

Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at









Engagement details			
Engagement ref #	DPEL_61541_011		
Extension?	N	DPEL Ref.	N/A
Business Area	International Marine		
Programme / Project	Blue Planet Fund seafood outcomes & programme design		
Senior Responsible Officer			
Supplier	Methods Business and Digital Technology Ltd.		
Title	Blue Planet Seafood Outcomes		
Short description	To refine the scope and identify programmes for large-scale fisheries management and IUU fishing.		
Engagement start/end date	13 th December 2021		31 st March 2022
Funding source	DgC Consultancy services – RDEL budget		
Expected costs 21/22	£79,793		
Expected costs 22/23			
Expected costs 23/24			
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	0.1		



Approval of Project Engagement Letter

By signing and returning this cover note, the International Sustainable Blue Finance Team accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods to provide the services per the agreed Supplier Proposal under the overarching contract (Lot 3 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
		
or and on behalf of Methods 	For and on behalf of 	Defra Group Commercial 
Head of Change Delivery	Senior Responsibly Officer	Senior Category Officer for Professional Services (Consultancy)
Dec 15, 2021	Dec 16, 2021	Dec 16, 2021
Supplier engages with Business Area to complete. Once agreed, Supplier signs front page and sends to Business Area	Business Area signs front page and sends to DgC	On approval, DgC signs and returns copy to Business Area and Supplier

Supplier Contact: 

Business Area Contact: 

1. Background

Defra and FCDO jointly manage the £500 million Blue Planet Fund (BPF) to support developing countries to reduce poverty and protect the marine environment. The BPF is financed by the UK Aid budget. To guide the BPF's cross-government delivery and management, FCDO and Defra have agreed seven BPF focal areas. Defra is seeking support to refine the scope and identify programmes for two of Defra's focal areas: large-scale fisheries management and IUU fishing. This includes identifying the priority countries and regions where the BPF should focus efforts for each of these areas, developing a theory of change for each area, and identifying options for programming. The BPF team is currently under-resourced while recruiting to fill gaps in the team, and this work must be undertaken urgently to allow programming for these areas to begin in the BPF's second year of funding (beginning in April 2022).

2. Statement of services

Objectives and outcomes to be achieved

The following outcomes have been identified as the predominant deliverables:

- **International and large-scale fisheries:** ~ Strengthened management of regional and national fisheries and aquaculture to deliver sustainable fish stocks and healthy marine ecosystems, providing inclusive livelihoods, and reducing overfishing including by removing or repurposing environmentally harmful subsidies.
- **Illegal, Unregulated and Unreported (IUU) Fishing:** More effectively monitored, prevented and deterred IUU fishing activities including the minimisation of international enablers.

Overall, the vision for each outcome is:

- To focus delivery in a select number of countries which offer the greatest opportunities for impact, but retain some flexibility to deliver in other locations where appropriate opportunities may arise in future years.
- To focus delivery around the critical intervention pathways identified through the theory of change for each outcome.
- To have a strong focus on climate change mitigation and adaptation and delivering impact for nature. This includes maximising, where possible, the percentage of International Climate Finance (ICF) for each outcome.
- To deliver results at scale, efficiently and effectively, represent value for money, and align with all HMG rules and guidance for delivering Official Development Assistance programmes.
- To have one business case encompassing both outcomes or one business case for each outcome. The outputs of this consultancy will inform the design of the business case(s) for these outcomes.

These outcomes will be underpinned by the following consultancy support:

To identify countries and regions where programming would offer the greatest opportunities for impact, for each outcome. A short-list of between 15 and 20 countries will be identified for each, each evidenced by:

- Country Need



- Is IUU/poor fisheries management significantly affecting the country's economy and/or security, and particularly is it threatening the livelihoods of coastal communities?
- Is IUU/poor fisheries management having a significant impact on the marine biodiversity and/or marine environment in the country's EEZ? Is this marine biodiversity/environment of particular importance to the country or globally important? (e.g. keystone species under threat)
- Operability
 - Does evidence suggest that there would be significant country buy-in for programming on this outcome?
 - Are there security concerns or past examples of government corruption or fraud in this country which could hinder programme delivery?
 - Are there topographical reasons why programming would be more logistically challenging in this country?
 - Does evidence suggest that programmes in this country would deliver good value for money? (this assessment should include consideration towards the 4Es – effectiveness, efficiency, economy and equity).
- Other existing Programmes
 - Are there already significant or effective programmes operating in the space of IUU/poor fisheries management, and will this impact effectiveness of UK intervention through the BPF?
 - Are there gaps in current programming that indicate UK intervention in IUU/poor fisheries management would be valuable?

The priorities will then be ranked.

