

## **DEFFORM 47 ANNEX J – TENDER EVALUATION CRITERIA**

### **SECTION 1: INTRODUCTION**

- 1.1 This document contains further detail on the Tender Evaluation processes documented within the DEFFORM 47 Section D, as well as the specific marking criteria, scores and applicable weightings for each stage of evaluation.

#### **NOTE TO POTENTIAL TENDERERS:**

- 1.2 Tenderers are reminded that all Tender submissions will **ONLY** be evaluated on the information and evidence provided within the Tender. Tenderers must not assume any prior knowledge that the Authority may have, as this will not be taken into account in the evaluation process. In addition, Tenderers are to note that different elements of all Tender submissions will be evaluated by different members of the Authority's evaluation team in isolation. Therefore, the Tenderer must ensure all cross-references to other sections within its Tender are clear and accurate, and not assume that an evaluator has had sight of other sections of its Tender.

#### **Consistency of Marking**

- 1.3. Consistency in commercial and technical evaluators will be maintained across all Lots and Tenders to ensure maximum fairness in scoring across the competition.

#### **Consensus and Moderation**

- 1.4. Where there are two or more evaluators for any aspect of the Tender, a consensus evaluator will be allocated to agree the overall score. A Moderation Board at senior level within CSS will review the individual outputs from the evaluators to ensure overall consistency and robustness of scoring.

**SECTION 2: EVALUATION STAGE 2 – COMMERCIAL AND TECHNICAL CAPABILITY**

- 2.1 The following section details the specific marking scheme, criteria and weightings, where appropriate, of the Commercial, Technical and Practical Application evaluations. These will be used in stages 2 and 4 of the Negotiated Procedure.

**Evaluation Stage 2a(i): Commercial – Collaborative Working Evaluation**

- 2.2 As part of the Tenderer's Commercial (Part A) response, they must complete DEFFORM 47 Annex M – Collaborative Working Questionnaire, for each Lot they are Tendering for.
- 2.3 The evaluation criteria in Table A below will be applied when evaluating the responses from the Collaborative Working Questionnaire:

Marking	Evaluation of Evidence Presented
High Confidence – 10	The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details on how the requirement will be met in full.
Good Confidence – 7	The response is sufficiently detailed to demonstrate a good understanding of the requirement and provides details on how the requirement will be fulfilled.
Low Confidence - 3	The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.
Major Concerns – 0	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.

*Table A - FISS ITN – Commercial Questions Evaluation Criteria*

- 2.4 The score achieved will be multiplied by the weighting within the Collaborative Working Questionnaire to produce a score for each question. The weightings are featured below at Table B.

Question	Weighting	Maximum score
1	70	700
2	30	300
Total	100	1000

*Table B – Collaborative Working Questionnaire – Question Weightings*

- 2.5 The Questionnaire has a maximum achievable score of 1000. The score achieved will be expressed as a percentage out of 100.

- 2.6 **NOTE:** If a Tenderer replies 'NO' to either question 3 or 4, they will be scored 0 for stage 2a of the evaluation, deemed non-compliant and excluded from the competition for that Lot from that point onwards, and its Tender for that Lot will not be evaluated further.
- 2.7 Following the final round of Negotiation (in accordance with the Negotiated Procedure detailed in DEFFORM 47 Section D Stage 3), in order for a Tender to progress through to Evaluation Stage 4 (Financial Evaluation), and in addition to meeting the necessary criteria from stages 2a, 2b and 2c, a Tender must comply with all of the following conditions:
- Score no more than 1 (one) score of 3 (three) on questions 1 and 2;
  - Reply 'YES' to both questions 3 and 4.
- 2.8 Any Tender that does not meet the required conditions stated in 2.7 will be excluded from the competition for that Lot from that point onwards and its Tender for that Lot will not be evaluated further.

### Evaluation Stage 2a(ii): Commercial – Insurance Requirements

- 2.9 The completed Annex N (Insurance Assessment Matrix) will be scored using the criteria detailed in Table C below.

Marking Scheme	Evaluation Guidance
Pass	No amendment to the Authority minimum insurance requirement other than the insertion of Reasonable Maximum Deductible Thresholds into Schedule 11 (Required Insurances) of the Contract.
Pass	Amendment to the Authority minimum insurance requirement that is not considered to confer any adverse risk to the Authority or any material diminution in the required insurance cover of the Authority.
Fail	Amendment to the Authority minimum insurance requirement that is considered to confer some appreciable risk to the Authority or diminution in the required insurance cover of the Authority.
Fail	Insufficient detail or is considered to leave gaps in the level or extent of insurance cover which exposes the Authority to significant adverse risk or significant material diminution in the required insurance cover of the Authority.
Fail	Unmarked. The above table has not been completed.

*Table C – Insurance Requirements Evaluation Criteria*

- 2.10 A response marked as a Fail for any of the required Insurances will be deemed to be non-compliant. If, following negotiation, any response is still marked as Fail, the Tenderer will be excluded from the competition for that Lot.
- 2.11 Tenderers are advised that the Insurance evaluation will be led by the Authority's supplier of Insurance Advice, Willis Ltd. As per DEFFORM 47 Section A paragraphs A48-A49, all enquiries into the Insurance requirement must be submitted via the clarification question procedure within the AWARD software stated within DEFFORM 47 Annex I. No correspondence relating to this ITN should be submitted to Willis Ltd directly.

