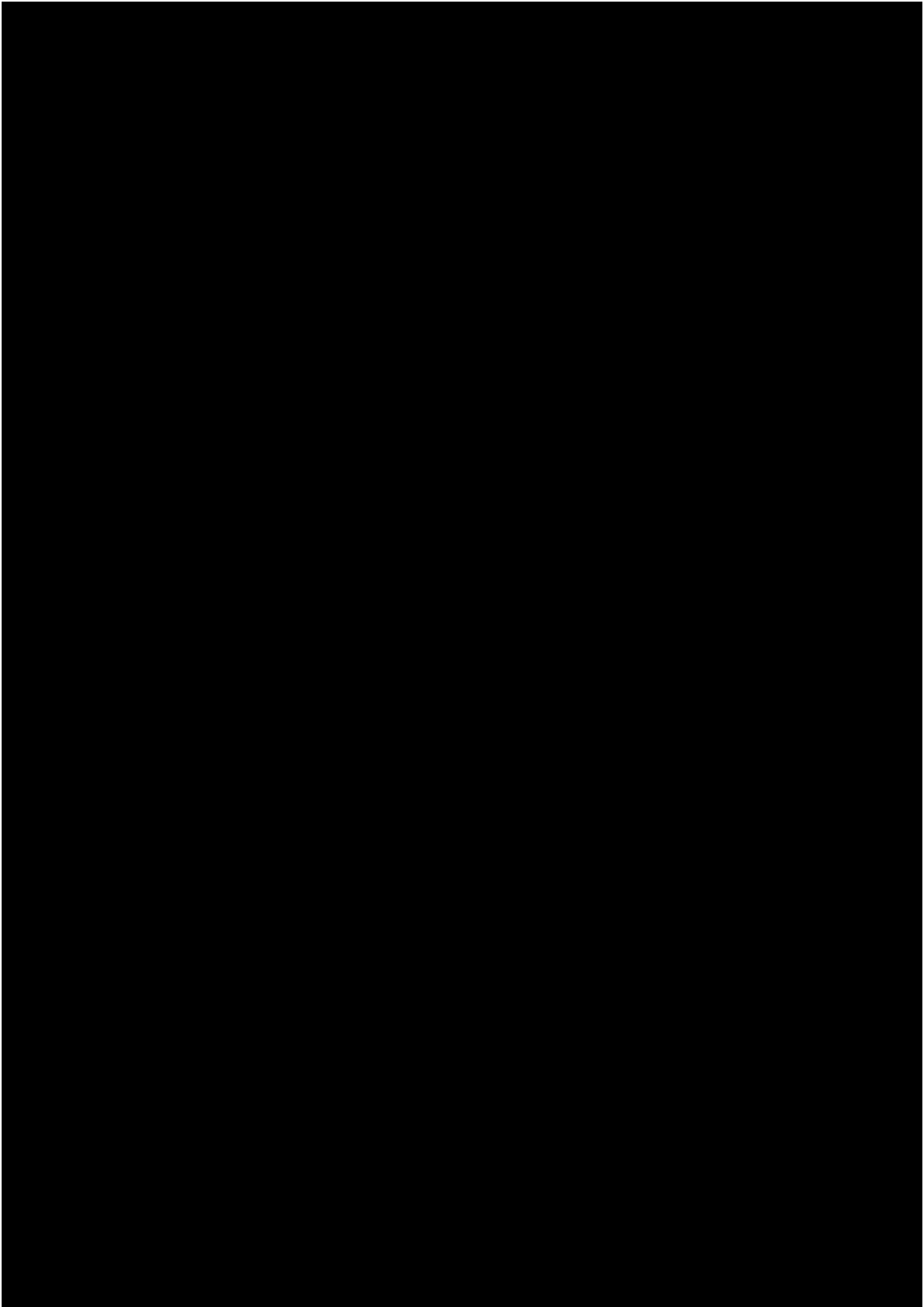


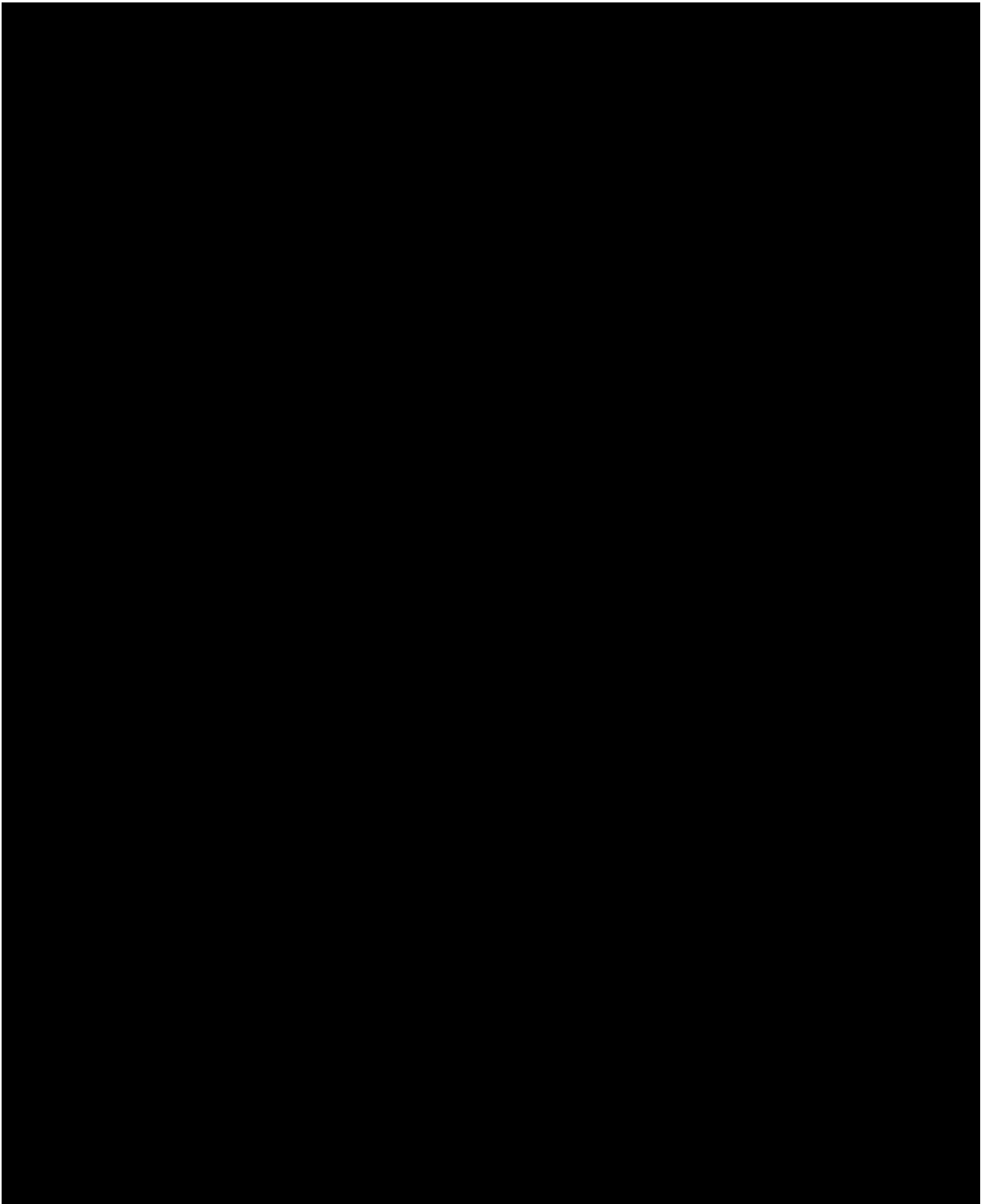


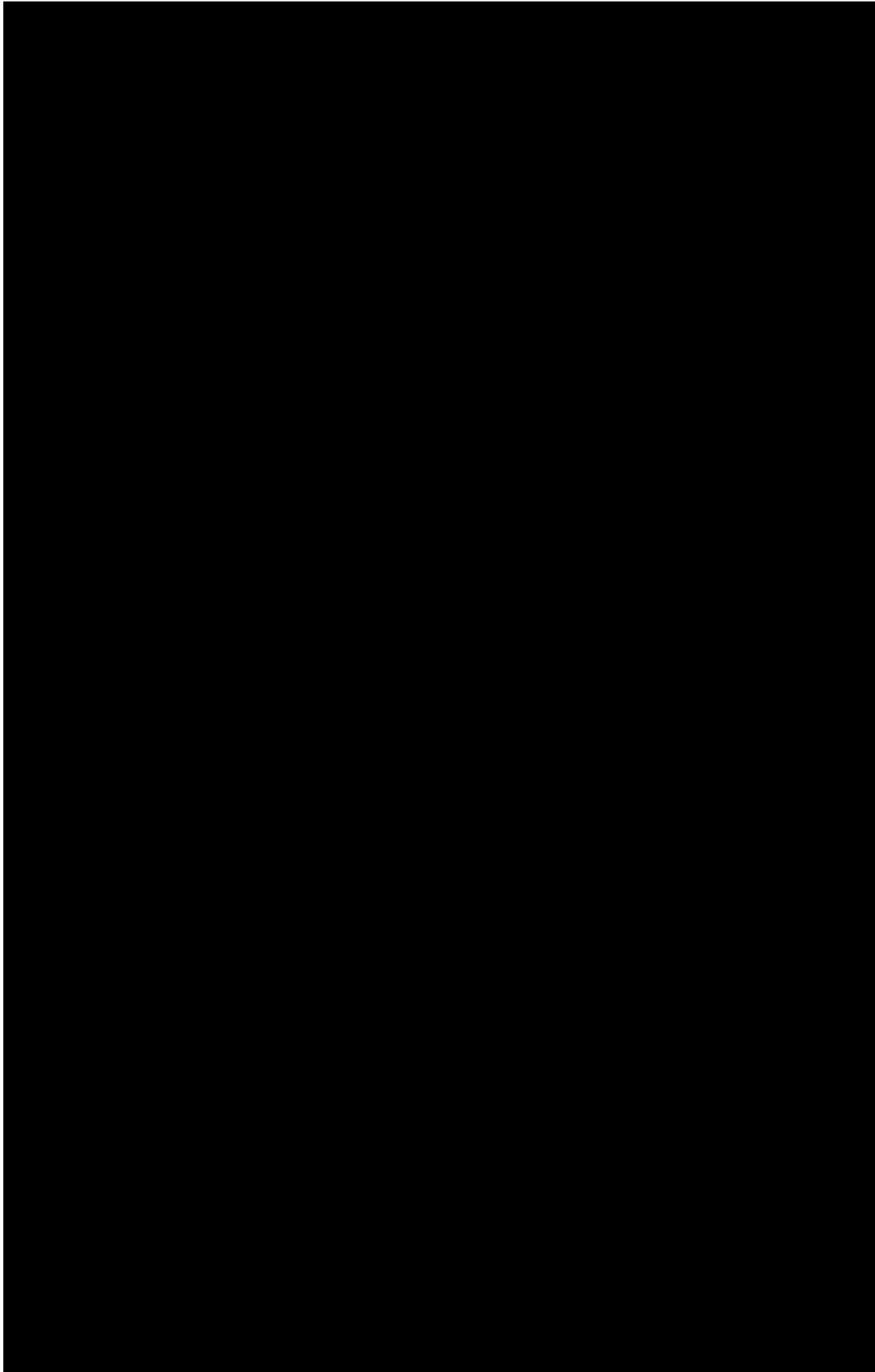


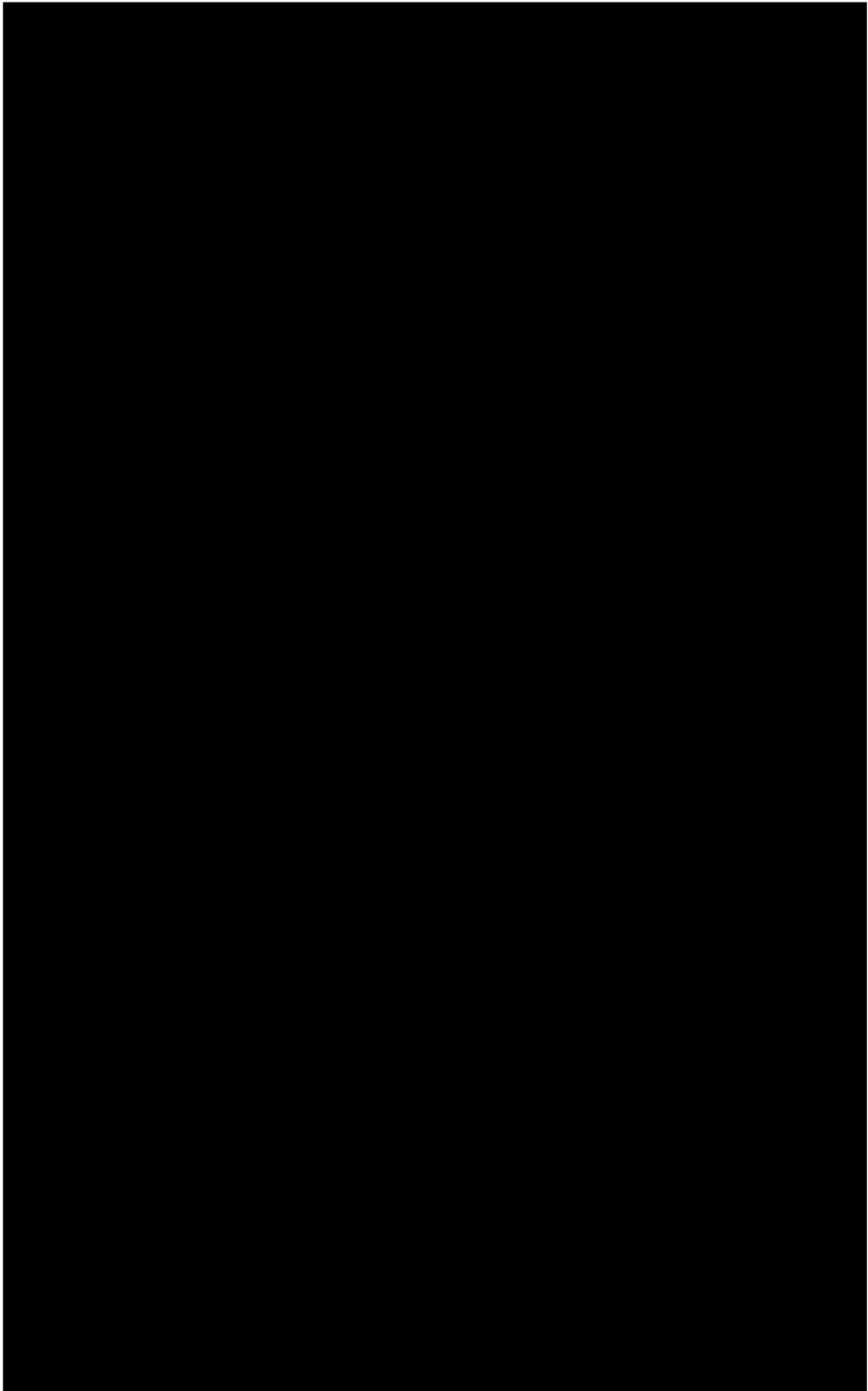


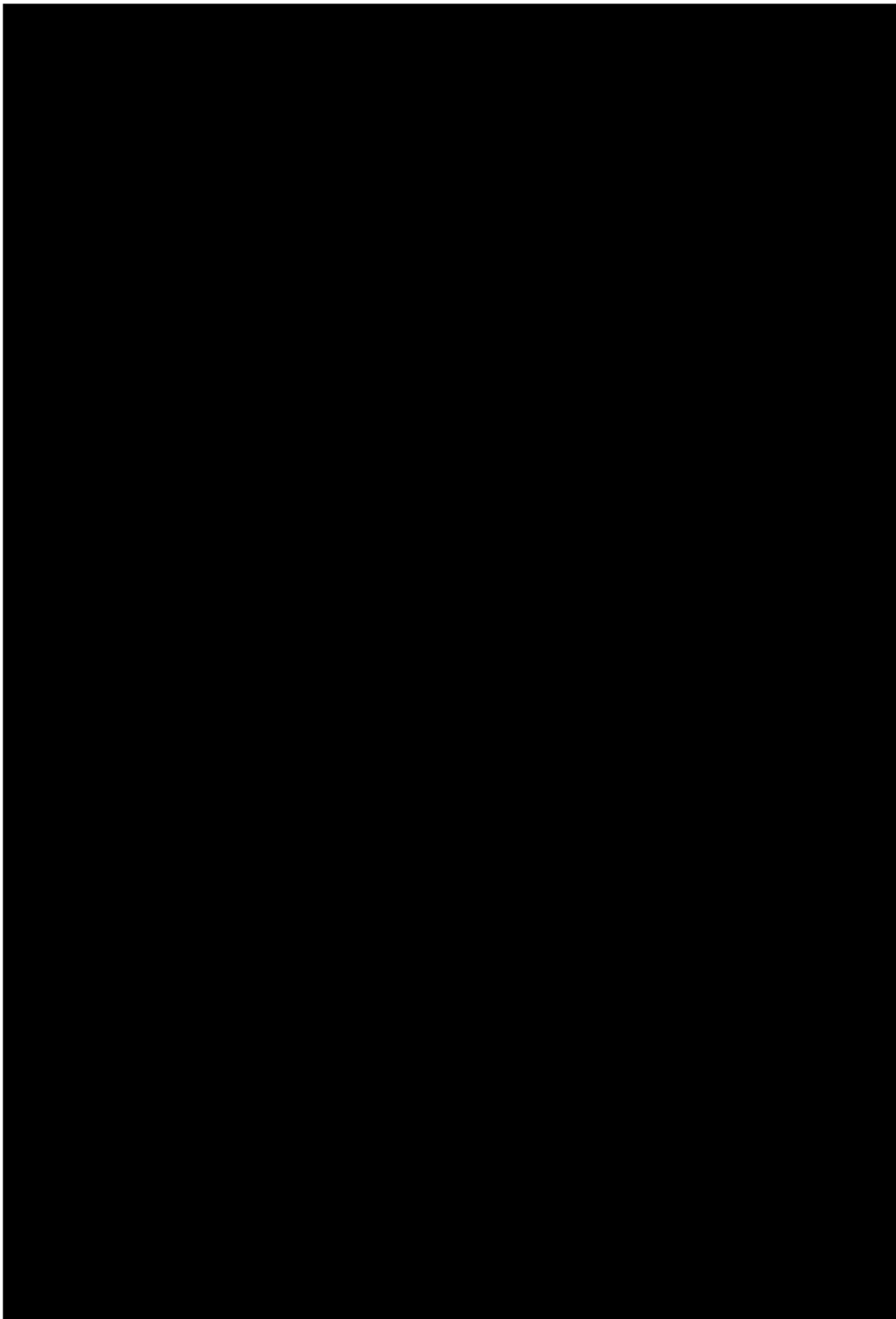


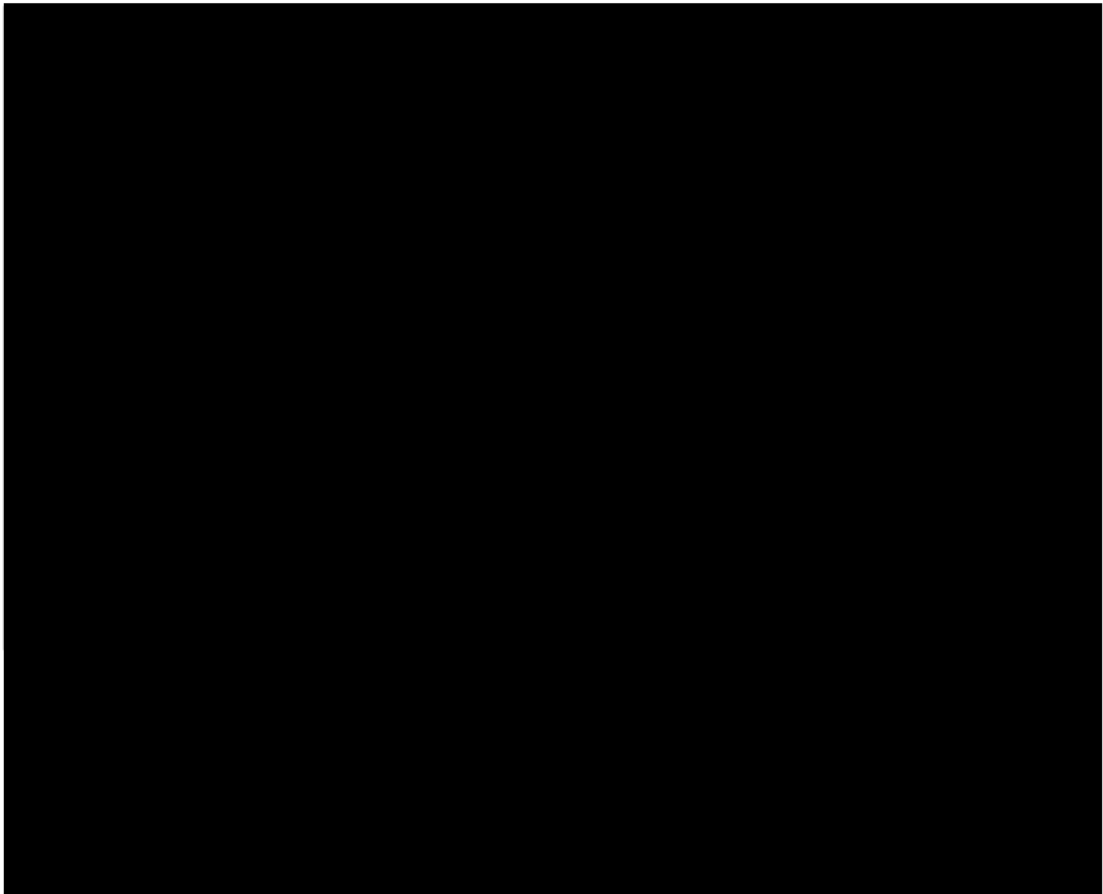


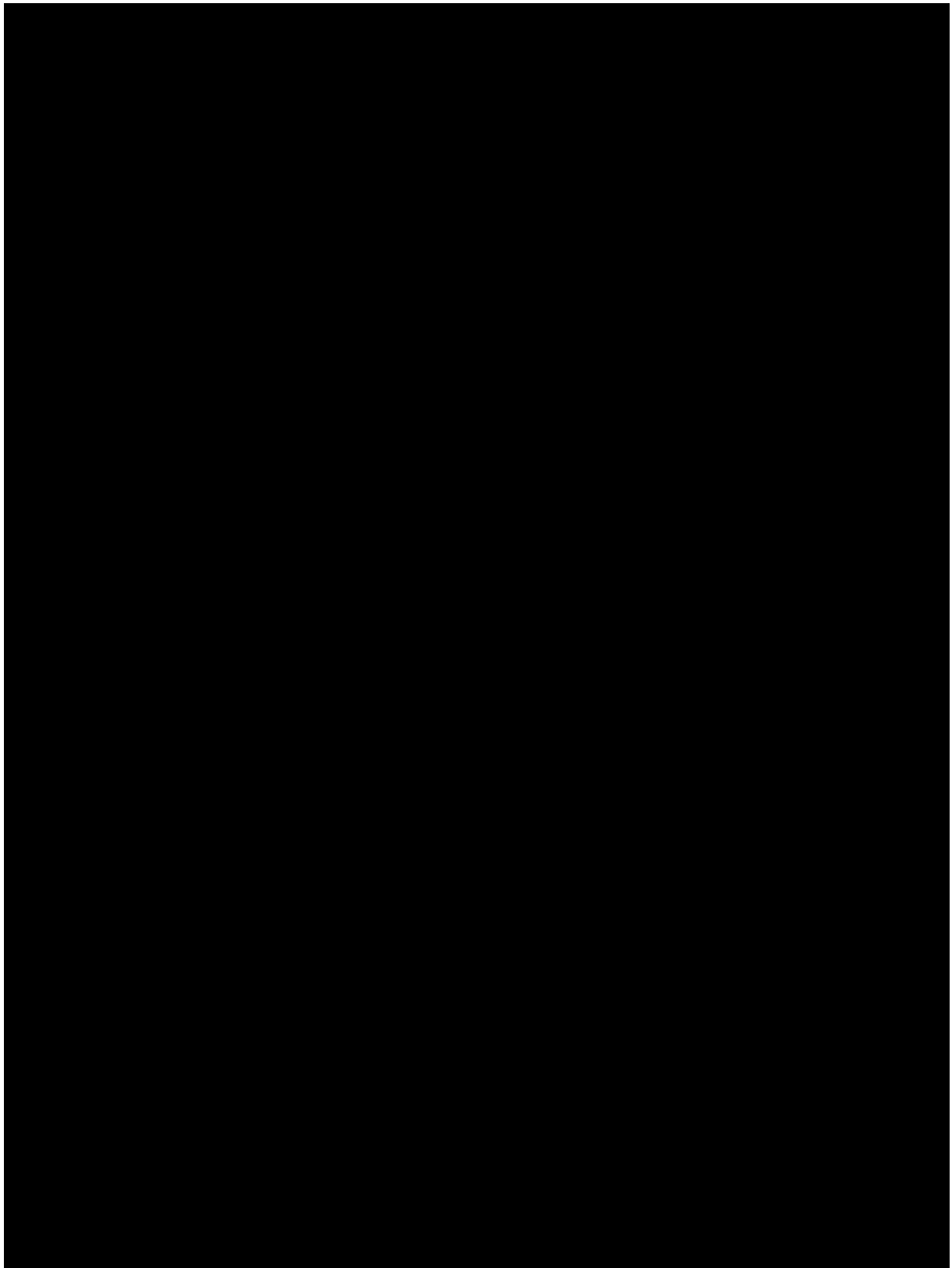


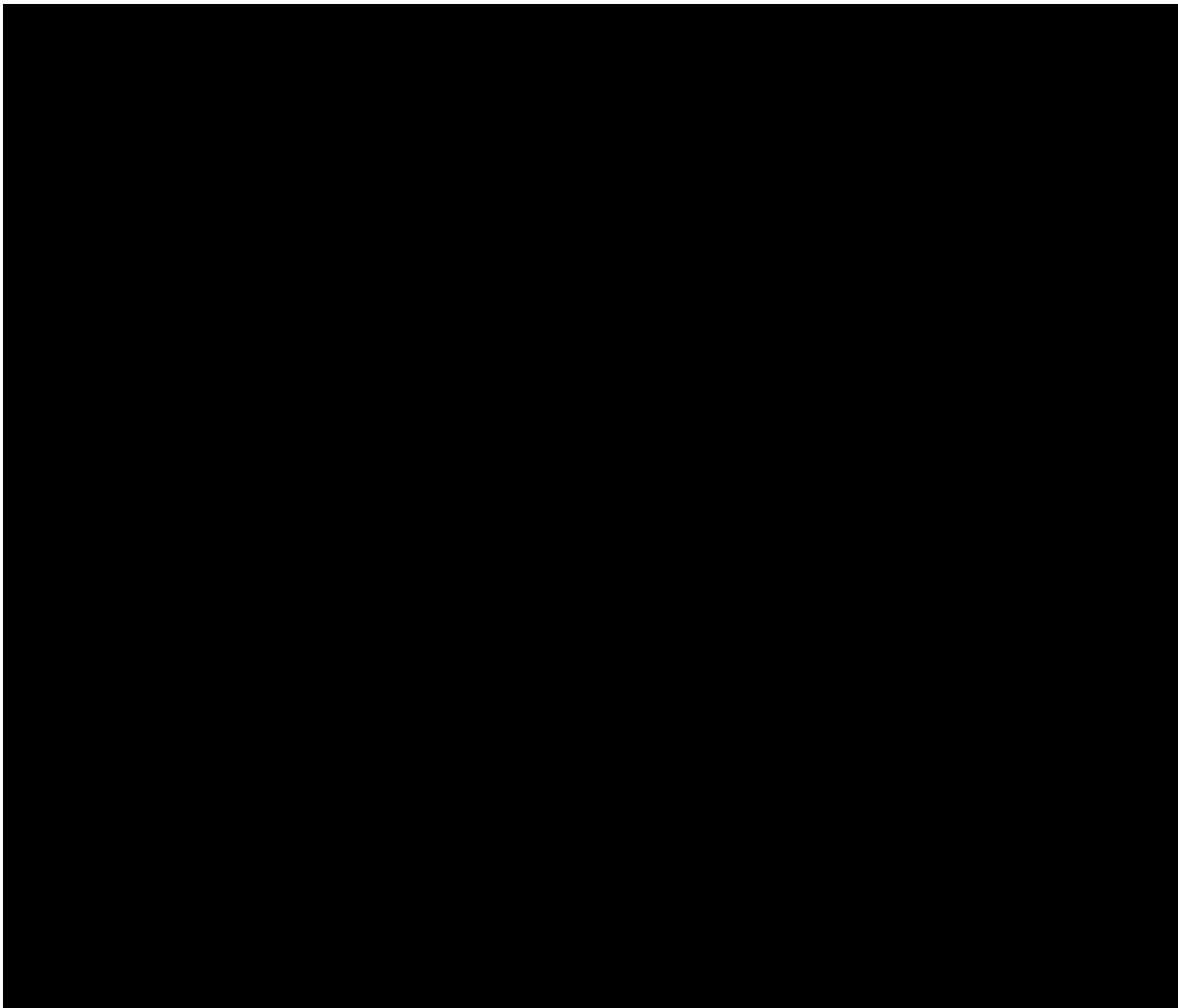












The following proposal should be considered in response to Appendix Two: Example of a medium sized piece of evaluation support work - extracts from the Farm Excellence Platform Impact Survey specification.

Background & Objectives

The Agriculture and Horticulture Development Board (AHDB) is a statutory levy board, founded in 2008 and funded by farmers, growers and others in the food supply chain (collecting around £60 million per year). In return levy payers receive services that they might not otherwise be able to afford to invest in (e.g. research and development, market intelligence information and trade development and marketing). The overall objective of the AHDB is to make Great Britain's livestock, dairy and agriculture sectors more successful, providing market information to improve supply chain transparency and stimulating demand in the UK and export markets.

AHDB is structured with six operating divisions representing the commodity sectors covered by its statutory remit. These sectors account for about 75% of total agricultural output in the UK. The geographical reach of AHDB varies as shown in the table below:

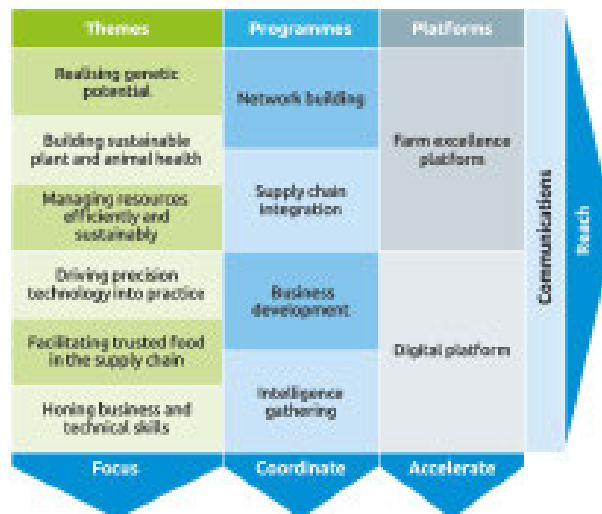
Division	England	Wales	Scotland	NI
Beef and Lamb	✓			
Cereals and Oilseeds	✓	✓	✓	✓
Dairy	✓	✓	✓	
Horticulture	✓	✓	✓	
Pork	✓			
Potatoes	✓	✓	✓	

AHDB is the major funder of applied agricultural and horticultural research and knowledge exchange (KE) in the UK. About 50% of the levy collected is invested in AHDB's technical programme. In a typical year, AHDB delivers over 300 technical workshops or farm events and its teams engage regularly with more than 170 discussion and business groups.

