

## LETTER OF APPOINTMENT AND CONTRACT TERMS

### Part 1: Letter of Appointment



## Department for International Trade

Dear Sir/Madam

### Letter of Appointment

This letter of Appointment dated [To be inserted on contract award], is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

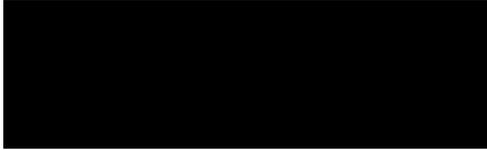
Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

Order Number:	Project_1389
From:	The Secretary of State for the Department for International Trade ("Customer")
To:	SQW ("Supplier")

Effective Date:	16/12/2021
Expiry Date:	13/02/2023

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Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B of this Letter of Appointment
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Key Individuals:	
	

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Customer billing address for invoicing:	Department for International Trade c/o UK SBS, Queensway House West Precinct Billingham TS23 2NF Email: ap@uksbs.co.uk Telephone: 03332079122
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GDPR	See Schedule 7 of the Contract Terms (Processing, Personal Data and Data Subjects)
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<p>Alternative and/or additional provisions (including Schedule 8(Additional clauses)):</p>	<p>Clause 29.5.4 of the Call Off Contract Terms is amended as follows:</p> <p>29.5.4 not transfer Personal Data outside of the UK unless the prior written consent of the Customer has been obtained and the following conditions are fulfilled:</p> <ul style="list-style-type: none"> <li>(i) the Customer or the Supplier has provided appropriate safeguards in relation to the transfer (whether in accordance with GDPR Article 46 or LED Article 37) as determined by the Customer;</li> <li>(ii) the Data Subject has enforceable rights and effective legal remedies;</li> <li>(iii) the Supplier complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to assist the Customer in meeting its obligations); and</li> <li>(iv) the Supplier complies with any reasonable instructions notified to it in advance by the Customer with respect to the processing of the Personal Data;</li> </ul>
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## FORMATION OF CONTRACT

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**BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.**

**The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.**

**The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt For and on behalf of the Supplier: For and on behalf of the Customer:**

Name and Title:

[Redacted]

Name and Title:

[Redacted]

Director

Head of Commercial

Signature:

[Redacted]

Signature:

[Redacted]

Date:

20/12/2021

Date:

22/12/2021

**ANNEX A**

**Customer Project Specification**

**Background / Policy context**

The £8m Digital Trade Network (DTN) for Asia Pacific is a joint DIT-DCMS pilot that was launched in June 2020 and will end in June 2023. The network will support UK tech businesses to internationalise in this fast-growing region, attract capital to the UK and enhance UK digital economy collaborations internationally. By increasing UK digital tech expertise on the ground across a number of key markets, government will help innovative UK companies access new trade and investment opportunities, and forge new international partnerships for the digital economy.

The programme has five main aims:

- To support delivery of the Integrated Review – particularly the Indo-Pacific Tilt – related to digital tech, through regulatory diplomacy, thought leadership and the formation of innovation partnerships in APAC;
- To facilitate a trade policy environment between the UK and APAC countries that will enable digital trade;
- To increase UK tech exports and partnerships for UK tech companies in APAC; ○ To increase APAC investment and expansion into the UK; ○ To support more collaborative ways of working across government in APAC.

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The Digital Trade Network is essentially made up of two core elements:

- 1. Tech Nation's (an independent organisation) new International Growth Program / Expat Networks:** Tech Nation are a privately and publicly funded body, launched in 2010. They provide a range of programmes which support UK tech companies to scale and grow. Tech Nation receives funding from DCMS and private sources for their domestic programmes, which have recently been evaluated (see: <https://www.gov.uk/government/publications/tech-nation-impact-evaluation>). Tech Nation have been funded through the DTN to extend their domestic programme of supporting UK tech businesses to expand into the Asia Pacific market. This currently involves an international growth program (with multiple cohorts for different regions), an expat network and an international pitching course. Tech Nation's APAC offerings may also extend to include other activities that are not yet defined.
- 2. HMG DTN officers deployed across 6 markets to double the capacity of embassy/post colleagues to work on technology topics:** The DTN Officers have been deployed across 6 markets in Asia Pacific, including Japan, South Korea, Thailand, Singapore, Indonesia, and Australia. DTN officers have responsibility for helping promote trade with the country they operate in, as well as a broader range of countries in Asia Pacific with similar priorities to their host country. The DTN officers

will work with existing DIT/DCMS/FCDO staff to achieve their objectives, and also lead on DTN specific activities. These activities will cover digital trade policy and digital tech trade and investment promotion, and will include research activities; networking and collaborating with local businesses, governments, overseas staff and other tech organisations/institutions; running and attending promotional and networking events; and other marketing/promotional activities. The model is purposefully agile; DTN officers will respond to both institutional capability and market need.

It is worth noting that there is already some existing government support in the Asia Pacific region which also aims to increase and support trade flows between UK and APAC countries. This is the case for both investment/trade promotion and digital trade policy development. However, existing work is not industry specific and so the DTN officers and Tech Nation will enhance existing work with a specific focus on the tech industry.

## Project Aims and Objectives

Given that the Digital Trade Network is a pilot project, an evaluation would need to assess both the delivery of the network as well as the outcome and impact of the network. This is likely to involve a combination of process, impact and cost effectiveness methodologies, as well as customer and stakeholder feedback about the network.

Overall, the aim of this project is to assess both parts of the Digital Trade Network. The Tech-Nation international program, and the wider Digital Trade network.

