



FRAMEWORK AGREEMENT FOR THE PROVISION OF GOODS AND/OR SERVICES

Agriculture and Horticulture Development Board

**and
Miller Research**

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

Miller Research (UK) [REDACTED]
[REDACTED] ('the Supplier')

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

WHEREAS

- A. AHDB wishes to acquire the provision of Evaluation support for Lot One, as per the AHDB specification.
- B. The Supplier is willing to supply the Goods and/or Services in accordance with this Framework Agreement.
- C. AHDB may enter into substantially similar framework agreements for the supply of the Goods and/or Services with other suppliers.

IT IS HEREBY AGREED

- 1. AHDB agrees to appoint the Supplier as a potential provider of the Goods and/or Services described in the Specification (see Annex 1).
 - 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 2) through a Call-Off Contract based on the template provided in Annex 3.
 - 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 4), 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,
 - 0 (04/01*/21

- **Contacts**, page 6),
- Annex 1 (Specification Details, page 8) read with the Appendix thereto;
- Annex 2 (Ordering Procedures, page 69);
- Annex 3 (Call-Off Contract Template, page 71);
- Annex 4 (AHDB Terms, page 72)

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 4);
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 3);
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 2);
Specification	The specification provided in Annex 1, 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 2
 - 10.1. There are no amendments to Annex 2.
 11. Amendments to Annex 3

11.1. There are no amendments relating to Annex 3.

12. Amendments to Annex 4

12.1. There are no amendments relating to Annex 4.

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.

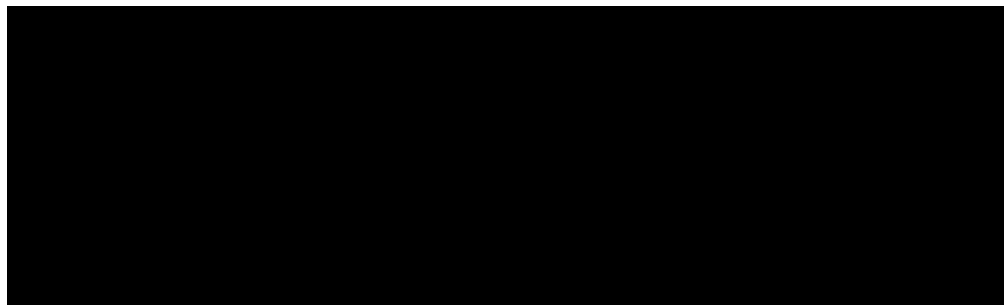
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Signed for and on behalf of the Agriculture and Horticulture Development Board

Signature:

Name of signatory

Date:



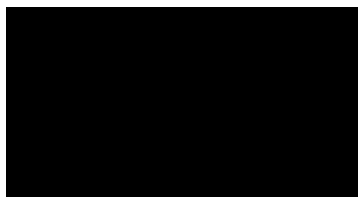
4 January, 2021

Signed for and on behalf of the Supplier:

Signature:

Name of signatory:

Date:



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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:

or such other person as AHDB may nominate.

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

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:

or such other person as the Supplier may nominate.

- 6.1. The Supplier's Primary Contact will accept communications other than notices by electronic mail ([REDACTED]) and (except for notices and matters required to be in Writing) by telephone ([REDACTED]).
7. The Key Personnel if any in relation to the supply of the Goods and/or Services will be:

or such other person as the Supplier may nominate.

Annex 1 Specification Details

1. The Specification relating to this Framework is detailed in this Annex 1 and any amendments thereto are set out or deemed to be included in the Appendix to this Annex, page 68.
- 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
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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>
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<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

Evaluation of AHDB Work Programmes

Lot One: Evaluation Support – Medium Evaluation Support

Proposal AHDB

1. Section 1

- 1.1 We at Miller Research are delighted to submit this example proposal in collaboration with Beaufort Research for consideration as part of the AHDB competition to commission a framework of suppliers. This example proposal is for Lot One: Evaluation Support and meets the criteria for 'medium evaluation support', being over £25k.
- 1.2 We therefore present this example proposal in fulfilment of the request for quote for the Farm Excellence Platform Impact Survey.
- 1.3 Miller Research is an experienced evaluation and research consultancy based in south-east Wales. With our head office located on a 50-acre organic sheep farm, our small and highly professional team of 11 researchers have worked on an extensive portfolio of research and evaluation projects within our specialist areas of agriculture and rural development.
- 1.4 Miller Research offers to contractors the benefits of a bespoke, tailored consultancy service, delivered by a small and dedicated team. As a result, we offer a highly attentive and personable service that is agile in responding the needs of the client. We build relationships with our clients, and involve them in the development of the research, always favouring co-production in order to best deliver valuable insights.

2. Section 2

- 2.1 In this section we lay out our response to the brief under the suggested headings.

3. Approach

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%)

- 3.1 Included in this section is an indicative methodological approach demonstrating how Miller Research would carry out different aspects of evaluation support in order to deliver a robust evaluation for AHDB – specifically for a three-stage impact evaluation of the FEP platform.
- 3.2 We have assumed that this is an indicative approach, based on a theoretical case, although we reference the specific impact survey outlined in Appendix 2. This, in effect is a programme-level evaluation, providing a measure of overall effects, whilst respecting the individual and separate contributions of constituent projects. This type of evaluation provides an opportunity to contribute to project level evaluations, aligning outcomes and targets without forcing them into a “one size fits all” framework. Engagement at the outset is critical, to enable active, formative support to be given to such activities.
- 3.3 Based on our understanding of evaluation requirements at a UK level, it is essential that the approach is consistent with the latest versions of HM Treasury Green Book¹, which sets out the economic principles that should be applied to evaluation, HM Treasury Magenta Book², which provides detailed guidance on evaluation methods and Part B of HM Treasury Aqua Book³, which sets out standards for analytical modelling and assurance.
- 3.4 Timeframes for each phase are proposed in section 4, below; however, overall timescales and precise scheduling of milestones within each phase will be discussed and agreed at project inception.

Pre-Inception

- 3.5 At the pre-inception stage, we hold an internal workshop to ensure that the whole team is fully cognisant of the requirements of the project. The proposed methodology is reviewed, any areas of uncertainty are mapped out, questions for the client are formulated and all project management systems set up to ensure effective quality assurance.

