

Order Schedule 20 (Order Specification)

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyers under this Order Contract.

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1. Definitions

1.1.1. Overview

1.1.2. The following definitions are used in this Specification. All other defined terms shall have the meaning given to them in the Contract.

Expression / Acronym	Definition
DBT	Department for Business and Trade.
Expo	Osaka Expo 2025.
Expo Live	The publicly operational period of Osaka Expo 2025. 13 th April 2025 – 13 th October 2025.
FOS	Full Operational Services
“Government” or “His Majesty’s Government or “HMG”	The Government of the United Kingdom (including the Northern Ireland Assembly and Executive Committee, the Scottish Government, and the National Assembly for Wales), including Government Ministers and Government Departments and other bodies, persons, commissions, or agencies from time to time carrying out functions on its behalf.
M&E	Monitoring & Evaluation.
OGD	Other Government Department.
Post	HMG Civil Servants working overseas to support diplomatic or trade goals. For the purposes of this document, the Consul-General and staff members of the British Consulate General in Osaka.
Publication-Standard Report	Publication-standard report must follow the Government Social Research: Publication Protocol and Government Publishing Accessible Documents guidance.
Strategic suppliers	Key suppliers appointed by the Buyer, to deliver goods or services on behalf of the Buyer for the UKP as listed under 5.1.2 of this Specification.
UKP	UK Pavilion at Osaka Expo 2025.

2. Introduction and Background

2.1.1. Introduction

2.1.2. The purpose of this Specification is to outline the anticipated deliverables for the Monitoring and Evaluation (M&E), that will support His Majesty's Government (HMG)'s in developing future planning and delivery of large events.

2.1.3. HMG, through the Secretary of State for Business and Trade (the "Buyer"), is seeking the services of a provider (the "Supplier") to plan and deliver the Monitoring & Evaluation Services for the UK at Osaka Expo 2025.

2.1.4. The Supplier will be a key contributor to understanding if the UK presence in Osaka meets its objectives, as well as informing business cases for the UK attending future large events.

2.1.5. The evaluation will incorporate lessons gained from the previous evaluation the UK conducted at Expo 2020 Dubai, the first rigorous evaluation of the UK at World Expo.

2.1.6. The Supplier will be required to deliver a publication-standard report which provides clear results using appropriate and proportionate research and analytical methods. The reporting will be a vital independent input to be used by HMG to fulfil monitoring and evaluation requirements.

2.1.7. Background to Expo

2.1.8. World Expos take place every 5 years and last for 6 months, attracting global participation and engagement. Organised by a host city which invites other countries, companies, international organisations, the private sector, civil society, and the general public to participate. Expos provide 'The World in One Place' environments to share ideas, foster partnerships and to celebrate human ingenuity. A platform for progress and cooperation aimed at finding solutions to universal challenges that will impact on future generations to come. A multifaceted event that combines entertainment and education with ground-breaking technologies and interactive exhibitions to create an unforgettable experience for millions of visitors.

3. The UK & Expo

3.1.1. The UK at Osaka Expo 2025

3.1.2. The Department for Business and Trade is leading preparations to deliver the UK's participation at Expo 2025 Osaka (taking place 13 April 2025 - 13 October 2025) on behalf of government. Expo organisers have themed the event around 'Designing Future Society for Our Lives'. This theme is derived from the UN's Sustainable Development Goals. The Expo provides a unique opportunity to promote the UK's global leadership, economy, culture, businesses, and international policies on a global

stage. The event will be an important milestone in the bilateral relationship between the UK and Japan following the signing of the Hiroshima Accord in 2023^a

3.1.3. Following lessons learnt from the Dubai Expo in 2020, the UK's presence at Osaka will focus on a brilliant visitor experience (rather than building an 'iconic architectural' structure), targeting the public Expo audience, challenge outdated perceptions of the UK, and spotlighting our rich cultural history and heritage, encouraging Japanese audiences to visit, buy from and invest in the UK. We will promote the UK's strengths, including our world-class universities, ground-breaking scientific innovation and research, high-tech start-ups, UK businesses, food and drink and our historic ties with Japan.

