

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Dear [REDACTED]

Letter of Appointment

This letter of Appointment dated Friday, 1st October 2021, 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:	PS21093
From:	Department of Business Energy and Industrial Strategy , 1 Victoria St, Westminster, London, SW1H 0ET ("Customer")
To:	Market & Opinion Research International Limited (Trading as Ipsos MORI) , 3 Thomas More Square, London E1W 1YW ("Supplier")

Effective Date:	Monday, 4 th October 2021
Expiry Date:	Monday, 31 st March 2025

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: The Customer's Project Specification attached at Appendix A and the Supplier's Proposal attached at Appendix B.
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Key Individuals:	[REDACTED] [REDACTED] [REDACTED]
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Contract Charges (including any applicable discount(s), but excluding VAT):	As per AW5.2 Price Schedule response highlighted within the RM6018 Contract Terms, section; Annex 1 – Contract Charges. The total value of this contract shall not exceed £788,653.57 excluding VAT.
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Insurance Requirements	<p>Additional public liability insurance to cover all risks in the performance of the Contract, with a minimum limit of £5 million for each individual claim.</p> <p>Additional employers' liability insurance with a minimum limit of £5 million indemnity.</p> <p>Additional professional indemnity insurance adequate to cover all risks in the performance of the Contract with a minimum limit of indemnity of £2 million for each individual claim.</p>
Liability Requirements	Suppliers limitation of Liability (Clause 18.2 of the Contract Terms);
GDPR	As per Contract Terms Schedule 7 (Processing, Personal Data and Data Subjects.

FORMATION OF CONTRACT

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:

Name and Title:

[REDACTED]

Signature:

[REDACTED]

Date: 4th October 2021

For and on behalf of the Customer:

Name and Title:

[REDACTED]

Energy Innovation Strategy

Signature:

[REDACTED]

Date: 8 October 2021

APPENDIX A

Customer Project Specification

1. Background

The main aim of this work is to provide BEIS with a narrative of the achievements of and learning from the 2015-21 Energy Innovation Portfolio (EIP), as well as paving the way for a more robust narrative of the 2021-25 Net Zero Innovation Portfolio (NZIP) achievements. These narratives are crucial for BEIS to effectively communicate with internal and external stakeholders about the portfolios, while the lessons will help improve the delivery of our innovation programmes.

The Department for Business, Energy and Industrial Strategy (BEIS) is responsible for business, industrial strategy, science, research and innovation, energy and clean growth, and climate change. Initiated in 2015, BEIS' Energy Innovation Portfolio (EIP) seeks to reduce the UK's carbon emissions and the cost of decarbonisation, by accelerating the commercialisation of innovative clean energy technologies and processes into the 2020s and 2030s. The EIP is delivered by BEIS' Science and Innovation in Climate and Energy (SICE) directorate. Through decreasing the costs of decarbonisation, the Portfolio aims to help enable the UK to reach the Net Zero targets and end its contribution to climate change.

The Portfolio has a budget of £505m and was originally scheduled to complete in March 2021. It has funded around 450 projects within 74 programmes, split across 6 technology themes. The themes are: nuclear, renewables, industry and carbon capture and storage, built environment, smart systems, and cross-cutting innovations. Due to COVID-19, around 130 projects in a number of programmes have been extended and have either completed after March 2021 or are still ongoing. The latest EIP programmes are scheduled to complete in March 2022.

Most programmes support technologies across the so-called 'valley of death'¹ in the innovation lifecycle, from a Technology Readiness Level (TRL)² of 4/5 to a TRL of 6/7. Some programmes also support lower- and higher-TRL technologies, some take entirely different approaches, e.g., funding a research centre, developing business models or developing non-technical solutions like estate planning. Programmes also differ in the scale of projects and funding, number and types of funded organisations, and programme management approaches, among other things.

The EIP is currently evaluated through a mix of individual programme evaluations and cross-portfolio key performance indicators (KPIs). 27 independent evaluations cover 47 programmes; of these, 25 evaluations are ongoing. These evaluations are mostly theory-based evaluations examining the longer-term impact of the programme, accompanied by a process evaluation examining the barriers and drivers to successful implementation. 17 programmes have not been evaluated; these programmes largely consist of early-stage scoping or feasibility work. See also **Error! Reference source not found.**

Every project in every programme is asked to regularly submit data on a cross-portfolio set of KPIs. These cover inputs, outputs and shorter- and longer-term outcome estimates. Before 2020, KPIs were collected by programme leads on an individually-determined basis. Since then (i.e., in 2020 and 2021), KPIs have been collected in an annual sweep. See also **Error! Reference source not found.**

¹ The 'valley of death' refers to technologies in the middle of the technology readiness level (TRL) scale, where academic funding is typically no longer available but technology is not yet mature enough to attract substantial private funding.

² Technology Readiness Levels (TRL) are a type of measurement system used to assess the maturity level of a particular technology. The measurement system runs from one to nine, with nine being the highest level of maturity. Please see <https://www.twi-global.com/technical-knowledge/faqs/technology-readiness-levels> for description of TRLs

The Net Zero Innovation Portfolio (NZIP) is the successor of the EIP. Commencing in April 2021, it is funded for 5 years (until 2026) with £1bn. The portfolio is divided into 10 technology-related themes (Smart Energy & Energy Storage, Built Environment, Advanced Nuclear, Offshore Wind, Advanced CCUS, Industry, Greenhouse Gas Removal, Bioenergy, Hydrogen, and Disruptive Technologies) and has the same innovation focus as the EIP. All NZIP-funded projects will have to supply KPIs on a regular basis. See also **Error! Reference source not found.**

For further information about the EIP and NZIP, please see <https://www.gov.uk/guidance/energy-innovation>

2. Aims and Objectives of the Project

Aims

This piece of work has a number of aims:

- Provide an **overarching narrative and summary** of the content and impact of the Energy Innovation Portfolio, at theme and portfolio level. This should include showcasing remarkable programmes and projects.
- Collect **key performance indicator** data for ongoing and completed EIP projects.
- Deliver **annual progress updates** on NZIP.
- Scope and **prepare the NZIP portfolio evaluation**, including designing a cross-portfolio process evaluation, counterfactual evaluation and an assessment of progress in the light of the government's net zero ambition.

Objectives

The work has a number of specific objectives, which are described further below:

1. Carry out the EIP Synthesis
 - a. Provide an urgent interim initial synthesis of existing evidence of the EIP, for Autumn 2021.
 - b. Carry out a literature review on innovation theory, to frame the full EIP synthesis.
 - c. Carry out a full synthesis of all EIP evidence, for September 2024.
2. Carry out an annual sweep of KPI data for EIP projects between 2022 and 2024.
 - a. Manage the data collection process for projects that closed within the last three years in May/June each year.
 - b. Prepare, annually, a cleaned dataset for BEIS, merged with previous KPI data.
 - c. Provide a standardised annual BEIS-internal summary report of EIP KPI data.
 - d. Design, build and populate a KPI data dashboard.
3. Provide an annual, publishable report on the progress of NZIP
 - a. Annually clean and analyse (but not collect)³ NZIP KPI data, and prepare a cleaned merged dataset
 - b. Carry out interviews on progress with theme leads across the directorate
 - c. Analyse and report at a high level on the progress of each theme, based on a review of management data, KPIs and interview findings
 - d. Prepare deep-dives into two themes per year, by reviewing in greater depth management data and KPIs, and by carrying out additional interviews with relevant parties.
4. Scope and begin implementing the NZIP portfolio evaluation
 - a. Scope the feasibility for, and design of, a cross-portfolio *counterfactual impact evaluation*, and implement those elements that cannot be left to a later stage.

³ The NZIP data collection process will be integrated into project management, and is therefore not part of the contract.

- b. Scope the potential for, and design of, a cross-portfolio *process evaluation*, and implement those elements that cannot be left to a later stage.
- c. Scope the potential for, and design of, a robust *assessment of progress in the light of the government's net zero ambition*.

In order to meet the above objectives, a range of skills will be required. Please see the "Assessment Criteria" section for a summary of required skills.

3. Suggested Methodology

If applicable:	Insert numbers:
Total number of Participants (experimental design)	N/A
Total number of Interviews (survey)	N/A
Total number of Interviews (qualitative)	~75
Total number of Focus Groups	N/A
Total number of Case Studies	N/A

The following sections set out our suggested approach to carrying out the required work. Applicants are encouraged to make suggestions for changes where they believe these would better achieve our aims and objectives as set out above, or be more cost effective. Alternative suggestions should be justified sufficiently to allow assessment in regard to reliability and validity of the approach, and the costs relative to the proposed approach. The work would benefit from support from an academic advisory panel, helping to frame the synthesis work and providing critical feedback.

The remainder of this section follows the structure of the objectives set out above.

Carry out the EIP Synthesis

Overall, the purpose of this aspect of the work is to provide a robust assessment of the EIP programmes' achievements and lessons, with the aim of producing two publishable reports as well as decision-making-focused policy outputs (see 'Deliverables' section). The synthesis will bring together EIP programme-level evaluations, KPIs and portfolio-, theme-, programme- and project-level management information, to summarise this evidence at theme and portfolio level. The work will comprise of desk-based analysis of existing evidence, qualitative interviews with theme leads, and a literature review.

Provide an urgent interim synthesis of existing evaluation evidence of the EIP, for Autumn 2021.

A first priority will be to provide a summary and initial narrative overview of the EIP and its themes, based on a desk-based review of

- KPIs covering 2020 and 2021 (please see Annex 1: KPI overview)
- existing programme evaluation interim and final reports (12-16, see Annex 2: EIP Overview)
- progress summaries of ongoing programme evaluations (8-10)
- project completion reports (~30)
- access to quarterly progress reports on all programmes to the relevant Boards (these reports are largely focused on progress reporting, so are only useful in cases where no other sources of information exist)

All data will be provided by BEIS.

This review will have two points of focus. The first, and more urgent, is a summary and narrative description of the innovation work in BEIS, structured around the technology themes. This aims to support spending review discussions taking place in Autumn 2021.

The second is a summary of the lessons drawn in the reviewed evaluations, and emerging from the management data. We are particularly interested in learnings that will help us support the immediate development and delivery of NZIP programmes.

Carry out a literature review on innovation theory, to frame the full EIP synthesis.

The literature review aims to help develop thorough understanding of different theoretical approaches to (energy) innovation; facilitate prioritisation of theme- and programme-level evaluations by identifying strategic priorities for evidence gathering; and provide a theoretical framework for synthesis and process / counterfactual evaluation work.

We expect this review to be informal (i.e. neither a Rapid Evidence Assessment nor a systematic review), covering

- competing and complementary theories on innovation and energy innovation
- relevant sub-themes such as engaging small and medium-sized enterprises
- the state of technology development in each of the six EIP themes and therefore the context for EIP innovation work
- possible frameworks to use in theory-based evaluations and programme development
- potential research questions answerable through a portfolio-level process and/or counterfactual evaluation.

The literature review would benefit from strong academic involvement.

Carry out a full synthesis of all EIP evidence, for September 2024.

The full synthesis of all EIP evidence aims to provide a comprehensive but accessible assessment of the innovation work funded under the EIP; the achievements within the relevant technology areas (themes) and across the portfolio; lessons relevant across the portfolio; and value for money.

The synthesis should rely on:

- a desk-based review of
 - management information, such as project completion reports
 - KPIs covering 2020-2024
 - programme evaluation interim and final reports (around 10 interim and 20 final and reports)
- Interviews with theme leads carried out soon after the completion of the EIP.

More detail on the available documents is provided in **Error! Reference source not found..**

The synthesis should be completed in September 2024, when all programmes and all programme evaluations are complete, and the final set of EIP KPIs is available.

The synthesis should go beyond simply summarising existing evidence, and draw out, within each technology theme, a narrative of innovation in the context of the requirements of Net Zero, a judgement of impact, and process lessons learned. Please suggest in your tender how you intend to tackle this task.

This report is intended for publication.

Carry out an annual sweep of KPI data for EIP projects between 2022 and 2024.

Manage the data collection process for projects that closed within the last three years in May/June each year.

Key Performance Indicators for EIP projects have been collected in an annual sweep in 2020 and 2021. We are asking the successful contractor to take over and manage the data collection for 2022 to 2024, using BEIS' existing tools and processes. These tools include an Excel-based questionnaire; a maintained list of programmes and projects to include in the data collection; data collected in previous rounds; training workshop material. The work will include, in each year:

- Updating the list of relevant projects, programmes and responsible programme leads through email communication and data review
- Running two 1-hour workshops in the run-up to data collection, for BEIS programme leads (because of staff turnover)

- Amending and testing the questionnaire according to BEIS requirements—this includes checking that data validation, conditional formatting and sheet protection rules are working as expected, and implementing changes to 1-2 questions per year as required
- Setting up a bespoke questionnaire for each of the up-to-400 projects, using a macro or similar automated approach
- Prefilling each bespoke questionnaire with the latest available responses for a subset of questions
- Communicating via email with programme leads in the run-up to, and during the data collection, ensuring programme leads have the necessary information, and are reminded sufficiently to respond
- Responding to questions and issues during the data collection, e.g., providing individual extensions.

Prepare, annually, a cleaned dataset for BEIS, merged with previous KPI data. This work includes, annually:

- Extracting data from the response questionnaire into a single dataset, and merging this with the existing dataset from previous sweeps
- Cleaning data in an auditable fashion (see Deliverables section)

Provide a standardised annual BEIS-internal summary report of EIP KPI data. This report is not for publication. The work includes:

- Analysing the KPI data, with possible use of BEIS' R-based analysis syntax
- Updating an annual Powerpoint-based report, or providing an alternative, e.g. using R to create a Markdown-based slide pack
- Carrying out a small number of additional data analyses for the annual report

Set up and populate a KPI data dashboard.

A key task for the contractor will be to make the KPI data accessible to BEIS staff through the creation of a dashboard. The dashboard will use Microsoft PowerBI or R Shiny technology, and must be integrated into the directorate's existing Microsoft-Power-Apps-based⁴ programme management system. The dashboard will also have to be designed to accommodate the similar but slightly different KPIs in use for NZIP (see Annex 1). The work requires:

- Designing and proposing a suitable dashboard for the KPI data for agreement with BEIS. This includes running a workshop to test the proposal with directorate staff.
- Building the dashboard and supporting the integration into the existing programme management system.
- Ensuring the dashboard's compatibility with NZIP KPI data.
- Developing a handover document that enables suitably-trained BEIS staff to continue developing and updating the dashboard with future KPI data.

Provide an annual, publishable report on the progress of NZIP

The contractor is required to prepare five short annual, publishable report on the progress of NZIP innovation themes and programmes (2021-2024). These annual reports, including the deep-dives, are expected to be reasonably standardised pieces of work.

Note: The first report, to be completed in early 2022, will be a baseline report, followed by annual reports in 2022 to 2025. The last report will be prepared for March 2025, to be published by BEIS post-contract. References to 'annual' below refer to this timeline, even though reports are not entirely 12-monthly spaced.

⁴ <https://powerapps.microsoft.com/>

Annually clean and analyse (but not collect) NZIP KPI data, and prepare a cleaned merged dataset

A core part of annual report will be presentation of NZIP KPI data collected to-date. The NZIP data collection process will be integrated into project management on a rolling basis (rather than collected through a separate data collection exercise during a specific period), and is therefore not part of the contract. However, the contractor will have to:

- Clean and quality assure the obtained KPI data, using an auditable approach (see Deliverables)
- Prepare a merged cross-year dataset for analysis
- Ensure the ability to integrate this dataset with the KPI dashboard

The contractor will also be asked to feedback on data quality issues and assist with the improvement of the questions and/or guidance as required. This task is expected to take around three day's work over the life of the contract.

Carry out interviews on progress with theme leads across the directorate

The annual progress update should also rely on a small number (10, i.e. one per theme) interviews with theme leads to understand progress and context. In addition, for the deep-dives into 2 themes per year, 6 additional interviews or focus groups (i.e., 3 per theme per year) are expected to take place.

The suggested number of interviews aim to strike a balance between providing sufficient information to the contractor and limiting the impact of this work on theme and programme leads, who are also participating in programme-level evaluations as well as leading their themes and programmes. Any additional work suggested should take account of this.

Analyse and report at a high level on the progress of each theme, based on a review of management data, KPIs and interview findings

The annual report should cover each theme in turn, as well as provide a short overall summary. It should cover the themes' aims and objectives, progress since last year, challenges and risks, and any possible policy implications. It is expected that the annual report is no more than 30 pages, excluding the deep-dives. The annual report will rely on:

- KPI data (See **Error! Reference source not found.**)
- Interviews with theme leads (1 per theme)
- Management data, including mainly programme-level updates on progress and risks, collected by the directorate's Programme Management Office.

Prepare deep-dives into two themes per year, by reviewing in greater depth management data and KPIs, and by carrying out additional interviews with relevant parties.

Each year's annual report (including the baseline report) should be accompanied by two theme deep-dives. These should aim to present the chosen themes in more depth, including explaining the theme's purpose, policy- and wider context, innovation work and expected impact. The deep-dives should explore progress to-date, discuss risks and challenges, present innovative projects, and outline any policy-relevant insights of the work so far. Each deep-dive is expected to be of 6-10 pages in length.

To compile the deep-dives, the contractor is expected to rely on:

- KPI data
- Interviews or focus groups with theme- and programme leads (3 per theme)
- Management data, including programme- and project-level updates on progress and risks, collected by the directorate's Programme Management Office and programme leads.

Scope and begin implementing the NZIP portfolio evaluation

The final part of this work is the preparation and early implementation of NZIP portfolio-level evaluation work. The full NZIP Portfolio evaluation will be subject to a separate contract. The work here covers three elements, specified under separate headings below.

Scope the feasibility, and design of, a cross-portfolio counterfactual impact evaluation, and specify any research elements that cannot be left to a later stage.

Very few programme evaluations come close to allowing for a counterfactual approach to impact evaluation. Typical NZIP programmes are unique and adaptive, and longer-term outcomes of interest are constrained by factors the intervention does not affect (e.g., policy). However, the broader research question of “What does NZIP innovation funding achieve that would not be achieved otherwise” is of theoretical and ministerial / managerial interest, and potentially answerable using a robust counterfactual approach.

The contractor is required to:

- identify and agree with BEIS specific research questions that may be answerable through a counterfactual approach
- scope the research required to answer the agreed research questions, including
 - setting out possible research designs and providing a recommendation,
 - carrying out power calculations,
 - identifying data requirements and exploring their practical fulfilment, through discussion with BEIS evaluation leads,
 - where possible checking, but at least specifying, assumptions that need to be fulfilled to enable the proposed research design
 - describing the limitations and risks to validity of the proposed research
 - specifying the practical considerations in implementing the research
- specify which activities need to be undertaken during this contracting period to enable the successful implementation of the proposed research. This may include specifying baseline data collection, changes to data sharing agreements, etc.

Scope the feasibility, and design of, a cross-portfolio process evaluation, and specify any research elements that cannot be left to a later stage.

The process evaluation similarly aims to take advantage of the portfolio perspective to identify lessons about NZIP processes.

