

## Terms of Reference

**Feasibility Study:** Shared Island Enterprise Scheme: All Island Clusters and Networks  
October 2024

### 1 Introduction

1.1 InterTradeIreland is the Trade and Business Development Body, one of six North South Implementation Bodies established under the 1998 Belfast-Good Friday Agreement. It is mandated by the Government of Ireland and the Northern Ireland Executive to promote trade and business development on an all-island basis.

1.2 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'.

1.3 InterTradeIreland achieves its legislative remit through a number of means, including:

- Business and economic research, to provide the evidence base from which the agency can customise and design services and programmes to best fit the need of business
- Engagement with the business and policy communities north and south, to identify appropriate co-operative actions that help create a better and more innovative business environment across the island.
- Providing support to businesses in Ireland and Northern Ireland to trade and collaborate cross-border.

1.4 InterTradeIreland'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.

1.5 The 2023-25 Corporate Plan aligns to the economic and enterprise policy priorities pursued by its partnering departments (the Department for Enterprise, Trade and Employment (DETE) in Ireland and the Department for the Economy (DfE) in Northern Ireland) in areas such as innovation, export growth, and carbon reduction.

### 2 Background

2.1 In February 2024 the Irish Government announced funding for Shared Island priorities including the establishment of a new Shared Island Enterprise Scheme developed by InterTradeIreland, Invest



Northern Ireland and Enterprise Ireland. An element of this scheme is to develop all-island cluster and network support.

2.2 Key principles of the Shared Island Enterprise Scheme are to stimulate greater economic inclusivity and to help spread economic benefit across the regions of the respective jurisdictions. This will require new opportunities to be created throughout the island, acting as a stimulus for greater productivity.

2.3 The strengths of the Shared Island Enterprise Scheme are all-island co-ordination, all-island reach and increased scale through inter-agency collaboration. Several supports are already in place to support clustering across the island of Ireland. However, there is scope to deliver more on an all-island basis. Through this collaborative design, the proposals are additional to current supports provided by the three agencies.

2.4 There are two main methods to support clusters via the Shared Island Enterprise Scheme;

- Strengthening resources within existing/emerging clusters, leading to increased collaboration across the island and potentially extending to support all island supply chain development
- Developing support structures around issues like skills development and exposing clusters on the island of Ireland to international best practice.

### 3 Objectives

3.1 InterTradeIreland wishes to appoint a suitably qualified service provider to undertake a feasibility study. The appointed service provider will conduct the study and deliver a comprehensive, evidence-based report that identifies and evaluates potential support programmes that could realistically be delivered as part of Shared Island Enterprise Scheme. The report should make recommendations of support options that will complement existing support and enhance clusters on the island of Ireland. Areas of support should include, but are not limited to, scaling established and emerging clusters, training for cluster personnel and practitioners, all-island cluster conference and building international cluster linkages.

3.2 The report should provide a clear understanding of all-island and north/south market gaps, opportunities to avoid duplication of existing provision, and consider international best practice.

3.3 The feasibility study should provide a robust evidence base that supports the conclusions in the report collated through a mixture of desk research and in-depth consultations with key stakeholders.



3.4 The report must take into consideration the outputs in section 4 and incorporate these into the final recommendations.

3.5 In-depth consultations should be held with key stakeholders, including but not limited to:

1. Government agencies, departments, and bodies such as Department of Enterprise, Trade, and Employment Cluster Unit, Department for the Economy (Cluster Team), Enterprise Ireland, IDA Ireland, Invest NI (Cluster Acceleration Team) and InterTradelreland.
2. Business support providers such as Catalyst, Cluster Managers in Ireland and Network Facilitators in Northern Ireland.
3. Education providers such as Universities and Institutes of Technology. (List to be provided).
4. Other key stakeholders in government, business, entrepreneurship, and academia who have relevant experience or insights.

3.6 The report must deliver specific and actionable recommendations, supported by its findings, as to how InterTradelreland, Enterprise Ireland, and Invest NI can contribute to a well-developed all-island cluster ecosystem.

## 4 Outputs

4.1 The appointed service provider will produce a comprehensive research report and set of actionable recommendations that;

1. is comprehensive, evidence-based, and identifies and evaluates gaps and opportunities for all island cluster support.
2. makes recommendations of types and levels of support required to develop existing and emerging clusters to achieve scale on the island of Ireland.
3. Evaluates how the existing all-island cluster ecosystem could be improved, including
  - How the Shared Island Programme could best support existing programmes run by InterTradelreland, Invest NI and Enterprise Ireland and how they could work together to deliver an enhanced service to clusters.
  - How any supports recommended will be complementary to and not duplicate existing supports.
  - Consideration of areas of support to include, but not limited to, training for cluster personnel and practitioners, delivering an all-island cluster conference and building international cluster linkages.



