



FRAMEWORK AGREEMENT FOR THE PROVISION OF GOODS AND/OR SERVICES

Agriculture and Horticulture Development Board

and

EURO PA

Ref: 2019-399

**Framework Agreement for the Provision of
Evaluation Validation – Lot Two**

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

EURO PA, [REDACTED] ('the Supplier')

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

WHEREAS

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

IT IS HEREBY AGREED

- 1. AHDB agrees to appoint the Supplier as a potential provider of the Goods and/or Services described in the Specification (see Annex 2).
 - 1.1. AHDB may, in its absolute discretion and from time to time during the Term, order the Goods and/or Services from the Supplier in accordance with the Ordering Procedures (Annex 3) through a Call-Off Contract based on the template provided in Annex 4.
 - 1.2. Subject to the Supplier's compliance with this Framework Agreement and the making of a Call-Off Contract, AHDB agrees to pay the Supplier in accordance with that Call-Off Contract.
- 2. The Supplier agrees to supply the Goods and/or Services in accordance with the Framework Agreement and the Call-Off Contract.
 - 2.1. The Supplier agrees to inform AHDB promptly if the making of a Call-Off Contract would result in a conflict of interest.
 - 2.2. Any supply of the Goods and/or Services shall be completed in accordance with the relevant Call-Off Contract and in any case not later than two years after the Completion Date.
 - 2.3. In the event of any conflict between these, the terms of this Framework Agreement shall have precedence over those in a Call-Off Contract.
 - 2.4. Unless otherwise specified, the Supplier shall supply the Goods and/or Services to the Principal Office.
- 3. The Supplier acknowledges that:
 - 3.1. there is no obligation on AHDB to invite the Supplier to supply any Goods and/or Services under this Framework Agreement;

- 3.2. no form of exclusivity has been conferred on the Supplier in relation to the provision of the Goods and/or Services; and
- 3.3. no undertaking or any form of statement, promise, representation or obligation by AHDB exists or shall be deemed to exist concerning minimum or total quantities or values of Goods and/or Services to be ordered by AHDB pursuant to this Framework Agreement and the Supplier agrees that it has not entered into this Framework Agreement on the basis of any such undertaking, statement, promise, representation or obligation.
4. The Supplier and AHDB agree to comply with AHDB's Terms and Conditions for the Purchase of Goods and Services version 2014 ('AHDB Terms' - see Annex 5), which shall further be incorporated as they may reasonably have been amended by AHDB into any Call-Off Contract.
5. This Framework Agreement consists of:
- this Form of Agreement,
 - Annex 1 (Contacts, page 7),
 - Annex 2 (Specification Details, page 8) read with the Appendix thereto;
 - Annex 3 (Ordering Procedures, page 34);
 - Annex 4 (Call-Off Contract Template, page 36);
 - Annex 5 (AHDB Terms, page 37)
- each of which together with any documents specified therein is incorporated into and forms part of the Framework Agreement.
- 5.1. In the case of any conflict or inconsistency, documents shall take precedence in the order in which they appear in Clause 5 above.
- 5.2. References to Clauses are references to the clauses of this Form of Agreement, to Conditions are references to the terms and conditions of the annexed AHDB Terms and to paragraphs are references to paragraphs in the referring Annex or Appendix unless otherwise indicated.
- 5.2.1. For the avoidance of doubt, references within a Call-Off Contract shall apply according to that Call-Off Contract.
- 5.3. This Framework Agreement including the Specification may be amended by the Parties in Writing.
- 5.3.1. Any amendment including any extension under Clause 7.1 below shall have no effect unless it is in compliance with public procurement law.
- 5.4. The Framework Agreement and any amendment thereof may be executed in counterpart and by the Parties to it on separate counterparts, each of which when so executed and delivered shall be an original, but all the counterparts shall together constitute one and the same instrument.
6. In this Framework Agreement the following words and expressions shall have the meanings given to them below, unless the context otherwise requires:
- | | |
|---------------------------|-----------------------------------------------------------------------------------------------|
| <i>Word or Expression</i> | <i>Meaning</i> |
| AHDB Terms | AHDB's Terms and Conditions for the Purchase of Goods and Services (attached within Annex 5); |

Call-Off Contract	a contract for the supply of Goods and/or Services pursuant to this Framework Agreement
Call-Off Contract Template	The template that shall be used or deemed to have been used for any Call-Off Contract (attached within Annex 4);
Commencement Date	The date set out in Clause 7, as it may have been amended;
Completion Date	The date set out in Clause 7.1, as it may have been amended;
Framework	The framework arrangements established by AHDB for the provision of the Goods and/or Services to AHDB;
Ordering Procedures	The procedures applicable to the making of a Call-Off Contract (see Annex 3);
Specification	The specification provided in Annex 2, as it may have been amended;
Term	The period commencing on the Commencement Date and ending on the Completion Date, the whole day of each Date being included;
Working Day	Any day other than a Saturday, Sunday or public holiday in England.

7. The Framework Agreement shall commence or be deemed to have commenced on 15th January 2021 ('Commencement Date').
- 7.1. The Framework Agreement shall terminate on 14th January, 2023 ('Completion Date') unless it has previously been extended, in which case the Completion Date shall be deemed to have been appropriately amended. There is the option to extend for 3 periods of 12 months each, should AHDB wish to take up. These will be agreed between AHDB and the supplier and an extension contract will be drawn up. Therefore there is the potential for the contract to be extended until January 2026.
- 7.2. Notwithstanding any act of termination or the achievement of the Completion Date, the relevant provisions of this Framework Agreement shall remain in effect insofar as is necessary to ensure the performance of all obligations and the satisfaction of all liabilities and to enable the exercise of all rights under the Framework Agreement in each case as such shall exist at the time of such act or the Completion Date.
8. Without prejudice to either Party's rights or obligations pursuant to law and subject to Clause 8.4, the aggregate liability of each Party in respect of any claim or series of connected claims arising out of the same cause in any year whether arising from negligence, breach of contract or otherwise shall be limited to the amounts set out in Clauses 8.1 and 8.2.
 - 8.1. In relation to AHDB, the amount shall be one million pounds sterling.
 - 8.2. In relation to the Supplier, the amount shall be five million pounds sterling.
 - 8.3. The amounts above may only be amended in Writing and prior to the event in relation to which a claim is made.
 - 8.4. Where the Supplier is a consortium, each member of the consortium shall be jointly and severally liable for performance of the Supplier's obligations under this Framework Agreement and any Call-Off Contract.
 - 8.5. Nothing in this Framework Agreement shall limit either Party's liability for fraud, dishonesty, deceit, fraudulent misrepresentation, death or personal injury.