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## *Tech Nation International Growth Program & Expat Networks*

### **Evaluation Objectives:**

- To provide a baseline/monitoring data that would enable longer term evaluation of the Tech Nation Programme and the impact on participant businesses.
- Efficiency: To understand how well the Tech Nation International programme was implemented and integrated into the DTN and existing government systems, as well as to provide suggestions for improvements
- Effectiveness: To understand businesses' perceptions and feedback about taking part in the Tech Nation International Programme
- Impact: To understand any impacts realised as a result of businesses taking part in the Tech Nation Programme.

### **Suggested Research Questions:**

#### Process

- How effectively were the different networks implemented and delivered by Tech Nation? Were there any issues? What could be improved?
- Were there any differences in implementation/delivery/perceived quality in different countries/markets? If so, what were they?
- Did context influence delivery, if so in what ways? What is the continued relevance of the DTN in light of any changes in policy or economic circumstances over the delivery period?
- What were businesses perceptions of the quality of support provided by Tech Nation? Was it relevant for their needs?

#### Impact

- To what extent did UK tech companies that took part in Tech Nation networks...
  - change their perceptions about exporting to APAC, seeing APAC as a desirable target for international expansion?
  - have access to more customers, capital and staff? If yes, what networks did it facilitate and how valuable were these to UK businesses? Were the "right" connections made?
  - Improve their knowledge/understanding of how to export to APAC? If so, in what ways?
- Did tech businesses that took part in Tech Nation networks start or increase exports to APAC (e.g. new markets or increased exporting in existing market)?

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- What was the economic impact on these firms in terms of turnover, number of employees, wages/types of jobs, ability/likelihood of exporting to other APAC markets?
- Was there a sector wide/regional/national impact to the economic growth (e.g. changes in productivity at tech sector specific/regional/national level), and if so, what was it? *Contractor to advise on appropriate baseline and data sets for this. None to be covered in this contract. Wider Digital Trade Network*

### **Evaluation Objectives:**

- To understand what the DTN network has delivered and what additional benefits it has provided to wider government work in the region. Analysis should include both intended and unintended effects.
- To understand how well the DTN network was implemented, and any lessons learned.
- To understand any outcomes or indirect effects relating to trade policy development and negotiation in APAC.

### **Suggested Research Questions**

#### Process

- How effectively were the different elements of the DTN implemented and delivered? Were there any issues and what could be improved?
- How well did the DTN complement/enhance existing government work in the region? What worked well and were there any challenges?
- Were there any in different countries/markets? If so, what were they?
- What value did stakeholders think the DTN added to existing work? What would not have been possible without the DTN?
- To what extent did they improve skills and knowledge of existing staff/teams in the regions?

#### Impact

- How effectively did the wider DTN network achieve its objectives?
- How far did the wider DTN network facilitate increases in exports, investment and partnerships between UK and APAC?
- What evidence is there of relationships being built between UK and APAC businesses? How effective were these relationships in leading to new business deals?

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Due to timing constraints placed on this project by the pressures of securing future budget, the evaluation will be split into two sections. The first phase will be an initial impact evaluation, which will be used to inform decisions around the continuation of the DTN scheme after the pilot ends. In the second phase of the evaluation, the contractor will look to answer all of the research questions; establish methods that can be used to give evidence in the short-term and long-term; and suggest ways that implementation can be tweaked to improve delivery.

Below the objectives/ questions are broken down by phase:

### **Phase 1: Initial Impact Assessment (Part 1A & 1B)**

In this phase – in addition to part A and part B - the research contractor will also be asked to create a preliminary M&E framework. This should outline a plan for the gathering of monitoring data throughout implementation and will feed into the phase 2 evaluation to assess the impact. The framework should include updating an almost complete theory of change model (developed by DIT analysts) which will be provided to the supplier.

Part 1A: the Tech Nation International Programme

- To understand businesses' perceptions and feedback about taking part in the Tech Nation International Programme

Part 1B: The wider DTN Network

- To understand what the DTN network has delivered and what additional benefits it has provided to wider government work in the region
- To give an impression of the potential of the DTN

### **Phase 2: Evaluation of the Digital Trade Network (Part 2A & 2B)**

Part 2A: the Tech Nation International Programme

- To provide a baseline/monitoring data that would enable longer term evaluation of the Tech Nation Programme and the impact on participant businesses.
- Efficiency: To understand how well the Tech Nation International programme was implemented and integrated into the DTN and existing government systems, as well as and to provide suggestions for improvements.
- Impact: To understand any impacts realised as a result of businesses taking part in the Tech Nation Programme.

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## Part 2B: The wider DTN Network

- This will update the work in B1 and seek to understand everything the DTN network has delivered and what additional benefits it has provided to wider government work in the region. Analysis should include both intended and unintended effects.
- To understand what the DTN network has delivered and what additional benefits it has provided to wider government work in the region. Analysis should include both intended and unintended effects.
- To understand how well the DTN network was implemented, and any lessons learned.
- To understand any outcomes or indirect effects relating to trade policy development and negotiation in APAC.

As stated above, the evaluation for both Tech Nation International and the wider DTN network will be used to inform decisions around continuation of the DTN scheme after the pilot ends. The evaluation will therefore need to develop and utilise approaches that provide evidence in the short and long term. The evaluation will also need to be designed to enable a longer-term evaluation to be completed after this research contract ends. This will involve collecting monitoring data that will enable data-linking at a later date, as well as capturing survey data that can be tracked over time.

