

**OPERATIONAL SUPPORT PROGRAMME (OSP)**  
**SAFETY AND ENVIRONMENTAL TECHNICAL SUPPORT**  
**OSP/0015**

**EVALUATION STRATEGY**

## 0. Introduction

The purpose of this Evaluation Strategy is to explain to the Tenderer the methodology the Authority will adopt for the assessment of the tender responses for the OSP/0015 Safety and Environmental Technical Support Contract. This process will ensure that the relevant aspects of each Tender shall be compared against each other, taking into account the relative importance to the Authority of each characteristic within the contract. This shall be done in a fair, open and auditable manner.

Each Tender will be evaluated in accordance with the strategy detailed below.

The evaluation will be staged, with a Tenderer required to pass Stage 1 of the evaluation to proceed to Stage 2. If the bid is found to be compliant with both Stages 1 and 2, it will proceed to Stage 3.

The evaluators will only review the response submitted for that particular stage of the evaluation. As an example, when evaluating the technical element of the Tender, no consideration will be given to information relating to the price submitted.

The Tenderer will be required to submit their response in accordance with the stated criteria for each stage and question.

The contract will be awarded based on the Most Economically Advantageous Tender (MEAT) using the staged process which is further outlined below.

**Table 1 – Staged Evaluation**

<b>Stage</b>	<b>Category</b>
Stage 1: Pass/Fail	Commercial Compliance with Terms and Conditions Master Data Assumptions List (MDAL)
Stage 2: Technical Evaluation	Evaluation of Questions 1 – 4 in line with the criteria defined in Section 2: Technical Evaluation
Stage 3: Pricing Evaluation	Evaluation of total price (Table 5 total price for Key Deliverable + Scenario price)
MEAT Evaluation	Combination of Technical Evaluation (Stage 2) and Pricing Evaluation (Stage 3) with 70 (Technical) / 30 (Price) Split.

### 0.1 Instructions for format of tender response

- The Tenderer will clearly label their responses for each question of the evaluation within the hard copy of their response.
- The soft copy provided should contain each question as a separate file using the following naming convention “OSP0015–Tenderer’s Name–Technical Evaluation\_question number”.
- The response should be written in accordance with JSP 101.
- Responses to each question should be submitted individually, and each file should be a maximum of 20MB.
- There will be a maximum word or page count for each question.
- The Tenderer should submit 2 unpriced, and 1 priced, copy of their Tender response. Each question in the hard copies should be clearly labelled.
- The Tender response should contain only information directly relevant to the evaluation.

**Table 2 – Word/Page Limits per question**

Stage	Question	Max word/page limit
1. Pass/Fail	Commercial Compliance with the Terms and Conditions	N/A – populate table provided
	Compliance with the Authority’s MDAL	N/A – populate table provided
2. Technical Evaluation	Programme and Resource Management	35%
	Quality Management	5%
	Safety and Environmental	40%
	Scenario	20%
3. Pricing Evaluation		N/A – populate table provided

## 1. Stage 1 – Pass/Fail

### 1a. Commercial Compliance with the Terms and Conditions

The evaluation of this Stage will be **PASS or FAIL**. A Tender shall be deemed commercially compliant and receive a Pass if it satisfies all of the terms and conditions of contract without substantially departing from, or attaching restrictions to, the conditions. Substantial departures are those which materially differ from the terms and conditions of contract, limit or change the risk allocation or otherwise unfairly distort the competition. To allow the Authority to evaluate this, the Tenderer shall complete the Commercial Compliance Matrix as at Appendix A to the Terms and Conditions to the DEFFORM 47 and submit it within their response.

Any Tender which substantially departs from the conditions shall be deemed non compliant and awarded a fail marking. Where the Authority deems that any element of the commercial tender response departs from the conditions in a minor way then the Authority reserves the right to seek clarification from the Tenderer on its position in order to support the evaluation.