To create a robust, evidence-based Theory of Change for each outcome, to be aligned with the BPF cross-government theory of change using evidence of effectiveness, assumptions and risks. The theory of change should detail

- the underlying assumptions underpinning the outcome
- core problems needed to achieve the outcome
- pathways to tackle the problems
- intermediate/short-term outcomes necessary in achieving the final outcome

This information will underpin the choice of interventions for each outcome and inform the strategic and appraisal cases for the business case.

To recommend options for programming for each option on how the BPF could deliver to effectively support priority countries, considering the findings of the geographic analysis, the outcomes' theory of change and lessons learned from previous programming. There should be 2 – 3 new fund options, and 1 – 2 existing funds or programmes that Defra can contribute to.

Scope

The scope of this delivery will cover for **each** outcome:

A recommended and evidenced list of countries offering the greatest opportunities for impact, accompanied by a **concise report** detailing the method of ranking and the evidenced supporting the recommendation.

A recommended and evidenced ranking of the Blue Planet Fund's five priority regions (the Eastern African coastline, West African coastline, South and South East Asia, Small island developing



states in the Pacific, and Small island developing states in the Caribbean) narrative context should be provided for each region.

A fully developed theory of change illustrated in diagrammatic and map format accompanied by descriptive narrative.

A report providing programme recommendations. The report should contain

- the evidence used to formulate them
- cost-benefit analysis of interventions
- International Climate Finance (ICF) percentage

Where possible the report should be drafted in a style which aligns to FCDO's business case templates.

Assumptions and dependencies

Assumptions

- Only relevant to ODA eligible countries.

Dependencies

- That the business area team provide access to relevant information and documents to support the deliverables outlined below
- Access to key stakeholders is available prior to the end of year for more detailed assessments of needs.

Risk management

Risk	Description	Impact	Mitigating Action
1 Sensitive nature of IUU fishing activity creates a block	The sensitive nature of IUU fishing activities makes information gathering challenging	Medium - Reduced quality of deliverables	Identify and pursue alternative sources of information, i.e. NGOs
2 Reputational risk of work not being completed in line with programme timescales	If work is not completed to the agreed timescale Defra are at risk of not delivering on part of its programme in Y2	Medium/High	DgC and policy engaged to ensure allotted timeframe is sufficient for work to be carried out, further gaining assurance from supplier that timeframe is reasonable



Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project workstream A			
(1) A report containing a list of 15-20 countries for each outcome, ranked based on a) country need, b) operability and value for money, c) other programmes. This should be accompanied by a concise report detailing the method for the ranking and the evidence supporting it.	The success will be measured through the surfacing of priority areas for support which are fully and transparently evidenced to enable an effective decision making process.	11/2/22	Programme Manager
(2) A fully justified ranking of the Blue Planet Fund's five priority regions, for each outcome. This should include narrative context for each region, particularly the first and second ranked regions on why they are high priorities.	The success will be measured through the evidenced ranking of the 5 already identified priority regions, informing the development of an effective decision making process.	11/2/22	Programme Manager
Project workstream B			
A robust, evidenced-based Theory of Change for each outcome presented in the diagrammatic form on a page, accompanied by a narrative document (including a map) explaining the diagram, which should be fully referenced (references can be academic or from reliable and respected sources in the grey literature surrounding the outcome).	<p>The theory of change will include:</p> <ul style="list-style-type: none"> the underlying assumptions underpinning the outcome core problems that we will need to tackle to achieve the outcome pathways to tackling those problems intermediate/short-term outcomes that will be necessary in achieving the final outcome. 	11/3/22	Programme Manager
Project workstream C			
Programming options for each outcome. A report presenting 3 to 5 recommended programming options	The report will need to contain:	31/3/22	Programme Manager



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
for each outcome including 2-3 new fund options and 1-2 existing funds or programmes, the evidence used to formulate them, cost-benefit analysis of interventions and ICF percentage. This report should be succinct and have a clear summary section. Where possible this should be drafted in a style that aligns to FCDO's business case templates.	<ul style="list-style-type: none"> Justification of how the programme maps onto the relevant theory of change, e.g. how it will achieve the intermediate outcomes and impacts. Context on the need for intervention in this area, and why the UK is best-placed to provide support Evidence that the programme would deliver impact and achieve value for money Suggested method for delivery and estimated costing Any risks associated with this programme option Estimated percentage of ICF for the programme Estimated benefit-cost analysis for the programme <p>To provide an informed and evidenced approach to the programme.</p>		
	.		
Internal Capability Development Outcomes			
Following detailed knowledge transfer, the team will run the delivery internally in full.	G6s clear on progress and knowledge transfer is in place	Fortnightly throughout life of contract	Programme Manager

Limitations on scope and change control

Unless instructions to the Supplier are later amended in writing, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be acting in reliance on information provided by the Business Area.



The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.