## Methodology

The overall components of the methodology must include:

- Theory of Change (a draft logic model will be shared with the chosen supplier who will be expected to review and update it)
- Tech Nation process evaluation (in-depth interviews and monitoring data review)
- Tech Nation IEEM/Expat network early feedback and impact surveys
- Business case studies
- DTN network process evaluation (in-depth interviews)

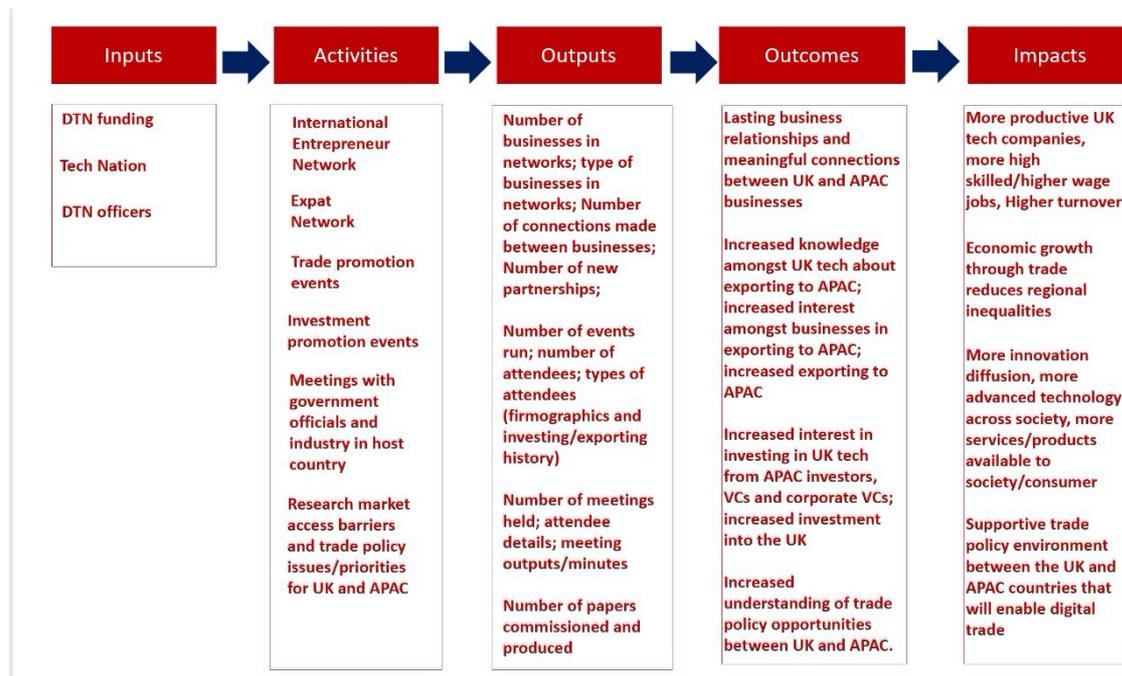
The sections below set out what the Authority expects to be delivered across both Phases of the project, i.e. the totality of the work required. The specific requirements for Phase 1 are noted in each section below where relevant and a detailed set of deliverables are contained in the Deliverables section.

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The deliverables have been broken down clearly by phase in the [next section](#).

**Monitoring & Evaluation Framework / Theory of Change**

The contractor is expected to produce a high-level Monitoring and evaluation framework for both phases 1 and 2. This should outline a plan for the gathering of monitoring data throughout implementation and will feed into the phase 2 evaluation to assess the impact. The framework should also include a theory of change. A draft logic model has already been developed by DIT analysts, which will be provided to the supplier – and it is expected that only small changes / a review is necessary. A summary version is set out below.



**Tech Nation process evaluation (in-depth interviews and monitoring data review)**

This will involve conducting in-depth interviews with Tech Nation Staff. These should look at delivery/implementation within each country but also look across, considering the join up/ any differences across the countries. The approach would need to provide understanding of implementation/delivery of export and investment promotion activities and innovation partnership facilitation activities delivered by Tech Nation. This will include the International Growth Program and the provision of a new “Expat network” but may include other activities as well. The process evaluation will need to integrate monitoring data with qualitative work to provide a comprehensive view of the wider picture.

Interviews will include International Tech Nation delivery staff as well as other DTN stakeholders. Suggested numbers for the in-depth interviews by group and country below. The Authority will provide a list of potential interview participants, with contact details, for each

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stakeholder group which the contractor will be expected to select from at random. This approach would ensure the authority can select individuals who would have the relevant information whilst maintaining anonymity.

The research contractor would need to develop and use a topic guide for the interviews, with specific and tailored questions for each interview group. It is expected that those who complete the interviews will have strong qualitative and facilitation skills and experience of conducting in-depth interviews. Interviews should be conducted online, preferably with video software such as Microsoft Teams, and the research contractor should be prepared to work flexibly within different time zones to increase chances of high response rates and the ease for participants to take part. It is expected that the research contractor would record the interview, obtaining consent from research participants, to enable accurate note taking and analysis.

Interviews should be analysed using thematic analysis and reported on within the required timescales. Analysis should draw out country specific implementation and delivery successes/challenges for the different components of Tech Nation International, what has worked well and what could be improved. Specific research questions and topics would be agreed with the Authority upon appointment.

Table 1 Suggested number of interviews per stakeholder group:

Country	Interview group	Number of interviews
Singapore	Tech Nation staff	1
Australia	Tech Nation staff	1
Japan	Tech Nation staff	1
UK	Tech Nation staff	1
UK	DIT staff member	1
Asia	DIT staff member	2

Please note that the contractor can suggest more or fewer interviews.