### 1b. Master Data Assumptions List (MDAL)

The evaluation of this stage will be **PASS or FAIL**. The Tenderer shall be deemed compliant if they agree to all the assumptions included in the Authority's Master Data Assumptions List (MDAL), at Annex E to the contract.

The Tenderer is requested to submit any assumptions they may have during the tender clarification period. These assumptions will be reviewed and either accepted or rejected as appropriate. The Authority may also clarify any assumptions proposed by the Tenderer within the same period.

In addition to the assumptions accepted during the clarification period, the Tenderer may also submit an MDAL that underpins any additional assumptions that have assisted with the structure of their bid.

## 2. Stage 2 – Technical Evaluation

Each Tenderer found to be fully compliant with the Terms and Conditions will then be evaluated based on their technical capability and demonstration of their ability to deliver all the objectives outlined in the Statement of Work (SOW).

Each question will be evaluated individually and marked on a 0 – 5 scale. The scoring is specific to each question, and can be found within the question detail below.

Each Technical Evaluation question will have a minimum pass mark of 3. The Tenderer will be required to achieve a minimum of this score to proceed. Any Tenderer who is awarded a score below the minimum defined will receive a fail mark for their Technical response, and will not proceed to Stage 3 of the evaluation.

Any bid failing to achieve an overall Stage 2 technical mark of at least 300 (out of 500) will be eliminated from the competition.

**Table 3 - Technical Evaluation**

Question	Pass Mark	Weighting
1. Programme and Resource Management	3	35%
2. Quality Management	3	5%
3. Safety and Environmental	3	40%
4. Scenario	3	20%

All questions will be scored utilising the following scoring criteria;

Score	Confidence	Detail in bid
5	Excellent	The Tenderer has provided a comprehensive response which fully demonstrates their ability to meet the contract requirements. The response exceeds the expectations of the Authority.
4	Good	The Tenderer has provided a good response which demonstrates their ability to meet all of the requirements of the contract, and demonstrates clearly to the Authority the Tenderers abilities to meet the requirements of the contract in accordance with the Statement of Work and Terms and Conditions.
3	Satisfactory	The Tenderer has provided a satisfactory response which demonstrates evidence of meeting the criteria set, and gives the Authority limited confidence in the Tenderer's ability to meet the contract requirements in accordance with the Statement of Work

		and Terms and Conditions.
<b>2</b>	<b>Limited</b>	The Tenderer has provided a limited response which is lacking in detail and fails to sufficiently demonstrate their ability to meet the contract requirements in accordance with the Statement of Work and Terms and Conditions.
<b>1</b>	<b>Poor</b>	The Tenderer has provided a poor response which fails to sufficiently demonstrate their ability to meet the contract requirements in accordance with the Statement of Work and Terms and Conditions.
<b>0</b>	<b>Not Answered</b>	The Tender has not responded to the question.

## **Question 1: Programme and Resource Management**

### **Question Weighing: 35%**

This question contains two sections;

#### **Section 1:**

This question aims to assist the Authority in selecting a Supplier who is able to demonstrate their ability to provide an appropriate number of personnel with experience relevant to ensure the successful delivery of the contract.

The Tenderer will be required to demonstrate the following:

- i. An Organisational Chart detailing the number of posts in each department;
- ii. The department who will be responsible for delivering the contract;
- iii. For each of the following grades, the role Terms of Reference (ToRs), number of staff within that grade, and an overview of experience held relevant to the contract scope;
  - Principal
  - Senior
  - Junior
  - Secretarial Support

#### **Section 2:**

This part of the question aims to assist the Authority in selecting a Supplier who can clearly demonstrate their ability to plan, manage, and amend their workload accordingly as surges in activity dictate.

- i) The Tenderer will be required to provide an Enterprise Project Management (EPM) schedule containing the following tasks;
  - 8 Safety Panels
  - 2 Safety and Environmental Management Plans
  - 1 Safety and Environmental Working Group
  - 2 Part 1 Safety Case Reports
  - 1 Part 3 Safety Case Report.