The contractor is required to:

- identify and agree with BEIS processes and process-related research questions that are particularly suitable for a portfolio-level exploration
- scope the research required to answer the agreed research questions, including
 - setting out possible research designs and providing a recommendation identifying data requirements and exploring their practical fulfilment, through discussion with BEIS evaluation leads,
 - describing the limitations and risks to validity of the proposed research
 - specifying the practical considerations in implementing the research
- specify which activities need to be undertaken during this contracting period to enable the successful implementation of the proposed research. This may include specifying baseline data collection, changes to data sharing agreements, etc.

One particular process we want the contractor to consider is the Acceleration Support work provided by NZIP to small and medium-sized enterprises (SMEs). Other aspects are expected to arise from the EIP synthesis work.

Scope the feasibility, and design of, a robust assessment of progress in the light of the government's net zero ambition.

A third portfolio-level question we want this research to answer is how we can robustly assess the impact of the NZIP portfolio's innovation work on the government's Net Zero ambition. This has two aspects:

- qualitatively, the innovation work funded by BEIS may show particular progress or encounter particular barriers that affect experts' views of what may be possible or desirable in moving down the path to Net Zero as set out by the Climate Change Committee (CCC).
 - The contractor is expected to propose suitable experts, for each theme and across the portfolio, that should be consulted in future research to assess the effects, if any, of NZIP-funded innovation on experts' views. These experts may include academic, industry, third-sector and governmental stakeholders.
- quantitatively, the technical and economic parameters achieved by BEIS-funded innovation may change the expectation or costs of ideal pathways to net zero. We currently believe that this impact is best estimated by amending sector-specific or energy-system-wide models (such as UK TIMES) to reflect the outcomes of the innovation work.
 - The contractor is expected to work with BEIS-internal and external model experts to review if a modelling approach would be sufficiently robust and likely to show a meaningful effect.
 - If this review gives positive results, the contractor is expected to work with BEIS modellers and evaluation leads to specify an approach, setting out data requirements, data sources, and possibly model specifications.

4. Deliverables

Carry out the EIP Synthesis

Provide an urgent interim initial synthesis of existing evidence of the EIP, for Autumn 2021.

- A quality-assured report summarising and providing an initial narrative overview of the EIP and its themes. The report is expected to be around 35 pages in length, including 4 pages per theme. The contractor should expect 2 rounds of comments, with a total turn-around time of 3 weeks.
- Included in this report or provided separately, should be a summary of the learning and lessons provided by EIP programme evaluations or emerging from management data, with a particular focus on how they can inform development and delivery of NZIP programmes. If provided separately, 2 rounds of comments should be expected.
- A slide deck setting out the report's main findings—updated with lessons if those provided separately.

Carry out a literature review on innovation theory, to frame the full EIP synthesis. We expect this review to be carried out early in the evaluation process, in order to help frame all subsequent outputs. The deliverables for the review include:

- A search strategy, including themes to cover
- A list of literature considered and reviewed
- The completed literature review, with two rounds of comments.

Carry out a full synthesis of all EIP evidence, for September 2024.

- A quality-assured report for external publication, providing a full synthesis and narrative summary of the EIP and its themes. The report is expected to be around 70 pages in length, including 8-10 pages per theme. The contractor should expect 3 rounds of comments.
- A short methodological annex setting out the approach and data sources.
- A slide deck setting out the report's main findings.
- A presentation of the main findings to BEIS colleagues at BEIS offices in London.

Carry out an annual sweep of KPI data for EIP projects between 2022 and 2024.

Manage the data collection process for projects that closed within the last three years in May/June each year.

- An annual data collection, using pre-filled, project-specific questionnaires
- An updated list of projects, programmes and related programme leads

Prepare, annually, a cleaned dataset for BEIS, merged with previous KPI data.

- A cleaned, multi-year dataset usable in R, in long format (either as .CSV or .RData)
- Syntax for R or equivalent⁵ that derives the cleaned dataset from the raw data

Provide a standardised annual BEIS-internal summary report of EIP KPI data.

- An accessibility-checked, annually updated, slide deck of the KPI findings (PowerPoint or HTML/PDF). The report will require three rounds of comments in year 1, and two rounds subsequently.

Set up and populate a KPI data dashboard.

- An outline and delivery plan for the MS PowerBI or R Shiny dashboard.
- The dashboard presenting the KPI data for EIP, but allowing the inclusion of NZIP KPIs. The dashboard will require QA from BEIS.

- Annual data updates for the duration the EIP data collection.
 - A handover document enabling suitably-trained BEIS staff to continue developing and updating the dashboard with future KPI data
- Provide an annual, publishable report on the progress of NZIP*
Annually clean and analyse (but not collect) NZIP KPI data, and prepare a cleaned merged dataset
- A cleaned, multi-year dataset usable in R, in long format (either as .CSV or .RData), including EIP (from 2020) and NZIP data
 - Syntax for R or equivalent that derives the cleaned dataset from the raw data
- Carry out a small number of interviews on progress with theme leads across the directorate

No deliverables.

Analyse and report at a high level on the progress of each theme, based on a review of management data, KPIs and interview findings

- An annual report, of no more than 30 pages excluding the deep-dives. The report will require three rounds of comments in year 1, and two rounds subsequently.
- A short methodological annex, setting out approach and data sources.

Prepare deep-dives into two themes per year, by reviewing in greater depth management data and KPIs, and by carrying out additional interviews with relevant parties.

- Alongside the annual report, provide two theme deep-dives per year (6-10 pages long each) for publication. Three rounds of comments in year 1, and two rounds subsequently.

Scope and begin implementing the NZIP portfolio evaluation

Scope the potential for, and design of, a cross-portfolio counterfactual impact evaluation, and implement those elements that cannot be left to a later stage.

- A scoping report for the impact evaluation.

Scope the potential for, and design of, a cross-portfolio process evaluation, and implement those elements that cannot be left to a later stage.

- A scoping report for the process evaluation.

Scope the potential for, and design of, a robust assessment of progress in the light of the government's net zero ambition.

A scoping report for the Net Zero report, including potential model specifications.

Additional and process outputs

The contractor is expected to attend fortnightly progress meetings by video call, attended by the contractor's evaluation lead and manager. These calls will be weekly for the first three months of the contract.

The contractor will be required to keep an up-to-date risk register.

Once a quarter the contractor is expected to virtually attend a project steering group, and may be asked to present updates, a forward look, discussion items and the risk register.

Quality assurance

To assure the quality of outputs produced, the contractor/s must:

- Ensure that quality assurance is done by individuals who were not directly involved in the research, analysis or model development
- Specify who will be responsible for quality assurance of outputs before they come to BEIS

Sign-off for the quality assurance must be done by someone of sufficient seniority within the contractor organisation to be able take responsibility for the work done. BEIS reserves the right to refuse to sign off outputs which do not meet the required standard specified in this Invitation

⁵ Syntax is acceptable in R, Stata, SAS, SPSS or Python languages.

to Tender. The Contractor must state within the proposal how all work on the project will be quality assured.

The Contractor will be expected to produce high quality reports that meet the following criteria:
General:

- Answer the research questions clearly, in plain English
- Clearly structured so that information presented in each section of each report is clear
- Connections between sections are clear
- Executive summaries that set out the findings clearly and their relevance to BEIS policies
- All sections have clear introductions and conclusions (including findings being written concisely upfront)
- Methodology clearly explained so others could repeat the work in future.

Use of good quality English:

- Thoroughly proof-read and peer reviewed for writing quality
- No jargon is used, and all terms are defined and referenced clearly
- All acronyms are written out in full the first time that they are mentioned in each section of each report
- No grammar and phrasing errors
- No typos / typographical errors present
- Concise and non-wordy sentences and paragraphs
- Concise reports that are not too long and do not have vast annexes

Visualisations:

- All visualisations are labelled
- All visualisation follow accessibility requirements
- All axes are labelled, including with appropriate units
- Clear and appropriate use of visualisations (large enough size, data can be read clearly without reference to the raw data, and there are not too many visualisations presented at once)
- All visualisations are clearly explained and discussed
- A range of different types of visualisations are used to provide more interesting and innovative ways of presenting the results

Where complex or innovative methods are proposed, bidders should specify how additional quality assurance will be provided. Where necessary, this should include the use of external experts.

Outputs will be subject to BEIS internal approvals, the more substantive the output the longer the approval time required. Both published and other reports will require three rounds of comments, which should be factored into the timelines. BEIS may wish to appoint an external peer reviewer to provide a high-level peer review.

The successful bidder will be responsible for any work supplied by sub-contractors.

BEIS reserves the right to request an audit of projects against the BEIS Code of Practice for Research and the commitments made in the tender documents and subsequent contract.

For primary research, contractors should be willing to facilitate BEIS research staff to attend interviews or listen in to telephone surveys as part of the quality assurance process.

Other useful sources of guidance and advice that will help bids and the resulting work be of the highest quality include:

- The Government Social Research Code, in particular those that relate to GSR Products:
- UK Statistics Authority Code of Practice/ or an equivalent standard.
- The Magenta Book, Government guidance on policy evaluation and analysis.
- Supplementary Guidance on the Quality in Policy Impact Evaluations

- Quality in Qualitative Evaluation: A Framework for assessing research evidence provides a Framework for appraising the quality of qualitative evaluations.
- The Green Book: appraisal and evaluation in central government.

The work will be delivered to different timescales, as set out below:

Objective	Timeline
Carry out the EIP Synthesis	
Provide an urgent interim initial synthesis of existing evidence of the EIP, for Autumn 2021.	Sep-Nov 2021
Carry out a literature review on innovation theory, to frame the full EIP synthesis.	Nov 2021 – Jan 2022
Carry out a full synthesis of all EIP evidence, for September 2024.	Apr-Sep 2024
Carry out an annual sweep KPI data for EIP project between 2022 and 2024.	
Manage the data collection process for projects that closed within the last three years in May/June each year.	May/Jun 2022-24
Prepare, annually, a cleaned dataset for BEIS, merged with previous KPI data.	Jul/Aug 2022-24
Provide a standardised annual BEIS-internal summary report of EIP KPI data.	Jul/Aug 2022-24
Set up and populate a KPI data dashboard.	Jan-Apr 2022, then annual updates
Provide an annual, publishable report on the progress of NZIP	
Annually clean and analyse (but not collect) NZIP KPI data, and prepare a cleaned merged dataset	Baseline for Mar 2022, then Sep 22, Sep 23, May 24, Mar 25
Carry out a small number of interviews on progress with theme leads across the directorate	
Analyse and report at a high level on the progress of each theme, based on a review of management data, KPIs and interview findings	
Prepare deep-dives into two themes per year, by reviewing in greater depth management data and KPIs, and by carrying out additional interviews with relevant parties.	
Scope and begin implementing the NZIP portfolio evaluation	
Scope the potential for, and design of, a cross-portfolio counterfactual impact evaluation, and implement those elements that cannot be left to a later stage.	Sep 2021 - Jun 2022
Scope the potential for, and design of, a cross-portfolio process evaluation, and implement those elements that cannot be left to a later stage.	Sep 2021 - Jun 2022

Scope the potential for, and design of, a robust assessment of progress in the light of the government's net zero ambition.	Sep 2021 - Jun 2022
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The proposal should be no more than 40 pages long, excluding CVs, declarations and pricing schedule. It should address the following areas, and include a 1-page summary (1 page summary is unscored):

- Understanding of requirements
- Understanding of policy environment
- Organisational expertise applicable to relevant research designs and methods
- Team roles and relevant applicable skills/expertise
- Research design and methodology
- Arrangements for project management, including quality assurance as set out above and addressing risks and challenges
- A detailed time budget, including a crosstabulation of time per activity and grade

Required Skills

BEIS would like you to demonstrate that you have the expertise and capabilities to undertake the work. Your tender response should include a summary of the proposed team roles and the applicable expertise and capabilities.

The following skills and expertise are considered particularly important for this work:

- Understanding of the innovation and UK energy policy landscape
- Academic expertise related to the theoretical framing of energy innovation
- Impact evaluation design, particularly for quasi-experimental approaches
- Synthesising evaluation and management data
- Creating PowerBI or R Shiny dashboards
- Data analysis
- Qualitative research expertise
- Understanding of energy systems modelling

Data Protection

All collection, processing and storage of personal data must be compliant with GDPR. Contractor must provide evidence to BEIS that practices are compliant with GDPR

Conflict of Interest

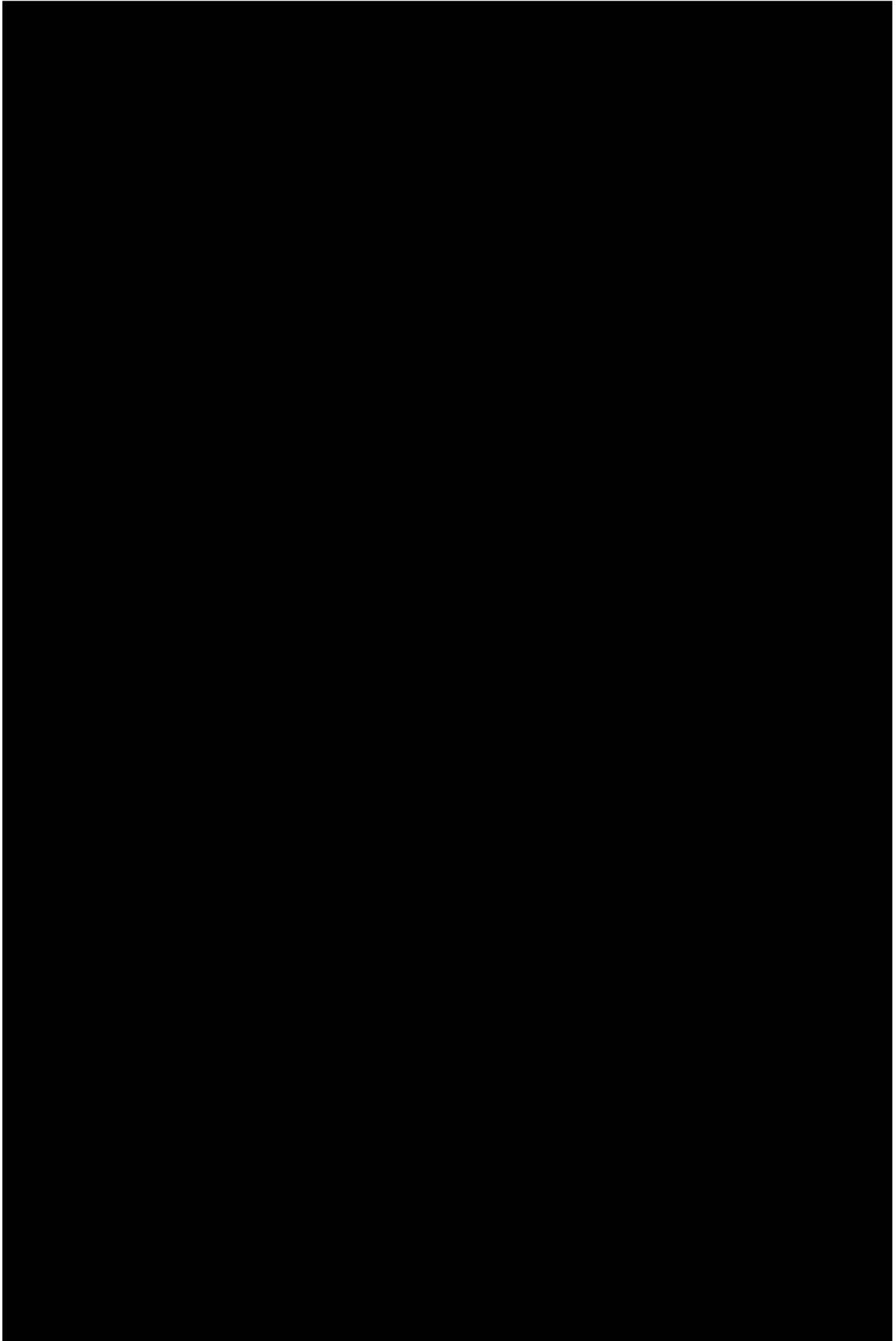
For research and analysis, conflict of interest is defined the presence of an interest or involvement of the contractor, subcontractor (or consortium member) which could affect the actual or perceived impartiality of the research or analysis.

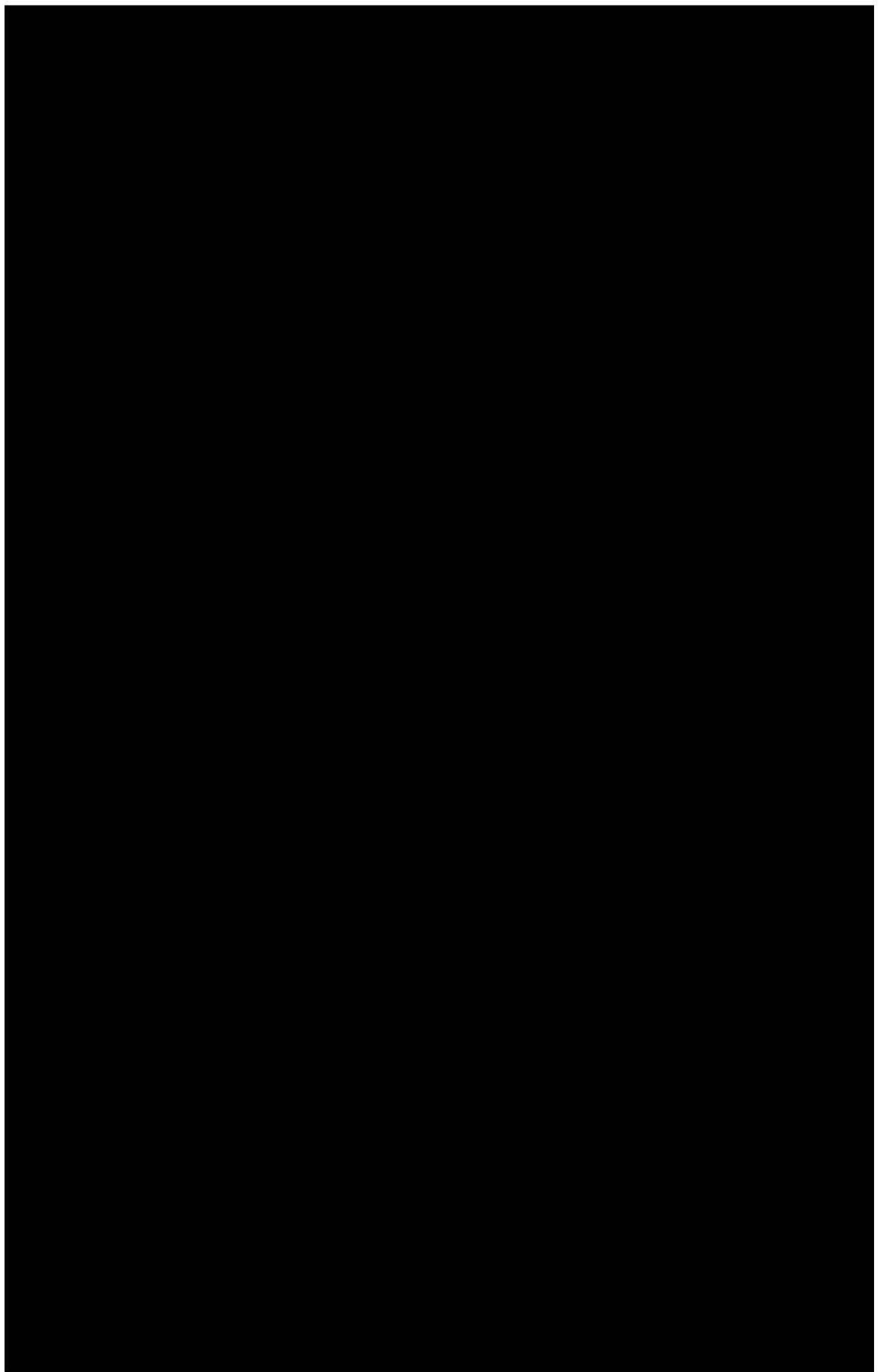
This evaluation must be independent from perceived and actual conflict of interest as it is essential that this work is robust, credible and free from bias.

