

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Agulhas Applied Knowledge Ltd
10e Branch Place
London
N1 5PH

Dear Sir/Madam

Letter of Appointment

This letter of Appointment dated 22nd September 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:	PS21109 – Embedding diversity, inclusion and racial equality in UK climate programmes: A case study of the UK PACT programme RAF037/2122
From:	Department for Business, Energy & Industrial Strategy (BEIS) of 1 Victoria Street Westminster, London SW1H 0ET ("Customer")
To:	Agulhas Applied Knowledge Ltd a company registered in England and Wales under Company Number 04644326 whose registered office is at 10e Branch Place, London N1 5PH ("Supplier")

Effective Date:	Wednesday 22 nd September 2021
Expiry Date:	Tuesday 30 th November 2021

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: <ul style="list-style-type: none">· the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B; and
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Key Individuals:	<div style="background-color: black; width: 100%; height: 100%;"></div>
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Contract Charges (including any applicable discount(s), but excluding VAT):	<p>The total call-off contract value shall not exceed £69,941.25 excluding VAT.</p> <p><u>Payment Schedule</u> One single payment milestone due at the end of the final deliverable, on 30-Nov-2021 this invoice will be for the full cost of the project.</p>
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 £5million 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 £1 million for each individual claim.</p>
Liability Requirements	<p>Suppliers limitation of Liability (Clause 18.2 of the Contract Terms);</p>
Customer billing address for invoicing:	<p>All invoices should be sent to should be sent to:</p> <p>Department of Business, Energy and Industrial Strategy, 1 Victoria Street, London, SW1H 0ET and <div style="background-color: black; width: 100%; height: 1em;"></div></p>

GDPR	As per Contract Terms Schedule 7 (Processing, Personal Data and Data Subjects)
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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.

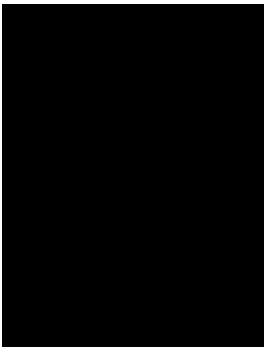
The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.

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

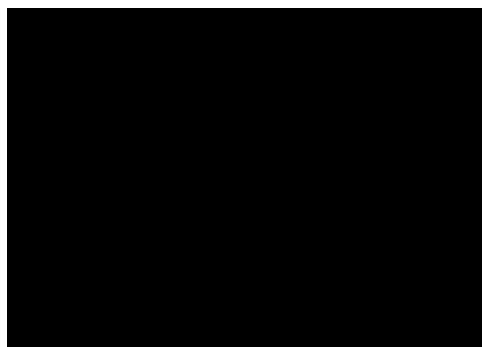
For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title:



Name and Title:



ANNEX A

Customer Project Specification

To be determined by the Customer at Call for Competition stage

Introduction

This invitation to tender is for **an expert researcher to work collaboratively with UK PACT (Partnering for Accelerated Climate Transitions). UK PACT is the flagship technical assistance programme of the UK's International Climate Finance (ICF). The expert researcher (hereafter referred to as the 'Supplier') will deliver analysis and recommendations on diversity, inclusion and racial equality** which will inform the future UK PACT operating model and generate **valuable learnings for the wider BEIS International Climate Finance (ICF) portfolio**. This will be achieved through a focused period of work, taking not more than nine weeks, comprised of four work packages:

1. Stocktake of existing best practice of diversity, inclusion and racial equality policies in ODA programming external to UK PACT and BEIS ICF;
2. Assessment of current situation in UK PACT regarding diversity, inclusion and racial equality;
3. Initial co-produced recommendation report; and
4. Final report and workshops.

Activities and outputs aim to answer the following research questions:

- How are diversity, inclusion and racial equality considerations currently handled in delivering the UK PACT programme?
- What are the key dynamics, processes and decision-points influencing the handling of diversity, inclusion and racial equality considerations for:
 - a. UK PACT projects
 - b. different organisational 'levels' of the UK PACT programme, and
 - c. different UK PACT geographies?
- What are the key challenges (e.g. capacity issues, expertise, politics) currently limiting considerations and implementation of diversity, inclusion and racial equality in programme activities?

- What actions, policies and procedures could be introduced to the UK PACT programme to ensure that diversity, inclusion and race equality considerations are embedded and mainstreamed into all stages of UK PACT programme design and delivery?
- What actions, policies and procedures could be introduced to the wider ICF programme to ensure that diversity, inclusion and race equality considerations are embedded and mainstreamed into all stages of the programme design and delivery?

Background

Background on BEIS International Climate Finance

UK International Climate Finance (ICF) is delivered by three UK Government departments, including the Department for Business, Energy and Industrial Strategy (BEIS). BEIS's component of ICF focuses on large-scale climate mitigation programmes in countries where climate mitigation potential is greatest - typically with high or rapidly growing emissions and/or forest countries that play a critical role as major carbon sinks. This draws on BEIS's ownership of and expertise in domestic decarbonisation, clean growth, innovation and green finance and remit as the lead Department on climate change mitigation and the UNFCCC negotiations.

BEIS and predecessor departments have delivered ICF since 2008, and the current BEIS portfolio sees around 35 ICF funded programmes operating in over 100 countries (see <https://www.gov.uk/guidance/international-climate-finance> for more information).

Background on the UK PACT programme

UK PACT (Partnering for Accelerated Climate Transitions) provides demand-led technical assistance to build capacity to support high-emitting countries or those with potential to be high emitters make the changes needed to reduce emissions, adopt a green development pathway, alleviate poverty and adapt to the challenges of climate change. In practice, it means that we support partner countries to build the skills and capacity they need to confidently design and deliver climate policies and regulations, as well as actions and implementation plans that tackle climate change.

Part of the ICF portfolio of programmes, UK PACT was established in 2018 as a pilot to test a new delivery model to support delivery of Paris Agreement commitments. It builds on recommendations made in 2014 by the Independent Commission for Aid Impact (ICAI)¹ and fills a strategic gap in the UK's ICF portfolio by working with high priority middle-income countries with high emissions reduction potential to provide targeted, demand-led, capacity building.

Since its inception, UK PACT has become a flagship UK technical assistance programme for the UK Government. In some countries, UK PACT is now the primary UK government mechanism for delivering technical assistance ODA. As of summer 2021, UK PACT is working with sixteen high priority countries, including deep bilateral partnership working with eight countries across Africa, Asia and Latin America that are currently high emitters, or have rapidly growing emissions, are keen to work with the UK Government, and have strategic relevance. UK PACT operates in the following countries, those marked with an asterisk are where UK PACT is working through bilateral partnerships: Argentina,

¹ ICAI, 2014: The UK's International Climate Fund. <http://icai.independent.gov.uk/report/uks-international-climate-fund/>

Bangladesh, Brazil, China*, Colombia*, Ethiopia, India, Indonesia*, Kenya*, Malaysia*, Mexico*, Nigeria*, Peru, South Africa*, Thailand and Vietnam.

UK PACT delivers focused, context-specific support to drive transformational change in these countries' emissions. Reflecting the rapidly changing operating context, UK PACT deploys a flexible and dynamic delivery model that anticipates changes in partner countries (e.g. changes in policy priorities). Through its multi-component offer, the programme can support a wide range of country needs, with resilience to changing priorities, and agility to exploit emerging opportunities (e.g. to move rapidly to agree a bilateral government partnership when internal political circumstances allow).

Over its pilot and initial delivery phases, UK PACT has built capacity in areas where the UK is seen as a world leader, including: energy decarbonisation (integrating renewables); green finance (standards for green finance, domestic investment incentives, support for carbon pricing); sustainable transport; and climate legislation and governance (conducting strategic, longer-term planning, national coordination).

Background on BEIS and diversity, inclusion and racial equality

This research project comes out of recent work undertaken within BEIS on the area of equalities.

On 15 July 2021, BEIS published [Equality Objectives and Information 2021-22](#), setting out equality objectives identified as priorities by the department, including information on how the Department carries out its public functions. The Department's 'Equality Objective 3' is:

"Support domestic and international efforts to tackle climate change and to ensure that the transition to net zero is fair and affordable, and does not negatively impact disadvantaged groups (in particular women, children, ethnic minorities, indigenous groups and those with disabilities)."

Under Equality Objective 3, one of the actions is "For new and existing ICF programmes, ask delivery and monitoring partners to include analysis of the impacts of programmes on certain groups of people." This research project aims to support BEIS ICF to develop strong, meaningful policies and procedures for meeting this objective and taking this action.

This project has a specific focus on racial equality. Recent discussions with BEIS ICF programme leads and FCDO climate attachés indicate that while best practice on gender is well-documented, race is very important in some countries and best practice guidance is hard to find. Therefore this project fills an important gap by focusing on racial equality. The project focus is described as "diversity, inclusion and racial equality" because we want the research to consider the intersections of race and other protected characteristics such as gender where relevant. We feel there is considerable value in an approach which focuses primarily on race equality but with consideration for other protected characteristics and intersectionality where relevant.

The UK PACT team is legally obliged to have due regard to equality issues, including race, through the UK Equality Act 2010, and through the Paris Agreement, where the UK has committed to respect, promote and consider its obligations on the rights of indigenous

peoples, local communities and migrants.² In the Equality Act, race can mean a person's colour or nationality (including their citizenship). It can also mean their ethnic or national origins, which may not be the same as their current nationality. Race also covers ethnic and racial groups.

The Requirement

Work Package 1: Stocktake of existing best practice of diversity, inclusion, and racial equality policies in ODA programming external to UK PACT and BEIS ICF

The Supplier will gather existing best practice from official development assistance (ODA) to inform a review of relevant literature on embedding diversity, inclusion and racial equality-related processes and procedures into (i) procurement exercises, (ii) programme design and (iii) programme implementation, with a specific focus on technical assistance programmes that aim to build capacity.