3.1.4. **What Can be Learnt from the Previous UK at Expo Evaluation?**

3.1.5. Given the evaluation of the UK at Expo 2020 Dubai is seen as best practice and should be used as a starting point for the present monitoring and evaluation. The work included onsite surveys with visitors inside the UK pavilion to assess visitor experience; surveying visitors in Dubai malls to assess impact; in-depth interviews with 'Other Government Department's (OGDs) and stakeholders to assess impact; observational research to provide wider context and inform future strategic and design planning; and an economic evaluation. These methods ensured that early monitoring of visitor experience provided insights to the project team, enabling refinements to be made to the UK Pavilion. The process and impact evaluations outlined how the UK delivered against its objectives, analysed what benefits were achieved through the UK presence, and informed future strategic planning.

3.1.6. Lessons from Expo 2020 demonstrated that flexibility with monitoring and evaluation (M&E) approaches was essential.

3.1.7. **Audience Profile and Visitor Numbers**

3.1.8. The Expo organisers are expecting a total of 28 million visitors to the Expo site over the course of 6 months. Currently 160 countries and regions and 9 international organisations have confirmed their participation in Expo 2025 Osaka, Kansai, Japan. Organisers are expecting 28 million visitors, predominantly from Kansai region and Japan, with 3.5 million international visitors. Please see Annex A – Audience Strategy for future details relating to audience profiles and projected visitors.

3.1.9. **The Expo organisers have provided the following breakdown of their projected visitor numbers:**

- 70.5% single day visitors and 29.5% multi-day visitors.
- 48.5% male visitors and 51.5% female visitors.
- Age breakdown
 - 50.2% will be 20-49 years old.

^a www.gov.uk/government/publications/the-hiroshima-accord/the-hiroshima-accord

- 8.1% less than 10.
- 11.1% 10-19.
- 20.5% 20-29.
- 13.4% 30-39.
- 16.3% 40-49.
- 16.8% 50-59.
- 13.8% 60 and over.

These are projections from the Expo Organising Committee and are subject to change as they develop their proposition further.

3.1.10. The below table highlights the strategic objectives identified for different audience groups:

Strategic Objective	Audience
Positive perception of the UK in Japan.	<ul style="list-style-type: none">• Future Traveller to the UK• Future Consumer• Families
Strengthening the bilateral relationship with Japan.	<ul style="list-style-type: none">• Japan Government Officials• Kansai regional Government Officials• Business Community

4. Project Theme and Objectives

4.1.1. The Theme of Expo 2025 Osaka

4.1.2. The overarching theme for Expo 2025 Osaka is '*Designing future society for our lives*'.

4.1.3. Each participating country is asked for a response to the overarching theme, as well as the sub-theme allocated to each country.

4.1.4. '*Designing Future Society for Our Lives*' is split into the following three sub-themes:

- **Saving Lives** - Protecting and saving one's own life or others' life. Community and society protecting and saving peoples' lives (as well as wildlife and the planet).
- **Empowering Lives** - Empowering ourselves, others, and society to enable people to achieve the joy of being alive, a sense of fulfilment, a purpose of life, and the needs and wants for their enjoyment.
- **Connecting Lives** - New technologies to help connect people allowing individuals to disseminate their thoughts. With the rapid evolution of how we communicate over

the past decade, connection is considered as an important key word when envisioning the future.

4.1.5. Each Country Pavilion is situated in one of three 'districts' which correspond to the three sub-themes listed above. The UKP is based in the **"Saving Lives"** district. The UK's presence at Expo will align with this sub-theme.

4.1.6. The UK's presence at Expo will consist of a Type A (self-build) country Pavilion and a global programme of activity that can be experienced in person or online.

4.1.7. **Overview of Project Objectives**

4.1.8. The Project Objectives outlined below have been developed by HMG and will form the basis for the research objectives intended to be both monitored and evaluated by the Supplier.