9. For the avoidance of doubt:
 - 9.1. The Supplier's standard terms and conditions for the supply of goods or services do not apply to this Framework Agreement or any Call-Off Contract except as may be specifically agreed in Writing.
 - 9.2. In the event that the Framework Agreement applies only to the provision of Goods, the provisions relating only to Services in the Framework Agreement or any Call-Off Contract shall not apply.
 - 9.3. In the event that the Framework Agreement applies only to the provision of Services, the provisions relating only to Goods in the Framework Agreement or any Call-Off Contract shall not apply.
10. Amendments to Annex 3
 - 10.1. There are no amendments to Annex 3.
11. Amendments to Annex 4
 - 11.1. There are no amendments relating to Annex 4.
12. Amendments to Annex 5
 - 12.1. There are no amendments relating to Annex 5.
13. Special Conditions
 - 13.1. Any conditions specified in this Form of Agreement as Special Conditions shall have precedence over any other provision in this Framework Agreement.
 - 13.2. There are no Special Conditions.

- The remainder of this page is deliberately blank -

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

Signature:

Name of signatory:

Date:

4 January, 2021

Signed for and on behalf of the Supplier:

Signature:

Name of signatory:

Date:

17 DECEMBER 2020

Annex 1 Contacts

1. Contact information provided by the Parties shall be deemed to be inserted below.
2. Unless otherwise agreed, the Primary Contact nominated by a Party shall represent the Party for the purposes of this Contract.

AHDB

3. AHDB's address for correspondence and service will be:
AHDB, Stoneleigh Park, Kenilworth, Warwickshire CV8 2TL
- 3.1. Communications with AHDB shall be marked for the attention of the person named below as AHDB's Primary Contact.
4. AHDB's Primary Contact will be:

[REDACTED]

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])
- 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:

[REDACTED]

Communications shall be marked for the attention of the person named below as the Supplier's Primary Contact.

6. The Supplier's Primary Contact will be:

[REDACTED]

or such other person as the Supplier may nominate.

- 6.1. The Supplier's Primary Contact will accept communications other than notices by electronic mail ([REDACTED]) 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:

[REDACTED]

or such other person as the Supplier may nominate.

Annex 2 Specification Details

1. The Specification relating to this Framework is detailed in this Annex 2 and any amendments thereto are set out or deemed to be included in the Appendix to this Annex, page 32.
- 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 Stakeholders and	<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

JOHN STRAK: RESPONSE TO VALIDATION QUESTIONS 1.2.1-1.2.5

1.2.1	My CV illustrates my experience in applying economic theory and research techniques in a wide variety of situations.
1.2.2	<p>Evaluation effectiveness is directly proportional to the recognition of what a work programme is expected to achieve, and the data that are available to measure the actions and outputs related to that programme. Choice of methodology and feedback procedures are also important. These are broad statements but applicable to most situations. However, it should be clear that the evaluation of a promotion campaign is likely to have different data and methodology options than, SAY, an evaluation of a knowledge transfer programme.</p> <p>In the private and public sector I have successfully applied economic theory to commercial and non-market issues. My CV illustrates the range of my experience which includes evaluation exercises for the MLC (promotion expenditures in the UK and in Italy) and, recently, validation of evaluations for the AHDB. In the 1990s, after the first cases of BSE, my work on the econometric analysis of the impact of MLC-funded QA programmes to counter meat scares was instrumental in securing UK and EU funding to support wider application of traceability awareness for consumers. My more recent work for the AHDB has demonstrated that its evaluation efforts need to be tied more rigorously to measurable outputs and outcomes.</p>
1.2.3	Successful validation depends first upon an initial identification of the outcomes and outcomes that are being sought, and how these have been tested in the evaluation. Secondly, it requires rigorous pursuit of answers to the questions: who, what, where, when, how and why? Usually, this investigative approach also assesses the suitability and application of standard techniques of economic theory such as cost:benefit analysis and the theory of change. The validator must apply these questions and consider how the evaluation has approached the task.

Overview

- Honorary Professor In Food Economics at the University of Nottingham (UoN), Nottingham, UK: 2010- to date (honorary chair renewed thrice), co-supervisor for PhD students and regular consultant to the Asian Development Bank (ADB).
- Agri-food and agribusiness consultancy expert (Euro Analysis/Euro PA) with experience in all aspects of agronomy/fruit/vegetable/livestock production, market research/analysis and agri-marketing/pricing in order to develop food security, sustainability, food and agribusiness supply chains including: new products, finance/investment feasibility, product development, training needs analyses and skills improvement, and compliance with food safety, assurance, traceability and certification programmes, domestic and export marketing to secure commercial advantage, trade policy (anti-dumping, WTO, NTB issues), 1991-to date,
- Executive Secretary of the agricultural economics advisory group of the AHDB 2018-to date <https://ahdb.org.uk/>

Recent (last 5 years) assignments with focus on SMEs:

- as a presenter for the ADB at the *ASEAN Food Trade Forum: Food Security and the AEC* (in Malaysia, November 2015) and
- as a presenter for the Asian Productivity Organisation (in Indonesia) on *PPP models in Agribusiness Value Chains* (March 2016).