To assist, BEIS will make available senior programme managers, or expert policy staff for up to 2 interviews with policy makers. The Supplier will resource and augment it with expert input that the Supplier will secure (e.g. academics or civil society representatives) to highlight best practice and lessons learnt.

The Supplier will ensure that this review will be complementary to the recently commissioned BEIS ICF Evidence Review. This review will synthesise existing robust evidence on the effectiveness of ICF programmes and the areas of focus for BEIS ICF. The output from this work package is expected to be of value to wider ICF programming, not just UK PACT, as the content will be more general (e.g. in comparison to Work Package 2).

Work Package (suggested timings)	Output
WP1: Stocktake of existing best practice of diversity, inclusion and racial equality policies in ODA programming external to UK PACT and BEIS ICF (Week 1-5)	Written report outlining literature review findings. This document should be informed by interviews from: <ul style="list-style-type: none">- BEIS staff, as detailed above (max 2 interviews)- Other experts e.g. academic or civil society representatives Expected length of literature review: up to 10 pages

Work Package 2: Assessment of current situation in UK PACT with regard to diversity, inclusion and racial equality

The Supplier will, through primary qualitative research and secondary evidence review, take stock of how diversity, inclusion and racial equality is incorporated into the UK PACT programme. Given the timescales available, BEIS are not anticipating a comprehensive

² "Parties should, when taking action to address climate change, respect, promote and consider their respective obligations on human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity" (<https://unfccc.int/process/conferences/pastconferences/paris-climate-change-conference-november-2015/paris-agreement>).

evaluation of the programme but expects that the Supplier will conduct a targeted examination of relevant dynamics within the programme.

The overall aim of WP2 is to capture the details of how equality-related information / knowledge does (or doesn't) (a) travel across the network of stakeholders involved in any given UK PACT project and (b) translate into concrete action. It may be the case that there are a set of key challenges (e.g. capacity issues, expertise issues, politics) currently limiting consideration of racial equality in programme activities, and identifying what these barriers are - during both the implementation and pre-planning stages, and the later project cycle stages - will require a holistic or ethnographic approach to understanding how the UK PACT programme and UK PACT projects work – a case study approach which attempts to understand what is done *within the context of the situation*. In other words, the key question here is not “is racial equality currently considered within UK PACT?” or “to what extent is racial equality currently considered?” – the key question is “*why do things currently work the way they do?*”.

To assist with delivery, BEIS will make available BEIS ICF and UK PACT staff for interview (see below list), and will provide access to relevant project documents. The Supplier will use these resources as data to inform delivery of this work package. BEIS ICF and UK PACT staff and stakeholders available to be interviewed for this work include:

- UK PACT team in London;
- BEIS ICF Programme Management Office;
- UK PACT Embassy leads;
- UK PACT Delivery Partners;
- UK PACT Implementation Partners; and
- (if/where appropriate) government and/or civil society representatives from developing countries.

The Supplier will collect and analyse data to inform the two initial research outputs outlined below:

- *In-depth qualitative case studies of specific projects* (i.e. write-ups of projects based on review of documents and interviews with stakeholders). For example, a case study of a UK PACT-funded transport project in Colombia would trace the key processes and decision-points leading to selection of the project, project design, and project outcomes, with a focus on how diversity, inclusion and racial equality considerations were (or could have been) understood and incorporated into project design and delivery. This deliverable will be as a minimum 2 case studies, with 5-10 interviews per case study. We think it's important to have more than 1 case study, due to the fact UK PACT is active across diverse geographies, with three components (Country Programmes, Green Recovery Challenge Fund and Skill Shares & Secondments). An indicative guide for the number of interviews per case study is 5-10, so the Supplier can decide how many case studies would be appropriate, and justify this in their bid, with two as a minimum.

- *A preliminary qualitative analysis of programme governance processes.* The focus here is on relationships and processes linking the organisational ‘levels’ of UK PACT, in order to understand how programme and project design shapes/influences project outputs, outcomes and/or impacts. The key ‘levels’ that will be examined include the London-based BEIS team (including both core UK PACT team and wider ICF portfolio team), UK PACT colleagues based in partner countries, Delivery Partners, Implementing Partners and beneficiaries. This deliverable will be as a minimum 5 interviews, in addition to document analysis and the case studies described above.

Outputs from this work package are expected to be primarily of value to the UK PACT team, as they are specific to UK PACT.

Work Package (suggested timings)	Output
WP2: Assessment of current situation in UK PACT with regard to diversity, inclusion and racial equality* (Week 1-5)	Preliminary qualitative analysis of programme governance processes. Informed by: <ul style="list-style-type: none"> - A minimum of 5 interviews of BEIS staff and stakeholders - Desk based review of relevant programme and project documents - Case studies (see below)
	x2 case studies (minimum). Informed by: <ul style="list-style-type: none"> - 5-10 interviews for each case study

**Work package 2 MUST be delivered no later than 26th October 2021*

Work Package 3: Initial co-produced recommendation report

The Supplier will use the outputs from WP1 and WP2 to deliver, in tight timeframes, an initial executive summary of key actionable and specific recommendations to inform the UK PACT programme as it seeks to further embed and mainstream diversity, inclusion and racial equality policies and processes. BEIS expect the initial executive summary will be *co-produced* by the expert researcher, the UK PACT team and a member of BEIS ICF PMO team, using an *adaptive programming approach*.³ To help with costing, it is suggested that co-production could involve opportunities for the UK PACT team to input through two virtual (i.e. online) workshops (each 2 hours long) and opportunities to review, provide comments on and contribute to early drafts of the recommendation report.

The emphasis for these recommendations is that they are specific to the UK PACT context (i.e., sectors and countries), are actionable, and are as concrete as possible. We would like to go beyond general recommendations to ensure that we can make tangible improvements

³ An overview of adaptive programming in development is provided by Craig Valters, Clare Cummings and Hamish Nixon (2016) “Putting learning at the centre: Adaptive development programming in practice”, ODI, March 2016, <https://odi.org/en/publications/putting-learning-at-the-centre-adaptive-development-programming-in-practice/#:~:text=Adaptive%20programming%20suggests%2C%20at%20a,problems%20that%20they%20may%20face.>

to the processes, design and implementation of UK PACT, in relation to diversity, inclusion and racial equality.

Work Package (suggested timings)	Output
WP3: Initial co-produced recommendation report* (Week 1-5)	x2 workshops (2hrs each) with BEIS UK PACT team to obtain input on early draft recommendations
	Actionable recommendations brief, based on outputs from WP1 and WP2

**Work package 3 must be delivered no later than 26th October 2021.*

Work Package 4: Final report and workshops

The Supplier will produce final research outputs that, as a minimum, consist of a final report that summarises the findings and recommendations from WP1, WP2 and WP3. For awareness, UK PACT anticipates that the final report will be made publicly available in due course via the UK PACT website (www.ukpact.co.uk). The content of this final report should include 'SMART' recommendations with an evidence-based justification for which actions should be prioritised by the UK PACT programme; it should also generate valuable learnings for the wider BEIS International Climate Finance (ICF) portfolio. Our priority is that the report should be concise and usable, with a clear executive summary including a short overview of key findings – a 20- or 30-page report would be ideal.

The Supplier will deliver two impactful half-day workshops (the first with ICF staff (including UK PACT and wider BEIS ICF portfolio) only, and the second including UK PACT Delivery Partners) focused on supporting practical steps for delivering recommendations contained in the final report. These workshops will either be virtual or will be held at the BEIS office in London. If the latter, then BEIS will source a meeting room for this activity and the Supplier's expenses would be limited to travel costs only.

Work Package (suggested timings)	Output
WP4: Final report and workshops (Week 6-9)	Final report (summarising WP1, WP2, WP3)
	x2 action planning workshops, one with BEIS ICF staff and another including UK PACT Delivery Partners

Here is a summary of the four work packages and respective outputs listed above, presented together:

Work Package (suggested timings)	Output
WP1: Stocktake of existing best practice of diversity, inclusion and racial equality policies in ODA programming external to UK PACT and BEIS ICF (Week 1-5)	Written report outlining literature review findings. This document should be informed by interviews from: <ul style="list-style-type: none"> - BEIS staff, as detailed above (max 2 interviews)

	<ul style="list-style-type: none"> - Other experts e.g. academic or civil society representatives
	Expected length of report – up to 10 pages
WP2: Assessment of current situation in UK PACT with regard to diversity, inclusion and racial equality * (Week 1-5)	Preliminary qualitative analysis of programme governance processes. Informed by: <ul style="list-style-type: none"> - A minimum of 5 interviews of BEIS staff and stakeholders - Desk based review of relevant programme and project documents - Case studies (see below)
	x2 case studies (minimum). Informed by: <ul style="list-style-type: none"> - 5-10 interviews for each case study
WP3: Initial co-produced recommendation report * (Week 1-5)	x2 workshops (2hrs each) with BEIS UK PACT team to obtain input on early draft recommendations
	Actionable recommendations brief, based on data collected during WP1 and WP2
WP4: Final report and workshops (Week 6-9)	Final report (summarising WP1, WP2, WP3)
	x2 action planning workshops, one with BEIS ICF staff and another including UK PACT Delivery Partners

** Work packages 2 and 3 MUST be delivered no later than 26th October 2021.*

Working Arrangements

BEIS envisage the need for close interaction between the BEIS Project Manager and Supplier throughout the process, to ensure that emerging issues are dealt with promptly and that BEIS fully understands the assumptions and approach taken. The Supplier will be expected to identify one named point of contact through whom all enquiries will be directed. To ensure that the project runs smoothly and that there is effective scrutiny, oversight and quality assurance, the evidence review will be managed by a single BEIS project manager who will be the central point of contact.

