

Appointment of Consultant(s) to carry out a Post Programme Evaluation for the InterTradelreland - Impact PROGRAMME

Introduction

InterTradelreland is the All-Island Trade and Business Development Body, one of six North South Implementation Bodies established under the Good Friday Agreement. In this capacity it acts as the All-island Economic Development Agency. It is funded by the Department of Enterprise, Trade and Employment (DETE) in Ireland and the Department for the Economy (DfE) in Northern Ireland.

InterTradelreland is the only organisation that has been given responsibility by both governments to boost North-South economic cooperation to the mutual benefit of Ireland and Northern Ireland.

The agency's remit is to 'exchange information and coordinate work on trade, business development and related matters, in areas where the two administrations specifically agree it would be in their mutual interest.'

InterTradelreland achieves its legislative remit through several means, including:

- Connecting and helping businesses across the island to trade cross-border, collaborate, innovate and attract investment.
- Business and economic research which provides insight and foresight for policy makers and a robust evidence base to design initiatives that support businesses.
- Collaboration with stakeholders across the island to fulfil its unique role to accelerate economic growth through identification and delivery of shared policy priorities in both jurisdictions.

InterTradelreland's Corporate Plan 2023 – 2025 outlines the agency's ambition:

Vision: A globally competitive all island business ecosystem that advances both economies

Mission: To provide leadership, advice, and support to maximise export growth opportunities through greater Cross-Border collaboration, innovation, entrepreneurship, and trade.

InterTradelreland's strategic priorities are aligned to the economic and enterprise policy priorities pursued by its Sponsor/Partner departments in areas such as innovation, decarbonisation, and boosting productivity among SMEs.

Background

The Impact Programme is an all-island programme which seeks to encourage business engagement in collaborative Research, Development, and Innovation (R&D&I) on a cross-border basis (with the support of public research organisations, where this is required). By supporting collaborative research, the Impact Programme seeks to create a positive environment for joint North/South activities and encourage synergistic and complementary flows of technology among partnerships and networks of private companies (particularly SMEs) to the benefit of the island economy.

The Impact Programme commenced on 1st January 2020 for a four-year period. The programme targets as defined by the economic appraisal was to deliver 18 collaborative business to business projects. Projects were to be recruited onto the Impact programme within the first 2 years of the programme, with the remaining 2 years of the contract comprising the delivery of projects through to completion with no further recruitment of new companies onto the programme. However, the number of partnerships recruited, and projects commenced was significantly lower than planned due to several factors, resulting in a total of three projects commencing with the final project end date 29th January 2024.

The overarching aims of the Impact Programme are:

- Increase technology diffusion across the island, by increasing access to complementary technical expertise and technologies;
- Foster commercial links and to create a more sophisticated critical mass of the resources needed for such activities;
- Encourage a culture of collaboration and 'open' innovation;
- Encourage cross-border knowledge transfers with the aim of enhancing the competencies of, and human capital in, participating businesses;
- Encourage mutual learning (North & South) and the sharing of best practice;
- Support the development of the all-island Innovation Ecosystem;
- Contribute to the diversification of the industrial structure of the economies on both sides of the border; and
- Contribute to the economic development of the island.

Management Structure

To deliver the programme, InterTradelreland ran a tendering exercise to appoint a Contractor. The Contractor had high level responsibility which included,

1. Promotion of programme and development of project / partnership pipeline.

2. Recruitment of businesses / academic partners.
3. Development / scoping of partnerships and projects.
4. Support and preparation of Expression of Interest and Full Project Proposals to InterTradelreland.
5. Project Management role – monitoring and reporting on all projects.
6. Provide insight to programme delivery – opportunities to develop the programme post pilot.

InterTradelreland's role was to provide strategic direction in respect of the programme aligned to KPI's and oversee and monitor the work of the managing agent, as part of the management structure of the programme. The contract commenced 1st January 2020.

Terms of Reference for Post Programme Evaluation

InterTradelreland has a requirement for consultancy services as follows;

1. To deliver a final evaluation and assessment of the effectiveness of the Impact programme and of the Contractor.
2. To undertake an assessment of the appropriateness of the programme and delivery model in the context of InterTradelreland's corporate strategy, Government policy North and South, and the wider all-island innovation ecosystem.
3. To provide evidenced recommendations which may include a potential redeveloped future focused support taking consideration of and not be limited to the needs of; businesses, stakeholders and academics/researcher organisations.