As a result of recent strategic changes in AHDB, research and KE programmes have been re-aligned to address the AHDB 2017-2020 strategy¹. This identifies high-level strategic priorities to be delivered via sector-specific activities covering the full range of AHDB's operations. The technical research and KE components of those sector activities are delivered via work programmes grouped under six outcome-based themes (shown in green in Figure 1 below):

¹

https://projectblue.blob.core.windows.net/media/Default/About%20AHDB/Corporate%20strategies/CorporateStrategy_updateJune2017.pdf

Figure 1. AHDB Research and Knowledge Exchange Framework²

As detailed in Figure 1, AHDB's Farm Excellence Platform (FEP) is a channel for integrating farmers and their businesses into the wider AHDB KE programmes of network building and supply chain integration. It aims to harness the proven benefits of 'farmer to farmer' learning in order to accelerate knowledge uptake and improve performance, and incorporates sector specific programmes, products, services and campaigns.

Feedback on the FEP has previously been collated by individual AHDB sectors. However, inconsistencies in methodology, timings and sampling approach have prohibited meaningful or measurable cross-sector comparisons. AHDB therefore requires an outcomes and impact survey for its whole FEP, across levy payers and stakeholders who have directly engaged in it. 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.

About OMB Research

OMB is a full-service market research agency, established in 2004 and operating across all methodologies and market sectors. Our philosophy is to provide senior level involvement at every stage of the research process and as such the senior team are heavily involved in each and every stage of all projects, not just acting as figureheads at the start and end. This approach underpins our commitment to deliver high quality, tailored insights to every client on every project.

We do not believe in 'black box' solutions and are not constrained by established techniques or methods. Rather, we believe that understanding our clients, their customers and their market is the key to designing the most effective approach to measuring customer experience.