In their tender response, all tenderers are required to ensure that any actual or perceived conflict is declared and satisfactorily mitigated. BEIS reserves the right to exclude any proposals where the bidder has an actual conflict of interest that cannot be mitigated to the satisfaction of BEIS.

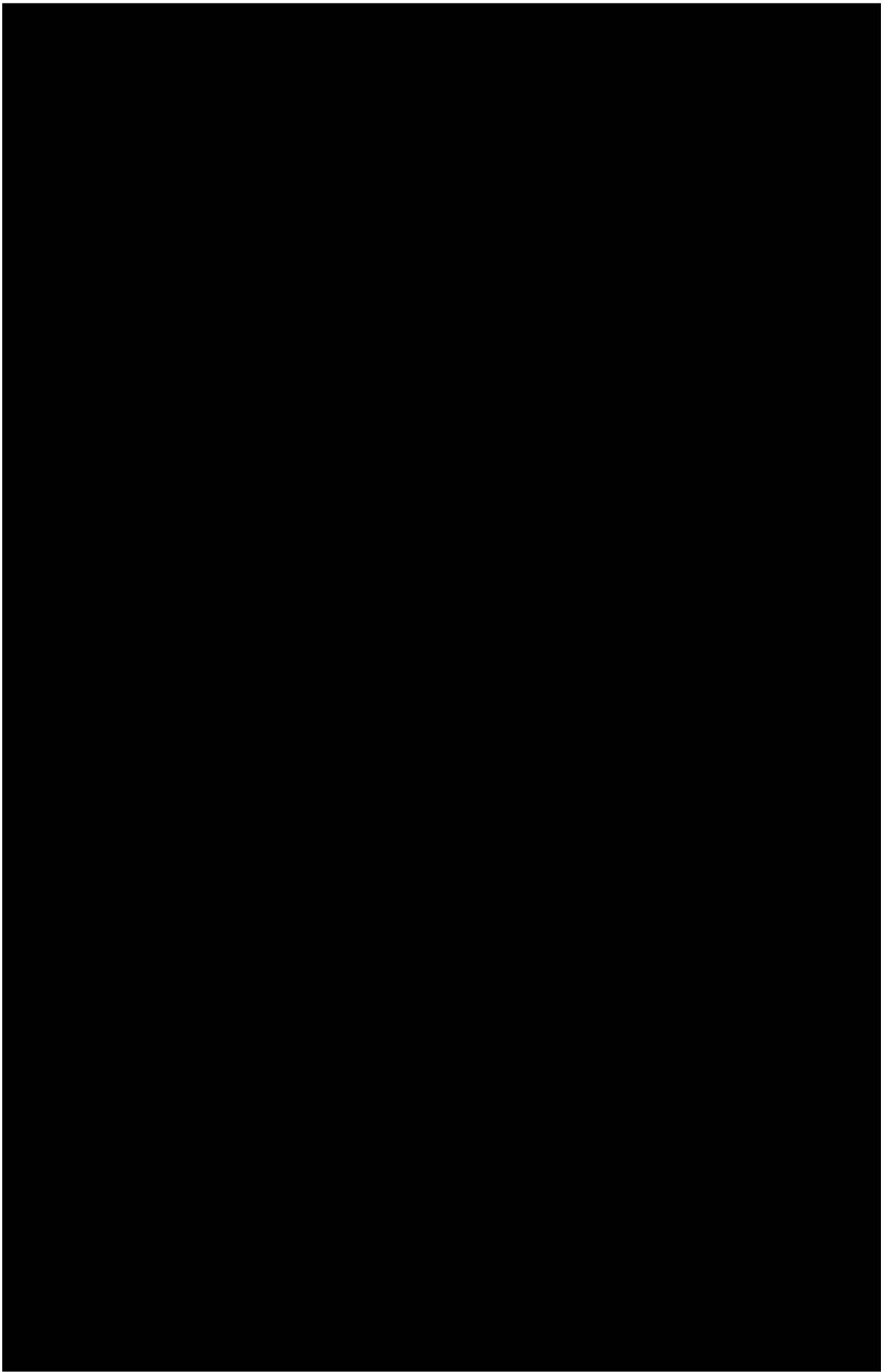
APPENDIX B

Supplier Proposal



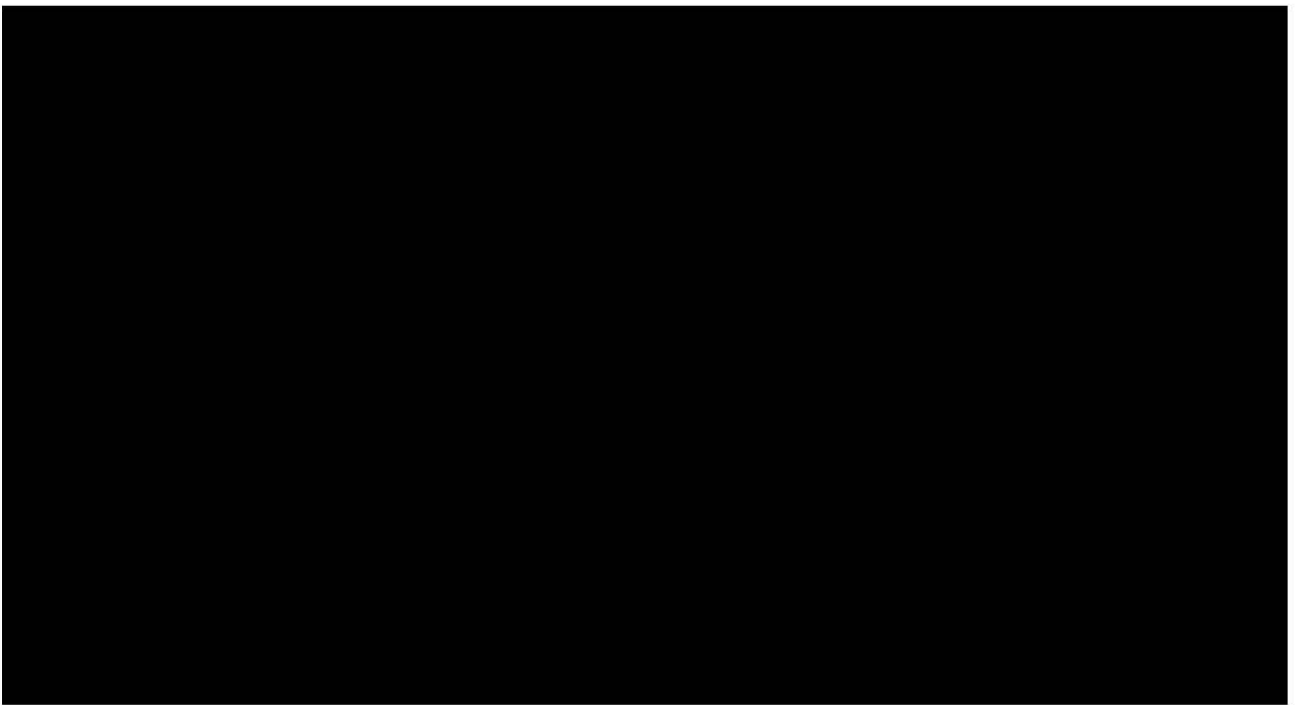
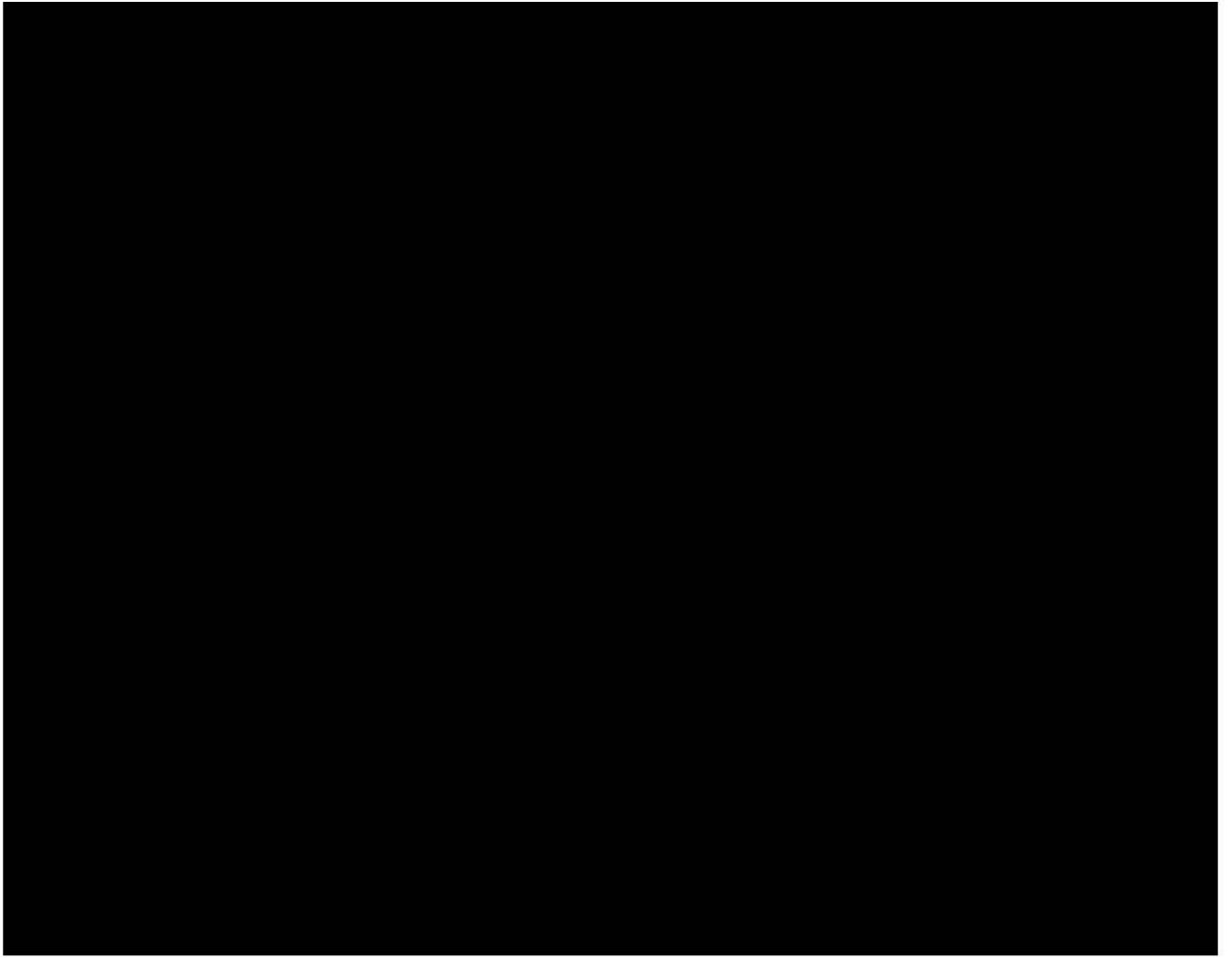






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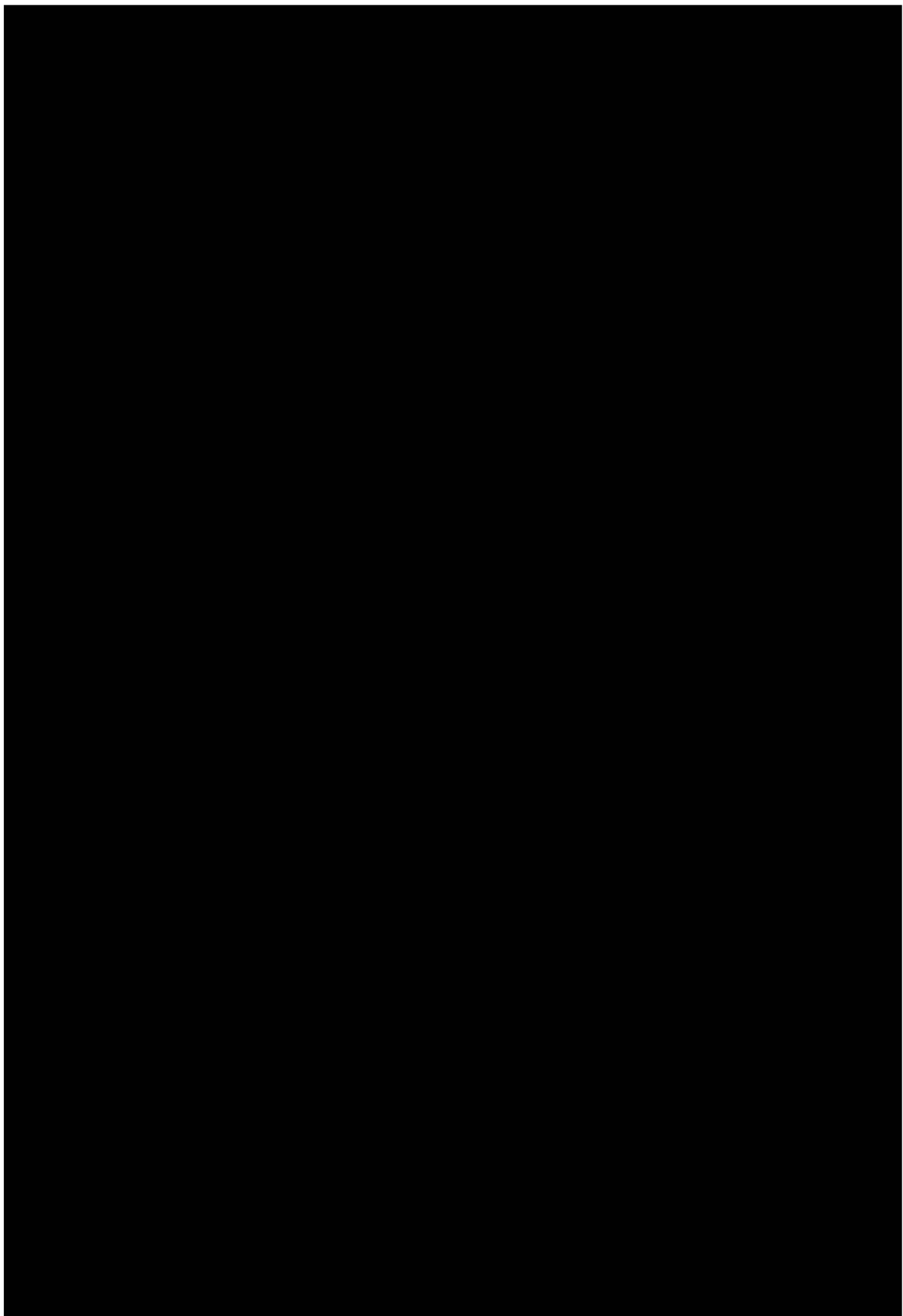
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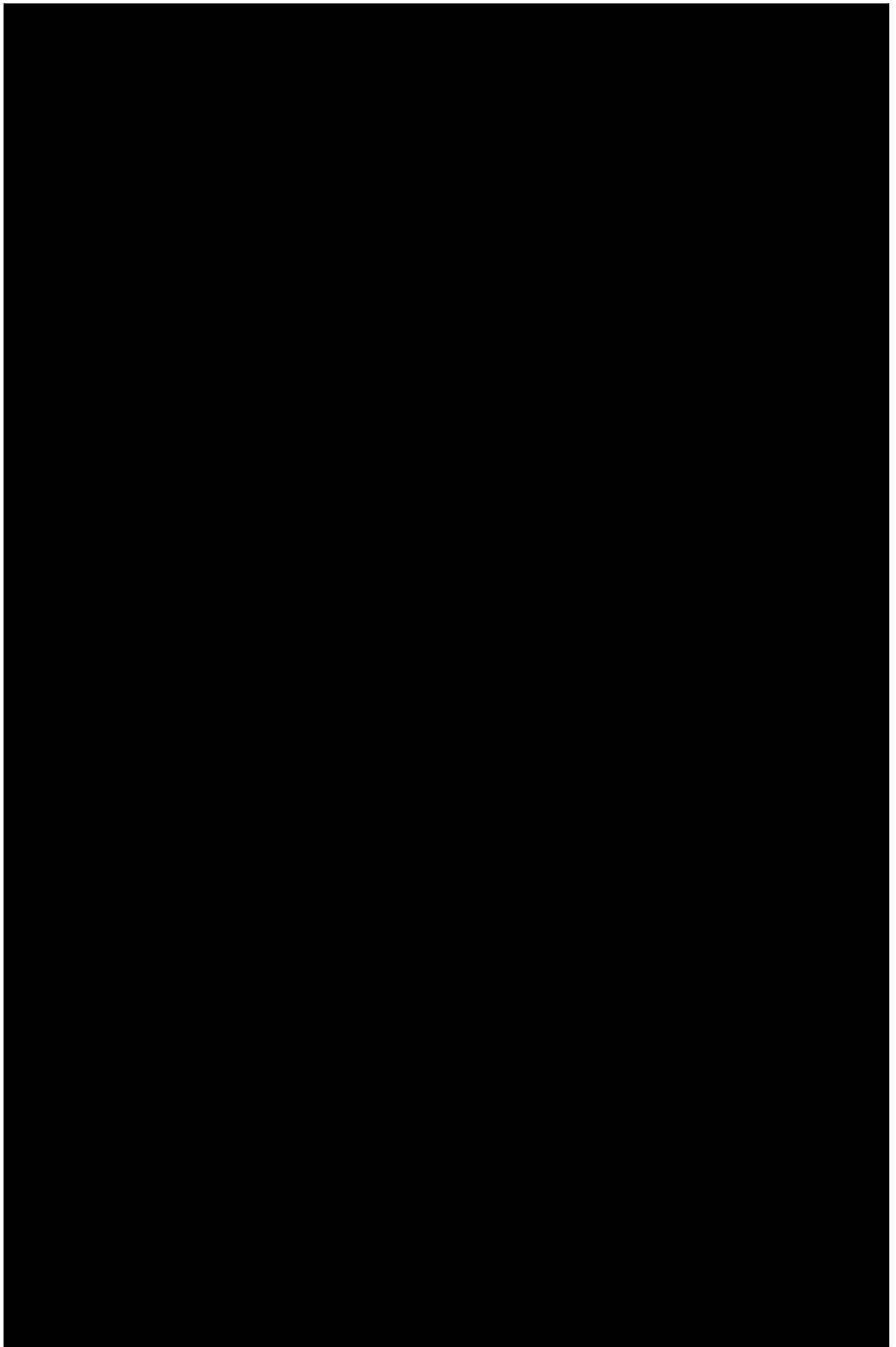