The post project evaluation should be undertaken in accordance with HMT and Better Business Cases NI guidance, and adhere to the following as a minimum:

Specific evaluation requirements include:

Key Stage – Uptake

- Review the strategic context under which the programme operated and assess whether the strategic context under which the programme/is delivered remains valid.
- Review the operational fit of the programme in line with the objectives of InterTradelreland and its parent Departments and other relevant strategies.
- Examine the fit with other economic development programmes including whether the programme has given rise to any duplication with other programmes/activity operating in Ireland or NI.
- Review the performance of the current programme against the original objectives and SMART targets, and if appropriate, identify reasons for any divergence. Assessment of performance against objectives and targets should be verified and validated. Assess the appropriateness of the target setting methodology; and if appropriate, identify reasons for failure.

Key Stage – Outcomes/Outputs

- Allied to point above, assess the overall economic impact of the current programme, including the wider and regional economic benefits, direct and indirect, quantitative and qualitative, that have accrued as a result of the projects assisted through the programme, quantifying as many of these as possible. This should include a robust review of programme activity and participants' views of the support offered.
- The evaluation should seek to assess:
 - The impact of the innovation, e.g. this may include product / service development; market validation; route to market; potential for sales income; partnership / collaboration impact.
 - Other transfer knowledge benefits that may include, upskilling / training of staff, integration of new technologies and or practices / processes. The gross and net additional GVA (Gross Value Added) impact per annum¹:
 - Gross and net additional employment arising from projects assisted through the programme.
 - The GVA return on investment ratio (£1: GVA) resulting from the programme.
 - Allied to point above assess the overall economic impact of the programme, including the wider and regional economic benefits, direct and indirect, quantitative and qualitative, that have accrued as a result of the projects assisted through the programme, quantifying as many of these as possible.
- Where information is available an NPV/C analysis should be undertaken to compare against the NPV/C analysis projected within this Economic Appraisal.
- Compare the costs actually incurred on the programme with those estimated at the outset and clearly explain any reasons for variances. A 'full economic cost' analysis must be undertaken. This must include the cost of marketing elements, evaluation costs, staff time, admin input, procurement costs, legal costs, etc. NIGEAE guidance should be adhered to when developing and assessing costs and benefits, including guidance on assistance to the private sector.
- Assess the economy, efficiency and effectiveness with which public funds have been used on the programme.

Key Stage – Programme Management

¹ NB: In line with HM Treasury guidance, evaluators should examine the direct GVA impacts but must exclude the indirect and induced impacts (e.g. on turnover, employment or GVA) when they are calculated using multipliers. For example, data on any indirect effects (sub-contracting supply chain or spillovers) should be collected at project level and be verified by the evaluator. HM Treasury have indicated that multiplier effects should not be included because of the impossibility of verification or measurement at the micro level

- Assess the management and operating structure to determine how effective both
 1. The Contractor team and,
 2. The InterTradelreland team, has been in the management and delivery of the programme.
 3. Identify the main risks that emerged during the programme/project and any actions taken to reduce these or identification of actions which could/should have been taken by the Contractor and or InterTradelreland at the time.
- Assess the effectiveness of the programme processes to include application, technical assessment and project management arrangements.
- Benchmark the performance of the programme/project against other best practice comparators in the UK, Republic of Ireland, European Union and internationally (if appropriate), establishing quantitative benchmarks where possible and identify if there are any lessons to be learned.
- Conclude on the level of additionality/deadweight, displacement, economic efficiency, viability and cost-effectiveness.

Key Stage – Conclusions and Potential programme support Recommendations

- Conclude on the overall findings of the evaluation; taking account of all available evidence from the evaluation. This should include quantified assessments of VFM, the level of additionality/deadweight, market failure and displacement and relevant cost-effectiveness indicators. An overall VFM conclusion should be based on: strategic fit; need/market failure; additionality/deadweight; displacement; viability; risk; the 3 'Es' (economy; efficiency; effectiveness); cost effectiveness; and economic efficiency test results (quantifiable economic impacts, and qualitative wider and regional economic benefits).
- Short-Term Actions: Provide actionable recommendations for improving programme delivery and management. Comment on lessons learned and provide detail of any identified gaps in delivery/management structure.
- Long-Term Actions: provide evidenced recommendations which may include a potential redeveloped future focused support. This should consider elements including but not be limited to; programme eligibility criteria including businesses and proposed projects, management structure and delivery model, programme scalability, sustainability and alignment with regional economic goals. Identification of any potential for growth and long-term impact.
- **Implementation**