4.1.9. **Strengthen the Bi-Lateral Relationship with Japan**

4.1.10. This will be achieved by:

- Delivering a high quality, cost-effective UK presence at Expo 2025.
- Supporting the UK's objectives in Japan.

4.1.11. This will be measured through the following KPIs:

- The UKP was delivered on time and on budget.
- Qualitative feedback from Post on strengthening the bilateral relationship between Japan and the UK.
- Number of senior HMG meetings with senior Japanese Government officials.

4.1.12. **Positively Influence Perceptions of the UK in Japan**

4.1.13. This will be achieved by:

- Delivering an impactful and engaging visitor experience.
- Providing a distinct 'British' experience (demonstrating both UK heritage and modernity).
- Promoting the UK as a leader in sustainability and innovation.

4.1.14. This will be measured through the following KPIs:

- Percentage of visitors satisfied with the customer experience.
- Percentage of visitors that learn something new about both the UK's past and future.
- Percentage of visitors who have an increased understanding of the actions they can take to build a better future, (following their visit to the UKP).

4.1.15. **Come Build the Future**

4.1.16. For the UKP we have devised the campaign 'Come Build the Future' which will focus on how small changes and ideas can make a huge difference. See Annex B – Come Build the Future Overview for more information.

4.1.17. The UK's message will be delivered through a world-class immersive experience to engage, excite, and inspire the audience, leaving visitors wanting to know more about the UK.

5. Current Suppliers and Future Contracts for UKP

5.1.1. Supplier will be required to work collaboratively with other suppliers who are working to deliver the UKP.

5.1.2. The key suppliers contracted to date include:

- The Design, Build, Maintain and Decommission (DBMD) Supplier, **ES Global Ltd**, to oversee the design, construction, cleaning & maintenance, and decommissioning of the UKP.
- The International Content Design Services (ICDS) Supplier, **Immersive International**, to oversee the creative vision for the UKP and visitor experience.
- The Project Management and Cost Control (PMCC) Supplier, **Turner & Townsend**, to manage the input of ICDS and DBMD Suppliers in relation to the programmatic and financial elements of the project.
- Full Operational Services Supplier (FOS) (yet to be appointed and currently at tender) responsible for all operational services to run the UKP including general staffing (front and back of house staff), events management, retail, restaurant and bar. The FOS supplier will provide data on visitor numbers and data numbers to the UKP.
- The Marketing and Communications supplier (yet to be appointed), will lead on the PR, promotion, and content to support the full Marketing and Communications strategy including social and press.
- The Buyer may also have several UKP Sponsors. Other strategic and supporting contracts may be awarded in future.

6. Scope of Requirement

6.1.1. **Overview of Requirement**

6.1.2. DBT is seeking a Supplier who can conduct robust, comprehensive, and proportionate M&E for the UK presence at Expo 2025 Osaka. M&E will provide senior decision makers with accurate evidence to optimise delivery, as well as inform future events by assessing the event's effectiveness, impact, and processes. It will provide accountability whilst ensuring the project adheres to DBT and HMG M&E best practice.

6.1.3. DBT analysts have created an evaluation logic model so the UK presence at Expo can be evaluated appropriately against the aims and the events which will take place,

however, specifics around the exact activities are to be decided. Please see Annex C – V5 Logic model and indicator framework.

6.1.4. The exact M&E plan for the UK at Expo 2025 is to be finalised between the Buyer and Supplier when in contract, however we have a strong understanding of many of the evaluation methods to be used (as outlined within this Specification).

6.1.5. **Research Objectives**

6.1.6. There are three primary research objectives which must be met by the successful M&E Supplier:

- I. **Monitor** real time daily trends of what is and isn't working at the UKP, to inform the delivery of the event.
- II. Understand the **process** by which the project was delivered and how that could inform future events.
- III. Appraise the **project impact and if the project objectives** were met, partially met or not met.