- Costing each element of work for recommended areas of support.
  - How proposed funding calls should be constructed to attract the best project partners.
4. Researches best practice and makes recommendations on the structure for each element of Shared Island Cluster support.
  5. Explores all-island gaps to decide if other opportunities for cluster development exist, outside those detailed in this paper.
  6. Considers options as to what structure projects can take. For example, minimum requirements for industry involvement, duration of the clusters existence, alignment with Northern Ireland and Ireland economic strategies, structure of Advisory Boards, governance and examples of host organisations for cluster placement.
  7. Devises a benefits realization plan for measuring the success of the Shared Island Enterprise Scheme that will be suitable to capture outputs, outcomes and impacts. Considering the priorities of the three lead organisations (InterTradeIreland, Invest NI and Enterprise Ireland) what might success look like for the Shared Island Enterprise Scheme? In what ways might we measure success throughout the programme? Through desk research and consultation with Cluster evaluation experts, provide recommendations/options of a suitable reporting framework that will help to showcase outputs and inform return on investment calculations.
  8. Considers EU State Aid/UK Subsidy Control Act regulations.. Specialist State Aid advice will be required on providing grant support to cross border cluster projects.
  9. Synthesises the above to provide **evidence-based, specific, and actionable recommendations** for InterTradeIreland and its partners to support and foster an all-island cluster ecosystem.

\*Given the unique and specialist nature of clusters, an appropriate person with knowledge and experience of clusters must be involved with each Project Team, to advise and guide. If your team does not have such expertise then sources for cluster experts may include Researchers and Employees of Third Level Academic Institutes (Universities and Institutes of Technology), eg lecturers. The Competitive Institute (TCI) [TCI Network | Home \(tci-network.org\)](http://TCINetwork.org) and/or the European Cluster Collaboration Platform (ECCP) [Homepage | European Cluster Collaboration Platform](http://Homepage.EuropeanClusterCollaborationPlatform.com).



## 5 Timescale

5.1 The project will require a commitment of resources to complete the report by 14th February 2025. The Contract will be awarded no later than 15th November 2024. During this period, updates on progress and content of research will be shared with a project steering group which will be established to oversee this work. A detailed timetable will be agreed with the successful bidders.

## 6 Project Steering Group

6.1 An InterTradelreland Project Steering Group will oversee the project. The contractor will be required to provide other written progress reports or attend meetings with InterTradelreland staff that will be used to inform the Steering Group of developments and project progress as required.

6.2 The contractor will be required to present the project's final findings at a meeting of the Steering Group and/or InterTradelreland's senior leadership (including its Board).

## 7 Management Arrangements

7.1 The work will be supervised and managed by an InterTradelreland Innovation and Entrepreneurship Programme Manager.

## 8 Intellectual Property Rights

8.1 Copyright of all outputs will remain with InterTradelreland.

## 9 Payment

9.1 The payment schedule for the project is expected to be:

- 50% on receipt of a satisfactory and agreed draft report, received no later than **31<sup>st</sup> January 2025**; and



- 50% on agreement of the final report and when all InterTradeIreland approvals are in place. Final report expected by **14<sup>th</sup> February 2025**.

## 10 GDPR

10.1 The Contractor must comply with the data protection legislation, the General Data Protection Regulation (GDPR) which was enacted in the UK and Ireland in May 2018.

10.2 InterTradeIreland is the data controller for data collected and the Contractor will be the data processor and will process any and all personal data in line with instructions provided by InterTradeIreland and in line with GDPR regulations. If the Contractor does not follow the regulations and determines the purpose or means of processing personal data collected in the Contract the Contractor will be considered to be the data controller for said processing.

10.3 Any processing of personal data will be undertaken only when the Contract is awarded. Processing will cease when the Contract is complete.

## 11 Budget and Costs

11.1 An estimated budget up to £75,000 (plus VAT) is available for this project. While this is the maximum budget available, to gain a competitive advantage tenderers should price their bids accordingly. Tenderers must clearly set out their costs in **Sterling**, exclusive of VAT.

## 12 Response

12.1 Response to the tender should include:

- Details of the methodology to be followed including desk research, the use of surveys/structured interviews, consultations with Government Departments, Cluster Organisations, stakeholder organisations, etc. Tenderers must demonstrate how they will deliver each of the outputs detailed in section 4 above. Tenderers are advised to state explicitly how their proposal will deliver the outputs listed in section 4.1 and meet the award criteria listed in section 13.2.
- An action plan and schedule of how the research will be undertaken along with expected outputs.
- Details of the experience and expertise of the consultants/researchers/cluster expert involved in the project (complete and return Appendix A).



12.2 The Contractor for this research should be able to demonstrate:

- Previous experience and expertise in Cluster Development in the context of Northern Ireland, Ireland, European Union, United Kingdom and/or the wider global context including but not limited to undertaking research, policy review and analysis and/or cluster development practices.