Inception

- 3.6 A typical evaluation begins for us with a full inception meeting with the client representatives, to discuss:

- Welcome and Introductions
- Overview of the evaluation:
 - Aims and objectives
 - Outputs and targets
 - Timetable
- External Evaluation Approach
 - Aims and Objectives
 - Review and agree proposed approach
 - Report Outline
- Information required
 - Key data sources
 - Identifying stakeholders for interview
- Quality assurance
 - Risks
 - Timescales and deliverables
 - Evaluation team, roles and responsibilities
 - Progress reporting
 - Data sharing and security
- Contracts
 - Budget, contact and confirmation of payment schedule
- Any other business

- 3.7 Following the meeting, we shall submit a full inception note, detailing minutes of the meeting, actions identified, updated methodology and amended risk register.

Scoping

- 3.8 We would suggest conducting some basic scoping activities to inform the evaluation design. These are intended to ensure that the research process collects the best possible information, both to inform the baseline and also to prepare for subsequent impact and counterfactual analysis at the mid term and final evaluation stages.

- 3.9 This would include:

- Documentation review of the platform and creation of a stakeholder map
- Short programme of scoping interviews with key stakeholders to understand any nuances of the FEP that we should be aware of.
- Review of monitoring data and individual project evaluations carried out to date.

Design

- 3.10 Although the baseline questionnaire has been drafted to a large extent, it will be useful to review the research in context, to ensure that it meets the full needs of the client. We suggest the following approach:
- Creation of a logic model and associated Theory of Change (ToC) for the platform
 - Logic model workshop with the client group to agree the above and ensure a common vision of expected outcomes and impacts, review assumptions and discuss likely externalities and any unintended effects.
- 3.11 The logic model underpins the structure of the evaluation framework and subsequent impact assessment. It is the point at which interactions between the activities and impacts are mapped to allow causality to be understood. Based on our recent experience of programme evaluations, we understand the need to emphasise identifying and providing evidence to support outcome / results and impacts; to understand 'why' and 'how' an intervention works. A key aim of the evaluation is to provide 'lessons learnt' whereby the evaluation becomes useful for strategic purposes – providing evidence for future interventions supporting farm productivity.
- 3.12 An effective evaluation requires a robust logic model, and we propose adopting ToC principles to review the platform programme. This entails starting with outcomes and impacts and working backwards – mapping the interdependencies and assumptions between policy drivers, needs, objectives and activities of the FEP programme, and its effects. This logic model can then be amended to create a detailed logic chain from market failure / rationale to emerging (desired) impacts, taking account of both long-term and induced impacts in addition to the direct impacts of the intervention.
- 3.13 We will pay particular attention to the consideration of possible externalities and the counterfactual – that is, what would have happened in the absence of the intervention - as we understand this is an integral aspect of a successful evaluation. In addition to the UK Treasury principles, we recommend taking the perspective of the EU Better Regulations Framework, which includes the analytical concepts of 'relevance', 'coherence', 'effectiveness' and 'efficiency'.
- 3.14 Upon completion of a draft logic model, we will convene a Logic Model Workshop with client and stakeholders, to sense-check the draft model, and test and refine the assumptions in a collaborative session. By stimulating

discussion about the intricacies of the programme, we ensure the model and evaluation approach capture the full impact of intervention. We will also discuss the integration of Cross-Cutting Themes, into the programme.

Evaluation Framework and Research Instruments

- 3.15 Upon completion of the programme's logic model, we will produce an Evaluation Framework. The framework will allow us to translate the causal interdependencies identified in the logic model to the direct and proxy data variables (measuring change and linking to KPIs/targets/impacts) for collection during the delivery of the programme.
- 3.16 Beginning with the draft research metrics, we will develop linked indicators and questions, specifying data sources and lines of enquiry to ensure the full impact of FEP can be measured.
- 3.17 The evaluation framework will identify the questions required for each stage of the summative evaluation, informing fieldwork, along with the relevant sources of information, drawn from the desk-based review, monitoring information, scoping and fieldwork elements of the evaluation. These questions will follow the principles of good practice in reviewing project design (what is the project trying to do?), project delivery (is the project delivering the activities it set out to?), impact and effectiveness (what scale and type of impact is the project creating?), and economy (is it creating a positive return on investment?). This comprehensive process is another way in which our approach ensures consistency and quality of data collection. A draft framework will be shared – which details the method for data collection - with the client for comments and approval.
- 3.18 The evaluation framework will be a matrix, with detailed questions linked to each logic model stage and mapped against data sources and building on those set out in the tender specification. This will allow all stakeholders to be clear about who we are asking, what and why, and critically, identify any gaps in the fieldwork approach.
- 3.19 In developing our evaluation framework, we will also need to consider questions intended to probe wider factors such as:
 - Duplication – does the FEP duplicate other interventions?
 - Displacement – has the project led to existing good practice being side-lined?
 - Deadweight – would changes induced by the measure have occurred anyway?
 - The counterfactual – what would have happened in the absence of the FEP? What externalities will have impacted on implementation?
- 3.20 A full set of research materials will be prepared, including topic guides for qualitative interviews and survey questionnaires for the industry.

- 3.21 These will then be used to sense check and amend the draft survey, to ensure completeness and future proofing in the context of providing unified comparison data for the final outcomes and impacts across all sectors and use cases.

Sampling

- 3.22 Although individual divisions within AHDB have undertaken survey and event feedback research in the past, inconsistencies in the methodology and sampling approach and timings of the individual surveys have prohibited meaningful or measurable cross-division comparisons. It is the intention that this new survey be a single integrated cross divisional FEP impact survey.
- 3.23 An initial yr1 baseline survey will be undertaken, and then be repeated in subsequent years (yrs2 & 3) in order to measure progress against the metrics measured in the baseline survey. It is understood that in the subsequent years of the survey (yrs2 & 3), it may be expanded to include additional sector specific questions.

Overall approach

- 3.24 We have given considerable thought to the best approach for the survey research and recommend that a telephone-based approach is used assuming contact information is available. Whilst a web or paper based self-completion approach is a possible alternative, we would not recommend this as:
- In our experience of business interviewing relying purely on a self-completion approach would yield a low response.
 - As a web or paper self-completion survey is by definition self-selecting, survey response is likely to contain considerable bias – e.g. be overrepresented by those with the strongest views on the subject in question.
- 3.25 Furthermore, setting, targeting, and achieving target quotas (e.g. by division) would not be possible via a self-completion methodology.
- 3.26 As such we are proposing interviewer administered telephone research as our preferred method for the survey research. This approach which involves personal contact with those that have engaged in the FEP and repeated attempts to secure interviews typically generates higher response rates and more control over sample representativeness than self-completion exercises.

