



# Mini Competition

**Mini Competition against an existing Framework Agreement (MC) on behalf of Department for Business, Energy and Industrial Strategy (BEIS)**

**Subject UK SBS An evaluation of UK Space Agency funding through the ARTES Programme**

**Sourcing reference number CR18080**

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# Section 1 – About UK Shared Business Services

## Putting the business into shared services

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

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

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

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

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

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

## Our Customers

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

UK SBS currently manages £700m expenditure for its Customers.

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

## Section 2 – About Our Customer

### UK Space Agency (UKSA)

The Agency is responsible for all strategic decisions on the UK civil space programme and we provide a clear, single voice for UK space ambitions. The UK Space Agency is at the heart of UK efforts to explore and benefit from space. The UK's thriving space sector contributes £9.1 billion a year to the UK economy and directly employs 28,900 with an average growth rate of almost 7.5%.

Collaboration lies at the core of the UK Space Agency ethos and applies across Government as well as to external organisations including European and global partners such as the European Space Agency (ESA), the European Union, national space agencies and the United Nations.

The Agency provides funding for a range of programmes via programmes such as the National Space Technology Programme and FP7 and works closely with national and international academic, education and community partners.

#### **UK Space Agency achievements include:**

- Implementing Government £10m National Space Technology Programme to support the development of UK technology and services/applications using space data. The first four flagship programmes totalled £6m, matched by £5m from industry.
- The Climate and Environmental Monitoring from Space facilities at the International Space Innovation Centre, supported by £400,000 funding, will make satellite data available to space businesses and institutions, particularly those which do not have the infrastructure to exploit Earth observation data.
- Chaired and led the International Charter 'Space and Major Disasters', to task Earth observation satellites quickly to provide data following a major disaster

[www.BEIS.gov.uk/ukspaceagency](http://www.BEIS.gov.uk/ukspaceagency)

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

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

| Section 3 – Contact details |   |   |
|-----------------------------|---|---|
| 3.1                         | Customer Name and address                             | UK Space Agency<br>Polaris House<br>North Star Avenue<br>Swindon<br>SN2 1SZ   |
| 3.2                         | Buyer name  | Victoria Clewer   |
| 3.3                         | Buyer contact details                                 | Research@uksbs.co.uk  |
| 3.4                         | Maximum value of the Opportunity                      | £100,000 excluding VAT  |
| 3.5                         | Process for the submission of clarifications and Bids | <p><b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>.</b></p> <p><b>Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.</b></p> |

| Section 3 - Timescales |   |  |
|------------------------|---|--|
| 3.6                    | Date of Issue of Mini Competition to all Bidders  | Tuesday, 12 <sup>th</sup> June 2018                  |
| 3.7                    | Latest date/time Mini Competition clarification questions should be received through Emptoris messaging system                | Wednesday, 27 <sup>th</sup> June 2018<br>14:00 (BST) |
| 3.8                    | Latest date/time Mini Competition clarification answers should be sent to all potential Bidders by the Buyer through Emptoris | Monday 2 <sup>nd</sup> July 2018                     |
| 3.9                    | Latest date/time Mini Competition Bid shall be submitted through Emptoris   | Friday, 20 <sup>th</sup> July 2018<br>11:00 (BST)    |
| 3.10                   | Anticipated rejection of unsuccessful Bids date   | Monday, 30 <sup>th</sup> July 2018                   |
| 3.11                   | Anticipated Award Date  | Monday, 30 <sup>th</sup> July 2018                   |

|      |  |   |
|------|--|---|
| 3.12 | Anticipated Call Off Contract Start Date             | Wednesday, 1 <sup>st</sup> August 2018                            |
| 3.13 | Anticipated Call Off Contract End Date               | Friday, 29 <sup>th</sup> March 2019                               |
| 3.14 | Bid Validity Period                                  | 60 Working Days   |
| 3.15 | Framework and Lot the procurement should be based on | <b>BIS Research &amp; Evaluation Framework<br/>CR150025 LOT 3</b> |

