

INVITATION TO TENDER

TRANSFORMATION SERVICES

REDACTED/001

CONTRACT FOR

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1. INTRODUCTION

- 1.1 This Procurement will establish a Supplier Contract(s) for the purchase of Transformation Consultancy. The Services are described in detail within Appendix B, Statement of Requirements.
- 1.2 The contract will be for an initial 3-year period with an option to extend for a further 2 years.
- 1.3 This Contract will be between the successful Supplier(s) and the Authority(s).
- 1.4 The Contract is being offered under the Crown Commercial Service Management Consultancy Framework Two – RM6008 framework agreement Terms and Conditions which will govern any resultant Contract.
- 1.5 This Procurement has received an exemption from Regulation 7 (1)(a) of the Defence and Security Public Contract Regulations 2011 (DSPCR) in conjunction with Article 346 (1)(a) Treaty on the Function of the European Union (TFEU).
- 1.6 This is a call off contract and as such the Authority cannot guarantee volumes of work.
- 1.7 This ITT contains the information and instructions that Potential Providers need to submit a compliant Tender. Words in this ITT which are capitalised have definitions either in the paragraph in which such words appear or in the glossary at paragraph 8.
- 1.8 Please read this ITT carefully as non-compliance with the instructions contained in this document and all its Appendices may result in exclusion of a Potential Provider's Tender from this Procurement. If a Potential Provider has read all of the instructions and information carefully but are still unsure at any point how to respond, please submit a question as described in paragraph 4. The Authority shall assume that Potential Providers fully accept this ITT and its Appendices where no questions are raised.
- 1.9 The Terms of Participation at Appendix A will apply throughout this Procurement. They set out further rights and obligations which apply to Potential Providers and the Authority. Potential Providers must confirm in the online 'Key Participation Requirements' questionnaire that the Terms of Participation have been accepted. Where a Potential Provider does not answer "Yes" to this acceptance, they will be excluded from this Procurement.
- 1.10 The Authority is using an e-Sourcing Suite to manage this Procurement and to communicate with all participants. No hard copy documents will be issued and all communications with the Authority (including the submission of Tenders) will be conducted via the e-Sourcing Suite. Potential Providers must ensure that the details of the point of contact nominated are accurate at all times as the Authority will not be under any obligation to contact anyone other than the nominated person.
- 1.11 Tender responses to the evaluation questions have been designed to be completed on-line in the e-Sourcing Suite. Guidance on how to use the e-Sourcing Suite can be found at Appendix F.

2. OVERVIEW OF INVITATION TO TENDER

- 2.1 The following appendices may accompany this ITT:
 - 2.1.1 Appendix A – Terms of Participation
 - 2.1.1.1 Sets out the conditions of participation in this procurement.
 - 2.1.2 Appendix B – Statement of Requirements
 - 2.1.2.1 A detailed description of the services required by the Authority that the Supplier will be required to supply under the resulting Contract.

- 2.1.3 Appendix C – Terms and Conditions
 - 2.1.3.1 Sets out any minor amendments to the Contract terms and conditions that will exist between the Authority(s) and the Supplier(s).
- 2.1.4 Appendix D – Response Guidance
 - 2.1.4.1 Sets out the methodology to be adopted by the Authority to evaluate your response to each question set out within the e-Sourcing event.
- 2.1.5 Appendix E – Pricing Schedule
 - 2.1.5.1 Sets out a template for populating your price submission.
- 2.1.6 Appendix F – Supplier Guidance
 - 2.1.6.1 Sets out the supplier guidance for using the e-Sourcing Suite.
- 2.1.7 Appendix G – Draft Security Aspects Letter
 - 2.1.7.1 Draft, to be signed by winning Provider at contract award

3. PROCUREMENT TIMETABLE

- 3.1 The timetable below may be changed by the Authority at any time. Changes to any of the dates will be made in accordance with the applicable procurement law. You will be informed of any timetable changes.