Research universe, sampling

- 3.27 The research universe for this study is will be those who have engaged in the FEP. The element of the work will be contracted to our partners at Beaufort Research Limited. Beaufort are existing suppliers to AHDB and other key agencies in the rural, food and agricultural fields.

- 3.28 It is understood that around fifty levy payer respondents for each of the six AHDB sectors are expected to be surveyed (total approx. 300). A sample size of 300 would produce data reliable within +/- 5.7%. A further fifty or so key stakeholders (agronomists, vets, consultants and researchers) who have engaged in the FEP will also be surveyed.
- 3.29 It will be important that the sample of those interviewed accurately represents the wider universe of those who have engaged in the FEP. As such, we suggest exploring the possibility of imposing additional quotas on the number of interviews conducted, for example on the basis of the following criteria:
- Programmes accessed (tailored by individual sector)
 - Nation / region
 - Size of business
- 3.30 In order to set these quotas, we have assumed that profile information will be available on those who have engaged in the FEP. Regardless of the availability of such profile information, to avoid any unintended sample profile biases, a random selection of those who have engaged in the FEP would be selected to be approached for participation in the survey.
- 3.31 At the analysis stage, depending on the availability of profile data of those who have engaged in the FEP, weighting could be applied to ensure the total sample is representative of the entire universe. The weighting could adjust the data to take into account the deliberate disproportionate sampling (e.g. by division).
- 3.32 Prior to the commencement of fieldwork, it is envisaged that a thorough database preparation and cleansing stage would be required. At this stage contacts who have participated in multiple programmes/events would be collated into a single record (containing details of all programmes/events they have engaged with), and we would check for any duplication of contact details etc.
- 3.33 It is recognised that levy payers are likely to recognise their engagement with the FEP by individual event and activity names, rather than the term FEP, therefore interviewers would be provided with information on the events and activities each individual contact had engaged with (along with activity date if available), in order that this can be referenced at the beginning of the interview.
- 3.34 Respondents may also have enterprises spanning multiple sectors. Should this be the case, the sector they have engaged with the most would be established at the beginning of the interview and questioning would relate to this sector alone. This will ensure data can be reliably associated with individual sectors at the analysis stage.

Maximising response

- 3.35 In order to secure 300+ interviews and meet quotas, it may be necessary to maximise response to the survey, particularly should certain sectors be at earlier stages of FEP development and therefore have lower levels of activity and participation. To a certain extent the level of response to a survey is beyond the control of the survey design and will be influenced by factors such as the motivation of those who have engaged in the FEP to take part in research. However, there are a number of factors that can be incorporated into the research to tip the balance in favour of participation and the following will be implemented:
- Multiple calls will be made to each contact - up to 10 separate calls, unless, of course, they express that they are unwilling/unable to participate in the survey.
 - A flexible approach to interviewing. Whilst business interviewing often tends to be conducted in core hours of 10am-4pm, we acknowledge that this may not fit the working hours of those who have engaged in the FEP. Therefore, we will be flexible with interviewing hours, conducting research early in the morning and/or up to 9pm if necessary.
- 3.36 Interviewing will take place throughout the standard working week plus Saturday and Sunday (again if this fits the working pattern of those who have engaged in the FEP).
- 3.37 Every effort would be made to ensure contacts are able to participate at a convenient time, therefore appointments will be made with those who are unable to participate at initial point of contact.
- 3.38 Within the constraints of the overall timings for this study, fieldwork will be kept open for as long as possible thus maximising the chances of finding an opportunity when contacts are available to complete the survey.
- 3.39 Questionnaire is kept to a manageable length –we believe that objective of this research can be met within a manageable questionnaire length of 10-15 minutes – this should be the maximum length for the questionnaire.
- 3.40 For contacts based in Wales (where a disproportionately high number of interviews will be required), we are able to offer the option of conducting the interview in the language of their choice (English or Welsh). This would encourage participation in certain parts of Wales (e.g. the rural heartlands of the Welsh language). Beaufort provides a seamless bilingual service, with many of our telephone interviewers being fluent Welsh speakers.
- Qualitative interviews with other Stakeholders*
- 3.41 With regard to the key stakeholders who have engaged with FEP, we suggest a different approach. This is because of the range of professional

responsibilities and variety of engagement within the group. For these we suggest a mixed methods approach comprising:

- Ten in depth, qualitative interviews spread across different disciplines. We will carry out in-depth, semi structured interviews with eight key stakeholders. We will work with the client to determine the most relevant individuals to speak to. The purpose of the stakeholder interviews will be to thoroughly assess the state of play at this interim stage. These interviews, along with the documentation review, will enable the Miller Research team to develop a picture of progress so far, the quality of delivery, challenges faced, and emerging best practice. These interviews will inform recommendations that may be made to future delivery, and provide an opportunity for stakeholders to, through their feedback, address any issues that may have arisen.
- An online survey of all 50 stakeholders, with e-mail reminders to promote responses.

Assessing causality and the counterfactual

- 3.42 At the baseline stage, it is prudent to ensure that any impacts noted in the subsequent survey rounds can be attributed to the contact with FEP. In an ideal world it would be possible to establish a strict control group approach of comparing those experiencing the benefits of the FEP against a matched sample of farms who did not access it for whatever reason. Hence the approach to establishing the counterfactual is likely to be based on either a timebound (before and after) or geographic (inside and outside the area of the intervention area) approach. However, given that the platform is effectively open access, this is not likely to be practical apart from possibly using Northern Irish farmers outside of the cereals sector who did not experience the other strands of delivery.

- 3.43 We suggest that the survey includes before and after questions to understand what difference the experience of interacting with FEP has made to individual farmers. Further we need to ask what they would have done in the absence of the project and where they would have sought support had it not been for FEP.

Analysis and Reporting

- 3.44 Once baseline fieldwork is completed, we will analyse results in Excel, SPSS or R Studio to provide a full analysis of the baseline position against key indicators, with cross tabulated results for sector, size of enterprise and region of location.
- 3.45 We recommend delivering a key findings presentation to AHDB at draft report stage, to ensure that key messages are agreed and that data has been interpreted to take account of all contextual factors and present an accurate picture of the baseline position.