## Section 4 – Specification

### Background

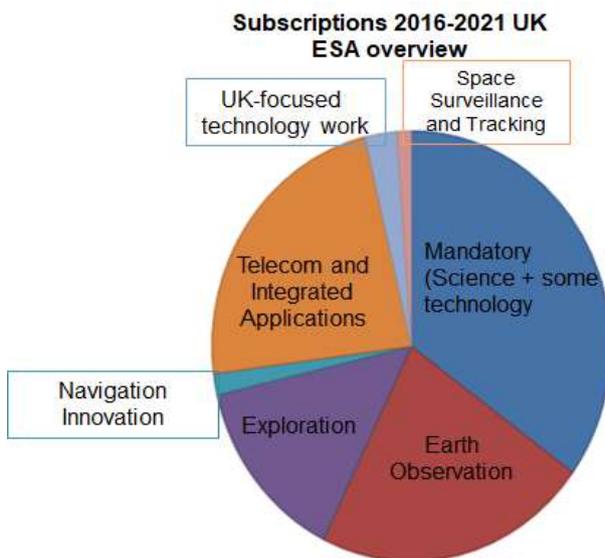
The UK Space Agency (UKSA) is responsible for all strategic decisions on the UK civil space programme, providing a clear, single voice for UK space ambitions. It is at the heart of UK efforts to explore and benefit from space.

The UK's thriving space sector contributes £13.7 billion a year to UK GDP and directly employs over 38,500 people. Since 2012/13 industry income has grown by 6.5% and 5.4% per annum, respectively.

The Agency supports this growth through providing funding for a range of programmes. It has a budget of about £380m per year of which £300m is spent with the European Space Agency. The rest of the national budget supports programmes such as the National Space Technology Programme, a national Space science programme and our ambitions in providing a national launch capability.

Our rationale for working with the European Space Agency is to maximise our investment by pooling our resources, giving UK Companies and scientists access to European partners, suppliers and customers meaning our £300m also brings us benefit from the total ESA spend of €4.25 bn per year.

The UK chooses what programmes it supports with ESA at ESA Ministerial meetings which occur every 3- 4 years (the next one is in December 2019). The science programme is mandatory but all others are optional and countries choose them to play to industrial and scientific strengths. The breakdown of UK ESA subscriptions are shown below:



The UK is committed to collecting evidence of the benefits of investment in ESA both to demonstrate value for money for that investment but also to inform future investment decisions with the European Space Agency. The next key milestone is a Ministerial meeting in December 2019 where the UK will decide the balance of its investment in key programmes.

Some recent UK successes in the ESA programme:

- Support through the ARTES programme has been fundamental to a company called " Satixfy" establishing a presence and consolidating in the UK. The investment of around €30M has seen the company grow to about 60 staff on two sites, developing innovative processors and lightweight, low power antennas to service the traditional satellite markets.
- UK has with ESA made breakthroughs in Gravitational Wave detections from ground observatories and confirmation with electromagnetic spectrum observatories from space including through the Lisa Pathfinder mission.
- The UK has built a Rover due to explore the surface of Mars in 2021.
- The Aeolus mission built at Airbus in Stevenage will launch at the end of August 2018 to study wind speed thus improving environmental models.

[www.BEIS.gov.uk/ukspaceagency](http://www.BEIS.gov.uk/ukspaceagency)

The UK Space Agency works to ensure that the UK investment in civil space brings about real economic and scientific benefits. For this reason, high quality impact assessment and evaluation is vital to strengthen our existing body of evidence on the outcomes of space programmes. To reflect this commitment, the Agency has published our Evaluation Strategy<sup>1</sup> in August 2015<sup>2</sup> where it sets out the processes we follow when evaluating our activities and programmes. Moreover, better evidence on the anticipated impact from our space investments will prove important when shaping future strategic direction.

The ESA advanced research into telecommunications programme (ARTES) has traditionally been a key programme for the UK and 25% of all subscriptions to that programme are made by the UK. UK industry claim this programme has been instrumental in them becoming World leading in providing telecommunication satellites with a reported 25% of all telecommunication satellites being substantially built in the UK.

### ARTES

From 2008, the UK has made contributions of nearly £500m to the Advanced Research in Telecommunications System (ARTES)<sup>3</sup> programme. This is an ESA led funding programme that provides support to organisations to take forward proposals for a variety of individual projects. The programme aims to capitalise on research and develop (R&D) activities, and transform these into operational satcom products and services.