**This timelines for this work are as follows:**

Topic Guide – March 2022

Interviews to take place – Between April and October 2022

**Tech Nation International Growth Program early feedback and impact surveys**

Tech Nation are contracted to deliver the International Growth programs / the International Entrepreneur Network, which aims to help UK Digital tech companies expand into the Asia Pacific region by accelerating their access to capital, customers and talent, leading to greater success and faster scale. Key outcomes for the network and International Growth program include establishing regional partnerships, matching UK tech companies with regional investors and establishing offices or

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hiring talent from the region. Tech Nation will collect monitoring data about businesses who they support. Tech Nation will be responsible for collecting contact details (e.g. email addresses and telephone numbers) for these businesses and providing them to the Authority, which the Authority would provide to the research contractor.

The research contractor would be expected to administer two surveys for businesses taking part in the International Growth Program. For the purposes of these surveys, Tech Nation supported businesses are broken into two groups:

- Respondent Group A: Businesses who joined the various International Growth Programs from inception to mid-December. This will be defined upon award of contract.
- Respondent Group B: Businesses who joined the various International Growth Programs from mid-December to November 2022. Contractor to define appropriate group in conjunction with DIT closer to the survey time.

The group will receive an early feedback survey here referred to as “Phase 1 survey” and will receive a follow up impact survey referred to as “Phase 2 Survey”. The timings of the surveys will be administered as follows:

- December 2021: “Phase 1 survey” sent to respondent group A
- October 2022: “Phase 2 Survey” sent out to respondent group A and B

#### Survey content

The “Phase 1 Survey” would focus on early impressions of the program, feedback on Tech Nation interaction, improved knowledge about exporting to APAC (or investing to the UK if investors are also included in the networks), access to customers/contacts and interest in exporting/collaborating with APAC. It would also need to ask what additional government support businesses have received to increase their exports/collaboration to APAC or invest in the UK (if applicable).

The “Phase 2 Survey” would need to include the same questions as the “Phase 1 Survey” to enable monitoring of progression, but with some additional impact questions. For example, whether deals were established, relationships maintained or strengthened and whether any increase in exports/investment/partnerships were realised.

It could be that the “Phase 1 Survey” and “Phase 2 Survey” are within the same survey script with appropriate routing, and the research contractor should advise on their preferred approach and rationale for that.

#### Sampling and survey approach

The research contractor would be expected to survey all businesses who take part in these programmes (approx. 45 companies). It will be important for the final sample of businesses completing the surveys to (as far as possible) be representative of the population of beneficiaries by key firmographics. Therefore, the contractor will be expected to monitor responses and the firmographics of respondents and advise on any appropriate methods to boost response rates. The research contractor should be prepared to work flexibly within different time zones to increase chances of high response rates and the ease for participants to take part.

The survey can take place online or by telephone. The contractor is free to suggest the best approach.

#### Counterfactual design

It may be possible to match supported businesses in administrative datasets and understand impact through quasi-experimental evaluation approaches, and this is still being explored. The research contractor will be expected to ensure the privacy notice for the surveys and question set allow for the Authority to carry this out. The Authority intends to include plans to complete data-linking for

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businesses in the privacy notice for the IEEM and Expat networks and collect monitoring data that would enable the linking to be completed in the future.

### **Business Case Studies**

In addition to the surveys, that will capture early feedback and later impacts, the research contractor will be expected to complete research case studies or in-depth interviews with businesses who take part in the International Growth program and also potentially other Tech Nation programs (this can be decided in collaboration with the contractor). Data collection is expected to take place in April and October 2022, allowing time for impacts to be realised, quality data to be collected, and providing time for the research contractor to analyse and write up results (January 2023).

It is expected that the research contractor would complete case studies with businesses who have completed the survey. This would include 10 - 15 businesses who took part in DTN activities. This can and may include businesses who dealt entirely with DTN staff (and not Tech Nation). The balance of businesses selected for case studies (i.e. between those on the Tech Nation international growth program, those on other Tech Nation programs or those that dealt directly with the DTN) will be decided by the authority and the research contractor. Where possible, the research contractor should take a purposive sampling approach, drawing on responses from the surveys and firmographic data to follow up with a range of businesses with differing backgrounds and experiences of the DTN.

This would involve a mixture of semi-structured interviews (exploring the companies background, barriers/attitudes to exporting in APAC, the opportunities provided by the networks, how they facilitated their exporting journey; and any broader impacts realised (e.g. started/increased exporting)). Contractors should consider whether it is possible to employ some observational methods (e.g. observing interactions with other network members) and reviewing relevant business documentation.

### **DTN officers process evaluation (in-depth interviews)**

This part of the evaluation will rely on in-depth interviews with DTN officers and key stakeholders. These interviews will need to capture reflections on implementation/delivery of the DTN network, as well as the impact of the network and working with other stakeholders in the region. The interviews will need to focus on the main aspects of the DTN, including export and investment promotion activities; trade policy development activities and upskilling DIT/DCMS/FCDO staff on digital trade.

Due to internal pressures, the DTN wider network process evaluation will take place in two parts. With 3 of the DTN officers (to be decided in conjunction with contractor on the basis of the monitoring information available) interviewed in phase 1 (January 2022) and the rest of the DTN officers / stakeholders interviewed in phase 2 (September – October 2022).

Suggested numbers for the in-depth interviews (of 45 mins in length) by country below. The Authority will provide a list of potential interview participants, with contact details, for each stakeholder group.

The research contractor would need to develop and use a topic guide for the interviews (due December 2021), with specific and tailored questions for each interview group. It is expected that those who complete the interviews will have strong qualitative and facilitation skills, and experience of conducting in-depth interviews.

