

Invitation to Tender

Tender for Research & Development

Evaluating the contribution of Fisheries Management Plans Toward Ocean Sustainability (including Collaborative approaches)

Tender Reference: 10301

June 2022

Important Notice

All references in this ITT to the Authority include, where appropriate and unless the context otherwise requires, references to the Authority's predecessors and successor(s).

The Information has been prepared to assist interested parties in deciding whether or not to submit a Response in relation to the procurement. It does not purport to be all-inclusive or to contain all of the information that a Tenderer may require. Any descriptions of existing and proposed contractual arrangements are of a general nature only. Where the Information describes any contractual arrangements which are not yet in force, those arrangements are subject to change. Any reference to a contract or other document is qualified in full by reference to the entire terms of the contract or document to which reference is made.

The issue of this ITT in no way commits the Authority to award the contract to any person or party. The Authority reserves the right to terminate the competition, to award a contract without prior notice, to change the basis, the procedures and the timescales set out or referred to in this ITT, or to reject any or all Responses and to terminate discussions with any or all Tenderers at any time. Nothing in this ITT should be interpreted as a commitment by the Authority to award a Contract to a Tenderer.

The Authority does not make any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the Information. All such persons or entities expressly disclaim any and all liability (other than in respect of fraudulent misrepresentation) based on or relating to any such information or representations or warranties (express or implied) contained in, or errors or omissions from, this document or based on or relating to the recipient's use, or the use by any of its subsidiaries or the respective representatives of any of them, in the course of its or their evaluation of the service or any other decision. In the absence of express written warranties or representations as referred to below, the Information shall not form the basis of any agreements or arrangements entered into in connection with this procurement.

The Information has been provided in good faith and all reasonable endeavours have been made, and will be made, to inform you of the requirements of the Authority. However, the Information does not purport to be comprehensive or to have been independently verified. You should form your own conclusions about the methods and resources needed to meet these requirements. In particular, neither the Authority nor any of its advisers accept responsibility for representations, writings, negotiations or understandings in connection with this procurement made by the Authority (whether directly or by its agents or representatives), except in respect of any fraudulent misrepresentation made by it. Tenderers are expected to carry out their own checks for verification.

The only information which will have any legal effect and / or upon which any person may rely will be such information (if any) as has been specifically and expressly represented and / or warranted in the Contract or other relevant agreements entered into at the same time as the Contract is entered into or becomes unconditional.

Subject always to the provisions of the preceding paragraph, Tenderers considering entering a contractual relationship with the Authority should make their own investigations and enquiries as to the Authority's requirements beforehand. The subject matter of this ITT shall only have any contractual effect when it is incorporated into the expressed terms of an executed contract.

The issue of this ITT is not to be construed as a commitment by the Authority to enter into a contract as a result of this procurement process. Any expenditure, work or effort undertaken prior to the execution of a Contract is accordingly a matter solely for the commercial judgement of the Tenderer. The Authority reserves the right to withdraw from the procurement at any time or to re-invite Responses on the same or any alternative basis.

Nothing in this ITT shall constitute legal, financial or tax advice. This ITT is not a recommendation by the Authority, nor any other person, to bid for, enter into or agree to enter into any contract in connection with this procurement, nor to acquire shares in the capital of any company that is to carry out any part of the service or in any parent company of that company. In considering any investment in the shares of any company or in bidding for the award of the service, each Tenderer, potential contractor, funder and investor should make its own independent assessment and seek its own professional financial, taxation, insurance and legal advice and conduct its own investigations into the opportunity of being awarded a contract in relation to this procurement and of the legal, financial, taxation and other consequences of entering into contractual arrangements in connection with this the procurement.

This ITT and the Information is confidential.

This ITT is subject to copyright. Neither this ITT, nor the Information, nor any other information supplied in connection with it, may, except with the prior written consent of the Authority, be published, reproduced, copied, distributed or disclosed to any person, nor used for any purpose other than consideration by each Tenderer of whether or not to submit a Response.

The Authority reserves the right at any time to issue further supplementary instructions and updates and amendments to the instructions and Information contained in this ITT as it shall in its absolute discretion think fit.

The Authority will not be responsible for the costs or expenses of any Tenderer in relation to any matter referred to in this ITT howsoever incurred, including the evaluation of the service opportunity, the award, or any proposal for the award of the contract or negotiation of the associated contractual agreements.

Each Tenderer's acceptance of delivery of this ITT constitutes its agreement to and acceptance of the terms set out in this Important Notice.

Table of Contents

Section	Contents	Action
1	Tender Particulars	For Information
2	Evaluation	For Information
3	Specification of Requirements	For Information

Appendices	Contents	Action
A	Form of Tender	Print, Sign, Scan and Upload to Bravo
B	Authority's Conditions of Contract	For Information
C	Technical Evaluation	For Information
D	Armed Forces Corporate Covenant	For Information
E	Commercial Sensitive Information	For Information
F	Pricing Schedule	For Information
G	Staff Time	For Information

SECTION 1: TENDER PARTICULARS

GLOSSARY

Unless the context otherwise requires, the following words and expressions used within this Invitation to Tender (except Appendix B: Authority's Conditions of Contract) have the following meanings (to be interpreted in the singular or plural as the context requires):

TERM	MEANING
“Authority”	the Department for Environment, Food and Rural Affairs acting as part of the Crown.
“Bravo”	the e-Tendering system used by the Authority for conducting this procurement, which can be found at http://defra.bravosolution.co.uk
“Contract”	the contract (set out in Appendix B) to be entered into by the Authority and the successful Tenderer.
“EIR”	the Environmental Information Regulations 2004 (as amended) together with any guidance and/or codes of practice issued by the Information Commissioner or any Government Department in relation to those Regulations.
“FOIA”	the Freedom of Information Act 2000 (as amended) and any subordinate legislation made under that Act together with any guidance and/or codes of practice issued by the Information Commissioner or any Government Department in relation to that legislation.
“Information”	means the information contained in the ITT or sent with it, and any information which has been made available to the Tenderer by the Authority, its employees, agents or advisers in connection with the <i>[insert name of lot]</i> procurement.
“ITT”	this invitation to tender and all related documents published by the Authority and made available to Tenderers.
“Pricing Schedule”	the form accessed via Bravo in which Tenderers are required to submit their pricing information as part of a Tender.
“Regulations”	the Public Contracts Regulations 2015.
“Response”	means the information submitted in response to the ITT via the online response forms on Bravo including the Tenderer's formal Tender.
“Tender”	a formal tender in response to this ITT.
“Tenderer”	anyone responding to this ITT and, where the context requires, includes a potential tenderer.
“Timetable”	the timetable set out in Part 2 of this Section.

References to a “Section” and to an “Appendix” are references to a section and to an appendix in the ITT.

Reference to a statute or statutory provision is a reference to such statute or statutory provision as amended or re-enacted. A reference to a statute or statutory provision includes any subordinate legislation made under that statute or statutory provision, as amended or re-enacted.

PART 1: GENERAL

- 1.1 The Authorities Marine and Fisheries Directorate, is looking for suppliers to develop a framework to effectively monitor and evaluate the Fisheries Management Plan Programme.
- 1.2 This procurement is NOT being carried out in accordance with the Regulations because it is exempt as a research and development project. However, the Authority will conduct the procedure fairly, openly and transparently.
- 1.3 The Authority is using Bravo for this procurement which means the ITT and the forms for submitting a Tender are only available in electronic form. It can be accessed via your web browser at <http://defra.bravosolution.co.uk>.
- 1.4 Tenderers are required to submit their Tender in accordance with the instructions set out in Bravo and the ITT.
- 1.5 The information contained in the ITT is designed to ensure that all Tenders are given equal and fair consideration. It is important that Tenderers provide all the information asked for in the format and order specified so that the Authority can make an informed decision.
- 1.6 Tenderers should read the ITT carefully before submitting a Tender. It sets out:
 - the Timetable and process for the procurement;
 - sufficient information to allow Tenderers to submit a compliant Tender;
 - award criteria and evaluation criteria which will be used to assess the Tenders; and
 - the administrative arrangements for the receipt of Tenders.
- 1.7 Tenderers are responsible for ensuring that they understand the requirements for this procurement. If any information is unclear, or if a Tenderer considers that insufficient information has been provided, they should raise a query via the clarification process described in clause **Error! Reference source not found.**
- 1.8 Tenderers are responsible for ensuring they have submitted a complete and accurate Tender and that prices quoted are arithmetically correct for the units stated.

- 1.9 Failure to comply with the instructions set out in the ITT or the provision of false, inaccurate or misleading information (at any stage of this procurement) may result in the Tenderer's exclusion from this procurement.
- 1.10 If there is any conflict between the information set out in the ITT and the information displayed in Bravo, the information in the ITT shall take precedence over the information displayed in Bravo.
- 1.11 The copyright in the ITT is vested in the Crown and may not be reproduced, copied or stored in any medium without the prior written consent of the Authority, The ITT, and any document issued as a supplement to it, are and shall remain the property of the Crown and must be returned upon demand.

PART 2: PROPOSED TIMETABLE AND ADMINISTRATIVE ARRANGEMENTS

- 2.1 The Timetable below is subject to change by the Authority and Tenderers will be informed accordingly.

Procurement Activity	Anticipated Date	
Finalise FTS Notice and Bidder Pack (ITT)	20 th June 2022	
Publish FTS Notice and Bidder Pack	20 th June 2022	
Clarification deadline	Date	Time
	19 th July 2022	12:00
Bidder Pack / ITT response date	Date	Time
	02 nd August 2022	12:00
Technical Evaluation	02 nd August –12 th August 2022	
Moderation Meeting	15 th August 2022	
Approval of Contract Award Report	22 nd August 2022	
Issue decision letters to Bidders issued	24 th August 2022	

Contract Start Date	05 th September 2022
Publish Contract Award Notice and Redacted Contract	06 th September 2022
Duration of Contract	05 th September 2022 – 31 st March 2025 (3 years)
Extension Period	12 months

PART 3: COMPLETION OF TENDER

3.1 By submitting a Tender, Tenderers agree:

- to be bound by the ITT; and
- that if the Authority accepts the Tender in writing, the Tenderer will execute the Contract in the form set out in Appendix B or in such amended form as may be agreed in writing by the Authority.