Completed responses to this tender invitation must be received by InterTradelreland by email between 2pm and 2.15pm on Friday 24th January 2025. The response must be submitted to:

tenders@intertradeireland.com

The delivery of this evaluation will require a commitment of resources so the initiation meeting will be held either 4th/5th/6th February 2025 to ensure the final written report is completed by 13th March 2025. A draft report should be provided 1 week prior to this date. All relevant information in respect of this evaluation will be made available to the consultant engaged. This information will be subject to normal restrictions concerning commercial confidentiality and GDPR. The InterTradelreland Project Management Team will be available to the consultant to provide any supplementary information needed during the evaluation process. Overall, the evaluations should be conducted in accordance with the Northern Ireland Guidance on evaluations, including Better Business Cases NI. ([Supplementary evaluation guidance \(finance-ni.gov.uk\)](https://finance-ni.gov.uk))

Outputs

It is expected that the consultant engaged will, as a result of the work carried out on the final evaluation of Impact, produce a written report containing the findings and recommendations by the date above.

It is expected that the evaluation will include reference to, and consultation with, all relevant organisations including:

- InterTradelreland (including the core Impact Programme Management Team)
- Participating businesses;
- External Technical and Commercial Assessors;
- Specialist Networking and Co-ordination Management Function
- Benchmarked organisations;
- Other stakeholders including DfE, DETE, DFHERIS, Invest NI, Enterprise Ireland etc.

We reserve the right to modify the terms, cancel or re-issue the Request for Tender at any time at InterTradelreland's sole discretion.

Format of Report

The following will be required:

1. Draft final report in soft copy by 6th March 2025.
2. Final report –13th March 2025.

Completion Date

The evaluation is to be completed by 13th March 2025. This deadline cannot be extended.

Cost & Payment

Full payment will be released on approval of the final report by the Innovation & Entrepreneurship Director of InterTradelreland.

It is expected that the maximum budget for the evaluation will be £20,000 (excluding VAT). However, tenderers are advised that this is a competition and should price their bids accordingly.

Evaluation Criteria

InterTradelreland evaluate tenders in 2 stages:

Stage 1 - Selection Criteria – Technical or Professional Ability – Pass/Fail

Fair Work Practices

The Executive and NICS Departments are committed to the delivery of high-quality public services and recognises that this is critically dependent on a workforce that is well rewarded, well-motivated, and has access to appropriate opportunities for training and skills development.

In order to ensure the highest standards of service quality in this contract we expect contractors to take a similarly positive approach to fair work practices.

This should include:

- clear managerial responsibility to nurture talent and help individuals fulfil their potential, including for example, promoting equality of opportunity and developing a workforce which reflects characteristics such as age, gender, religion or belief, race, sexual orientation and disability;
- support for learning and development;

- stability of employment and hours of work, and avoiding exploitative employment practices, including for example no inappropriate use of zero hours contracts; and
- support progressive workforce engagement, for example Trade Union recognition and representation where possible, otherwise, alternative arrangements to give staff an effective voice.
- a fair and equal pay policy that includes a commitment to supporting the Living Wage, including, for example being a Living Wage Accredited Employer.

Please see [Annex A](#) for further details.

SC1	<p>Fair Work Practices</p> <p>Tenderers must provide evidence of their positive approach to fair work practices. Please describe your policies, which provide fair work practices for workers (including any agency or sub-contractor workers) engaged in the delivery of this contract.</p> <p>Where an Economic Operator(s) is classified and operates as a sole trader the 'Fair Work Strategy' criteria will not apply. Tenderers should clearly evidence this in their response to the criteria.</p>	Pass/Fail
SC2	<p>Proposed Team Experience</p> <p>The Tenderer must clearly identify 2 key individuals within the assignment i.e. 1) Project Manager and 2) Senior Consultant. Appendix A and B must be fully completed for these members of the project team as appropriate. The Project Manager and Senior Consultant(s) must demonstrate that they meet the following minimum standards of technical or professional ability as applicable to their role and as identified in this tender document.</p> <ul style="list-style-type: none"> • Project Manager (1 named individual only) must have • Practical experience of working with government-level economic development agencies. • Knowledge of similar economic development programmes. • Knowledge of current and planned economic government policies and strategies. • Experience and knowledge of conducting evaluations. • Two separate relevant examples should be given where the Project Manager has <u>led</u> a project team to complete an evaluation of a government funded business development or innovation programme within the last 3 years. <ul style="list-style-type: none"> • Senior Consultant (may have more than 1 named individual) must have 	Pass/Fail