3. Delivery team

Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
				£79,793

Total resource Total days* Engagement Length**	
<small>*Total days worked across all resources</small> <small>**Total working days in engagement</small>	

Business Area's team

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4. Fees

Defra Group will reimburse the Supplier for approved work done according to the table below. The total fees for the scope of work detailed in this Engagement Letter will be £79,793, inclusive of expenses and excluding VAT.

Workstream	Cost	Due (link to milestone dates)
A		DD/MM/YY
A report containing a list of 15-20 countries for each outcome		
A fully justified ranking of the Blue Planet Fund's five priority regions		
B		
A robust, evidenced-based Theory of Change		
C		
Programming options for each outcome.		
Expenses		
Not applicable		
Grand total	£79,793	

Business Area considerations:

- Are the costs and fees appropriate (costs linked to deliverables, rates and drive value for money)?

Expenses statement

Defra Group overarching contract rates include expenses for any travel to/from any UK location defined by the Business Area as the base office for the work. Only expenses for travel at the Business Area's request from this base can be charged. If appropriate, define permissible expenses to be charged.

Payment

The Supplier should invoice fees monthly in arrears. Defra Group will reimburse fees monthly on confirmation of approval of work delivered by the Business Area. The Supplier will keep an accurate record of time spent by staff in providing the services and provide this information and supporting narrative if requested.

5. Governance and reporting

As part of the Call-Off Contract, the Supplier and Business Area agree to provide reporting on the following:



- Completion of the time tracker on a monthly basis, to track days worked by our consultants;
- Weekly informal catch-up to discuss progress
- Monthly formal catch-up with presentation, update on deliverables, milestones etc.

Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
001	Workstream A1 deliverables accepted	A minimum of 15 countries identified and ranked with supporting evidence.	Once at scheduled milestone date	SRO	Stakeholder review and SRO briefing	Completed and accepted
002	Workstream A2 deliverables accepted	Identified ranking of the 5 regions for each outcome with supporting evidence, suitable for future use in Programming decision making activities.	Once at scheduled milestone date	SRO	Stakeholder review and SRO briefing	Completed and accepted
003	Workstream B deliverables accepted	Theory of change diagram with supporting evidence that defines next steps for key stakeholders.	Once at scheduled milestone date	SRO	Stakeholder review and SRO briefing	Completed and accepted
004	Workstream C deliverables accepted	Document of evidence supporting recommended future programming options.	Once at scheduled milestone date	SRO	Stakeholder review and SRO briefing	Completed and accepted
005	Knowledge Transfer	Provision of guidance to the BPF team and stakeholders on the deliverables.	Ad-hoc	Defra Programme Lead	Through a number of show and tell style events.	1 per month (min)

Feedback and satisfaction

Defra Group reserves the right to hold review meetings during the assignment, discussing what went well, opportunities for improvement on future assignments and similar. This will incorporate any 'Show and Tell' documentation or transferable products that have been produced.

A post-engagement quality review of the engagement will be arranged where the Business Area rates the services provided.

Non-disclosure agreements

The overarching MCF2 framework include NDAs

It is expected that this work will be undertaken under the NDA as part of the Defra Consulting Framework. Any additional NDA agreements will need to be assessed and agreed separately.

6. Exit management

The agreed actions and deliverables by the Supplier for when the contract ends are as follows:

Knowledge Transfer:

Specific transfer outcomes will be tracked through monthly reporting and evaluated through a review of completed knowledge transfer logs and reports, including sign-off from individual knowledge recipients.

The skills and expertise transferred back to the internal Defra team will improve the efficiency and effectiveness and provide a framework to deliver the National Adaptation Programme delivery project.

The supplier will provide:

- All documents, reports, excel files, presentations
- Delete any commercially sensitive information held that is related to the Trust
- Prepare a handover note of any outstanding issues