## Evaluation Stage 2b: Technical Evaluation

- 2.12 Each Tenderer must return, as part of its Technical (part B) response, a completed DEFFORM 47 Annex O, Evidence Requirements Against SOTR, for each Lot.
- 2.13 The responses are divided into two categories for Evaluation purposes: Pass/Fail and Assessed. Scoring in this section is based on the level of Authority ‘confidence’. The definition of ‘confidence’ is an assessment made by the Evaluation Team considering a combination of:
- ‘Probability of Compliance’**: whether the proposed solution will comply with the stated requirements; and
  - ‘Risk’**: how well the Tenderer understands the risks in delivering the requirements and its mitigation strategies to overcome these risks; and
  - ‘Evidence’**: whether the response from the Tenderer includes robust evidence (e.g. practical examples, or an articulation of the necessary skills and technical expertise possessed by the Tenderer to successfully deliver the requirement) which is appropriate to the relevant Lot / equipment (as articulated in the evaluation criteria below); and
  - ‘Detail’**: whether the response is technically accurate, containing in-depth description and relevant detail.

### Evaluation Stage 2b(i): Technical – SOTR PASS/FAIL Plans Evaluation

- 2.14 The six (6) Pass / Fail responses will be evaluated as per the criteria detailed in Table D below.

Marking	Evaluation of Evidence Presented
PASS	<p>The response is sufficiently detailed to demonstrate a good understanding of the requirement and provides details on how the requirement will be fulfilled.</p> <p>The Authority considers, exercising its professional skill and judgment that the Tenderer’s response provides:</p> <ul style="list-style-type: none"> <li>a high Probability of Compliance (all aspects of the requirement have been fully met); and</li> <li>a strong response on Risk (all relevant risks have been identified within the risk register and mitigations scoped); and</li> <li>a comprehensive level of Evidence (all requirements of the question are addressed, evidence is robust, credible, covers the solution in its totality and is based on a mixture of practical examples and, where this is lacking, an articulation of the necessary skills and technical expertise possessed by the Tenderer); and</li> <li>a comprehensive level of Detail (the response is technically accurate, and contains in-depth description which supports all parts of the proposal).</li> </ul> <p>Additionally:</p>

	<ul style="list-style-type: none"> <li>a maximum of one significant point was omitted that would have improved the confidence level; and</li> </ul> <p>there is no adverse effect on the allocation of technical risk to the Authority (including consideration of any caveats and / or assumptions included and their impact) and / or the Authority's rights or obligations under the Contract</p>
FAIL	<p>The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.</p> <p>The Authority considers that the Tenderer's response provides:</p> <ul style="list-style-type: none"> <li>a partial or incomplete Probability of Compliance (some parts of the requirement have been fully met); and</li> <li>a partial or incomplete focus on Risk (some relevant risks have been identified within the risk register with mitigations scoped); and</li> <li>a partial or incomplete level of Evidence (some requirements of the question are addressed, some evidence is robust and credible but evidence is missing or lacking in credibility in other areas); and</li> <li>a partial or incomplete level of Detail (some detail is provided which is technically accurate, containing in-depth description but missing or lacking in other areas); and</li> </ul> <p>Additionally:</p> <ul style="list-style-type: none"> <li>a maximum of three significant points were omitted that would have improved the confidence level; and</li> </ul> <p>there is an adverse effect on the allocation of technical risk to the Authority (including consideration of any caveats and / or assumptions included and their impact) and / or the Authority's rights or obligations under the Contract and it is considered to materially affect performance, cost or programme timescales.</p>
NIL RESPONSE	Nil Response

Table D – Technical Pass/Fail Plans Evaluation Criteria

2.15 Not used.

2.16 Following the final round of Negotiation (in accordance with the Negotiated Procedure detailed in DEFFORM 47 Section D Stage 3), in order for a Tender to progress through to Evaluation Stage 4 (Financial Evaluation), and in addition to meeting the necessary criteria from stages 2a, 2b and 2c, a Tender must comply with all of the following conditions:

a. Achieve a PASS for each of the plans listed as Pass/Fail in the SOTR.

2.17 Any Tender that does not meet the required conditions stated in 2.16 will be excluded from the competition for that Lot from that point onwards and its Tender for that Lot will not be evaluated further.

**Evaluation Stage 2b(ii): Technical - SOTR Evaluated Plans Evaluation**

2.18 The evidence submitted in response to the 5 (five) SoTR Assessed plans will be evaluated against the marking criteria detailed at Table E below.