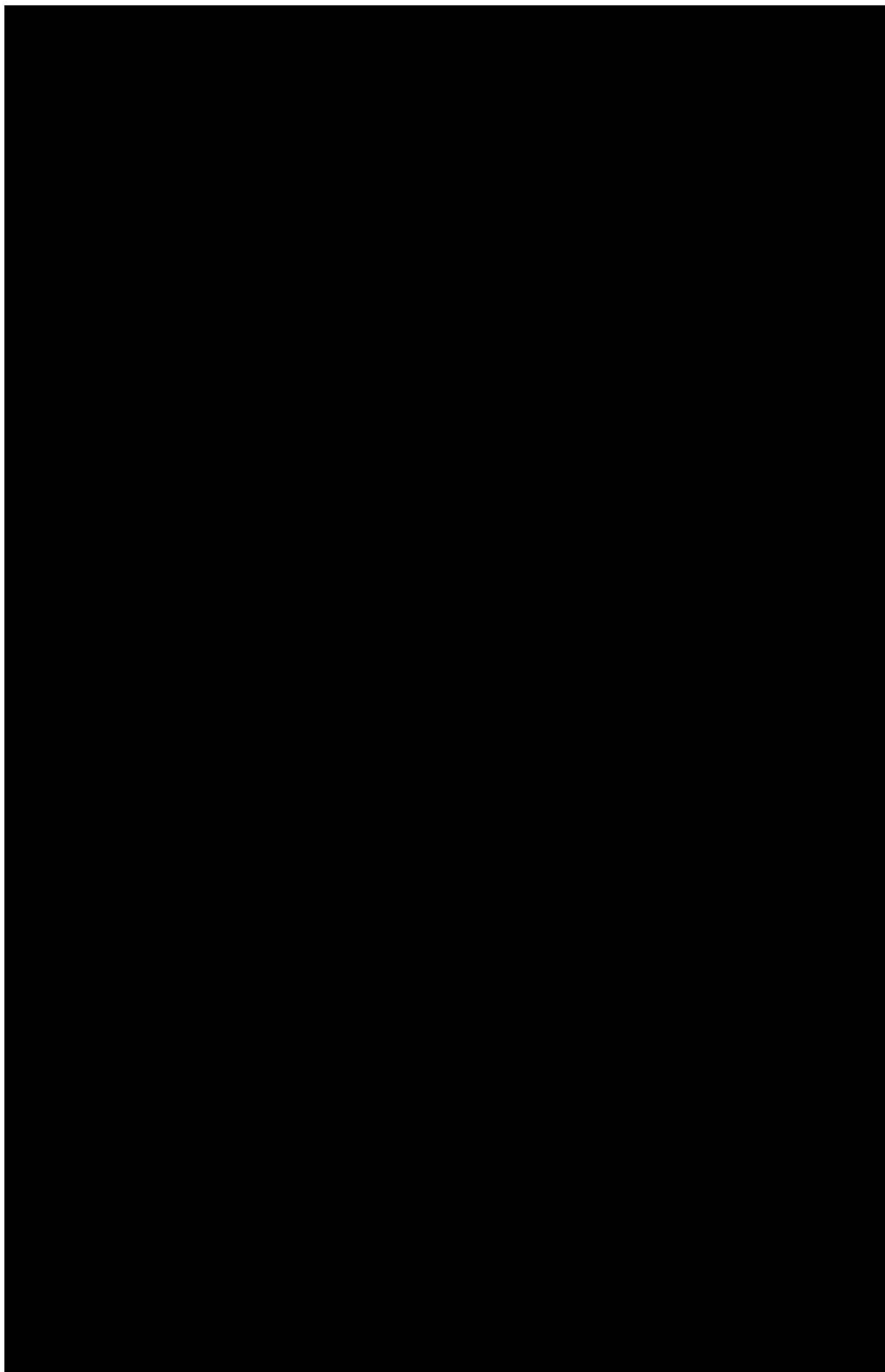
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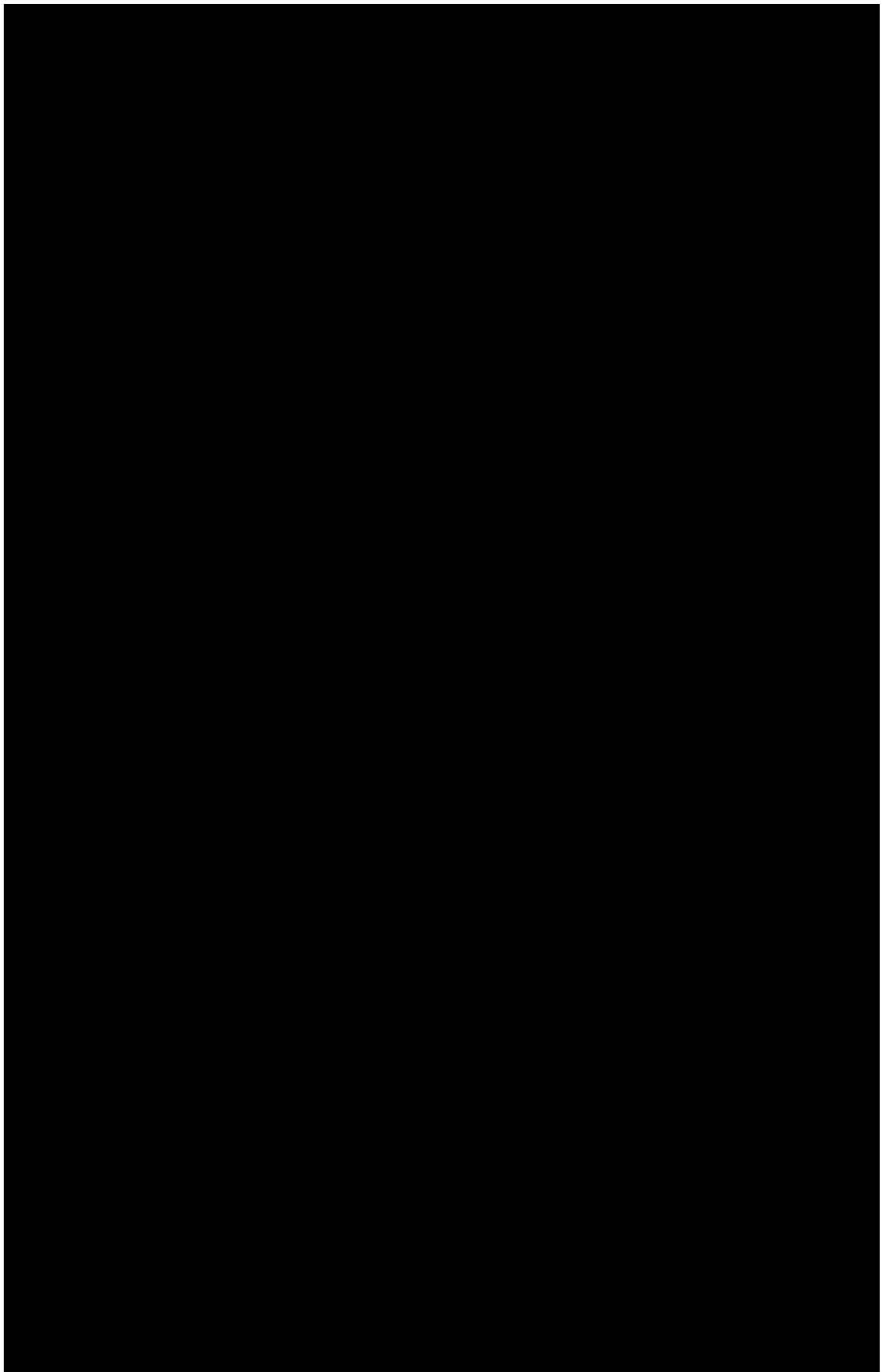
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THE EFFECTS OF THE 1997-1998 ASIAN FINANCIAL CRISIS ON THE FINANCIAL PERFORMANCE OF THE LISTED FIRMS IN THE MALAYSIAN STOCK EXCHANGE

ABU M. N. M. HANIFFA¹, ABU M. N. M. HANIFFA²,
ABU M. N. M. HANIFFA³ AND ABU M. N. M. HANIFFA⁴

¹Faculty of Business Administration, Universiti Kebangsaan Malaysia, 43600 Bangi, Selangor, Malaysia
²Faculty of Business Administration, Universiti Kebangsaan Malaysia, 43600 Bangi, Selangor, Malaysia
³Faculty of Business Administration, Universiti Kebangsaan Malaysia, 43600 Bangi, Selangor, Malaysia
⁴Faculty of Business Administration, Universiti Kebangsaan Malaysia, 43600 Bangi, Selangor, Malaysia

ABSTRACT. This study examines the effects of the Asian financial crisis on the financial performance of the listed firms in the Malaysian stock exchange. The study uses a sample of 100 listed firms in the Malaysian stock exchange for the period 1997-1998. The results show that the financial performance of the listed firms in the Malaysian stock exchange has declined significantly during the Asian financial crisis.

KEYWORDS: Asian financial crisis, financial performance, listed firms, Malaysian stock exchange.

1. INTRODUCTION

The Asian financial crisis has had a significant impact on the financial performance of the listed firms in the Malaysian stock exchange. The crisis has led to a sharp decline in the stock prices of the listed firms, which has in turn led to a decline in their financial performance. This study examines the effects of the Asian financial crisis on the financial performance of the listed firms in the Malaysian stock exchange.

The Asian financial crisis is a period of economic turmoil that began in 1997 and lasted until 1998. It was characterized by a sharp decline in the stock prices of the listed firms in the Asian stock exchanges, which led to a decline in their financial performance.

The financial performance of the listed firms in the Malaysian stock exchange has declined significantly during the Asian financial crisis. This is evident from the decline in their stock prices, which has led to a decline in their financial performance.

The decline in the financial performance of the listed firms in the Malaysian stock exchange during the Asian financial crisis is a result of several factors. These factors include the decline in the stock prices of the listed firms, the decline in their sales, and the decline in their profits.

The decline in the stock prices of the listed firms is a result of the Asian financial crisis. The crisis has led to a sharp decline in the stock prices of the listed firms, which has in turn led to a decline in their financial performance.

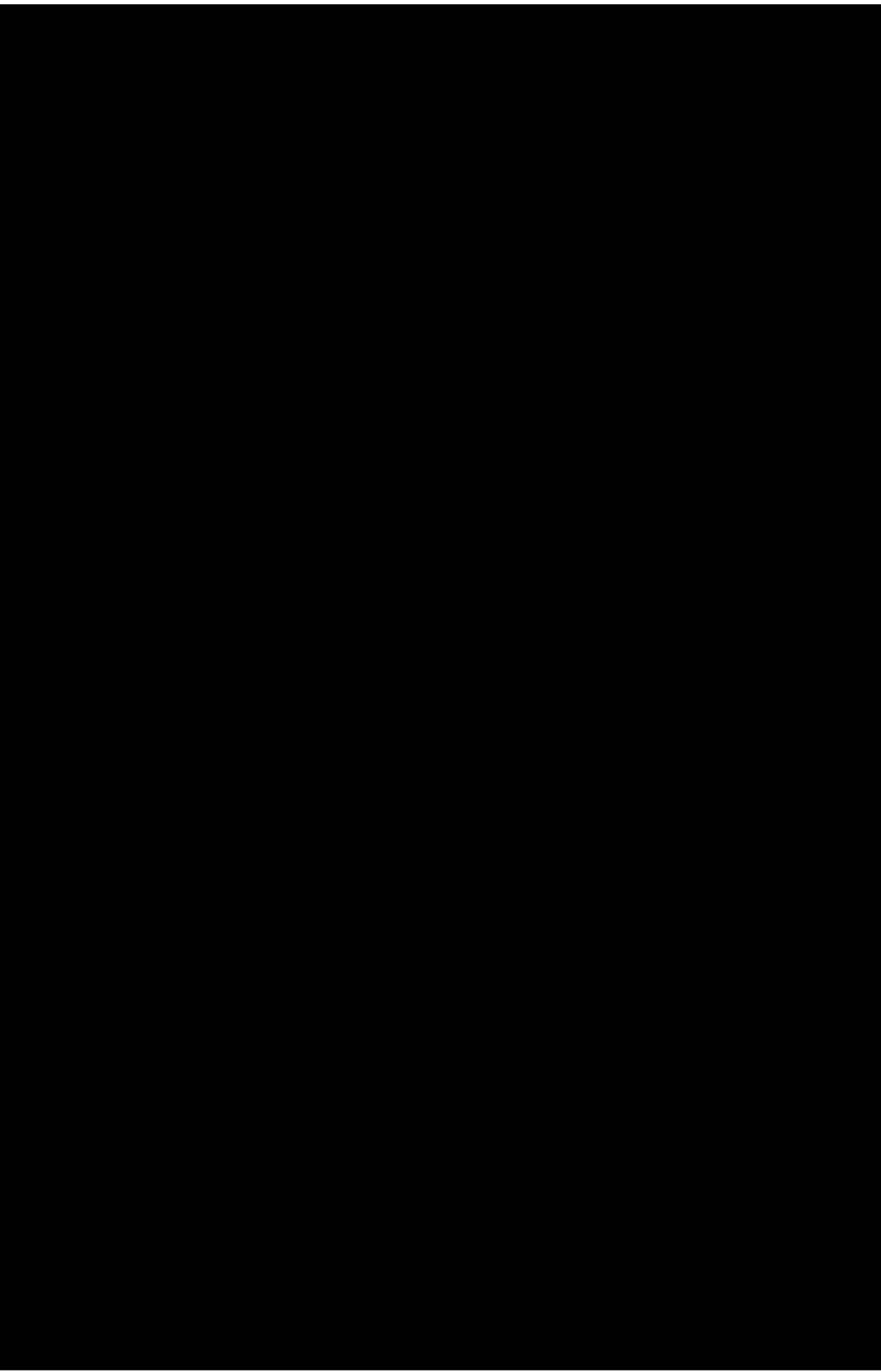
The decline in the sales of the listed firms is a result of the Asian financial crisis. The crisis has led to a decline in the demand for the products and services of the listed firms, which has in turn led to a decline in their sales.

The decline in the profits of the listed firms is a result of the Asian financial crisis. The crisis has led to a decline in the revenues of the listed firms, which has in turn led to a decline in their profits.

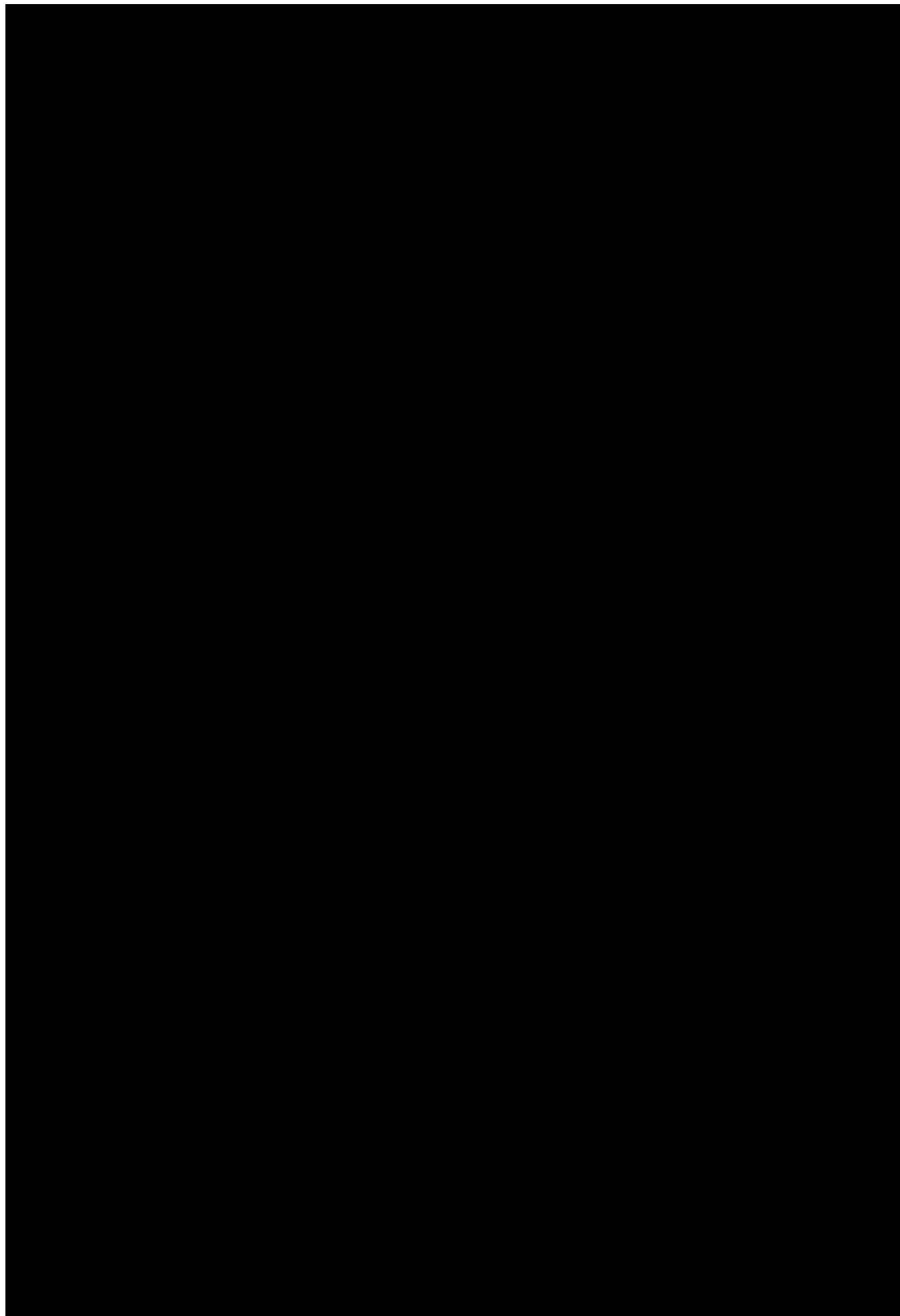
The decline in the financial performance of the listed firms in the Malaysian stock exchange during the Asian financial crisis is a result of several factors. These factors include the decline in the stock prices of the listed firms, the decline in their sales, and the decline in their profits.