The goal is to ensure that these products and services are commercialised, profitable, and self-sustaining. In terms of high level goals, ARTES is a fundamental tool that helps us

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<sup>1</sup>[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/456513/Evaluation\\_Strategy\\_August\\_2015\\_FIN\\_ALv2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/456513/Evaluation_Strategy_August_2015_FIN_ALv2.pdf)

<sup>2</sup><https://www.gov.uk/government/publications/evaluation-strategy-uk-space-agency>

<sup>3</sup>

[https://www.esa.int/Our\\_Activities/Telecommunications\\_Integrated\\_Applications/ARTES/ARTES\\_programme\\_overview](https://www.esa.int/Our_Activities/Telecommunications_Integrated_Applications/ARTES/ARTES_programme_overview)

transform the UK to be the best place in the world to start and grow a space business and grow the UK space economy.

This objective is achieved through the facilitation of partnerships between public and private sector organisations, and user communities within member states.

There are a number of individual sub-elements of the ARTES programme, each with its own specific focusses and levels of UK involvement.

In terms of where UK effort has historically focussed, the good proportion of ARTES funding has focussed on four sub-elements. These are described below;

- ARTES 3-4 Competitiveness and Growth (£142M since 2008)
- ARTES 8 – Alphasat/ Alphasat (approximately £50M since 2008)
- ARTES 20 – Integrated Applications Promotion (£114M since 2008)
- ARTES 14 – Neosat (£76.693 M since 2012)

#### Competitiveness and Growth (ARTES 3-4)

A notable example as the most significant source of UK funding, ARTES 3-4 “Competitiveness and Growth” is a wide-ranging element and aims to develop specific products and equipment, including, satellite payloads, telecoms systems, and user terminals.

Through the provision of support for general technological, product and application development, C+G aims to facilitate the competitiveness of ESA member state within the satellite communications industry.

#### Integrated Applications Promotion (IAP - ARTES 20) (also known as Business Applications)

IAP is a programme which works with companies to develop satellite applications which will deliver results to benefit citizens on the ground. Either feasibility or demonstrator projects can be undertaken, some of which are ideas identified by industry / academia and others of which are ‘calls’ issued by ESA.

A unique element of IAP is that applications are developed in response to real end-user requirements, rather than being driven by a specific technology. The range of topics is very broad, and can cover everything from healthcare to agriculture or tourism – there are no limits on this so long as the idea is commercial.

#### Alphasat and Alphasat (ARTES 8) and neosat (ARTES 14)

This element of ARTES is an example of the development of a specific technology, namely the Alphasat platform and the first satellite to use it, the Alphasat satellite.

NEOSAT is the ARTES next generation platform element to develop and demonstrate in orbit new satellite platform product lines for 3 to 6 tonne geostationary satellites, in partnership with industry.

It should be noted that though these four sub-elements reflect where the majority of UK ARTES effort has been focussed, there are other relevant areas of UK investment, such as Public Private Partnerships (PPP). A full breakdown of UK ARTES spend to date has been presented later.

### **Aims and Objectives of the Project**

The overall objective of this research will be to answer the following broadly defined research questions in relation to the UK funding through the ARTES programme;

- Understand what impacts have occurred as a direct result of UK ARTES funding
- Establish the extent to which UK ARTES funding has contributed to the growth of the UK Space sector
- Establish how successful UK funded ARTES activities have been and whether their overall objectives been achieved,

In order to answer these questions, this research project will need elicit information on the perspective of UK project teams who received grant funding through ARTES, in terms of the activities they have undertaken, and subsequent outcomes and impacts.

### **Impact evaluation**

Establishing what tangible difference UK ARTES funding has made will be the central aim of this evaluation. With initiatives like ARTES that are characterised by a diverse set of individual projects, there are likely a wide-range of potential impacts that could potentially occur. This will include those directly experienced by the beneficiary, including commercial impacts, such as the creation of jobs, or generation of income through sales, as well as wider benefits, such as increased competitiveness or reputation. There are also wider benefits not necessarily limited to the beneficiary, but to other non-participating organisations, as well as society as a whole, in the form of spill-over impacts.

This evaluation should therefore provide evidence on the extent to which this range of impacts on funding beneficiaries, UK Space Sector growth and wider impacts on the UK economy, and any wider benefits to society (for example, associated with the technology/application) have occurred. By building up a picture of impact on an individual project by project basis, the wider impact of the programme can be understood.

The evaluation should provide evidence that allows the Agency to assess the *impact* of the ARTES programme, relative to what would have happened in its absence.