ACTIVITY	DATES & TIMES
Publication of ITT Notice inclusive of Launch of e-Sourcing event and clarification period commencement	28/10/2020
Clarification period closes (“ Tender Clarifications Deadline ”)	13/11/2020 at 17:00
Deadline for the publication of responses to Tender Clarification questions	18/11/2020 at 17:00
Deadline for submission of Tenders to the Authority (“ Tender Submission Deadline ”)	27/11/2020 at 17:00
Commencement of Evaluation Process	30/11/2020
Issue intention to award letters / Commencement of stand still period	W/C 07/12/20 (expected)
Proposed Award Date of Contract	W/C 04/01/2021 (expected)
Expected execution (signature) date for Contract(s)	January 2021
Expected commencement date for Contract(s)	January 2021

4. COMPLETING AND SUBMITTING A TENDER

- 4.1 To participate in this competitive tendering exercise, Potential Providers are required to submit a Tender which fully complies with the instructions in this ITT and its Appendices.
- 4.2 Potential Providers are strongly advised to read through all documentation first to ensure they understand how to submit a fully compliant Tender.
- 4.3 Remember:
- 4.3.1 It is the Potential Provider’s responsibility to ensure that a fully compliant Tender is submitted.

- 4.3.2 Potential Providers must ensure that they are using the latest versions of this document and its Appendices, as the documentation may be updated from time to time.
 - 4.3.3 Allow plenty of time for the entering your responses – do not leave it until the day of the Tender Submission Deadline.
 - 4.4 For technical guidance on how to complete questions and text fields, and how to upload any requested attachments please see Appendix F, Supplier Guidance.
 - 4.5 Additional Materials, Documents and Attachments.
 - 4.5.1 Potential Providers must adhere to the following instructions;
 - 4.5.1.1 No additional attachments should be submitted with a Tender unless specifically requested by the Authority.
 - 4.5.1.2 Any additional documents requested by the Authority must only be attached at the Question Level (not at Questionnaire Level and not at RFx Attachments) in the e-Sourcing Suite using a unique, unambiguous and relevant file name as specified by the Authority in the question. They must be submitted in the format requested.
 - 4.6 Data Entry
 - 4.6.1 A fully compliant Tender must adhere to the following instructions;
 - 4.6.1.1 All responses must be inserted into the relevant text field unless an attachment is additionally permitted. Only information entered into the relevant text field or information provided as an attachment supplied in accordance with the Authority's instructions will be taken into consideration for the purposes of evaluating a Tender.
 - 4.6.1.2 The Tender must be submitted in the English (UK) language.
 - 4.6.1.3 Potential Providers must answer all questions accurately and as fully as possible, within the word / character limits specified.
 - 4.6.1.4 Where options are offered as a response to a question, Potential Providers must select the relevant option from the drop down list.
 - 4.6.1.5 Potential Providers must not answer questions by cross referring to other answers or to other materials (e.g. annual company reports located on a web site). Each question answered must be complete in its own right.
 - 4.6.1.6 The Authority may disregard any part of a response to a question which exceeds the specified word / character limit (i.e. the excess will be disregarded, not the whole response). The stated word / character limit includes spaces and punctuation.
 - 4.7 Deadline for the submission of Tenders
 - 4.7.1 All Tenders must be received by the Authority before the Tender Submission Deadline (see the Procurement Timetable in paragraph 3 for details).
 - 4.8 Late Tenders:
 - 4.8.1 Tenders received after the Tender Submission Deadline may be considered irregular and therefore will be excluded from this Procurement.
 - 4.8.2 If Potential Providers are prevented from submitting their Tender by the Tender Submission Deadline as a result of a technical issue with the Authority's e-Sourcing suite, they must contact the e-Enablement helpdesk (0345 010 3503)
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immediately. Depending on the issue, the Authority may then agree alternative arrangements / dates for Tender submission.

4.9 Uploading and submitting a Tender

- 4.9.1 Potential Providers are responsible for ensuring that their Tender has been successfully completed prior to the Tender Submission Deadline.
- 4.9.2 Potential Providers must ensure they select the 'Submit all draft bids' icon in order for their response to be submitted. Failure to select this option will mean that the bid remains in a 'draft' status and will therefore not be considered.
- 4.9.3 All Tenders must be submitted to the Authority using the e-Sourcing Suite. Tenders submitted by any other means will not be accepted.
- 4.9.4 Potential Providers may modify and resubmit a Tender at any time prior to the Tender Submission Deadline. Before the Tender Submission Deadline, Potential Providers must satisfy themselves that the Tender has been submitted including all responses and attached any requested attachments, through the e-Sourcing Suite. Potential Providers cannot modify a Tender after the Tender Submission Deadline.