Other recent projects dealing with:

- Consultant to an Irish (Eire) pigmeat production and processing firm on its export potential and sale to a private investor.
- Validation and evaluation in 2020 of project expenditures by AHDB UK in various commodity areas and levy payer interests including: supply chain development, meat promotion, skills development, KE, premium/quality development, crop protection licensing, skills development (total spend evaluation c. £13.5 million).
- Preparing the Punjab Agriculture Markets Development Project - Agriculture Markets Regulatory Specialist (TA-9866 PAK, ADB, Feb-Dec 2020)
- Climate change and gender policy in Cambodia (ADB/Save the Earth Cambodia Feb-Aug 2019);
- Value chain development under the Nepal agricultural development strategy (ADB, March-May 2018);
- The economic impact of the beet sugar value chain in the UK/world (AB Sugar, 2016);
- Scoping the operations/investment needs for wholesale fresh food markets in the Greater Mekong Sub-region (ADB, 2016);
- Survey and analysis of: the value chain for beef in Uganda and Inner Mongolia, China (DFID, UK 2014-16); and
- The value chain for finance for rice in Laos, Cambodia and China (DFID, UK 2014-16).
- Organising and reporting the Global Food Security Forum in Shanghai (2102) for the University of Nottingham, www.nottingham.ac.uk/globalfoodsecurity
- Current advisory work on a tourism development in Indonesia (Lombok) and for UK export promotion for craft beer to Asia. Scoping work has also been completed on investigating new market information (MI) systems for the swine industry in Vietnam, and developing a new MI report for the global beef industry.

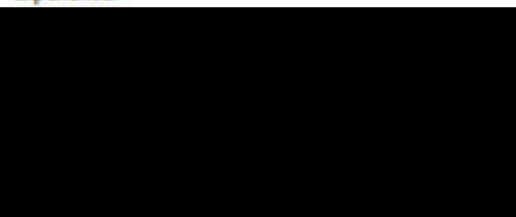
Dr Strak has extensive commercial and managerial experience.

- Dr Strak has been the managing editor of Whole Hog Brief since 1999 – a monthly global pig industry market analysis and forecasting newsletter (www.porkinfo.com) which has meat industry and agribusiness value chain clients across the world.
- As a consultant and then on secondment Dr Strak, as the Managing Director, set up and managed a new quality meat, dairy and fine foods/textiles company in the far north of Scotland (Calthness, Sutherland, Orkney) as part of HRH The Prince of Wales' North Highland Initiative (2005-09). The firm reached £10 million sales in 3 years <http://www.mey-selections.com> with c. 500 farmer suppliers, won several Gold Taste Awards and the BBC's food programme's best retail initiative in 2009.
- On a secondment Dr Strak was Managing Director of FoodEast from 2004-2006 (www.foodeast.com) FoodEast was a regional farm-food industry network in the East of England with c. 2,500 individuals and 500 farmers & food companies as members. Its main activity was best practice knowledge transfer and delivering training/skills needs analyses (TNAs) to farmers & food businesses as part of a regional grant scheme (£8m) co-funded by the EU and a UK regional development agency (EEDA) aimed at improving the business development infrastructure for SMEs.

Dr Strak has won national awards and has worked at the highest level of government.

- In 1997/98 Dr Strak's firm was awarded "Best Small Consultancy" in the UK by the British Consultants Bureau <http://www.bccb.org.uk/bx/pages/bx.php> for economic and regulatory advisory work done for the Mexican government to secure mutual recognition of its alcohol standards with the EU. In 1999-2000 Dr Strak's firm acted as the economic advisor to the government of Ecuador in its WTO dispute with the EU re. banana exports <https://www.wsj.com/articles/SB95345909977897928> In both of these projects the advice was given at the highest level (ambassador), success was achieved and the clients' commercial exports were significantly enhanced. Dr Strak was the Special Advisor to the Select Committees of the Houses of Parliament in the UK (House of Lords, and Commons)
- Dr Strak is also a regular writer for pig & meat industry websites and magazines e.g. thepigsite.com, meetingplace.com, Pig Progress <http://www.pigprogress.net/Authors/Dr-John-Strak/>, Weekly Tribune/Pig World, meetingplace.com, agrinvestor.com
- Dr Strak acted as an advisor and market analyst for a UK craft brewer (St Peter's Brewery <http://www.stpetersbrewery.co.uk/>) and has secured new export markets for craft beer products in Taiwan, Hong Kong, Malaysia and Singapore.
- Dr Strak currently acts as an advisor and market analyst for a new privately-financed tourist development in Lombok, Indonesia.

The information above and below this signature is a true and accurate record of my professional experience:



Prior to 1991 Dr Strak was....