For the purposes of creation of the schedule, it should be assumed that the tasks will take place in March 2017. The EPM schedule should also highlight the resource allocated to each task, utilising the information provided in section 1 above.

- ii) Utilising the EPM schedule created above as a baseline, the Tenderer should create a new EPM schedule highlighting any potential changes in dates and activity should an emergency safety panel be called with 48

hours notice to take place on 14<sup>th</sup> March. Again, this should highlight the resource allocated to each task, to demonstrate the Tenderers ability to manage short notice surges in activity.

\*PLEASE NOTE; the tasks outlined in this question are indicative purely for the purposes of evaluation. This is not a guarantee of the volume or scope of tasks that will be placed via the contract.



## Question 2: Quality Management

### Question Weighting: 5%

**Aim:** To select a Supplier which demonstrates a robust approach to the quality of its work and that of its supply chain.

**Reason for inclusion:** The Tenderer will be entirely responsible for the management and regulation of quality of its own works and that of its supply chain. The Authority is keen to understand how the Tenderer assures that quality and traceability of the systems it produces and how it maintains the quality and traceability requirement in its supply chain.

### Response required

The Tenderer shall provide a comprehensive draft Deliverable Quality Plan (DQP) in accordance with the requirements of AQAP 2105 as referenced in the SOW for quality management and configuration control. The DQP shall cover all contract requirements detailed in the SOW.

The DQP should include but not be limited to:

- The methods and controls used to assure quality and traceability within their own structure and throughout their supply chain.
- Where and when these assurance activities are undertaken.
- The quality assurance control points used to ensure product conformity.
- Demonstrate how they will ensure that the Quality Objectives will be achieved by demonstrating how the end product will comply with the specified standards and contractual requirements.

This question will be assessed within the attached evaluation form (See Appendix 1 to this document), and will be scored against the following criteria:

**Table 4 – Quality Management Evaluation**

Overall mark (%)	Score
0	0
1 – 20	1
21 – 40	2
41 – 60	3
61 – 80	4
81 – 100	5

**Question 3: Safety and Environmental****Weighting: 40%**

This question aims to assist the Authority in selecting a Supplier who provides clear evidence that they have capability to deliver and maintain a Safety and Environmental Management System in accordance with JSP 101, JSP 414, JSP 418, JSP454, JSP 815 and DEFSTAN 00-56 (Iss. 6).

The Tenderer will be required to demonstrate the following:

**Safety and Environmental Management Plan (SEMP):**

- Provide a comprehensive SEMP in accordance with the SOW;
- Explain in detail within the SEMP the As Low As Reasonably Practicable (ALARP) methodology in relation to the engineering decisions;
- Comprehensively demonstrate evidence of how hazard identification (using eCassandra), analysis and risk reduction will be conducted in line with MOD policy and guidance;
- Comprehensively demonstrate how the application of safety and environmental management policies and processes, will be managed for this project;
- Demonstrate a comprehensive understanding of Acquisition Safety and Environmental Management System (ASEMS) including POSMS (Project Orientated Safety Management System) and POEMS (Project Orientated Environmental Management System).

**Legislative Compliance:**

- Provide clear, recorded evidence that they have undertaken a Legislative Compliance Assessment (LCA);
- Demonstrate comprehensive knowledge with a compliant Legislative Compliance Matrix (LCM) and evidence of how this will be applied to this contract.

This question will be scored on a scale of 0 -5 as demonstrated in Table 3 above.

**Question 4: Scenario****Question Weighting: 20%**

This question aims to assist the Authority in selecting a Supplier who provides clear evidence that they have capability to deliver and maintain a Safety and Environmental Management System in accordance with JSP 815, JSP454 and JSP418.

The scenario at Annex D will be used to assess the Tenderers technical ability. This will also be used to evaluate the Tenderers price in stage 3 (Pricing) of the evaluation.