² <https://ahdb.org.uk/research-and-knowledge-exchange>

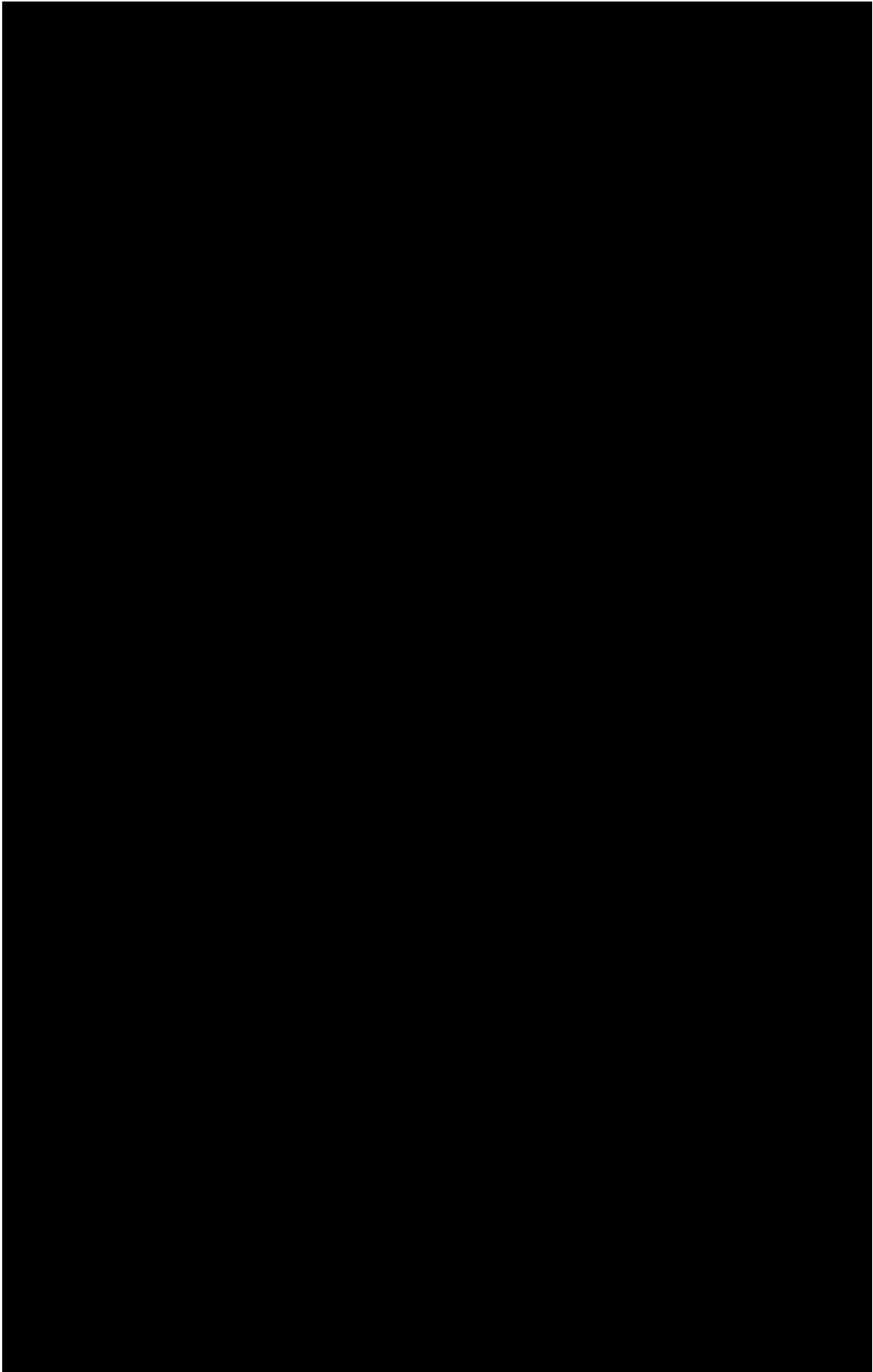
Every project is unique and tailored to suit the specific needs of the client. We work in close collaboration with our clients to establish key metrics which are relevant to their business and, critically, reflect the needs of their customers.

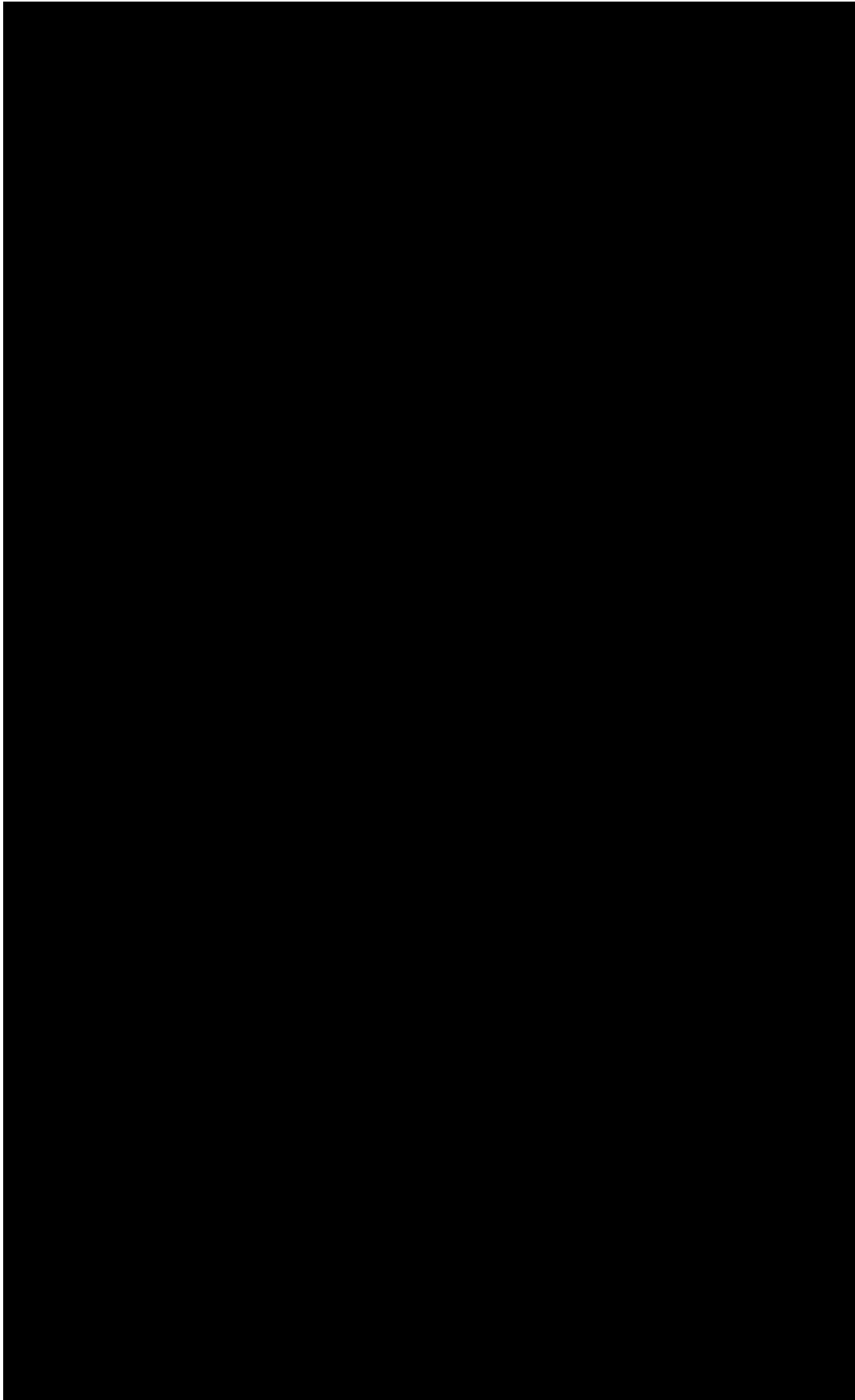
We believe that measuring customer experience and impact is only worthwhile if it results in real improvements to service delivery and content. We help our clients achieve this not only through careful and considered project design, but also through highly effective communication of the findings. Our outputs are always action-oriented and often tailored to the differing needs and priorities of specific teams. We build strong partnerships with our clients, often attending internal strategy meetings and facilitating action-planning workshops.

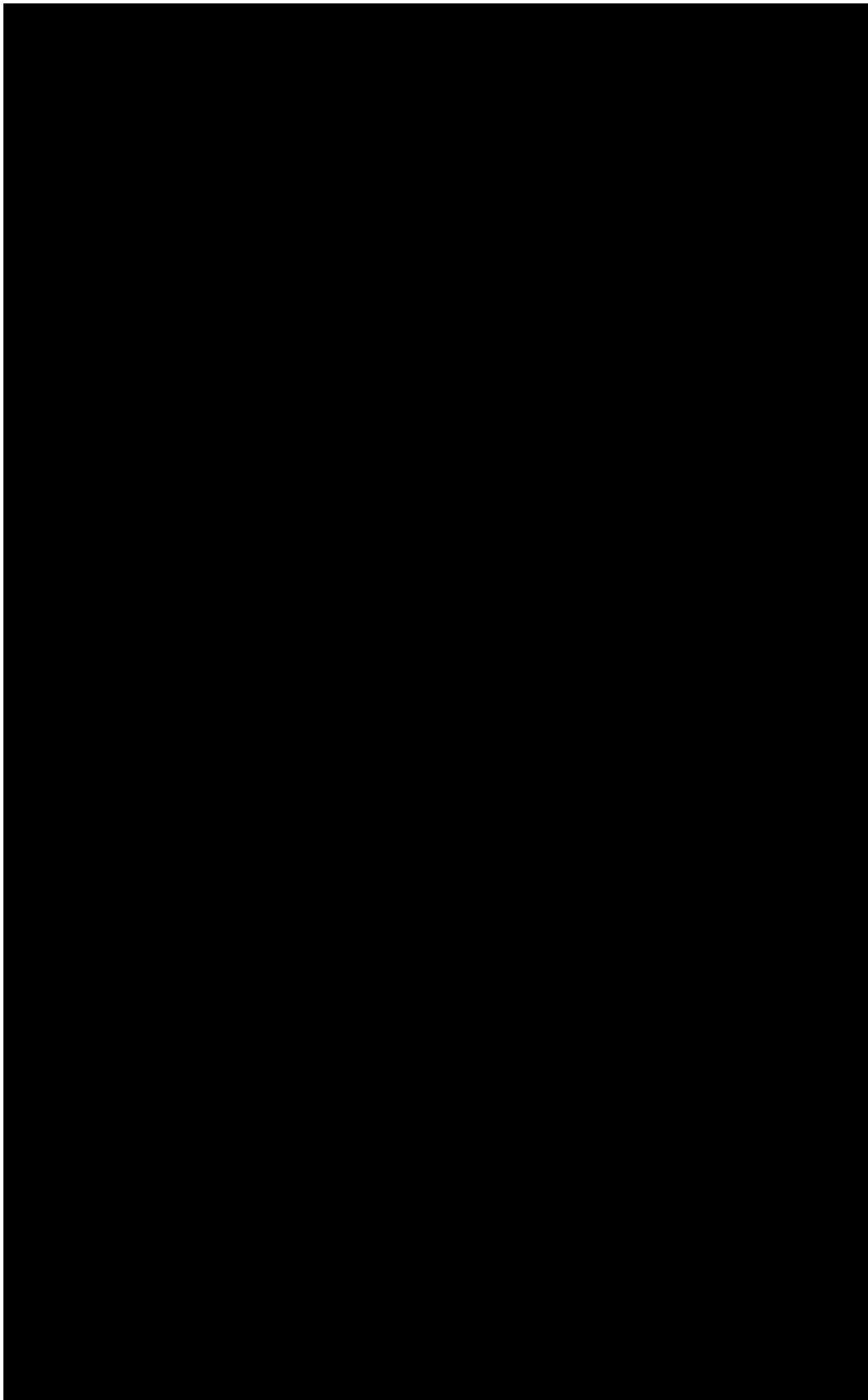
Specific examples of our experience illustrate what our team can offer AHDB for this project:

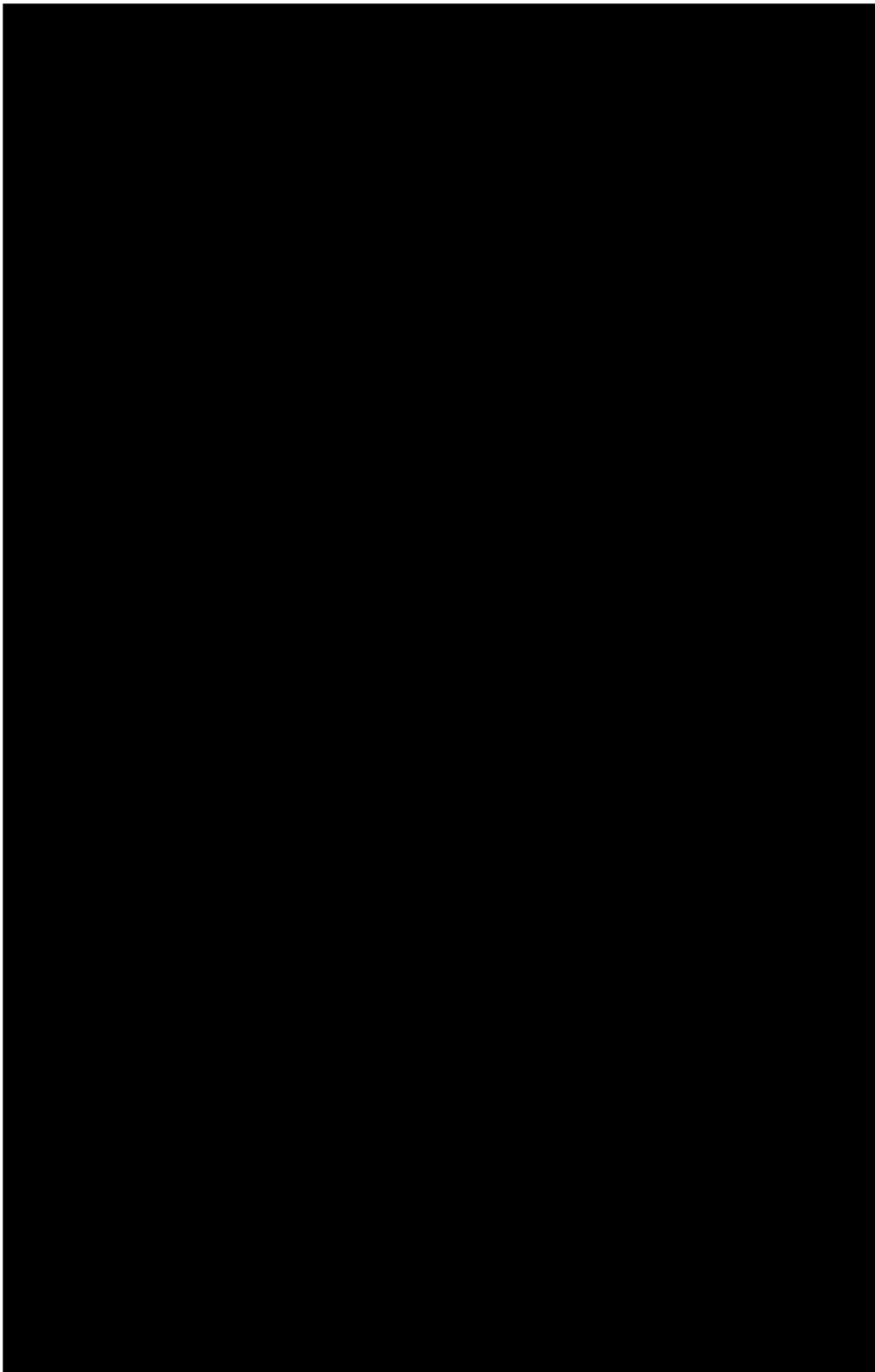
- **Experts in impact evaluation:** OMB has extensive experience in customer satisfaction/experience/impact measurement in a range of markets (e.g. business support, healthcare, pensions, transport, energy, finance,). For example, we previously conducted c.8,000 interviews a year for the Department for International Trade's (DIT) Performance & Impact Monitoring Survey (PIMS). This included monthly client surveys to measure service quality and customer satisfaction levels, as well as an annual survey to assess service impact (e.g. export, financial, employment and other impacts). This research was extremely complex due to the need to provide consistent and comparable satisfaction data for a wide range of different services/channels. Services covered includes a wide range of sector specific events, as well as an online advice/opportunity portal and as such is very relevant to AHDB's objectives.
- **Long term tracking and evaluation experience:** We recognise that this is the first wave of a programme of research and as such needs to lay a strong foundation against which future progress can be measured. We have held a number of long-term contracts for high profile tracking studies. For example, we retained the contract for the DIT's PIMS research for 10 years. Keeping this project fresh and relevant in the face of changing priorities for the organisation whilst retaining comparability over time for key measures and across multiple audiences has been a challenge that we have needed to address every wave. We have also designed and implemented high-profile tracker surveys for other clients including the Government Equalities Office, the Pensions Regulator, UK Export Finance and the Department for Business, Energy & Industrial Strategy.
- **Experience in stakeholder research:** Our team has significant experience of exploring the perceptions and attitudes held about organisations and their activities, often among key stakeholders. This includes stakeholder surveys for the Pensions Regulator, Transport for London and the Department of Health, as well as wider perceptions research for clients such as the Red Cross, the NHS and Roche Diagnostics.