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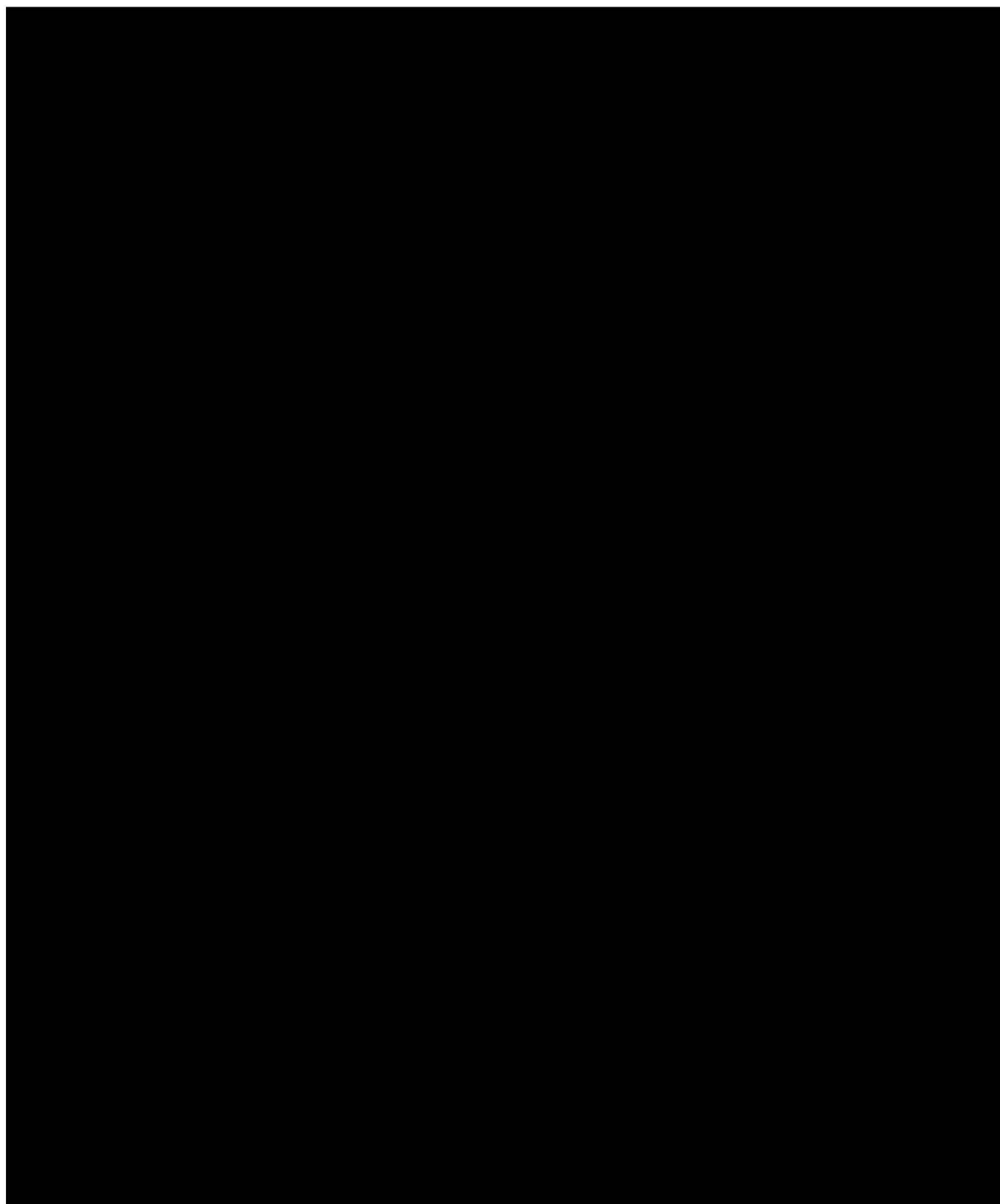


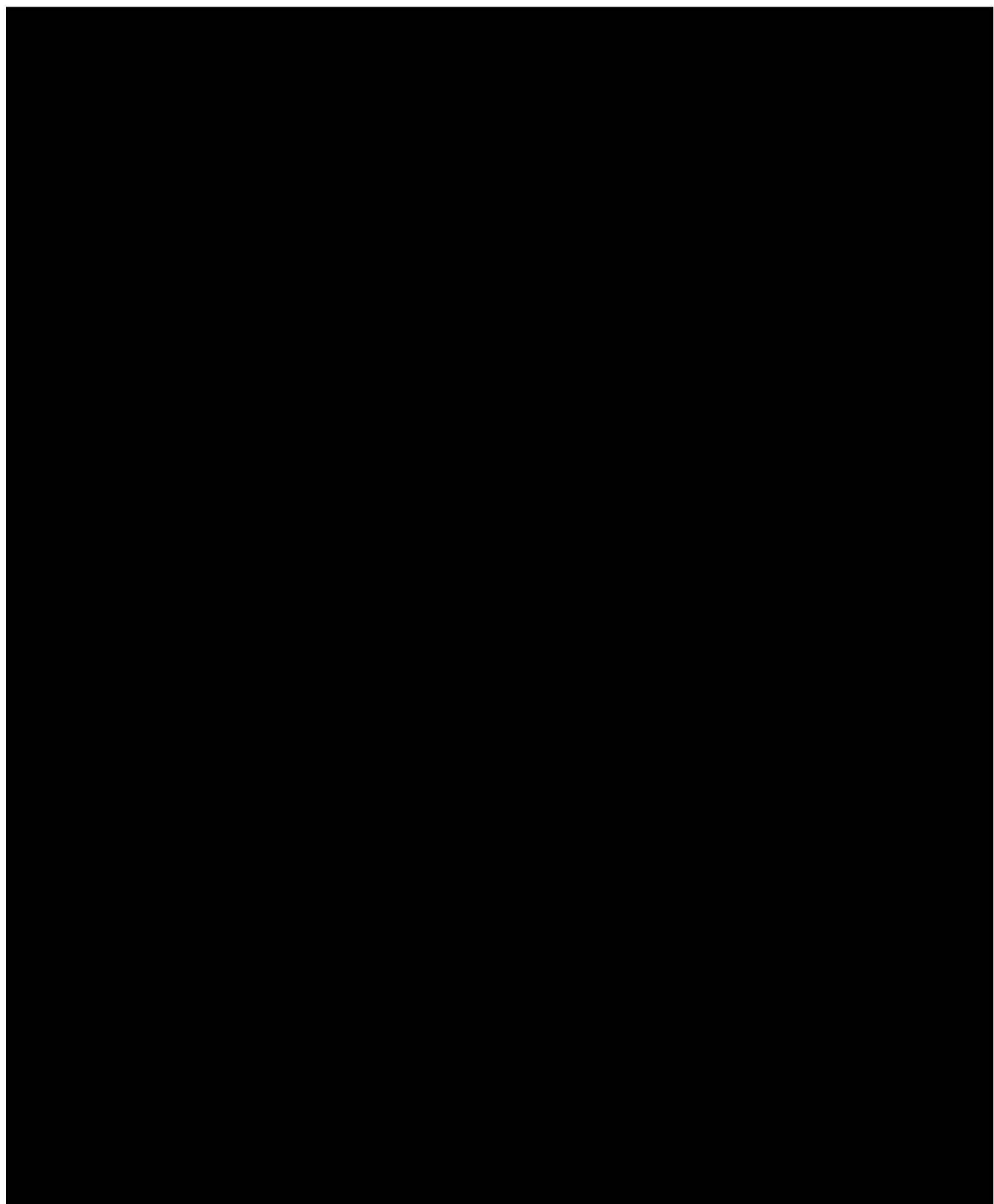


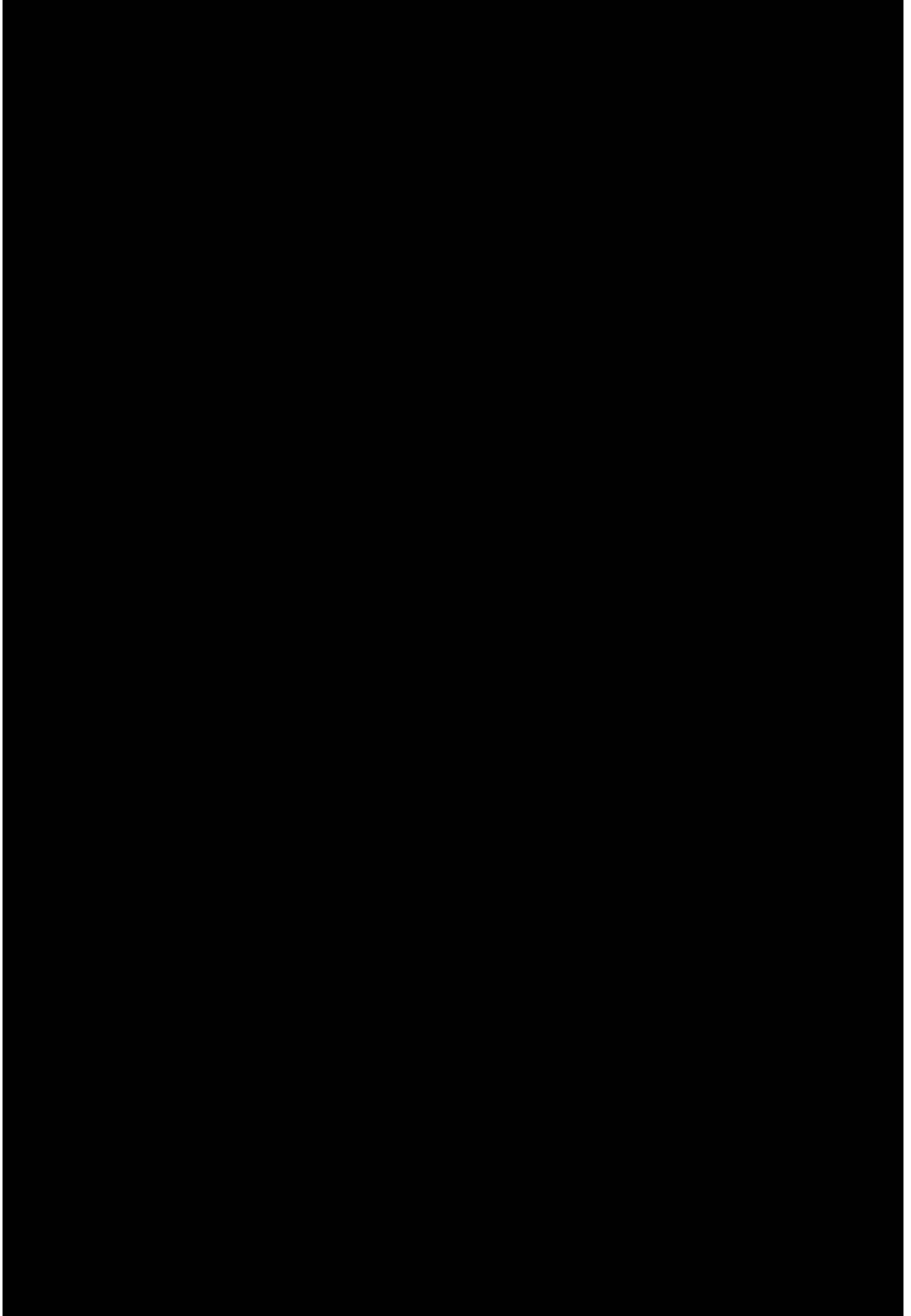
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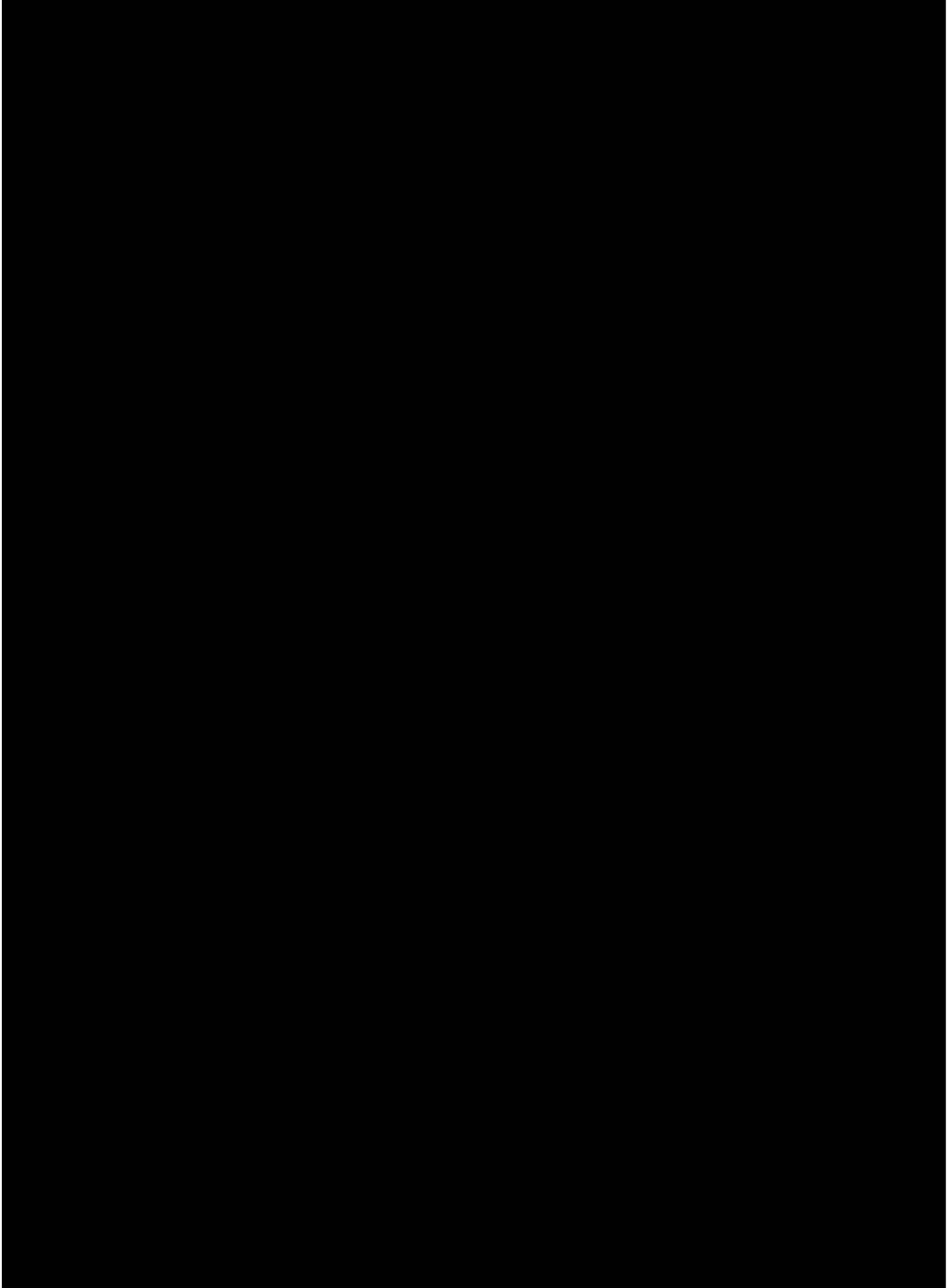
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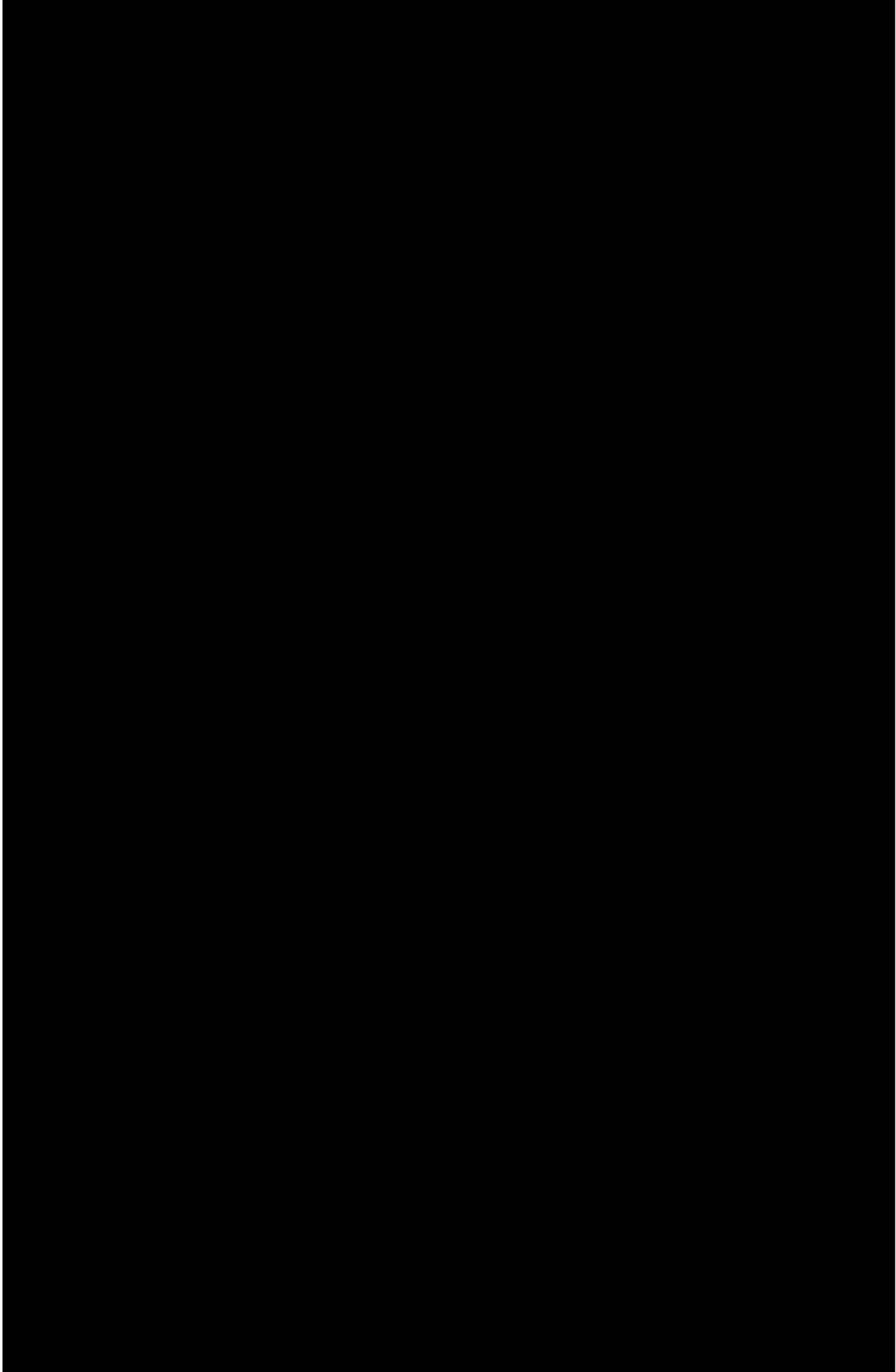
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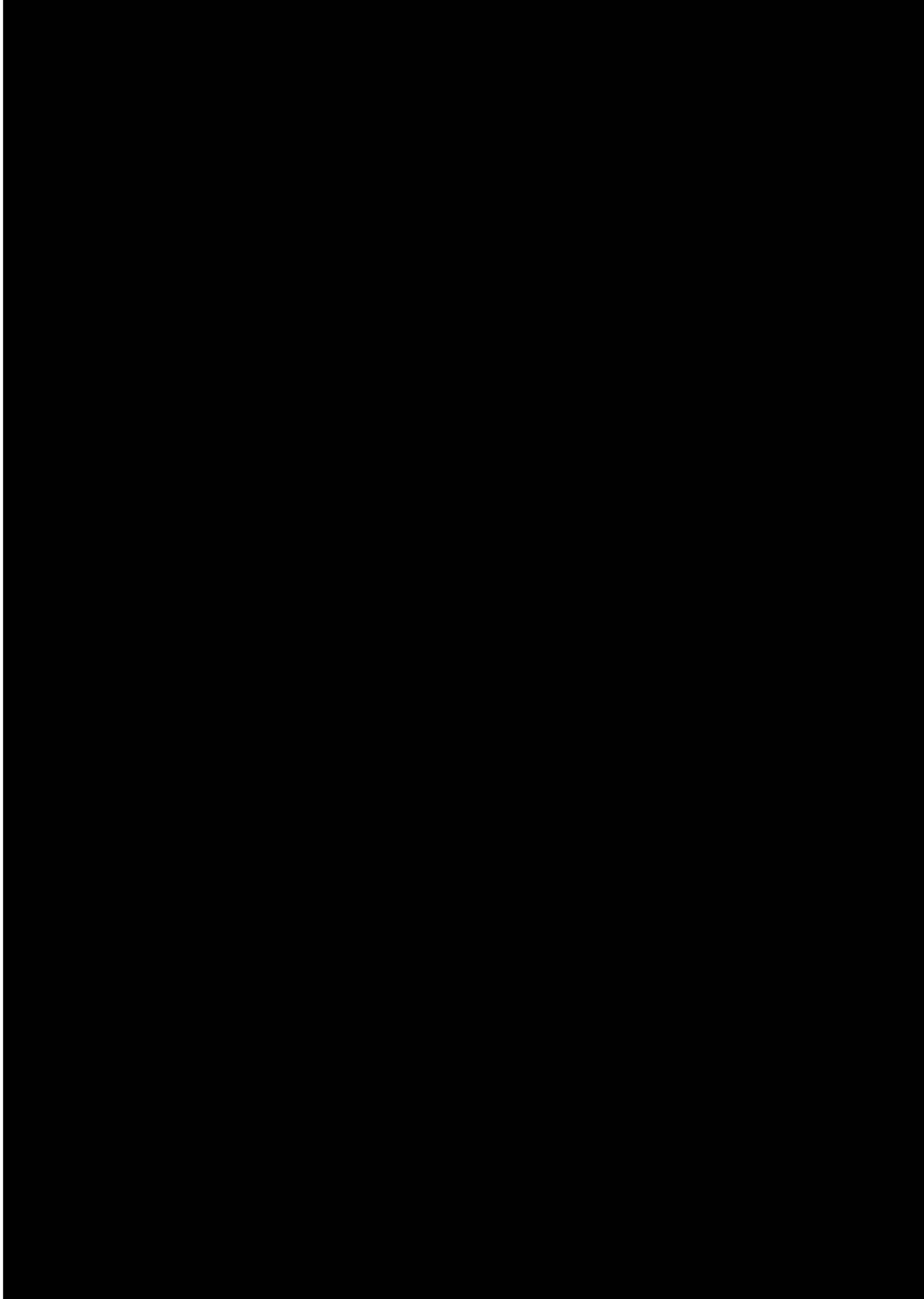