3.2 The Authority may terminate or amend the procurement or the ITT at any time. Any such termination or amendment will be notified in writing to all Tenderers. In order to give Tenderers reasonable time in which to take an amendment into account in preparing their Tenders, the Authority may, at its discretion, extend the deadline for Tenders.

3.3 **Unless otherwise stated in the ITT or in writing by the Authority, all communications from Tenderers (including Tenderers' sub-contractors, consortium members, consultants and advisers) during the procurement must be made using Bravo. The Authority will not respond to communications made by other means and Tenderers should not rely on communications from the Authority unless they are made through Bravo.**

Submission of Tenders

3.4 Tenderers must complete all parts of the Tender form in Bravo in accordance with the instructions therein.

3.5 Tenderers should print off the Form of Tender which must be signed by an authorised signatory. The signed Form of Tender must be uploaded and submitted via Bravo as part of a Tender in accordance with the instructions in Bravo.

3.6 The Tender and any documents accompanying it must be in English.

3.7 Prices must be submitted in £ Sterling exclusive of VAT.

3.8 Tenders will be checked for completeness and compliance with the requirements of the ITT and only compliant Tenders will be evaluated.

3.9 Tenderers must be explicit and comprehensive in their Tender as, this will be the single source of information used to score and rank Tenders. The Authority will take into account only information which is specifically asked for in the ITT.

3.10 Where a length of response is stipulated, for example, a word count limit, only the information within the set limit will be evaluated.

3.11 Failure to provide the information required or supply documents referred to in the Tender within the deadline for Tenders may result in rejection of the Tender.

- 3.12 Tenderers should avoid reference to general marketing or promotional information/material (except where this is specifically required by the relevant question). General marketing or promotional brochures may not be accepted where these are not deemed to be specifically relevant to the question.
- 3.13 Different persons may be responsible for evaluating different responses to questions in a Tender. Therefore, Tenderers should not cross-refer to answers given elsewhere in a Tender but should answer each question so that it forms a stand-alone response. This may mean Tenderers need to repeat certain information in response to different questions if this is required by those questions.

Clarifications sought by Tenderers

- 3.13 Any request for clarification regarding the ITT should be submitted at the earliest opportunity via Bravo and in any event no later than the deadline for clarifications set out in the Timetable. The Authority is under no obligation to respond to queries raised after the clarification deadline.
- 3.14 The Authority will respond to all reasonable clarifications as soon as possible but cannot guarantee a minimum response time. The Authority will publish all clarifications and its responses to all Tenderers other than in exceptional circumstances.
- 3.15 If a Tenderer believes that a request for clarification is commercially sensitive or that publishing the same together with the Authority's response as set out above would reveal information, disclosure of which would be detrimental to the Tenderer, it should clearly state this when submitting the clarification request. However, if the Authority considers either that:
- the clarification and response is not commercially sensitive; and/or
 - all Tenderers may benefit from its disclosure,

the Authority will notify the Tenderer of this (via Bravo), and the Tenderer will have an opportunity to withdraw the request for clarification. If the request for clarification is not withdrawn within 48 hours of the Authority's notification, the Authority may publish the clarification request and its response to all Tenderers and the Authority shall not be liable to the Tenderer for any consequences of such publication.

- 3.16 The Authority may not respond to a request for clarification or publish it where the Authority considers that the response may prejudice the Authority's commercial interests. In such circumstances, the Authority will inform the Tenderer of its view.

Changes to Tenders

- 3.17 Tenderers may modify their Tenders prior to the deadline for Tenders. No Tenders may be modified after the deadline for Tenders.

- 3.18 Tenderers may withdraw their Tenders at any time by submitting a notice via Bravo. Unless withdrawn, Tenders shall remain valid and open to acceptance by the Authority for 120 days from the deadline for Tenders.

Receipt of Tenders

- 3.19 Tenders must be uploaded onto Bravo no later than the time and date set out in the Timetable as the deadline for Tenders. The Authority will not consider Tenders received after the deadline. The Authority may, however, at its own discretion, extend the deadline and in such circumstances the Authority will notify all Tenderers of any change.
- 3.20 If a Tenderer experiences problems when uploading its Tender, it should contact the Bravo helpdesk for assistance and also inform the Authority.

Acceptance of Tenders

- 3.21 By issuing the ITT, communicating with a Tenderer or a Tenderer's representative or agents or any other communication in respect of this procurement, the Authority shall not be bound to accept any Tender or award any contract.

Costs of Tendering

- 3.22 Tenderers shall bear all their own costs and expenses incurred in the preparation and submission of their Tenders, site visits and presentations and the Authority will in no case be responsible or liable for those costs, regardless of the outcome of the procurement in relation to individual Tenders, even if the procurement is terminated or amended by the Authority.

Clarifications sought by the Authority

- 3.23 The Authority reserves the right (but is not obliged) to seek clarification of any aspect of a Tender and/or provide additional information during the evaluation phase in order to carry out a fair evaluation. Failure to respond adequately may result in the Tender being rejected.
- 3.24 Tenderers must give the names of two people in their organisation who can answer the Authority's clarification questions. The Authority will not contact any other persons. Tenderers must notify the Authority promptly of any changes.

Confidentiality of the ITT and related documents

- 3.25 The contents of the ITT and of any other documents and information published or provided by the Authority in respect of this procurement are provided on condition that they remain the property of the Authority, are kept confidential (save in so far as they are already in the public domain) and that the Tenderer shall take all necessary precautions to ensure that they remain confidential and are not disclosed, save as described below.

- 3.26 Tenderers may disclose information relating to the procurement to their advisers and sub-contractors in the following circumstances:
- disclosure is for the purpose of enabling a Tender to be submitted and the recipient of the information undertakes in writing to keep it confidential on the same terms as the Tenderer;
 - the Authority gives prior consent in writing to the disclosure;
 - the disclosure is made for the purpose of obtaining legal advice in relation to the procurement; or
 - the Tenderer is legally required to disclose the information.
- 3.27 Tenderers shall not undertake any publicity activities in relation to the ITT without the prior written agreement of the Authority, including agreement on the format and content of any publicity. For example, no statements may be made to the media regarding the nature of any Tender, its contents or any proposals relating to it without the prior written consent of the Authority.
- 3.28 All Central Government Departments, 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.
- 3.29 For these purposes, the Authority may disclose within Government any of the Tenderer's documents and information (including any that the Tenderer considers to be confidential and/or commercially sensitive) provided in its Tender. The information will not be disclosed outside Government during the procurement. Tenderers consent to these terms as part of the procurement.

Confidentiality: References and third-party evaluators:

- 3.30 When providing details of contracts as part of a Tender, Tenderers agree to waive any contractual or other confidentiality rights and obligations associated with these contracts.
- 3.31 The Authority may contact any named customer contact given as a reference or otherwise referred to as part of a Tender (and including any contacts or references given as part of the Tenderer's PQQ response). The named customer contact does not owe the Authority any duty of care or have any legal liability, except for any deceitful or maliciously false statements of fact.
- 3.32 Subject to clauses 3.34 to 3.38 the Authority confirms that it will keep confidential and will not disclose to any third parties any information obtained from a named customer contact, other than to the Cabinet Office and/or contracting authorities defined by the Regulations.

3.33 The Authority may use third parties in the course of its evaluation of Tenders. The Authority may disclose information contained therein to such third parties for the purposes of the Authority's evaluation of Tenders in accordance with the ITT. This right shall be in addition to the provisions of clauses 3.28, 3.29 and 3.34 to 3.38.

Commercially sensitive information and Freedom of Information

3.34 In accordance with the obligations placed on public authorities by the FOIA and the EIR, which provide a public right of access to information held by public bodies, the Authority may disclose information submitted to the Authority by the Tenderer.

3.35 If the Tenderer considers any information which it supplies to be commercially sensitive or confidential it should complete the schedule of Commercially Sensitive Information set out in Bravo and:

- clearly identify such information as confidential or commercially sensitive;
- explain the potential implications of disclosure of such information; and
- provide an estimate of the period of time during which the Tenderer believes that such information will remain confidential or commercially sensitive.

3.36 Where a Tenderer identifies information as confidential and/or commercially sensitive, the Authority will endeavour to maintain the confidentiality of that information, and will, where practicable, consult with the Tenderer before information relating to that Tenderer is disclosed pursuant to a request for information under FOIA and/or EIR to establish whether an exemption from disclosure may apply.

3.37 However, even where information is identified as being confidential or commercially sensitive, there may be circumstances in which the Authority may be required to disclose such information in accordance with the FOIA or the EIR (in addition to any other transparency obligations as set out in clauses 3.28 and 3.29). In particular, the Authority is required to form an independent judgment concerning whether the information is exempt from disclosure under the FOIA or the EIR and whether the public interest favours disclosure or not. Accordingly, the Authority cannot guarantee that any information marked "confidential" or "commercially sensitive" will not be disclosed and accepts no liability for any loss or prejudice caused by the disclosure of information.

3.38 If a Tenderer receives a request for information relating to this procurement under the FOIA or the EIR during the procurement, this should be immediately passed on to the Authority and the Tenderer should not respond to the request without first consulting the Authority.

Disclaimers

3.39 Whilst the information in the ITT and supporting documents have been prepared in good faith the Authority does not warrant that it is comprehensive or that it has been independently verified.