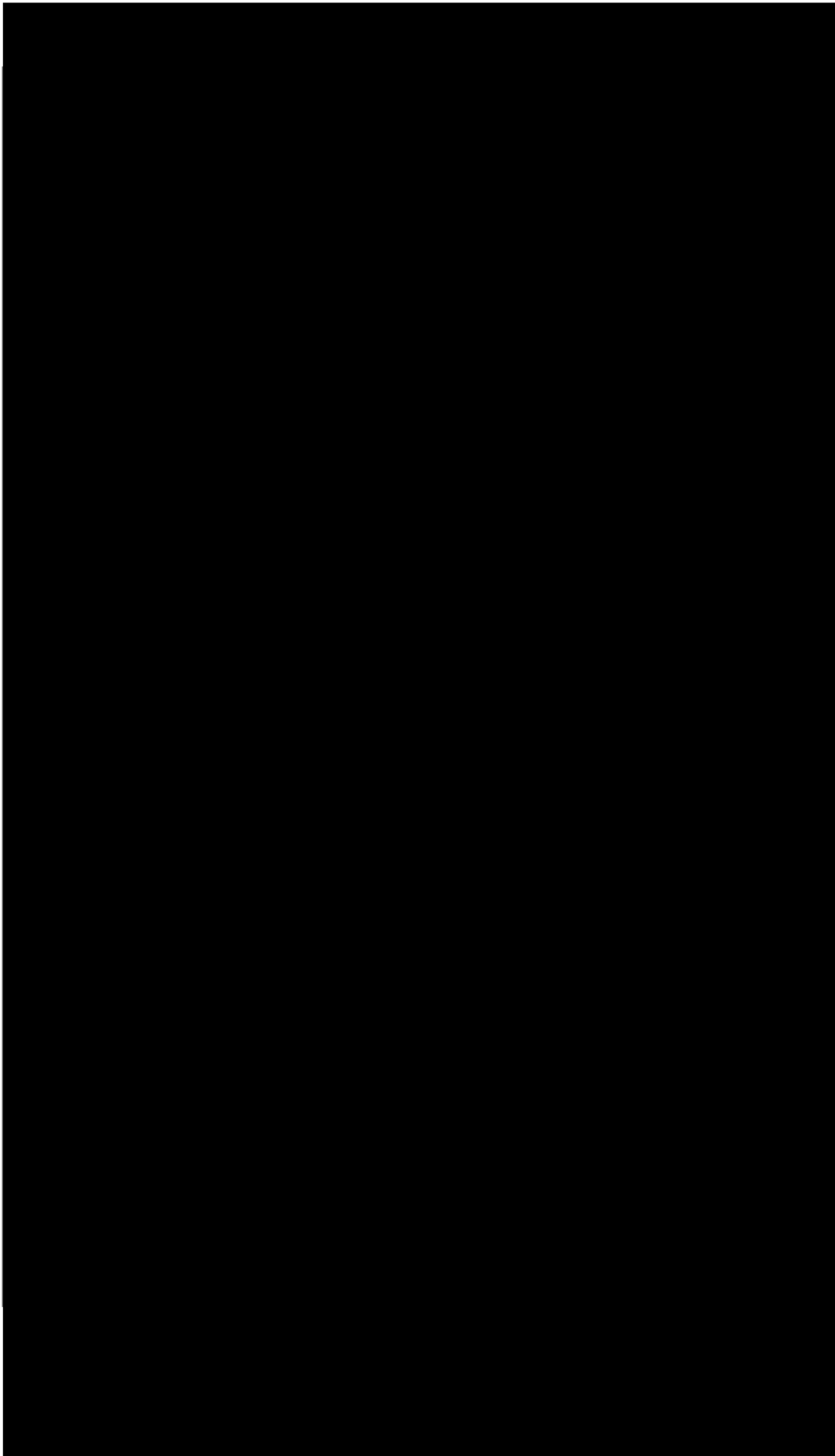
An integrated team of highly experienced professionals: We guarantee director-level involvement at every stage of the research process. Our proposed team for this project includes specialists on questionnaire design, sampling and analysis. All members of our team have worked on numerous complex and high-profile surveys for public sector bodies, where it has been critical to deliver high quality, credible and transparent data. We propose to partner with Pexel Research Services to carry out the CATI interviewing. Pexel are B2B specialists, with a large and experienced B2B interviewer team, a 'state-of-the-art' 160 seat contact centre and an ISO 20252 accredited quality management system. As such we have the

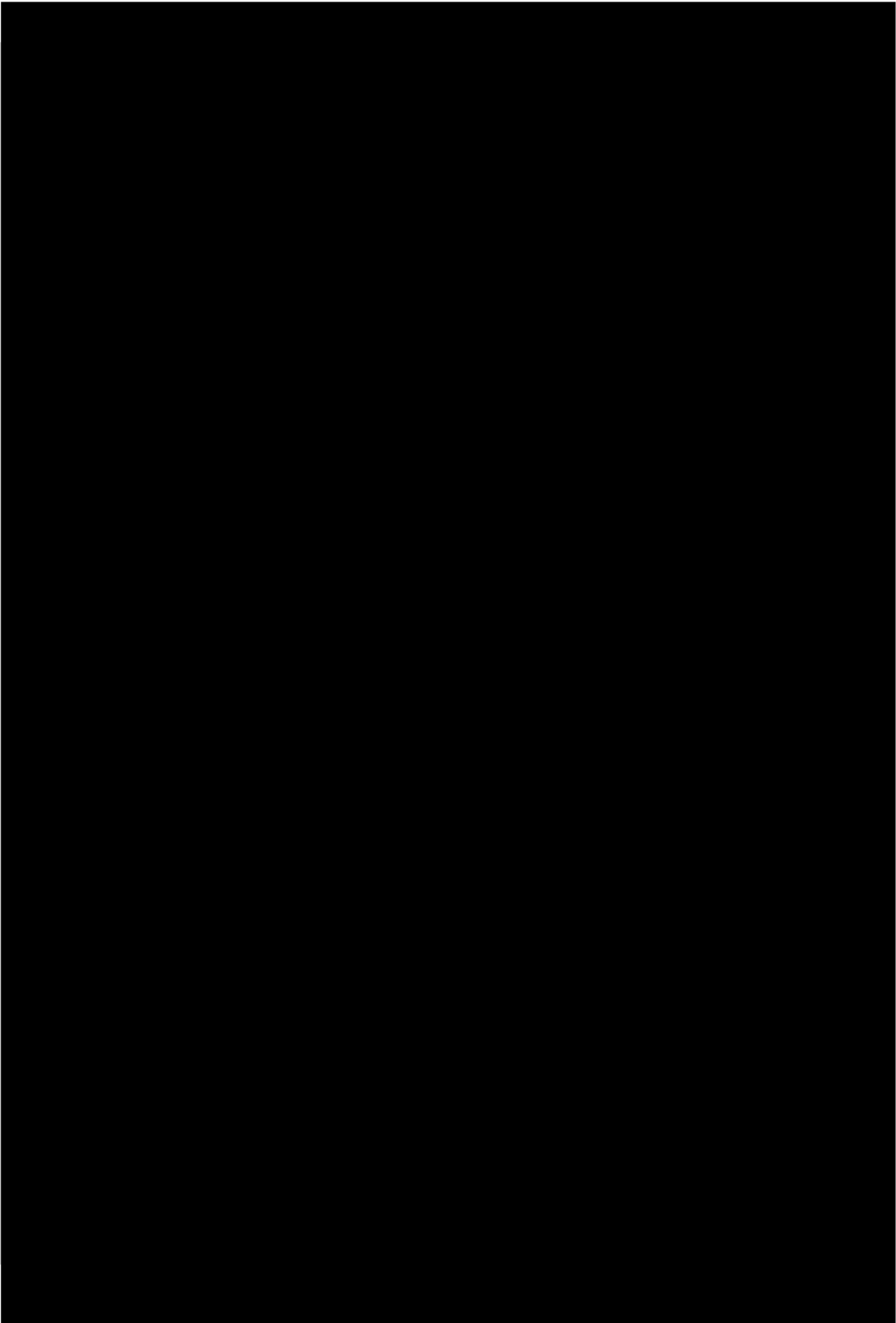


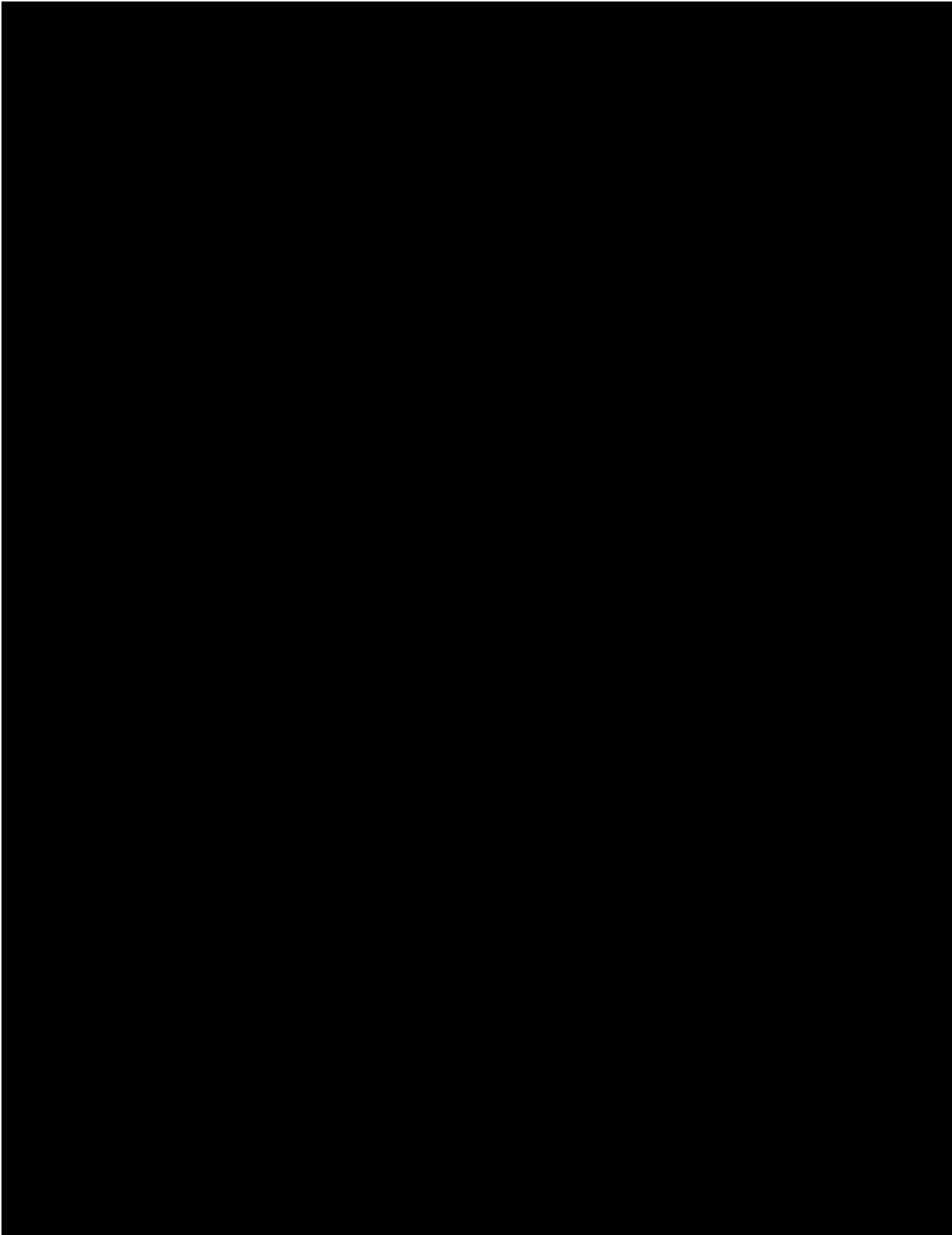












We will liaise closely with the AHDB project team to ensure that the format, content and tone of the outputs is appropriate.

The OMB team also have direct access into Pexel's CATI system so can provide the AHDB team with real-time updates on interview numbers and emerging results for key survey questions during fieldwork as required.

Outputs

We will provide the following outputs from each annual wave of the research:

Detailed project plan: On commission and following the kick off meeting, OMB will provide a revised and date-specific project schedule. This will detail all key tasks and milestones and will assign responsibility to OMB, AHDB or both.

Progress updates: During the project, we will provide weekly updates on progress. These will be delivered on a day agreed by AHDB's Contract Manager, and highlight fieldwork progress, achieved response rate and addressing any concerns. We will also provide more ad hoc up-dates by telephone or email whenever appropriate. The executive team have direct access into the CATI system and as such can very quickly provide early insight on key issues and whole topline of results as needed.

Final questionnaire: A clean, electronic copy of the questionnaire, detailing final interview targets, question routings/filters etc.

SPSS datasets: The full (anonymous) dataset of all survey responses, including any derived variables/measures and weights. All variables and codes in the dataset will be clearly labelled, and a separate file giving clear details of how all created variables have been constructed can also be provided if required (referencing the questions and specific response codes used in each variable).

Data tabulations: Comprehensive data tables providing weighted results to each survey question (and any derived measures or KPIs), analysed by relevant cross-breaks. Separate sets of tables can be provided for the total sample, levy payers only and stakeholders only.

PowerPoint report & face-to-face presentation: A comprehensive slide deck that provides analysis of the survey results and includes comparative analysis by audience group and other relevant variables. In Y2 and Y3 this will also include trend analysis of results from previous waves of the survey. It will be designed and structured in such a way as to 'tell the story' of research and will be presented in an accessible and visually stimulating manner. We have assumed that we will present this face-to-face at the AHDB offices in Warwickshire, but it will also function as a standalone report.

Written report: A report produced in Word that provides a comprehensive analysis of the key research results. The report will consist of detailed text commentary, supported by charts, tables and infographics where appropriate. It will also include a stand-alone executive summary to deliver the key findings in a succinct and accessible form. In Y2 and Y3 we will include comparisons with previous waves of this research. We will always seek to report the findings clearly and transparently, with use made of dedicated chapters and technical annexes to ensure full understanding of the approach to methodology, sampling and analysis. We also ensure that results undergo statistical testing so that only differences that are statistically significant are commented on in the report.

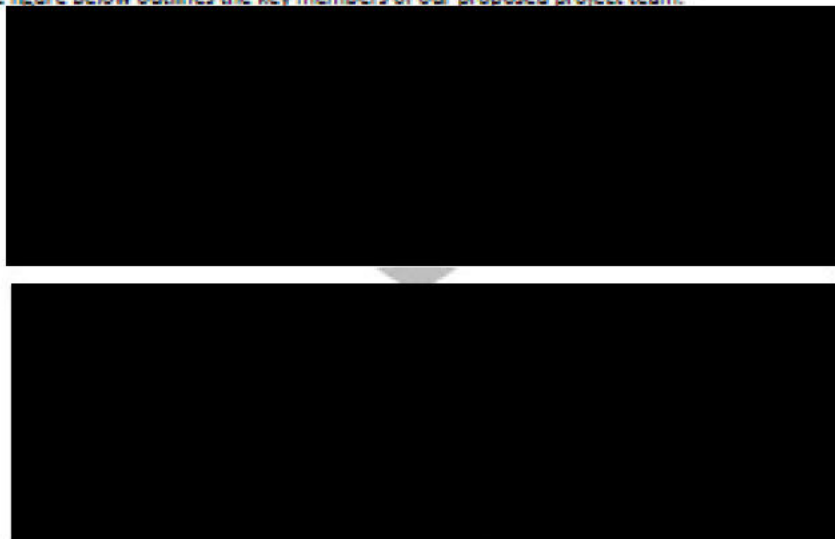
Project Team & Experience

Team Overview

OMB Research has developed a strong track record for robust, independent, evidence-based evaluation and research. Our philosophy is to provide senior level involvement at every stage and as such the senior team will be heavily involved in each and every step of the research, and not just act as figureheads at the start and end of the project.

We first appointed our fieldwork provider, Pexel, on the strength of their public sector experience, rigorous quality systems and willingness to establish a long-term working relationship. Having worked together on more than 30 CATI research projects in the last five years, they have proven they can deliver fieldwork to the high standards we demand. Over the course of our relationship, both organisations have established effective working practices that place the onus on frequent and open communication.

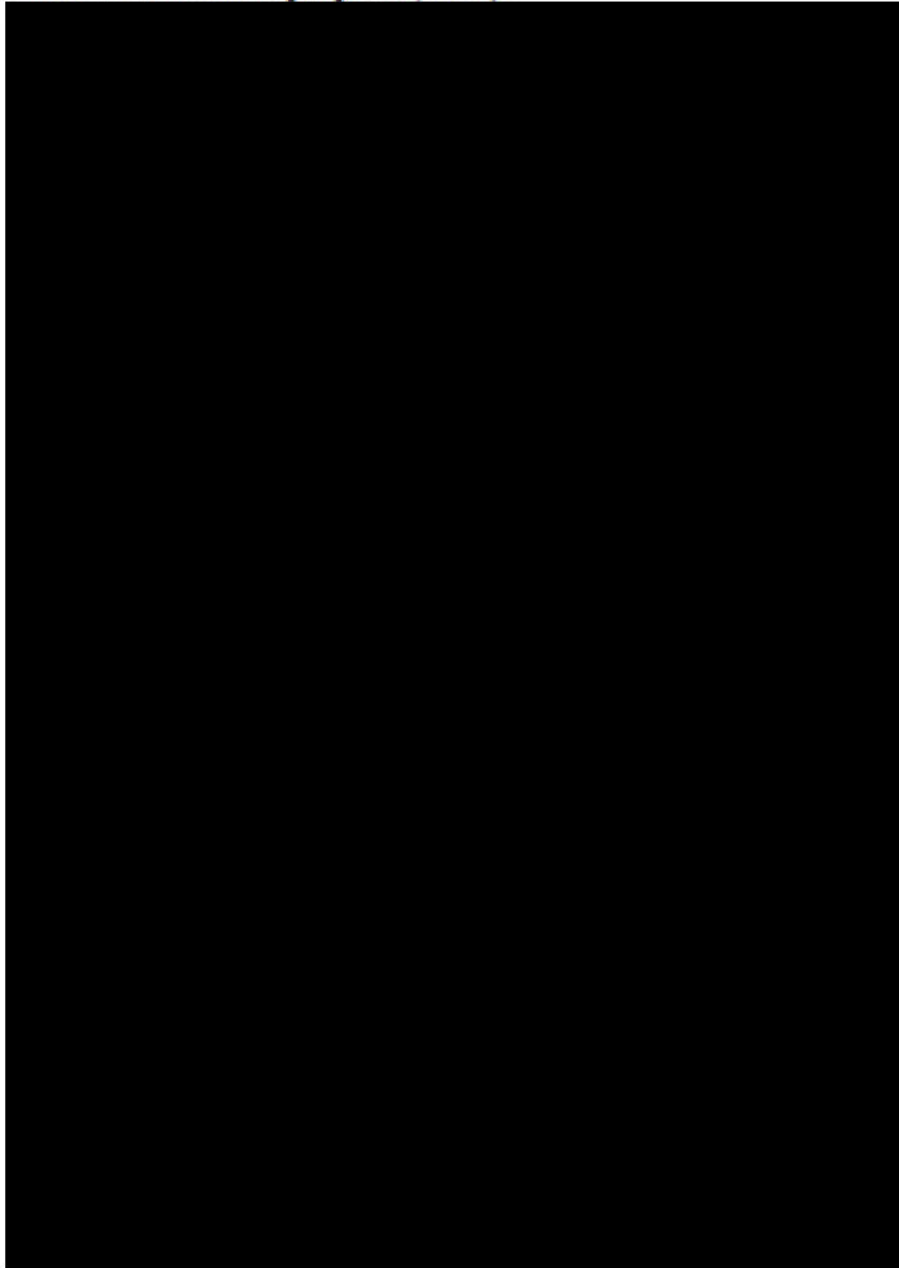
The figure below outlines the key members of our proposed project team.