	<ul style="list-style-type: none"> ○ Practical experience of working with government-level economic development agencies. ○ Knowledge of similar economic development programmes. ○ Knowledge of current and planned government policies and strategies in the innovation field. ○ Experience and knowledge of conducting evaluations. ○ Two separate relevant examples should be given where the Senior Consultant has played a key role in carrying out an evaluation of a government funded business development or innovation programme within the last 3 years. <p>Responses (per person) contained within <i>Appendix A & B</i> must not exceed 2 sides of an A4 page – Font size Arial 11. Anything in excess of this page limit <u>will not</u> be evaluated.</p> <ul style="list-style-type: none"> • Additional staff members – please name any other staff that will carry out administration duties on the evaluation by completing <i>Appendix C</i>. Please also specify their input in <i>Appendix D</i> – Cost Schedule. <p>Tenderers should note that ‘within the last 3 years’ refers to within 3 years from the closing date of this tender competition. Projects that are currently ongoing and are not yet completed are permitted provided that the Tenderer can demonstrate that the required experience has been achieved, and the start date is included.</p> <p>The evaluation panel will award marks based on the combined experience of all proposed personnel.</p>	
--	--	--

Pass / Fail: – is defined as;

- Pass – Where the tenderer has fully demonstrated their ability to meet the minimum standard ; and
- Fail – Where the tenderer has failed to fully demonstrate their ability to meet the minimum standard.

2. Stage 2 – Award Criteria

All tenderers who pass Stage 1 will have their tenders assessed against the qualitative criteria (Award Criteria AC1 – AC3) and quantitative criteria (Award Criteria AC4) listed within this section. Tenderers must address each criterion fully.

The relative scoring of the award criteria is as follows:

- Qualitative Criteria (Quality) – 75%
- Quantitative Criteria (Cost) – 25%

2.1 Qualitative Criteria

Tenderers must respond to each criterion by providing a detailed methodology.

Qualitative Criteria		Weight	Maximum Score
AC1	<p>Proposed Methodology</p> <p>Tenderers must detail their proposed methodology for delivering the key stages of the evaluation and detail how they will allocate resources to ensure delivery within the required timescale.</p> <ul style="list-style-type: none"> • Key Stage – Uptake (10%) <ul style="list-style-type: none"> • Review the strategic context under which the programme operated and assess whether the strategic context under which the programme/is delivered remains valid. • Review the operational fit of the programme in line with the objectives of InterTradelreland and its parent Departments and other relevant strategies. • Examine the fit with other economic development programmes including whether the programme has given rise to any duplication with other programmes/activity operating in Ireland or NI. • Review the performance of the current programme against the original objectives and SMART targets, and if appropriate, identify reasons for any divergence. Assessment of performance against objectives and targets should be verified and validated. Assess the appropriateness of the target setting methodology; and if appropriate, identify reasons for failure. • Key Stage – Outcomes/Outputs (15%) <p>Allied to point above, assess the overall economic impact of the current programme, including the wider and regional economic benefits, direct and indirect, quantitative and qualitative, that have accrued as a result of the projects assisted through the programme,</p>	50%	250

	<p>quantifying as many of these as possible. This should include a robust review of programme activity and participants' views of the support offered.</p> <ul style="list-style-type: none"> • The evaluation should seek to assess: <ul style="list-style-type: none"> • The impact of the innovation, e.g. this may include product / service development; market validation; route to market; potential for sales income; partnership / collaboration impact. • Other transfer knowledge benefits that may include, upskilling / training of staff, integration of new technologies and or practices / processes. • The gross and net additional GVA (Gross Value Added) impact per annum²: • Gross and net additional employment arising from projects assisted through the programme. • The GVA return on investment ratio (£1: GVA) resulting from the programme. • Allied to point above assess the overall economic impact of the programme, including the wider and regional economic benefits, direct and indirect, quantitative and qualitative, that have accrued as a result of the projects assisted through the programme, quantifying as many of these as possible. • Where information is available an NPV/C analysis should be undertaken to compare against the NPV/C analysis projected within this Economic Appraisal. • Compare the costs actually incurred on the programme with those estimated at the outset and clearly explain any reasons for variances. A 'full economic cost' analysis must be undertaken. This must include the cost of marketing elements, evaluation costs, staff time, admin input, procurement costs, legal costs, etc. 		
--	--	--	--

² NB: In line with HM Treasury guidance, evaluators should examine the direct GVA impacts but must exclude the indirect and induced impacts (e.g. on turnover, employment or GVA) when they are calculated using multipliers. For example, data on any indirect effects (sub-contracting supply chain or spillovers) should be collected at project level and be verified by the evaluator. HM Treasury have indicated that multiplier effects should not be included because of the impossibility of verification or measurement at the micro level