Though not all impacts need to be pre-determined prior to the evaluation, questions under this heading might ask:

- How has ARTES funding influenced the development of the technology in question? (e.g. has it led to an increase in the TRL level ?)
- Has the programme allowed those who received a grant to be more innovative (e.g. new patents)?
- Did the grants produce any innovative products?

- To what extent has ARTES led to the generation of revenue through improved business sales and performance/profitability?
- Has ARTES funding led to the creation or safeguarding of jobs?
- Did we see any effect on UK competitiveness as a result of grants being awarded to UK organisations?
- Did the grants lead to increased collaboration?
- Did the grants lead to any spill-over impacts?
- Any spin-in from outside the space sector.
- What future benefits are anticipated?
- Have there been any wider benefits to society? (i.e. as a result of the technology / application produced)
- Have there been any displacement and substitution effects, i.e. has ARTES funding displaced other provisions?
- What are the next steps that the grant recipient are considering or undertaking to progress their work to the next level? How has ARTES enabled this or provided the opportunity to do this?

Please see Annex 1 for a list of possible impacts. This is not an exhaustive list and intended to be a starter for discussion only. We would welcome suggestions for areas of further investigation. We also recommend looking at other evaluation and research in similar areas to identify what other impacts might be expected.

Besides providing evidence on any direct impacts, the evaluation should also investigate wider impacts on beneficiary companies and any other unintended consequences, if any. More detail on our suggested methodology of how best to identify impacts is provided below.

#### *Counterfactual*

An important aspect of any impact evaluation is to establish the extent to which any impact or change is a direct result of the intervention in question.

One way of achieving this is to work out what would have happened in the absence of an intervention (i.e. the counterfactual). In this context, the question of the counterfactual would be what would have occurred beneficiaries of the ARTES grants without the funding? This is often achieved via the use of a control group, a matched set of participants / organisations that did not receive the intervention.

However in the context of ARTES there may be difficulties in establishing a robust control condition due to the fact that unsuccessful applicants likely systematically differ to successful applicants.

Contractors should make reference to this in their proposals, and how they recommend taking it into account during the research.

#### *Economic evaluation*

As one of the overall strategic objectives of the UKSA is to contribute the growth of the UK space sector, it is important to understand the extent to which ARTES funding has facilitated this. In order to understand this, we need to establish **value for money** provided by the programme.

The focus of this aspect of the evaluation will be to establish the extent to which the benefits of ARTES compare to the costs, more specifically;

- How did the anticipated costs and benefits and timing compare with actual outcomes?
- Did the participation in an ARTES project drive have significant impact on the

realisation of benefits?

- Did the benefits of the policy justify the costs?

### Process evaluation

The overall focus of process evaluation will be to explore how UK ARTES activities have been delivered. This question is concerned with the **process** associated with the programme itself, the activities involved in its implementation and the pathways by which the programme, and subsequent projects were delivered. This part of the work will look at how the programme is actually being implemented, and what the intended and unintended effects are<sup>4</sup>. This section might address questions such as

:

- What are the motivations of the organisations participating in the programme?
- Why the project did/did not achieve anticipated outcomes?
- Were there any barriers in getting the grants? If so, why?
- What is the extent and nature of the collaborations between the organisations in the space sector that submitted bids?
- What were the experiences of service users, delivery partners, etc.?
- What are the types of follow-up contracts or grants that the ARTES recipients has won?
- How does ARTES funding sit within the wider context of available funding

### Case studies

We are also keen to supplement the core part of this research with a series of more detailed case-studies. These will be important as a way of building up the narrative around the ARTES programme, following individual examples through input, activity, outcome and impact. Selection of case-studies should be agreed on project inception but would likely include at least one Private Public Partnership (PPP) project.

We expect the evaluation to generate both quantitative and qualitative measures of the impact on key outputs and outcomes (increased innovation, new products, impact on competition, increased sales, etc.). These impacts should be adjusted for deadweight, displacement effects, substitution and leakage.

### **Evaluation Scope**

Ideally, the overall goal of this work is to understand how effective UK funding through the overall ARTES programme has been. In order to understand the full extent of any associated impacts of overall programme then it is important that this work covers the breadth of various activities. However, that said, some prioritisation of work will likely be required and if so, should reflect where UK effort has focussed to date, and ensure that the widest range of programme activities has been taking into account.