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Interviews should be conducted online, preferably with video software such as Microsoft Teams, and the research contractor should be prepared to work flexibly within different time zones to increase chances of high response rates and the ease for participants to take part. It is expected that the research contractor would record the interview, obtaining consent from research participants, to enable accurate note taking and analysis. Interviews should be transcribed and anonymised copies of transcriptions should be made available to the Authority if deemed appropriate.

Interviews should be analysed using thematic analysis and reported on within the required timescales. Specific research questions and topics would be agreed with the Authority upon appointment.

The research contractor will be asked to collate findings from the DTN Interviews with monitoring data collected by the DTN officers (e.g. activity tracker and associated evidence) which demonstrates what activities were delivered by the DTN team. The research contractor will also need to review policy documents (published and unpublished), trade agreements/MOUs and other relevant documents, to understand the successes of the DTN network.

Table 2: Number of interviews for DTN wider (not-tech nation) evaluation

<b>Country</b>	<b>Interview group</b>	<b>Number of interviews</b>
Singapore	DTN officers	2
	Non-DTN staff in region	2
Thailand	DTN officers	1
	Non-DTN staff in region	2
Indonesia	DTN officers	1
	Non-DTN staff in region	2
Australia	DTN officers	1
	Non-DTN staff in region	1
South Korea	DTN officers	1
	Non-DTN staff in region	2
Japan	DTN officers	1
	Non-DTN staff in region	2

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Cross-cutting	Other Relevant Staff	2
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**Please note that 3 of the interviews included above will be completed in phase 1 with the remainder for completion in phase 2. Phase 1 interviews should be spread across different countries.**

**These interviews could be done in groups if necessary.**

### **Data-linking**

It may be possible to identify supported businesses in administrative data sets and then use propensity score matching and difference-in-difference methods to understand whether Tech Nation International supported businesses had impact. This would involve using datasets such as Longitudinal Interdepartmental Business Register (L-IDBR) to compare changes in employment, turnover and firm survival. Since HMRC Trade in Goods Customs data is focused on goods and there is no equivalent for trade services, it is not likely that changes in tech exports would be captured through this method, although Tenderers are invited to make recommendations.

There are a number of challenges associated with using data-linking/quasi experimental approaches:

- Data availability and in particular what datasets are accessible for service exports.
- The need to allow time for impacts to be achieved which the Authority assumes will be at least one year and potentially longer.
- How far wider DTN specific-support can be identified and isolated for the purposes of analysis within existing DIT support for businesses in the APAC region.
- Sample sizes – given the number of businesses participating in Tech Nation International is likely to be small which will impact on the feasibility of this type of analysis.

It may be possible to look at export/investment flows as a whole for APAC and how these change over time (but not service/department specific) and drill down into the tech sector.

The contractor will be invited in phase 2 to give some thought to whether data-linking approaches are possible / advisable for this project and how to address the challenges set out above.

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## Deliverables

### Phase 1: Initial Assessment (Part 1A & 1B)

In phase 1, the contractor needs to deliver initial assessments of both Tech Nation (1A) and the wider DTN network (1B).

We expect both parts (1A & 1B) to be delivered by the end of January. If the contractor deems that not to be possible then alternative arrangements can be made and an extension until February can be sought. For the purposes of the bid evaluation, bids that indicate that the January deadline can be made will be viewed most favourably.

### 1A - Tech Nation Evaluation - must be completed by February 14<sup>th</sup>:

#### Assessment of Monitoring Data and Tech Nation programs

- Deliverable 1 ○ Assessment of monitoring data: The contractor will be presented with all the monthly Tech Nation reports, which include all the KPIs to date (e.g. partnerships established / regional investor matching). [This should be completed by December 24 2021]
- Deliverable 2 ○ 2. Survey design: Draft version of survey to be designed for companies who have worked with Tech Nation on their international growth program to date / and those people who are part of their expat network, using information from the monitoring assessment and in conjunction with DIT to shape the questionnaire [January 9<sup>th</sup> 2022]
- Deliverable 3 ○ A Preliminary Monitoring and evaluation framework for both phases 1A and 1B. This should outline a plan for the gathering of monitoring data throughout implementation and will feed into the phase 2 evaluation to assess the impact. The framework should also include a theory of change, this should build on the draft logic model developed by DIT analysts, which will be provided to the supplier. [This should be completed by January 3<sup>rd</sup> 2022]
- Deliverable 4 ○ Administer survey [January 14<sup>th</sup> - January 28<sup>th</sup> 2022] (N.B. This can be sent through Tech Nation's internal channels to elicit a stronger response from participants if contractor agrees)

Include in phase 1 Interim report, full anonymised data tables and presentation of findings to be delivered to DIT. This report will tie together the three elements of the Tech Nation first

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phase of research and present the contractor's initial findings. It should be light touch and designed for non-analysts. [February 14<sup>th</sup>]

It should be noted that the survey is an essential deliverable, and we will expect the supplier to deliver this along with an interim report and data tables by February 14<sup>th</sup> 2022.