Tenders must remain valid and capable of acceptance by the Authority for a period of 90 calendar days following the Tender Submission Deadline. An attempt to submit a Tender with a shorter validity period may lead to the exclusion of a Tender.

4.10 Confidentiality

- 4.10.1 Potential Providers must not collude with nor disclose the fact of their intention to submit a Tender to other Potential Providers.
- 4.10.2 The Authority may disclose information provided by a Potential Provider where there is express provision to do so in accordance with Regulation 21 (2).

5. QUESTIONS AND CLARIFICATIONS

- 5.1 Potential Providers may raise questions or seek clarification regarding any aspect of this Procurement at any time prior to the Tender Clarifications Deadline (see the Procurement Timetable as set out in paragraph 3). Questions must be submitted using the messaging facility provided within the e-Sourcing Suite.
- 5.2 Questions of a technical nature relating to use of the e-Sourcing suite should be directed to the e-Enablement Team in the first instance and may be raised at any time during the procurement process. The contact details for the e-Enablement Team can be found in Appendix F – Supplier Guidance.
- 5.3 To ensure that all Potential Providers have equal access to information regarding this Procurement, the Authority will publish all its responses to questions asked and or clarifications raised by Potential Providers in the "Attachments" section of the on line e-Sourcing Suite.
- 5.4 If Potential Providers ask any questions and or raise clarifications Potential Providers are asked not to refer to their identity in the body of the question or clarification.
- 5.5 If a Potential Provider wishes to ask a question or seek clarification in confidence they must notify the Authority and provide justification for withholding the question and any response. If the Authority does not consider that there is sufficient justification for withholding the question and the corresponding response, the Authority will inform the Potential Provider, who will have an opportunity to withdraw the question or

clarification. If the question and or clarification is not withdrawn, then the response will be issued to all Potential Providers.

- 5.6 Potential Providers are responsible for monitoring the e-Sourcing Suite and the 'Questions and Answers' document in particular, for any responses to questions, general clarifications or other information issued by the Authority. Answers to such questions may contain important information that could affect how Potential Providers complete their Tender.
- 5.7 The Authority reserves the right to contact Potential Providers at any time for clarification on all or any part of their Tender during this Procurement and which is likely to require a prompt response.

6. OVERVIEW OF THE EVALUATION PROCESS

- 6.1 The Contract will be awarded on the basis of the most economically advantageous tender. That is to say, when considering all the factors, the proposal that enables the Authority to achieve best value for money.
- 6.2 The evaluation procedure is divided into the following key stages, which the Authority may nevertheless decide to run concurrently;
- 6.2.1 Compliance/validation – The Authority will check the Tender to ensure it is compliant with the ITT and that the responses are valid. This includes satisfying all the participation requirements listed in the online 'Key Participation Requirements' questionnaire. Non-compliant Tenders may be excluded from this Procurement by the Authority.
- 6.2.2 Quality Evaluation – An Evaluation Panel provided by the Authority will assess the Tender responses in accordance with Appendix D, Response Guidance, applying the Consensus Marking Procedure described within that document.
- 6.2.3 Price Evaluation – The Authority will evaluate response according to Appendix D, Response Guidance.