	<p>NIGEAE guidance should be adhered to when developing and assessing costs and benefits, including guidance on assistance to the private sector.</p> <p>Assess the economy, efficiency and effectiveness with which public funds have been used on the programme.</p> <ul style="list-style-type: none"> • Key Stage – Programme Management (15%) <ul style="list-style-type: none"> • Assess the management and operating structure to determine how effective both <ol style="list-style-type: none"> 1. The Contractor team and, 2. The InterTradelreland team, has been in the management and delivery of the programme. 3. Identify the main risks that emerged during the programme/project and any actions taken to reduce these or identification of actions which could/should have been taken by the Contractor and or InterTradelreland at the time • Assess the effectiveness of the programme processes to include application, technical assessment and project management arrangements. • Benchmark the performance of the programme/project against other best practice comparators in the UK, Republic of Ireland, European Union and internationally (if appropriate), establishing quantitative benchmarks where possible and identify if there are any lessons to be learned • Conclude on the level of additionality/deadweight, displacement, economic efficiency, viability and cost-effectiveness. <p>Key Stage – Conclusions and Potential programme support Recommendation (10%)</p> <ul style="list-style-type: none"> • Short – Term and Long-Term Actions: provide evidenced recommendations which may include a potential redeveloped future focused support. This should consider elements including but not be limited to; programme eligibility criteria including businesses and proposed projects, management structure and delivery model, programme scalability, sustainability and alignment with regional economic goals. Identification of any potential for growth and long-term impact. 		
--	--	--	--

	<p>The plan must include key dates, goals and milestones to ensure delivery of this service.</p> <p>Responses for this Award Criterion must not exceed 5 sides of an A4 page– Font size Arial 11. Anything in excess of this page limit <u>will not</u> be evaluated.</p>		
AC2	<p>Project Plan</p> <p>The plan must include key dates, goals and milestones to ensure delivery of this service.</p> <p>Responses for this Award Criterion must not exceed 2A4 pages– Font size Arial 11. Anything in excess of this page limit will not be evaluated.</p>	10%	50
AC2	<p>Contract Management</p> <p>Tenderers must demonstrate how they propose to manage the Contract to ensure the provision of a high-quality service, which meets the requirements set out within the Specification. The response must detail what systems and processes will be in place to ensure the continuity of service in the event of unplanned events (e.g. staff absences, systems failure etc.) and the procedures for escalation in the event that problems cannot be resolved at the operational level.</p> <p>Responses for this Award Criterion must not exceed 2 sides of an A4 page– Font size Arial 11. Anything in excess of this page limit <u>will not</u> be evaluated.</p>	15%	75
	TOTAL – QUALITATIVE AWARD CRITERIA	75%	375

Key to Scoring

To ensure consistency and equality the evaluation panel will assign scores for quality of response to the qualitative requirements using the scores and indicators below:

Score	Descriptor
0	Failed to address the criterion.

1	Poor proposal to address the criterion.
2	Limited proposal to address criterion.
3	Acceptable proposal to address the criterion.
4	Good proposal to address the criterion.
5	Excellent proposal to address the criterion.

If tenderers score 2, 1 or 0 in any of the qualitative criteria AC1 –AC2, then it shall be deemed that they have failed to meet the specification and their tender will be eliminated from the competition.

2.2 Quantitative Assessment – Cost schedule

The Cost Schedule at Appendix D must be completed. For those tenders passing the qualitative assessment, the following formula will be used to evaluate the total cost set out in Appendix D.:

1. Lowest price tendered will be awarded the maximum score available [125]
2. To calculate the score for the remaining prices, the following formula will be applied. The lowest tendered price divided by the tenderer's price multiplied by 125
3. Where a zero cost or "no cost" offer is made this offer will be assigned a nominal 1 pence value for assessment purposes only.

Tenderers should note that InterTradelreland is not obliged to accept the lowest or any tender.

Whilst every endeavour has been made to provide tenderers with an accurate description of the requirements, tenderers should form their own conclusions about the methods and resources needed to meet those requirements. InterTradelreland cannot accept responsibility for tenderers' assessment of the requirement.

Organisations that have been engaged or involved in the delivery of services to this Programme are precluded from tendering for this contract.

