



# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Innovate UK**  
**Subject - UK SBS Innovate UK-FIA Young Chilean Agricultural**  
**Innovators Programme**  
**Sourcing reference number - PS150136**

**UK Shared Business Services Ltd (UK SBS)**  
**[www.uksbs.co.uk](http://www.uksbs.co.uk)**

Registered in England and Wales as a limited company. Company Number 6330639.  
Registered Office North Star House, North Star Avenue, Swindon, Wiltshire SN2 1FF  
VAT registration GB618 3673 25  
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**UKSBS**  
  
**Shared Business Services**

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# Section 1 – About UK Shared Business Services

## Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our customers improve efficiency, generate savings and modernise.

It is our vision to become the leading provider for our customers of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our customers. This allows our customers the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by its customers, UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

## Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial Service (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Customers, our growth projections anticipate this will rise to £1bn in 2013/14.

Our Customers who have access to our services and Contracts are detailed [here](#).

## Our achievements

In 2012/13 the Company grew in turnover from £44.7m to £52.4m, within that growth we:

- Reduced the Research Councils' 'back office' expenditure from £32m to £31.3m
- Saved £33m for the Research Councils in verified procurement savings, being greater than the entire cost of the services we provided to them
- Grew our customers from 7 to 22 (this will likely grow by a further 10 in 2013/14)
- Grew our customer base from 11,000 to 18,000 and will likely expand to 23,000+ in 2013/14

- Achieved an annual spend with SMEs that stands out across Central Government as a leading light at 32% (that's over £104.5M) against the 25% Government target

## **Our Procurement ambition**

Our vision is to be recognised as a centre of excellence and deliver a broad range of procurement services across the public sector; to maintain and grow a procurement service unrivalled in public sector.

Procurement is a market-shaping function. Industry derived benchmarks indicate that UK SBS is already performing at or above “best in class” in at least three key measures (percentage savings, compliant spend, spend under management) and compare well against most other measures.

Over the next five years, it is the function's ambition to lead a cultural change in procurement in the public sector. The natural extension of category management is to bring about a fundamental change in the attitude to supplier relationship management.

Our philosophy sees the supplier as an asset to the business and the route to maximising value from supply. This is not a new concept in procurement generally, but it is not a philosophy which is widely employed in the public sector.

We are ideally positioned to “lead the charge” in the government's initiative to reform procurement in the public sector.

UK SBS Procurement's unique selling points are:

- Focus on the full procurement cycle
- Leaders in category management in common and specialised areas
- Expertise in the delivery of major commercial projects
- That we are leaders in procurement to support research
- Use of cutting edge technologies which are superior to those used generally used across the public sector.
- Use of market leading analytical tools to provide comprehensive Business Intelligence
- Active customer and supplier management

***‘UK SBS’ contribution to the Government Procurement Agenda has been impressive. Through innovation and leadership UK SBS has built an attractive portfolio of procurement services from P2P to Strategy Category Management.’***

**John Collington**

**Former Government Chief Procurement Officer**

## Section 2 – About Our Customer

### Innovate UK

The Innovate UK is the UK's innovation agency – driving innovation to boost economic growth. As well as investing in programmes and projects (£1bn investment budget 2008-2011), much of the board's work is in spreading knowledge, understanding policy, spotting opportunities and bringing people together to solve problems or make new advances. Innovate UK offer support and funding to help business develop new products and services - and bring them closer to market.

Innovate UK aim is simple – to accelerate economic growth by stimulating and supporting business-led innovation.

### Success Stories

- A successful partnership with Strathclyde University has led to rapid growth at Glasgow business Clyde Space and the award of a contract by the UK Space Consortium for testing, construction and assembly of UKube-1, the UK's first CubeSat system.
- Start-up business Snap Fashion founded by 25-year-old computer science graduate has attracted £300k in private investment and launched an innovative search engine, website and iPhone app on the market after taking part in the 2011 Tech City Launchpad competition.
- With sustained support from Innovate UK, Fife company *PowerPhotonic* has perfected novel techniques for mass producing tiny lenses that get all the individual beams coming from a laser pointing in the right direction. High powered industrial lasers now have a sharper cutting edge thanks to lenses made in Scotland that focus their light into brighter beams - and the repercussions will be far-reaching.