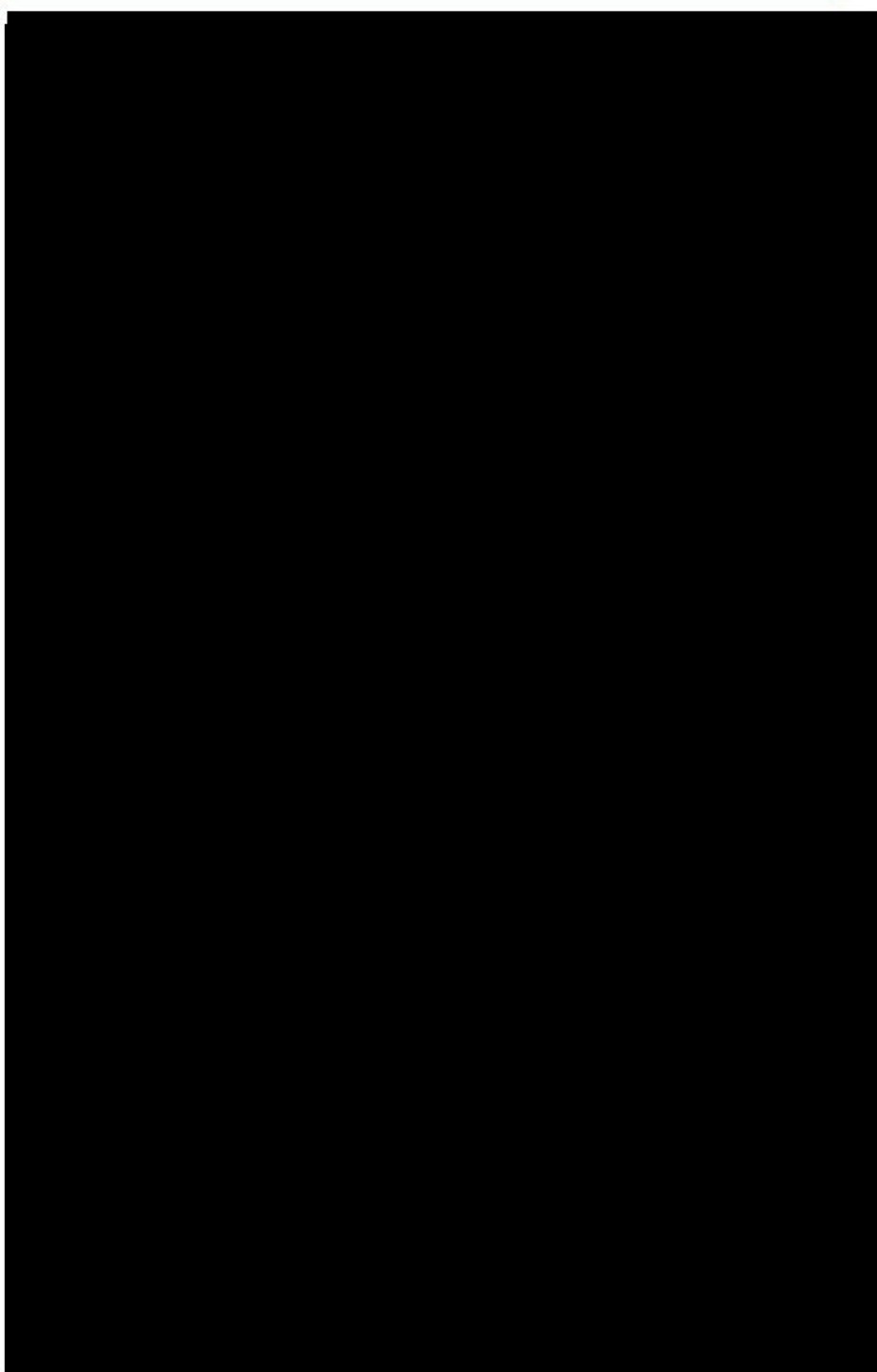


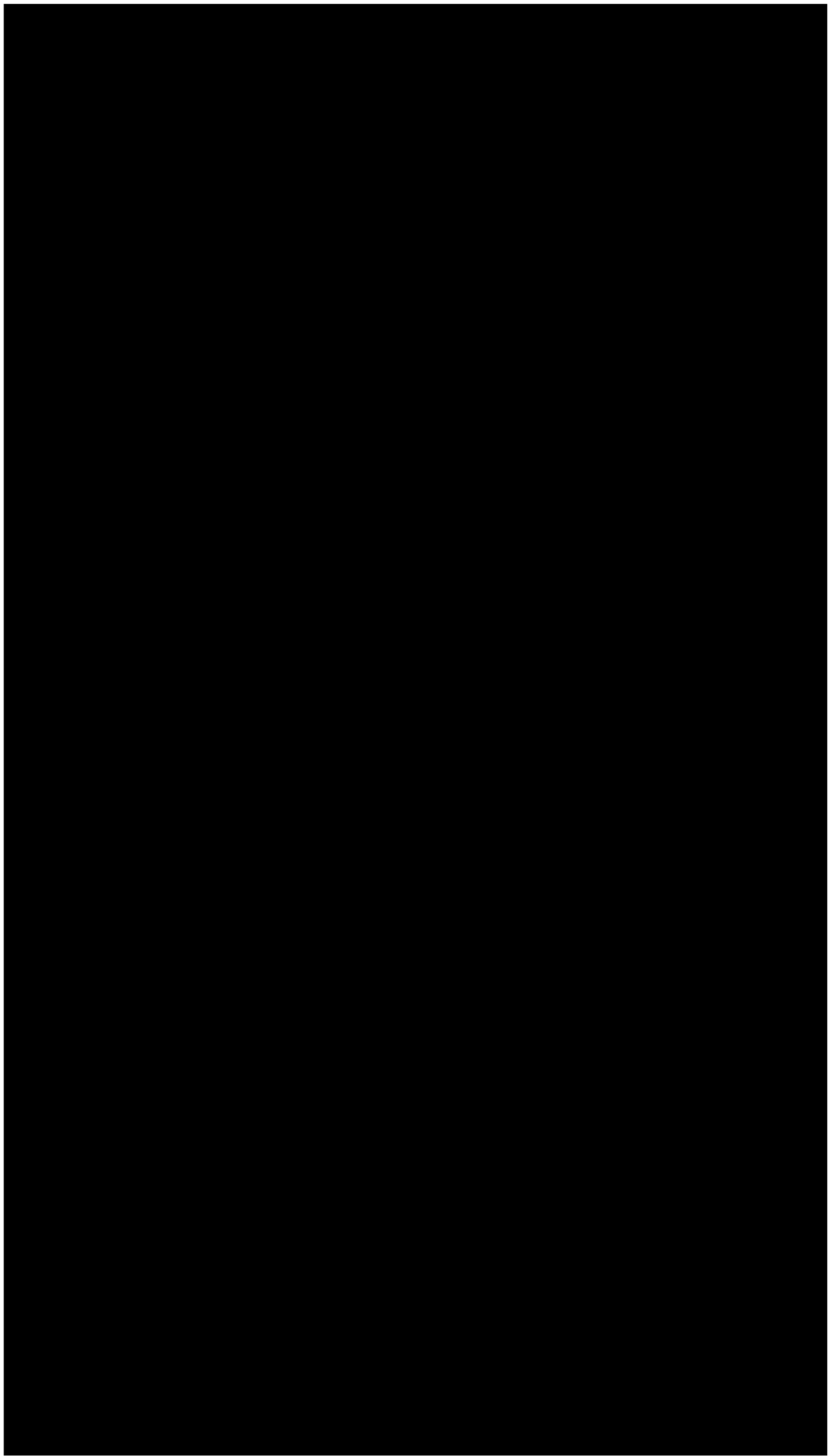
The above staff members will be assisted by other members of the OMB and Pexel teams as required. At every stage of the project we will adopt a shadowing approach. This means there are always at least two project team members able to complete a task. This provides a strong level of risk minimisation to the delivery of this project as any staff absence (planned or unplanned) is accounted for.

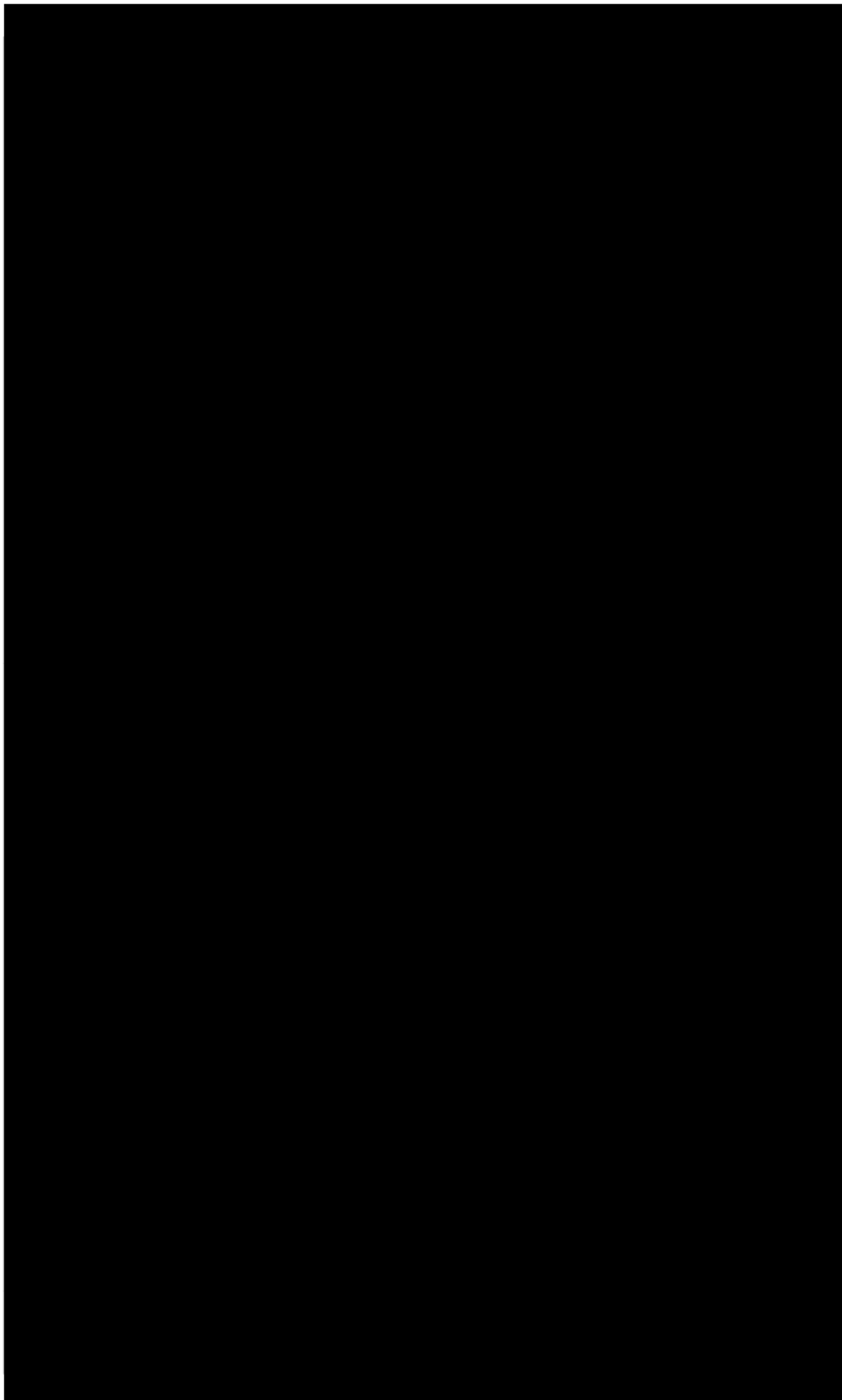
Our approach to contract management is based on frequent and open communication with our clients. Gemma Bird will be the project lead and main contact point for AHDB, but Michael and Hannah will be able to deal with any queries or requests in her absence. We will respond to any AHDB communication within 1 working day and, if helpful, can provide contact reports/summaries within 2 days of each meeting. We also provide weekly progress updates throughout the fieldwork period and will be in touch more frequently if any issues or queries emerge. For example, if fieldwork progress is slower than anticipated we would alert AHDB to

this along with the reasons and our proposed solutions to address it (e.g. increasing interviewer team size, loading a higher sample ratio).









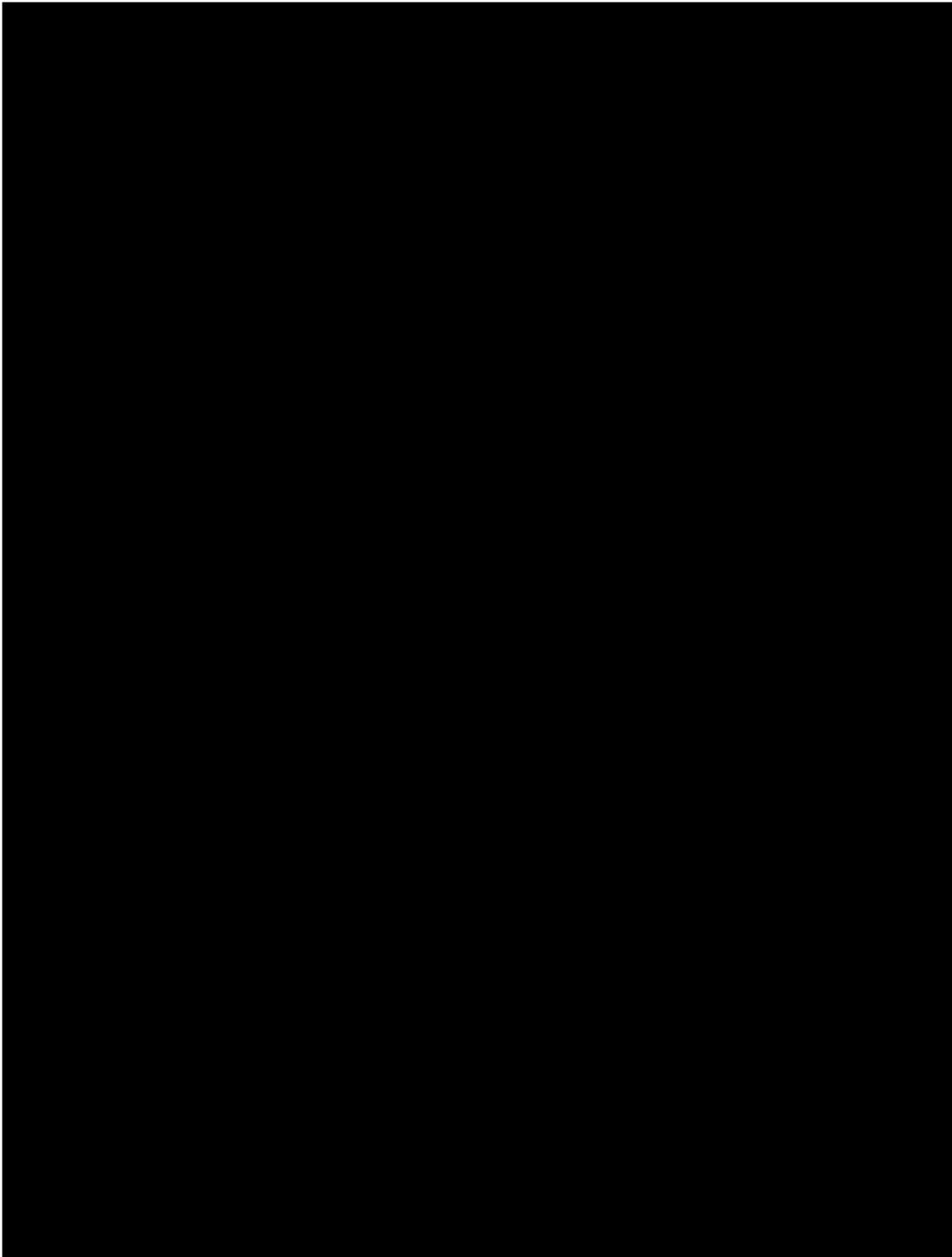
Project Plan

We can confirm that we have the capacity and capability to deliver this research to AHDB's deadlines. Our suggested timings for this research are set out below, and we envisage discussing these further at the kick-off meeting and agreeing a final timetable.

Task		Week Commencing																							
		October				November				December				January				February				March			
		1st	8th	15th	22nd	29th	5th	12th	19th	26th	2nd	9th	16th	23rd	30th	6th	13th	20th	27th	4th	11th	18th	25th	1st	8th
Project Management & Quality Assurance	Contract award																								
	Inception meeting																								
	Ongoing liaison and weekly progress updates																								
	Quality Assurance																								
Survey design & fieldwork	Agree sampling approach/structure																								
	Draft questionnaire provided																								
	Sample received																								
	Questionnaire agreed for piloting																								
	CATI set-up & testing																								
	Pilot & agreement of final questionnaire																								
	Fieldwork																								
Analysis & Reporting	Data analysis & report drafting																								
	Draft presentation provided for comment																								
	Presentation																								
	Draft report & other outputs provided																								
	Report amended based on feedback																								
	Final report provided																								

* Assuming the inception meeting takes place during w/c 8th October 2018, it would be possible to start fieldwork as early as w/c 26th November. However, the AHDB brief suggests a preference for January/February. We are very flexible in this respect and happy to discuss exact dates upon commission.