Annex A

WHAT GOOD FAIR WORK PRACTICE LOOKS LIKE

Good Practice examples equality of opportunity and diversity

- Clear managerial responsibility to nurture talent and help individuals fulfil their potential, including for example, promoting equality of opportunity and developing a workforce which reflects characteristics such as age, gender, religion or belief, race, sexual orientation and disability
- Fair Work expects employers to go beyond their legal obligations under the [Equality Act 2010](#), enhancing the protections for workers on the basis of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and, sexual orientation.
- Employment can play a major part in addressing racial inequality. Through fair working practice, minority ethnic workers will be able to access and sustain employment commensurate with their skills, experience and/or employment goals and in working environments that are diverse and inclusive.
- Disabled people also experience discrimination and a lack of access to opportunity. We need to ensure our workplaces are not designed or operating in ways that can create barriers and exclude disabled people. Fair and equal access, and the provision of appropriate support, can greatly improve disabled people's chances, enabling access to jobs, job retention and career progression.

Good practice examples recruitment

- Recruitment, retention and promotion processes prevent bias and barriers, e.g. 'blind' recruitment; providing any additional support/adjustments at interviews; diversity in interview panels; exit interviews are used to understand why a person is leaving.
- Workers have opportunities to influence the organisation's approach to workplace equality, including by sharing their own experiences.
- The organisation gathers data to understand its workforce diversity and has a plan in place to address under-representation.
- Governance structures are gender balanced and the organisation is working to ensure parity for minority ethnic, disabled and younger people.
- Workplace adjustments are made for disabled staff who need it, e.g. Access to Work.
- Everyone has equal access to appropriate learning & development opportunities.
- All staff have opportunities to discuss their support needs with management.
- Employers are able to provide safe spaces for workers to express their concerns and raise issues and where workers are confident that their concerns are dealt with appropriately by trained personnel.

Good examples support for learning and development

- Effective workforce development involves employers providing opportunities for their staff at all levels of the organisation and should be a shared responsibility and shared commitment between the employer and workers.
- Everyone should be able to engage in lifelong learning.

- Learning & development is integrated in the organisation's strategic planning and workers and management jointly identify development needs and priorities, ensuring both individual and organisational needs are met.
- Regular equality and diversity training is provided for all staff.
- Learning & development opportunities are provided, and regularly reviewed, to help build the organisation's resilience and responsiveness to change.
- Formal and informal learning is offered across the workforce, relating to people's particular role and wider development.
- The organisation is committed to providing apprenticeships.

Good examples secure employment and avoiding exploitative employment practices, including for example no inappropriate use of zero hours contracts

- Although there is no legal definition of a zero-hours contract, in the context of Fair Work, such a contract is one which does not guarantee any work to the individual and does not set out a minimum number of hours (whether ongoing or for a set period). An employer is likely to be using a zero-hours contract inappropriately if:
 - they offer a worker a regular pattern of work or regular number of hours but offer only a casual/zero-hours contract;
 - a worker has had no say in the zero-hours contract and actually wants a contract of employment guaranteeing a minimum number of hours;
 - they put pressure on a worker to accept the terms of a zero-hours contract (where challenged) in order to keep their job;
 - there is an expectation that workers will accept all hours offered but no reciprocal expectation that the employer will guarantee hours of work.
- Employers using zero-hours contracts should be able to credibly explain their exceptional circumstance which leads to them using such contracts and the steps they are taking to review their business model to eliminate these circumstances.
- All staff are employed on open-ended or fixed term contracts with confirmed hours and work pattern.
- All staff have a contract which accurately reflects the hours worked, guarantees a fair minimum number of hours per week and does not involve compulsory overtime.
- Staff get reasonable notice of shifts – at least 4 weeks ahead of time and are paid for cancelled shifts within this period.
- Core and flexible staff resources are reviewed at least annually to determine if any staff on a zero-hours or minimum-hours contract can be moved to a permanent or fixed-term contract with a fixed number of hours and/or a regular pattern.
- Zero-hours contracts are not used to the detriment of workers with protected characteristics and where this is happening, the organisation is taking remedial action.
- Zero-hours contracts are not used to fill actual longer-term vacancies.