## Section 3 - Working with UK Shared Business Services Ltd.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

Section 3 – Contact details		
3.1	Customer Name and address	Technology Strategy Board, Innovate UK, North Star House, North Star Avenue, Swindon, SN2 1UE
3.2	Buyer name	Alistair Staunton-Lambert
3.3	Buyer contact details	<a href="mailto:alistair.staunton-lambert@uksbs.co.uk">alistair.staunton-lambert@uksbs.co.uk</a> 01793 867812
3.4	Estimated value of the Opportunity	Maximum budget available is £164,000 GBP excluding VAT
3.5	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.</b>
Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	06/07/2015 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	23/07/2015 14.00hrs
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	24/07/2015 14.00hrs
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	31/07/2015 17.00hrs
3.10	Date/time Bidders should be available if face to face clarifications are required	n/a
3.11	Anticipated rejection of unsuccessful Bids date	04/08/2015
3.12	Anticipated Award date	04/08/2015
3.13	Anticipated Contract Start date	06/08/2015
3.14	Anticipated Contract End date	31/03/2016
3.15	Bid Validity Period	60 Days

## Section 4 – Specification

### 4.1 Background

Innovate UK is a delivery partner of the Newton Fund ([www.newtonfund.ac.uk](http://www.newtonfund.ac.uk)). Managed by the Department of Business, Innovation and Skills, the Newton Fund is part of the UK government's official development assistance (ODA) to emerging and developing countries around the world. The Fund has been established to strengthen science and innovation partnerships between the UK and 15 emerging economies, of which Chile is one. The UK will use its strengths in science and innovation to promote the economic development and social welfare of its partner countries. By working together on joint programmes with a research and innovation focus, the UK will deliver development objectives and at the same time build strong, sustainable, systemic relationships with partner countries that also bring benefits back to the UK.

As part of this Fund, Innovate UK is collaborating with the Foundation for Agricultural Innovation, Chile (FIA) to build innovation capacity amongst the next generation of entrepreneurs in the agricultural, horticulture and forestry sectors in Chile. Under this contract, Innovate UK and FIA invite bids from suitable agencies to design and deliver a capacity building and mentoring programme to be run during August 2015 to March 2016 in Chile/UK for a group of young Chilean entrepreneurs in the agricultural, horticulture and forestry sectors, who we are calling "Young Innovators". These entrepreneurs will be between 18-30 years old.

#### 4.1.1 About the Newton Fund

The Newton Fund was created as part of the UK Government's official development assistance to emerging economies and developing countries. Its aim is to develop long term sustainable growth and welfare with partner countries through building research and innovation capacity. Chile is one of the partner countries.

The Fund covers 3 broad strands of activity:

- *People*: improving science and innovation expertise, student and researcher fellowships, mobility schemes and joint centres
- *Research*: research collaborations on development topics
- *Translation*: innovation partnerships and challenge funds to develop innovative solutions on development topics.

The Chilean chapter of the Fund is called the Newton-Picarte Fund, which aims to bring numerous capacity strengthening benefits to the country in science, technology and innovation, including training and skills development, access to networks, and seeding of long-term collaborative partnerships.

Innovate UK and FIA are partnering under the *Translation* strand of the Newton-Picarte Fund to develop innovation capability within Chile. The Newton-Picarte Fund recognises the importance of agriculture/horticulture/forestry to Chile, both as the nation's primary employment sector as well as its second largest driver of economic growth.

#### 4.1.2 About FIA

FIA (a funding agency of the Ministry of Agriculture in Chile) is charged with the mission of promoting a culture of innovation and innovation processes in the agricultural, food and



forestry sector within Chile, seeking to support and strengthen competitiveness through innovative small and medium scale initiatives, such as the Young Innovators Call with which this tender is concerned, with the aim of contributing to the development of socially inclusive, environmentally sustainable and economic development in Chile, and especially in its regions.

#### **4.1.3 About Innovate UK**

Innovate UK is the UK's innovation agency. We are an executive non-departmental public body established by the UK Government in 2007, and sponsored by the Department for Business, Innovation and Skills (BIS). We fund, support and connect innovative businesses to accelerate sustainable economic growth. Our responsibilities are to:

- provide new support for innovative small and medium-sized enterprises (SMEs) with high-growth potential
- make sure that government initiatives attract innovative UK businesses and give companies access to important customers in the public sector
- identify and invest in the sectors that have the greatest potential for innovation to speed up economic growth
- help innovative companies work with their backers so their ideas can be developed commercially.