6.1.7. The Supplier will deliver an evaluation that will assess the outcomes of the UK at Expo through the following means:

- Producing a DBT 'logic model' or 'theory of change model' that captures how events work.
- Producing a list of KPIs (for large events) to assess the impacts associated with these types of events and propose an approach to establishing a baseline (an initial data point to provide a comparison once Expo is live).
- Publishing a M&E report for assessing the process and impact of the UK presence at Osaka Expo.

6.1.8. The evaluation approach is expected to be a **theory-based process and impact evaluation as well as provide monitoring** during the 6-month UK Pavilion delivery period. It will use a combination of in-house data collection and analysis as well as the use of the successful Supplier who will carry out comprehensive data collection, analysis, and evaluation.

6.1.9. **Monitoring & Analysis of the Project**

6.1.10. The **monitoring approach** will use data to diagnose problems and help develop solutions to improve activities during the delivery of Expo 2025. DBT will use a range of data sources to monitor the event. DBT owned data will include output metrics such as attendee numbers, meeting numbers, and satellite event numbers. Additionally, we will use a visitor satisfaction survey, ethnographic field research, and conversations with competitor pavilions. We will also use wider data such as communications data to inform a broader picture of the UK presence.

6.1.11. Using the data collected through the monitoring and analysis approach outlined above, the Supplier will be expected to provide responses to a number of research questions, including but not limited to:

- Which channels and messages are most effective?
- What is working well and less well within the pavilion?

- Overall, what are visitors' thoughts on the experience?
- How do we compare with other pavilions?
- How could we optimise the UK presence?

6.1.12. **Evaluation of the Delivery & Processes of the Project**

6.1.13. The **process evaluation** will provide an understanding of the process through which Expo 2025 and its activities were delivered, what has worked / not worked and why, and improve the understanding of the causal links between the activities and support delivered by DBT and partners, and the outcomes for beneficiaries. These issues are particularly pertinent for Expo 2025 because of the size and scale of the public investment, but also because of the limited evaluation evidence and understanding of causal links between activities, out-takes, outcomes, and impacts. This evidence will be used both during Expo to enable optimisation and after to develop the future evidence base for large events.

6.1.14. Using the data collected through the evaluation of the delivery and processes outlined above, the Supplier will be expected to provide responses to a number of research questions, including but not limited to:

- Which elements of the event worked best and why?
- Which content did visitors interact with?
- What did or did not interest visitors?
- How does this compare with other pavilions?
- Was the pavilion, and the associated event programmes, delivered on time and to a high standard?

6.1.15. **Evaluation of the Impact of the Project**

6.1.16. The **impact evaluation** will assess the extent to which the UK participation at Expo 2025 Osaka has generated the expected outcomes and impacts (as well as potentially any unexpected impacts), and if project objectives have been met. For the impact evaluation, we expect to use a quantitative impact survey (collecting data on and off site/ pre and during Expo) and interviews with OGDs, strategic suppliers, and key stakeholders.

6.1.17. Using the data collected through the evaluation of the impact of the project as outlined above, the Supplier will be expected to provide responses to a number of research questions including but not limited to:

- What perception shifts did the UK presence achieve among key audiences?
- What is the impact on different audiences?
- How did the UK presence compare – was it more/less impactful vs. other countries?
- Were bilateral relations between UK and Japan strengthened?

6.1.18. **Fieldwork**

6.1.19. Surveys will be conducted offsite at a to be confirmed location in Osaka (and potentially onsite at the Expo 2025 site on Yumeshima Island, Osaka, subject to Expo regulations). This will require quotas with general public respondents across demographic splits notably age, gender, and nationality. It is expected there will a minimum of 3,000 respondents to surveys conducted by the Supplier.

6.1.20. The Buyer will require the supplier to make recommendations based on their local knowledge on the ground, as to the best location to conduct the offsite surveys.

6.1.21. Questions will cover perceptions of the UK, propensity to; visit, study in and do business with the UK (see research questions in section 5.3) asked of both those who had been to Expo 2025 and those who had not (to enable comparisons). Those who had been to Expo will also be asked about their experience, specifically around interactions with the UK Pavilion, for example whether the UK's key messages have been understood.