Given the time limited nature of the project, the BEIS project manager, and Supplier point of contact will undertake weekly online catch-up meetings as a minimum to address emerging issues and review progress.

BEIS will commonly provide two rounds of comments on reports before final reports are agreed, with an indicative four working day turnaround from drafts being received. This should be considered in any timetable. In terms of process to be used for collating BEIS' comments, we expect to form a steering committee of BEIS staff, which will review the outputs (and with inputs from others). Comments will then be collated and prioritised by the BEIS project manager. As is normal with BEIS projects, in the event of conflicting comments from internal stakeholders, it will be the responsibility of BEIS' project manager to make the final decision on which comments the Supplier should address.

All research tools and methodologies will need to be agreed by BEIS prior to their utilisation in delivering this research. If quality standards are not met or if BEIS considers that the deliverables have not been met, BEIS reserves the right to require additional drafts.

The Supplier shall commit to being fully prepared in the event any decision made to scale up (increase) or scale down (decrease) the scope of the project, subject to the amendments continuing to meet the objectives of this project and compliance with the Public Contracts Regulation 2015. Sufficient lead-in time will be provided and discussed with the Supplier if these changes to the requirement take place.

Invoicing Arrangements

When invoicing, Suppliers should provide a full and detailed breakdown of costs. This should include staff (and day rate) allocated to specific tasks.

Payment will be aligned with successful and timely (see expected dates for each work-package in the Timetable outlined below) completion of all work packages. Late or poor quality delivery of work packages will lead to delayed payment.

BEIS aims to pay all correctly and uncontested submitted invoices and following approval of deliverables, as soon as possible with a target of 10 days from the date of receipt and within 30 days at the latest.

Performance Management

Performance of the Supplier will be assessed against the tasks as set out in this Specification measured (using a red, amber, green scale) against:

- **Actionability** – the Supplier’s recommendations must be actionable and specific to UK PACT contexts. They must go beyond general statements to ensure they are applicable for UK PACT and that tangible improvements can be made to the processes and design of UK PACT, in relation to diversity, inclusion and racial equality;
- **Quality** – the strength of the methodological approach and application of this throughout the research. We would not expect to undertake more than two (2) reviews of draft deliverables before agreeing a final version, and only have relatively immaterial comments on the second draft;
- **Accessibility** – the presentation of the findings in a way that is succinct and accessible to the desired audience, as judged by BEIS;
- **Timeliness** - the timely submission of requested outputs, judged on whether deliverables are submitted on time (according to contract milestones) and extent of any delays; and

- **Accuracy** – the detail within the reports as well as the number of outputs that are error free (inaccuracies in evidence, analysis and report text and formatting).

Assessment of performance against each work package will be managed by the BEIS project manager and will be undertaken by BEIS upon delivery of each work package. Where a score of Amber or Red occurs against a work package, BEIS may reasonably request the Supplier to provide, at its own cost, a short rectification plan detailing measures it will undertake to complete the work to the required quality in an agreed timeframe. BEIS may reasonably delay payment of all invoices until all work packages are completed to the required standard.

If the Supplier were to be awarded Red scores in one or more assessment criteria listed above in consecutive invoicing periods for measures within their control, BEIS may consider this to be a material breach of the Contract.

Gender Equality

The Supplier will ensure that it considers promotion of gender equality⁴ in the delivery of this project with practical and demonstrable measures to report against this objective. This is not limited to its own internal processes and strategies, but how the outputs of this project will deliver on this principle.

Required Skills

The Supplier is required to detail the skills and expertise provided by each member of the proposed project team to meet the requirements. This will be included as part of the tender submission and will form part of the final Contract.

The following skills are considered particularly important for this work:

Prior knowledge

- International climate finance
- Diversity, inclusion, and racial equality issues/considerations

Research design

- Designing a small-scale literature review, including defining scope, and identifying research topics and search terms
- Designing qualitative research, including sampling, and topic-guide design

Research methods

- Semi-structured interviewing
- Focus groups / workshops

⁴ See <https://www.gov.uk/government/publications/dfid-strategic-vision-for-gender-equality-her-potential-our-future>

- Research, analysis, and synthesis of academic and grey literature

Analysis, reporting and dissemination

- Analysing qualitative data
- High-quality report writing, in an accessible format, appropriate for a non-technical audience

Other

- Project management
- Information management
- Handling data in a GDPR appropriate manner
- Skills appropriate to delivery in a partnership/co-production/adaptive programming approach⁵

Suppliers will identify named members of the project team and include the tasks and responsibilities of each team member as part of a project plan. This should be clearly linked to the work programme, indicating the grade/ seniority of staff and number of days allocated to specific tasks. If during delivery for unforeseen reasons a team member is no longer able to deliver the project then BEIS would expect a like for like replacement to be sourced from the Supplier's organisation whom would be on the same or lower day rate. Where this is not possible BEIS would expect a plan for how any skills lost would be practically mitigated.

The Supplier will identify the individual(s) who will be responsible for:

- Managing the project;
- Conducting analysis, literature reviews, case studies, interviews and workshops;
- Writing reports

Timetable

This is a summary of the timetable that applies to this research. The Department reserves the right to alter this timetable by notice to tender.

Milestones	Date and Time
Kick-off meeting to agree and finalise approach to the study	22 September 2021
Delivery of work packages 1, 2 and 3*	26 October 2021
Delivery of work package 4	23 November 2021
Supplier return and destruction of all data processed as part of the research	29 November 2021

⁵ Valters, Cummings and Nixon (2016)

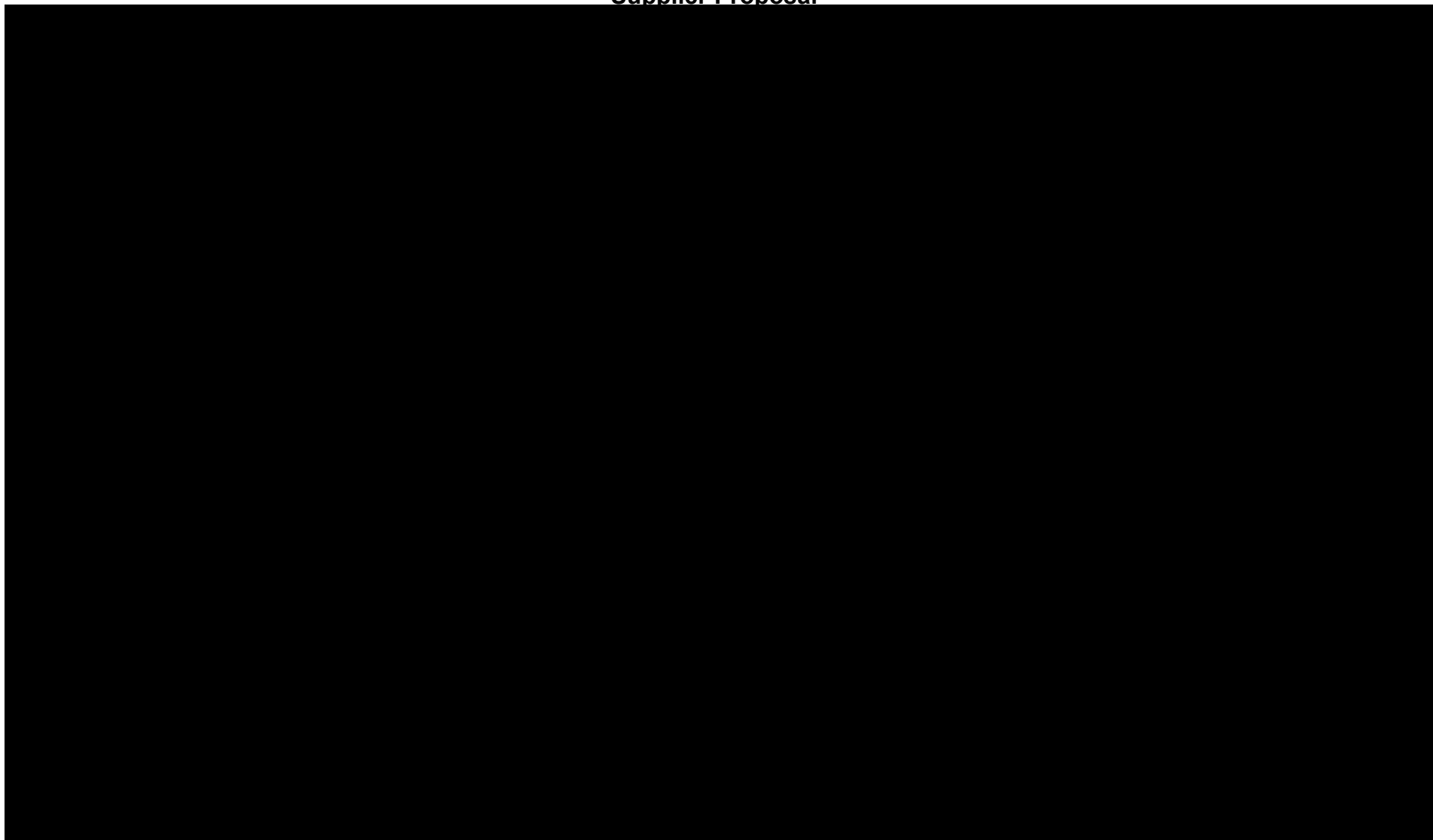
Contract Close	30 November 2021
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** Work packages 2 and 3 MUST be delivered on time.*