#### **4.1.4 About the 'Young Innovators' challenge in Chile**

Chile is measured as one of South America's more stable and prosperous nations, leading the region on metrics for competitiveness, income per capita, globalisation, economic freedom, and low perception of corruption. The World Bank ranks it as a high income economy although wealth inequality is still only at the regional mean, according to the Gini Index.<sup>1</sup>

Chile has engaged in economic reforms which gave way to impressive growth rates throughout the 1990s, stalled only by the Asian economic crisis in 1998, and recovering in the 2000s, for it to become by 2006, the country with the highest GDP in Latin America. In 2010, Chile also became the first South American country to join the OECD. The World Economic Forum's Global Competitiveness Report for 2009/2010 placed Chile as the 30<sup>th</sup> most competitive country in the world, and first placed within Latin America. In comparison Brazil was ranked 56<sup>th</sup>, Mexico 60<sup>th</sup> and Argentina 85<sup>th</sup>.<sup>2</sup>

The last comprehensive economic survey of Chile undertaken in 2013 categorised Chile as high income with a GDP of \$277.2 billion and with a total population at the time of 17.62 million. GDP growth has been fairly stable in the last several years after a severe drop in 2009, with annual rates of between 4% and 6% between 2010 and 2013.<sup>3</sup>

More current macroeconomic trends in Chile, as outlined in the June 2015 OECD economic forecast, have seen a relatively sharp decline in economic performance in 2014 but with forecasts pointing to a gradual improvement over 2015 and 2016. This is initially stimulated by increased public investment, particularly in stimulating greater demand from key import markets of Chilean produce, such as the United States and Europe.<sup>4</sup>

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<sup>1</sup> <http://data.worldbank.org/country/chile>

<sup>2</sup> [http://www3.weforum.org/docs/WEF\\_GlobalCompetitivenessReport\\_2006-07.pdf](http://www3.weforum.org/docs/WEF_GlobalCompetitivenessReport_2006-07.pdf)

<sup>3</sup> <http://finance.mapsofworld.com/economy/chile/>

<sup>4</sup> <http://www.oecd.org/economy/chile-economic-forecast-summary.htm>



In 2012, Chile's largest economic sectors - as measured by GDP - were mining, manufacturing and wholesale/retail trade, with mining and manufactured products (food, chemicals, paper) accounting for 59.5% and 34% of exports respectively<sup>5</sup>.

Due to its unique geography spanning the length of the South American sub-continent, Chile benefits from the ability to stagger its harvests across its seven climatic regions, thus extending its annual harvest season. Also, given its southern location, Chile can positively position itself to export food stuffs to countries in the northern hemisphere where there is an opposite agricultural cycle. The strength of its export market for food goods has underpinned strong predictions of further sustained growth until 2016.

This predicted increase places further importance on the country increasing the efficiency of its agro-food industry, which in 2012 represented 25% of Chile's economy, employing more than 1 million people. In Chile over 80% of fruits produced are exported to over 70 countries, reaching 2.6 million tons worth (3.7 billion USD) in 2011. Milk exports for dairy totalled 193 million USD, meat output (mainly poultry) reached 1.4 million tons (904 million USD) in 2011. Exports of other foods and beverages totalled 12 billion USD.<sup>6</sup>

Besides more traditionally cultivated crops on-land, such as the well regarded and successful wine export market in Chile, the country has also seized a vast global market share in salmon rearing as part of its aquaculture industry. Chile is now the second largest salmon producing nation in the world, growing between 1984 and 2004 at an annual rate of 42%. Technological innovation has been a key driver to this growth by building the industry's global competitiveness<sup>7</sup>.

However despite these advantages, due to its mountainous geography, the total arable land in Chile amounts to only 2.62% of its total territory. The majority of this arable land lies in Chile's central valley, set between the coastal range to the west and the Andes to the east and capped to the north and south by the Aconcagua and Bio-Bio rivers.