### **1B – Wider DTN Network - must be completed by February 14<sup>th</sup>**

- **Deliverable 5** ○ **Assessment of Monitoring Data:** The contractor will be provided with summaries of DTN achievements to date, including (where possible) KPIs on number of companies assisted and events held. [This should be completed by January 3<sup>rd</sup> 2022]
- **Deliverable 6** ○ **Topic guide for interviews:** Contractor to produce topic guide to use for interviews of the DTN officers, using information from the monitoring assessment and in conjunction with DIT to shape the topic guide [This should be completed by January 5<sup>th</sup> 2022]
- **Deliverable 7** ○ **Interview fieldwork:** Contractor to interview 3 DTN officers [January 5<sup>th</sup> - January 19<sup>th</sup> 2022] and produce initial 1 page summary of findings on potential of network [January 31<sup>st</sup> 2022]

Include research in Phase 1 Interim Report and presentation of findings to core DIT and other relevant HMG officials

- **Deliverable 8** ○ **Phase 1 Interim Report:** This report will tie together results from phase 1A and phase 1B and outline the next steps for phase 2.

In this report, we would like the research contractor to give perspectives (to the extent they deem possible) on the potential of the DTN model as well as the achievements to date

**Phase 2: Evaluation of the Digital Trade Network (Part 2A & 2B)** [to be complete by January 2023] This represents the remaining elements of the evaluation set out in the methodology section. The timings given below are indicative, and tenderers should justify where alternative sequencing and timings are proposed.

### **2A: Business case studies, second wave    Tech Nation program surveys and internal interviews**

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- Deliverable 9 ○ Business case study interview topic-guide: Contractor to prepare an interview topic guide for approval and circulation. [March 2022]
- Deliverable 10 ○ Tech Nation process evaluation interview topic-guide: Contractor to prepare an interview topic guide for approval and circulation. [March 2022]
- Deliverable 11 ○ Full Monitoring and evaluation framework for Phases 2A and 2B. [March 2022]
- Deliverable 12 ○ Conduct business case study interviews and produce business case study one pagers: We expect the contractor to produce c. 10 -15 business case studies, which will be deep-dive evaluations into the quality of service provided by Tech Nation. [Between April & October 2022]
- Deliverable 13 ○ Tech Nation process evaluation Interview. [Between April & October 2022]
- Deliverable 14 ○ Administer follow-up survey to respondent group. [October 2022]

## **DTN network process evaluation**

### **2B: Interviews & Assessment of Monitoring Data**

- Deliverable 15 ○ Interview fieldwork: In this phase of interviews, the contractor will be expected to interview the remaining members of the DTN team as well as stakeholders (to be finalised in consultation with the M&E board) of the DTN, including HMT Commissioner for Asia and in-post DIT trade and investment staff. Using the topic guide from phase 1B. [September/ October 2022]
- Deliverable 16 ○ Assessment of Monitoring Data: The contractor will be provided with DTN achievements since the last data was provided in October 2021. This will include (where possible) KPIs on a number of companies assisted, events held etc. [October – November 2022]

This informal report will tie up the research inputs from the second phase of evaluation.

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## Final reporting

- Deliverable 17a
  - Final report structure to be submitted for approval prior to drafting. - December 2022
- Deliverable 17b
  - Overall final report: The final report should provide detailed findings from phase 1A& 1B and 2A& 2B of the evaluation. The report should aim to provide a holistic picture of the progress to date. It should be in word document form in DIT's external publication template (to be provided). - January 2023
- Deliverable 17c ○ Executive Summary, intended for a non-specialist audience & PowerPoint slides summarising the key findings overall. (5 – 10 slides total)
- Deliverable 17d ○ All data used throughout the process should be submitted in full anonymised data tables.

## General outputs

- Regular updates to the steering group on project progress (format and timing to be agreed), as well as responsive communication with the point of contact.
- All research instruments and reports should be provided in draft format to DIT for review and comment initially. DIT expects no more than 3 drafts per document, and this should be built into timeline.

## Audience

The main audience for this project will be the policy and analytical colleagues from DIT and DCMS. The outputs will also be shared with the DTN senior board which includes representatives from BEIS, FCDO, HMT, DIT and DCMS. The findings will also be of interest to Tech Nation to inform both their international and domestic programmes.

## Project Management

The Authority will nominate a project manager, it is likely this will be a member of the DTN delivery team. They will be responsible for the day-to-day management of the contract.

A Steering Group made up of policy and analytical staff and key stakeholders will guide the project. The Steering Group will monitor progress and provide advice, support and guidance

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on project scope, methodology, policy focus and research outputs. The Governance arrangements are set out in the tables about Personnel and Governance below.

a) **Personnel**

Project Director	The Project Director cannot be replaced until completion unless there are extenuating circumstances that makes the project director no longer available.
Core Delivery Team	The supplier to provide named individuals who will make up the core delivery team, outlining individual team members responsibilities and why their skills are relevant to the role. The supplier should also outline how they will provide delivery team cover, should this be necessary.

b) **Governance**

Meeting/report	Content	Frequency	Format
<i>Kick-off meeting</i>	<i>Project planning</i>	<i>1 meeting at project initiation</i>	<i>Face to face</i>
<i>Meeting</i>	<i>Contract performance</i>	<i>1 meeting at the end of phase 1; 1 at project conclusion</i>	<i>Face to face</i>
<i>Report</i>	<i>Fieldwork progress</i>	<i>Weekly during fieldwork</i>	<i>Email update Spreadsheet</i> &
<i>Project updates</i>	<i>Project progress</i>	<i>As needed, expected weekly (but can be adjusted)</i>	<i>Teleconference/face to face</i>

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**Timetable:**

The Authority expects the project to start in December 2021. Phase 1 must be delivered by February 14<sup>th</sup>. The whole contract is expected to run for around 16 months, with phase 2 fieldwork / analysis complete by the end of January 2023. The draft final report should be submitted at the latest by March 2023.