Attached to this document is a completed Tasking Process Form (TPF) Part 1 (Request for Quotation). The Tenderer is required to complete the Part 2 (Firm Priced Quotation) as they would for any Ad Hoc task raised under the contract.

The Tenderer will be required to demonstrate their ability to complete the TPF with accurate technical recommendations, and fair and reasonable recommended grades and required hours.

Additionally, the Tenderer will be required to provide a comprehensive schedule of work appropriate to the task scope provided in the TPF Part 1 and accurately determine the GFA required for completion of the task.

**Please note:** The Tenderer should not complete the pricing element of the TPF Part 2 in their technical (unpriced) bid.

This question will be scored on a scale of 0 -5 as demonstrated in Table 3 above.

### 3. Stage 3 – Pricing Evaluation

The price evaluation will be conducted on the basis of the total cost of the core key deliverables (WP 1) for the duration of the Contract (12 months + 3 x 1 year options) combined with the total cost for the scenario task detailed in the Tasking Process Form in Technical Confidence Question 5.

The Tenderer will be required to complete the following for their pricing evaluation;

1. Submit a total price for the scenario (Question 5 of the Technical Evaluation above)
2. Complete Table 5 – Pricing Evaluation below with the price for 1 of each deliverable

For the scenario pricing evaluation, the Tenderer will be required to demonstrate the following:

- Accurate application of the rates provided in Annex C (Contractors Firm Priced Rates).
- Accurate total price based on the rates quoted.

For the Key Deliverables pricing evaluation, the Tenderer will be required to complete the following table:

**Table 5 – Pricing Evaluation Table**

<b>WP1 Key Deliverables</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Total</b>
Governance and Reporting					
<b>Total</b>					

The total scenario price will then be added to the total Key Deliverables price, and this will be carried to Stage 4 – MEAT Evaluation.

#### 4. Stage 4 - MEAT Evaluation

Only Tenders who have passed Stages 1, 2 and 3 will proceed to the Stage 4 Most Economically Advantageous Tender (MEAT) evaluation.

The weightings that will be applied are as follows:

Technical evaluation (Stage 2)	70%
Price evaluation (Stage 3)	30%

The MEAT evaluation will be calculated as follows:

Technical Score =  $70 \times (\text{Tenderer's Technical Mark} / \text{Highest Tendered Technical Mark})$

Price Score =  $30 \times (\text{Lowest Priced Compliant Tender} / \text{Tenderer's Price})$

An example of the application of the above calculation is as follows:

Tender	Technical Mark	Technical Score	Commercial Compliance	Price	Pricing Score	Total Score
A	450	70	Yes	£1,235,732	28.9	98.9
B	290	0	Yes	£950,000	Not scored, technically non-compliant	0
C	426	66.3	Yes	£1,356,721	26.3	92.6
D	395	61.4	Yes	£1,189,621	30	91.4

#### For Tenderer C:

Technical Score =  $70 \times (\text{Tenderer's Technical Mark} / \text{Highest Tendered Technical Mark})$

$$= 70 \times (426 / 450)$$

$$= 70 \times 0.947$$

$$= 66.3$$

Price Score = 30 x (Lowest Priced Compliant Tender / Tenderer's Price)