3.40 Neither the Authority nor its respective advisors, directors, officers, members, partners, employees, other staff or agents:

- makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the ITT or of any other written or oral communication transmitted (or otherwise made available) to any Tenderer;
- accepts any liability for the information contained in the ITT or in any other written or oral communication transmitted (or otherwise made available) to any Tenderer, or for the fairness, accuracy or completeness of that information; or
- shall be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.

Any party considering entering into contractual relationships with the Authority following receipt of the ITT should make its own investigations and independent assessment of the Authority and its requirements for the goods and/or services and should seek its own professional financial and legal advice.

3.41 Neither the issue of the ITT nor any of the information presented in it should be regarded as a commitment or representation on the part of the Authority to enter into a contractual arrangement. Nothing in the ITT or in any other communication made between the Authority and any other party should be interpreted as constituting a contract, agreement or representation between the Authority and any other party (save for a formal award of contract made in writing) or as constituting a contract, agreement or representation that a contract shall be offered.

Canvassing

3.42 Any Tenderer which directly or indirectly canvasses any officer, member, employee, or agent of the Authority or its members or any other relevant body or any of its officers or members concerning the Contract or this procurement which directly or indirectly obtains or attempts to obtain information from any such officer, member, employee or agent concerning any other Tenderer or Tender will be excluded from this procurement and its Tender rejected.

3.43 The Tenderer shall not make contact with any employee, agent or consultant of the Authority which is in any way connected with this procurement during this procurement, unless instructed otherwise by the Authority.

Conflicts of Interest

3.44 The concept of a conflict of interest includes any situation where relevant staff members of the Authority, involved in this procurement have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure and/or affect the integrity of the contract award.

- 3.45 If the Tenderer is aware of any circumstances giving rise to a conflict of interest or has any indication that a conflict of interest exists or may arise you should inform the Authority of this as soon as possible (whether before or after they have submitted a Tender). Tenderers should remain alert to the possibility of conflicts of interest arising at all stages of the procurement and should update the Authority if any new circumstances or information arises, or there are any changes to information already provided to the Authority. Failure to do so, and/or to properly manage any conflicts of interest may result in a Tender being rejected.
- 3.46 Provided that it has been carried out in a transparent manner, routine pre-market engagement carried out by the Authority should not represent a conflict of interest for the Tenderer.

Changes to a Tenderer's Circumstances

3.47 The Authority may:

- reject a Tender if there is a subsequent change of identity, control, financial standing which may affect the Authority's evaluation of the Tender;
- revisit information contained in a Tender at any time to take account of subsequent changes to a Tenderer's circumstances; or
- at any point during the procurement require a Tenderer to certify there has been no material change to information submitted in its Tender and in the absence of such certificate, reject the Tender.

Sub-Contracting

- 3.48 Where the Tenderer proposes to use one or more sub-contractors to deliver some or all of the contract requirements, all information requested in the Tender should be given in respect of the prime contractor and a separate appendix should be used to provide details of the proposed bidding model that includes:
- members of the supply chain;
 - the percentage of work being delivered by each sub-contractor; and
 - the key contract deliverables each sub-contractor will be responsible for
- 3.49 The Authority recognises that arrangements in relation to sub-contracting may be subject to future change, and may not be finalised until a later date. However, Tenderers should note that where information provided to the Authority indicates that sub-contractors are to play a significant role in delivering key contract requirements, any changes to those sub-contracting arrangements may affect the ability of the Tenderer to proceed with the procurement process or to provide the supplies and/or services required. If the proposed supply chain changes at any time after submission of its Tender, the Tenderer should inform the Authority immediately via Bravo. The Authority may deselect the Tenderer prior to any award of contract, based on an assessment of the updated information.

Pricing

- 3.50 Prices must be submitted in £ Sterling exclusive of VAT.
- 3.51 The Contract is to be awarded as a fixed price which will be paid according to the deliverables stated in the Specification of Requirements.
- 3.52 The Pricing Schedule sets out the minimum level of pricing information required for the Tender. The Authority may request a detailed breakdown of any Tender.

Notification of Award and Standstill

- 3.53 Not Used

TUPE

- 3.54 Tenderers should determine whether or not they believe the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) applies to this procurement. Notwithstanding this, Tenderers will note that it is the Authority's view that TUPE is not likely to apply if this procurement results in a contract being awarded, although the Authority is not liable for this opinion. The Authority will wish to satisfy itself that Tenders are responsibly calculated and take full account of any likely TUPE obligations.
- 3.55 If Tenderers have a contrary view to that of the Authority on the applicability of TUPE they should advise the Authority, giving reasons, prior to the deadline for Tenders.

TUPE Information for submission of a Tender

Not Required.

PART 4: GOVERNMENT POLICY IN RELATION TO TRANSPARENCY

- 4.1 Tenderers should be aware that the Government has set out the need for greater transparency in public sector procurement. Tenderers should note that if they are awarded a Contract, the tender documents and Contract will be published on the Contracts Finder website <https://www.gov.uk/contracts-finder>. In some circumstances, limited redactions may be made to some contracts before they are published.

PART 5: ARMED FORCES COVENANT

5.1 The Armed Forces Covenant is a public sector pledge from Government, businesses, charities and organisations to demonstrate their support for the armed forces community. The Covenant was brought in under the Armed Forces Act 2011 to recognise that the whole nation has a moral obligation to redress the disadvantages the armed forces community face in comparison to other citizens, and recognise sacrifices made.

5.2 The Covenant's 2 principles are that:

- the armed forces community should not face disadvantages when compared to other citizens in the provision of public and commercial services; and
- special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

The Authority encourages all Tenderers, and their suppliers, to sign the Corporate Covenant, declaring their support for the Armed Forces community by displaying the values and behaviours set out therein.

5.3 Guidance on the various ways you can demonstrate your support through the Armed Forces Corporate Covenant is provided in Appendix D.

5.4 If you wish to register your support you can provide a point of contact for your company on this issue to the Armed Forces Covenant Team at the address below, so that the MOD can alert you to any events or initiatives in which you may wish to participate. The Covenant Team can also provide any information you require in addition to that included on the website.

Email address: covenant-mailbox@mod.uk
Address: Armed Forces Covenant Team
Zone D, 6th Floor, Ministry of Defence,
Main Building, Whitehall, London, SW1A 2HB

5.5 Paragraphs 5.1 – 5.4 above are not a condition of working with the Authority now or in the future, nor will this issue form any part of the tender evaluation, contract award procedure or any resulting contract. However, the Authority very much hopes you will want to provide your support.

SECTION 2: EVALUATION

Evaluation comprises the stages set out in the table below. More information on evaluation criteria is set out in Bravo

Stage	Section Reference	Evaluation Criteria	Question Scoring/ Weighting (%)
Stage 1	Form of Tender	This stage is not scored but if you do not upload a complete, signed and dated Form of Tender in accordance with the instructions in Bravo, your Tender will be rejected as non-compliant.	Pass/Fail
Stage 2	Selection Stage:	<p>This stage is designed to select those Tenderers who are suitable to deliver the Authority's requirements and will be evaluated in accordance with the criteria set out in Sections 1 to 5 of the response form in Bravo and Part 1 of this Section 2 below (in respect of economic and financial standing and technical and professional ability).</p> <p>Failure to meet the stated selection criteria will result in a Response being rejected at this stage and no further assessment of the remainder of the Response (including the Tender) pursuant to the remaining stages below will be undertaken by the Authority.</p>	Pass/Fail

Stage 3	Technical & Professional Ability – Project Specific Requirements) (Technical Questionnaire)	<p>This stage will be evaluated in accordance with the criteria set out in the Technical Questionnaire.</p> <p>Some requirements are mandatory and if you cannot provide them your Tender may be rejected.</p> <p>Scored as 870% weighting of the total available score, consisting of the following breakdown of questions:</p>	<p>Scored</p> <p>E01 Sustainability Weighting= Pass/ Fail</p> <p>E02 Equality & Diversity Policy Weighting= Pass/ Fail</p> <p>E03 – Understanding of the Specification and Relevance to Objectives = Worth up to 25%</p> <p>E04 – Methodology = Worth up to 40%</p> <p>E05 – Project Planning, Management, and Delivery = Worth up to 15%</p> <p>E06 – Expertise and Experience = Worth up to 20%</p>
Stage 4	Pricing Schedule	Prices will be evaluated in accordance with criteria set out in the Pricing Schedule on the ITT and Bravo.	Scored weighting 20%
Stage 5	Final score / Award	<p>A Response which passes stage 1 and 2 will proceed to evaluation of Tenders in accordance with stages 3 to 5</p> <p>The final score is calculated as follows:</p> <p>Total Technical Quality Requirements will make up to a maximum of 80% of total score. (Stage 3)</p> <p>Total Price Requirements will make up to a maximum of 20% of total score. (Stage 4)</p> <p>The most economically advantageous Tender will be the Tender with the highest final score.</p>	

- 1.1 Tenders will be evaluated on quality and price using the evaluation criteria set out in Bravo to determine which Tender is the most economically advantageous. The Authority will award the Contract to the Tenderer which submits the most economically advantageous tender which will be the highest scoring Tender after the weightings in clause 1.3 are applied.
- 1.2 Each question will be scored separately, and no reference will be made between the questions.
- 1.3 To ensure that the relative importance of both sets of criteria is correctly reflected in the overall score, a weighting system will be applied to the evaluation:
 - the total quality scores awarded will form **80%** of the final score;
 - The score awarded for price will form **20%** of the final score.
- 1.4 Each scoring question in the quality evaluation is given a weighting to indicate the relative importance of that question in the overall quality score. Weightings for quality scores are provided with the evaluation criteria and are detailed on Bravo for each question in the response form. The evaluation criteria for price are set out in the Pricing Schedule.
- 1.5 Evaluation of Tenders will be undertaken by a panel appointed by the Authority. Each panel member will first undertake an independent evaluation of the Tenders applying the relevant evaluation criteria for each question. Then, a moderation meeting will be held at which the evaluation panel will reach a consensus on the marking of each question.
- 1.6 Questions asked by the Authority to evaluate submission's Technical Quality can be found on Bravo. These are repeated as Appendix C of this ITT for information purposes.
- 1.7 The method for scoring price can be found on Bravo.
- 1.8 The submissions against the Technical Quality questions E03 – E06 will be evaluated using the following scoring criteria:

For a score of 100: Excellent - Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a best-in-class thorough understanding of the requirement and provides details of how the requirement will be met in full.