6.1.22. Onsite digital surveys (managed by the Buyer) will take place to understand customer experience and provide frequent (e.g. weekly) feedback to enable refinement of the UK presence. We expect c. 1000 responses to a concise survey. Whilst this data will be sourced by the Buyer, the Supplier will be required to analyse data to help identify how this process data could be used to inform impact evaluation questionnaire design as well inform analysis of impact questionnaire results.

6.1.23. **Qualitative Stakeholder & Supplier Interviews**

6.1.24. Relevant stakeholders including but not limited to, strategic suppliers and their sub-contractors, government departments, Project delivery team members and DBT colleagues will be made available to the Supplier for interview. Interviews proved hugely informative for the UK at Expo 2020. It provided rich insights to understand the positives and negatives of the wider process. By being hosted externally, we expect more forthcoming answers to be provided.

6.1.25. Stakeholder interviews will be carried out and organised by the Supplier. DBT will identify appropriate contacts to inform interviews being organised. They will include key stakeholders (DBT and OGDs), strategic suppliers, and delivery team members. The number is currently unknown, as it will depend on the number of stakeholders and strategic suppliers on the project, we would expect this to be between 10-20.

6.1.26. For key strategic suppliers, such as the FOS Supplier, responsible for event management, questions will investigate the delivery of the event (to inform process evaluation). The successful supplier may also interview British suppliers of the UK Pavilion at Expo 2025 to explore any economic benefits they may have received.

6.1.27. As the objectives for the UKP are focussed on content delivery, rather than economic gain, the anticipated requirement for economic analysis is limited. However, we will require the M&E Supplier to have access to economist expertise as needed. We will explore the level of economist input required in more detail once event delivery is more advanced.

6.1.28. Basic wider Management Information (MI) MI will inform contextual understanding of the delivery of the UK at Osaka 2025. Sourcing this data will be the responsibility of the Osaka project team.

6.1.29. **Reporting**

6.1.30. Final reporting must follow DBT branding and wider gov.uk accessibility guidance. The report should be written to publication-standard with the expectation to publish in 2026.

6.1.31. **Required Experience**

6.1.32. The Supplier should have relevant experience of:

- Having substantial experience of delivering process-led evaluations.
- Carrying out quantitative fieldwork with the general public in Japan.
- Conducting qualitative fieldwork with the general public and stakeholders.
- Accessing participants within Japan to conduct face to face and online quantitative fieldwork.

6.1.33. The Supplier should be complicit in adhering to or meeting the standards of the following:

- Market Research Society (MRS) Company Partnership - By being an MRS Company Partner, the Supplier endorses and supports the core MRS brand values of professionalism, research excellence and business effectiveness, and commits to comply with the MRS Code of Conduct throughout the organisation.
- ISO 27001 - This is the international standard for information security, designed to ensure the selection of adequate and proportionate security controls.
- ISO 20252 - This is the international market research specific standard that supersedes BS 7911/MRQSA and incorporates IQCS (Interviewer Quality Control Scheme). It covers the five stages of a Market Research project.

6.1.34. The Supplier is required to comply with the UK General Data Protection Regulation (GDPR) and the UK Data Protection Act (DPA) 2018. The Supplier is also required to comply with any relevant Japanese laws for processing of personal data and the protection of privacy when delivering the requirement in Japan.

7. Deliverables

7.1.1. **Overview of Requirement**

7.1.2. We anticipate several key tasks to deliver effective M&E. The M&E tasks likely to be required are listed below, they are not exhaustive. These are indicative tasks at present as the exact approach and methods are to be confirmed when in contract, between the Buyer and Supplier.

7.1.3. We expect the supplier to support the development of methods, and adapt the Buyer's approach where appropriate. In addition, as we learn more about the UK at Expo, the Buyer may wish to adapt further, e.g. substantial UK business programme emerges.

7.1.4. The anticipated deliverables for the Supplier are listed below; this list is non-exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this document.