### **Suggested Methodology**

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<sup>4</sup>[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/212318/11-1085-guidance-evaluating-interventions-on-business.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/212318/11-1085-guidance-evaluating-interventions-on-business.pdf)

Details in table need to go into the price schedule AW5.2

The work to underpin this research will likely be spread over a number of separate phases. We envisage that three separate phases of work should be undertaken and consist of;

- An initial method development and scoping phase
- Fieldwork phase consisting of primary research with ARTES funded UK beneficiary organisations and other stakeholders
- Analysis and reporting

### **Stage 1 – Method development and early consultation**

The first goal of Phase one of this research will be to confirm the overall scope and approach of this work. This will likely consist of desk based research and a review of the available documentation that the UKSA holds, and any information available from ESA. An initial goal of this phase will be to agree on the methodology and approach for any subsequent primary research / analysis in stage 2.

In addition to the general programme level information provided in the ITT, UKSA will also provide more detailed information upon project inception. This will include;

- Project name and brief detail
- Beneficiary organisation (prime)
- Any info on subcontracted organisations.
- Any organisational contact details (subject to GDPR compliance)
- Funding received (from UKSA in Euro)
- Project start date
- Project end date (or anticipated)

A further step that could take place during stage 1 would be to produce a theory of change model for the programme. Theories of change outline the various activities and impacts associated with a programme, including the causal relationship between them. This would be particularly useful in informing the detail of subsequent fieldwork (i.e. establishing which impacts should be focussed on).

### **Stage 2: Fieldwork phase with ARTES UK beneficiaries.**

Stage two is likely where the vast majority of evidence to underpin this evaluation will be collected. We currently envisage that will primarily consist of semi-structured interviews with UK beneficiaries of ARTES funding. From experience, the combination of depth, and flexibility that these provide make these an effective way of exploring impact in this context. We are open to other approaches though, and if contractors consider that another method (i.e. telephone surveys) would be more appropriate, then they should outline why this is the case, in terms of any associated strengths/ drawbacks.

This interviews will need to explore the impacts and process related questions outlined in the aims and objectives section.

This fieldwork should also produce a number of individual case-study reports on certain to be agreed elements of ARTES-funding, but will likely include the more specific sub-

elements such as the public-private partnership (PPP) projects. These case studies should build a narrative around the associated inputs, activities, outcomes and impacts associated with a project.

### *Sample*

In terms of the sample, UK ARTES funding beneficiaries will be the core respondents in this research. There are approximately 300 UK funded ARTES projects, and this research should attempt to include as many of these projects as possible.

However, consultation should also take place with wider stakeholders, in order to ensure that a diverse range of experiences are taken into account

For example, identifying any relevant indirect benefits (I.E Spill overs) may require wider consultation within the space-sector, as funding beneficiaries may not be fully aware of the range of wider impacts resulting from their technology/ application.

Similarly, process evaluation should elicit views from the wider programme team as well as others involved in the delivery of the programme. Less of these wider interviews will need to take place, and the focus should be more on ensuring a sufficient range of people have been included, rather than reaching a specific number.

The ideal specific respondent within an organisation may vary and will in part depend on the organisation in question, though ideally it should be someone with a good understanding of the project in question (such as the project manager),

### **Stage 3: Analysis and reporting**

The focus of this section of the work will be to synthesise the evidence gathered during the inception and fieldwork phases into a report, requiring analysis of the interview content. Contractors should propose how they would intend on analysing interview responses, including both qualitative and quantitative data that they will likely provide.

One particularly important element of this stage of the research will be to conduct economic analysis to establish the overall impact of this funding on the UK economy. Contractors should propose how they intend on conducting this analysis. Particular consideration should be given to how economic impact will be quantified, and how important considerations such as deadweight, leakage, substitution and displacement into account.

Additionally, this is a suggested methodology and we would welcome bidders' alternative suggestions providing that they also meet the project aims and objectives. Bidders should also justify why they have suggested an alternative approach.

### Critical considerations

There are a number of potential wider critical considerations associated with this work that should merit discussion. Bidders should identify these, along with any other ones that may relate to the work, and discuss as part of their proposals.

### *Self-reporting impact*

One of the primary challenges of this project is likely to be that beneficiaries and project managers may be more used to considering the technical rather than economic impacts of an investment.

Additionally, where there is a perception that reported impacts might influence future ARTES funding, beneficiaries may have a vested interest in overstating any potential benefits.

It is important that bidders give full consideration to any issues that this may cause.