For a score of 70: Good - Response is relevant and good. The response demonstrates a good understanding and provides details on how the requirements will be fulfilled.

For a score of 50: Acceptable - Response is relevant and acceptable. The response provides sufficient evidence to fulfil basic requirements.

For a score of 20: Poor - Response is partially relevant and/or poor. The response addresses some elements of the requirements but contains insufficient / limited detail or explanation to demonstrate how the requirement will be fulfilled.

For a score of 0: Unacceptable - Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.

If a Tenderer receives a 'Fail' in either question E01 or E02 they will be eliminated from the procurement. If a score of twenty (20) or less is awarded to a Tenderer's response to any scored question the Authority may choose to reject the Tender.

The commercial evaluation will be based on a total price and bidders will be required to provide a full price breakdown of each work package, per year and matched against milestones.

Where subcontractors or joint contractors are used, a separate breakdown for each should be provided in addition to the overall project costs.

Day rates for all staff should be provided along with a general description of duties.

The weighting and maximum marks available for the price (Stage 4) will be 30% and will be awarded to the Tenderer with the lowest Total Price. The remaining Tenderers will receive marks on a pro rata basis from the lowest to the highest price. The calculation used is the following:

$$\text{Score} = \frac{\text{Lowest Tender Price}}{\text{Tender Price}} \times 20 \text{ (Maximum available marks)}$$

For example, if three Tender Responses are received and Tenderer A has quoted £30,000 as their total price, Tenderer B has quoted £50,000 and Tenderer C has quoted £60,000 then the calculation will be as follows:

$$\text{Tenderer A Score} = £30,000/£30,000 \times 20 \text{ (Maximum available marks)} = 20$$

$$\text{Tenderer B Score} = £30,000/£50,000 \times 20 \text{ (Maximum available marks)} = 12$$

$$\text{Tenderer C Score} = £30,000/£60,000 \times 20 \text{ (Maximum available marks)} = 10$$

Commercial Pricing Breakdown applicable to this ITT is on Bravo. This should be downloaded; completed and attached to the commercial envelope.

***Please Note:**

Tenderers must be aware that all bids are submitted in acceptance of agreed Defra terms and conditions of contract. Any clarifications regarding terms and conditions must be discussed & agreed during the tender period. No discussion of terms and conditions of contract shall be held following tender submission. Failure to agree with the terms and conditions of contract post tender shall result in a bid being deemed non-compliant

SECTION 3: SPECIFICATION OF REQUIREMENTS

This Section sets out the Authority's requirements.

Term	Definition
DE	Developmental Evaluation
eNGOs	Environmental Non-governmental Organisations
FMPs	Fisheries Management Plans
JFS	Joint Fisheries Statement
JNCBs	Joint Nature Conservation Bodies
MMO	Marine Management Organisation
PE	Participatory Evaluation
PID	Project Initiation Document
ToC	Theory of Change

1 Introduction

1.1 Background to Fisheries Management Plans

- 1.1.1. The Fisheries Act (2020) places an obligation on Defra and the devolved administrations to prepare and publish Fisheries Management Plans (FMPs) to help achieve Defra's ambition for sustainable fisheries. The Act describes an FMP as a document that sets out policies designed to restore one or more stocks of sea fish to, or maintain them at, sustainable levels.
- 1.1.2. Once a FMP is published, the Act places a duty on national fisheries authorities to exercise their functions in accordance with the policies set out in FMPs. The plans therefore place binding obligations onto the national fisheries authorities to seek to deliver the goals of each FMP.
- 1.1.3. Each FMP will be reviewed at least every six years to ensure that they remain effective, although fisheries policy authorities can carry out more frequent and regular reviews on policies within the plans when considered appropriate. The draft Joint Fisheries Statement (JFS) included a list of proposed FMPs with a timetable for their publication. Defra are reviewing the responses to the JFS consultation, and a final list will be published by November 2022.
- 1.1.4. There are currently 43 planned FMPs:
- 21 are joint UK FMPs which will be jointly developed by all 4 UK administrations, with Scottish Government coordinating their preparation.
 - 2 FMPs coordinated by Northern Ireland published jointly with Welsh Government and Defra.
 - Defra will be publishing 16 FMPs.

- 1.1.5. FMPs will be a tool to implement wider policies and work on fisheries management, for example informing Defra's approach when negotiating the management of stocks shared with other coastal states.

1.2 Defra led FMPs

- 1.2.1. Defra are leading on 16 FMPs, 12 of which focus on English waters with 4 being English and Welsh waters. The first 6 of these FMPs, known as 'frontrunners', will explore ways of preparing plans to build a shared understanding of everyone's roles in learning to work in collaboration in fisheries management. The front-runner phase will test different governance arrangements and delivery methods to prepare plans which will help Defra and stakeholders better understand what works well, and determine whether the outputs are as effective, fair and sustainable as possible. This process will also help Defra define its own role as well as the roles of fisheries managers, scientists, and stakeholders.
- 1.2.2. Front-runner FMPs are split into two tranches with slightly different timelines, but both will be published in 2023. Lessons learnt from these frontrunner projects will shape our future FMP work.
- 1.2.3. These projects are being taken forward collaboratively with stakeholders, industry groups and arm's length bodies with each FMP having a delivery partner who is responsible for engaging with stakeholders and drafting the plans. Defra and the delivery partners will be seeking views from a wide range of stakeholders who have an interest and knowledge of their fisheries. Defra hope that using a collaborative approach will build trust with stakeholders and result in FMPs that are beneficial for stakeholders whilst meeting sustainability requirements.
- 1.2.4. The current list of frontrunner projects in 2022 are:
- Crab & lobster FMP (Tranche 1)
 - Whelk FMP (Tranche 1)
 - King Scallop FMP* (Tranche 1)
 - Bass FMP* (Tranche 2)
 - Channel Non-Quota demersal species FMP (Tranche 2)
 - Southern North Sea Eastern Channel Mixed flatfish FMP (Tranche 2)

* The King Scallop FMP and the Bass FMP are being developed jointly with Welsh Government.

- 1.2.5. The remaining 10 Defra led FMPs will be split over two further tranches, tranche 3 and tranche 4 with publication expected in 2024 and 2025 respectively. The evaluation of the frontrunner FMPs will be crucial in developing the subsequent tranches.

1.3 FMP Requirements

- 1.3.1. Each FMP must meet the requirements set out in section 6 of the Fisheries Act (2020), but it is anticipated that FMPs will also address wider fisheries management issues including environmental, social and economic concerns and thereby

contribute more broadly to achieving the fisheries objectives set out in section 1 of the Fisheries Act (2020).

- 1.3.2. Developing comprehensive FMPs will be challenging and Defra may take a phased approach to publication and preparation by planning for versions to be published over several years. Each version would enable the scope of the FMP to be expanded beyond the requirements in section 6 of the Act, with more detail added to cover more of the fisheries objectives and wider social and economic issues. If more evidence become available, FMPs can be amended, or scope expanded.

1.4 Process

- 1.4.1. Each delivery partner may take a slightly different approach to engaging with stakeholders and drafting the FMP, but Defra has provided guidance in the form of a toolkit document that sets out requirements for FMPs (according to the Fisheries Act) and principles for engagement. The guidance will be made available to those expressing an interest in the tender.
- 1.4.2. Once delivery partners are commissioned, the following process has been set out to guide the development of FMPs:

1.5 Scoping

- 1.5.1. Delivery partners will write a Project Initiation Document (PID), a stakeholder engagement plan and a draft evidence statement. Delivery partners may choose to set up a stakeholder working/management group to assist with the preparation of the FMP (this is not mandatory).
- 1.5.2. Currently 3 front-runner FMPs have a working/management group with a fourth planning to set one up. The shellfish management groups that have been set up have between 18 and 65 members, however some groups have smaller subgroups.
- 1.5.3. Other forms of engagement that delivery partners might use include stakeholder interviews, workshops, port visits, etc. 14 stakeholder interviews have been conducted for the Bass FMP, these are with key stakeholders.
- 1.5.4. Most of the front-runner FMPs are currently in the scoping stage so it is not currently possible to provide full lists of stakeholders or outline each approach that delivery partners are taking. We expect to have stakeholder engagement plans for all 6 front-runners by August 2022 when the scoping stages will end.

1.6 Preparation (approximately 40 – 52 weeks)

- 1.6.1. Delivery partners will implement the Project Initiation Document and stakeholder engagement plan to draft each FMP. Delivery partners will engage with Defra throughout the process to ensure policy, evidence and legal standards are met. There will also be a formal quality assurance process towards the end of preparation to ensure the FMPs meet the required standards.
- 1.6.2. In this phase, delivery partners will produce a final evidence statement which should contain a summary of the evidence required to meet the goals of the FMP. This

would include the sections below with a summary and links/references to the appropriate information:

- a) The status of the stocks for the stocks listed within the FMP (e.g., ICES information, stock assessments etc.).
- b) Biological information for the stocks listed within the FMP
- c) Current data collection pertinent to the stocks listed within the FMP
- d) Evidence on the economic and social context of the fisheries included within the FMP
- e) Evidence to justify any planned management measures

1.6.3. Where insufficient evidence is available to meet the goals of the FMP, a list of evidence requirements will be included.