The above plan details our proposed timings for Y1. Subsequent years will require similar timescales with fieldwork conducted in the same months to ensure consistency across waves. Depending on requirements for questionnaire changes, it may be possible to shorten the time required for set-up and design on subsequent waves. A detailed timetable will be agreed at the start of each annual wave that incorporates key internal deadlines.



Quality Control

Delivering research of the highest quality is central to the philosophy of both OMB and our fieldwork partner, Pexel Research Services. While aspects of our quality control procedures are referenced earlier in this proposal, this section gives a more detailed description of processes in place to ensure we deliver high quality and accurate data.

Pexel have undertaken numerous surveys for regulatory bodies, central government departments/agencies and regional/local authorities, and have extensive experience of interviewing respondents of this level and in these and similar fields. They have a state-of-the-art contact centre and CATI system and a large team of experienced interviewers. The strength of our working relationship and our combined knowledge and experience of this type of research will ensure that we deliver this project to the highest quality standards and on schedule.

All OMB staff are members of the Market Research Society (MRS) and abide by the MRS Code of Conduct. Pexel hold the recognised standard for the provision of market research services ISO 20252, as well as the information security management standard ISO 27001:2005. All interviews and data processes are in accordance with the codes of conduct laid down by the MRS.

The following summarises the key aspects of our quality policy relating to this project:

Questionnaire Development

In our experience, the questionnaire/discussion guide development process can involve numerous redrafts. To prevent any confusion and ensure that all parties are using the most current version, file naming conventions are in place so that each draft is clearly marked with both the version number (e.g. D1, D2, etc), the survey name and the date on which it was issued.

If any questions are deleted from the questionnaire or discussion guide, we still show them in the documents (e.g. 'Q1A – DELETED') and do not use the specific question number again. The reason for this is that if the same question number was allocated to a new question, it could lead to confusion when analysing the survey results.

Prior to fieldwork going live the script is put through a rigorous and multi-layered testing process to ensure that all questions, text substitutions and routing variations are functioning correctly. The script is first tested by the Pexel executive that has scripted the survey, and is then tested by at least two OMB staff prior to sign off. Using remote software enables us to spend as much time as necessary to fully check the script before signing it off for fieldwork to begin.

Interviewer Training & Monitoring

Prior to calling any of the sample, a comprehensive face-to-face briefing session will be held with the interviewer team. All interviewers will be provided with detailed project notes to use for the duration of fieldwork, and a senior member of OMB's team will explain the research rationale and objectives and will run through each question on screen to explain the possible options and routings, making pronunciations of any technical terms clear. The Pexel quality controller responsible for the project will also be present to ensure that they can brief any new interviewers and understand the nuances of the questionnaire to tailor the Quality Control processes.

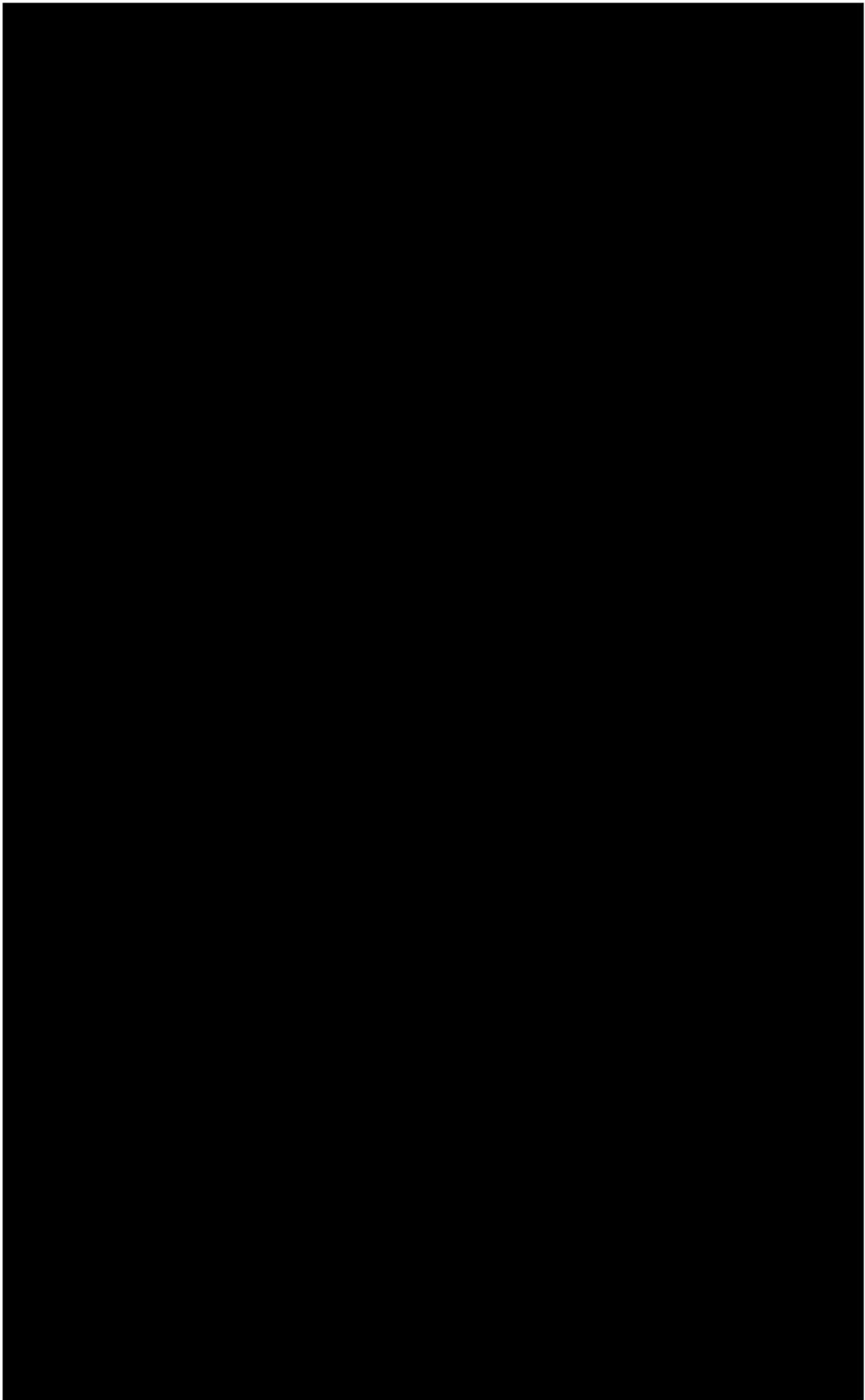
A minimum of 10% of the calls made by each interviewer are monitored by a supervisor. This enables immediate, effective feedback and fast recognition and resolution of problems. Interviewers will be monitored and scored on overall administration of the interview, introduction and ability to secure

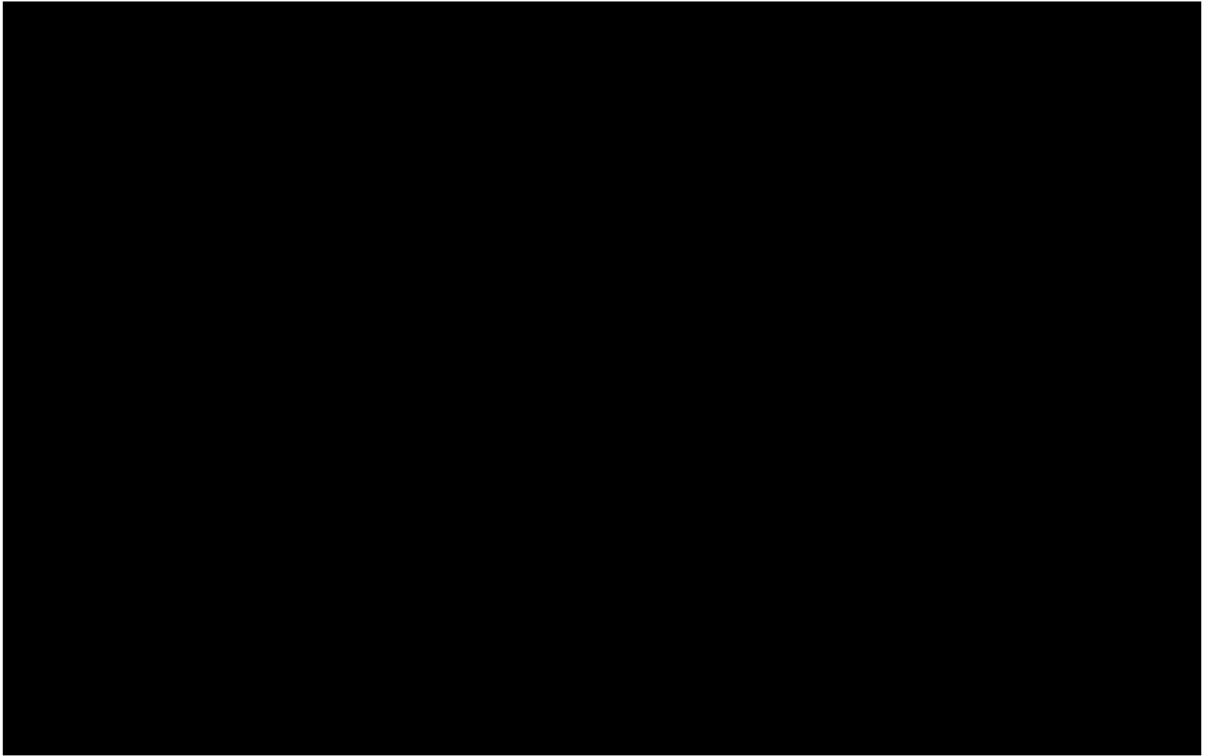
interviews, recording of verbatim questions, politeness, tone and closing the interview. Listening-in monitoring forms will be customised specifically for this project so that particular questions or sections are also scored.

During an initial topline check, the data collected will be analysed by individual interviewer to identify any questions where the responses collected by a particular interviewer differ significantly from the norm and remedial action implemented. Each member of the interviewer team's productivity and response rates will be monitored to ensure that best use is being made of the available sample.

Regular debrief sessions are held with the interviewer team to identify any issues with the questionnaire or sample.







Risk Assessment

The table below sets out the key risks we have identified to the successful delivery of this project, along with our approach to addressing them.

Risk	Likelihood	Impact	Risk Minimisation Strategy
Inception Phase: Delay to the project inception meeting	LOW	MEDIUM	<ol style="list-style-type: none"> 1. Suggest broad dates for inception meeting within tender. 2. Confirm exact date of inception meeting upon commission.
Inception Phase: Delay in receiving sample data or questionnaire feedback/sign-off	LOW	MEDIUM	<ol style="list-style-type: none"> 1. Specify dates for sample delivery and questionnaire feedback in tender. 2. Confirm exact dates on commission. 3. If not received on specified date, contact AHDB project manager. 4. If not received within 2 days of agreed date, chase daily and notify that fieldwork will need to be delayed.
Fieldwork Phase: Not being able to achieve the required number of interviews	LOW	HIGH	<ol style="list-style-type: none"> 1. Experienced, well briefed interviewer team to work the sample efficiently, build appointments and develop relationships with gatekeepers / respondents. 2. Implementation of proven techniques designed to maximise response rates. 3. Daily monitoring of interview numbers and call outcomes to manage sample and team size efficiently. 4. Stakeholder interviews conducted by most senior interviewers to increase cooperation and maximise response.
Fieldwork Phase: Increased cost of fieldwork	LOW	MEDIUM	<ol style="list-style-type: none"> 1. We are confident our costs are realistic. Irrespective of this, assuming there are no fundamental changes to the project specification, our policy is to quote a fixed price and as such the impact of any increase in fieldwork costs is absorbed by OMB. 2. Highlight to AHDB any fundamental changes to the project specification and the likely impact on costs. 3. Agreement in writing from the AHDB Project Manager to any changes to the quoted cost prior to proceeding.

Fieldwork Phase: Willingness of firms to provide open/honest responses to survey questions	MEDIUM	HIGH	<ol style="list-style-type: none"> 1. Strong survey positioning highlighting the objectives of the research and reassuring respondents of anonymity and confidentiality. 2. Well-designed questionnaire with clear and succinct questions, focussing on non-subjective measures. 3. Fully briefed and engaged interviewer team able to guide and clarify as necessary. 4. Comprehensive pilot to check understanding and willingness to answer questions.
Analysis Phase: Accuracy of key measure/KPI calculations	LOW	HIGH	<ol style="list-style-type: none"> 1. Use experienced analysts who are used to conducting complex multivariate analysis. 2. Parallel Excel checking alongside the main SPSS analysis to ensure all variables have been created correctly.
Analysis Phase: Reduced timeframe during which to analyse and report survey results	MEDIUM	MEDIUM	<ol style="list-style-type: none"> 1. Run interim analysis during fieldwork to create and test the analysis specification and develop draft outputs. 2. Increase executive resources in order to keep reporting deadlines on track.
Analysis Phase: Results are not representative of the target population or robust enough for sub-analysis	MEDIUM	HIGH	<ol style="list-style-type: none"> 1. Impose strict quotas on divisions to ensure adequate coverage of each group. 2. Apply weights to the final data to address any disproportionate sampling approach and reflect the true profile of the sample universe.
Operational: Staff absence/sickness	LOW	MEDIUM	<ol style="list-style-type: none"> 1. Staff shadowing in place at all levels to ensure that at least two of the project team can complete any task. 2. Regular project progress meetings to ensure adhering to project plan and that everyone is up to speed on all aspects of progress.

Delivering research of the highest quality is central to the philosophy of both OMB and our fieldwork partners. We have detailed procedures in place at every stage of the research process to ensure we deliver high quality and accurate data. All OMB staff are members of the Market Research Society (MRS) and abide by the MRS Code of Conduct. Our preferred fieldwork partners (Pexel) hold the recognised standard for the provision of market research services ISO 20252, as well as the information security management standard ISO 27001:2005. All interviews and data processes are in accordance with the codes of conduct laid down by the MRS.

The key quality procedures that apply to our projects are summarised below:

Questionnaire Development

In our experience, the questionnaire/discussion guide development process can involve numerous redrafts. To prevent any confusion and ensure that all parties are using the most current version, file naming conventions are in place so that each draft is clearly marked with both the version number (e.g. D1, D2, etc), the survey name and the date on which it was issued.

If any questions are deleted from the questionnaire or discussion guide, we still show them in the documents (e.g. 'Q1A – DELETED') and do not use the specific question number again. The reason for this is that if the same question number was allocated to a new question, it could lead to confusion when analysing the survey results.

Prior to fieldwork going live the script is put through a rigorous and multi-layered testing process to ensure that all questions, text substitutions and routing variations are functioning correctly. The script is first tested by the Pexel executive that has scripted the survey and then by at least two OMB staff prior to sign off. Using remote software enables us to spend as much time as necessary to fully check the script before signing it off for fieldwork to begin.

Interviewer Training & Monitoring

At the beginning of a project interviewers are fully briefed to recognise the aims of the research and the reasoning behind each of the questions. This means that rather than just reading the script, interviewers fully understand the purpose of the question. This results in better engagement and an improved interview experience, ultimately resulting in higher quality data.

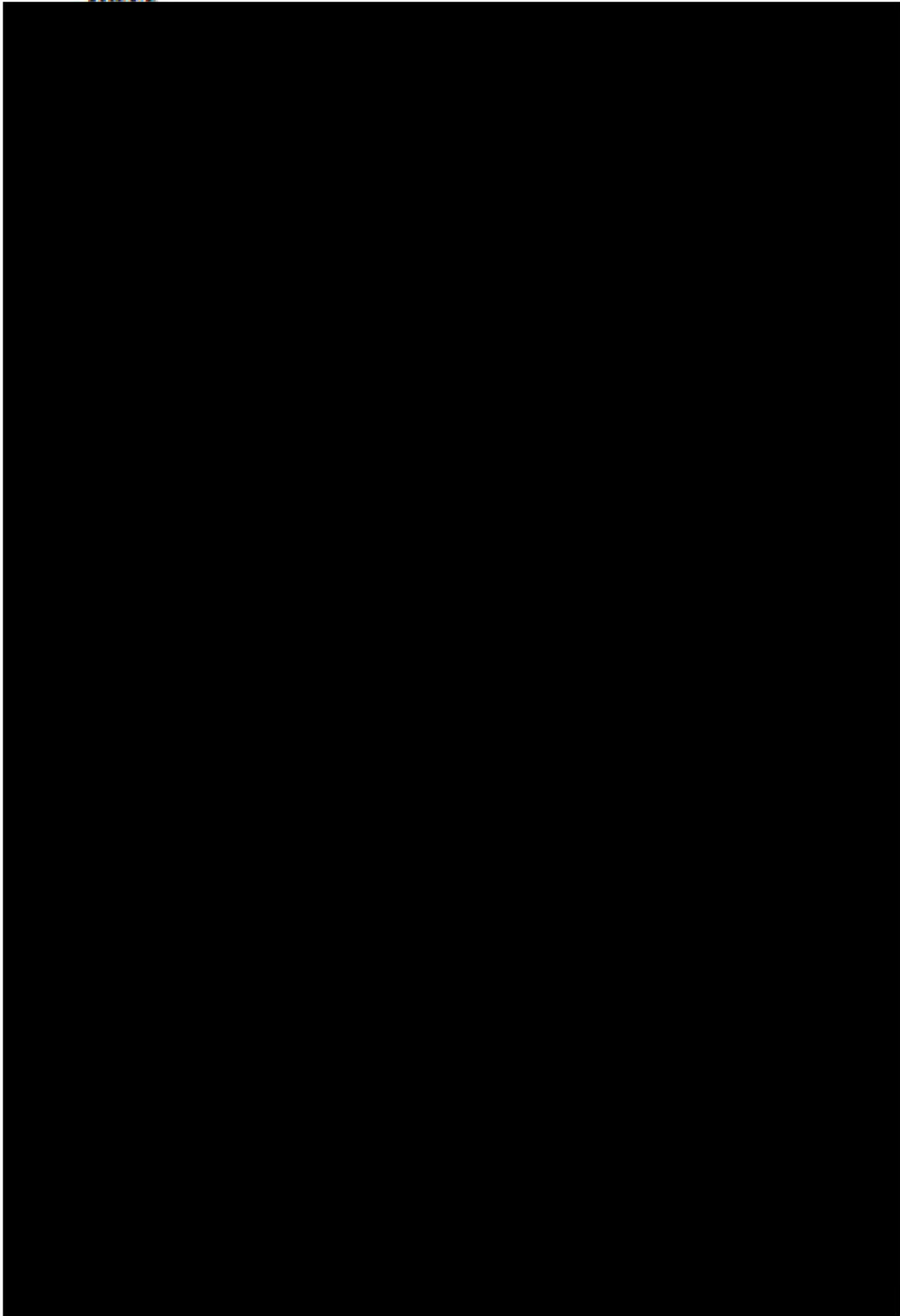
Interviewers are monitored on a variety of factors, from control of the interview to their skills and telephone manner. To pass the quality check, a minimum score of 80% must be achieved by the interviewer across various factors. If the quality check is not passed, support is offered to the interviewer to help them understand what could have been improved, and if performance does not improve they are removed from the team for that survey.