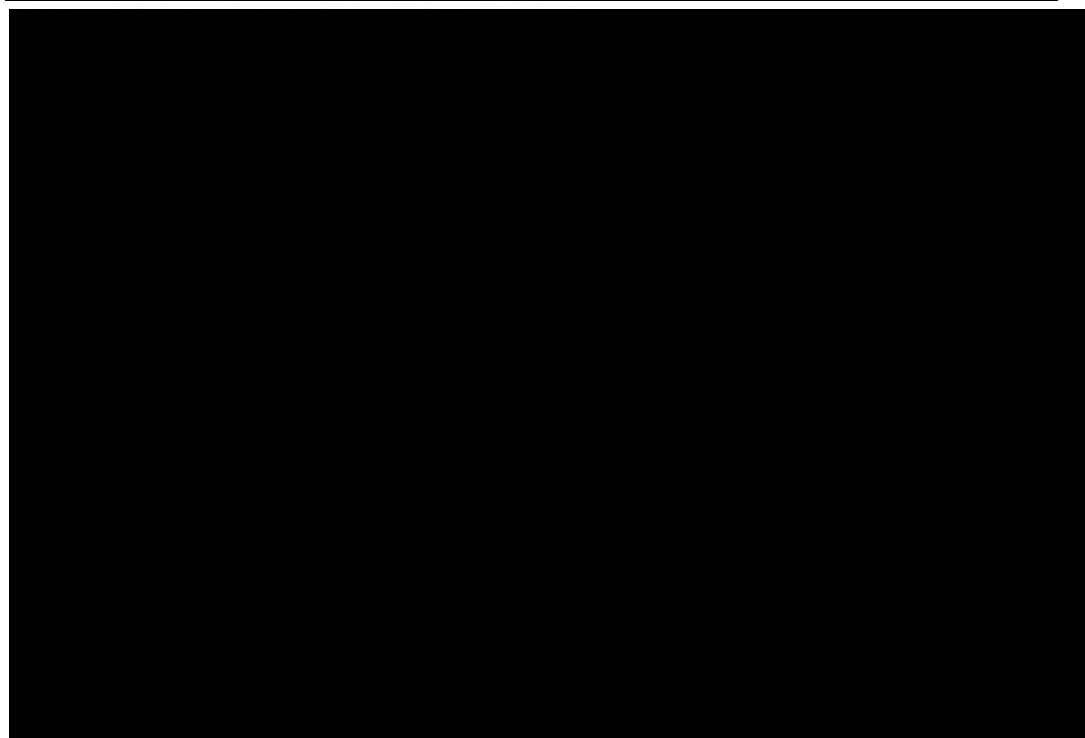
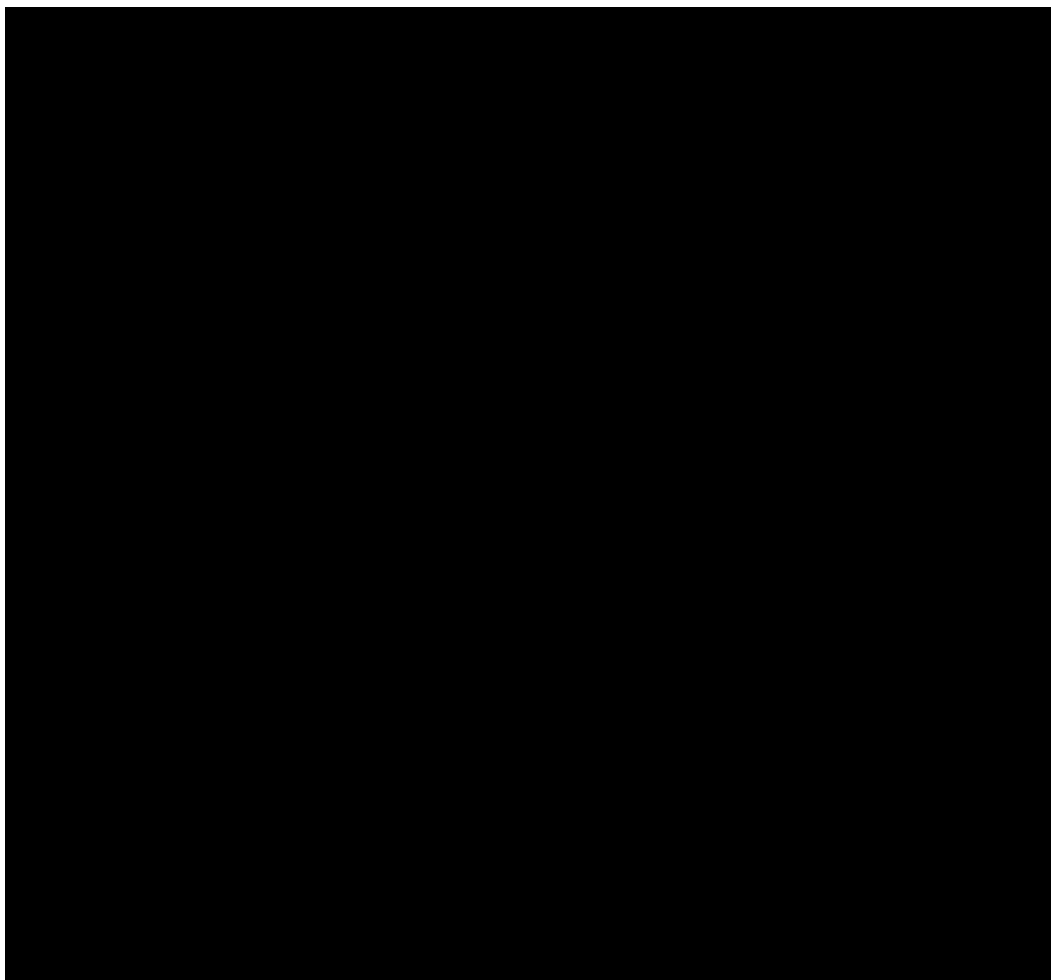
BEIS reserves the right to extend the contract duration if a change is required to the proposed final report and presentation date. An extension is permitted to accommodate this change and/or any pre agreed timeline or scope changes.

