

Terms of Reference

Undertaking an assessment of green skills development in Singapore and the United Kingdom

SUMMARY OF REQUIREMENT

1. The Foreign, Commonwealth and Development Office (“the Authority”) represented by The British High Commission in Singapore, seeks to engage a Supplier to undertake an assessment of green skills development in Singapore and the United Kingdom
2. The output will be delivered in the form of both a research report and workshops. The report is expected to (i) offer an assessment on the development of green skills in Singapore and the United Kingdom by sub-sector (ii) based on this, offer recommendations on how Singapore and the United Kingdom might deepen green skills cooperation.
3. The engagement is expected to commence in January 2024 following the signing of the contract with all the deliverables completed by end of March 2024.

BACKGROUND

4. Both the United Kingdom and Singapore are implementing measures to develop their respective green economies. These are further detailed in the UK’s Net Zero Strategy and Singapore’s Green Plan 2030.
5. Given the need for international cooperation to achieve decarbonisation goals, in March 2023, the Government of the United Kingdom and the Government of the Singapore signed a Memorandum of Understanding (MoU) to establish a bilateral Green Economy Framework.
6. Building on the successful UK-Singapore Free Trade Agreement and Digital Economy Agreement, the innovative UK-Singapore Green Economy Framework combines elements of climate, economic and trade policy. It enables both countries to achieve national decarbonisation targets in alignment with the Paris Agreement while enhancing energy security and promoting green growth through new investment, job creation and export opportunities. The collaboration takes place across three key pillars: green transport, low carbon energy technologies, and sustainable finance and carbon markets.
7. Under the auspices of the UK-Singapore Green Economy Framework and the UK-Singapore Strategic Partnership signed in September 2023, the UK and Singapore are also seeking to deepen bilateral cooperation on green skills.

OBJECTIVE

8. This Statement of Service Requirements (SSR) has been developed to attract bids and seek responses to the Authority’s requirement to undertake an assessment of green skills development in Singapore and the United Kingdom, and offer recommendations on how both countries might deepen green skills cooperation.

OUTPUTS / DELIVERABLES

9. The output will be delivered in the form of both a research report and workshops. The report is expected to (i) offer an assessment on the development of green skills in Singapore and the United Kingdom by sub-sector (ii) based on this, offer recommendations on how Singapore and the United Kingdom might deepen green skills cooperation.
10. Workshops, virtual or in-person, will be organised for the supplier to present their findings to the Authority.

SCOPE OF WORK

11. The Supplier is expected to produce a report and deliver workshops in line with what is specified in the 'Outputs/Deliverables' section. For the purposes of this tender, the services required are organised into three phases: Set-Up; Implementation; and Closure.

12. The indicative timetable for the project is expected to be as follows:

Stage	Timeline
Contract sign, commence and project delivery	15 January 2024
Set-up	15 January 2024 – 31 January 2024
Implementation phase (research / write-up)	1 February 2024 – 24 March 2024
<ul style="list-style-type: none">- Research and analysis phase- First draft of report- Second draft of report	<ul style="list-style-type: none">- By 1 March 2024- By 8 March 2024- By 24 March 2024
Closure phase (FCDO presentation)	24 March 2024 – 31 March 2024

SET-UP PHASE

13. During the Set-Up phase, the Supplier will be responsible for setting up the team and processes that will deliver the contract requirements. These processes shall be agreed upon with the Authority and will likely include, but not be limited to:

- Planning and overseeing the contract delivery;
- A governance structure for the delivery;
- Identification, selection, contracting and oversight of any contractors/grantees that are part of the delivery plan;
- The delivery team must include technical experts or analysts well versed in the domain of green economy, as well as an overall project coordinator. The delivery team must have access/ability to consult with UK businesses. All assignments must be approved by FCDO. Required competencies and qualification for the experts and a local team are outlined in Clause 36.
- Monitoring and evaluation (M&E) plan and reporting;
- Meet the projects reporting requirements i.e. reporting, status updates
- A communication plan;
- Risk management, including human rights risks throughout your supply chain, safeguarding, fraud, duty of care issues, child protection, and impact on women and disadvantaged communities;
- In case of emerging opportunities in relation to the topics, coordination with officials at the British High Commission in Singapore, or wider stakeholders in this field to achieve wider benefits will be required.

14. During the Set-Up phase, the Authority will be available to confirm that proposed processes comply with FCDO rules. It is expected that the Supplier will already have existing relationships with stakeholders and access to key data sources.

15. The key outputs from this phase is a Set-up Plan, which includes examples of the following

- A finalised Implementation Plan which includes delivery plan, set of processes agreed with the Authority (see paragraph 18, i.e. GESI, M&E, risks management and risks register, governance and reporting structure, etc.);
- List of delivery team
- Finalised Indicative Outcomes including Indicative Success measures

16. The final Set Up plan shall be finalised by 31 January 2024

IMPLEMENTATION PHASE

17. The Implementation Phase is to conduct the research and develop analysis agreed upon with the FCDO and with stakeholders identified in the Set-Up Phase. All activities must be completed by the end of the Implementation Phase.

18. The Supplier is encouraged to demonstrate innovation in responding to the objectives of the reports and workshops, and to design the best model to deliver against the project objectives.

CLOSURE PHASE

19. Prior to the commencement of the Closure Phase, the Supplier must have sent through final reports, data and statistics and completed any concluding activities. During the closure phase, there Supplier should provide one final webinar to FCDO officials concluding the project. The Authority reserve the right to request changes from the Supplier in line with the project scope and outline if these are not fully met.

20. The Supplier will be responsible for delivery of the Closure Phase. The FCDO will support by promoting events that support the positive legacy, leveraging and lessons sharing component of this phase.