- Phase 1: 1A & 1B

No.	Task		Complete by
1	<b>Read &amp; Assess Monitoring Data to date from Tech Nation.</b>	Phase 1A: Tech Nation Evaluation	December 24 <sup>th</sup>
5	<b>Read &amp; Assess Monitoring Data to date from the wider DTN</b>	Phase 1B: Wider DTN Evaluation	December 24 <sup>th</sup>
2	<b>Draft version of the Tech Nation Business Survey submitted to DIT (inclusive of DIT inputs &amp; monitoring data)</b>	Phase 1A: Tech Nation Evaluation	January 9 <sup>th</sup>
6	<b>Topic guide for interviews with DTN Officers</b>	Phase 1B: Wider DTN Evaluation	January 5 <sup>th</sup>
3	<b>Preliminary Monitoring and evaluation framework for both phases 1A and 1B.</b>	Phase 1: A & B	January 3 <sup>rd</sup>
4	<b>Send out Tech Nation Survey</b>	Phase 1A: Tech Nation Evaluation	January 14 <sup>th</sup> - January 28 <sup>th</sup> 2022
7	<b>Interview fieldwork: Contractor to interview 3 DTN officers and produce 1 page summary on DTN potential</b>	Phase 1B: Wider DTN Evaluation	January 5 <sup>th</sup> - January 19 <sup>th</sup> 2022  1 page summary by January 31 <sup>st</sup>
8	<b>Interim Phase 1 Report – Initial Findings</b>	Phase 1: A & B	February 14 <sup>th</sup> 2022

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- Phase 2: 2A & 2B

No.	Task		Complete by
9	<b>Business case study interview topicguide</b>	Phase 2A: Tech Nation Evaluation	March 2022
10	<b>Tech Nation process evaluation interview topic-guide</b>	Phase 2A: Tech Nation Evaluation	March 2022
11	<b>Full Monitoring and evaluation framework for Phases 2A and 2B</b>	Phase 2: A & B	March 2022
12	<b>Conduct business case study interviews and produce business case study one pagers</b>	Phase 2A: Tech Nation Evaluation	Between April and October 2022. All complete by November 1st 2022.
13	<b>Tech Nation process evaluation Interviews</b>	Phase 2A: Tech Nation Evaluation	Between April and October 2022. All complete by November 1st 2022.
15	<b>Wider DTN Interview Fieldwork</b>	Phase 2B: Wider DTN Evaluation	Between September and October 2022
14	<b>Administer Follow up survey to Tech Nation businesses</b>	Phase 2A: Tech Nation Evaluation	October 2022
16	<b>Assessment of DTN Monitoring Data</b>	Phase 2B: Wider DTN evaluation	Between October and November 2022
17 (A)	<b>Final Report Structure</b>	Phase 2: A & B	December 9 <sup>th</sup> 2022
17 (B)	<b>Overall Final Report submitted: Word Document and PPT</b>	Phase 2: A & B	January 23 <sup>rd</sup> 2023
17 (C)	<b>Final amendments made. Data tables submitted and presentation scheduled</b>	Phase 2: A & B	February 13 <sup>th</sup> 2023

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## Peer Review

The Authority will require the outputs from this project to be peer reviewed by an external reviewer/s. The tenderer is responsible for recommending suitable expert peer reviewer/s to provide an independent, expert review of project outputs. The Authority will approve the final choice of expert peer reviewer/s and will require sight of the peer review report when completed before the comments are reflected in the final outputs. The tenderer will need to demonstrate to the Authority how the peer reviewer comments have been addressed in the final outputs

## Milestone Acceptance Criteria (MAC)

### 1. Management of the MAC

- 1.1. The Authority shall issue Milestone payments upon the Supplier meeting the Milestone Acceptance Criteria (MACs) set out below. MACs shall be monitored on a regular basis and shall form part of the contract performance review within monthly project meetings. The successful Tenderer shall flag any risk to meeting a Milestone delivery date to the Authority as soon as it becomes aware of such risk and shall discuss with the Authority its proposals for mitigating against such risk arising.
- 1.2. Any performance issues highlighted in the monthly meetings will be addressed by the successful Tenderer, within 14 working days of the identified MAC failing to be met. Any MAC failing to be met by the successful Tenderer will result in payment not being issued by the Authority.
- 1.3. Once a MAC for a Milestone has been 'Met' to the Authority's satisfaction, the Authority shall issue the successful Tenderer with a confirmation email to confirm that the Milestone Acceptance Criteria has been met to its satisfaction. Payment for the completed Milestone shall be made by the Authority following the issuing of the Authority's confirmation email.
- 1.4. MACs are essential in order to align the successful Tenderer's performance with the requirements of the Authority and to do so in a fair and practical way. MACs have to be met otherwise indicating that the service is failing to deliver.

### Overall Contract MACs

Metric	MAC	What information is required to measure this MAC?	How will the MAC be measured?	Not Met	Met

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<i>Delivery</i>	<i>MAC 3 – Deliver M&amp;E Framework on time.</i>	<i>Delivery of product</i>	<i>Assessment of product</i>	<i>Incomplete or late delivery of item</i>	<i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i>
<i>Quality &amp; Delivery</i>	<i>MAC 2</i>	<i>Delivery of product</i>	<i>Assessment of product</i>	<i>Incomplete or late delivery of item</i>	<i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i>