Notice period

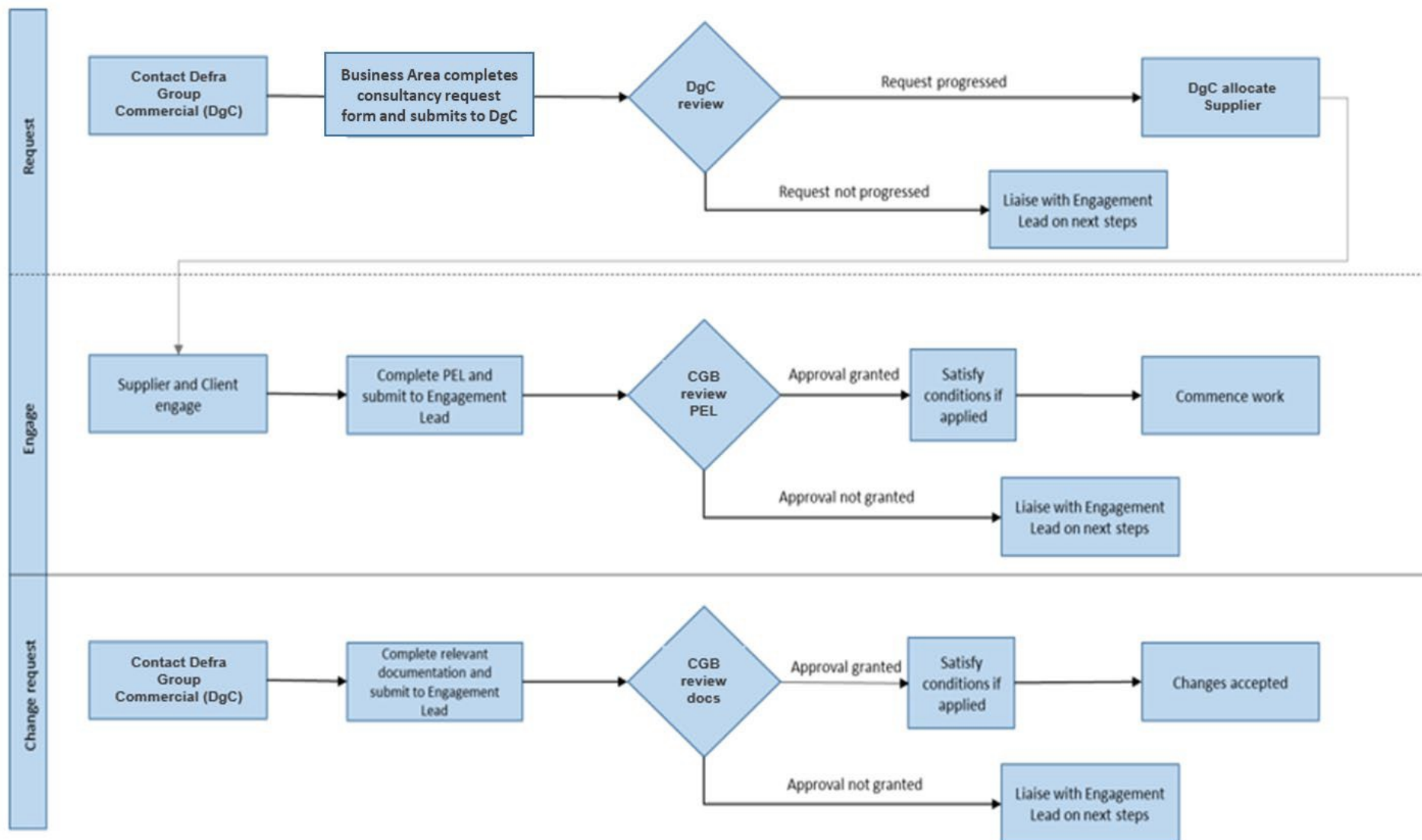
The nature of these engagements require that Defra Group have the ability to terminate an engagement with notice. Defra Group's termination rights for this engagement are marked below.

The minimum notice period for termination is 5 working days regardless of engagement duration.



1. Business Area identifies a potential need for delivery support, initiates a conversation with DgC, confirms which approvals are required for an engagement to occur, e.g. Consultancy Governance Board if over £100k or DgC Corporate Services Delivery Board if under £100k.
2. Request Form completed by Business Area and submitted to DgC at:
[REDACTED]
3. The form is reviewed by the DgC team around which resource route is most appropriate (e.g. Lots 1/2/3) and may request additional information/edits from the Business Area if required.
4. Lot / Supplier is selected and briefed on the request by DgC, then introduced to the requesting Business Area for further discussion and confirmation of work to be delivered
5. A Project Engagement Letter is completed by the Business Area with input from the Supplier (with supporting proposals as appropriate) and then finally agreed between the two parties, including evidence of all required approvals either being in place or being progressed (e.g. PO) and forwarded to the DgC for review by the Consultancy Governance Board (CGB). Approval states are:

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none"> ▪ DPEL agreed ▪ DPEL signed: Supplier, Dept and CO ▪ Purchase Order number 	<ul style="list-style-type: none"> ▪ Work can start ▪ Supplier can invoice for work



Blue Planet - DPEL

Final Audit Report

2021-12-16


Created:	2021-12-15
By:	[REDACTED]
Status:	Signed
Transaction ID:	CBJCHBCAABAA6ciMFoO9ILjKLjQXYRWQwXInd0jltFkF

"Blue Planet - DPEL" History

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2021-12-15 - 3:44:15 PM GMT

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2021-12-15 - 6:51:35 PM GMT

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2021-12-15 - 6:52:17 PM GMT


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2021-12-16 - 1:33:34 PM GMT

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 Agreement completed.
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