2.19 Not Used.

Marking	Evaluation of Evidence Presented
<p>High Confidence – 10</p>	<p>The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details on how the requirement will be met in full</p> <p>The Authority considers that the Tenderer's response provides:</p> <ul style="list-style-type: none"> <li>• an excellent Probability of Compliance (all aspects of the requirement have been fully met with some requirements exceeded); and</li> <li>• an excellent response on Risk (all relevant risks have been identified, clearly articulated within the risk register and mitigations have been properly scoped); and</li> <li>• an excellent level of Evidence (all requirements of the question are addressed, evidence is robust, credible, covers the solution in its totality and is based on practical examples; and</li> <li>• an excellent level of Detail (the response is technically accurate, precise and contains in-depth description and relevant detail which supports all parts of the proposal).</li> </ul> <p>Additionally:</p> <ul style="list-style-type: none"> <li>• no significant points were omitted that would have improved the confidence level; and</li> <li>• there is no adverse effect on the allocation of technical risk to the Authority (including consideration of any caveats and / or assumptions included and their impact) and / or the Authority's rights or obligations under the Contract; and</li> <li>• there are features that could provide realisable reduction of technical risk to the Authority.</li> </ul>
<p>Good Confidence – 7</p>	<p>The response is sufficiently detailed to demonstrate a good understanding of the requirement and provides details on how the requirement will be fulfilled.</p> <p>The Authority considers, exercising its professional skill and judgment that the Tenderer's response provides:</p> <ul style="list-style-type: none"> <li>• a high Probability of Compliance (all aspects of the requirement have been fully met); and</li> <li>• a strong response on Risk (all relevant risks have been identified within the risk register and mitigations scoped); and</li> <li>• a comprehensive level of Evidence (all requirements of the question are addressed, evidence is robust, credible, covers the solution in its totality and is based on a mixture of practical examples and, where this is lacking, an articulation of the necessary skills and technical expertise possessed by the Tenderer); and</li> <li>• a comprehensive level of Detail (the response is technically accurate, and contains in-depth description which supports all parts of the proposal).</li> </ul> <p>Additionally:</p> <ul style="list-style-type: none"> <li>• a maximum of one significant point was omitted that would have improved the confidence level; and</li> </ul>

	<ul style="list-style-type: none"> <li>there is no adverse effect on the allocation of technical risk to the Authority (including consideration of any caveats and / or assumptions included and their impact) and / or the Authority's rights or obligations under the Contract</li> </ul>
Low Confidence -3	<p>The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.</p> <p>The Authority considers that the Tenderer's response provides:</p> <ul style="list-style-type: none"> <li>a partial or incomplete Probability of Compliance (some parts of the requirement have been fully met); and</li> <li>a partial or incomplete focus on Risk (some relevant risks have been identified within the risk register with mitigations scoped); and</li> <li>a partial or incomplete level of Evidence (some requirements of the question are addressed, some evidence is robust and credible but evidence is missing or lacking in credibility in other areas); and</li> <li>a partial or incomplete level of Detail (some detail is provided which is technically accurate, containing in-depth description but missing or lacking in other areas); and</li> </ul> <p>Additionally:</p> <ul style="list-style-type: none"> <li>a maximum of three significant points were omitted that would have improved the confidence level; and</li> <li>there is an adverse effect on the allocation of technical risk to the Authority (including consideration of any caveats and / or assumptions included and their impact) and / or the Authority's rights or obligations under the Contract and it is considered to materially affect performance, cost or programme timescales.</li> </ul>
Major Concerns – 0	<p>Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.</p> <p>The Authority considers, exercising its professional skill and judgment that the Tenderer's response provides:</p> <ul style="list-style-type: none"> <li>limited or no Probability of Compliance (the majority of the requirement has not been fully met); and</li> <li>a weak response on Risk (many relevant risks have not been identified in the risk register and/or scoped); and</li> <li>a minimal level of Evidence (many requirements of the question are not addressed, evidence is generally missing and where it is provided it is not robust and credible; and</li> <li>a minimal level of Detail (Detail is generally missing and where it is provided it lacks technical accuracy or in depth description).</li> </ul> <p>Additionally:</p> <ul style="list-style-type: none"> <li>at least four significant points were omitted that would have improved the confidence level; and</li> <li>there is a severe adverse effect on the allocation of technical risk to the Authority (including consideration of any caveats and / or assumptions included and their impact) and / or the Authority's rights or obligations under the Contract.</li> </ul>



Table E - FISS ITN – SOTR Evaluated Questions Evaluation Criteria

2.20 The weightings for each response are shown in Table F below:

SoTR Question	Weight
Maintenance Support Plan	30%
Integrated Logistics Support Plan	16%
Template Safety and Environmental Management Plan	17%
Transition Plan	22%
Design Services Plan	15%

Table F – SOTR Evaluated Response Weightings

- 2.21 The score achieved after marking for each response will be multiplied by the weighting within the SOTR to result in a final score for each question. The SOTR Assessed plans have a maximum achievable score of 500. The sum of the scores achieved from the SOTR Assessed plans will be converted into a percentage score.
- 2.22 Following the final round of Negotiation (in accordance with the Negotiated Procedure detailed in DEFFORM 47 Section A), in order for a Tender to progress through to Evaluation Stage 4 (Financial Evaluation), along with meeting the necessary criteria from stages 2a, 2b and 2c, a Tender must have scored **NO LESS THAN 7** on any of the 5 plans.
- 2.23 Any Tender that does not meet the required condition stated in 2.22 will be excluded from the competition for that Lot from that point onwards and its Tender for that Lot will not be evaluated further.