Deliverable	Objective	Anticipated Date of Delivery
<p>Deliverable 1</p> <p>Provide refined M&E plan and present to relevant DBT analysts and Osaka Project SRO.</p>	<p>Once onboarded, ensure Supplier proposed M&E plan reflects DBT analysts and wider Osaka team input, amendments and adaptations that may be required.</p>	<p>From commencement of contract to September 2024.</p>
<p>Deliverable 2</p> <p>Conduct a perceptions survey onsite (subject to Expo regulations) and off site (a location tbc which enables access to a wider Japanese sample) to assess the perception of the UK at Expo.</p>	<p>To evaluate perceptions, for example, assessing the likelihood to visit/study in Britain.</p>	<p>Baseline would be before Expo begins, then regularly (number of waves tbc but around 3 waves minimum) throughout the 6 months Expo is live.</p> <p>During Expo Live, the survey would include additional questions around the impact of visiting the UK pavilion.</p>
<p>Deliverable 3</p> <p>Conduct ethnographic research at the Expo site to observe visitor experience. The duration and quantity will be confirmed between the Buyer and Supplier when in contract.</p>	<p>To provide contextual information to better understand the outcomes of the process and impact evaluations.</p>	<p>During Expo Live operations.</p>
<p>Deliverable 4</p> <p>Conduct comparison research with other countries attending Expo 2025.</p>	<p>To understand relative performance compared to other countries. Provides contextual info, informs process evaluation and relative performance of the UK. Insights into future planning.</p>	<p>During Expo Live operations.</p>
<p>Deliverable 5</p> <p>Gather stakeholder feedback, such as via structured telephone interviews.</p>	<p>To assess diplomatic relations and understand what did and didn't work within the programme and pavilion. This will inform future decision making and processes.</p>	<p>Towards the end of Expo Live and after Expo has finished.</p>
<p>Deliverable 6</p>	<p>Analysis will be required of MI data, customer satisfaction data, impact</p>	<p>During Expo and at the end of Expo.</p>

Analyse the data, including statistical significance to inform evaluation reporting and to understand the impact and process, and how and if objectives were met.	surveys, stakeholder feedback, ethnographic feedback. These combined sources will be synthesised to inform the overall findings and narrative for the UK at Expo 2025.	
Deliverable 7 Draft of Interim Report and Interim Presentation Deck.	To disseminate interim findings of process and impact evaluations.	Post Expo, October / November 2025.
Deliverable 8 Compile a comprehensive report with clear findings to a publication-standard, and a presentation deck containing the key findings.	To disseminate final findings of process and impact evaluations.	Post Expo November / December 2025.

7.1.5. **Project Milestones**

Key dates to be aware of are listed below. When the Supplier is in place, the dates will be refined and confirmed.

Milestones	Deliverable related to	Anticipated Date
A - Finalised M&E approach disseminated as needed, shared with Osaka Project Board, funding departments, and Osaka M&E working group for comment.	Deliverable 1 Provide refined M&E plan and present to relevant DBT analysts and Osaka Project SRO.	September 2024.
B - Baseline fieldwork.	Deliverable 2 Conduct a perceptions survey onsite (subject to Expo regulations) and off site (a location tbc which enables access to a wider Japanese sample) to assess the perception of the UK at Expo.	Anticipated to be Feb - March 2025 (exact dates would be agreed in consultation with the Supplier)
C - Fieldwork.	Deliverable 3 Conduct ethnographic research at the Expo site to observe visitor experience.	March – October 2025.

	<p>The duration and quantity will be confirmed between the Buyer and Supplier when in contract.</p> <p>Deliverable 4</p> <p>Conduct comparison research with other countries Attending Expo 2025.</p>	
D - Analysis.	<p>Deliverable 5</p> <p>Gather stakeholder feedback, such as via structured telephone interviews.</p> <p>Deliverable 6</p> <p>Analyse the data, including statistical significance to inform evaluation reporting and to understand the impact and process, and how and if objectives were met.</p>	October 2025.
E - Draft Report for comment.	<p>Deliverable 7</p> <p>Draft of Interim Report and Interim Presentation Deck.</p>	November 2025.
F - Publication-standard report assessing the impact of the UK presence at Expo 2025 Osaka.	<p>Deliverable 8</p> <p>Compile a comprehensive report with clear findings to a publication-standard, and a presentation deck containing the key findings.</p>	End of November 2025.