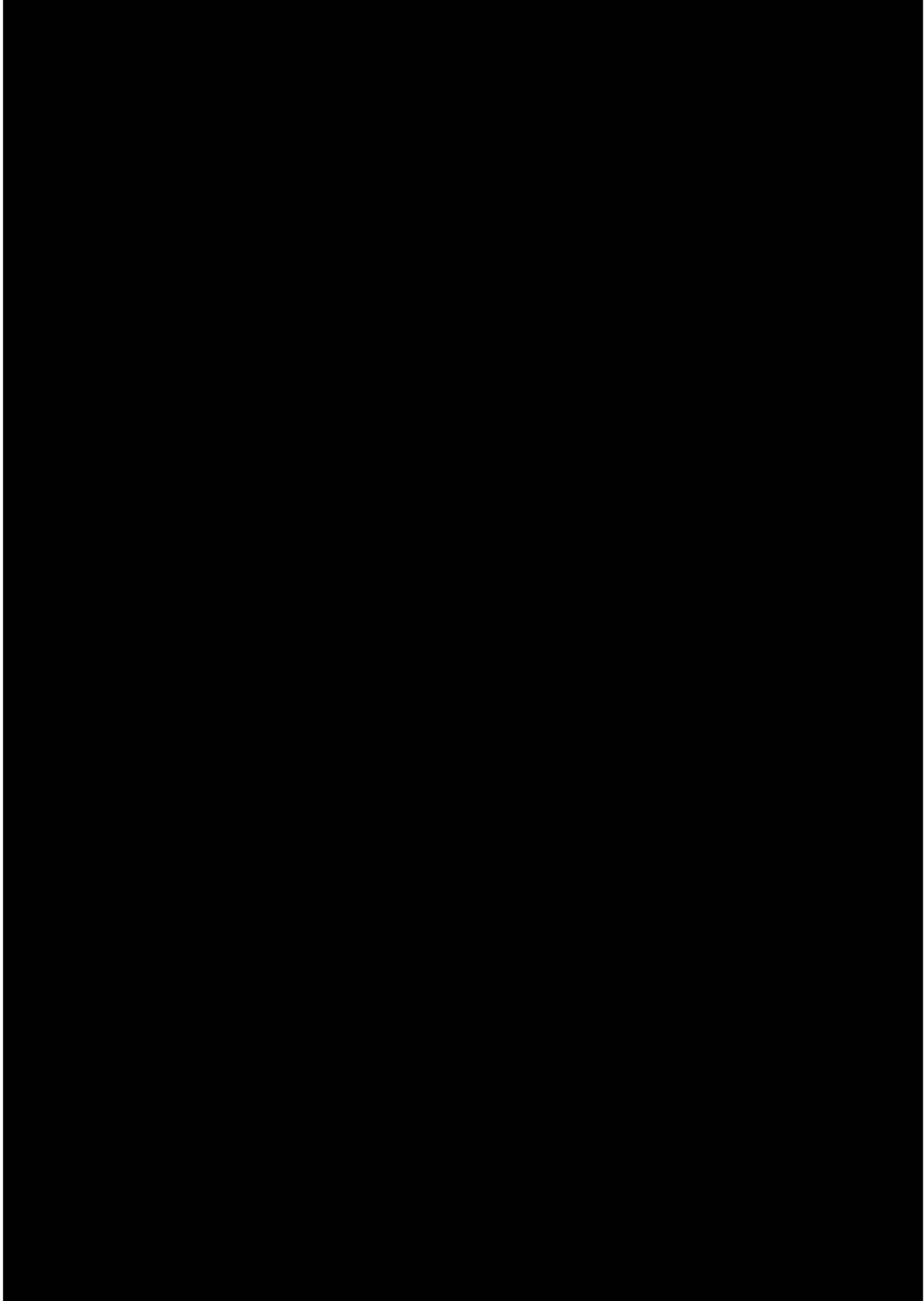


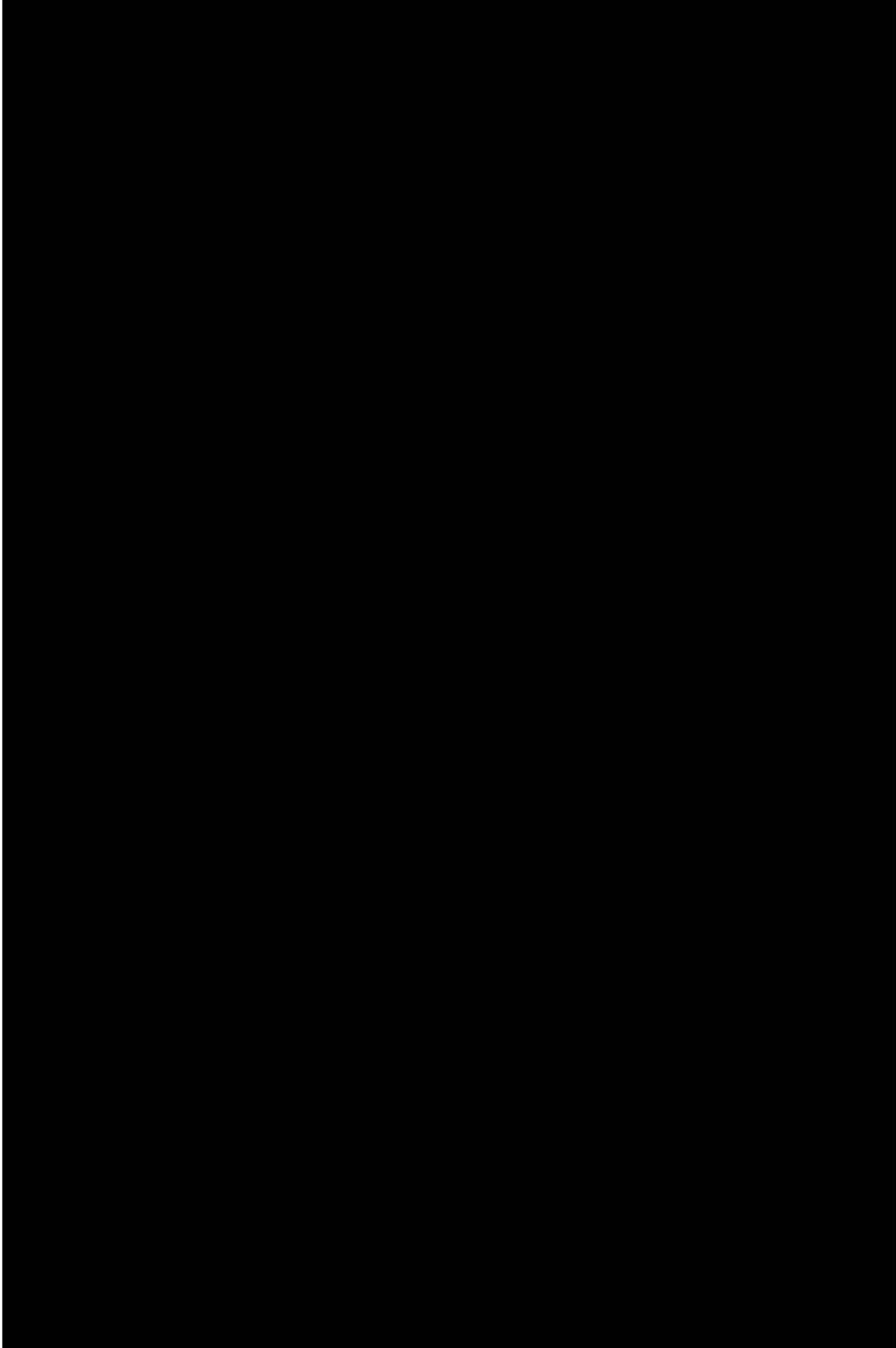


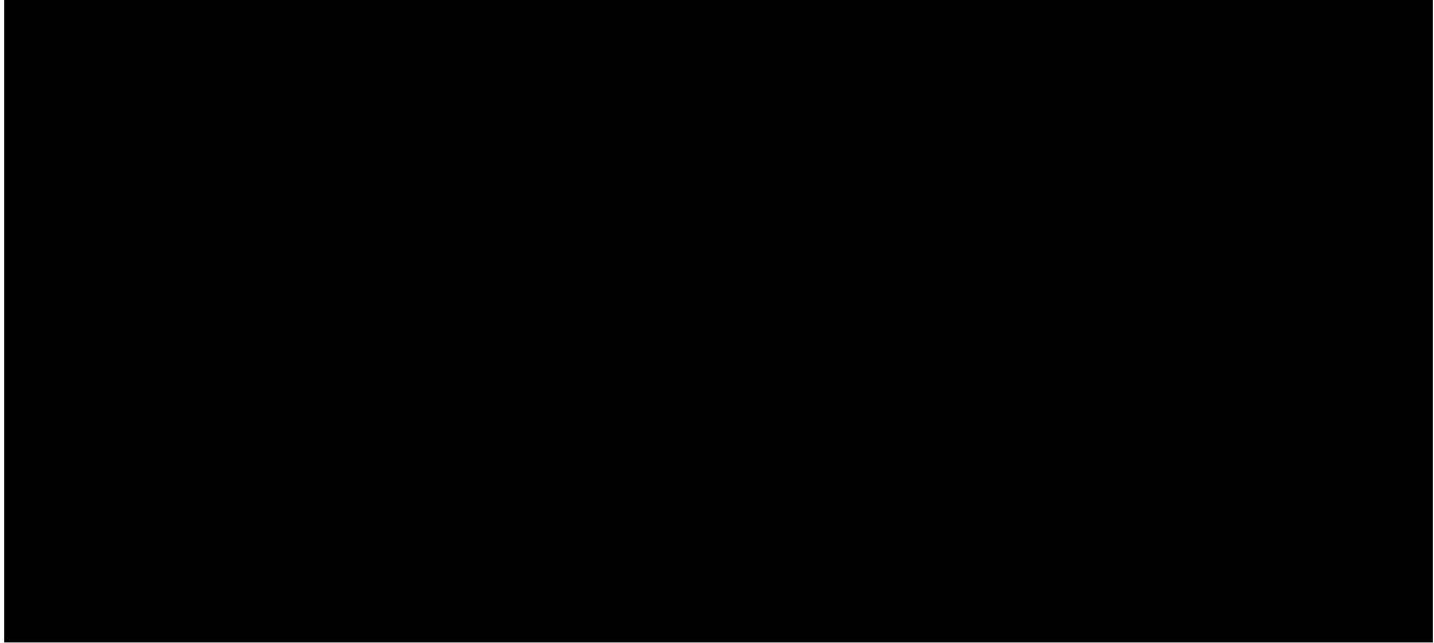


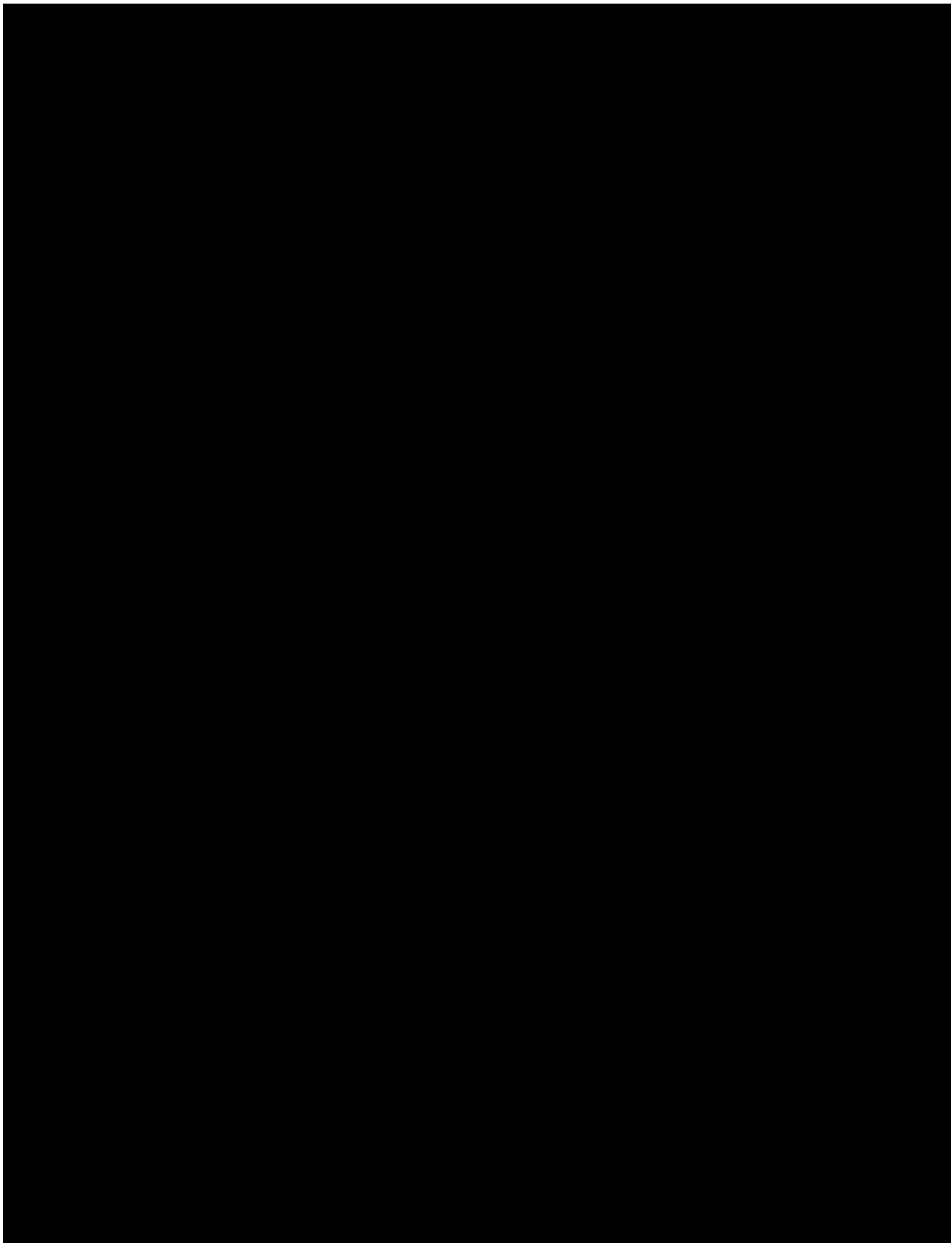


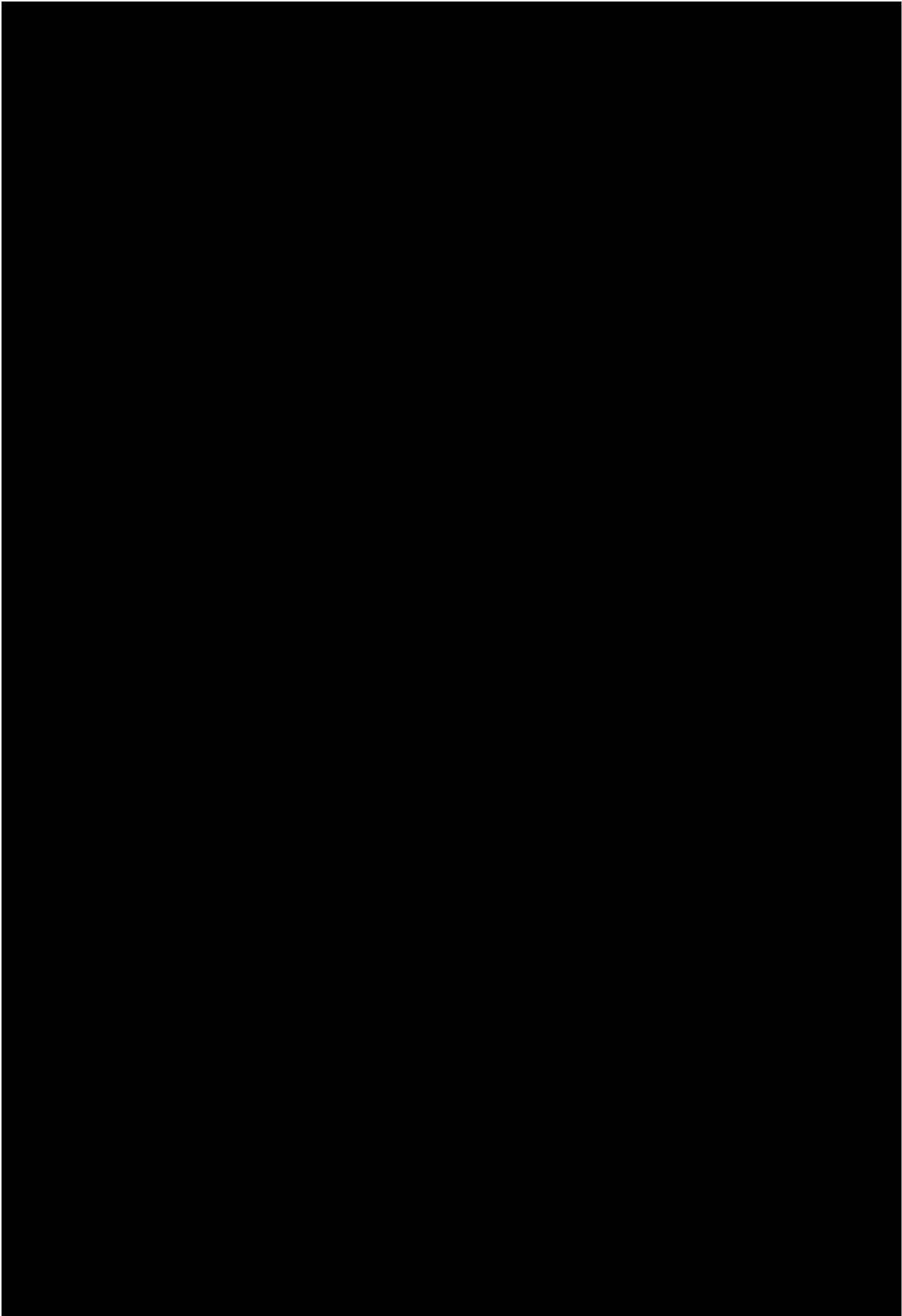