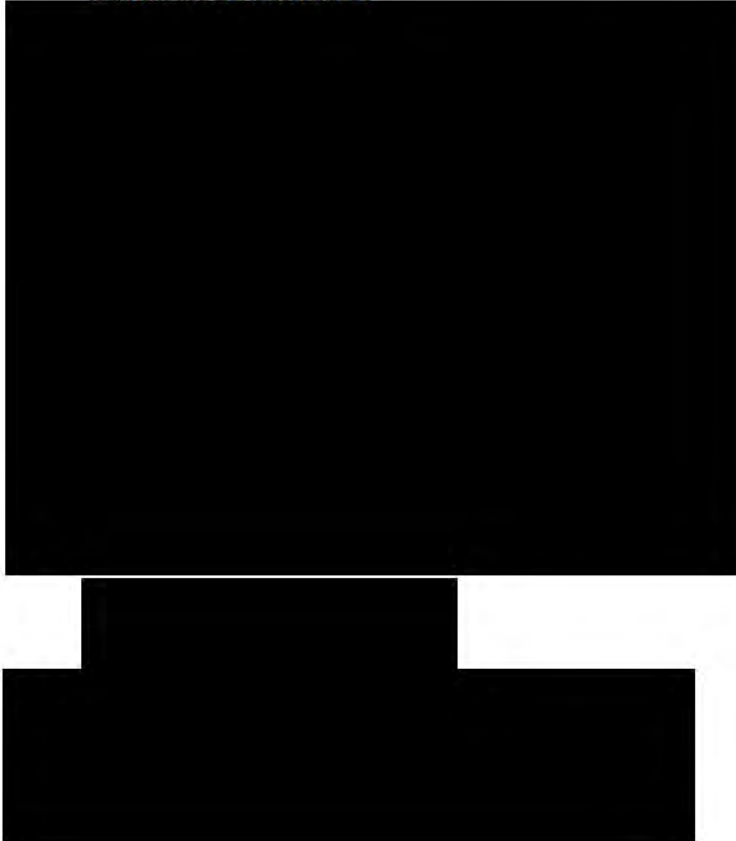
- 3.46 Following this, we will compile a concise (no more than 40 pages) baseline report of the evaluation, with easily accessible executive summary and full set of technical annexes. The report will include:
- Introduction and context
 - Methodology
 - Key findings
 - Conclusions and recommendations
 - Annexes
- 3.47 Following feedback from the client group, we will deliver a final baseline report.
- Years 2 and 3*
- 3.48 Although it is not possible at this stage to deliver a detailed proposal for interim and final evaluation at this stage, we suggest the following outline work programme:
- Year 2: Inception meeting. Document and data refresh. Review of logic model to assess any changes. Amendments to survey questionnaire. Fieldwork as per year 1. Analysis and reporting to provide a mid-term view of progress towards KPI targets.
 - Year 3: Inception meeting. Document and data refresh. Review of logic model to assess any changes. Amendments to survey questionnaire. Fieldwork as per year 2. Impact assessment and counterfactual analysis. Full final impact evaluation report. We will carry out a cost benefit assessment of the FEP to demonstrate the value of the project to the industry. Having established a baseline through the documentation and data review of the previous phase of the evaluation, we will assess the quality and suitability of the data and decide on the best option for a cost benefit analysis. Data from the previous phase will be compared to up-to-date data collected through an up-dated literature review, a review of data from AHDBs surveys, and the qualitative and quantitative research carried out as part of this final phase of the evaluation. The surveys that we will produce and the qualitative interviews with stakeholders will all help to triangulate data and information for the cost benefit analysis. In order to demonstrate the value of the programme, we will assess the measurable benefits within a range of factors. These will likely include the following:
 - Financial performance: Changes in the financial performance of the industry and of individual producers can be assessed, depending on the quality and type of data available. Overall productivity can be considered, as can other financial variables that may arise from better overall farm management. Impacts on the overall health of the industry can also be assessed, for example the extent to which FEP has led to the creation or safeguarding of jobs, growth within individual businesses, new entrants to the market or improved sustainability of businesses.
 - Productivity: The effect of engagement with the FEP on key performance indicators. Changes in these indicators can be assessed in order to measure any difference, and to model future economic and productivity benefits that arise through implementing improved practices.
 - Animal health: The effect of engagement with FEP on animal health, and short, medium, and long-term economic benefits that may derive from this.
 - The final impact report will be structured in similar fashion to the baseline, with more in-depth analysis of distance travelled:
 - Introduction and context
 - Methodology
 - Key findings
 - Impact and value for money assessment
 - Counterfactual appraisal
 - Conclusions and recommendations for future delivery of the programme.
 - Annexes

4. Experience

Experience of project manager and supporting team in delivering similar projects in terms of methodology, location, sector etc. (20%)

- 4.1 In this section we lay out our proposed team for the evaluation, with individual pen portraits, followed by our collective, company experience of delivering relevant evaluation work.

Team structure and responsibilities



6. Proposal

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%)

- 6.1 We have assumed that this is an indicative approach, based on a theoretical case, although we reference the specific impact survey outlined in Appendix 2. This, in effect is a programme-level evaluation, providing a measure of overall effects, whilst respecting the individual and separate contributions of constituent projects. This type of evaluation provides an opportunity to contribute to project level evaluations, aligning outcomes and targets without forcing them into a "one size fits all" framework. Engagement at the outset is critical, to enable active, formative support to be given to such activities.
- 6.2 Based on our understanding of evaluation requirements at a UK level, it is essential that the approach is consistent with the latest versions of HM Treasury Green Book⁷, which sets out the economic principles that should be applied to evaluation, HM Treasury Magenta Book⁸, which provides detailed guidance on evaluation methods and Part B of HM Treasury Aqua Book⁹, which sets out standards for analytical modelling and assurance.
- 6.3 Timeframes for each phase are proposed in section 4, below; however, overall timescales and precise scheduling of milestones within each phase will be discussed and agreed at project inception.

Pre-Inception

- 6.4 At the pre-inception stage, we hold an internal workshop to ensure that the whole team is fully cognisant of the requirements of the project. The proposed methodology is reviewed, any areas of uncertainty are mapped out, questions for the client are formulated and all project management systems set up to ensure effective quality assurance.

Inception

- 6.5 A typical evaluation begins for us with a full inception meeting with the client representatives, to discuss:
- Welcome and Introductions
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 - Progress reporting
 - Data sharing and security
 - Contracts
 - Budget, contact and confirmation of payment schedule
 - Any other business
- 6.6 Following the meeting, we shall submit a full inception note, detailing minutes of the meeting, actions identified, updated methodology and amended risk register.
- Scoping*
- 6.7 We would suggest conducting some basic scoping activities to inform the evaluation design. These are intended to ensure that the research process collects the best possible information, both to inform the baseline and also to prepare for subsequent impact and counterfactual analysis at the midterm and final evaluation stages.
- 6.8 This would include:
- Documentation review of the platform and creation of a stakeholder map
 - Short programme of scoping interviews with key stakeholders to understand any nuances of the FEP that we should be aware of.
 - Review of monitoring data and individual project evaluations carried out to date.