#### *Response rate*

Maximising the response rate is an important consideration for this work. The greater the number of interviews that take place with ARTES beneficiaries, the more extensive the subsequent full picture of impact will be.

#### *Impact lag*

It is important to note that in some respects this is an interim rather than full evaluation. The full impact of technology development programmes such as this often take many years to materialise, so the successful bidder should give appropriate attention to this in their report.

### **Deliverables**

Key deliverables

Additional Deliverables:

- Regular (weekly/fortnightly) updates on emerging finding and project progress
- Interim method plan report
- Draft final report with an executive summary
- Quality assured final report that will be published (with sensitive information removed if necessary), including a technical report/ section detailing the methodology of the research and analysis
- Datasets to support those to be published in the final report must be provided in an accessible format (Excel) if appropriate, with ultimate ownership to be retained by the UK Space Agency

In order to increase awareness of research and evaluation reports and maximise research impact, all contractors are to ensure the following are included in the costings for this project:

- Summary poster / infographic
- Slide pack summary

### **Publication**

The final report for this research / evaluation project must be formatted according to BEIS publication guidelines, therefore within the Research paper series template and adhering

to BEIS accessibility requirements for all publications on GOV.UK. The publication template will be provided by the project manager. Please ensure you note the following in terms of accessibility:

### **Checklist for Word accessibility**

Word documents supplied to BEIS will be assessed for accessibility upon receipt.

Documents which do not meet one or more of the following checkpoints will be returned to you for re-working at your own cost.

- document reads logically when reflowed or rendered by text-to-speech software
- language is set to English (in File > Properties > Advanced)
- structural elements of document are properly tagged (headings, titles, lists etc.)
- all images/figures have either alternative text or an appropriate caption
- tables are correctly tagged to represent the table structure
- text is left aligned, not justified
- document avoids excessive use of capitalised, underlined or italicised text
- hyperlinks are spelt out (e.g. in a footnote or endnote)
- Datasets to support those to be published in the final report must be provided in an accessible format (CVS, Excel) on submission of the report.

## Section 5 – Evaluation of Bids

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

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

To maintain a high degree of rigour in the evaluation of your bid, a process of moderation will be undertaken to ensure consistency by all evaluators.

After moderation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ( $5+5+6 = 16 \div 3 = 5.33$ ))

| Pass / fail criteria |         |   |
|----------------------|---------|---|
| Questionnaire        | Q No.   | Question subject  |
| Commercial           | SEL3.11 | Modern Slavery Act  |
| Commercial           | SEL3.12 | Cyber Essentials  |
| Commercial           | SEL3.13 | General Data Protection Regulations (GDPR)                    |
| Commercial           | FOI1.1  | Freedom of Information Exemptions                             |
| Commercial           | AW1.1   | Form of Bid   |
| Commercial           | AW1.3   | Certificate of Bona Fide Bid                                  |
| Commercial           | AW4.1   | Contract Terms – Part 1                                       |
| Commercial           | AW4.2   | Contract Terms – Part 2                                       |
| Price                | AW5.1   | Maximum Budget  |
| Price                | AW5.5   | E Invoicing   |
| Price                | AW5.6   | Implementation of E-Invoicing                                 |
| Quality              | AW6.1   | Compliance to the Specification                               |
| -                    | -       | Invitation to Quote – received on time within e-sourcing tool |

**The Response Question and Answer Document must be used by all tenderers to answer the PROJ (Quality Questions). This should then be uploaded as an attachment to PROJ1.1. This is the only document assessors will evaluate; any other method used by bidders to answer questions will not be evaluated. Scoring shall be based on 0-100 scoring methodology (as outlined below). Each question has a page limit and this should be adhered to. Any additional content provided beyond this will not be considered or scored during the evaluation process**

## Scoring criteria

### Evaluation Justification Statement

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

| Questionnaire | Q No.   | Question subject              | Maximum Marks |
|---------------|---------|-------------------------------|---------------|
| Price         | AW5.2   | Price                         | 20%           |
| Quality       | PROJ1.1 | Approach                      | 50%           |
| Quality       | PROJ1.2 | Staff to Deliver              | 10%           |
| Quality       | PROJ1.3 | Understanding the Environment | 10%           |
| Quality       | PROJ1.4 | Risk Management               | 10%           |