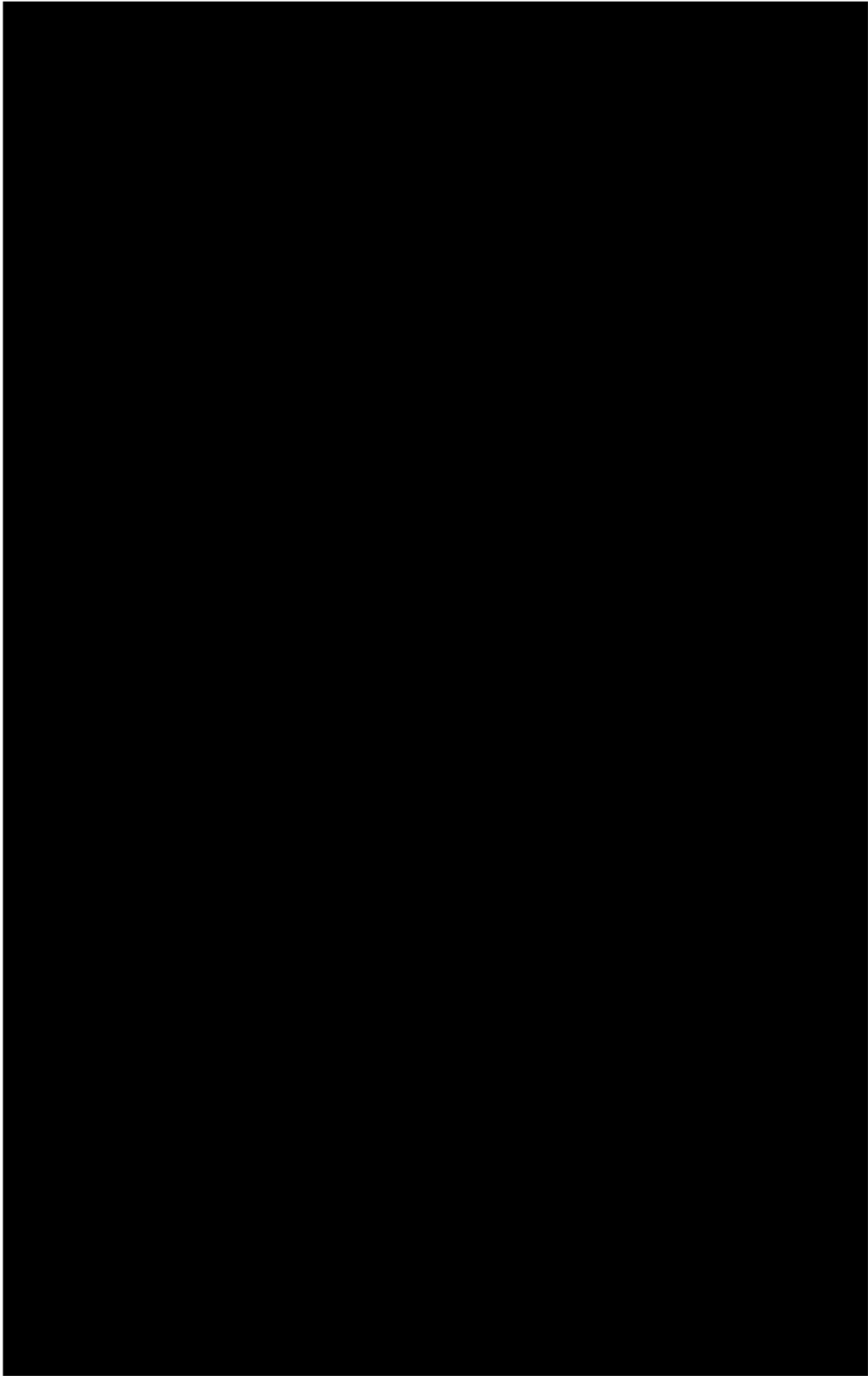
In line with IQCS requirements, an absolute minimum of 5% of interviews on a project (and at least 3 interviews per interviewer each month) are fully monitored and quality assessed. Furthermore, 100% of calls are recorded for training and quality purposes, ensuring that any issues can be easily clarified/resolved.

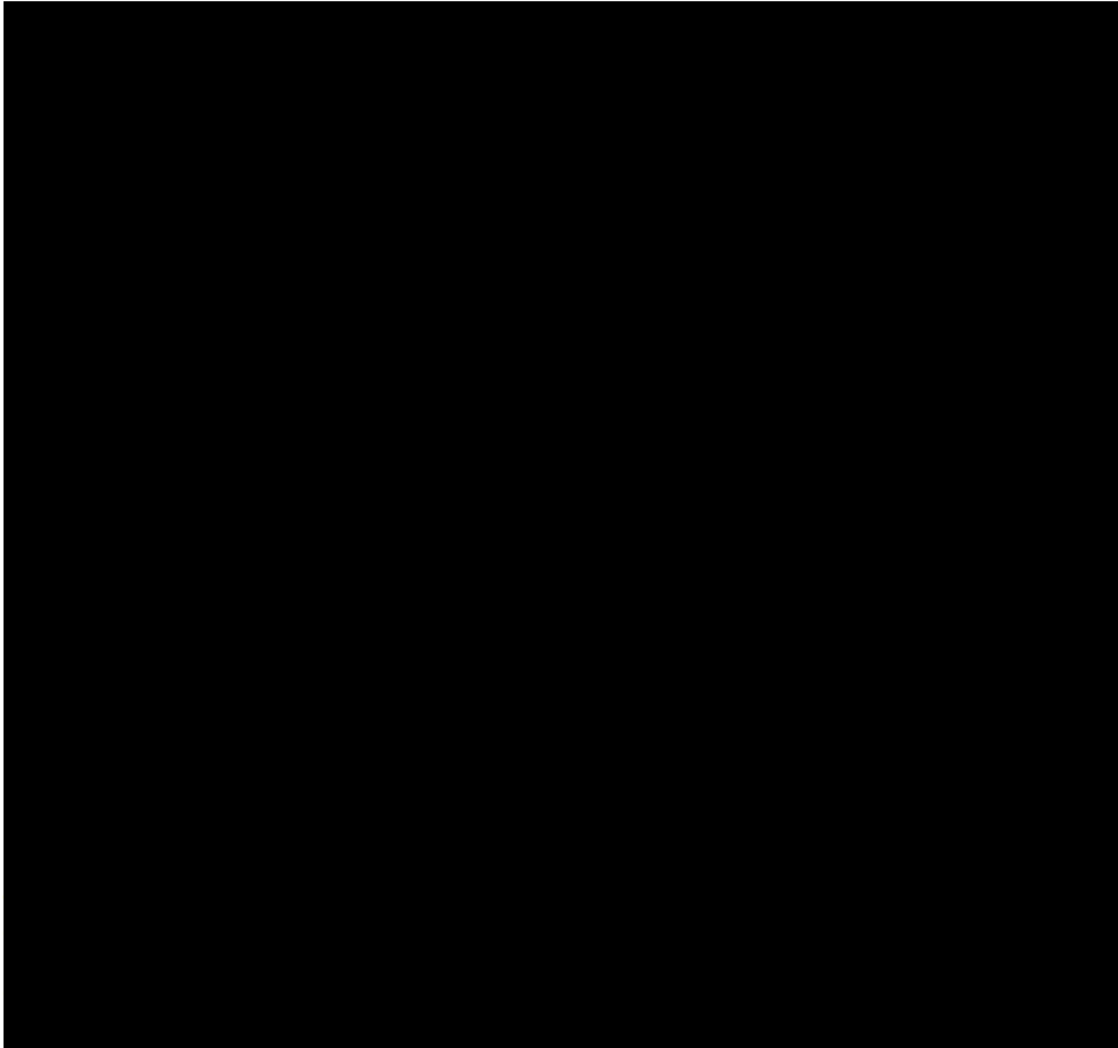
- Sample is managed automatically by the CATI system, which is typically set to not call a respondent more than once a day unless an appointment/call back is arranged. After each call, the sample record is assigned a call outcome, which dictates when it is called again. Automated sample management reduces the risk of irritating respondents through calling too many times.
- Regular analysis of the sample is conducted to ensure it is performing as it should be and allowing any issues to be identified and discussed with the client. Strike rates, interview lengths and sample conversion rates are all monitored and best practice tips are regularly

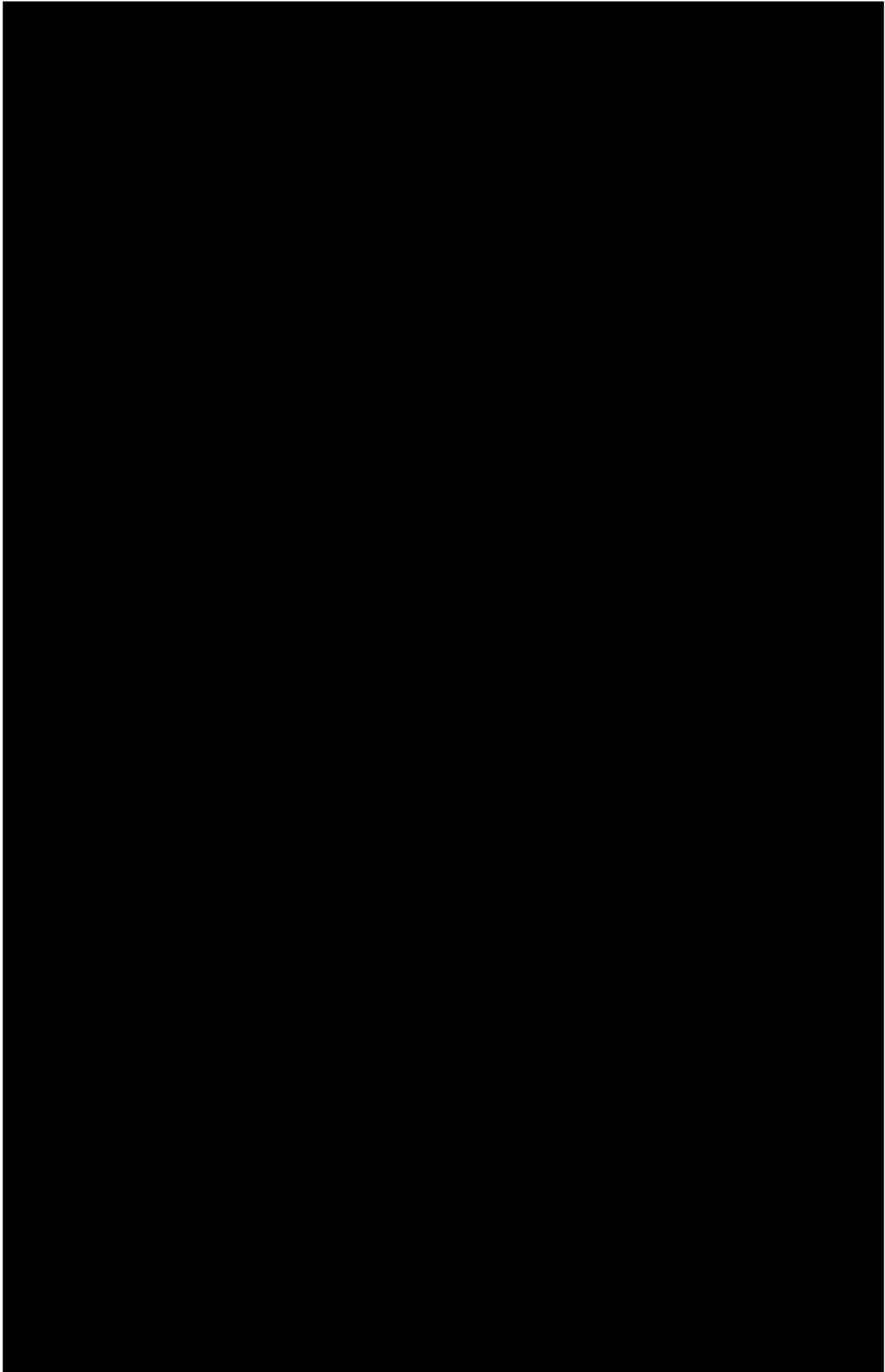
1.2.3 – Quality control & code of conduct (Lot One: Evaluation Support)

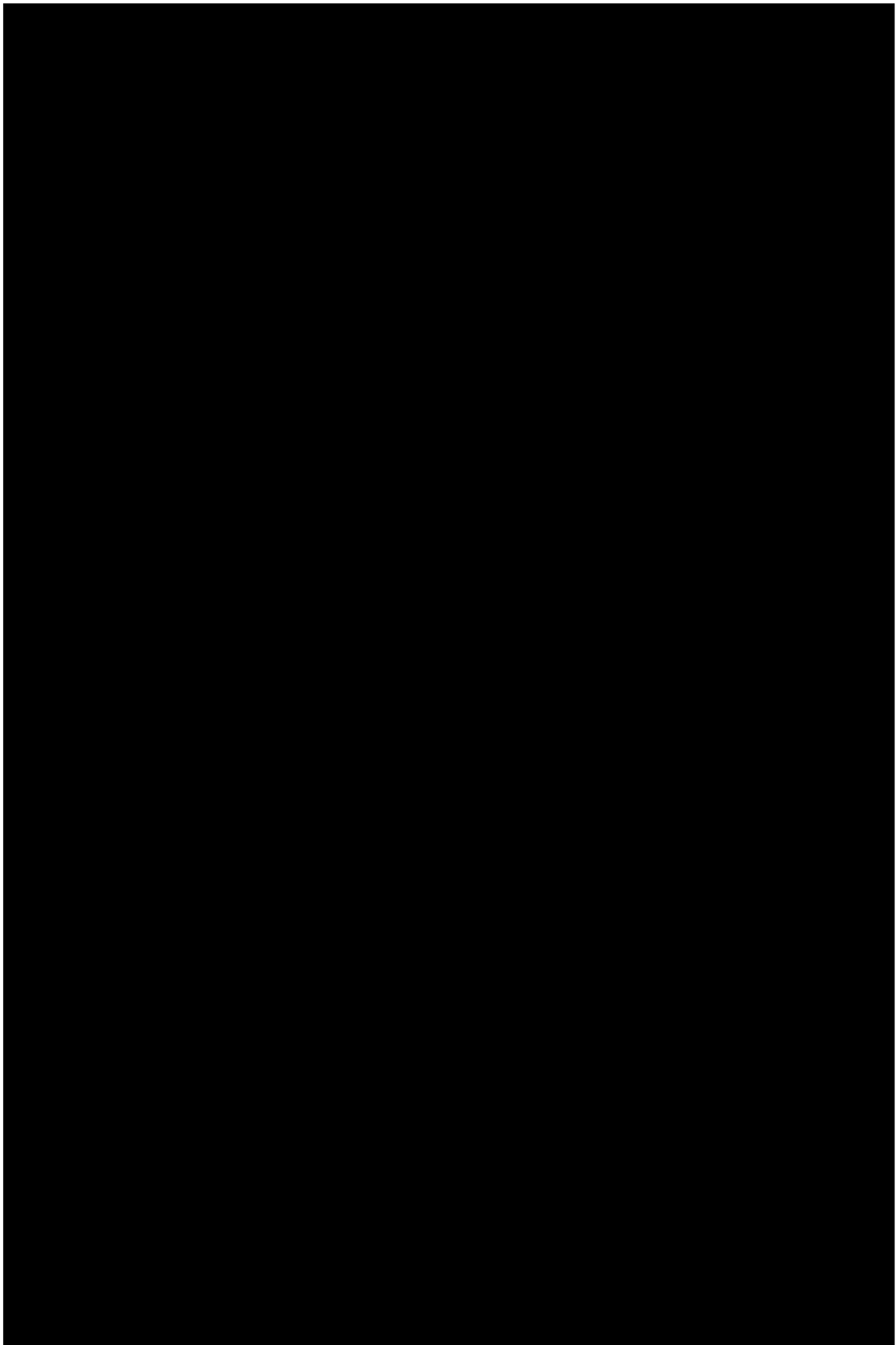
shared within the interviewer team to ensure everyone is performing at the highest level possible.