$$= 30 \times (£1,189,621 / £1,356,721)$$

$$= 30 \times 0.877$$

$$= 26.3$$

## Appendix 1 – Deliverable Quality Plan Review and Evaluation Form

0.1.1 TO AQAP 2105 Edn.2

<b>MoD Project Team:</b>  <b>QP Reference No:</b>	<b>Supplier:</b>  <b>Issue:</b> <b>Date:</b>
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1 AQAP	2 Title	Requirement	Acceptable (Y/N)	Comments
3.1.3	General Requirement	The deliverable Quality Plan shall be clearly linked to the contract and the product		
3.2.1	Approval / Submission	Supplier authorized personnel shall approve the Deliverable Quality Plan prior to submittal to the GQAR and/or Acquirer for evaluation.		
3.4	Reviews, Revision and Change Control			
3.4.1	Review of Quality Plan	The Deliverable Quality Plan shall be reviewed periodically by the supplier within the phases through the contract life cycle.	2.1.1.1	
3.4.3	Amendment of Quality Plan	The supplier's procedure for amending the Deliverable Quality Plan shall be included.	2.1.1.2	
3.4.4	Change Control	The plan must be under, and demonstrate, evidence of change control.	2.1.1.3	
4.0	Content of the Deliverable Quality Plan			

1 AQAP	2 Title	Requirement	Acceptable (Y/N)	Comments
4.1	<b>Link to Contract and/or Product</b>	The content of the Deliverable Quality Plan must be adequately precise and detailed enough to reflect the on-going supplier activities specific for the contract.	2.1.1.4	
4.1	<b>Reference to documentation</b>	The Deliverable Quality Plan shall refer to and/or include all procedures, plans and other documents applicable to the contract.	2.1.1.5	
4.1	<b>Specify Activities</b>	The Deliverable Quality Plan shall specify the activities (managerial and technical) to be implemented, either directly or by Reference to appropriate procedures and documents.	2.1.1.6	
4.2	<b>Project Description</b>	The purpose and applicability of the project shall be described in a short form.		
4.3	<b>Acronyms, Abbreviations</b>	All acronyms and abbreviations used in the Deliverable Quality Plan shall be listed.		
4.3	<b>Definitions</b>	All definitions used in the Deliverable Quality Plan shall be listed except the contractual definitions.		
4.4	<b>Organisation and Responsibilities</b>	The Deliverable Quality Plan shall include a contract specific description of the organisational structure and identify those responsible for ensuring that the required activities are carried out, including detail of those responsibilities.		
4.4	<b>Relationship</b>	Relationship to the Authority shall be described.		



1 AQAP	2 Title	Requirement	Acceptable (Y/N)	Comments
4.5	<b>Resource Management</b>	The provision of resources, human resources, infrastructure and work environment needed to implement the contract requirements shall be specified in the Deliverable Quality Plan.		
2.1.2 4.6	<b>2.1.3 Quality Management System Activities</b>  The planning of applicable quality management activities derived from the quality related requirements and risks shall be defined, but is not limited, to the processes given in the subparagraphs below.  The Deliverable Quality Plan shall describe how the requirements are flowed down to the places where work is being performed.			
4.6.1	<b>Processes (General requirements)</b>	The Deliverable Quality Plan shall include how processes are identified along with their application, their sequence and interaction.		
		Criteria and methods to ensure that processes are effective shall be included, as well as resources to support and monitor the implementation of them. Special emphasis shall be put on special or new processes.		
		The Deliverable Quality Plan shall include how the supplier will control outsourced products, processes and activities.		
		The Deliverable Quality Plan shall include how processes are monitored, measured, analysed and continually improved.		

1 AQAP	2 Title	Requirement	Acceptable (Y/N)	Comments
4.6.2	<b>Documentation requirements</b>	The Deliverable Quality Plan shall describe how documentation requirements, including quality policy, quality objectives, quality manual, procedures, records and other documents are maintained and controlled, including retention periods. A document status list shall be available at all times, formalised during transitions between phases and/or baselines e.g. prior to design reviews.		
2.1.4 4.7	<b>2.1.5 Product Realisation Activities</b>  The planning of applicable product realisation activities derived from the quality related requirements and risks shall be defined, but is not limited, to the processes below.			
4.7.1	<b>Planning of product realisation</b>	The Deliverable Quality Plan shall describe the activities related to how the planning process for product realisation will be carried out.		
4.7.2	<b>Customer related processes</b>	The Deliverable Quality Plan shall describe the activities associated with the process of the determination and reviewing requirements related to the product. It shall describe the arrangements for customer communication.		
4.7.3	<b>Design and development</b>	The Deliverable Quality Plan shall describe the activities related to how the supplier plans and controls the design and development of the product and how interfaces are managed.		