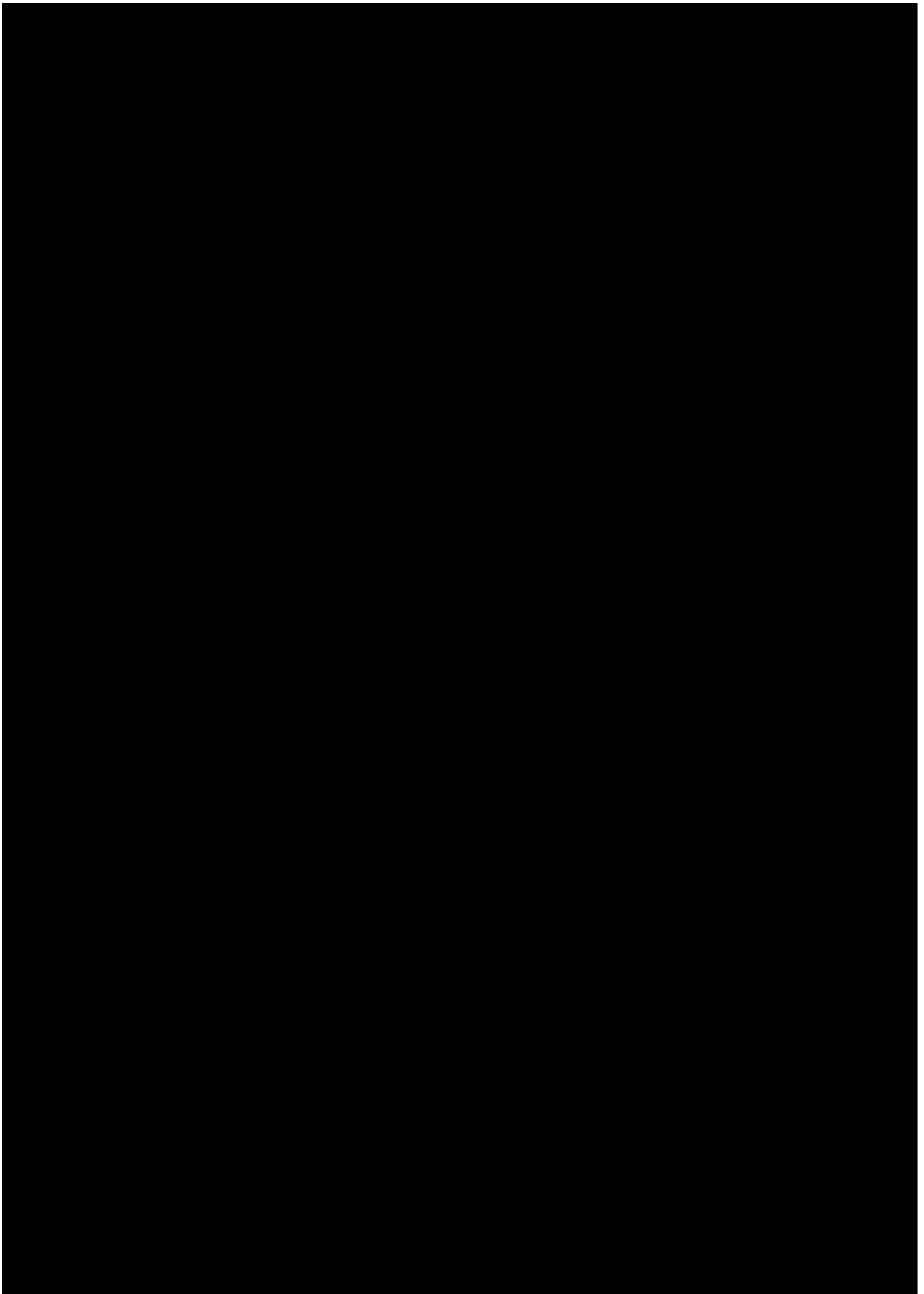
ANNEX B

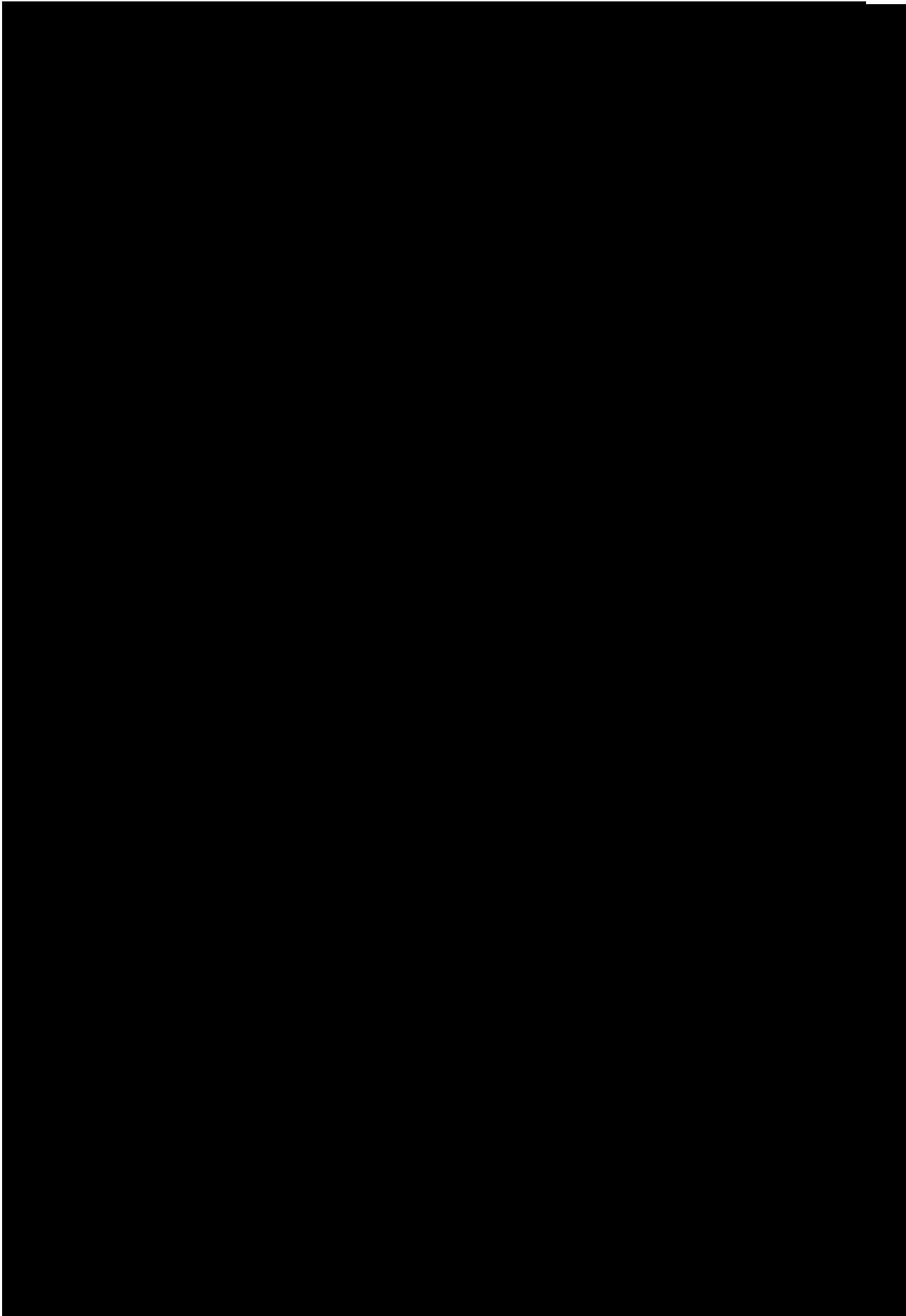
Supplier Proposal

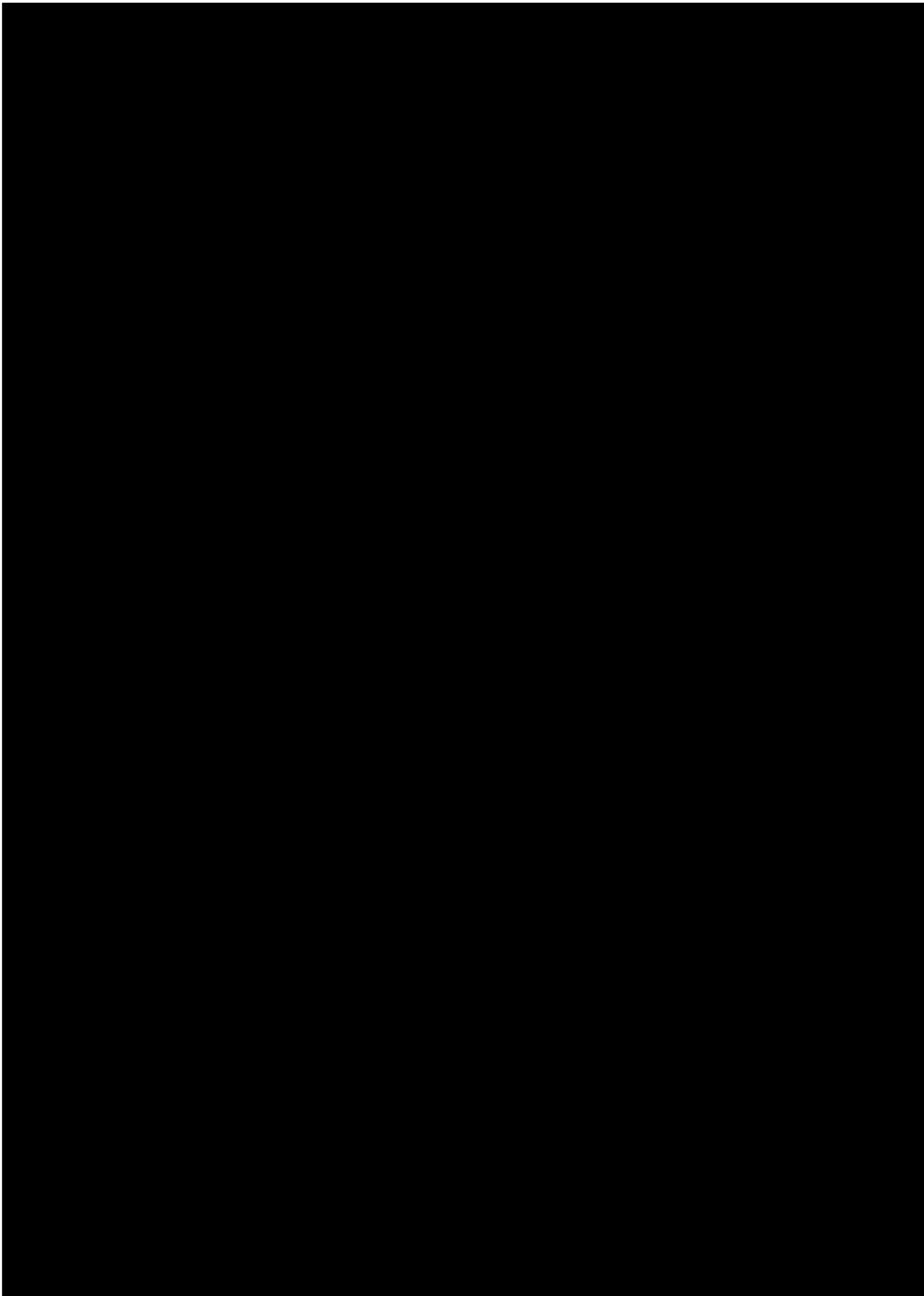


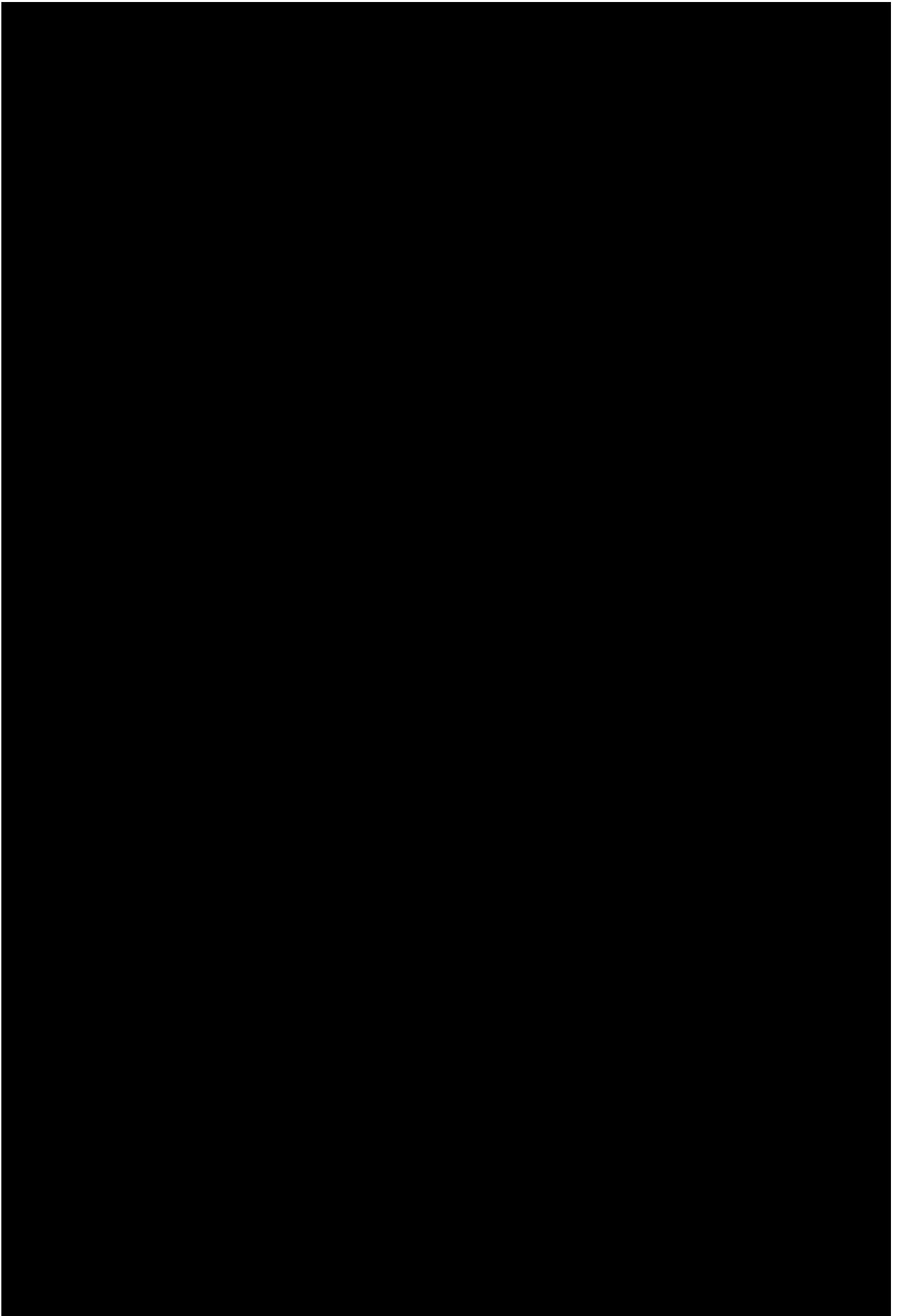
1. Resource Plan

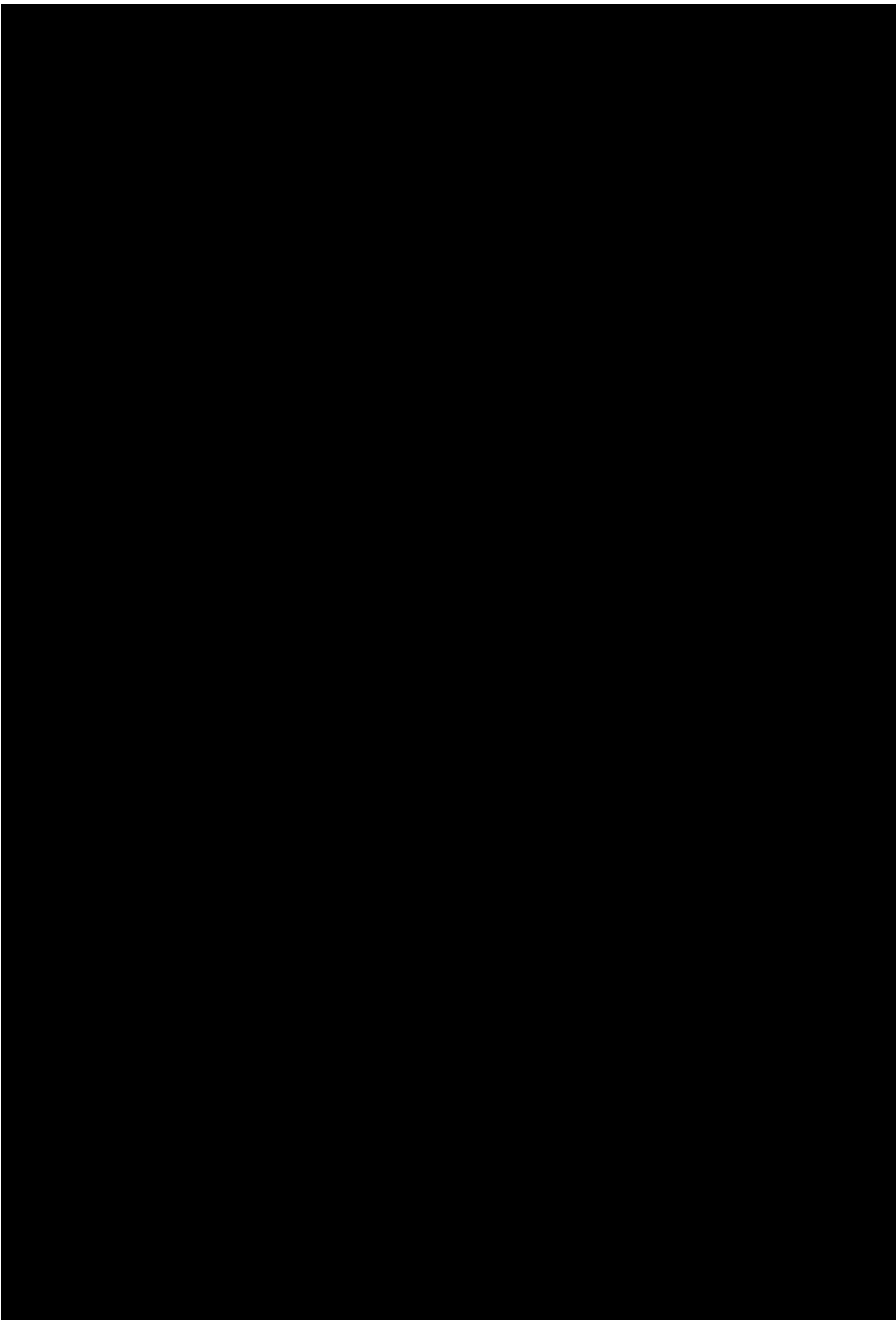


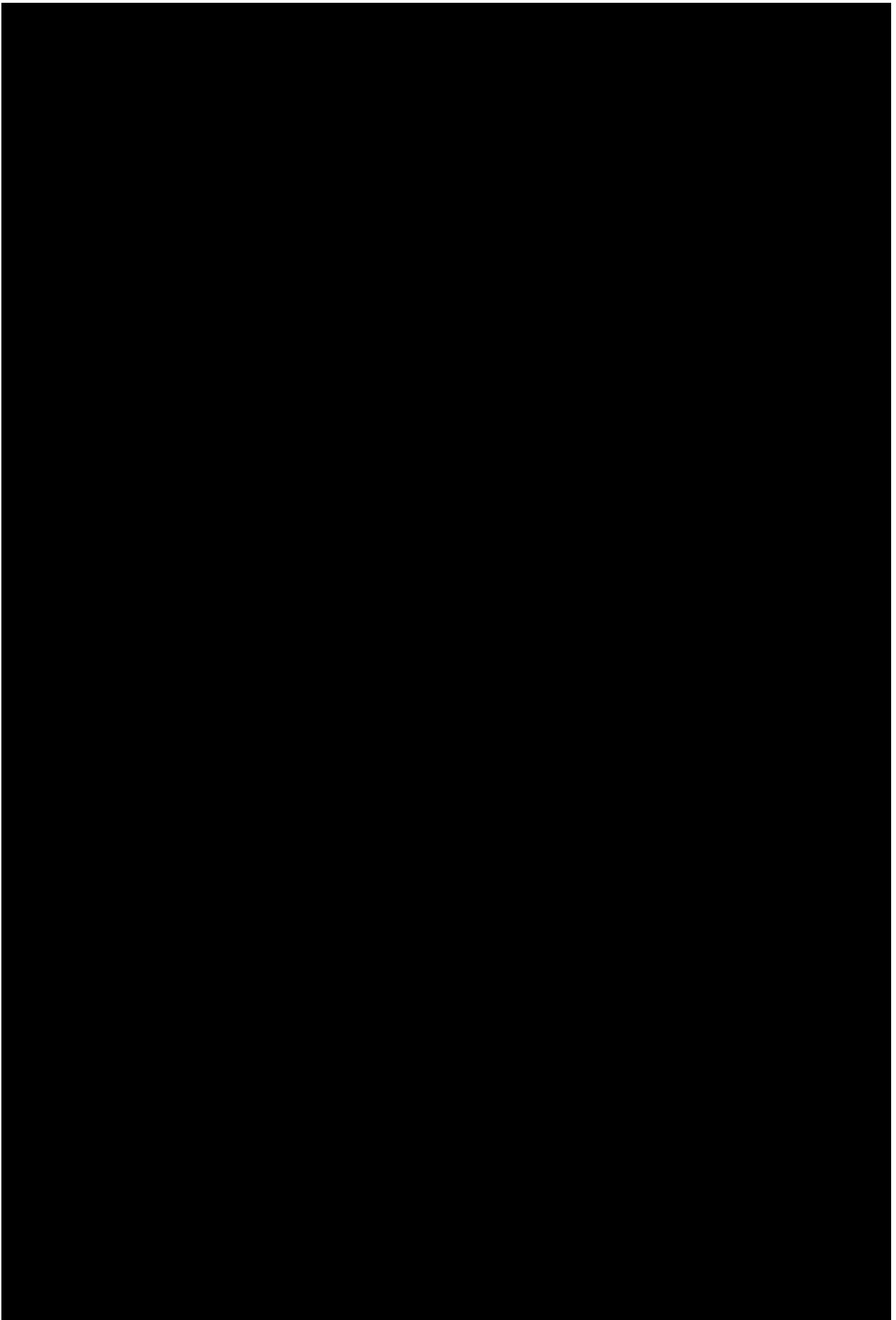


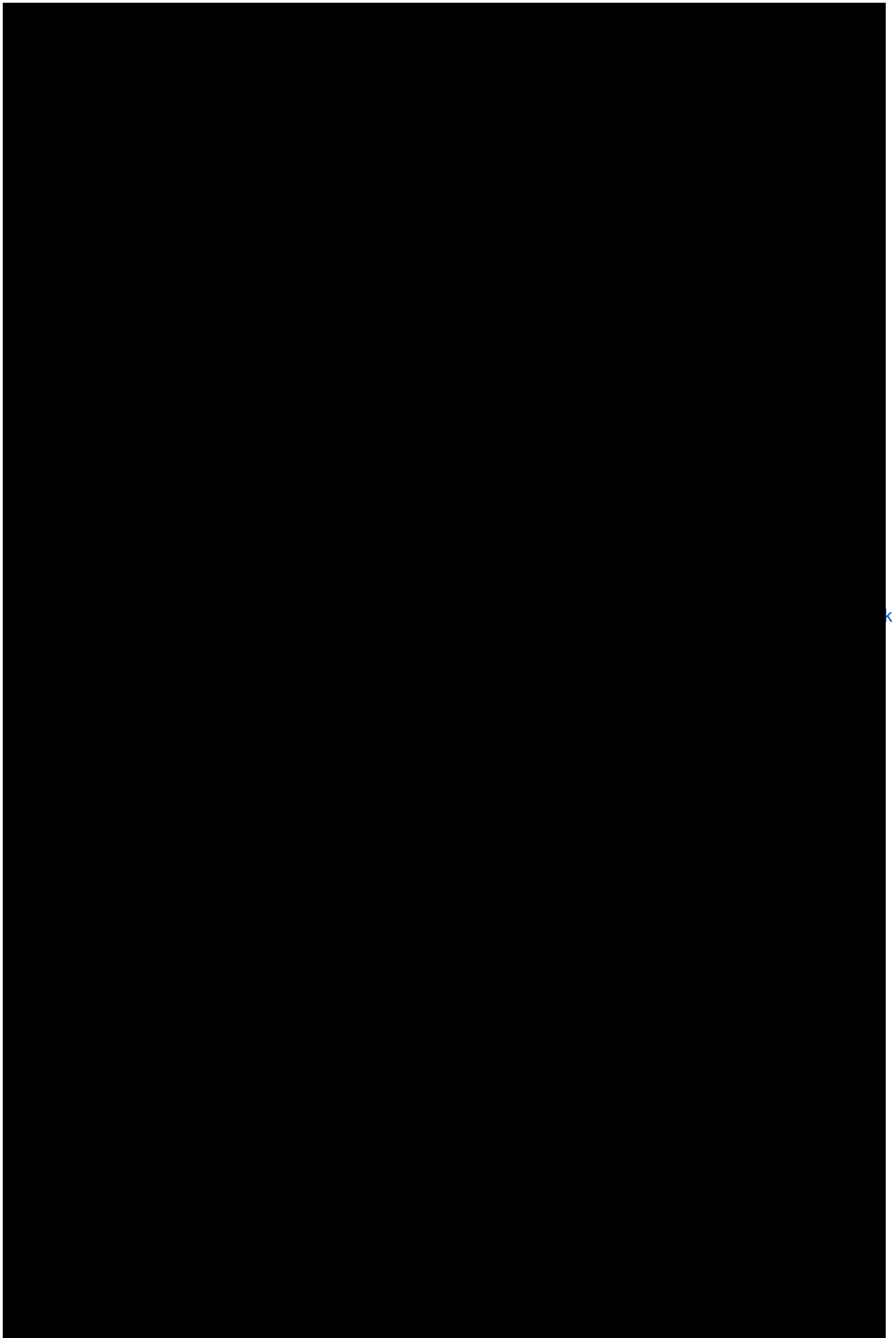




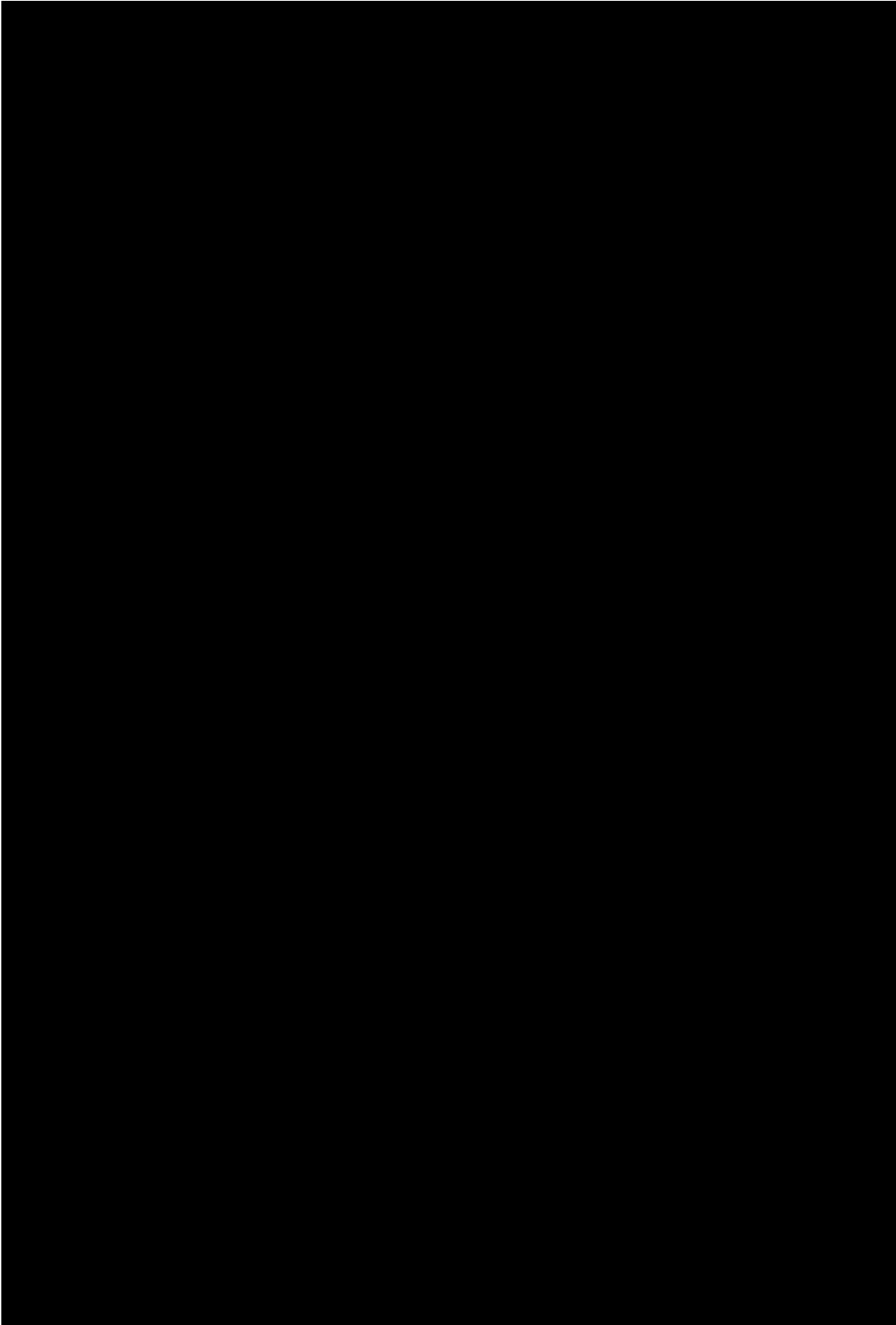