1.7 Consultation and Publication:

1.7.1. Once delivery partners have produced a final draft, Defra will run a public consultation (approximately 12 weeks) and then produce a summary of responses (within 12 weeks) working closely with delivery partners. Amendments will then be made to the FMPs and the final quality assurance tests undertaken before the plan goes to the Secretary of State to be signed of and published.

1.7.2. The front-runner FMPs are expected to be published between autumn and winter 2023 except for the Southern North Sea and Eastern Channel mixed Flatfish FMP which will be published in 2024.

1.8 Governance:

1.8.1. The following groups have been set up to support delivery partners with project planning, stakeholder engagement and evidence requirements.

- i. **The FMP Programme Board** is responsible for the management of the preparation of Defra led FMPs. The Board oversees the development of all aspects of the FMP projects, providing strategic direction and final approval for any project documents, drafted FMPs, stakeholder engagement and communications. The Board's membership is made up of key stakeholders from Defra Group, industry, eNGOs, and joint nature conservation bodies (JNCBs).
- ii. **The FMP Engagement and Communications** group is responsible for co-ordinating engagement and communications at a programme and project level. The group's membership is made up of delivery partners and their communications representatives and representatives from Defra communications and engagement teams.
- iii. **The FMP programme Quality Assurance** drop-in sessions provide a forum for FMP delivery partners to engage with Defra science and evidence teams for advice on evidence issues during the preparation and publishing of the Defra-led FMPs. The core group is made up of representatives from Defra's Fisheries Science, Economics, and Analysis team. Delivery partners can bring questions about evidence statements and other outputs to the group for advice. The core Defra

members of the group will also be involved in the formal quality assurance process towards the end of the preparation stage.

1.9 Review

- 1.9.1. Section 8 of the Fisheries Act stipulates that FMPs will be subject to review by Defra on a timeline no longer than every six years from the day it is first published to ensure it remains relevant and appropriate. There is also an obligation set out in Section 11 on Fisheries Administrations to report every three years on how FMP policies have been implemented and the implications for the relevant stock into the review of the Joint Fisheries Statement. Indicators to monitor effectiveness against must be included within the FMP.
- 1.9.2. Relevant authority or authorities can undertake additional reviews whenever they consider it appropriate to do so and, in any event, before the end of the period of 6 years beginning with the day on which it was published, and in the case of a fisheries management plan has already been reviewed, before the end of the period of 6 years beginning with the end of the most recent review.

The FMP evaluation will be important for this review process and provide evidence on the efficacy of the FMP preparation and publication process, which will be considered when developing future FMPs or making changes to, or future iterations of each FMP.

2 Evaluation and Monitoring Requirements

2.1. Background

- 2.1.1 A monitoring plan identifies the indicators that are needed to provide the evidence to answer each of the evaluation questions, and the evaluation plan sets out the sources of information that will be used to collect the evidence. The contracted evaluation team will support development of these plans through producing an evaluation framework for the FMP programme. Evidence can be drawn from a variety of sources (documentation and reports, as well as surveys, interviews, focus groups and observations). Indicators to support monitoring will be project-level (i.e., those that are specific to an individual FMP) and programme-level (i.e., those that relate to the policy interventions). It is anticipated that some of the indicators will be developed by Defra in collaboration with delivery partners and wider stakeholders, and others will be developed as part of the evaluation.
- 2.1.2 The evaluation will be supported by an evaluation steering group initially comprising of key Defra policy, evaluation and science leads. Contractors are expected to work with Defra to expand steering group membership in line with a participatory evaluation approach. Future steering group members are likely to include FMP delivery plan partners and other key stakeholders. Regular update meetings (at least monthly) will be held with members of the evaluation steering group. Their role will be to serve in an advisory function. The evaluation steering group will work closely with the FMP Engagement & Communications Group, that coordinate stakeholder engagement across the FMP programme to ensure join-up to minimise stakeholder burden. Defra also chairs the FMP Programme Board which the

steering group will report to, to ensure that process and impact outcomes from the evaluation are communicated effectively so that they can inform future direction.

2.2. Objectives

2.2.1. An evaluation of the Fisheries Management Plan Policy is required as part of the development and planning of an intervention in line with guidance in HMT's Green Book¹ and Magenta Book². This invitation to tender is for a comprehensive impact, process and value for money evaluation of the FMP policy programme. This call seeks to appoint an independent evaluator for 3 years to conduct an impact and process evaluation of the FMP programme including the development and implementation of Fisheries Management Plans in England and plans jointly delivered by England and Wales. The overarching objectives of the tender include:

- a. Designing evaluation and monitoring frameworks for:
 - the FMP policy programme
 - national scale FMPs
 - individual regional/local scale FMPs including guidance on how they may conduct their own monitoring and evaluation.
- b. Producing guidance and suggested design (e.g., of trials) for how individual FMPs could be evaluated using experimental, or at least quasi-experimental approaches.
- c. Producing guidance and design advice to support the future FMP implementation phase(s).
- d. Describing the delivery of the policy including a comprehensive mapping of participants in the drafting of FMPs by sector and geography.
- e. Identify and measuring the impact of the FMP programme, capturing delivery against scheme objectives including direct impacts and wider benefits.
- f. Identifying positive outcomes of the FMP programme, including unintended consequences of the FMP programme to inform recommendations of how these could be magnified.
- g. Identifying negative outcomes, including unintended consequences of the FMP programme to inform recommendations of how these could be eliminated/minimised.
- h. Identifying and collating process learning on how the FMP programme is delivered including the drafting, reviewing, publishing and implementation of FMPs to provide recommendations on:
 - i. improved processes to ensure that fisheries management is effective, transparent, fair and representative, including trust-building between stakeholders and fisheries regulators.
 - ii. how and when collaborative approaches to fisheries management can work in the UK context as we move from early implementation to evidence-based expansion of collaborative practices to ensure sustainable fisheries.
 - iii. improved outcome and impact delivery, including distribution of benefits, through the FMP programme.

¹ [The Green Book \(2022\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/the-green-book-2022)

² [The Magenta Book - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/the-magenta-book-2022)

- iv. Increasing transparency about FMP processes and wider fisheries management aspects for Defra's stakeholders and delivery partners through ensuring reporting on delivery and sharing of programme learning with partners.

2.2.2. The evaluation will enable the FMP programme to, where evident, demonstrate value for money and transparent use of public resources, provide robust evidence to support future fisheries management, identify good practice in areas such as collaborative working and decision-making, and addressing sustainability issues through management interventions.

2.3. Evaluation Questions

2.3.1. Evaluation questions will be developed and finalised from the evaluation aims, as well as through review of documents and engagement with policy, delivery teams, and potentially stakeholders during the scoping phase. They are likely to include, but not limited to the following overarching questions:

- a. How and in what ways is the FMP programme delivering successful outcomes?
 - i. Is the FMP programme meeting its stated objectives? If so, to what extent?
 - ii. Who is benefiting (or not benefiting) from FMP programme outcomes, and in what circumstances or context?
 - iii. What are the main challenges and opportunities in delivering successful outcomes?
 - iv. What are the unintended consequences (positive or negative) of the FMP programme and how are these distributed?
 - v. Which variables most determine successful outcomes for FMPs (e.g., scale, type of leadership for plans, multi or single species focus)?
- b. How is the FMP programme supporting the delivery of the Fisheries Act and other UK ocean sustainability policies or programmes? To include:
 - i. How and to what extent do individual FMPs include Fisheries Act Objectives including environmental, social and economic aspects?
 - ii. How and to what extent does the FMP programme manage fishing activity to help restore or maintain fish stocks at sustainable levels?
 - iii. Which Fisheries Act objectives are being directly and indirectly delivered, or contributed towards, by the FMP programme?
- c. In what way is the FMP programme building a foundation for collaborative working?
 - i. What are the circumstances for examples of good/poor collaboration (e.g., facilitated processes, representation, national or local scale processes)?
 - ii. How do delivery partners experience the FMP process in relation to effectiveness, fairness, representation, and transparency?

- iii. How can the FMP programme build stakeholder capacity and capability to improve active participation in fisheries management?
- iv. Who is participating in the development of FMPs (sectors, geographies), how were delivery partners selected, who is missing from the process?
- v. In what way is the FMP programme supporting a more collaborative culture within fisheries management?

2.4. Approach and Specific Tasks

- 2.4.1. Tenderers are invited to propose a specific approach for this research and to detail how specific methods will collect relevant data to meet the research aims.
- 2.4.2. To capture the learning from the FMP programme, there is a need for both process (how the FMPs are drafted, implemented and how the collaboration is working) and impact evaluation (what the FMP programme, underpinned by individual plans, delivers). An additional aspect of evaluating perceived fairness of collaborative processes emphasises the need for frameworks to consider not only what works (or what does not), but also for whom and in what circumstances.
- 2.4.3. There is a preference for the most robust approaches (e.g., impact before and after studies, quasi-experimental, experimental approaches), but only where they are appropriate. The research should be compliant with guidelines set out in HM Treasury's Green Book and Magenta Book, and mindful if and where appropriate, of the Complexity Evaluation Framework³ developed for Defra evaluations.
- 2.4.4. From early scoping for the evaluation, we anticipate that the work will most likely use a developmental evaluation (DE) approach. This is due to the requirement for the evaluation to generate rapid feedback and support continuous growth of the development and implementation of FMPs and in recognition of evolving policies surrounding the approach. DE is one of only a few approaches that recommends mid-programme changes rather than post-programme assessments and is reliant on evaluators working closely with programme leads. DE also implies that the evaluation approach will evolve over time, as the surrounding context changes. Given the role of the evaluation in supporting the delivery of the programme, a DE approach is thought to be most suitable in this instance.
- 2.4.5. If proposing an alternative approach, tenderers are requested to explain how their chosen approach will also meet the aims and objectives of the evaluation for the interventions. Proposed alternative approaches, as for all submissions, will be reviewed by Defra evaluation professionals based on the criteria set out below.