There is a clear, published policy and process to enable someone to request a move from a zero-hour contract with guaranteed and set hours. Good examples workforce voice and recognition

- Effective voice is much more than having a communication channel available within an organisation. It requires a safe environment where dialogue and challenge are central to the organisational culture, are dealt with constructively, and where employee views are sought out, listened to and acted upon, and can make a difference.
- Effective voice requires workers, employers and trade unions or worker representative groups to work in partnership to make sure the right decisions are made to ensure workers are treated fairly and equitably. The co-determination of working practices is key to delivering all of the dimensions of Fair Work effectively.
- Involving trade union/employee representatives in key governance and decision-making structures.
- Recognising trade unions for the purpose of collective bargaining and encouraging membership, where this is the workforce's preferred route, and providing appropriate facility time for supporting regular engagement between union/s and members.
- Constructive dialogue between the employer, workers and where appropriate a relevant trade union/s to address workplace issues or disputes, e.g. absence management, grievance, health & safety.
- Regular surveys are carried out to understand worker views, including how well they feel effective voice is facilitated in the organisation, and are involved in agreeing and progressing improvement action.
- Appropriate collective consultation and a clear route for resolving issues at both individual and collective levels, such as through a grievance or collective disputes procedure.
- Dealing with issues/concerns which have been formally raised fairly in a timely and constructive manner and which promotes confidence that, whatever the outcome, fair processes have supported fair resolution.

Appropriate measures are in place to support dignity in the workplace and implement zero tolerance of workplace bullying and other forms of abuse and harassment.

APPENDIX A – ROLE WITHIN THIS ASSIGNMENT: PROJECT MANAGER

NAME:
POSITION WITHIN ORGANISATION:

SPECIFIC EXPERIENCE – Please provide detail to address:	
i)	The Project Manager must have practical experience of working with government-level economic development agencies.
ii)	Knowledge of similar economic development programmes:
iii)	Knowledge of current and planned government policies and strategies in the innovation field:
iv)	Experience and knowledge in conducting evaluations.
<p>Two relevant examples should be given where the Project Manager has led a project team to complete an evaluation of at least 2 government funded business development or innovation programmes within the last 3 years.</p> <p>NB: Three years is defined as 3 years from the closing date stated on this tender document.</p> <p style="text-align: center;"><u>Example 1</u></p> <p>Client: Assignment: Date Completed: Description of Assignment and its relevance:</p>	
<p style="text-align: center;"><u>Example 2</u></p> <p>Client: Assignment: Date Completed: Description of Assignment and its relevance:</p>	

Responses (per person) contained within this Appendix must not exceed 2 A4 pages– Font size Arial 11. Anything in excess of this page limit will not be evaluated.

APPENDIX B – ROLE WITHIN THIS ASSIGNMENT: SENIOR CONSULTANT

NAME: POSITION WITHIN ORGANISATION:
SPECIFIC EXPERIENCE
i) The Senior Consultant must have practical experience of working with government-level economic development agencies:
ii) Knowledge of similar economic development programmes:
iii) Knowledge of current and planned government policies and strategies in the innovation field
iii) Experience and knowledge of conducting evaluations.
<p>Two relevant examples should be given where the Senior Consultant has played a key role in carrying out an evaluation of at least 2 government funded business development or innovation programmes within the last 3 years.</p> <p>NB: Three years is defined as 3 years from the closing date stated on this tender document.</p> <p style="text-align: center;"><u>Example 1</u></p> <p>Client:</p> <p>Assignment:</p> <p>Date Completed:</p> <p>Description of Assignment and its relevance:</p>
<p style="text-align: center;"><u>Example 2</u></p> <p>Client:</p> <p>Assignment:</p> <p>Date Completed:</p>

Description of Assignment and its relevance:

Responses (per person) contained within this Appendix must not exceed 2 A4 pages– Font size Arial 11. Anything in excess of this page limit will not be evaluated.

APPENDIX C – ADDITIONAL STAFF MEMBERS

NAME:

POSITION WITHIN ORGANISATION:

ROLE WITHIN THIS ASSIGNMENT INCLUDING DUTIES:

Responses (per person) contained within this Appendix must not exceed 2 A4 pages– Font size Arial 11.

APPENDIX D – COST SCHEDULE
ASSIGNMENT COST (exclusive of expenses)

Assignment Cost	£
------------------------	---

The proposed cost of the assignment **should be stated in £ Sterling and should be exclusive of VAT.**

BREAKDOWN OF COSTS AND DAYS

Programme Activity	Resource Name	Number of Days	Cost £ STG
	Totals		

DAILY RATES

Individual	Daily Rate £

TOTAL ASSIGNMENT COST

TOTAL ASSIGNMENT COST	
------------------------------	--

Appendix E – VAT**VAT REGISTRATION**

Part 1 or Part 2 to be completed as appropriate by the Tenderer and returned at the time of tendering.