### Evaluation stage 2c: Practical Application

- 2.24 Following Initial Tender return, Tenderers will be invited to participate in Scenario Workshops, (evaluation stage 2c(i)), as per DEFFORM 47 Annex H.
- 2.25 As part of the Initial Tender return, Tenderers are required to complete the Work Packages (evaluation stage 2c(ii)) from DEFFORM 47 Annex S1 – 3 for each lot they are tendering for. These should form part of the Technical (Part B) response.
- 2.26 The marking criteria for these two evaluation stages are detailed below.

### Evaluation stage 2c(i): Practical Application - Scenarios

- 2.27 The Tender will be scored by a review panel against the marking criteria detailed in Table G below to assess the key competencies deemed to be a prerequisite for the successful implementation of the support contract.

Competencies to be tested	Criteria Required	Competency Framework required (L/M/H)			Maximum Score	Mark 10%, 50% or 100%	Final score (Delete as applicable)
		Low Score – 10%	Med Score – 50%	High Score – 100%			
Working Together	<ul style="list-style-type: none"> <li>• Good collaboration evident</li> <li>• Clear roles &amp; responsibilities</li> <li>• Clear objectives defined</li> <li>• Good planning</li> <li>• Good teamwork at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Has not established skills and R&amp;R</li> <li>• No objectives defined</li> <li>• No responsibility accepted</li> </ul>	<ul style="list-style-type: none"> <li>• Good structure</li> <li>• Good mix of skills and experience</li> <li>• Skills transferred between team</li> <li>• Co-located as a project</li> </ul>	<ul style="list-style-type: none"> <li>• Established skills and R&amp;R</li> <li>• Objectives defined</li> <li>• Joint risks understood and accepted</li> <li>• Lots of planning evident</li> <li>• Evidence of track-record</li> </ul>	10		10 / 5 / 1
Planning & Scheduling	<ul style="list-style-type: none"> <li>• Clear responsibility</li> <li>• Good governance process</li> <li>• Master schedule agreed early</li> <li>• Constant review and update</li> <li>• Understand importance of good planning</li> </ul>	<ul style="list-style-type: none"> <li>• Planning is part time activity</li> <li>• No acceptance of planning v costs</li> <li>• No ownership</li> <li>• No prioritisation</li> <li>• Insufficient resources</li> <li>• Reactive</li> </ul>	<ul style="list-style-type: none"> <li>• Recognises importance of planning</li> <li>• Some dedicated resource</li> <li>• Risk identified and mitigation in place</li> <li>• Established process</li> <li>• Understands link between good plans and cost</li> </ul>	<ul style="list-style-type: none"> <li>• PM appointed</li> <li>• Good understanding of requirements</li> <li>• Plan aligns to resources and priorities</li> <li>• Track record exists</li> </ul>	10		10 / 5 / 1
Problem Solving	<ul style="list-style-type: none"> <li>• Establishes facts and root cause</li> <li>• Evidence based solutions</li> <li>• Uses tools and analysis</li> <li>• Problems solved at</li> </ul>	<ul style="list-style-type: none"> <li>• Does not see big picture</li> <li>• No impact assessment</li> <li>• No contingency</li> <li>• Too rigid</li> <li>• Slow to respond</li> </ul>	<ul style="list-style-type: none"> <li>• Some case studies available</li> <li>• Encourages ideas</li> <li>• Involves everyone</li> <li>• No right answer</li> </ul>	<ul style="list-style-type: none"> <li>• Good case studies</li> <li>• Adapts to change</li> <li>• Responsive</li> <li>• Understands wider picture</li> <li>• Understands</li> </ul>	5		5 / 2.5 / 0.5