³[Defra, UK - Complexity Evaluation Framework](#)

- 2.4.6. In complement to the proposed evaluation approach, a participatory evaluation (PE) approach to align with the desire to involve stakeholders in design and delivery, would provide an important addition.
- 2.4.7. The approach chosen should also include a detailed plan for how to engage stakeholders, including steps to ensure that stakeholder burden is minimised. To join-up work and reduce duplication, it is expected that the successful tenderer will work closely with the FMP Engagement & Communications Group, that coordinate stakeholder engagement across the FMP programme.
- 2.4.8. The monitoring and evaluation framework is anticipated to be developed in close collaboration with stakeholders within and beyond government, including FMP delivery partners. This should include, but not necessarily be limited to:
- Review of evaluation requirements
 - Development of a detailed Theory of Change (ToC) describing how and why the FMP programme is expected to improve sustainable fisheries.
 - Descriptions of outputs
 - The setting of output indicators
 - Description of outcomes
 - Setting of short-, medium-, and long-term outcome indicators
 - Planning on how to measure qualitative outcomes
 - Review and prioritisation of outcome indicators
 - Consideration of need to evidence impact
 - Planning of how to measure process
 - Setting out of information collection methods
- 2.4.9. Tenderers are expected to outline how they intend to produce the ToCs and evaluation frameworks through running a series of workshops or any similar approach and should detail how the approach will be conducted. Tenderers should also demonstrate how they intend to develop the evaluation frameworks and gather input across Defra, arm's length bodies, and industry groups and provide a draft framework to coincide with the timeframes set out below. It is expected that the tenderers develop the evaluation frameworks taking into account the ToCs.
- 2.4.10. It is anticipated that the work will take both a mixed methods approach; including qualitative (e.g. interviews, focus groups, observations etc.) and quantitative methodologies (e.g. surveys) and that appropriate approaches for evaluating value-for-money (e.g., cost-benefit approaches) will be used. It is also expected that both primary and secondary data will be utilised to address the project aims and research questions. Primary fieldwork should be planned using recognised evaluation / social science methods.
- 2.4.11. Secondary data will likely be needed to assess impact of the FMP programme, and tenderers should provisionally set out how they plan to access and use any environmental, economic, or social datasets they may involve.

- 2.4.12. Tenderers should justify the specific methods and approaches chosen and should set out an appropriate sampling framework where applicable. Within this, tenderers should consider ethical and data protection requirements and processes.
- 2.4.13. Tenders should also set out a justified approach for analysing data considered in the evaluation. Both qualitative and quantitative data should be analysed using appropriate approaches.
- 2.4.14. Three key stages are anticipated for this work:
- ❖ **Stage 1:** An inception period will follow an initial starter meeting and scoping phase which will review existing reports and data to finalise the evaluation design. The evaluation steering group will work with the successful tenderer during this stage to determine feasibility and request data sharing agreements where necessary. An inception report of approximately 10 pages will set out the final proposed methodological and analytical approach, which will need to be provided to the steering group for sign-off before fieldwork commences.
 - ❖ **Stage 2:** Developing the Evaluation Frameworks including monitoring plan and ToCs, for the FMP programme/national plan and for regional/local plans. The FMP programme evaluation framework is expected to include frontrunner-experimental-full implementation stages.
 - ❖ **Stage 3:** Full evaluation of the FMP programme, to be divided into three sub-stages:
 1. Process and impact evaluation of the FMP 'frontrunners' (Trance 1 and 2) FY 22/23.
 2. Process and impact evaluation of the FMP experimental phase (Trance 1, 2,3) FY 23/24.
 3. Process and impact evaluation of the FMP post-implementation phase (Trance 1,2,3,4) FY 24/25.
- 2.4.15. Research plans should include a risk assessment plan with mitigating actions. It is suggested that these plans should consider Covid-19 (or similar) impacts on conducting the project.

3. Proposed Timelines

	Details	Date (by)
Stage 1		
Deliverable 1	Inception and scoping report (c. 10 pages)	6-8 weeks after contract award
Stage 2		

Deliverable 2	Draft theory of change and M&E frameworks	30/11/22
Stage 3		
Deliverable 3	Monthly evaluation note of key findings to capture and utilise learning (e.g. 5- 10 slide PowerPoint, 1-2 page report)	Throughout the project starting Dec 22, ending Dec 2024
Deliverable 4	<ul style="list-style-type: none"> Final M& E frameworks Visual representation of framework (e.g., infographics) Draft report detailing financial year-1 delivery (c. 10-20 pages) 	20/01/23
Deliverable 5	<ul style="list-style-type: none"> Final year-1 report (c. 20 pages) and presentation (Fronrunner phase) Visual summary of key findings (e.g., infographics) 	18/03/23
Deliverable 6	Year-2, mid-year interim evaluation progress/findings presentation (including experimental phase)	29/09/23
Deliverable 7	Draft report detailing financial year-2 delivery (c. 10-20 pages) & presentation	29/02/24
Deliverable 8	<ul style="list-style-type: none"> Final year-2 report (c. 20 pages) Visual summary of key findings (e.g., infographics) 	15/03/24
Deliverable 9	Year-3, mid-year interim evaluation progress/findings presentation (including post-implementation)	30/09/24
Deliverable 10	Draft final report (c. 40-50 pages) & presentation	31/01/25
Deliverable 11	<ul style="list-style-type: none"> Final report (c. 50-60 pages) and presentation Visual summary of key findings (e.g., infographics) 	28/02/25

Please note that the proposed timelines are subject to changes.

4. Break Clause

- 4.1. Defra will consider the proposals and recommendations put forward in each of the stages of the project as outlined above. However, Tenders should note that the Authority is under no obligation to proceed with all stages of the project or proceed with payment for the remainder of the contract.
- 4.2. Defra will only proceed with the next stage of the project upon satisfactory completion of each stage outlined above or in the tender submission and this will be agreed in good faith by the parties.

5. Expertise Required

- 5.1. Applicants should have extensive experience of conducting evaluations, preferably having a strong track record of using dynamic and adaptive evaluation approaches to complete robust and efficient process, effectiveness, and impact evaluations. Previous experience fisheries management is desirable, but applications are welcome from organisations without such experience where proposals include involvement of external expert(s) to give sector specific advice.
- 5.2. Considering the scope of the work and the delivery timeframes, effective project management will be needed. Applicants should set out how the evaluation will be managed and how quality will be assured.

6. Reporting Requirements

- 6.1. The successful tenderer must produce the outputs outlined in each phase, (Microsoft Word format for reports, Microsoft PowerPoint for presentations and appropriate software for visual summaries (e.g., infographics) of key findings). Each report produced will include an explanation of any assumptions made, levels of uncertainty and how the evidence can be used. A project timeline will also be produced by the tenderer at the start of the project and agreed by the project steering group. The project steering group will also agree on when to convene in anticipation of reviewing outputs from the project milestones.
- 6.2. Please note that should you be successful you will be required to seek approval in advance from the project steering group of any press release, presentation or publication related to this project until the final report is published. There will also be a delay between the project end date and publication of the final report whilst Defra carry out quality assurance processes, possibly including independent peer review. After publication of the final report, you should keep the Project Officer informed of any further use of data and/or findings from the project.
- 6.3. Contractors are expected to meet government requirements for accessible reports¹⁴. The successful tender must outline how they will meet accessibility requirements and what processes they have in place to assure this. The exact outputs should be discussed with the programme lead, but accessibility should be considered in all outputs (e.g. Word, PowerPoint, CSV data files or PDF documents). Defra can provide a Word template where contractors do not already have an in-house accessible report template.
- 6.4. The accessibility requirements include, but is not limited to, consideration of:
 - font (size, style and justification)
 - headings and sub-headings to structure reports
 - alt-text for images, charts or graphs
 - table captions and summaries in all tables
 - colours that are suitable for those with colour-blindness

7. Payment Methods

- 7.1. Payment will be following satisfactory quality assurance of the above agreed deliverables and sign-off from the budget holder.

***Please Note:**

Tenderers must be aware that all bids are submitted in acceptance of agreed Defra terms and conditions of contract. Any clarifications regarding terms and conditions must be discussed & agreed during the tender period. No discussion of terms and conditions of contract shall be held following tender submission. Failure to agree with the terms and conditions of contract post tender shall result in a bid being deemed non-compliant.

SECTION 4: GOVERNANCE AND CONTRACT MANAGEMENT

1. The quality of the service provided will be regularly monitored by the Authority against the elements outlined in Section 5 and Section 6 below.
2. An official within Defra will act as the Project Officer responsible for the day to day management of the contract. The Supplier will appoint a Project Manager who will act as the principal point of contact for Defra. Tenderers may propose consortium or subcontracting arrangements but should provide a single manager responsible to Defra for fulfilment of the contract and for liaison with Defra's contact person.
3. The Supplier will be required to provide the Project Officer at Defra with regular progress updates. The form of these updates will be agreed in the inception meeting but is likely to involve weekly project management telephone meetings initially, changing to every month when project is well-established. The Supplier will also agree to make all reasonable efforts to meet with Defra officials as and when required.
4. Following completion of a deliverable a 'Post-Assignment Feedback' review will be undertaken with key members of the programme team to discuss what was achieved, what went well and any opportunities for improvement on future assignments.
5. The Supplier shall meet the agreed deadlines for delivery of the project deliverables and will notify the Authority without delay if there is a risk that they may be unable to meet this deadline. Tenderers should provide an assessment of risks and countermeasures in a risk management plan as part of their submission.

Efficiencies and Continuous Improvement in Service Lifetime

During the Contract, the Contractor shall look to develop, maintain, and improve efficiency, quality and where possible provide a reduction in charges to enhance the overall delivery of the Contract.