Chile has an opportunity to use its natural resources and assets and capitalise upon its location to contribute significantly to the global food market. Its success with salmon rearing is an indication of that. Yet the agricultural sector (including horticulture and forestry) faces a number of fundamental challenges that undermine its viability and sustainability. There are two fundamental factors affecting agriculture threatening the economic and social development of Chile, especially in the rural areas:

- **Lack of innovation and value-added production**, leading to a loss of competitiveness, diminishing job opportunities, and greater inequality in the absence of quality employment. Younger generations in particular are the most vulnerable and in a frustrating position, despite having better educational qualifications, technical skills and entrepreneurial mindsets. As a result of a lack of opportunities, there is a broad population shift of these generations away from rural communities to urban areas.
- **Climate change** has had a serious negative impact on agricultural production in Chile. In addition to diminishing water resources and unforeseen spread of plagues, temperatures and rainfalls are changing microclimates, and there has been a geographical shift of production. Beyond the overall economic impact, these changes cause severe disruption of communities.

<sup>5</sup> <http://si3.bcentral.cl/Siete/secure/cuadros/home.aspx?Idioma=en-US>

<sup>6</sup> <http://chile.um.dk/da/~media/Chile/Final%20Fact%20sheet%20%20Agro%20Industry%20%20Food%20Technology.pdf>

<sup>7</sup> <http://www.amchamchile.cl/>

## 4.2 The FIA-Innovate UK “Young Innovators” programme

Chilean central and regional governments recognise that younger generations with agricultural expertise need empowerment and support to reach their full potential. Technology-focused, innovative entrepreneurship is considered the platform with the most potential to impact economical, social and environmental challenges affecting Chilean agricultural production and communities. Understanding the full potential of technology, and having the capabilities to develop business from this knowhow are critical in producing a sustainable structural shift. In this capabilities development, Chile has identified the UK as the most attractive partner in agriculture.

### 4.2.1 Objectives and outcomes of this programme

The overall and specific objectives of this Young Innovators capacity building programme, and the outcomes it expects to achieve, are as follows:

#### **Overall objective:**

Support the development of innovative entrepreneurship in young leaders in response to requirements and opportunities of the Chilean horticulture, agriculture and forestry sectors.

#### **Specific objectives:**

- Build young innovators capacity to formulate business plans and innovative projects, related to the agri-food, agriculture and forestry industry.
- Support a small group of young innovators to implement projects as part of their business plans.
- Promote the creation of cooperation and collaboration networks between young Chileans and research and innovation institutions in both Chile and the UK
- Support a new generation of technologies in product development, services or product improvements in the agri-food, agriculture and forestry sectors.

#### **Expected outcomes:**

By receiving capacity building and mentoring related to innovation through a structured programme of activities, Young Innovators in Chile's agricultural, horticultural and forestry sectors will then be better positioned to:

- Develop value-added products and services and take them to market at a faster rate than they were previously able to, or
- Improve the efficiency of their businesses through process and product improvement, and
- Secure a more productive career within the sector, and
- Overall, positively impact upon production and ensure better quality and competitiveness of the Chilean agricultural sector.
- Ultimately, contribute to the economic development and welfare of Chile.

### 4.2.2 Focus areas under agriculture, horticulture and forestry

Under the broad banner of agriculture, horticulture and forestry, the programme will focus in on building capacity in young entrepreneurs who present innovative ideas/projects that tackle one of the following work areas:

SPECIFIC AREAS	DETAILS
Climate Change Adaptation & Environmental Sustainability	Considers renewable energy, efficient water use, good agricultural practices, reasonable use of insecticides and pesticides, and integrated management of plagues.
Biotechnology	Applied to the agri-food industry value chain.
Agri-food Marketing	Considers trends in environmentally-friendly commercialisation (for example: Zero Plastic, Zero Packaging, “Zero Km.”), product presentation, new consumer appreciation, among others.
Food Security	Considers quality (“harmlessness”), productivity and sustainability.

It is hoped that the Young Innovators selected for capacity building will tackle some of the following issues:

- The new challenges and trends of global food production such as for example, the management of natural resources within the framework of climate change, where the availability of water and temperature will have important effects on the aptitude of certain areas for agricultural production.
- The important role played by biotechnology, as a tool that can contribute to the improvement of output/production and broaden the adaptability of production systems to a more extensive range.
- The tendency of the world population towards the consumption of more healthy foods and a greater consciousness among consumers in favour of fair trade, organic foods as well as locally produced foods.
- Prioritisation towards environmentally sustainable production and product markets, including products with ecological footprints, carbon and/or water footprints. This is due to the fact that adjustments are required in the focus of production (improving efficiency in the use of consumables/supplies and machinery) and in the logistics of the value chain.
- The use of Information and Communication Technology (ICT), as a form of cross-cutting and fundamental support in the management of productive processes and in the value chain of the agri-food and forestry sectors.