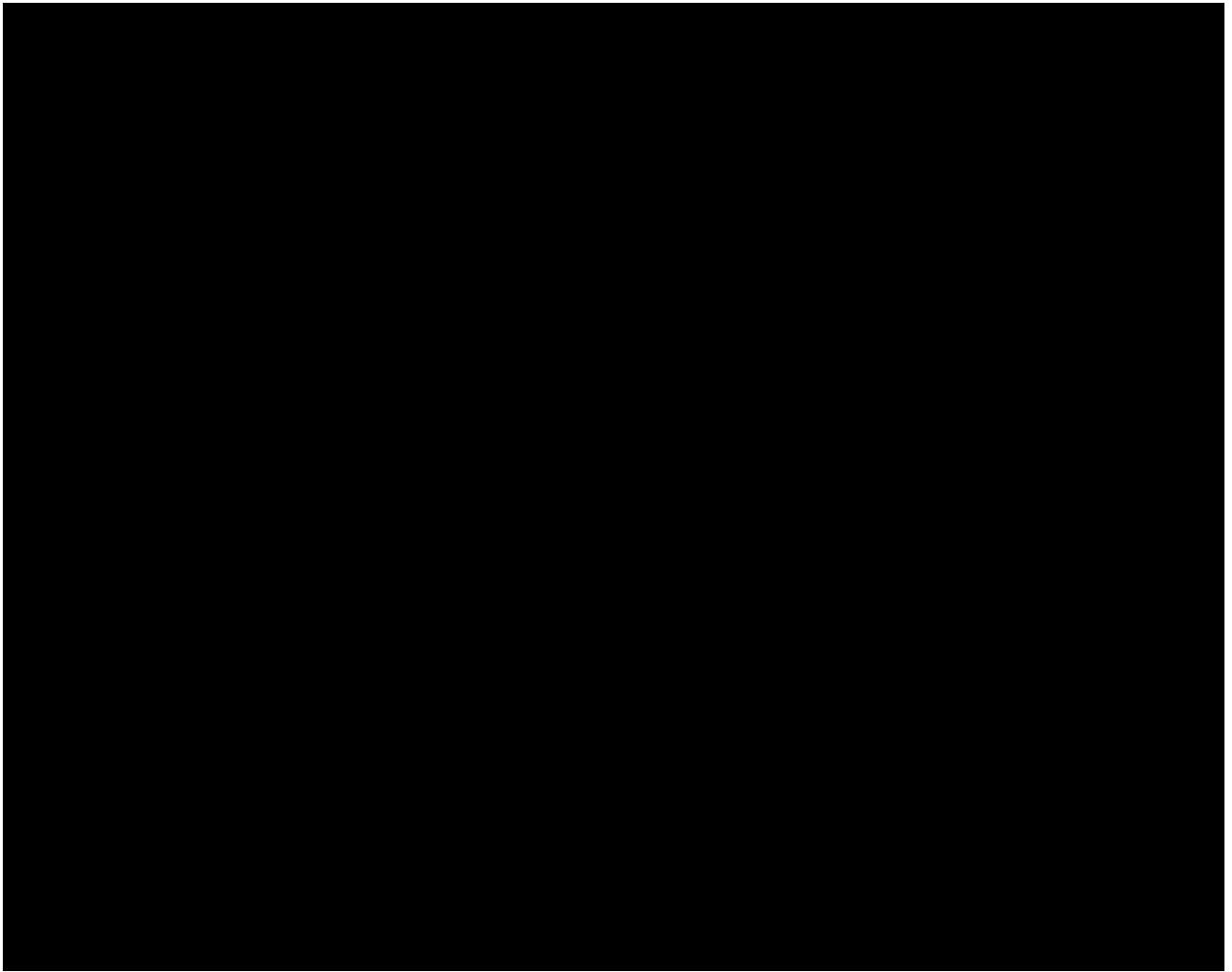


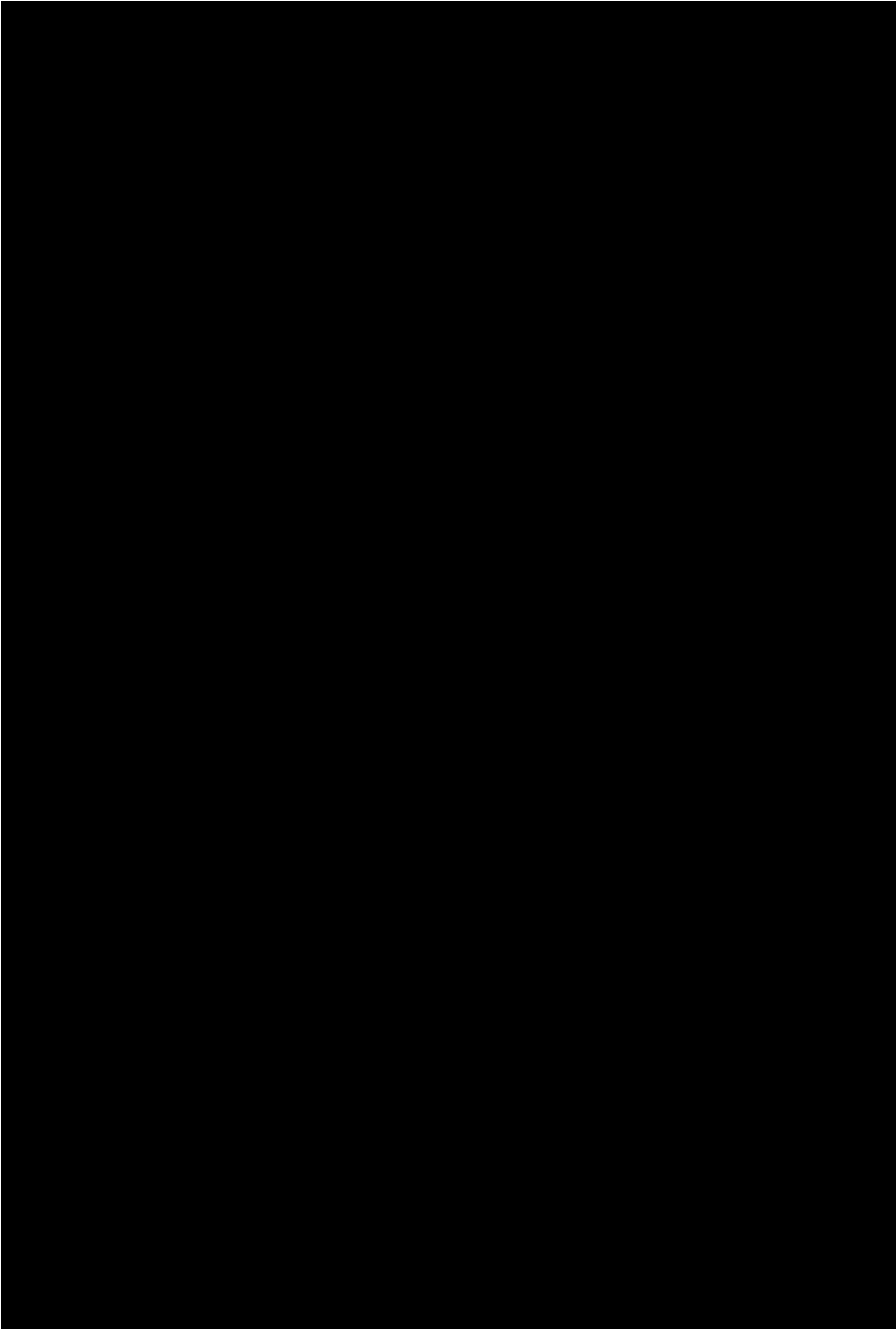




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5. Price Schedule

AW5.2 Price Schedule

Please ensure that you DO NOT alter this spreadsheet. Any alterations may result in your Pricing being disqualified.



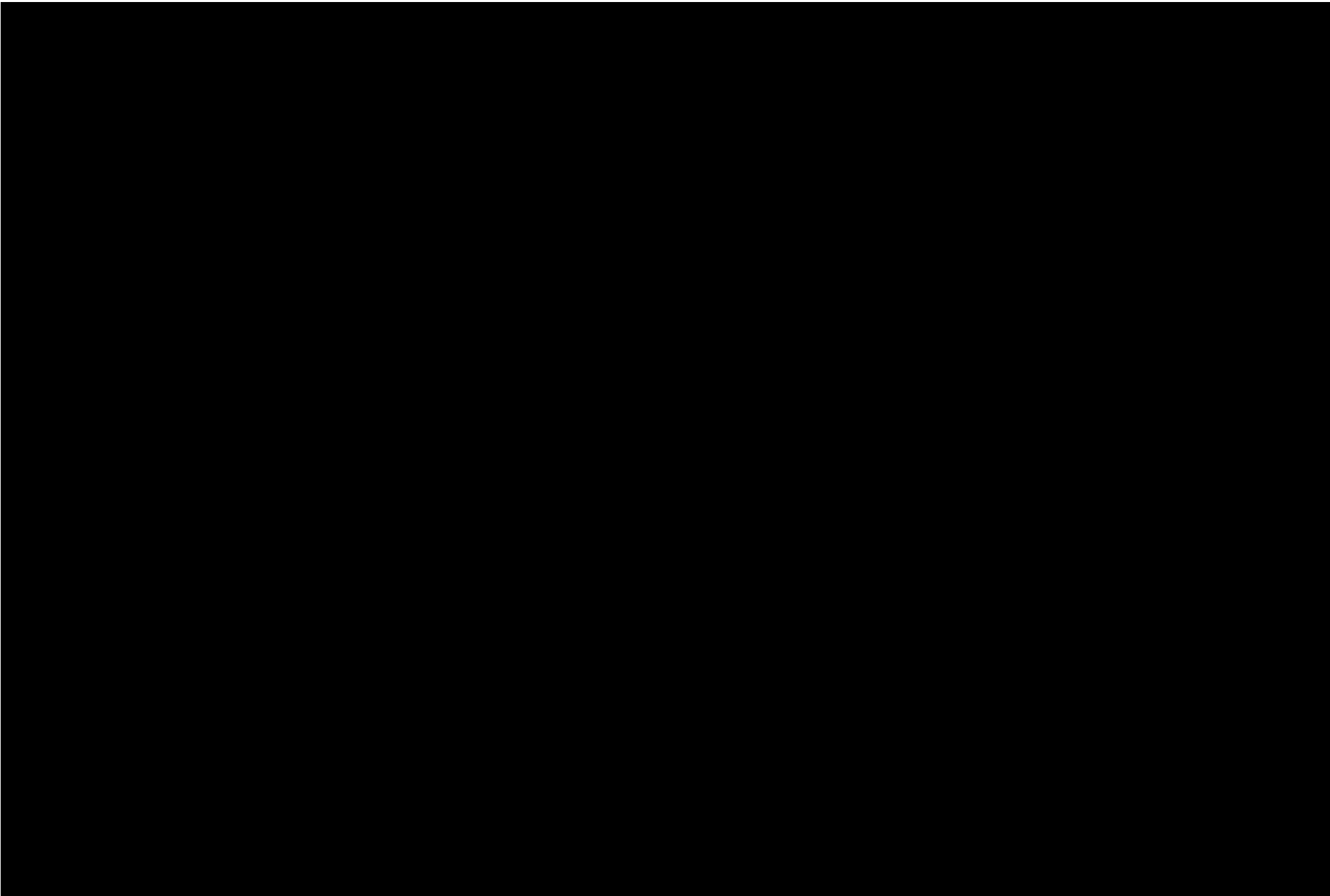
SOURCING REFERENCE:	PS21109
SOURCING DOCUMENT TITLE:	Embedding diversity, inclusion and racial equality in UK climate programmes: A case study of the UK PACT programme RAF037/2122
BIDDER NAME	Agulhas Applied Knowledge

Please complete the shaded yellow sections only.

Section 1: Total Project Costs (Summary)

Please note that the staff costs in section 1 cell C19, C29, C37 and C45 should equal the staff costs outlined in section 2. Section 2 provides further detail around the project team and the distribution of staff days.

The figure used for evaluation is the total Cost (ex VAT) provided in Section 1 (cell D47). The total cost is the total staff costs (ex VAT) and the total Travel and Subsistence, Overhead costs, cost of production of materials and any/all costs associated with the delivery of the project (ex VAT).



Part 2: Contract Terms



Contract Terms v6.0