## Evaluation of criteria

### Non-Price elements

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

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

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

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

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

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

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

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

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

#### **Example**

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 50

Evaluator 4 scored your bid as 50

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

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

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

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

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

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

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

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

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

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

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

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

## **Section 6 – Evaluation questionnaire**

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

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

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

## Section 7 – General Information

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

#### DO:

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

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

### DO NOT

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

## Some additional guidance notes

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

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

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

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

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

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

## **USEFUL INFORMATION LINKS**

- [Emptoris Training Guide](#)
- [Emptoris e-sourcing tool](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)

- [Freedom of information Act](#)

## Annex 1– potential indicators

Metrics and indicators measure characteristics of a project/programme and enable the policy maker to measure outcomes and impacts. It is difficult to know the best indicators to use without knowing the type of programme to be evaluated. However, they should be SMART (specific, measurable, achievable, relevant and time-bound). Below there are some suggestions for different space projects/programmes, although the categories should not be considered as strict.

Every programme is unique and is almost never as simple as picking suitable metrics and indicators from a long-list. Below are some suggested metrics and indicators to help you to identify suitable ways to evaluate science missions/programmes and the impact of knowledge transfer, though it is impossible to produce a comprehensive list here – you should develop a logic map for your programme to help identify the best way to measure impact on a case-by-case basis. In addition, remember that all impact should be assessed relative to a baseline or counterfactual scenario.

### *Indicators related to science programmes and the impact of knowledge transfer<sup>5</sup>*

- **Scientific publications** deriving from the programme (journal prestige is important to determine the quality of the publication) and **citations**
- **Salaries** of PhDs involved in the publications related to the science programme (e.g. wage uplift can be an indication of net economic impact)
- Increased **no. of PhDs** as a result of the programme
- **Additional contracts/investment** won by universities that participated in a mission/programme
- **Intellectual Property Rights (IPR)** (patents, copyright and trademarks) developed and registered as a result of the project and revenues generated through IP licencing
- **Income of contracts**
- **Value of contracts**
- **Spin-outs** formed and revenues generated; external investment raised
- Number of end-users
- Amount of **funding received** as a result of this project (especially for universities participating in mission)
- No. of collaborations and partnerships
- No. of principal investigators and research fellowships
- **Future expectations**

Next are suggested metrics and indicators that could be used in order to evaluate the impact of a project/programme on companies:

<sup>5</sup> [http://ec.europa.eu/invest-in-research/pdf/download\\_en/library\\_house\\_2008\\_unico.pdf](http://ec.europa.eu/invest-in-research/pdf/download_en/library_house_2008_unico.pdf)

### *Indicators related to funded companies*

- Increased **revenue** of companies involved in the project (e.g. as a result of winning an ESA contract to build an instrument)
- **GVA (output) increase, profitability or market share** change
- Additional **exports** (proportion of revenue outside the home country and outside the EU)
- **Jobs creation** induced by the project (consider FTE, contractors or permanent, which level, etc.), and jobs safeguarded
- **Investment leverage** (total 3rd party investment in terms of equity, debt, grant, public funds or M&A following from the project) by £ of Agency spend
- Increase in **R&D spend** or other **internal investment**
- **Number of new products/services** developed through this mission/project, including revenues generated / expected to be generated in the future
- Increase in **market share**
- **Sales** performance
- **New business relationships** as a result of the project (consortium partners, JV etc.)
- **Future expectations** (sales, market share, new markets, etc.)
- **Improved productivity** (output per worker)
- Ease of **access to finance**

Finally, some other indicators that could be taken into account where possible:

- **Return on investment (Net Present Value, Internal Rate of Return)**
- Technological advances, e.g. **TRL increase** or impact on **years to market**
- Impact on **technology cost**
- **Spillovers**, such as new applications of technology developed in other markets, or spin-out companies/products created and their value
- Similarly, the **nature and transferability of knowledge** / know-how or technology, and the extent to which suppliers / sub-contractors and partners operate in non-space sectors
- Environmental impact, e.g. risk caused by space debris; **reduced damage costs**
- Long term independence from other countries
- **Competitiveness** (linked to productivity and profitability) and reputation
- Commercial applications developed
- Value creation for the users
- If it relates to educational programmes:
  - Size of the audience reached
  - Number of events held
- Increase in **STEM uptake** and level of **skills** of labour force (upskilling)
- Attractiveness of careers in space
- Avoided revenue losses
- Disease prevention (no. of cases)