7.1.6. Management Information & Reporting

Meeting/Report	Content	Frequency	Format
Meeting.	Contract performance.	Quarterly.	Face to face.

Status Update.	Tactical decision making as well sharing of monitoring data (during Expo 2025).	Weekly/less frequent as per need.	Online.
Project Board.	Present approach to gain feedback	Likely 1-2 times within the project lifetime.	Online.
Interim Findings Update.	Share initial findings to ensure Buyer and Supplier are clear on direction and any further analysis requirements.	2-3 times as needed.	Online.
. Final results presented	Present results to key internal and external contacts.	Likely once.	Online.

7.1.7. **Continuous Improvement**

7.1.8. The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration in accordance with Order Schedule 3 (Continuous Improvement).

7.1.9. **Social Value**

7.1.10. Social value consideration of 'Tackling Economic Inequality' and the policy outcome of, 'Create New Businesses, New Jobs and New Skills' with a focus on Model Award Criteria (MAC) 2.2.

7.1.11. MAC 2.2: Create employment and training opportunities particularly for those who face barriers to employment and/or who are located in deprived areas, and for people in industries with known skills shortages or in high growth sectors.

7.1.12. Please see Annex D – Social Value Model Quick Reference Table for full details.

7.1.13. **Quality**

7.1.14. All reporting will be required to be delivered to a high standard. Reporting will need to meet Government Social Research standards, and will be quality assured by DBT analysts, DBT Head of Social Research, and a cross HMG evaluation working group. The Buyer will brief the Supplier with examples of reporting as needed, as well any DBT branded templates.

7.1.15. **Staff & Customer Service**

7.1.16. The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

7.1.17. The Supplier shall ensure that staff understand the Buyer's vision and objectives and will provide excellent customer service to the Buyer throughout the duration of the Contract.

7.1.18. **Service Levels & Performance**

7.1.19. Details of Service Levels and what happens if these are not met can be found in Schedule 14 (Service Levels)

7.1.20. **Security & Confidentiality Requirements**

7.1.21. All data collected through the project should be considered official-sensitive unless published. All data sharing should be agreed with the Buyer in advance.

7.1.22. The Buyer will provide ongoing guidance on the sensitivity of information shared through the project and the Supplier should adhere to all sensitivity requirements where stipulated.

7.1.23. **Payment & Invoicing**

7.1.24. Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

7.1.25. Payments will be made in line with Project Deliverables mentioned in 6.1.3 to 6.1.9 and DPS Order Schedule 5 Pricing Details v1.0. Any additional costs within each Deliverable, must be discussed with the Contract Manager and agreed to before submission of any invoice.

7.1.26. Each invoice must include a detailed elemental breakdown of work completed and the associated costs and must be agreed with Contract Manager from DBT before submission.

7.1.27. Invoices should be submitted to: ap@uksbs.co.uk copying OsakaExpoFinance@businessandtrade.gov.uk.

7.1.28. **Contract Management**

7.1.29. The contract will be managed by a contract manager in the Supplier team as well as a contract manager in the Buyers team.

7.1.30. From award of the contract, it is expected for the Supplier contract manager to meet virtually (frequency can be reviewed throughout life cycle of the project) to review the contract, progress and report updates with the Buyer contract manager, until the end of the contract. These meetings can take place either in person or online via Microsoft Teams.

7.1.31. Attendance at Contract Review meetings shall be at the Supplier's own expense.

7.1.32. **Location**

7.1.33. The location of fieldwork services for the UKP will be carried out in Osaka, Japan. Management of the Services will be carried out at the Supplier's office, or virtually as needed.