Competencies to be tested	Criteria Required	Competency Framework required (L/M/H)			Maximum Score	Mark 10%, 50% or 100%	Final score (Delete as applicable)
		Low Score – 10%	Med Score – 50%	High Score – 100%			
	appropriate level <ul style="list-style-type: none"> <li>• Good assimilation of information</li> <li>• Understands wider picture and impact</li> </ul>		<ul style="list-style-type: none"> <li>• Seeks advice</li> <li>• Engages stakeholders</li> </ul>	impact of actions <ul style="list-style-type: none"> <li>• Creative environment</li> <li>• Problems solved</li> </ul>			
Use of Resources	<ul style="list-style-type: none"> <li>• Understands requirements</li> <li>• Understands skills and mix i.e. efficient use of resources</li> <li>• Understands teams and how they work i.e. encourages team and individual development</li> <li>• Good planning</li> <li>• Flexibility</li> <li>• Good org and management structure</li> <li>• Good governance</li> </ul>	<ul style="list-style-type: none"> <li>• No consideration of:               <ul style="list-style-type: none"> <li>○ Outputs</li> <li>○ Time</li> <li>○ Costs</li> </ul> </li> <li>• Inflexible e.g. demarcation and/or restrictive practices</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient planning of resources and loading</li> <li>• Ability to deliver on time</li> <li>• Understand priorities</li> <li>• Awareness of VFM</li> <li>• Adaptability</li> </ul>	<ul style="list-style-type: none"> <li>• High level of flexibility</li> <li>• High mobility</li> <li>• Good recording systems</li> <li>• Good skills match to requirements</li> <li>• Rewards exceptional performance</li> </ul>	10		10 / 5 / 1
Understanding Customer Requirements	<ul style="list-style-type: none"> <li>• Clarifies expectations</li> <li>• Reviews held regularly</li> <li>• Common vision and goals</li> <li>• Challenge is encouraged</li> </ul>	<ul style="list-style-type: none"> <li>• No engagement</li> <li>• No perception of urgency</li> <li>• Inflexible</li> </ul>	<ul style="list-style-type: none"> <li>• Good understanding of needs/wants</li> <li>• Quick to respond</li> <li>• Aware of role</li> <li>• Aware of importance</li> <li>• Aware of</li> </ul>	<ul style="list-style-type: none"> <li>• Very adaptable</li> <li>• Awareness of importance</li> <li>• Good engagement</li> <li>• Expectations understood</li> <li>• Good feedback</li> </ul>	10		10 / 5 / 1

Competencies to be tested	Criteria Required	Competency Framework required (L/M/H)			Maximum Score	Mark 10%, 50% or 100%	Final score (Delete as applicable)
		Low Score – 10%	Med Score – 50%	High Score – 100%			
	<ul style="list-style-type: none"> <li>Embraces development</li> <li>Reaches agreement i.e. dispute resolution</li> </ul>		constraints e.g. Budget <ul style="list-style-type: none"> <li>Tests and proves understanding</li> <li>Listening skills evident</li> </ul>	<ul style="list-style-type: none"> <li>Review at close</li> <li>Two-way process</li> </ul>			
Decision Making	<ul style="list-style-type: none"> <li>Define objective</li> <li>Identify options</li> <li>Use of analysis</li> <li>Structured evaluation and use of factual data/evidence</li> <li>Identification of opportunities /omissions</li> <li>Undertakes impact assessment</li> <li>Provides recommend-ations</li> <li>Seeks buy-in</li> <li>Decisions confirmed and promulgated</li> </ul>	<ul style="list-style-type: none"> <li>Lack of certainty</li> <li>Failure to make decisions</li> <li>Indecisiveness</li> <li>Decisions left to chance</li> <li>Little idea of importance and consequences</li> </ul>	<ul style="list-style-type: none"> <li>Sound process used</li> <li>Aware of consequences</li> <li>Risks considered</li> <li>Evidence based decisions</li> <li>Involves others</li> <li>Empowered teams</li> <li>Balance of risk</li> <li>Not afraid to challenge existing</li> </ul>	<ul style="list-style-type: none"> <li>Challenging status quo is normal</li> <li>Use of facts and evidence</li> <li>Fully aware of consequences</li> <li>Engages stakeholders</li> <li>Good time management</li> </ul>	10		10 / 5 / 1
Communication s	<ul style="list-style-type: none"> <li>Understands the message and requirement</li> <li>Understands the audience</li> <li>Appropriate selection of</li> </ul>	<ul style="list-style-type: none"> <li>No cascading of information</li> <li>No flow down e.g. 2<sup>nd</sup> tier</li> <li>No consideration of views of others</li> </ul>	<ul style="list-style-type: none"> <li>Healthy comms strategy produced</li> <li>Good dialogue</li> <li>Good listening</li> <li>Encourages feedback and openness</li> </ul>	<ul style="list-style-type: none"> <li>All employees aware of major events</li> <li>Clear and logical</li> <li>Ensures understanding</li> <li>Ensures views of</li> </ul>	10		10 / 5 / 1

Competencies to be tested	Criteria Required	Competency Framework required (L/M/H)			Maximum Score	Mark 10%, 50% or 100%	Final score (Delete as applicable)
		Low Score – 10%	Med Score – 50%	High Score – 100%			
	communication medium <ul style="list-style-type: none"> <li>• Appropriate structure of the message</li> <li>• Presents clearly and logically in easy to understand language</li> <li>• Tests awareness of recipients</li> </ul>	<ul style="list-style-type: none"> <li>• Incomprehensible</li> </ul>	<ul style="list-style-type: none"> <li>• Checks &amp; clarification</li> <li>• Takes views of others into consideration</li> <li>• Repeats as appropriate</li> </ul>	others are considered <ul style="list-style-type: none"> <li>• Comms is a two-way process</li> </ul>			
Knowledge Management and Sharing	<ul style="list-style-type: none"> <li>• Acknowledge areas of specialism</li> <li>• Recognise skills and expertise of all team members</li> <li>• Identify gaps</li> <li>• Develop knowledge Mgt sharing process</li> <li>• Ensure appropriate repository of knowledge Mgt collateral</li> <li>• Apply formal knowledge sharing processes e.g. Training, reading</li> <li>• Apply informal knowledge sharing processes e.g. via project teams</li> </ul>	<ul style="list-style-type: none"> <li>• Introspective</li> <li>• Partisan</li> <li>• Fosters bad working environment</li> <li>• Lack of encouragement Knowledge is power</li> </ul>	<ul style="list-style-type: none"> <li>• KM is a process</li> <li>• Some case study evidence</li> <li>• Open dialogue</li> <li>• No secrets</li> <li>• Good communications</li> <li>• Encourages ideas</li> <li>• Identify skill gaps</li> <li>• Training where required</li> <li>• Open minded</li> <li>• Creativity encouraged</li> <li>• Willingness to contribute</li> </ul>	<ul style="list-style-type: none"> <li>• KM is fully integrated Mgt activity</li> <li>• Willingness to share knowledge</li> <li>• Recognise skills and expertise</li> <li>• Provides advice and guidance</li> <li>• Culture of improvement fully embedded</li> </ul>	5		5 / 2.5 / 0.5