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- 6.11 An effective evaluation requires a robust logic model, and we propose adopting ToC principles to review the platform programme. This entails starting with outcomes and impacts and working backwards – mapping the interdependencies and assumptions between policy drivers, needs, objectives and activities of the FEP programme, and its effects. This logic model can then be amended to create a detailed logic chain from market failure / rationale to emerging (desired) impacts, taking account of both long-term and induced impacts in addition to the direct impacts of the intervention.
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- Evaluation Framework and Research Instruments*
- 6.14 Upon completion of the programme's logic model, we will produce an Evaluation Framework. The framework will allow us to translate the causal

interdependencies identified in the logic model to the direct and proxy data variables (measuring change and linking to KPIs/targets/impacts) for collection during the delivery of the programme.

- 6.15 Beginning with the draft research metrics, we will develop linked indicators and questions, specifying data sources and lines of enquiry to ensure the full impact of FEP can be measured.
- 6.16 The evaluation framework will identify the questions required for each stage of the summative evaluation, informing fieldwork, along with the relevant sources of information, drawn from the desk-based review, monitoring information, scoping and fieldwork elements of the evaluation. These questions will follow the principles of good practice in reviewing project design (what is the project trying to do?), project delivery (is the project delivering the activities it set out to?), impact and effectiveness (what scale and type of impact is the project creating?), and economy (is it creating a positive return on investment?). This comprehensive process is another way in which our approach ensures consistency and quality of data collection. A draft framework will be shared – which details the method for data collection – with the client for comments and approval.
- 6.17 The evaluation framework will be a matrix, with detailed questions linked to each logic model stage and mapped against data sources and building on those set out in the tender specification. This will allow all stakeholders to be clear about who we are asking, what and why, and critically, identify any gaps in the fieldwork approach.
- 6.18 In developing our evaluation framework, we will also need to consider questions intended to probe wider factors such as:
 - Duplication – does the FEP duplicate other interventions?
 - Displacement – has the project led to existing good practice being side-lined?
 - Deadweight – would changes induced by the measure have occurred anyway?
 - The counterfactual – what would have happened in the absence of the FEP? What externalities will have impacted on implementation?
- 6.19 A full set of research materials will be prepared, including topic guides for qualitative interviews and survey questionnaires for the industry.
- 6.20 These will then be used to sense check and amend the draft survey, to ensure completeness and future proofing in the context of providing unified comparison data for the final outcomes and impacts across all sectors and use cases.

Sampling

6.21 Although individual divisions within AHDB have undertaken survey and event feedback research in the past, inconsistencies in the methodology and sampling approach and timings of the individual surveys have prohibited meaningful or measurable cross-division comparisons. It is the intention that this new survey be a single integrated cross divisional FEP impact survey.

6.22 An initial yr1 baseline survey will be undertaken, and then be repeated in subsequent years (yrs2 & 3) in order to measure progress against the metrics measured in the baseline survey. It is understood that in the subsequent years of the survey (yrs2 & 3), it may be expanded to include additional sector specific questions.

Overall approach

6.23 We have given considerable thought to the best approach for the survey research and recommend that a telephone-based approach is used assuming contact information is available. Whilst a web or paper based self-completion approach is a possible alternative, we would not recommend this as:

- In our experience of business interviewing relying purely on a self-completion approach would yield a low response.
- As a web or paper self-completion survey is by definition self-selecting, survey response is likely to contain considerable bias – e.g. be overrepresented by those with the strongest views on the subject in question.

6.24 Furthermore, setting, targeting, and achieving target quotas (e.g. by division) would not be possible via a self-completion methodology.

6.25 As such we are proposing interviewer administered telephone research as our preferred method for the survey research. This approach which involves personal contact with those that have engaged in the FEP and repeated attempts to secure interviews typically generates higher response rates and more control over sample representativeness than self-completion exercises.

Research universe, sampling

6.26 The research universe for this study is will be those who have engaged in the FEP. The element of the work will be contracted to our partners at Beaufort Research Limited. Beaufort are existing suppliers to AHDB and other key agencies in the rural, food and agricultural fields.

6.27 It is understood that around fifty levy payer respondents for each of the six AHDB sectors are expected to be surveyed (total approx. 300). A sample size of 300 would produce data reliable within +/- 5.7%. A further fifty or so key stakeholders (agronomists, vets, consultants and researchers) who have engaged in the FEP will also be surveyed.

- 6.28 It will be important that the sample of those interviewed accurately represents the wider universe of those who have engaged in the FEP. As such, we suggest exploring the possibility of imposing additional quotas on the number of interviews conducted, for example on the basis of the following criteria:
- Programmes accessed (tailored by individual sector)
 - Nation / region
 - Size of business
- 6.29 In order to set these quotas, we have assumed that profile information will be available on those who have engaged in the FEP. Regardless of the availability of such profile information, to avoid any unintended sample profile biases, a random selection of those who have engaged in the FEP would be selected to be approached for participation in the survey.
- 6.30 At the analysis stage, depending on the availability of profile data of those who have engaged in the FEP, weighting could be applied to ensure the total sample is representative of the entire universe. The weighting could adjust the data to take into account the deliberate disproportionate sampling (e.g. by division).
- 6.31 Prior to the commencement of fieldwork, it is envisaged that a thorough database preparation and cleansing stage would be required. At this stage contacts who have participated in multiple programmes/events would be collated into a single record (containing details of all programmes/events they have engaged with), and we would check for any duplication of contact details etc.
- 6.32 It is recognised that levy payers are likely to recognise their engagement with the FEP by individual event and activity names, rather than the term FEP, therefore interviewers would be provided with information on the events and activities each individual contact had engaged with (along with activity date if available), in order that this can be referenced at the beginning of the interview.
- 6.33 Respondents may also have enterprises spanning multiple sectors. Should this be the case, the sector they have engaged with the most would be established at the beginning of the interview and questioning would relate to this sector alone. This will ensure data can be reliably associated with individual sectors at the analysis stage.
- Maximising response*
- 6.34 In order to secure 300+ interviews and meet quotas, it may be necessary to maximise response to the survey, particularly should certain sectors be at earlier stages of FEP development and therefore have lower levels of activity and participation. To a certain extent the level of response to a survey is

beyond the control of the survey design and will be influenced by factors such as the motivation of those who have engaged in the FEP to take part in research. However, there are a number of factors that can be incorporated into the research to tip the balance in favour of participation and the following will be implemented:

- Multiple calls will be made to each contact - up to 10 separate calls, unless, of course, they express that they are unwilling/unable to participate in the survey.
- A flexible approach to interviewing. Whilst business interviewing often tends to be conducted in core hours of 10am-4pm, we acknowledge that this may not fit the working hours of those who have engaged in the FEP. Therefore, we will be flexible with interviewing hours, conducting research early in the morning and/or up to 9pm if necessary.