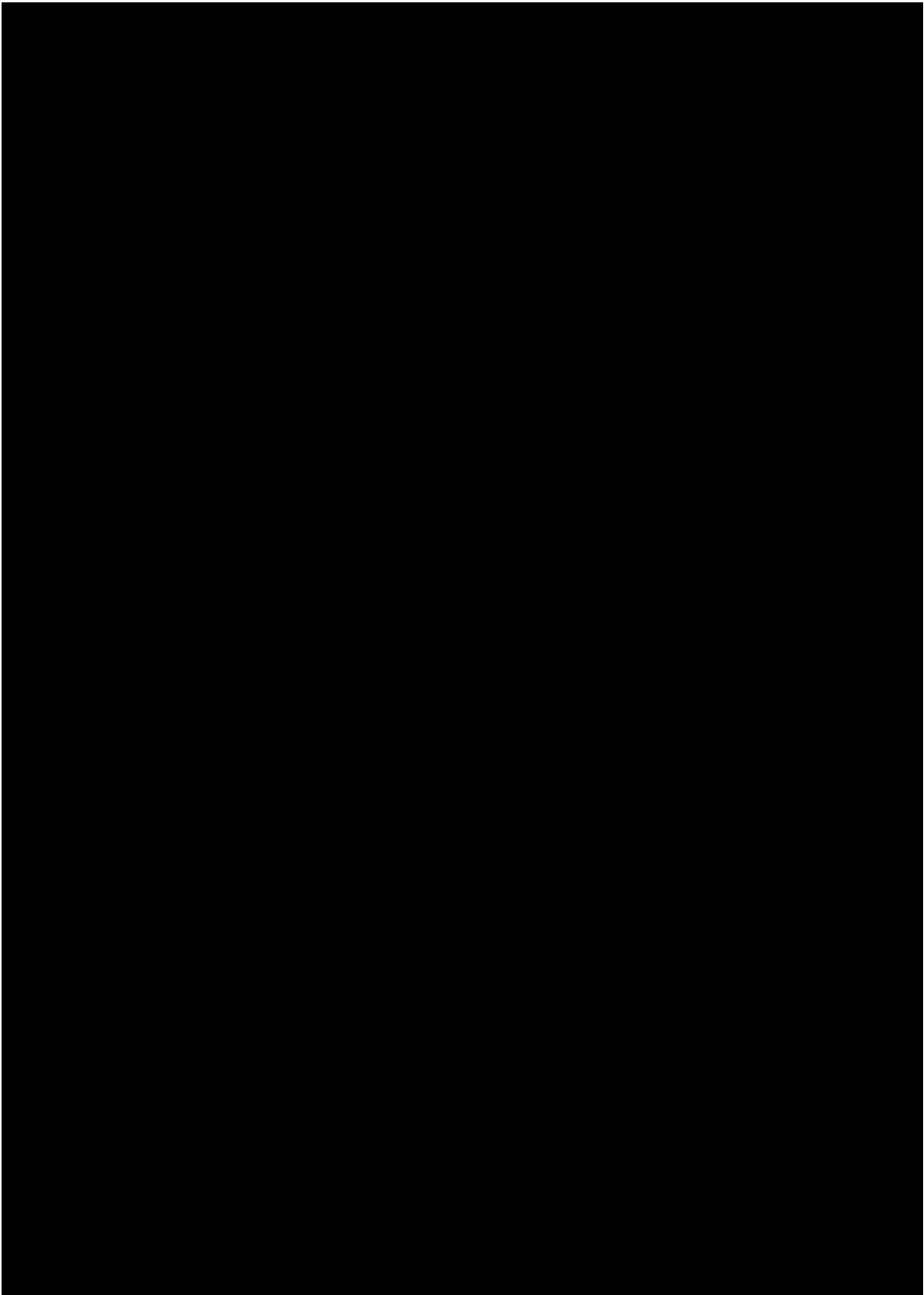
- Chief Economist at the International wool secretariat with responsibility for global advertising research and market forecasting in the wool textile supply chain (Woolmark, Cool Wool, Super 100s, Merino, etc). This required management of branch personnel in USA, Western Europe and Japanese offices and leadership of the international forecasting committee and global promotion research projects.

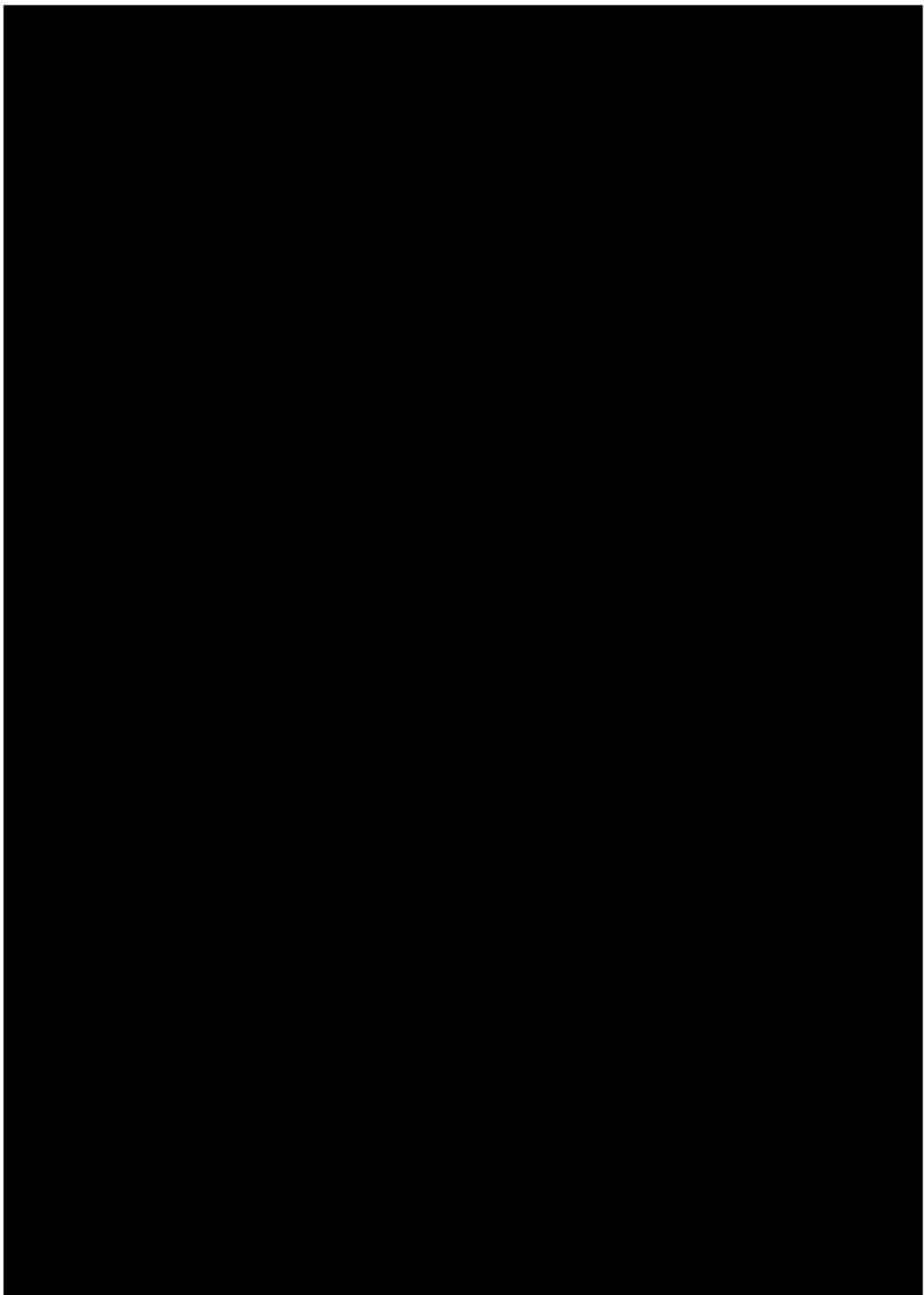
- A Ph D level full tenured lecturer specialising in international trade, marketing and agric. policy at the School of Economics and Social Studies, University of Manchester
- A Special Advisor to the Select Committees of the Houses of Parliament in the UK (House of Lords, and Commons)

Dr Strak owns and manages a private agri-business consulting company, Euro PA, which, with several international associates, has worked across almost every commodity and commercial food value chain in most regions of the world (meat, grains and oilseeds, dairy, horticulture, fruit and vegetables, sugar, processed foods, ornamental flowers, wool textiles and alcohol).