The Contractor shall have an ongoing obligation throughout the Contract to identify new and potential improvements to the Services which shall include, but are not limited to:

- New or potential improvement which enhances the quality, responsiveness, procedures, methods and/or customer support services; and
- Changes in business processes and ways of working that would enable the Services to be delivered at lower costs and /or at greater benefits to the Authority.

Performance Management

Key Performance Indicators (KPIs) are essential in order to align supplier performance with the requirements of the Authority and to do so in a fair and practical way. KPIs have to be realistic and achievable; they also have to be met otherwise indicating that the service is failing to deliver.

The Contract shall be managed in accordance with the Authority's Terms and Conditions and KPIs under the Performance Management Framework.

The proposed KPIs are set out in Section 4 and Section 5.

Travel and Subsistence

All Travel and Subsistence should be in line with Defra's Travel and Subsistence Policy. Claims should always be supported by valid receipts for audit purposes and must not exceed any of the stated rates below. Should the stated rate be exceeded, Defra reserve the right to reimburse only up to the stated rate.

Rail Travel

All Journeys – Standard class rail unless a clear business case demonstrating value for money can be presented. This includes international rail journeys by Eurostar and other international and overseas rail operators.

Mileage Allowance

Mileage Allowance	First 10,000 business miles in the tax year	Each business mile over 10,000 in the tax year
Private cars and vans – no public transport rate*	45p	25p
Private cars and vans – public transport rate	25p	25p
Private motor cycles	24p	24p
Passenger supplement	5p	5p
Equipment supplement**	3p	3p
Bicycle	20p	20p

*NB the 'no public transport rate' for car and van travel can only be claimed where the use of a private vehicle for the journey is essential e.g. on grounds of disability or where there is no practical public transport alternative. If the use of the vehicle is not essential the 'public transport rate' should be claimed.

** Under HMRC rules this expense is taxable.

UK Subsistence

Location	Rate (Upper Limit)
London (Bed and Breakfast)	£130
UK Other (Bed and Breakfast)	£75
Rates for specific cities (bed and breakfast)	Bristol £100 per night Weybridge £100 per night Warrington £90 per night Reading £85 per night

SECTION 5: PERFORMANCE MANAGEMENT FRAMEWORK

1. Overview of the PMF

- 1.1. As part of the Authority's continuous drive to improve the performance of all Contractors, this PMF will be used to monitor, measure and control all aspects of the Supplier's performance of contract responsibilities.
- 1.2. The PMF purpose is to set out the obligations on the successful Contractor, to outline how the successful Contractor's performance will be monitored, evaluated and rectified for performance.
- 1.3. The Authority may define any reasonable performance management indicators for the Contractor under the following categories:
 - Contract Management
 - Delivery and Support
 - Quality of Service
- 1.4. The above categories are consistent with all Contract awards allowing the Authority to monitor Contractor' performance at both individual level and at the enterprise level with the individual Contractor.

2. Management of the PMF

- 2.1. Key Performance Indicators (KPI's) shall be monitored on a regular basis and shall form part of the contract performance review. Performance of KPI's will be reported by the Contractor to the Authority on monthly basis. The Contractor shall detail performance against KPI's in Monthly Reports and at quarterly Contract Meetings with the Authority, who will review this and make comments if any.
- 2.2. The Contractor shall maintain their own management reports, including a Risk and Issues Log and present these as requested by the Authority at any meeting requested by the Authority.
- 2.3. Any performance issues highlighted in these reports will be addressed by the Contractor, who shall be required to provide an improvement plan ("Remediation Plan") to address all issues highlighted within a week of the Authority request.
- 2.4. Key Performance Indicators (KPIs) are essential in order to align Contractor's performance with the requirements of the Authority and to do so in a fair and practical way. KPIs must be realistic and achievable; they also have to be met otherwise indicating that the service is failing to deliver. The successful Contractor will ensure that failure and non-performance is quickly rectified.

- 2.5. The Authority reserves the right to amend the existing KPI's detailed in Section 5 or add any new KPI's. Any changes to the KPI's shall be confirmed by way of a Contract Change Note.

Section 6: Key Performance Indicators (KPI's)

KPI	What is required to make this measurable	KPI Measurement	KPI Rating		
KPI 1 – Project Deadlines	Deliverables will be presented by the Contractor(s) to the Authority at the agreed date and quality as outlined in the deliverables.	Quality deliverables are presented to the Authority on the day and or time (if appropriate) that has been agreed by both parties. The Authority's project officer deems the deliverable to be of sufficient quality.	Deliverables sent to the Authority greater than 5 (five) working days after the agreed deadline. Major revisions needed to meet sufficient quality (more than 3 working days)	Deliverables sent to the Authority greater than 1 (one) working day after the agreed deadline, or less than one day but later than the agreed time if a restricted timescale. Minor corrections needed to reach sufficient quality (not more than 1 working day).	Meets expectations - All deliverables are deemed to be of sufficient quality and sent to the Authority on time
KPI 2 – Invoices	Invoices to be received within three (3) working days of the end of each month.	Invoices quote the correct PO, Contract number, the Authority Contact, and qualitative description of the work being done.	Invoices received by the Authority which contains inaccuracies and/or greater than 10 (ten) working days	Invoices received by the Authority greater than 5 (five) working days after the end of the month, and/or	Meets expectations - All invoices received by the Authority on time and

	Invoices and associated deliverables should be clearly linked.	Invoices must be clearly itemised: specific milestones and deliverables should be explicitly listed.	after the agreed deadline.	contains some inaccuracies.	accurately reflect agreed work
	Note partial payment for milestones is not permissible: only completed milestones and deliverables are chargeable.	Associated reports should be clearly and explicitly linked to invoices to help financial tracking.			
KPI 3 – Quality of Deliverable: Error Free	Deliverables are accurate and free of errors.	Deliverables reviewed by the Authority for accuracy.	A significant error is identified that results in published documents or National Statistics being amended by Defra. Or an error is identified that results in Government incurring financial damages or significant reputational harm.	An error is identified that does not result in published documents or National Statistics being amended	Meets expectations – No errors within deliverables

KPI 4 – Check point risk Assessment	High quality, detailed and up to date project risk assessments in place.	Initial submission 1 month from commencement and kept up to date throughout the project. Evidence should be provided that risks are proactively managed.	Risk Assessment is not kept up to date and known risks are not communicated on the Risk Assessment	Risk Assessment is kept up to date but communication on the Risk Assessment is incomplete	Risk assessment is kept up to date and remains appropriate for use
KPI 5 – Monthly activity check-in with Authority	Contractor will give Authority monthly updates on project progression, any foreseen blockages or issues	Contractor will contact Authority at least monthly (email/phone/videocall) with relevant updates	Contractor goes more than 3 months without contacting Authority with relevant updates, OR without stating known future potential issues	Contractor goes more than 2 months without contacting Authority	Contractor contacts Authority at least monthly, stating project activities and any future potential issues
KPI 6 – Quality of Deliverable: Report QA	A credible QA development plan is in place with time bound deliverables to implement Defra Quality Assurance Guidelines for Reports. QA logs are implemented and accurately maintained for all Reports.	A credible and time bound plan to implement Defra QA Guidelines for Models is in place and adhered to. The guidelines are implemented within the lifetime of the Contract. QA logs are accurately maintained and annually updated.		Lack of a model QA development plan, a significant inaccuracy in the QA log or a failure to maintain the model to the required standard	Meets expectations

APPENDIX A

FORM OF TENDER

To be returned by 12:00 (UK time) on **02nd August 2022**.

Elizabeth James
Procurement Advisor
Department for Environment, Food and Rural Affairs
Procurement and Commercial Function
Nobel House
17 Smith Square
London
SW1P 3JR

TENDER FOR THE: Evaluating the Contribution of Fisheries Management Plans toward Ocean Sustainability (including collaborative approaches)

Tender Ref: **10301**

1. We have examined the invitation to tender and its schedules set out below (the **ITT**) and do hereby offer to provide the goods and/or services specified in the ITT and in accordance with the attached documents to the Authority commencing **05th September 2022** for the period specified in the ITT.
 - Tender Particulars (Section 1)
 - Specification of Requirements (Section 3)
 - Form of Tender (Appendix A)
 - Authority's Conditions of Contract (Appendix B)
2. If this tender is accepted, we will execute the Contract and any other documents required by the Authority within 10 days of being asked to do so.
3. We agree that:
 - a. before executing the Contract substantially in the form set out in the ITT, the formal acceptance of this tender in writing by this Authority or such parts as may be specified, together with the documents attached shall comprise a binding contract between the Authority and us;
 - b. pursuant to EU Directive 1999/93/EC (Community Framework for Electronic Signatures) and the Electronic Communications Act 2000, the Contract may be executed electronically using the Authority's electronic tendering and contract management system, Bravo;
 - c. we are legally bound to comply with the confidentiality provisions set out in the ITT;
 - d. any other terms or conditions or any general reservation which may be provided in any correspondence sent by the Authority in connection with this procurement shall not form part of this tender without the prior written consent of the Authority;

- e. this tender shall remain valid for 120 days from the closing date for tenders specified in the ITT; and
- f. the Authority may disclose our information and documents (submitted to the Authority during the procurement) more widely within Government for the purpose of ensuring effective cross-Government procurement processes, including value for money and related purposes.

4. We confirm that:

- a. there are no circumstances affecting our organisation which could give rise to an actual or potential conflict of interest that would affect the integrity of the Authority's decision making in relation to the award of the Contract; or
- b. if there are, or may be such circumstances giving rise to an actual or potential conflict of interest we have disclosed this in full to the Authority.