- 6.35 Interviewing will take place throughout the standard working week plus Saturday and Sunday (again if this fits the working pattern of those who have engaged in the FEP).
- 6.36 Every effort would be made to ensure contacts are able to participate at a convenient time, therefore appointments will be made with those who are unable to participate at initial point of contact.
- 6.37 Within the constraints of the overall timings for this study, fieldwork will be kept open for as long as possible thus maximising the chances of finding an opportunity when contacts are available to complete the survey.
- 6.38 Questionnaire is kept to a manageable length –we believe that objective of this research can be met within a manageable questionnaire length of 10-15 minutes – this should be the maximum length for the questionnaire.
- 6.39 For contacts based in Wales (where a disproportionately high number of interviews will be required), we are able to offer the option of conducting the interview in the language of their choice (English or Welsh). This would encourage participation in certain parts of Wales (e.g. the rural heartlands of the Welsh language). Beaufort provides a seamless bilingual service, with many of our telephone interviewers being fluent Welsh speakers.

Qualitative interviews with other Stakeholders

- 6.40 With regard to the key stakeholders who have engaged with FEP, we suggest a different approach. This is because of the range of professional responsibilities and variety of engagement within the group. For these we suggest a mixed methods approach comprising:
 - Ten in depth, qualitative interviews spread across different disciplines. We will carry out in-depth, semi structured interviews with eight key stakeholders. We will work with the client to determine the most relevant individuals to speak to. The purpose of the stakeholder interviews will be

to thoroughly assess the state of play at this interim stage. These interviews, along with the documentation review, will enable the Miller Research team to develop a picture of progress so far, the quality of delivery, challenges faced, and emerging best practice. These interviews will inform recommendations that may be made to future delivery, and provide an opportunity for stakeholders to, through their feedback, address any issues that may have arisen.

- An online survey of all 50 stakeholders, with e-mail reminders to promote responses.

Assessing causality and the counterfactual

- 6.41 At the baseline stage, it is prudent to ensure that any impacts noted in the subsequent survey rounds can be attributed to the contact with FEP. In an ideal world it would be possible to establish a strict control group approach of comparing those experiencing the benefits of the FEP against a matched sample of farms who did not access it for whatever reason. Hence the approach to establishing the counterfactual is likely to be based on either a timebound (before and after) or geographic (inside and outside the area of the intervention area) approach. However, given that the platform is effectively open access, this is not likely to be practical apart from possibly using Northern Irish farmers outside of the cereals sector who did not experience the other strands of delivery.

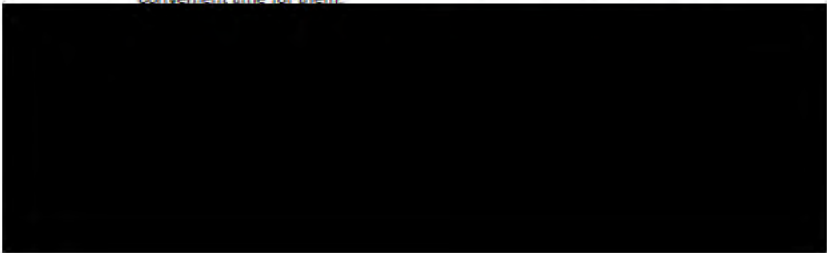
- 6.42 We suggest that the survey includes before and after questions to understand what difference the experience of interacting with FEP has made to individual farmers. Further we need to ask what they would have done in the absence of the project and where they would have sought support had it not been for FEP.

Analysis and Reporting

- 6.43 Once baseline fieldwork is completed, we will analyse results in Excel, SPSS or R Studio to provide a full analysis of the baseline position against key indicators, with cross tabulated results for sector, size of enterprise and region of location.
- 6.44 We recommend delivering a key findings presentation to AHDB at draft report stage, to ensure that key messages are agreed and that data has been interpreted to take account of all contextual factors and present an accurate picture of the baseline position.
- 6.45 Following this, we will compile a concise (no more than 40 pages) baseline report of the evaluation, with easily accessible executive summary and full set of technical annexes. The report will include:
- Introduction and context
 - Methodology

- Key findings
 - Conclusions and recommendations
 - Annexes
- 8.46 Following feedback from the client group, we will deliver a final baseline report.
- Years 2 and 3
- 8.47 Although it is not possible at this stage to deliver a detailed proposal for interim and final evaluation at this stage, we suggest the following outline work programme:
- Year 2: Inception meeting. Document and data refresh. Review of logic model to assess any changes. Amendments to survey questionnaire. Fieldwork as per year 1. Analysis and reporting to provide a mid-term view of progress towards KPI targets.
 - Year 3: Inception meeting. Document and data refresh. Review of logic model to assess any changes. Amendments to survey questionnaire. Fieldwork as per year 2. Impact assessment and counterfactual analysis. Full final impact evaluation report. We will carry out a cost benefit assessment of the FEP to demonstrate the value of the project to the industry. Having established a baseline through the documentation and data review of the previous phase of the evaluation, we will assess the quality and suitability of the data and decide on the best option for a cost benefit analysis. Data from the previous phase will be compared to up-to-date data collected through an up-dated literature review, a review of data from AHDBs surveys, and the qualitative and quantitative research carried out as part of this final phase of the evaluation. The surveys that we will produce and the qualitative interviews with stakeholders will all help to triangulate data and information for the cost benefit analysis. In order to demonstrate the value of the programme, we will assess the measurable benefits within a range of factors. These will likely include the following:
 - Financial performance: Changes in the financial performance of the industry and of individual producers can be assessed, depending on the quality and type of data available. Overall productivity can be considered, as can other financial variables that may arise from better overall farm management. Impacts on the overall health of the industry can also be assessed, for example the extent to which FEP has led to the creation or safeguarding of jobs, growth within individual businesses, new entrants to the market or improved sustainability of businesses.
 - Productivity: The effect of engagement with the FEP on key performance indicators. Changes in these indicators can be assessed in order to measure any difference, and to model future economic and productivity benefits that arise through implementing improved practices.
 - Animal health: The effect of engagement with FEP on animal health, and short, medium, and long-term economic benefits that may derive from this.
- The final impact report will be structured in similar fashion to the baseline, with more in-depth analysis of distance travelled:
 - Introduction and context
 - Methodology
 - Key findings
 - Impact and value for money assessment
 - Counterfactual appraisal
 - Conclusions and recommendations for future delivery of the programme.
 - Annexes