Competencies to be tested	Criteria Required	Competency Framework required (L/M/H)			Maximum Score	Mark 10%, 50% or 100%	Final score (Delete as applicable)
		Low Score – 10%	Med Score – 50%	High Score – 100%			
Adapting to Change	<ul style="list-style-type: none"> <li>• Recognition of need to change</li> <li>• Understands process of change</li> <li>• Responds to 'people' aspects i.e. involvement</li> <li>• Creates the Vision</li> <li>• Creates a 'change' environment</li> <li>• Allows 'change'</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Cannot cope with change</li> <li>• Denial of need to change</li> <li>• Penalises mistakes</li> <li>• Blame culture</li> </ul>	<ul style="list-style-type: none"> <li>• Accepts mistakes</li> <li>• Understands need for good process</li> <li>• No one right solution</li> <li>• Encouragement</li> <li>• Enthusiasm</li> <li>• Team approach</li> <li>• Keep an open mind</li> <li>• Flexibility</li> <li>• Learning from experience</li> </ul>	<ul style="list-style-type: none"> <li>• Significant case study evidence</li> <li>• Adaptability</li> <li>• Culture of continuous improvement</li> <li>• Rewards success</li> <li>• No blame</li> <li>• Eliminates mistakes through process control/improvement</li> </ul>	10		10 / 5 / 1
Time Management	<ul style="list-style-type: none"> <li>• Awareness of requirements</li> <li>• Good planning</li> <li>• Good use of resource</li> <li>• Good discipline</li> <li>• Flexibility and adaptability</li> </ul>	<ul style="list-style-type: none"> <li>• Frequent overruns</li> <li>• Failure to complete on time</li> <li>• Failure to deliver</li> <li>• Unresolved differences</li> <li>• Reactive</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive</li> <li>• Hits some milestones</li> <li>• Aware of time constraints</li> <li>• Provision of Time Management Training</li> <li>• Structure from the plan to ascertain requirements and priorities</li> <li>• Understand &amp; agree priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Good resource management</li> <li>• Delivery of outputs on time is normal</li> <li>• Exceeds requirements</li> <li>• Assigns and accepts responsibility</li> </ul>	10		10 / 5 / 1

Competencies to be tested	Criteria Required	Competency Framework required (L/M/H)			Maximum Score	Mark 10%, 50% or 100%	Final score (Delete as applicable)
		Low Score – 10%	Med Score – 50%	High Score – 100%			
Innovation	<ul style="list-style-type: none"> <li>• Lots of ideas developed</li> <li>• Creates an environment where 'challenge' is the norm</li> <li>• Dynamic</li> <li>• Adaptable</li> <li>• Creativity</li> <li>• Constant evolution</li> <li>• Benefits delivered</li> </ul>	<ul style="list-style-type: none"> <li>• No encouragement to develop ideas</li> <li>• No plans in place</li> <li>• Command &amp; control</li> <li>• Blame</li> </ul>	<ul style="list-style-type: none"> <li>• Some ideas encouraged</li> <li>• Priorities established</li> <li>• Encourages all contributions</li> <li>• No wrong ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Actively encourages the development of new ideas</li> <li>• Plans developed to deliver improvement</li> <li>• Benefits identified</li> <li>• Communication to customer</li> <li>• Empowerment</li> <li>• No blame</li> <li>• Dynamic</li> </ul>	10		