#### 4.2.3 The capacity building programme process

Innovate UK and FIA are looking to deliver the capacity building programme for Young Innovators as follows:

- **Stage 1: Competitive call for Young Innovators:**  
FIA has opened a call for proposals from Chilean entrepreneurs with technical knowledge in agriculture. The call is aimed at young entrepreneurs between the ages of 18 and 30. The proposals can be individual or group proposals, and can be supported by more

senior persons (e.g. university professors). The proposals will need to be substantial, and demonstrate real potential for commercial opportunities and socio-economic benefits for Chile. Successful proposals will focus on adaptation and validation of new technologies and processes and/or the development of new products and services associated with the creation of a business within the agriculture, food or forestry industries. A maximum of 30 applicants will then be selected for Stage 2: short capacity building course as outlined below. The deadline for proposals from Chilean applicants is 3 July 2015.

There is no “typical” profile of a Young Innovator. Applicants must have a semi-clear idea of their project theme and objectives. They must be able to lead projects with a productive and commercial orientation. Some may be researchers at universities with a business idea; others might be those already working within the agri/horti/forestry sectors.

- **Stage 2: Short capacity building course – business case plan development and pitching in Chile**

The 30 selected applicants will then participate in a 10-day capacity building course in Santiago, Chile (Monday-Friday x 2). The objective of this capacity building course is for each participant to take forward development of a business plan based on the original proposal they submitted, and an “Innovative Entrepreneurship Project” (IEP) associated with the plan (in English). The IEPs should be projects of up to 24 months in duration that involve business-critical activities, and which – if successfully selected – FIA will seed fund. These Innovation Entrepreneurship Projects will then be evaluated by FIA and Innovate UK representatives by way of pitching sessions at the end of this capacity building course. A maximum of 10 IEPs will then be selected to pass on to Stage 3 of the programme, as set out below.

*The service provider selected under this contract by Innovate UK will be expected to deliver this short capacity building course for up to 30 participants, in Santiago, Chile. This will include designing and delivering the course content, designing the IEP format, and the pitching format and the pitch assessment process. The service provider will work alongside FIA representatives to design and deliver the course. FIA representatives will be present during the course execution.*

- **Stage 3: Training, mentoring and project implementation**

FIA will then provide seed funding of between £15-20,000 for each of the 10 successful IEPs. The projects should begin very shortly after Stage 2 finishes (most likely within 2-4 weeks), and will be for a maximum of 24 months. At the start of the projects, each project owner will also be provided with further capacity building support tailored to individual needs (in the UK and potentially Chile), through the combination of a short-term intensive training programme and on-going mentoring support, to enable them to implement their IEP. This training and mentoring support take place over the first 6 months of IEP implementation.

The successful IEPs will be technically and financially monitored by FIA. The execution period of these projects (24 months) is aimed at aiding the selected projects to progress the development and piloting of their products, services or technological processes.

*The service provider selected under this contract by Innovate UK will be expected to deliver the capacity building (intensive training programme and focussed mentoring support) to the 10 successful IEPs. The scope and content of the training and mentoring must be tailored to meet the specific requirements of each of the 10 project owners. Part of the training and mentoring is expected to take place in the UK, exposing the project owners to expertise, knowledge, skills and environments that enable them to take forward their IEPs. It is*

*envisaged that part of the training and mentoring can also take place in Chile. Therefore, whilst the training and mentoring can include remote support, it is envisaged that there will be visits to the UK and potentially visits to Chile, and face to face meetings between the service provider and the Chilean project owners. It is anticipated that the types of activities that will be provided by the service provider to the 10 project participants may include the following. However, we leave it up to bidders to propose a suitable and innovative approach and methodology as part of their proposals.*

- Class-room based sessions
- 1-2-1 face to face mentoring support
- Specialist advice/technical assistance to support the development of solutions to specific problems
- Site visits and technological tours in the UK
- Work shadowing, and internships where appropriate.