1 AQAP	2 Title	Requirement	Acceptable (Y/N)	Comments
4.7.4	Purchasing	The Deliverable Quality Plan shall describe how the purchasing process will be carried out, how the supplier ensures that purchased products conforms to the specified requirements.		
4.7.4	Control of sub-suppliers	The Deliverable Quality Plan shall describe how sub-suppliers are evaluated and selected. Specific risks related with sub-suppliers or their products shall be listed and addressed.		
4.7.5	Production and service provisioning	The Deliverable Quality Plan shall describe how the production and service provisioning is carried out under controlled conditions.		
4.7.6	Control of monitoring and measuring devices	The Deliverable Quality Plan shall describe how monitoring and measuring devices are controlled in order to provide evidence of product conformity to contract requirements.		
		The Deliverable Quality Plan shall describe the processes used to ensure that measurement and calibration systems meet the requirements.		
3 4.7.7	Configuration management	The Deliverable Quality Plan shall describe the contract specific activities for configuration management and/or give reference to the required Configuration Management Plan.		

1 AQAP	2 Title	Requirement	Acceptable (Y/N)	Comments
4.7.8	Reliability and Maintainability	The Deliverable Quality Plan shall describe the contract specific activities for Reliability & Maintainability.		
3.1.1 4.8	<b>3.1.2 Measurement, Analysis and Improvement Activities</b> The planning of applicable measurement, analysis and improvement activities derived from the quality-related requirements and risks shall be defined, but is not limited, to the processes below.			
4.8.1	Customer satisfaction	The Deliverable Quality Plan shall describe how monitoring and measurement of customer satisfaction will be carried out.		
4 4.8.2	Internal audit	The Deliverable Quality Plan shall describe how internal audits will be performed in order to determine whether the Deliverable Quality Plan conforms to the requirements and is effectively implemented and maintained.		
5 4.8.3	6 Certificate of Conformity	The Deliverable Quality Plan shall refer to the contract specific arrangements for the use of Certificate of Conformity.		
7 4.8.4	8 Control of non-conforming product	The Deliverable Quality Plan shall describe how the contract specific requirements for identification and control of non-conformances will be carried out.		
9 4.8.5	10 Analysis of data	The Deliverable Quality Plan shall describe how analysis of data will be performed in order to demonstrate the suitability and effectiveness of the planned activities and where improvements can be made.		

1 AQAP	2 Title	Requirement	Acceptable (Y/N)	Comments
11 4.8.6	12 Improvement	The Deliverable Quality Plan shall describe how continual improvement, corrective and preventive actions will be carried out.		
13 4.9	14 NATO Additional Requirements	The Deliverable Quality Plan shall describe how the Authority access to supplier and sub-suppliers are given and how support for GQA activities will be provided.		
		The Deliverable Quality Plan shall describe how the supplier will ensure that only acceptable products intended for delivery are released to the acquirer.		

1 AQAP	2 Title	Requirement	Acceptable (Y/N)	Comments
15 4.10	16 Referenced Documents			
17 4.10.1	18 Contractual documents	Where applicable, the Deliverable Quality Plan shall refer to other plans or their appropriate sections and quality related contractual documents.		
		The interfaces and relationships to these and other planning documents required in contracts shall be described.		
19 4.10.2	20 Supplier internal quality related documents	Where applicable, the Deliverable Quality Plan shall refer to the supplier's Quality Management System.		
21 4.10.3	22 Other documents	The Deliverable Quality Plan shall list other relevant and contract related documents.		
23 4.10.4	24 Order of precedence	The order of precedence of referenced documents and their relationship to the contract, including the Deliverable Quality Plan, shall be specified.		

11/11/2016