6.3 Final Score

- 6.3.1 The Quality Score will be added to the Price Score to determine the "**Final Score**" for each Potential Provider.
- 6.3.2 A summary of the total scores available for each questionnaire set out in Appendix D, Response Guidance, is as follows:

Questionnaire Number	Questionnaire Title	Total Score Available	Questionnaire Weighting (%)
1	Key Participation Requirements	Pass/Fail	N/A
2	Conflicts of Interest	Pass/Fail	N/A
3	Information Only	N/A	N/A

4	Price	100	30
5	Technical Pre-requisites	Pass/Fail	N/A
6	Quality: Project Delivery	100	62
7	Quality: Quality Assurance	100	8
		TOTAL	100 %

Criteria	Weighting	Sub criteria	Sub criteria Weighting
<i>Quality</i>	<i>70%</i>	<i>Quality: Service Delivery</i> <i>Quality: Quality Assurance</i>	<i>62%</i> <i>8%</i>
<i>Price</i>	<i>30%</i>	<i>N/A</i>	<i>N/A</i>

7. DECISION TO AWARD

- 7.1 Following evaluation of Tenders in accordance with the evaluation process set out in this ITT, the Potential Provider which offers the most economically advantageous Tender may be awarded a Contract.
- 7.2 Where the Final Score achieved by multiple Potential Providers ranks them equally, then the Potential Provider with the highest score for the price element will be deemed the winner and awarded the Contract.
- 7.3 Should the Potential Provider ranked first decline to accept a Contract, then it will be offered to the next ranked Potential Provider until it has been accepted.
- 7.4 A Contract award is subject to formal signature by both parties (including the satisfaction of any conditions precedent) providing all pre conditions are met e.g. certificates, statements and other means of proof where Potential Providers have to this point relied on self-certification.

8. GLOSSARY

Appendix	means a document made available to Potential Providers in relation to this Procurement via the e-Sourcing Suite;
Authority	means the Secretary of State for Defence acting as part of the Crown via the Ministry of Defence: as described in Section 1.1 whose offices are located at Ministry of Defence Main Building, Whitehall, Westminster, London SW1A 2HB
Consensus Marking Procedure	means the evaluation procedure described in Appendix D, Response Guidance;
Contract	means the contractually-binding terms and conditions set out at Appendix C of this ITT to be entered into between the Authority and the successful Potential Provider(s) at the conclusion of this Procurement;
Contract Schedule	means a schedule to the Contract;
DSPCR	Means the “Defence and Security Public Contracts Regulations 2011”;
e-Auction	means the procurement tool used by the Authority, using web-based software which allows Potential Providers to compete online and in ‘real time’, providing prices for the Services under auction;
EIR	means the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such regulations;
e-Sourcing Suite	means the online tender management and administration system used by the Authority;
Evaluation Panel	means a committee of people who have declared any potential conflicts of interest and who have declared a competency to evaluate tender submissions on behalf of the Authority;
Final Score	means the score achieved by a Tender at the conclusion of the Evaluation process calculated in accordance with paragraph 6.3;
FoIA	means the Freedom of Information Act 2000 as amended and any subordinate legislation made thereunder from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such legislation;
Invitation to Tender or ITT	means this invitation to tender document together with its Attachments, published by the Authority in relation to this Procurement;
Marking Scheme	means the range of marks that may be given to a Potential Provider by the Authority according to Appendix D, Evaluation Guidance;
Potential Provider	means a framework supplier submitting a proposal to this Procurement;

Price Evaluation	means part of the Award Stage used to evaluate the charges tendered by a Potential Provider;
Price Score	means the score awarded to a Potential Provider at the conclusion of the Price Evaluation process calculated in accordance with Appendix D, Evaluation Guidance;
Procurement	means the process used to establish a Contract that facilitates the supply of the Services;
Public Contracts Directive	means Directive 2014/24/EU of the European Parliament and of the Council;
Quality Evaluation	means the qualitative evaluation of a Tender undertaken during the Evaluation process;
Quality Score	means the score awarded to a Potential Provider at the conclusion of the Quality Evaluation process calculated in accordance with paragraph 6.3;
Regulations	means the Public Contracts Regulations 2015 (http://www.legislation.gov.uk/ukxi/2015/102/contents/made as amended from time to time;
Services	means the services that may be provided by Suppliers, as set out at Appendix B, Statement of Requirements;
Supplier	means a Potential Provider with whom the Authority has concluded a Contract;
Tender	means the Potential Provider's formal offer in response to the Invitation to Tender;
Tender Clarifications Deadline	means the time and date set out in paragraph 3.1 for the latest submission of clarification questions;
Tender Submission Deadline	means the time and date set out in paragraph 3.1 for the latest uploading of Tenders.