21. Procurement: Any procurement undertaken for this project by the Supplier for its own supply chain will be done in accordance with international best practice. The Supplier will need to provide a Procurement Manual setting out the process in which all procurement will be undertaken as part of the Set-up Phase (only required if significant procurement is undertaken), subject to FCDO approval. On the basis of the agreed Manual, FCDO will carry out audits of any goods and services procured by the Supplier.

METHODOLOGY

22. In order to Deliver the report and workshop, the Supplier will be expected to: (i) engage in desk-based activities including research, quantitative analysis and interviews; (ii) set up regular discussions with UK stakeholders to cross-check and discuss findings; (iii) utilise UK/international expertise to advise on green skills development. If appropriate, and pending agreement from the Authority, the Supplier can utilise field-based expertise where it presents the better value for money and stronger outputs.

23. Suppliers are strongly encouraged to inform and include the FCDO in engagement plans with local stakeholders as well as local Embassies or High Commissions for specific host countries where appropriate.

KEY DATES

24. Subject to previous agreement between the Authority and the Supplier, dates for delivering the outputs might change as needed.

25. The Contract will be starting as soon as possible in accordance with the procurement timeline and it is envisioned to terminate once the project has been completed, as a maximum by March 31st, 2024.

26. The Supplier will be paid 25% on satisfactory completion of set-up phase by FCDO approval of the set-up plan (February 2024). The remaining 75% of the contract value will be settled on submission of the final approved report and completion of the presentation to the Authority during the closure phase (March 2024).

LOGISTICS AND OTHER ARRANGEMENTS

27. The Supplier will report jointly to the Climate and Economics teams at the British High Commission in Singapore. The nominated contact person's information will be shared to the winning bidder after Contract Signature. The Supplier will also appoint a member of staff to liaise with the Authority on contract management issues.

28. In terms of logistics, the Supplier will work independently in setting up the meetings with key stakeholders, arranging transport, agenda, programmes, etc. Where appropriate, the Authority may assist in accessing government agencies or other key senior stakeholders if this should prove necessary but the bid must make explicit where this is a dependency for successful delivery of outputs as described anywhere in the tender. The Authority reserves the right to attend all meetings and events relevant to this project, subject to the Authority's staff availability. The Supplier must therefore inform the Authority of all events and meetings relevant to this project in a timely manner. The Supplier should also be in close contact with the nominated officer throughout the implementation of the project.

29. The FCDO will make all reasonable endeavours to:

- Support stakeholder engagement particularly where identified as a critical dependency in the winning bid.
- Approve the overall project work-plans, individual outputs and milestones, on being satisfied with the quality.
- As appropriate, connect the Supplier to information and contacts on other relevant programmes and initiatives supported by the UK Government (e.g. Department for Business and Trade; Foreign, Commonwealth and Development Office) to enable links and synergies.
- Monitor the delivery plan, including milestones success criteria, and risk assessment and mitigation plan.
- Monitor the Supplier in meeting gender and inclusion requirements.
- Monitor the Supplier in ensuring value for money (economy, efficiency, effectiveness and equity)

30. In the case of selection of a consortia, a single contract will be issued to the lead consortium partner who will be responsible for managing other sub-contractors and partners.

31. Intellectual Property generated during project: All reports, data and material produced by the Supplier will be FCDO intellectual property and cannot be replicated and disseminated without the explicit written approval by the FCDO.

32. Personnel: The Supplier will strive for continuity of its core personnel over the course of the project to ensure consistent language and narrative. The project leader and key technical experts cannot be changed during the course of implementation unless there is a non-performance reason, medical reason or resignation.

MONITORING

33. The Supplier shall provide a monthly update from commencement of the project.

34. The Supplier shall submit a Quarterly Report (reporting on progress) to the FCDO within two weeks after the set-up phase.

35. When the service has been completed the Supplier shall prepare and send a Project Completion Report to the Authority within the period that the Authority requests.

SKILLS AND COMPETENCES

36. The team assembled by the Supplier will have to demonstrate:

- i. Ability to employ quantitative and qualitative techniques to assess skills development and ecosystems in both the UK and Singapore
- ii. Ability to develop a report under short time frames consulting across a wide range of stakeholders
- iii. Prior experience looking at green skills and green jobs is desirable

37. Bidders will need to detail their proposed team structure in their bid, including the roles, responsibilities, names and experience of key experts.

38. Tenders should include:

- a) A cover letter introducing the organisation
- b) The bid itself (maximum of 5 x A4 sides), describing the methodology, project plan, risk management, and team the organisation intends to deploy to meet the requirements.
- c) One / two examples of a previous research, report or similar work

EVALUATION CRITERIA

39. Evaluation Criteria for selection will be based on quality, technical and commercial supports, with the following weightings:

- a) Methodology and Project Management (30%)
- b) Expertise (30%)
- c) Risk Management (10%)
- d) Project team/Resource Plan (10%)
- e) Commercial (20%)
 - i. Cost competitiveness in achieving the volume and quality of activities and outputs that will deliver the best results and outcomes anticipated, including activity costs and administrative fees. The successful bidder undertakes to make all reasonable

efforts to ensure that all goods and services purchased in support of this Contract are purchased at the best possible market price, in line with the Authority's requirements.

BUDGET

40. The budget for the service, covered under these Statement of Service Requirements, will be **no more than £20,000** inclusive of all expenses, on the following payment terms.

Submission and Acceptance of Output	Payment
Set-Up Phase	25%
Closure Phase	75%
TOTAL	100%

Payments will be made in arrears upon receipt and acceptance of the final product/outputs, after any updates have been incorporated and signed-off by the Authority.