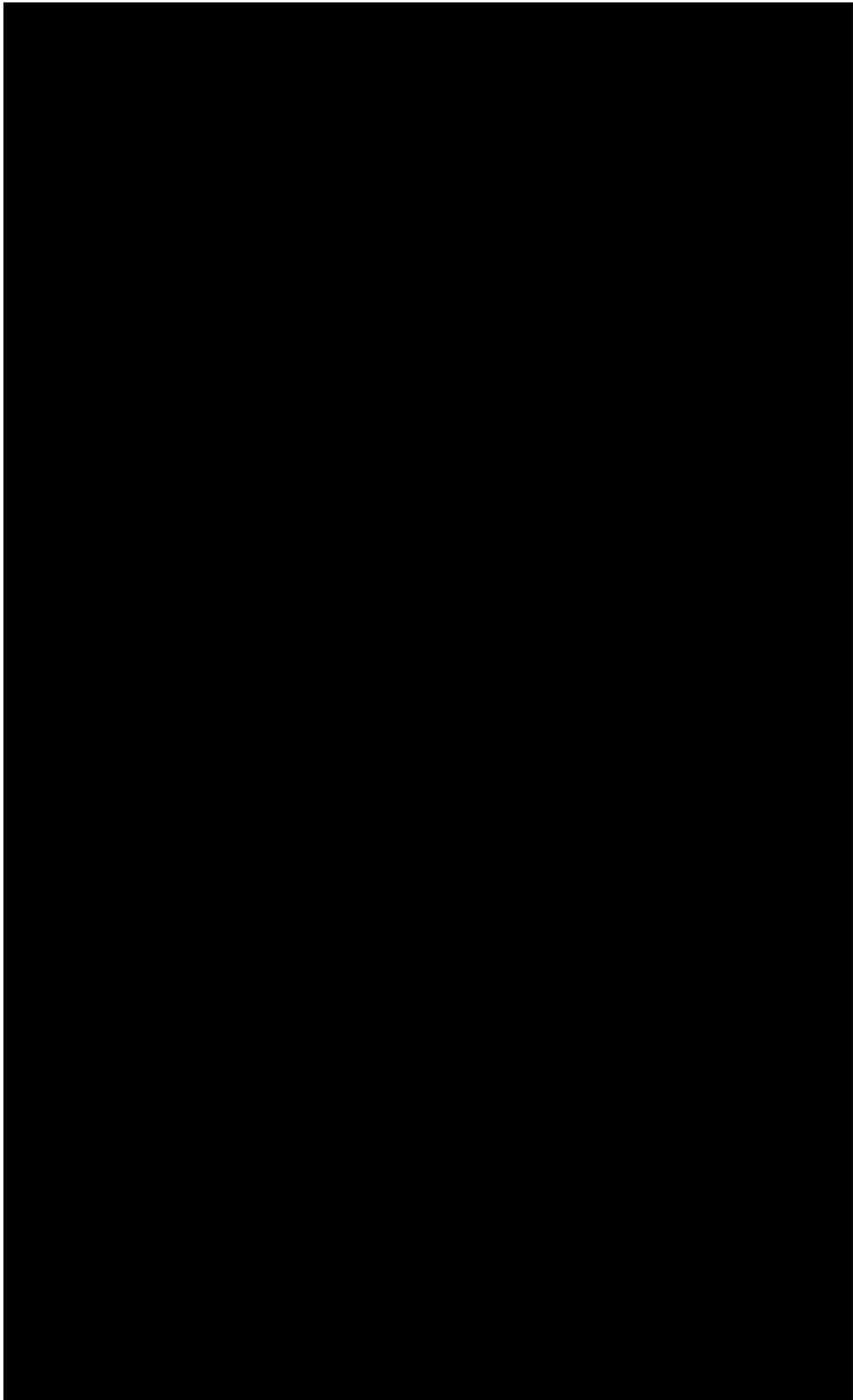


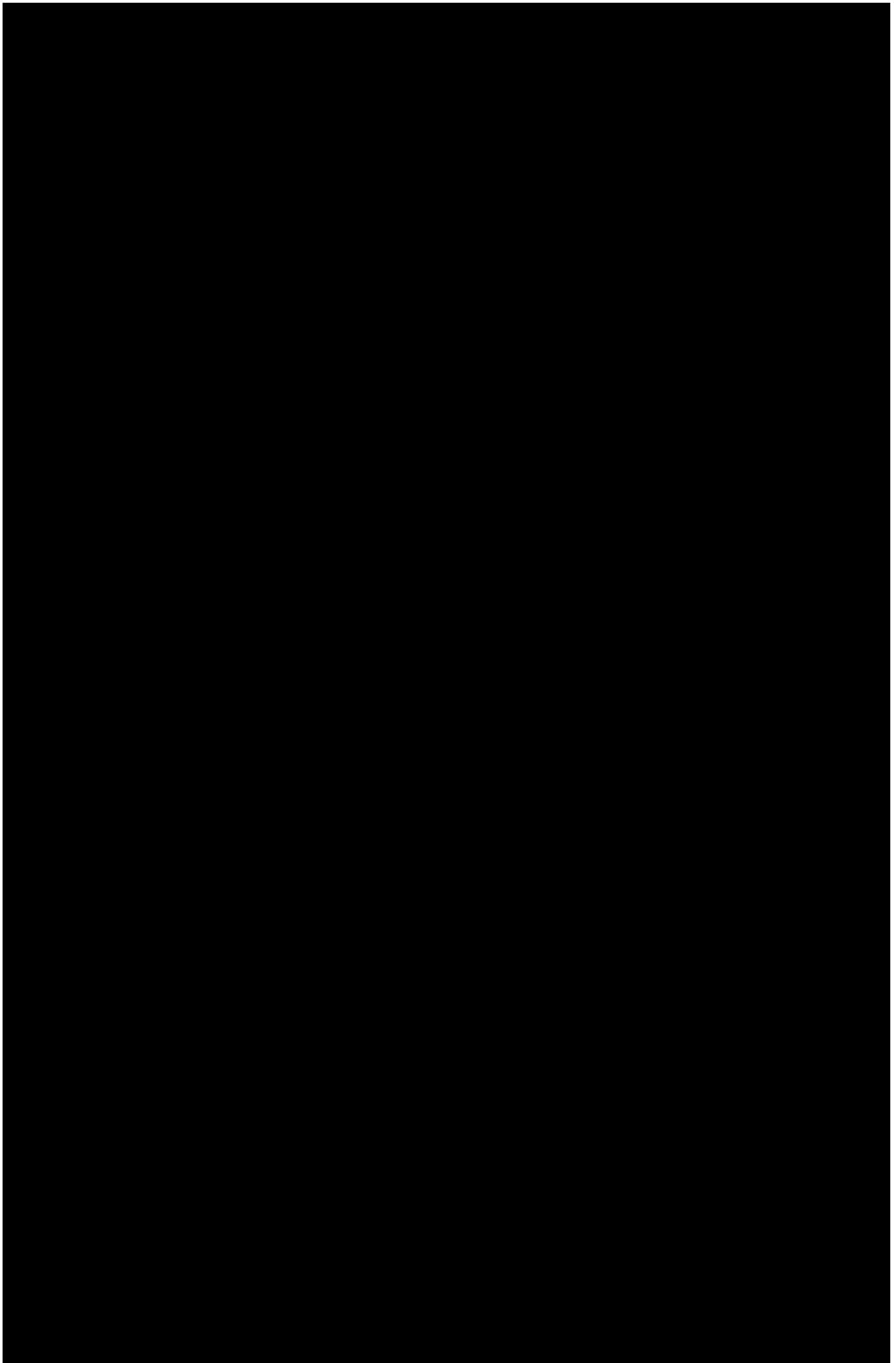


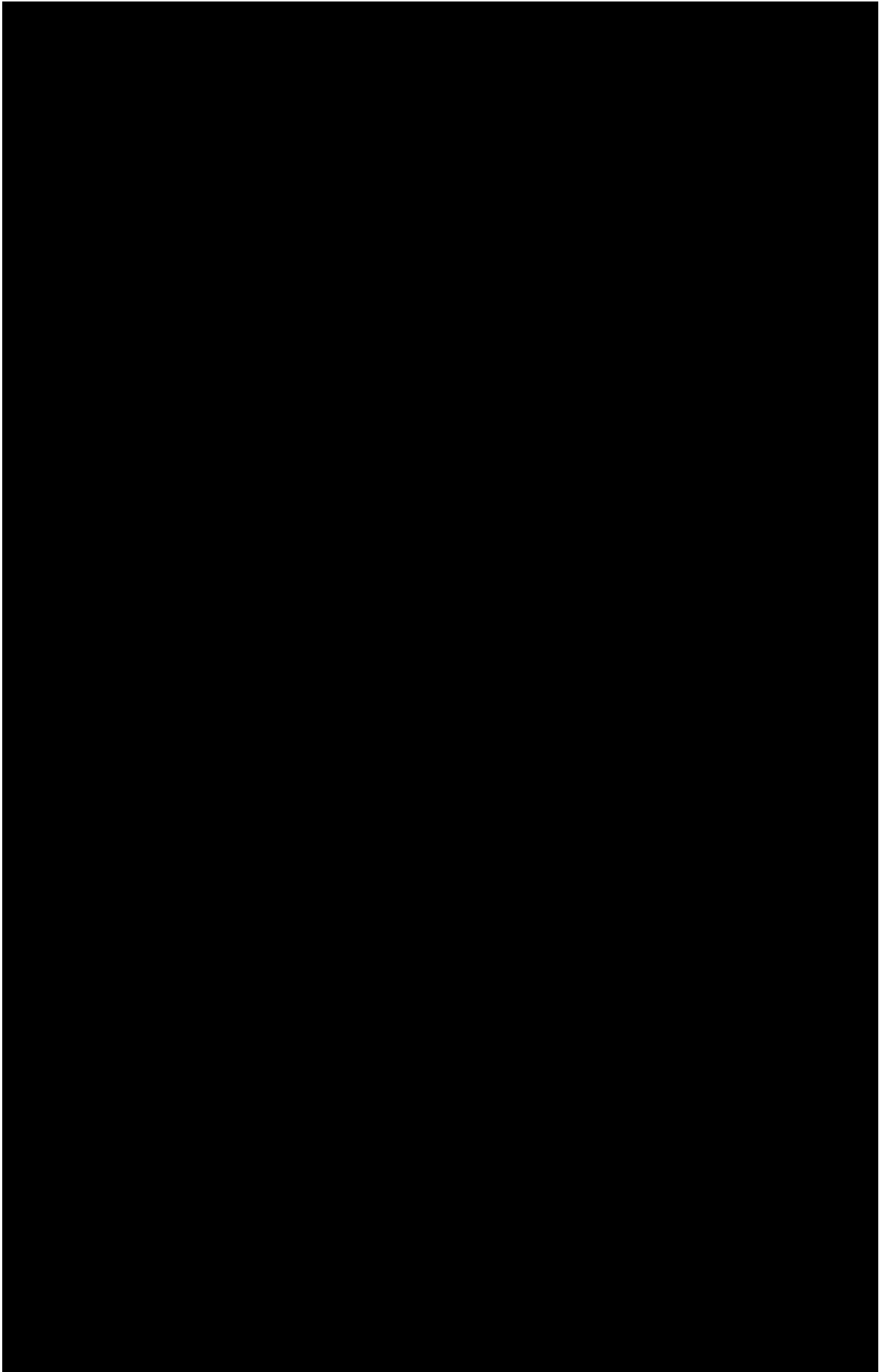


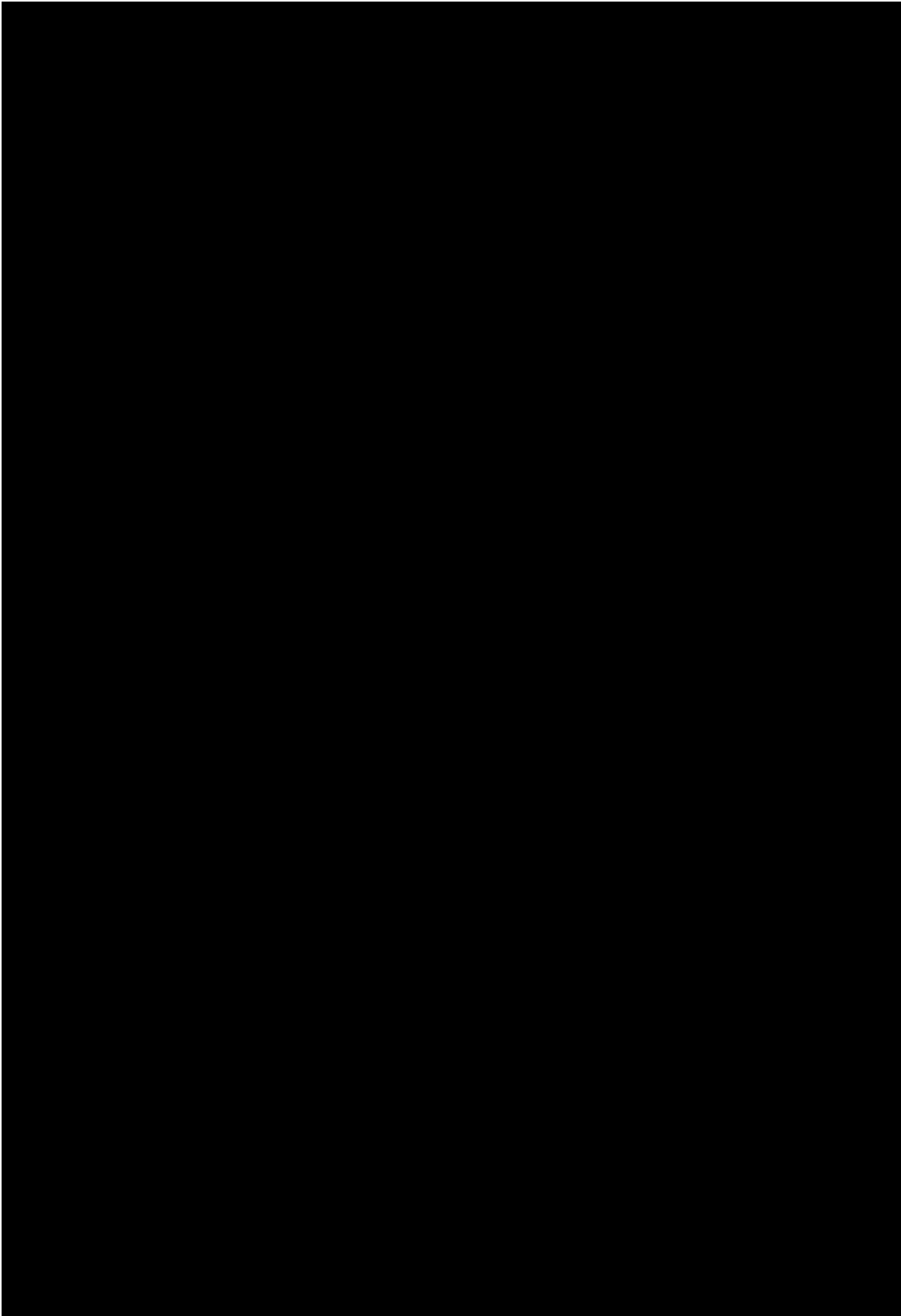


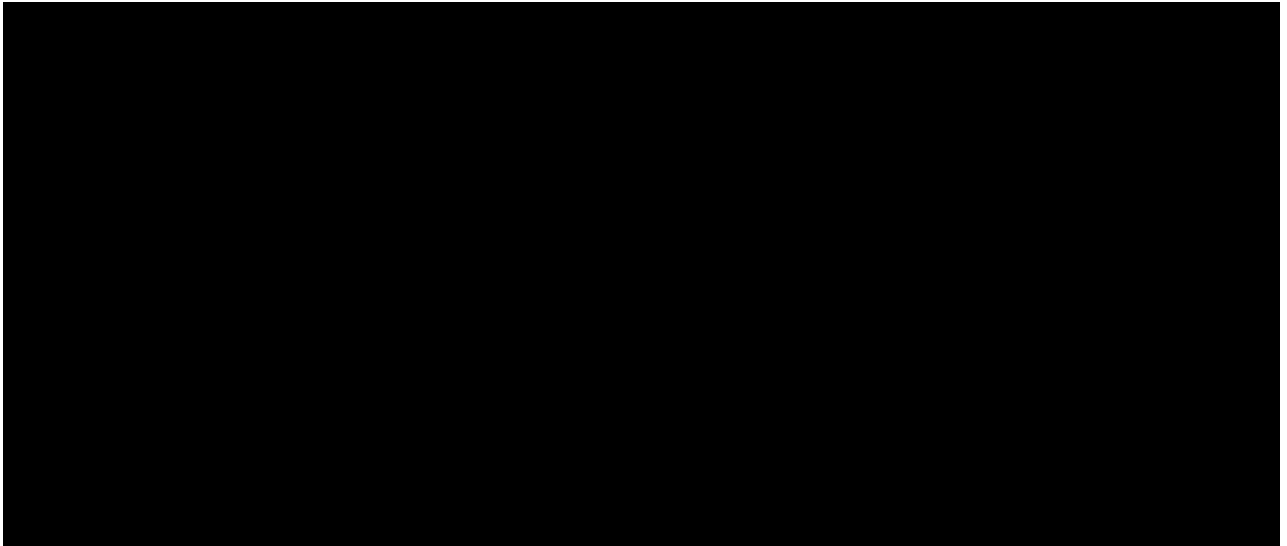












Appendix to Annex 2 Amendments to Specification

The information in Annex 2 is to be read as having been amended by any amendments set out in this Appendix and any other amendments agreed in Writing, which shall be deemed to be included in this Appendix.

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 Call off order form
Buying Goods and S

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.