5. We undertake and it shall be a condition of the Contract that:

- a. the amount of our tender has not been calculated by agreement or arrangement with any person other than the Authority and that the amount of our tender has not been communicated to any person until after the closing date for the submission of tenders and in any event not without the consent of the Authority;
- b. we have not canvassed and will not, before the evaluation process, canvass or solicit any member or officer, employee or agent of the Authority or other contracting authority in connection with the award of the Contract and that no person employed by us has done or will do any such act; and
- c. made arrangements with any other party about whether or not they may submit a tender except for the purposes of forming a joint venture.

6. I warrant that I am authorised to sign this tender and confirm that we have complied with all the requirements of the ITT.

Signed _____

Date _____

In the capacity of _____

**Authorised to sign
Tender for and on
behalf of** _____

Postal Address _____

Post Code _____

Telephone No. _____

Email Address _____

APPENDIX B

AUTHORITY'S CONDITIONS OF CONTRACT

Upload on Bravo

APPENDIX C

TECHNICAL EVALUATION QUESTIONS

If a Tenderer receives a 'Fail' in any of the questions E01 - E02 they will be eliminated from the procurement.

If a Tenderer scores 20 or less using the 'Scoring Criteria' in Section 2: Tender Evaluation (Paragraph 1.8); for any of the questions E03-E06 the Authority may choose to reject the Tender.

The technical evaluation will account for **80%** of the total marks.

E01 Sustainability (Weighting - Pass/Fail)

The Authority has set itself challenging commitments and targets to improve the environmental and social impacts of its estate management, operation and procurement. These support the Government's green commitments. The policies are included in the Authority's sustainable procurement policy statement published at:

<https://www.gov.uk/government/publications/defra-s-sustainable-procurement-policy-statement>

Within this context, please explain your approach to delivering the services and how you intend to reduce negative sustainability impacts. Please discuss the methods that you will employ to demonstrate and monitor the effectiveness of your organisation's approach.

Evaluation Criteria:

Your response must:

- Demonstrate that there is a sustainable policy in-place.
- Provide evidence how you will reduce the environmental impacts of delivering this contact that may include the following;
 - Using innovative sustainable tools, techniques and technologies
 - The procedures and systems in place for communicating what needs to be done to improve sustainability to those engaged on this contract;
 - Explain how you measure sustainability performance and be able to report to the Authority on progress if required.

A Fail will be allocated to those responses that are not able to demonstrate any evidence of addressing sustainability.

Please upload your response with filename 'Your Company Name_E01'. Your response must be no more than 2 side of A4, minimum font size 10. Your Sustainability Policy will be accepted in addition to this limit.

E02 Equality and Diversity Policy (Weighting - Pass/Fail)

The Authority is committed to promoting equality and diversity within its operations and service delivery. Please describe your organisation's commitment to equality and diversity and how you ensure that compliance with relevant legislation is achieved and maintained. Please describe how you will promote equality and diversity in relation to the delivery of this Contract. Please also provide a copy of your equality and diversity policy or an equivalent document.

Evaluation Criteria:

- Includes a copy of the Tenderer's equality and diversity policy or an equivalent document which shows their organisation's commitment to equality and diversity and confirms their compliance with relevant legislation.
- Describes how the Tenderer will promote equality and diversity in relation to the delivery of this Contract.

A Fail will be allocated to those responses that are not able to demonstrate any evidence of addressing equality and diversity.

Please upload your response with filename 'Your Company Name_E02'. Your response must be no more than 2 side of A4, minimum font size 10. Your Equality and Diversity Policy will be accepted in addition to this limit.

Questions E03 - E06 are scored as per the criteria outlined in Section 2: Tender Evaluation (Paragraph 1.8 above)

The Technical weighting of Bravo will be calculated at 100% of the total score available initially.

E03 is worth 25% of the technical score available

E04 is worth 40% of the technical score available

E05 is worth 15% of the technical score available

E06 is worth 20% of the technical score available

However, as the Technical weighting is worth 80%;

Tenderers should not include any commercial/pricing information in the responses to the technical questions.

All tenderers should be aware of the timescales set to deliver this requirement and only submit a response where they are fully confident of being able to deliver within these parameters.

Questions E03 – E06 will be scored using the following scoring criteria:

For a score of 100: Excellent - Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a best-in-class thorough understanding of the requirement and provides details of how the requirement will be met in full.

For a score of 70: Good - Response is relevant and good. The response demonstrates a good understanding and provides details on how the requirements will be fulfilled.

For a score of 50: Acceptable - Response is relevant and acceptable. The response provides sufficient evidence to fulfil basic requirements.

For a score of 20: Poor - Response is partially relevant and/or poor. The response addresses some elements of the requirements but contains insufficient / limited detail or explanation to demonstrate how the requirement will be fulfilled.

For a score of 0: Unacceptable - Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.

If a Tenderer receives a 'Fail' in either question E01 or E02 they will be eliminated from the procurement. If a score of twenty (20) or less is awarded to a Tenderer's response in respect of questions E03-E06 the Authority may choose to reject the Tender.

E03 - Understanding of the Specification and Relevance to Objectives. (Weighting 25%)

Describe your understanding of the requirements detailed in Section 3 of this ITT (Specification of Requirements) and the relevance to the objectives laid out in the specifications.

Evaluation criteria

Your response should demonstrate:

- A thorough understanding of the topic and requirements outlined in the specification of requirements;
- Knowledge and understanding of the existing UK maritime and fishing sector;
- Knowledge and understanding of the roles of Defra, the MMO, and any other key stakeholders and how they interface with this Contract; Cognisance of devolved competence and differing fisheries policies across each UK administration.
- Knowledge of the interaction of this contract with other relevant projects and initiatives

Your response must not exceed 4 sides of A4, font size 11. Any responses exceeding 4 sides of A4 will not be evaluated beyond the 4th page. Links to other documents will not be considered as part of your response e.g., links to published documents online, etc. Please upload a document with the filename: "E03_Your Company Name".

E04 – Methodology (Weighting 40%)

Please provide details of the methodology and approaches proposed to deliver the requirements of this project.

Evaluation Criteria

Your response should:

- Demonstrate a clear understanding of the nature of the requirements, a sound approach to meet the specific objectives and evaluation questions identified within section 3 of this ITT and demonstrate how each one will be addressed;
- Include a clear, practical, achievable and cost-effective methodology to deliver these requirements, including leverage of existing data sources;
- Indicate the types of data sources likely to be used. Include information in sufficient detail, to allow a full appraisal of the suitability of the approach to deliver for the project.

Please upload a document with the filename: "E04_Your Organisation Name". Your response must not exceed a maximum of 5 sides of A4, font size 11.

E05 - Project planning, management, and delivery. (Weighting 15%)

Please provide information on how you will plan, manage and deliver this project.

Evaluation Criteria

Your response should:

- Include an organogram showing the project management structure and lines of communication and reporting;
- Include a project plan and a Gantt chart to show key timelines and milestones;
- Include details on the quality assurance processes in place and procedures to ensure that the final outputs are robust;
- Include an assessment of risks to the project and how these will be managed and mitigated.

Please upload a document with the filename: "E05_Your Organisation Name". Your response must not exceed a maximum of 4 sides of A4, font size 11.

E06 – Expertise and experience. (Weighting 20%)

Please provide details of your experience delivering and managing social research including evaluations, preferably in the marine and fisheries sector.

Please provide:

- Information on up to 3 relevant examples of projects undertaken which can be used to demonstrate suitable experience within the last 3 years.
- Details of the project team (including any sub-contractors) and the key personnel who will be involved, outlining their expertise to deliver the project. CVs should be attached as an annex (please limit to 2 sides of A4 per CV).

Evaluation Criteria

Your response should:

- Identify all key staff (including sub-contractors), their grades, and roles within this project, and demonstrate that the project team is well suited to achieve the projects objectives.
- Demonstrate that the project team provides value for money, whilst retaining a good balance of expertise on the more challenging tasks.
- Demonstrate that the project team have suitable experience for the tasks required.
- Demonstrate that the project team have an understanding and experience of techniques and methodology used for process and impact evaluations including monitoring in order to address project objectives and research questions.

Please upload a document with the filename: "E06_Your Organisation Name". Your response must not exceed a maximum of 4 sides of A4, font size 11.

A separate document must be uploaded for CVs. Please upload a document with the filename: "E04_Your Organisation Name – CVs". Please limit to 2 sides of A4 per CV, font size 11.

You must also complete and upload the document "E06_Staff Time Workbook"

APPENDIX D

ARMED FORCES CORPORATE COVENANT

Section 1: Principles of the Armed Forces Covenant

We Company XYZ will endeavour in our business dealings to uphold the key principles of the Armed Forces Covenant, which are:

- no member of the Armed Forces Community should face disadvantage in the provision of public and commercial services compared to any other citizen;
- in some circumstances special treatment may be appropriate especially for the injured or bereaved.

Section 2: Demonstrating our Commitment

Company XYZ recognises the value serving personnel, reservists, veterans and military families bring to our business. We (Company XYZ) will seek to uphold the principles of the Armed Forces Covenant, by:

- promoting the fact that we are an armed forces-friendly organisation;
- seeking to support the employment of veterans young and old and working with the Career Transition Partnership (CTP), in order to establish a tailored employment pathway for Service Leavers;
- striving to support the employment of Service spouses and partners;
- endeavouring to offer a degree of flexibility in granting leave for Service spouses and partners before, during and after a partner's deployment;
- seeking to support our employees who choose to be members of the Reserve forces, including by accommodating their training and deployment where possible;
- offering support to our local cadet units, either in our local community or in local schools, where possible;
- aiming to actively participate in Armed Forces Day;
- offering a discount to members of the Armed Forces Community;
- any additional commitments XYZ could make (based on local circumstances).

You are encouraged to sign up to as many of the above as appropriate to your business.

We will publicise these commitments through our literature and/or on our website, setting out how we will seek to honour them and inviting feedback from the Service community and our customers on how we are doing. Amended as appropriate for your business.