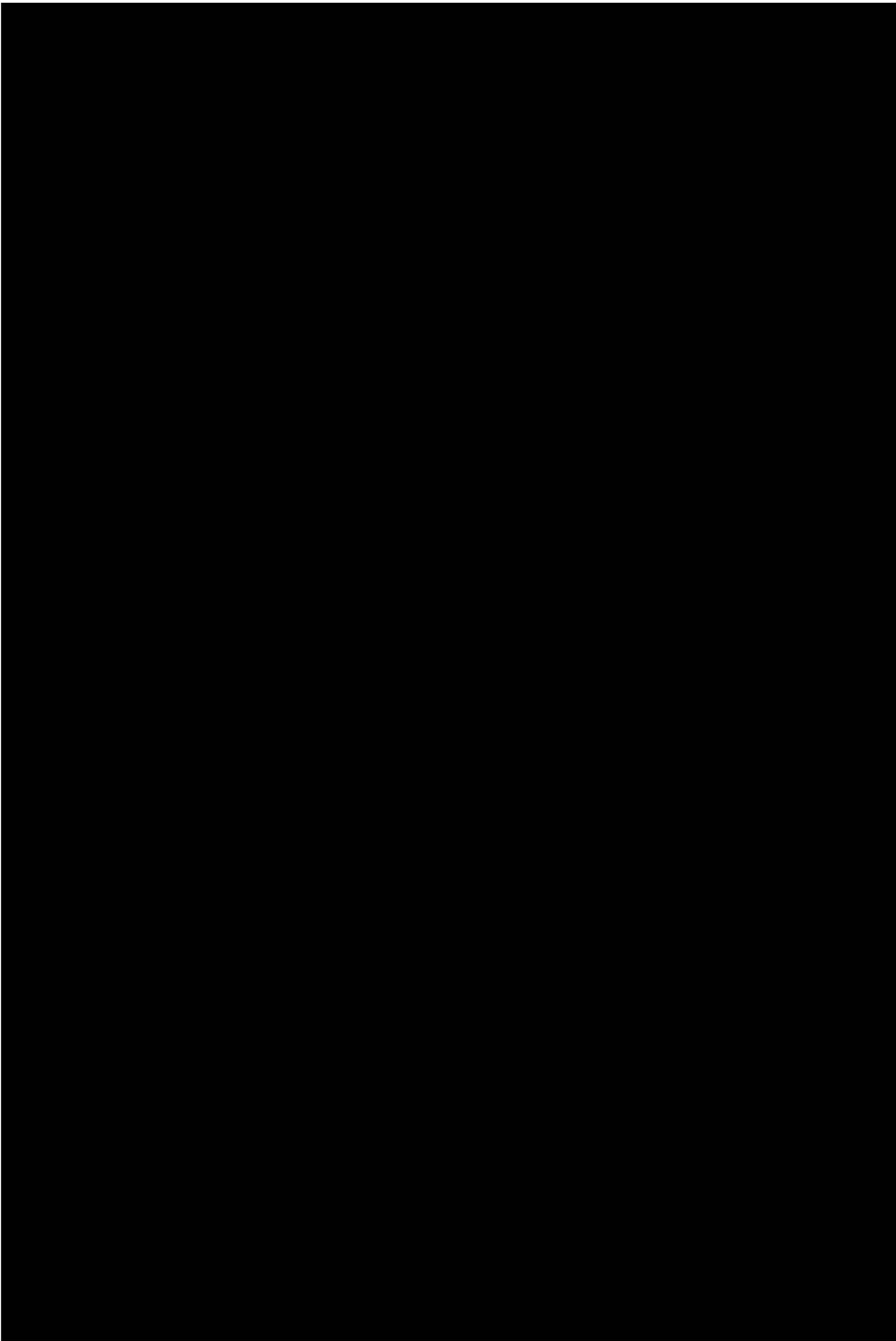


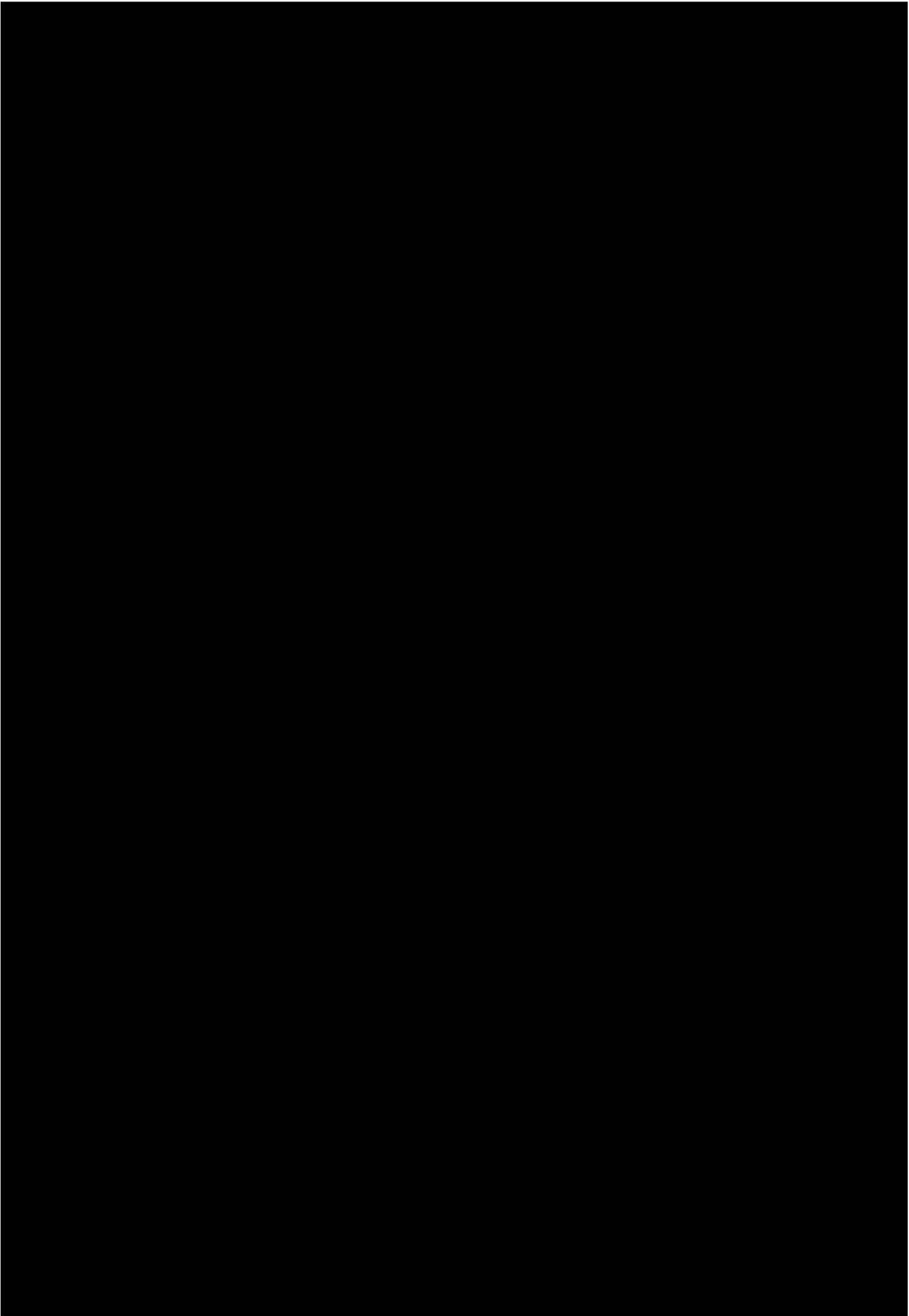


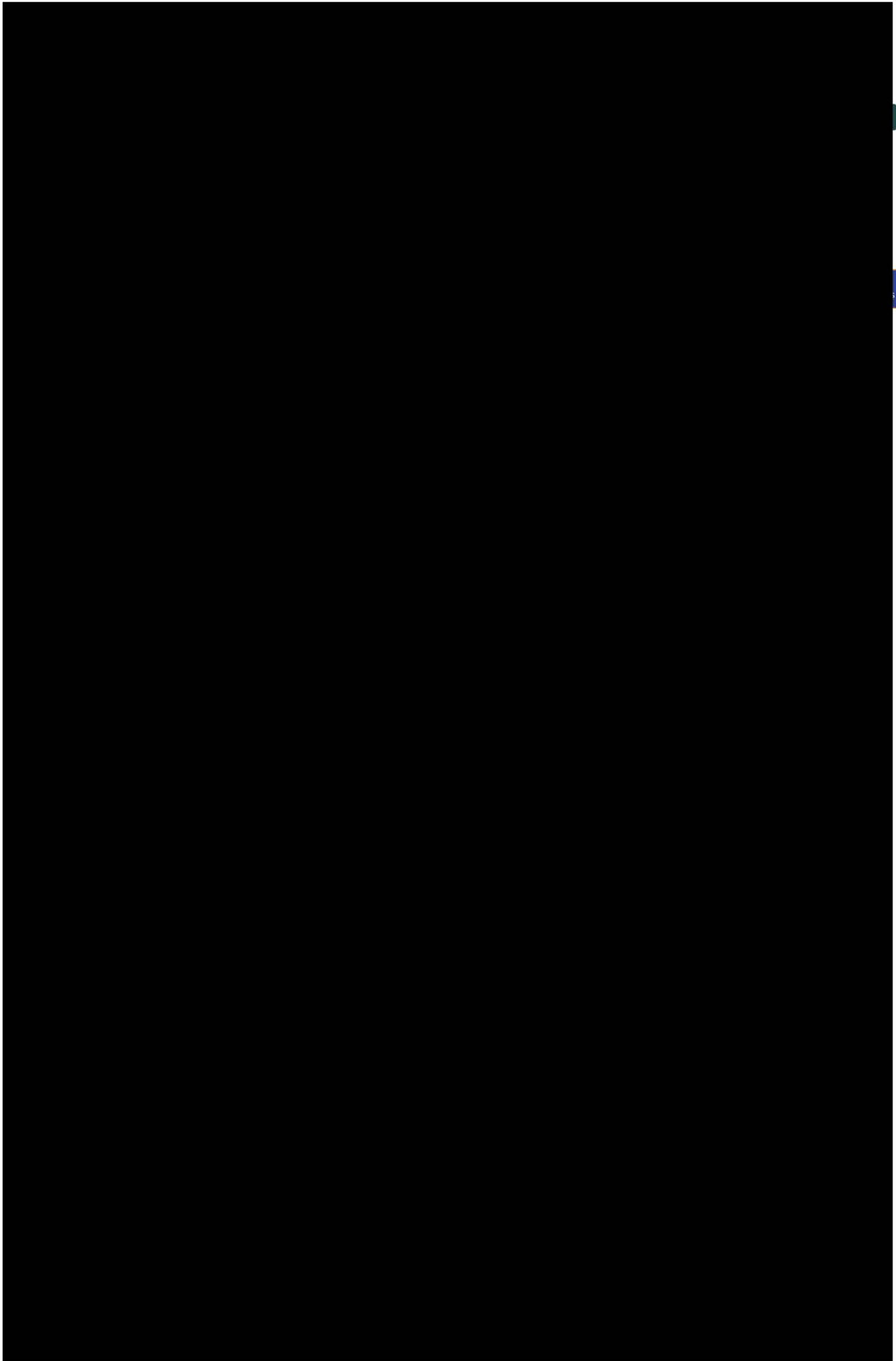


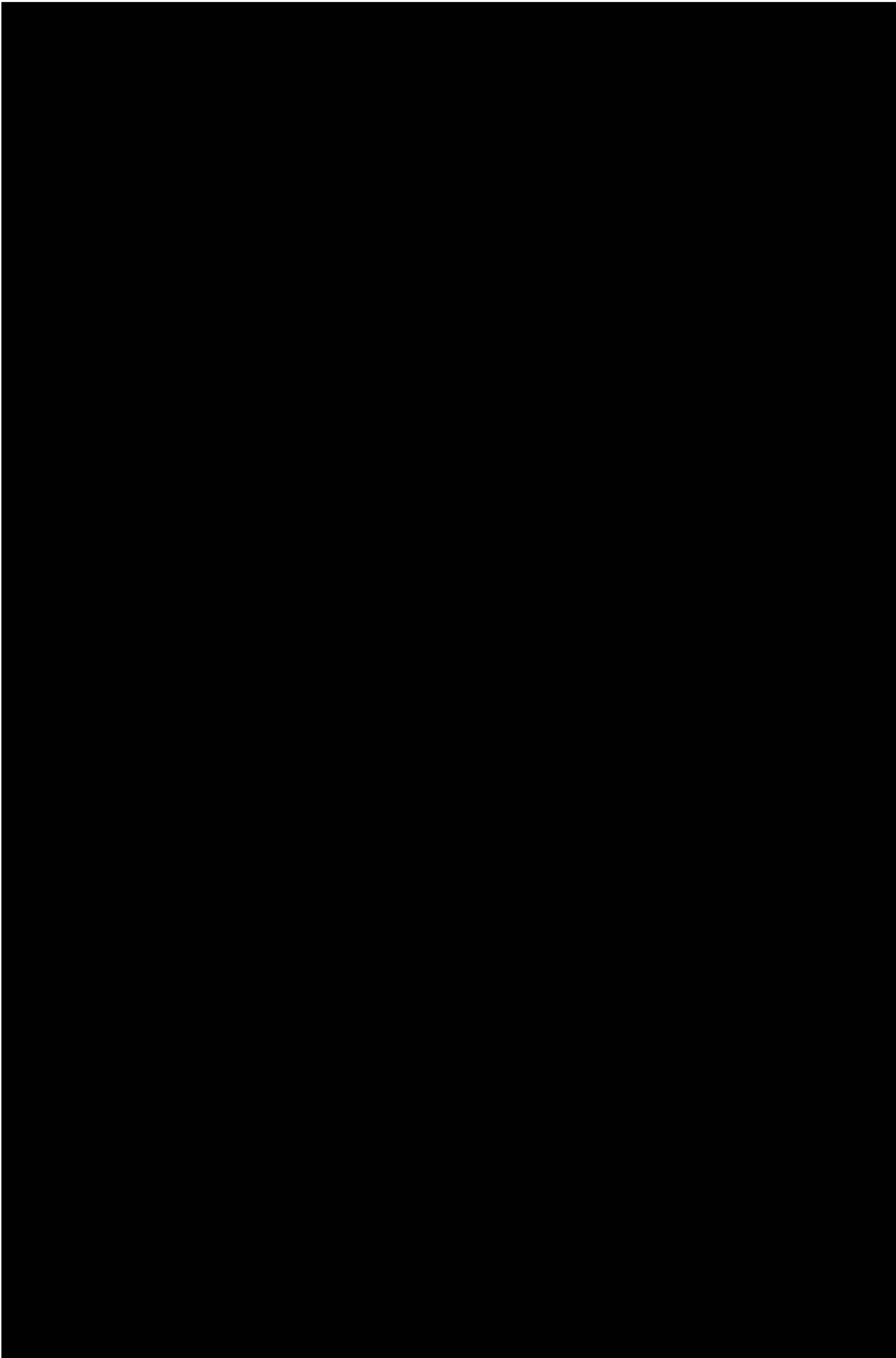


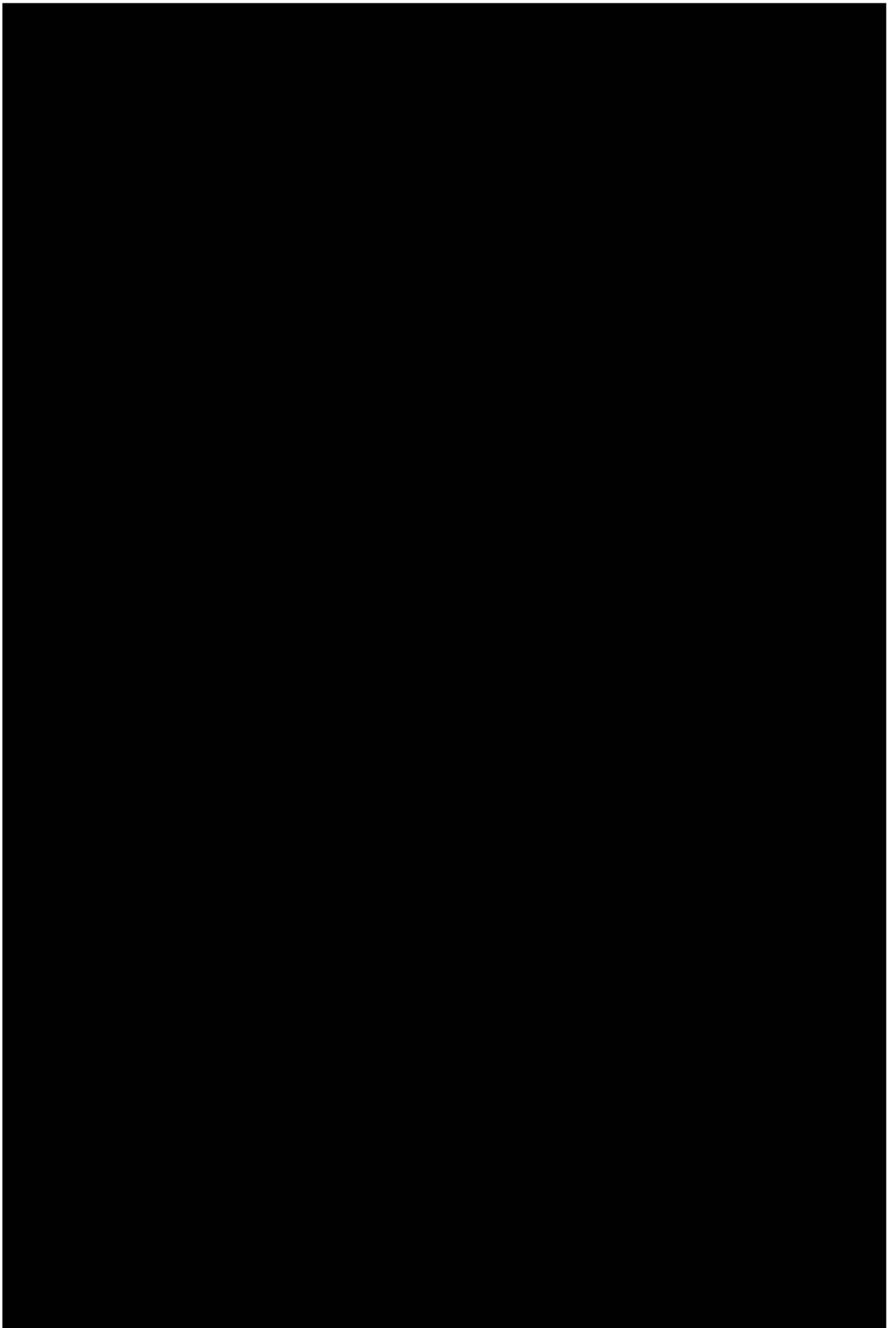


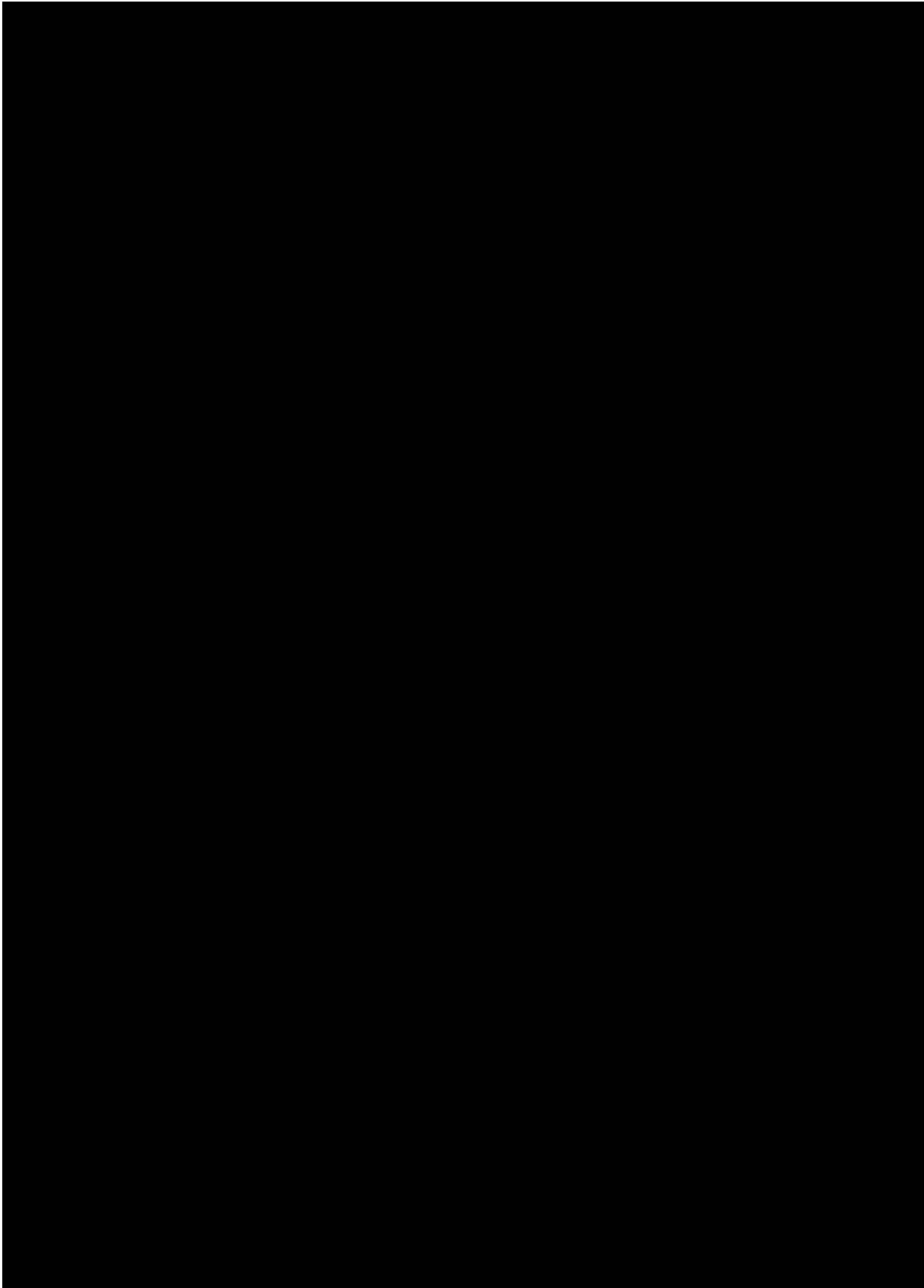