<i>Quality &amp; Delivery</i>	<i>MAC 4</i>	<i>Weekly updates of progress and efforts to ensure returns from businesses surveyed</i>	<i>Returns of the Survey</i>	<i>Less than ¼ of those contacted respond</i>	<i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i>
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<p><i>Quality &amp; Delivery</i></p>	<p><i>Mac 6</i></p>	<p><i>Delivery of Topic Guide</i></p>	<p><i>Assessment of product</i></p>	<p><i>Incomplete or late delivery of item</i></p>	<p><i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i></p>
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<p><i>Quality and Delivery</i></p>	<p><i>Mac 7</i></p>	<p><i>Weekly updates from contactor and delivery of all items</i> <i>Delivery of 1 page summary of initial impression</i></p>	<p><i>Delivery of fieldwork as per the timeline specified in this Call for Competition to meet the standards agreed abiding by the code of conduct of the Market Research Society (MRS), and provides reliable data with minimal additional input required from the Authority.</i></p>	<p><i>Incomplete or late delivery of item</i></p>	<p><i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i></p>
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<i>Delivery</i>	<b>MAC 8 – Phase 1 completed on time and to a quality standard</b>	<i>Weekly updates; and delivery of all items specified in phase 1 according to timeline.</i>	<i>Delivery of phase 1 progresses as per the timeline specified in this Call for Competition to meet the standards agreed abiding by the code of conduct of the Market Research Society (MRS), and provides reliable data with minimal additional input required from the Authority.</i>	<i>Phase 1 completed late without a robust explanation approved by the Authority.</i>	<i>Meets expectations – phase 1 completed on time as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority.</i>
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<i>Quality</i>	<b>MAC 11 – Monitoring and Evaluation Framework</b>	<i>Consultation session with Authority to agree ideas</i>	<i>Delivery of Monitoring and Evaluation Framework for evaluation</i>	<i>Not completed to a satisfactory quality approved by the Authority</i>	<i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i>
	<b>Mac 12 – Business Case studies</b>	<i>Weekly updates and consultation session on selection / process</i>	<i>Delivery of quality business cases</i>	<i>Not completed to a satisfactory quality approved by the Authority</i>	<i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i>

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<i>Delivery</i>	<b>Mac 13</b>	<i>Regular updates</i>	<i>Delivery of final product</i>	<i>Not completed to a satisfactory quality approved by the Authority</i>	<i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i>
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<i>Delivery</i>	<b>Mac 14 – readminister survey</b>	<i>Delivery of survey</i>	<i>Returns from those contacted</i>	<i>Less than ¼ of those contacted respond</i>	<i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i>
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<i>Delivery</i>	<b>MAC 15</b>	<i>Regular updates</i>	<i>Delivery of final product</i>	<i>Not completed to a satisfactory quality approved by the Authority</i>	<i>Meets expectations as per the timeline specified in this Call for Competition to allow report delivery to a satisfactory quality approved by the Authority</i>
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<i>Delivery</i>	<b>MAC 17 –</b> <i>Delivery of Final Reports</i>	<i>Final reports, data tables, and technical reports are delivered on time as per the timeline specified in this Call for Competition to the agreed standards.</i>	<i>Final reports, data tables, and technical reports are completed on time as per the timeline specified in this Call for Competition to the agreed standards for Government Official Statistics, and with sufficient time to collect and incorporate feedback from DIT.</i>	<i>Delays in delivery impinge on the Authority's ability to provide feedback and leads to delays to other deliverables and project completion.</i>	<i>Final reports, data tables, and technical reports are delivered on time as per the timeline and to the required standard approved by the Authority.</i>
<i>Quality</i>	<b>MAC 17 – Final Reports quality</b>	<i>Final reports, data tables, technical reports, and quality assurance logs are delivered on time as per the timeline specified in this Call for Competition to the agreed standards.</i>	<i>Outputs are delivered with the quality necessary to fulfil Official Statistics publication guidance.</i>  <i>Quality assurance logs for outputs are completed to the required standard as set out by the Authority.</i>	<i>Significant errors are found with outputs, compromising the robustness of findings, and are not delivered to the required standard to fulfil Official Statistics publication or approval by the Authority.</i>	<i>Outputs are delivered to the required standard to fulfil Official Statistics publication and approved by the Authority.</i>

**ANNEX B**

**Supplier Proposal**



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**ANNEX C****Supplier Schedules****SCHEDULE 01 – TENDERERS SUB-CONTRACTING INFORMATION FORM**

<b>Contract Ref No</b>	
	Perceptive Insight Market research
<b>Is the subcontractor a Small Medium Sized Enterprise (SME)</b>	Yes
<b>Percentage of work being delivered by sub-contractor</b>	30%
<b>The key contract deliverables each sub-contractor will be responsible for</b>	Phase 1 Business Survey.  Phase 2 Follow-on Business Survey
<b>Any other information</b>	UK based

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**SCHEDULE 03 – TENDERERS COMMERCIALY SENSITIVE INFORMATION FORM**

<b>Contract Ref No</b>	Project_1389
<b>Description of Supplier's Commercially Sensitive Information</b> <sup>(1)</sup>	Day rates in the Price Schedule and CVs
<b>Cross reference(s) to location of sensitive information</b>	A03: Experience, capabilities and general resource - CVs  SQW-Pricing Schedule B01
<b>Explanation of sensitivity</b>	This proposal contains financial and other information which should be regarded as 'commercial in confidence' by those to whom it is addressed, and which should not be disclosed to third parties
<b>Details of potential harm from disclosure</b>	Day rates in the Price Schedule are confidential.  CVs are commercially sensitive as the information may prove advantageous to competitors.
<b>Period of confidence</b>	From December 2021 to February 2023

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<b>Contact details for Transparency/FOI matters</b>	
	

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## **Part 2: Contract Terms**

Please refer to "DTN RM6018-Call-Off-Contract-Terms-2 (1)"

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