Euro PA's successful outcomes for farm, agribusiness and food clients across the world from 1991 have included work in the following areas and regions....

- Globally, competitiveness studies in the meat sector
- In Cambodia, climate change, knowledge management and gender policy
- In Nepal, research and advice on the priority value chains in agribusiness and economic corridors that should be supported under the Nepal agricultural development strategy
- In Vietnam, Myanmar, Cambodia, Thailand and Singapore, a review of the situation and investment needs of the wholesale markets for fresh produce
- In the UK, designing and delivering skills and on-site training needs appraisals (Improve Ltd and EEDA/EU) for farmers and food businesses
- In China/UK, developing and delivering a high level experts' forum for global food security for commerce and technical academics/commercial professionals
- In China/Uganda, market analysis and knowledge transfer in the domestic & export market value chains for beef
- In China/Laos/Cambodia Improving knowledge transfer and finance availability for domestic/export market value chains for rice
- In the UK, assessing/building market information systems for global beef & pork markets
- In the EU/Brussels, import tariff and export access studies for DG Agri and HGCA (barley, cereals and grains co-products/intermediate products)
- In the UK for MLC/NPA, econometric reports on meat promotion/food scares and risk management issues (beef, pigmeat and food products)
- In the UK, market pricing issues and product development at wholesale & retail (milk, meat, fine foods, fresh produce)
- In the UK, studies on levy systems, best practice co-operatives for farmers, and farm assurance systems (MAFF/Defra)
- In the UK, multiplier effects and sustainability for farm/process value chains (British Sugar)
- In the UK, marketing, branding/packaging/distribution studies, farm assurance and traceability, carbon labelling programmes (beef, turkeys, dairy/cheese, fine foods)
- In the UK, Hungary & Argentina, new product development, feasibility and skills/capital needs for dairy, meat, vegetable processing/storage and other infrastructure, the location of new food parks, and second grade vegetable usage
- In Scotland, new product development, market access, branding/supply chain building and carbon labelling (HRH the Prince of Wales, beef/lamb/whisky/cheese/honey/biscuits, ambient and chilled products)
- In Mexico/Spain/Greece/Belgium, IPR, counterfeits and market access issues (tequila/spirits)
- In the Caribbean/Ecuador/Geneva on EU/WHO matters (bananas)
- In Ireland, research to improve export supply/market access (mushrooms and pigmeat)
- In Taiwan, research to develop export market supply chains (orchids, tropical fruits)
- In Australia, design and establishment of a new, farmer-backed, wool textile supply chain for apparel products in Europe





2. Strak, J. (2020). Animal welfare, society and economics. In: I. Camerlink (Ed.), *Pigs: Welfare in Practice* (pp. 25-29). Sheffield: Sm Publishing.
3. Value chain development for agriculture/agribusiness under the Nepal agricultural development strategy (ADB, March-May 2018)
4. A study to show the direct, indirect and induced impacts of the value chain at global, national and regional levels of: British Sugar and its value chain, Vivergo (biofuels) and its value chain, Germains (seeds) and its value chain, AB Sugar and its overall footprint (3 continents, world's largest sugar producer) (Euro PA, July-September 2016).
5. Current operations and investment in wholesale fresh food markets in Thailand, Vietnam, Cambodia, Myanmar and Singapore (Euro PA, June-August 2016)
A scoping project for the Asian Development Bank which aimed to assess the capacity and quality of wholesale market channels for fruit and vegetables and fresh meat in selected countries in the Greater Mekong Sub-region of S E Asia.
6. *Public Private Partnerships Models in Agribusiness*, (Euro PA, March 2016);
A presentation to the Asian Food and Agribusiness Conference in Bandung, Indonesia organized by the Asian Productivity Organization
7. *Innovative Financing and Rice Value Chain Development in Cambodia, China and Lao PDR*,
Two year project for DFID UK (February 2016, with Chinese Academy for Agricultural Sciences, Beijing; National Agriculture and Forestry Research Institute, Vientiane; Prek Leap National College of Agriculture, Phnom Penh, and International Food Policy Research Institute, Beijing office): required market research, consultations and production of case studies.
8. *Agricultural Productivity, Market Participation, Effective Value Chain Development in Uganda and China: A Case of Maize and Cattle*,
Two year project for DFID UK (January 2016, with University of International Business and Economics, Beijing; Makerere University of Uganda, Kampala; FAO, Rome, and the Ministry of Agriculture, Animal Industry and Fisheries of Uganda): required market research, consultations and production of case studies.
9. *Linking SMEs to Global Food Value Chains*, (Euro PA, November 2015)
A presentation to the Asean Food Trade Forum in Kedah, Malaysia organized by the Asian Development Bank
10. *Scoping a PPP for market information for the swine industry in Vietnam*, (Euro PA, 2015)
11. *The Proceedings of the Global Food Security Forum Food Security Challenges and Solutions*, Shanghai, China, 6 November 2012 (The University of Nottingham, Strak, J and Roberts, J. eds. 2013) Available at www.nottingham.ac.uk/globalfoodsecurity
12. *Developing a research portfolio for the global food industry* (University of Nottingham, 2010-present)
Creating a new research group in the food economics at the Economics School in the University of Nottingham with multidisciplinary academic links/connections with global businesses and focused on food security issues.
13. *Analysis of global pig markets and forecasting global pig prices in Whole Hog* (Euro PA, 1999-present)
Managing editor for monthly global pig industry newsletter including the creation of regular reports on competitiveness and benchmarking exercises for the major companies in the global pigmeat industry (www.porkinfo.com) – published and distributed electronically.