Risk Register

- 6.48 Miller Research utilises risk registers as an integral part of our ISO 9001:2005 accredited project management process. The register will be regularly updated throughout the evaluation period with identification by both the evaluation and operation team.
- 6.49 Overall monitoring of risks is undertaken by the Project Manager, Nick Morgan, however, each risk and mitigating action is assigned ownership by a member of the project team and regularly monitored throughout the project's duration, enabling us to respond to any issues in a timely, proactive and effective manner.
- 6.50 An example risk register for the operation's evaluation is below, indicating risks, their impact on the project, management plan, likelihood, and potential impact. We identify key risks to both the project and the evaluation as:
- **Covid-19:** the pandemic has the potential to impact the final delivery of the FEP evaluation. We therefore offer a sensitive approach in our evaluation against original targeted indicators, being mindful of the external impact of the pandemic.
To ensure minimal impact on the evaluation, our proposed methodology can be carried out entirely through virtual engagement and data collection. Over the past four months, the proposed project team and wider Miller Research team have become adept at utilising telephone calls and Microsoft Teams to engage with both clients and stakeholders in interviews and workshops. Depending on government guidelines on social distancing, working from home and movement within the UK, we would be happy and able to review and alter our approach.
 - **Stakeholder engagement:** due to the need to evaluate the FEP, identifying and drawing the right information from stakeholders is key. To ensure valuable data is collected and minimise the risk of pursuing fruitless avenues we will collaborate with the client team to identify and contact appropriate stakeholders, utilise a range of fieldwork approaches (workshops, surveys, interviews) to connect with a range of stakeholders, and utilise our experience in evaluation to develop robust and relevant questions. We have also built flexibility into our fieldwork to enable it to run for as long as possible, allowing for respondents to participate at a convenient time for them.
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7. Quality Assurance

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%)

- 7.1 The quality of an evaluation is determined by the evaluation design and the individual skills and experience of the personnel delivering the evaluation. However, without effective project management, the potential of each resource is not fully realised. It is for that reason that we place such emphasis on our project management processes. We actively quantify the time required for project management to ensure that this valuable process receives sufficient time and attention. This focus enables us to maintain quality, mitigate risks and guarantee a timely delivery of our evaluation.
- 7.2 Our approach to project management is underpinned by five pillars of assurance, included here:



Cost management

- 7.3 Cost management is essentially an internal quality assurance issue, as we provide a budget for delivery of the entire commission and commit to achieving this within a set figure. Our processes monitor resource usage and consultant availability, to ensure that we provide adequate time and skills to deliver outputs effectively.

Consultant capability

7.4 Consultant capability is assured through regular line management, mentoring and individual training plans. This ensures all members of staff are equipped to deliver effectively and have the means to progress within the business. Weekly Senior Management Team meetings allow us to highlight any skills or capability issues with staff members and to devise plans to address these.

7.5 All team members assigned to this Programme's evaluation have the necessary skills, experience, and time to deliver their assigned responsibilities to a high standard.

Time management

7.6 Time management is an essential component of our project management and our Project Timetable illustrates a detailed breakdown of how and when we will meet all evaluation requirements. We also use regular internal meetings to ensure all team members are consistently updated and aware of delivery milestones and their responsibilities.

7.7 We view the client as part of our research team and keep them informed of progress throughout the project and understand their evolving needs. The preferred frequency and primary method of communication will be agreed early on between the delivery team and project team; we are open to utilising novel and innovative approaches to streamline and focus communication, such as the business management communication tool, Slack.

Quality assurance

7.8 Our quality assurance and risk management processes are underpinned by our certification to the ISO 9001:2015 standard, which requires that we have a comprehensive system in place to meet the expectations of our clients and consistently improve our quality over time. This involves creating a comprehensive work plan for projects, which sets out individual responsibilities and realistic timeframes. The quality of project research materials and outputs is assured internally through a two-stage process. The output is first reviewed by both the Project Manager (Nick Morgan) and Project Director (Nick Miller), and then a 'draft' output is shared with the client for any further refinement.

Ethical Use of Data

7.9 The protection of personal information about beneficiary enterprises and stakeholders – collected for this project - will be paramount in this to ensure that rights of individuals are protected and respected, in line with data protection legislation.

7.10 This evaluation requires primary data collection from programme beneficiaries (e.g. monitoring data, surveys, interviews) and delivery /

- **Planning:** Pre-empt risk by contemplating the implications of each planned action and any potential externalities that might impact our process.
- **Management:** The diagram below outlines our approach to risk management in practice
- **Communication and Feedback:** Effective communication plays a vital role in managing risk, and we undertake to inform the client at the earliest possible stage when a risk is identified, along with proposed mitigation measures and post-mitigation assessment of the risk level.



Risk Register

- 7.18 Miller Research utilises risk registers as an integral part of our ISO 9001:2005 accredited project management process. The register will be regularly updated throughout the evaluation period with identification by both the evaluation and operation team.
- 7.19 Overall monitoring of risks is undertaken by the Project Manager, [REDACTED] however, each risk and mitigating action is assigned ownership by a member of the project team and regularly monitored throughout the project's duration, enabling us to respond to any issues in a timely, proactive and effective manner.
- 7.20 An example risk register for the operation's evaluation is below, indicating risks, their impact on the project, management plan, likelihood, and potential impact. We identify key risks to both the project and the evaluation as:
- **Covid-19:** the pandemic has the potential to impact the final delivery of the FEP evaluation. We therefore offer a sensitive approach in our evaluation against original targeted indicators, being mindful of the external impact of the pandemic.
To ensure minimal impact on the evaluation, our proposed methodology can be carried out entirely through virtual engagement and data collection. Over the past four months, the proposed project team and wider Miller Research team have become adept at utilising telephone calls and Microsoft Teams to engage with both clients and stakeholders in interviews and workshops. Depending on government guidelines on social distancing, working from home and movement within the UK, we would be happy and able to review and alter our approach.