*Note:*

*Just one “Young Innovator” must apply and act as lead (and receive the business pitch training, capacity building and mentoring elements). In Stage 3 though, during project execution, they can incorporate other participants from the UK or Chile.*

## **4.3 This contract**

### **4.3.1 Winning bidder**

It is expected that the winning bidder will:

- 1) In conjunction with FIA, design and deliver a 10 day capacity building programme to be delivered in Santiago, Chile starting (if possible) on Monday 31st August 2015 for a group of up to 30 Chilean Young Innovator participants (what is called “Stage 2” in Section 4.2.3).
- 2) In conjunction with FIA, design and deliver a capacity building and mentoring programme for the 10 successful project owners who pass on from Stage 2 to Stage 3, to be delivered over a 6 month period in the UK and Chile, from September 2015 to March 2016 (“Stage 3” in Section 4.2.3).
- 3) Report to Innovate UK on the success and learnings from the programme, having devised a process for capturing data on the outputs and outcomes of the both stages.

### **4.3.2 Suggested approach and methodology**

Given the relatively short timeframe involved in delivering this contract, we would anticipate that agencies that have a successful track record in delivering comparative capacity building and mentoring programmes for this sector and which have existing programme content that could be adapted quickly for this contract would apply.

At this stage, the profile of the final group of up to 30 participants for Stage 2 is not known (as selection will only take place after submission deadline in July 2015). However once the successful bidder has been appointed and the final participants are selected, the FIA and Innovate UK can work with the successful bidder to enable the final programme content to be as targeted as possible.

We appreciate that there are a number of variables at this stage that will impact upon how a bidder may design stage 3 however please propose your methodology and costings as interpreted at this time. As stage 3 approaches methodologies will be finalised between the successful bidder and the customer which may allow some movement between activities. It

is of upmost importance to note that the final cost for the entire work package must not exceed £164,000.

#### **4.3.3 Deliverables under this contract and expected outcomes**

##### **Expected Deliverables**

- 10-day capacity building programme in Chile for up to 30 Chilean participants, aiming at Monday 31<sup>st</sup> August 2015 – Friday 11<sup>th</sup> September
- Capacity building and mentoring programme for up to 10 Chilean participants, to be delivered intermittently over a 6 month period, from September 2015 to March 2016.
- Short report after the programme takes place to Innovate UK and the FIA:
  - evidencing an analysis of feedback from participants and an analysis of the programme's impact upon participants.
  - recommending next steps in terms of potential support measures to the sector in Chile, under the Newton Fund.
  - learnings from the programme and its design and set up for Innovate UK.

##### **Expected Outcomes**

By receiving capacity building and mentoring related to innovation through a structured programme of activities, young innovative entrepreneurs in Chile's agricultural, horticultural and forestry sectors will then be better positioned to:

- Develop value-added products and services and take them to market at a faster rate than they were previously able to, or
- Improve the efficiency of their businesses through process and product improvement, and
- Secure a more productive career within the sector, and
- Overall, positively impact upon production and ensure better quality and competitiveness of the Chilean agricultural sector.
- Ultimately, contribute to the economic development and welfare of Chile.

#### **4.3.4 Price**

Bids to undertake these capacity building services should be no more than **£164,000** excluding VAT and must demonstrate good value for money. **Please note that any bid above £164,000 will be rejected without review of the technical proposal.**

For this, bidders must cost the entire capacity building package, including:

- All expenses of participants to attend both Stage 2 and the Stage 3 (as per Section 4.2.3) in Chile and the UK.
- All other expenses associated with delivering the capacity building and mentoring programmes.
- Fees and expenses of the bidder.

#### **4.3.5 Tender Content**

Tenders should be written in response to the evaluation scoring questions and criteria given in Section 5 below. It is expected that the successful bidder will evidence:

- expertise in product and service development in the agriculture, food or forestry industries
- a substantial track record of successfully delivering capacity building programmes and similar activities related to business planning and implementation to comparable cohorts, clearly showing how they have evaluated success of their programmes;

- a clear, suitable and impactful approach and methodology to delivering this capacity building programme successfully and with value for money;
- capacity (including human resources) to deliver the assignment successfully within the proposed timeframe and with value for money; and
- appropriate and realistic budget costing.

Please also note:

- Every Stage of the capacity building programme and every deliverable is expected to be conducted/written in English language. Where FIA is conducting sessions in Stage 2 (eg. to explain their general project implementation guidance), that will be conducted in Spanish language. A Spanish speaking member of the team is however desirable, if not essential.
- The bidder must declare any conflict of interest it has with Innovate UK, the FIA or this contract.
- Where a tender consists of more than one organisation it is expected that there will be a lead partner who will be responsible for overseeing the work and reporting to Innovate UK.