14. *Managing foodeast.com and delivering training programmes to food companies* (Euro PA, 2003-2009)

Creating and managing a regional food industry website, communication system, workshops, and database of 500 food companies and c. 2500 members in the East of England. These systems were used to deliver the associated feasibility studies, training/profiles for best practice in processing operations, food safety, environmental systems, and food security in the regional food cluster.

15. *Indirect land use change (ILUC) in the biofuels market* (Euro PA, 2011)

A critique of ILUC analyses in the biofuels industry.

16. *Raising the profile and increasing membership for the RTRS in Europe* (Euro PA, 2010)

Reports and presentations on behalf of the Round Table for Responsible Soy aimed at increasing the awareness of sustainable soya standards in the livestock feed supply chain in Europe.

17. *Creating a brand for North Highland farmers and fine food producers* (Euro PA, 2006-09)

Conducted market research and feasibility study and, as managing director, implemented a plan for a start-up company (Mey Selections) which created new products/customers and premiums for farmers and fine food businesses in the North of Scotland, and which linked directly with HRH The Prince of Wales and Clarence House.

18. *Increasing orchid exports from Taiwan* (Euro PA, 2006)

Market analysis of the Taiwanese orchid export supply chain and the customer opportunities in the UK market for inward investment, sale of products and market access.

19. *Sector Skills Agreement for the Food and Drink Manufacturing Sector* (Euro PA, 2005-06)

Conducting national surveys of food and drink companies in the UK and creating reports and recommendations on food industry drivers, gap analysis and testing for future skills needs for improve, the sector skills body for the UK's food industry (three major reports).

20. *Measuring the multiplier effects of the sugar industry in the UK* (Euro PA, 2005)

Using Input/output theory to estimate the income and employment impacts of British Sugar.

21. *Marketing Irish mushrooms in the UK* (Euro PA, 2004-05)

Improved packaging and market premiums for Irish grown fresh mushrooms in the UK retail sector

22. *The size and impact of the food cluster in a sub region of the East of England* (Euro PA, 2003)

Measuring the size, numbers and the investment intentions of food businesses in a defined region and assessing the impact of the cluster on the local economy in terms of jobs and sales effects. Report produced for the regional investment agency.

23. *Raising the game* (Euro PA, 2001)

Survey and report for Defra using data from 20+ cooperatives in western Europe to identify best practice that can be applied to farmer-controlled businesses in the UK.

24. *Market Intelligence for the Australian wool supply chain* (Euro PA, 2001-02)

Conducting a global survey of wool textile companies and constructing a market intelligence framework for the Australian wool industry.

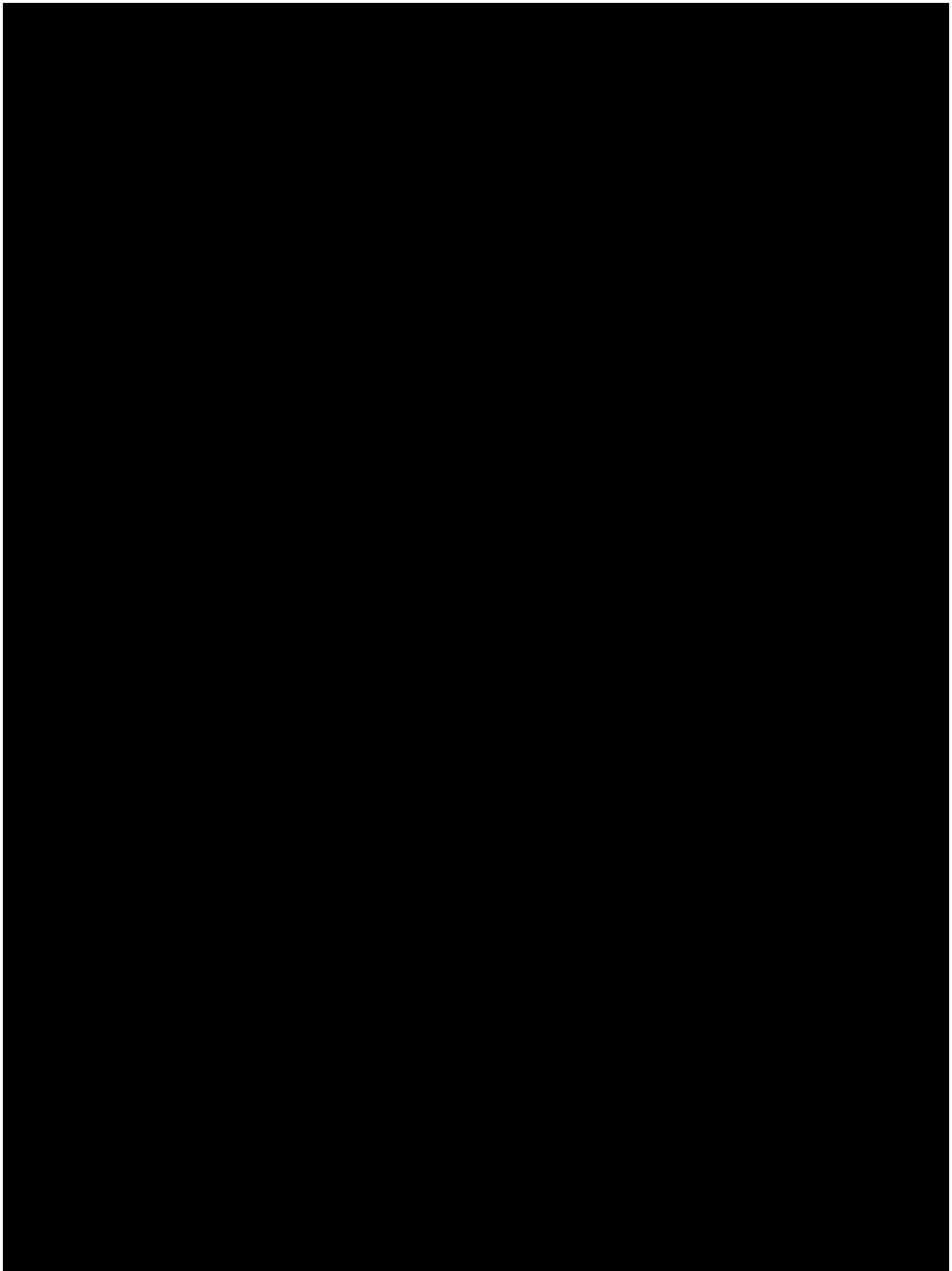
25. *A survey of vaccine use by UK vets and pig producers* (Euro PA, 2001)