- My/Our VAT Registration Number is

Signed by

For and on behalf of

Date:

- I/We are “EXEMPT” from VAT under the terms of the Finance Act 1972

Signed

For and on behalf of

Date

Appendix F

DECLARATION AND UNDERTAKING TO BE SIGNED BY ALL MAIN CONTRACTORS, NOMINATED SUB-CONTRACTORS OR CONSULTANTS TENDERING FOR THE EXECUTION OF WORKS OR THE SUPPLY OF GOODS OR SERVICES AND MUST BE RETURNED AT THE TIME OF TENDERING

FAIR EMPLOYMENT AND TREATMENT (NORTHERN IRELAND) ORDER 1998

1. Article 64 of the Fair Employment and Treatment (Northern Ireland) Order 1998 provides inter alia that a public authority shall not accept an offer to execute any work or supply any goods or services where the offer is made by an unqualified person in response to an invitation by the public authority to submit offers. Article 64(4) also provides that the public authority shall take all such steps as are reasonable to secure that no work is executed or goods or services supplied for the purposes of such contracts as are mentioned above by an unqualified person.
2. For the purposes of Articles 64 – 66 of the Order, an unqualified person is a person on whom a notice has been served under Article 62(2) or Article 63(1) of the Order and which has not been cancelled.
3. Mindful of its obligations under the Order, Inter *Tradelreland* has decided that it shall be a condition of tendering that a contractor shall not be an unqualified person for the purpose of Articles 64 – 66 of the Order.
4. Contractors are therefore asked to complete and return the form endorsed hereon, with their tender, to confirm that they are not unqualified persons and to undertake that no work shall be executed or goods or services supplied by an unqualified person for the purposes of any contract with Inter *Tradelreland* to which Article 64 of the Order applies

FAIR EMPLOYMENT AND TREATMENT (NORTHERN IRELAND) ORDER 1998

I/We hereby declare that I am/we are not unqualified for the purposes of the Fair Employment and Treatment (Northern Ireland) Order 1998.

I/We undertake that no work shall be executed or goods or services supplied by any unqualified person for the purposes of any contract with InterTradelreland to which Article 64 of the Order applies.

Signed by:

Duly authorised to sign for and on behalf of:

Date:

Appendix G

InterTradelreland

CERTIFICATE RELATING TO BONA FIDE TENDER

1. The essence of tendering is that the client shall receive bona fide competitive tenders from all firms tendering. In recognition of this principle, we certify that this is a bona fide tender intended to be competitive and that we have not fixed or adjusted the amount of the tender by or under or in accordance with any agreement or arrangements with any other person.

2. We also certify that we have not:
 - a) Communicated to a person other than the person calling for these tenders the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of this tender;

 - b) Entered into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted;

 - c) Offered or paid or given or agreed to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for the said work any act or thing of the sort described above

3. We undertake that we will not do any of the acts mentioned in paragraphs 2a, 2b or 2c above at any time before the acceptance or rejection of this tender.

4. In this certificate the word “person” includes any persons and anybody or association corporate or unincorporate any “any agreement or arrangement” includes any such transaction, formal or informal and whether legally binding or not.

Signed by:

Duly authorised to sign for and on behalf of:

Date:

Appendix H

FORM OF TENDER**TO BE COMPLETED BY THE TENDERER AND RETURNED AT THE TIME OF TENDERING**

1. I/We the undersigned hereby tender for the contract at the prices quoted in Appendix D forming part of my/our tender response.
2. I/We declare there would be no conflict of interest or perceived conflict of interest in relation to the personnel or type of work involved in this contract.
3. I/We agree that this Tender together with your written acceptance thereof shall constitute a binding contract between us in relation to the whole or such part of the Tender as may be specified in your written acceptance.
4. I/We accept and agree to abide by the Terms of Reference which take precedence over any terms, conditions, stipulations or provisos which may appear on or be annexed to any correspondence submitted by me/us in connection with this Contract.
5. I/We understand that ITI does not bind itself to accept the lowest or any tender submitted in response to this enquiry and may accept the whole or part of any tender.
6. I/We understand that the acceptance of any Tenders will be on the basis of the published evaluation criteria.
7. I/We understand that the acceptance of this Tender does not bind ITI to place any orders under it and that the ITI may accept more than one Tender for the supply of the service covered by this Tender.
8. I/We understand the ITI reserves the right to discontinue the award procedure in the event of irregular tenders or in the absence of appropriate tenders and in such circumstances may use the negotiated procedure without a further call for competition.
9. I/We warrant that I/we have all the requisite corporate authority to sign this tender.

Dated this	Day of	
Signed by or on behalf of the Tenderer:		
Name of Tenderer:		
Registered Address:		