#### 4.3.6 Timetable

Activity	Timetable
Contract starts	31 <sup>st</sup> July, 2015
Delivery of Stage 2 capacity building programme	31 <sup>st</sup> August 2015 – 11 September 2015
Delivery of Stage 3 training and mentoring support	September 2015 - March 2016
Final report due	Start of April 2016



## Section 5 – Evaluation model

The evaluation model below shall be used for this ITQ, which will be determined to two decimal places.

Where a question is 'for information only' it will not be scored.

The evaluation team may comprise staff from UK SBS, the Customer and any specific external stakeholders UK SBS deem required. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ( $5+5+6=16 \div 3 = 5.33$ ))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
Price	AW6.6	Please ensure your total price to deliver the entire requirement is within the £164,000 GBP (excluding VAT) budget
-	-	Invitation to Quote – received on time within e-sourcing tool

## Scoring criteria

### Evaluation Justification Statement

In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	10%
Quality	AW6.2	Evidence of substantial track record of successfully delivering capacity building programmes and similar activities to comparable cohorts.	25%
Quality	AW6.3	Evidence of a clear, suitable and impactful approach and methodology to delivering the capacity building programme successfully, and with value for money.	35%
Quality	AW6.4	Evidence of capacity (including human resource) to deliver the assignment successfully in the proposed timeframe, and with value for money	30%
Quality	AW6.5	Please declare any conflict of interest you have with Innovate UK, FIA or this requirement.	For information only

## Evaluation of criteria

### Non-Price elements

Each question will be judged on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20.

**Example** if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation: Score/Total Points available multiplied by 20 ( $60/100 \times 20 = 12$ )

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

**Example** if a Bidder scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ( $60/100 \times 10 = 6$ )

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The 0-100 score shall be based on (unless otherwise stated within the question):

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

**Example**

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 50

Evaluator 4 scored your bid as 50

Your final score will  $(60+60+50+50) \div 4 = 55$

**Price elements** will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100. All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100.

Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80

Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.

Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.

Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.

Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50.

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: Score/Total Points multiplied by 50 ( $80/100 \times 50 = 40$ )

The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.

## **Section 6 – Evaluation questionnaire**

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

Guidance on completion of the questionnaire is available at  
<http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx>

**PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY**

## Section 7 – General Information

### What makes a good bid – some simple do's 😊

#### DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions.
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission we may reject your Bid.
- 7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our ITQ. You should note that typically we will release the answer to the question to all bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who your customer is and what they want – a generic answer does not necessarily meet every customer's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear and concise contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do check and recheck your Bid before dispatch.

## What makes a good bid – some simple do not's ☹

### DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or Customer staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.



## Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 Bidders may only amend the Contract terms if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.

- 7.38 Bidders should note that if they are successful with their proposal UK SBS reserves the right to ask additional compliancy checks prior to the award of any Contract. In the event of a Bidder failing to meet one of the compliancy checks UK SBS may decline to proceed with the award of the Contract to the successful Bidder.
- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, UK SBS may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to UK SBS during this Procurement. The information will not be disclosed outside Government. Bidders taking part in this ITQ consent to these terms as part of the competition process.

- 7.41 From 2nd April 2014 the Government is introducing its new Government Security Classifications (GSC) classification scheme to replace the current Government Protective Marking System (GPMS). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC from 2nd April 2014. The link below to the Gov.uk website provides information on the new GSC:

<https://www.gov.uk/government/publications/government-security-classifications>

UK SBS reserves the right to amend any security related term or condition of the draft contract accompanying this ITQ to reflect any changes introduced by the GSC. In particular where this ITQ is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

## USEFUL INFORMATION LINKS

- [Emptoris Training Guide](#)
- [Emptoris e-sourcing tool](#)
- [Contracts Finder](#)
- [Tenders Electronic Daily](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)

## TEMPLATE VERSION CONTROL

Version	Date	Author(s)	Comment
1.0	10/12/2013	James Aldred	Final Template Version
1.1	03/02/2103	James Aldred	Name change GPS - CCS
1.2	04/03/2014	James Aldred	Changes from PPN09/13 and 01/14
1.3	07/04/2014	James Aldred	Enhancements to Section 5.
1.4	04/11/2014	Marian Oram	Change to Section 5 narrative