- A survey and a report on the use of animal health medicines in the UK.
26. *Cooperative marketing and supply chain development for turkey producers* (Euro PA, 2000-2002)
Designing an improved system for marketing and branding turkeys for the traditional farmfresh turkey association in England – including producing a business plan and identifying funding sources.
 27. *Milk pricing in Great Britain* (Euro PA, 2000)
An analysis of current and alternative pricing strategies for the British dairy industry.
 28. *An analysis of Ecuador's case against the EU banana regime* (Euro PA, 2000)
Preparing an analysis and acting as advisor to the government of Ecuador in its dispute panel hearings in the WTO regarding its complaint against the EU's banana regime
 29. *Risk management and the UK pig industry* (Euro PA, 2000)
An analysis of the risks facing UK pig producers and recommendations on techniques that can be used to manage and reduce risks to pig businesses.
 30. *The effectiveness of MLC's beef promotion during the BSE crisis*
Journal of Food Distribution Research, Volume 29, Number 1 (February 1998)
 31. *The British pig industry's strategy for the next Millennium* (Euro PA, 1999)
An analysis of how statutory levies are used in the pigmeat sector, the pig industry's market structure and global competitiveness, and recommendations for the reorganisation of Britain's statutory marketing agency for pigs to form the British Pig Executive.
 32. *The opportunities for direct marketing of Australian wool apparel* (Euro PA, 1998-2003)
Identifying a market segment, creating a brand and apparel designs, and introducing manufacturing and distribution partners, and market access options for Australian wool growers in the UK.
 33. *New markets for Argentine vegetable products in the EU* (Euro PA, 1998)
Identifying market access possibilities for semi-processed vegetable products using second grade raw material from an Argentine company, ESPRO.
 34. *Neighbourhood Shopping in the Millennium* (Univ. of Nottingham/Euro PA, 1998)
An economic and regulatory analysis of issues facing small retailers & corner shops in UK.
 35. *FoodFen Scoping Study* (Euro PA, 1997/98)
An analysis and report on the key drivers of the food and drink industry cluster in a sub-region of East Anglia and an action plan for a new regional supply chain organisation for the food industry: B2B survey and report to a PPP in the East of England.
 36. *Removing counterfeit tequila from the European drinks market* (Euro PA, 1997-98)
Advisor to major drinks companies and brand-holders on ways to identify counterfeit tequila and to establish intellectual property rights for tequila in the EU.
 37. *Welsh farm and food industry SWOT analysis* (Euro PA, 1997)
Providing a framework and analysis for strengths, weaknesses, opportunities and threats for the Welsh food industry in a report to the Development Board for Rural Wales
 38. *Food and Drink Statistics 1998 and the UK Food and Drink Industry 1995* (Euro PA, 1998)

39. *The Effectiveness of MLC's meat promotion in the UK (1990-97)* (Euro PA, 1997)
An economic and econometric analysis of the performance of the Meat and Livestock Commission's expenditure on meat promotion – including measuring the impact of meat and food scares during the BSE crisis period.
40. *The Political Economy of Europe's Banana Trade* (Univ. of Reading/Euro PA, 1997)
An analysis of the political and economic factors affecting the EU banana regime
41. *The strategic position of the UK beet sugar industry* (Euro PA, 1995)
An analysis of the factors affecting consumption, costs of production and the long run competitiveness of beet sugar growing in the UK
42. *An export strategy for UK malting barley* (Euro PA, 1995)
An analysis and description of the optimal export programme for UK malting barley.
43. *EU trade policy and its impact on land use in Eastern Europe* (Euro PA, 1995)
An analysis of the impact and costs of alternative farming policies in Eastern Europe
44. *Commentary and analysis on the EU banana regime* (Euro PA, 1995)
An analysis and review of the costs and benefits of the EU's banana regime
43. *Levies on farm products: Who pays and who gains?* (Euro PA, 1994),

A review of the theory and practice of applying statutory levies on farm products in the UK and selected countries around the world.
44. *MLC Corporate Plan: Performance Measurement* (Euro PA, 1994)
An analysis and recommendations for improving the economy, efficiency and effectiveness of MLC's Corporate planning procedures.
45. *The Economic Impact of the British Beet Sugar Industry* (Univ. of Reading/Euro PA, 1994)
Estimation of the jobs and income generated by the British beet sugar industry
46. *The successor body to the Potato Marketing Board* (Euro PA, 1994)
A policy prescription for an alternative producer body for potato growers in Britain
47. *Investing in Processed Potato Production in Britain* (Euro PA, 1994)
The constraints on and opportunities for new processed potato production in Britain
48. *Farm assured Scotch livestock: a strategy for 1993-97* (Euro Analysis/Euro PA, 1993)
Analysis of the design, operation and financing of an assurance/traceability scheme for livestock produced and exported from Scotland.
49. *An (Un)Common Potato Regime for Europe?* (Univ. of Nottingham/Euro PA, 1993)
A review of the PMB and potato marketing policies in Europe
50. *Fair Trade in Bananas?* (Univ. of Exeter/Euro PA, 1992)
An analysis and policy prescription for a banana regime for the EU
51. *Study of the export refunds in the processed cereals and rice sector granted by the EC* (Euro Analysis/Euro PA, 1992)
An examination of the design and operation of the European Community's policies affecting the international trade in cereals and rice.