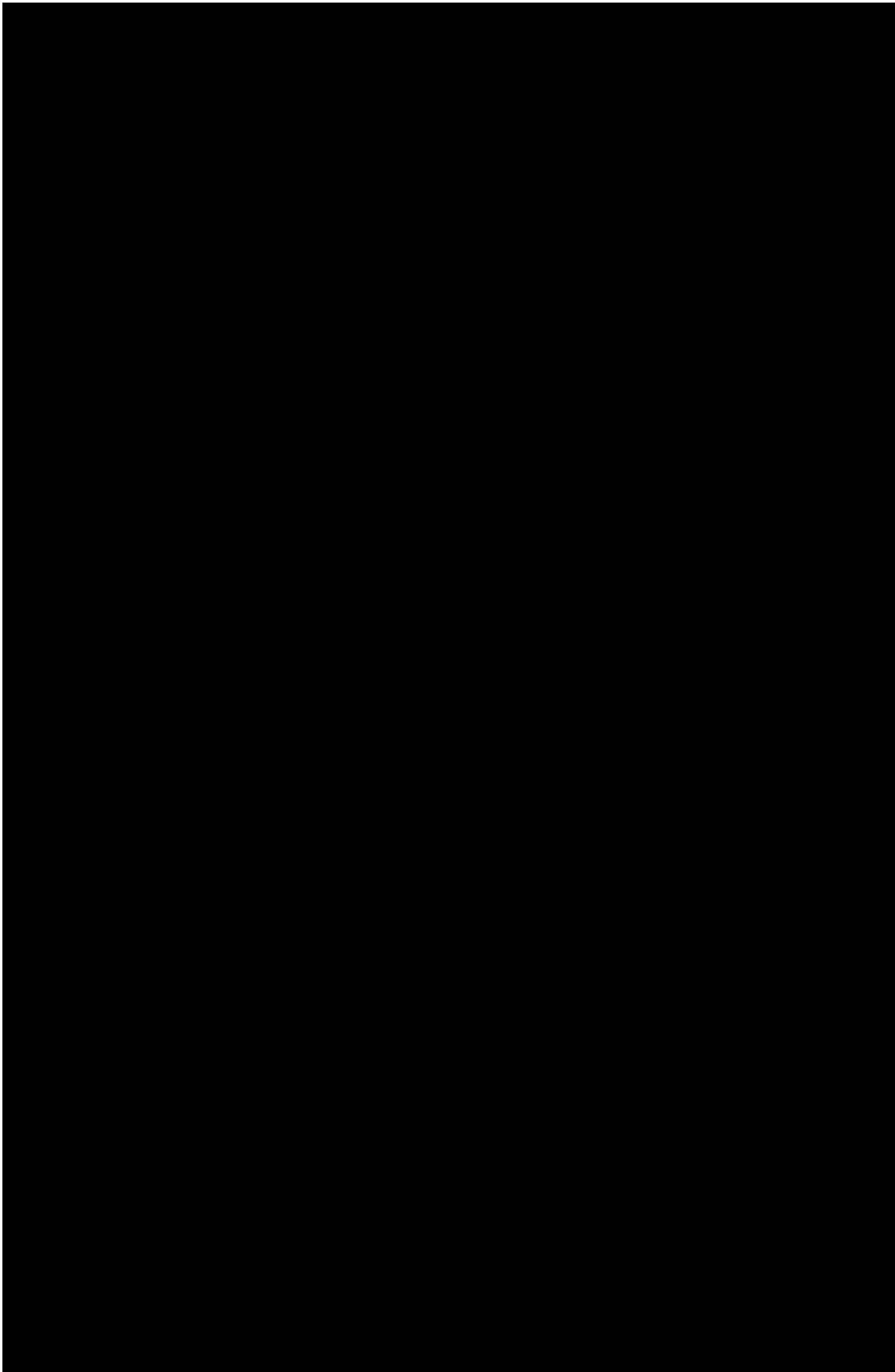


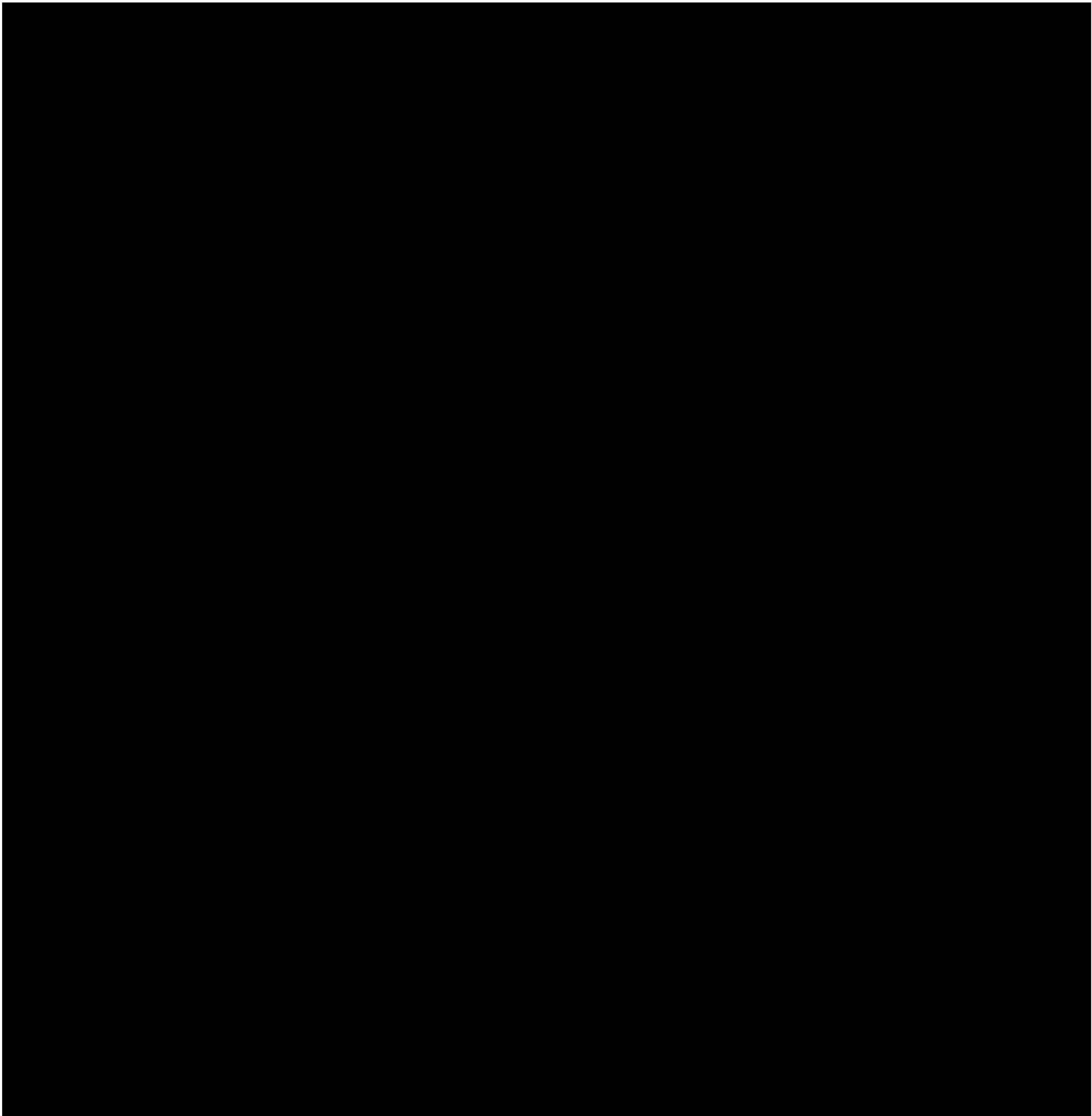


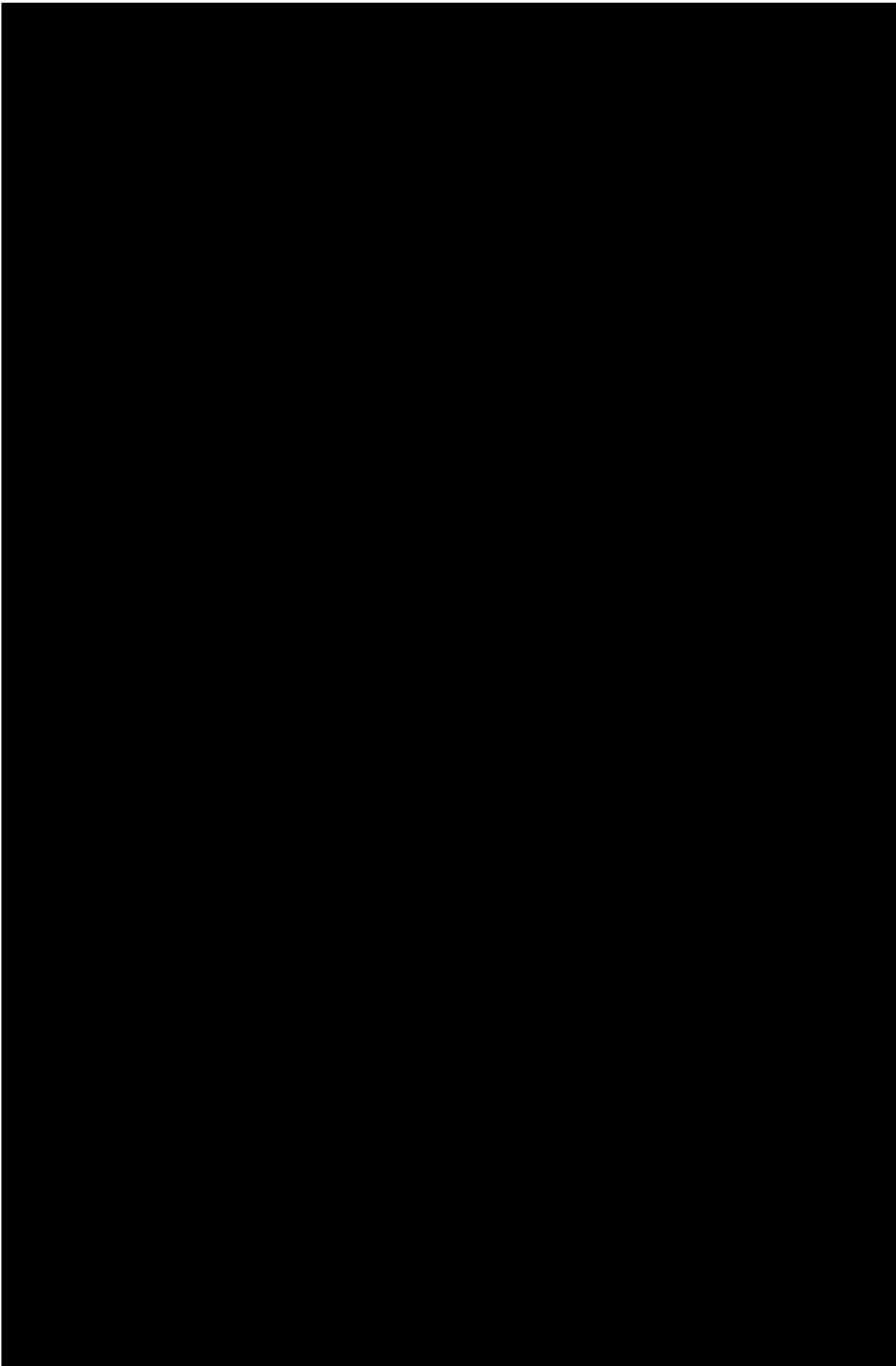


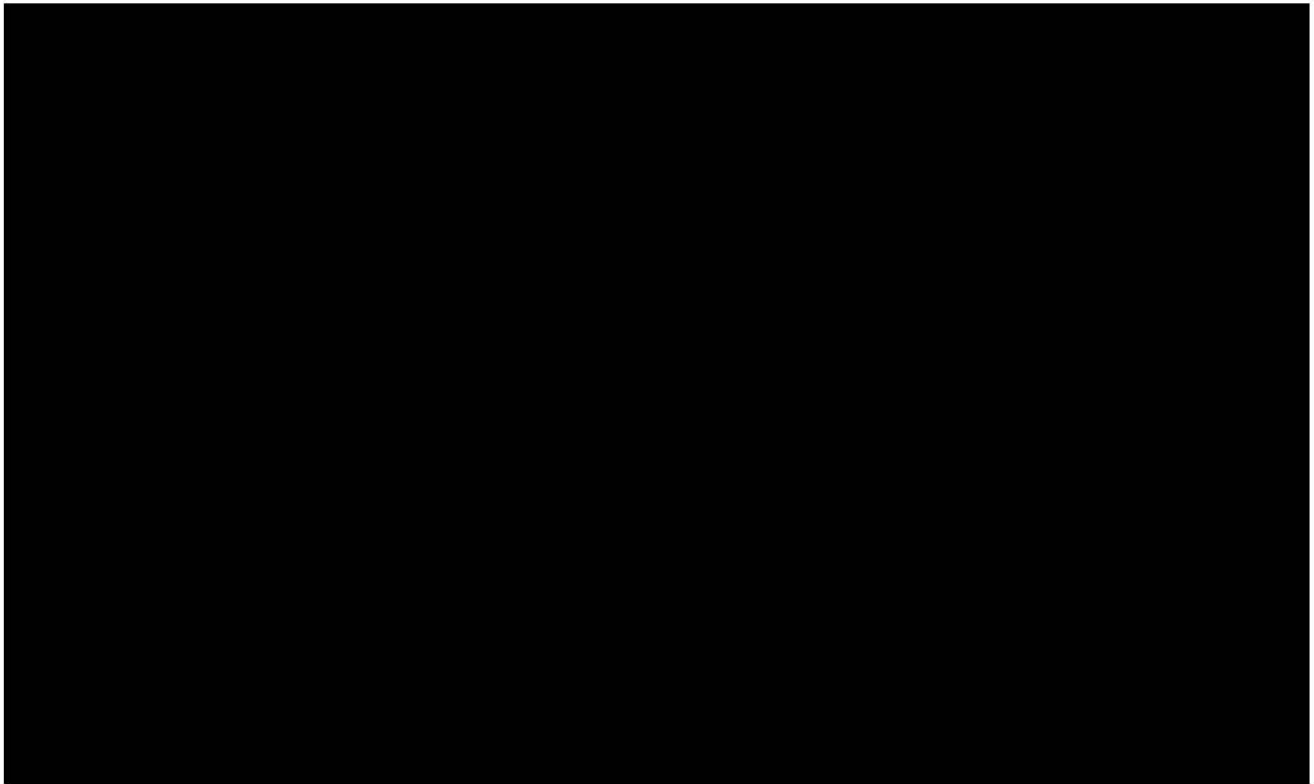














Part 2: Contract Terms



Contract Terms v6.0