Part 2: Medium Projects

Demonstrate a clear strategy for maximising evaluation effectiveness, giving at least two examples of where contracted evaluation work has improved programme performance. (10%)

- 1.12 We believe that evaluation effectiveness is underpinned by a number of key principles:
- Robust planning and preparation at the outset. We place particular emphasis on the planning phase, to ensure that all stakeholders involved in the project enjoy a shared and common understanding of the desired outcomes, rationale, likely risks and wider context.
 - A strong logic model, evaluation framework and survey tools. These can be constantly referenced to check the progress of delivery and of the evaluation, to ensure that we are covering all information needs through our desk-reviews and fieldwork
 - Co-production. Working closely with the client to ensure that we share concerns and issues arising. This is assisted by regular progress reporting and reviews of the risk log.
 - Constant feedback and learning. We review every project both internally and externally, to see where we could have performed better and to learn [lessons](#) for subsequent engagements.
 - Adherence to our ISO 9001/2015 accredited quality management system.
 - Use of expert staff to provide access to contacts and deliver a wider understanding of the issues at stake.
 - Strong conclusions and actionable recommendations to drive change and improve performance.
- 1.13 Below we lay out two examples of previous commissions that have been successfully delivered to create real change.

Food and Drink Clusters Programme Evaluation - Welsh Government

- 1.14 Miller Research were commissioned by the Welsh Government to evaluate the Food and Drink Clusters Programme. The Food and Drink Wales Clusters Programme was developed to 'bring together suppliers, academia and government with the key objective of helping businesses achieve accelerated growth in sales, profit and employment'. The Programme encouraged knowledge exchange and cooperation between enterprises and experts for the benefit of each sector. Several clusters were established as pilots in 2015, and have since developed and grow with the addition of new clusters. Clusters include a drinks cluster, a honey cluster, a seafood cluster, and a fine food cluster. In 2019, the Programme included eight clusters with approximately 700 members participating in total.
- 1.15 The evaluation report considers how the Clusters Programme has delivered against Welsh Government strategic aims. It does so by aligning the activities of the clusters with the actions as established in the 2014-2020 Action Plan and the Well-being of Future Generations (Wales) Act.
- 1.16 The evaluation consisted of a policy and document review, a series of scoping interviews, followed by the development of a logic model, a logic model workshop, and the production of a robust evaluation framework, summarised in a scoping report. The following stage of the evaluation consisted of in-depth interviews with key stakeholders, an online survey of member and non-member businesses, and the production of in-depth case studies of clusters and the businesses within them. The report also provided a set of comprehensive recommendations covering strategy, funding, management and governance, communications, and marketing, reporting and monitoring, collaboration, and engagement with businesses.

- 1.17 In the final stage of the evaluation, the Miller Research team mapped cluster approaches against emerging policy through the new strategy and possible implications of Brexit and other developments, to identify areas where clustering can support strategy and where additional benefits could be built into policy. A gap analysis was carried out in order to feed back into future cluster development. This was presented in a futures report with an easy-read summary and slide deck.
- 1.18 The research has become a reference point for the future development of the cluster network. Key points included:
- A quantum shift in terms of reference from receivers of information to proactive users of data to drive co-operation. A future road map for subsequent shift to true collaboration and commissioning of data was also provided
 - Relationships to context – especially with Food and Drink Wales Industry Board, the strategic body for the food sector, to build exchange of information and shift to action
 - Relationship with Food Skills ~~Cymru~~ – to drive skills, training and development needs across the sector through the cluster network
 - Exiting silos. Clusters were proprietorial of their space (especially as each is led under a consultancy contract). The need to collaborate and seek synergies across thematic clusters was identified for action.
- Evaluation of Growing the Future – National Botanic Garden of Wales*
- 1.19 Growing the Future is a five-year project based at the National Botanic Garden of Wales to support horticulture within Wales through successful knowledge transfer. The project has £2.3 million in funding from the Welsh Government Rural Communities – Rural Development Programme 2014-2020 (RDP) Knowledge Transfer and Innovation Scheme, which responds to
- Priority 1 of the RDP; Knowledge transfer and innovation in agriculture, forestry and rural areas and which aims to support a more professional, profitable, diverse and relevant land-based sector in Wales. The current Growing the Future project follows on from a successful pilot scheme which ran from 2012-2015 and which was evaluated by Miller Research.
- 1.20 Growing the Future is split across three work packages:
- Work Package 1: Gardens for Health and Well-being provides training and learning to members of the public of all ages.
 - Work Package 2: Celebrating Welsh Horticulture works with partner hubs across Wales to deliver and contribute to events which allow local suppliers and producers to demonstrate the range and quality of horticultural products in Wales.
 - Work Package 3: Horticulture for the Future aims to develop networks between science, horticulture, and the public to share knowledge and best practice and to provide a forum for discussion.
- 1.21 The evaluation consists of an interim and final evaluation, with each phase involving a mixed-methods approach combining qualitative and quantitative research methods. The interim evaluation phase involved desk-based reviews of data and documentation, a series of scoping interviews, which culminated in the development of a logic model and the facilitation of a logic model workshop with the client. Following this, the team carried out a series of in-depth qualitative interviews with beneficiaries as well as delivery partners, and produced two online surveys aimed at beneficiaries of the programme and strategic stakeholders. The findings were presented in a full report, which will be supplemented in spring of 2021 by a slide deck summarising the findings from 2020 as well as providing a progress update on delivery since the report.
- 1.22 The final evaluation is due to commence in the spring of 2021, but during the recently completed interim evaluation, Miller Research were able to work with the client to see a number of positive changes made to the delivery and governance of Growing the Future.
- 1.23 The project has benefited significantly from the evaluation of the pilot phase, where it was identified that:

- The governance arrangements were ineffective and worked against the interests of the project. A shift was made to align with the trustees of the National Botanic Garden, allowing greater synergy of activity and greater value for investment.
- Project management was lacking, with no clear objectives or KPIs for the project. This has been addressed and monitoring of progress is now of a high standard.

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- The project experienced significant deadweight, as beneficiaries were predominately middle-class white individuals who would have been prepared to pay for commercial provision. A shift has been made to targeting a more inclusive audience, especially from deprived and BAME populations.
 - Many of the benefits were social impacts and so we provided support for a social impact evaluation of the project, through enhanced survey and engagement work.

Appendix to Annex 1 Amendments to Specification

The information in Annex 1 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 2 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 3 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 3 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 3

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 3 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 4**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.