Table G – Scenarios Responses Evaluation Criteria

**Evaluation Stage 2c(ii): Practical Application - Work Packages**

- 2.33 Tenderers are required to provide the estimated number of hours required to complete the Work Packages detailed within DEFFORM 47 Annex R – Work Packages.
- 2.34 These hours should be accompanied by a narrative detailing how the Tenderer has calculated the number of hours inputted. Information on how to complete and submit the narrative can be found within DEFFORM 47 Annex R – Work Packages.
- 2.35 There is no single, correct numerical answer as regards the number of hours for each Work Package. Each submitted numerical figure of hours will be considered against the narrative provided to allow the Authority to assess each Tenderer's competence in relation to the sort of work expected to be undertaken for each Lot.
- 2.36 Following submission at Initial Tender Stage, Tenderers will be sent clarification questions from the Authority, and be invited in to discuss their submission. These clarification questions will consist of areas where the Authority feels extra detail or explanation on the methodology used by the Tenderers is required.
- 2.37 Tenderers will be sent the clarification questions at least 5 (five) working days before the meeting.
- 2.38 At the meeting, Tenderer's responses to the clarifications will be minuted and converted into a report.
- 2.39 Tenderers will not have the option to re-submit the Work Packages following the meeting. The first Work Package submission (the number of hours submitted, along with the narrative) alongside the report on clarification questions will then be used at Final Tender Evaluation. These will be evaluated against the criteria detailed within Table H below. Each criteria will be scored out of 10.
- 2.40 There will be three (3) Work Packages per Lot to complete, which gives a maximum achievable score of 150 for each Lot. The score achieved will be converted into a percentage score (out of 100).



**Evaluation Stage 2c(ii) Evaluation Criteria**

Scoring Criteria	Score	0	3	7	10
Description	Level of Technical Detail Provided	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.	The evidence/data submitted demonstrates contains a large number of omissions and inaccuracies wrt the technical detail.	The evidence/data submitted demonstrates that the proposed solution will broadly be effective, but some omissions exist with the technical detail.	The evidence/data submitted demonstrates that an effective and viable technical solution has be submitted.
	Confidence with Resources specified	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.	The evidence/data submitted demonstrates that there are some significant omissions and inaccuracies wrt the resources proposed.	The evidence/data submitted demonstrates that the proposed resources will broadly be effective, but some omissions exist with the technical detail.	The evidence/data submitted demonstrates suitable resource are identified to ensure an effective and viable technical solution has be submitted
	Confidence in Proposal	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.	The evidence/data submitted demonstrates a significant number of issues with the proposal which instils low confidence to effectively implement the solution.	The evidence/data submitted demonstrates a manageable number of issues with the proposal which instils reasonable confidence to effectively implement the solution.	The evidence/data submitted demonstrates few issues which instils high confidence to effectively implement the solution.
	Confidence in Risk Review	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.	The evidence/data submitted indicate that there has been little consideration to risk associated with the required activity.	The evidence/data submitted indicate that there has been some consideration to risk associated with the required activity.	The evidence/data submitted indicate that there has been an appropriate level of consideration to risk associated with the required activity.
	Detail of Man-hours Price Breakdown	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.	The evidence/data submitted suggests that the labour hours are significantly higher than that expected for the task.	The evidence/data submitted suggests that the labour hours are marginally higher than that expected for the task.	The evidence/data submitted suggests that the labour hours are commensurate for the expected task.

*Table H – Stage 2c(ii) Evaluation Criteria*

### SECTION 3 – MEAT EVALUATION

- 4.1 Tenders successful in Evaluation stages 1, 2 and 3 will be taken forward to the final MEAT evaluation.
- 4.2 The relative weightings used for the final MEAT evaluation (see DEFFORM 47 Section D for process) are detailed below:

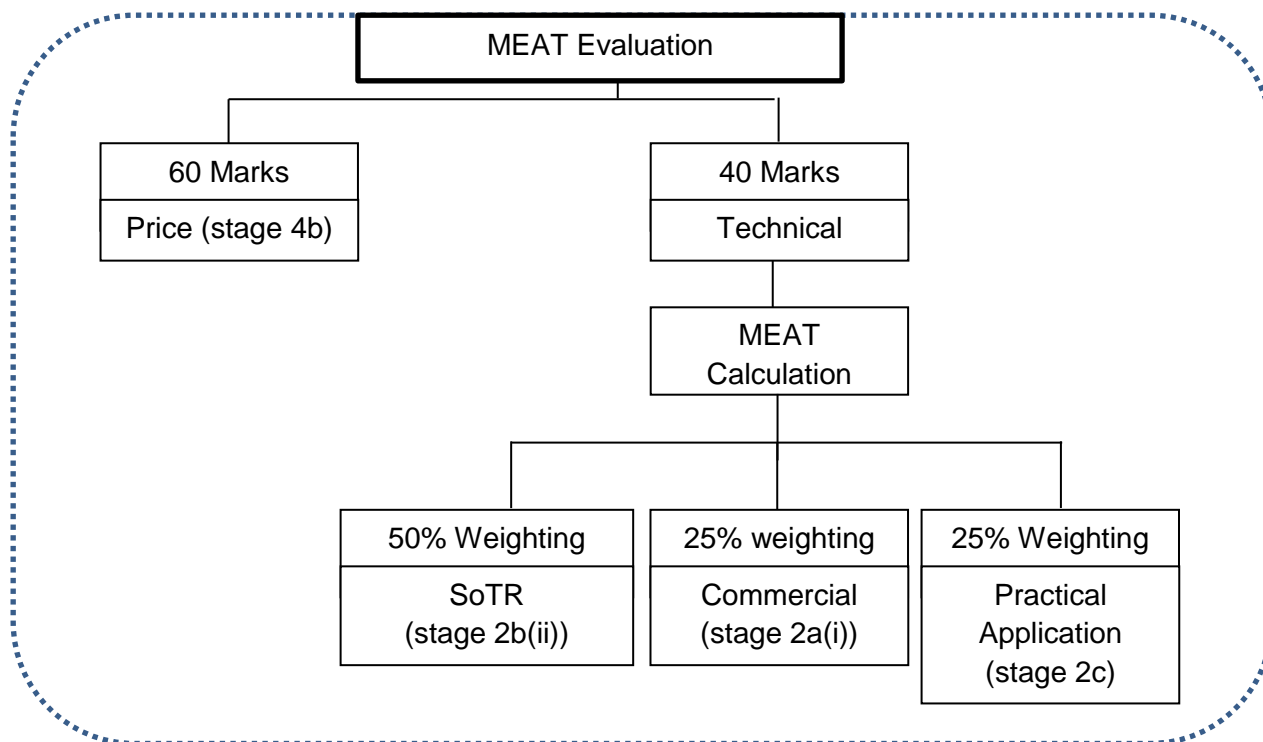


Table I – MEAT Weightings and Technical Markings

#### Technical Score

- 4.3.1 A Technical score out of 100 will be produced by adding together the weighted scores for stages 2a(i), 2b(ii) and 2c. An example is shown below.

##### Tender A

Evaluation Stage	Score out of 100	Section Weighting	Weighted Score
2a(i)	85	25%	21.25
2b(ii)	79	50%	39.5
2c	85	25%	21.25
<b>Tender A overall Technical Score</b>			<b>82</b>

##### Tender B

Evaluation Stage	Score out of 100	Section Weighting	Weighted Score
2a(i)	80	25%	20
2b(ii)	90	50%	45
2c	80	25%	20
<b>Tender B overall Technical Score</b>			<b>85</b>

Table J – Example Technical Score Calculations

4.3.2 Each Tenderer's Technical score will then be compared with the highest Technical score achieved by a Tenderer using the MEAT calculations at DEFFORM 47 Section D, and a score out of 40 produced. For example, the Tenderers in the example above would score as follows:

$$\text{Tender A} = 40 * (82/85) = 38.6$$

$$\text{Tender B} = 40 * (85/85) = 40$$

#### **Price Score**

4.4.1 The total price following completion of the DEFFORM 47 Annex R appendices 1-3 will be converted to Net Present Value (NPV) as per the calculations detailed within DEFFORM 47 Annex R appendix 4.

4.4.2 The Net Present Value figures for each Tenderer will be compared with the lowest Net Present Value figure using the MEAT calculation detailed in DEFFORM 47 Section D and a score out of 60 produced.

#### **Total MEAT Score**

4.5.1 An overall MEAT score will be produced by adding the values output by stages 4.3.1 to 4.4.2.

**SECTION 4 – CONTRACT AWARD AND LOT ALLOCATION**

5.1. The below tables outline various examples of outcomes from Stage 5 of the Tender Evaluation, and how the Authority would award each Lot in each case, as per the conditions of DEFFORM 47 Section D paragraphs 9.1 to 9.4.

5.2 Example 1

Tenderer	MEAT scores		
	Lot 1	Lot 2	Lot 3
Tenderer A	90	90	90
Tenderer B	93	85	92
Tenderer C	88	80	92
Tenderer D	86	75	70

Tender Combinations	MEAT scores			Combined Score	Valid?
	Lot 1	Lot 2	Lot 3		
BAC	93	90	92	275	y
BAB	93	90	92	275	y
BAA	93	90	90	273	y
AAC	90	90	92	272	y
AAB	90	90	92	272	y

Table K – Contract Lot Allocation Example 1

In this scenario, the highest scoring MEAT combination is valid as per DEFFORM 47 Section D paragraph 9.1. Tenderer C has been selected over Tenderer B in Lot 3 due to having a lower Tender price, as per the condition at DEFFORM 47 Section D paragraph 9.2.

5.3 Example 2:

For the purposes of this example:

Tenderer A: Can win two (2) lots

Tenderer B: Can win only one (1) lot

Tenderer C: Can win only one (1) lot

Tenderer	MEAT scores		
	Lot 1	Lot 2	Lot 3
Tenderer A	95	90	90
Tenderer B	89	85	84
Tenderer C	88	80	83
Tenderer D	86	75	70

Tender Combinations	MEAT scores			Combined Score	Valid?
	Lot 1	Lot 2	Lot 3		
AAA	95	90	90	275	n
ABA	95	85	90	270	y
BAA	89	90	90	269	y
AAB	95	90	84	269	y
CAA	88	90	90	268	y
DAA	86	90	90	266	y
BBA	89	85	90	264	n
BAB	89	90	84	263	n
CBA	88	85	90	263	y
ABC	95	85	83	263	y
BCA	89	80	90	259	y

*Table L – Contract Lot Allocation Example 2*

- 5.3.1 In this scenario, the highest scoring MEAT combination is not valid, due to all three (3) lots being allocated to the same Tenderer. Additionally, due to the financial restrictions on Tenderer B, those combinations highlighted in red are not valid. The highest valid combination, and the Tenderers who would be taken forward to Contract Award, are highlighted in green.