52. *Forestry in the Rural Economy* (The Forestry Commission, 1991)
A microeconomic analysis of the numbers of rural jobs in forestry
53. *Gerber's Investment in Hungary* (Euro Analysis/Euro PA, 1992)
Market study and feasibility of investment in fruit juice production in Hungary
54. Chapter 8, *The European Food Industry from 1992 to 2000+ (Prospects for the European Food System, Editor Bruce Trall, Elsevier, 1990)*
A description of the strategic pressures and relevance of NTBs in the European food industry
55. *Rural Pluriactivity in the UK* (Agricultural Economic Development Committee, NEDO, 1989)
Forecasts of the decline in UK farm employment and policy options for new rural jobs
56. *Non-tariff barriers in the European Food and Agriculture Industry* (European Commission, 1986)
An analysis of barriers to trade in the European agri-food industry
57. *The Inter- and Intra-Sectoral effects of Milk Quotas in the UK Milk Sector* (European Review of Agricultural Economics, 1985)
An analysis of the multiplier effects of the introduction of milk quotas.
58. *Optimal advertising decisions for farmers and food processors* (Vol XXXIV-3, Journal of Agricultural Economics, 1983)
A definitive analysis of optimal promotion expenditures for milk and dairy products
59. *Measurement of Agricultural Protection* (Macmillan, 1982), ,
A definitive analysis of the effective level of protection for farm products in the UK and the European Community.
60. *Substitution and the relative scale of protection: an application to livestock products in the UK* Vol XXXIII-2, Journal of Agricultural Economics (1982)



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

Annex 3 Ordering Procedures

1. AHDB may, in its absolute discretion and from time to time during the Term, order the Goods and/or Services from the Supplier in accordance with the following procedures (the 'Ordering Procedures') and a Call-Off Contract based on the template provided in Annex 4 shall be made or deemed to be made.
- 1.1. AHDB shall provide the Supplier by any appropriate means with a specification of the Goods and/or Services that AHDB requires and subject to any amendment that may be agreed, such specification shall be inserted or deemed to be inserted in any Call-Off Contract that may be agreed.
2. If suppliers other than the Supplier are part of this Framework, AHDB shall decide in its absolute discretion which supplier (which may be the Supplier) is capable and shall be invited to supply the Goods and/or Services.
- 2.1. AHDB may form a short-list of suppliers to undertake work of a particular type applying the Ordering Procedures.
- 2.2. AHDB may consider information that has been supplied by the suppliers or publicly available and consequently exclude certain suppliers.
- 2.3. From the suppliers considered to be capable of supplying the Goods and/or Services, AHDB shall reasonably decide which supplier to invite to supply based upon (a) direct award (see paragraph 3 below) or (b) a mini-competition (see paragraph 4 below) or (c) a hybrid of direct award and mini-competition.
3. If AHDB reasonably believes it has sufficient information to inform its decision, AHDB may select a supplier with which to place an order for provision of the Goods and/or Services without further competition by (a) choosing the one who offered best value for money taking into consideration its speed of available response, quality and price or (b) operating a rota system between capable suppliers who provide similar such value for money (c) by varying the weightings of award criteria as detailed in the invitation to tender/published notice by not more than +/- 10% provided the total weightings is 100%.
4. AHDB may invite the suppliers on the framework (by lot/specialism where appropriate) to take part in a mini-competition in compliance with this Framework Agreement and may select the supplier with which AHDB will place an order applying the criteria indicated in paragraph 3 above and any additional criteria specifically indicated in the invitation to participate in the mini-competition.
5. AHDB may consequently invite the Supplier to provide the Goods and/or Services.
6. The Supplier shall promptly and in any case within three Working Days of its receipt of an invitation to supply the Goods and/or Services inform AHDB in writing whether it accepts that invitation.
- 6.1. In the event that:
 - (a) the Supplier conditionally accepts the invitation, AHDB shall decide whether it accepts the conditions and inform the Supplier. For the avoidance of doubt, AHDB may discuss the conditions with the Supplier before making such decision.
 - (b) the Supplier accepts the invitation or AHDB accepts the Supplier's conditional acceptance pursuant to (a) above, an appropriate and reasonable Call-Off Contract based on the template in Annex 4 with no amendment of its Annex and no Special Conditions shall be deemed to have been agreed and AHDB shall create a purchase order in favour of the Supplier.
 - (c) the Supplier rejects the invitation or AHDB rejects the Supplier's conditional acceptance pursuant to (a) above, the invitation shall lapse and AHDB may offer the order to another supplier.
7. In the event that a Call-Off Contract deemed to be agreed pursuant to paragraph 6.1(b) above is not reduced to writing in relation to any order for the supply of Goods and/or Services that is

confirmed by a purchase order created by AHDB in favour of the Supplier, the deemed Call-Off Contract shall have effect.

8. Any failure by AHDB to comply in full with the Ordering Procedures shall not invalidate the relevant Call-Off Contract or deemed Call-Off Contract and any obligation that would reasonably have been imposed upon AHDB by its compliance in full with the Ordering Procedures shall be deemed to be so imposed. No obligation shall be deemed to be so imposed that is not necessary for compliance in full by AHDB with the Ordering Procedures.
- 8.1. Paragraph 8 shall apply to the Supplier mutatis mutandis.
9. Nothing in this Agreement shall require AHDB to place an order for any Goods and/or Services.

Annex 4

Call-Off Contract Template

Call-Off Contracts shall be or shall be deemed to be in the format of the template attached electronically to this Annex 4 and shall incorporate the AHDB Terms included therein as such may have been reasonably amended by AHDB.



AHDB Contract for Call off order form
Buying Goods and S

Annex 5**AHDB Terms**

The AHDB Terms are on page 9 of the 'AHDB Contract for Buying Goods and Services' document embedded in Annex 4 of this document and shall apply to this Framework Agreement.