### 13 Evaluation Criteria

13.1 This contract will be awarded on the basis of the Most Economically Advantageous Tender (MEAT).

13.2 InterTradeIreland will evaluate this tender in 2 stages.

#### **Stage 1: Selection Criteria - Professional Ability & Experience and Fair Work Practices (PASS/FAIL)**

In order to PASS the initial selection stage, the tenderer must demonstrate that they have **experience** in:

- Managing and delivering research projects exploring issues affecting SME or economic performance in Ireland and/or Northern Ireland.
- Cluster development in the context of Northern Ireland, Ireland, European Union, United Kingdom and/or the wider global context including but not limited to undertaking research, cluster development practices, cluster policy review and analysis.

Experience of the team must be compliant with that outlined in Appendices A-C. Previous experience must be evidenced in Appendices A-C.

\*Tenderers are reminded of the requirement to obtain the services of a cluster expert (if needed). Sources for cluster experts may include Researchers and Employees of Third Level Academic Institutes (Universities and Institutes of Technology), eg lecturers. The Competitive Institute (TCI) [TCI Network | Home \(tci-network.org\)](http://tci-network.org) and/or the European Cluster Collaboration Platform (ECCP) [Homepage | European Cluster Collaboration Platform](#).

**Should a tenderer FAIL, they will be eliminated at this stage and their bid will not be assessed.**



The Irish Government, the NI Executive and the Departments are committed to the delivery of high-quality public services and recognise 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. To ensure the highest standards of service quality in this contract we expect contractors to take a similarly positive approach to **fair work practices (see Annex A)**. 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.
- 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.

**Sole Trader Status** – Where an Economic Operator(s) is classified as a sole trader the “Fair Work Strategy” criteria will not apply. Tenderers should clearly evidence this in their response to the criteria.

Selection Criteria	Pass/Fail
<p>[SC-1], Tenderer demonstrates previous experience of and expertise in:</p> <ul style="list-style-type: none"> <li>• Managing and delivering research projects exploring issues affecting SME or economic performance in Ireland and/or Northern Ireland.</li> <li>• Cluster development in the context of Northern Ireland, Ireland, European Union, United Kingdom and/or the wider global context including but not limited to undertaking research, cluster development practices, cluster policy review and analysis.</li> </ul>	
<p>[SC-2], Tenderer provides evidence of their positive approach to fair work practices for workers (including any agency or sub-contractor workers) engaged in the delivery of this contract (see Annex A).</p>	





## Stage 2: Award Criteria - Methodology and Cost

All tenderers who pass Stage 1 will have their tenders assessed against the requirements, objectives, and outputs noted in this tender document. The successful Contractor will be selected based on the following criteria:

- **Methodology and ability** to complete assignment within the required timescale (weighting 70%). See Award Criteria (AC1 – AC4). Tenderers must address each criterion fully.
- **Cost** (weighting 30%). See Quantitative Criteria

While 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. InterTradeIreland cannot accept responsibility for tenderers' assessment of the requirement.

Proposals must respond to each criterion separately by providing a detailed methodology that addresses the 'Requirements Specific to the Evaluation.' **Responses for each Award Criterion must be contained in clearly marked sections for AC-1, AC-2, AC-3 and AC-4. Any information submitted outside clearly marked sections will not be evaluated.**

Qualitative Criteria (Methodology)	Weight	Maximum Score
[AC-1] Approach to scoping the strategic and policy context of the cluster ecosystem in Ireland, Northern Ireland and all-island; identifying and mapping the scale, nature and purpose of existing and planned cluster supports in Ireland, Northern Ireland and all-island.	10%	50
[AC-2] Approach to identifying international best practice in developing cluster supports.	10%	50
[AC-3] Approach to identifying gaps and evaluating how the existing all-island cluster ecosystem could be improved and approach to making recommendations of types and levels of support required to develop existing and emerging clusters to achieve scale on the island of Ireland.	20%	100



[AC-4] Approach to devising a benefits realization plan for measuring the success of the Shared Island Enterprise Scheme: All Island Clusters and Networks, that will capture outputs, outcomes, and impacts throughout the programme. Approach to ensuring that an appropriately qualified cluster expert feeds into a suitable reporting framework.	30%	150
<b>Methodology - Total</b>	<b>70%</b>	<b>350</b>

Quantitative Criteria (Cost)	Weight	Maximum Score
[Cost]	30%	150
Total	Weight	Maximum Score
<b>Methodology + Cost</b>	<b>100%</b>	<b>500</b>

### 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 –AC4**, then it shall be deemed that they have failed to meet the specification and their tender will be eliminated from the competition.



### Quantitative Assessment (Cost)

For those tenders passing the qualitative assessment, the following formula will be used to evaluate price.

1. Lowest price tendered will be awarded the maximum score available (150).
2. To calculate the score for the remaining prices, the following formula will be applied. The lowest tendered price divided by the tenderers price multiplied by 150.
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 InterTradeIreland is not obliged to accept the lowest or any tender. Tenderers must respond to each criterion by providing a detailed methodology. In particular, each section must contain a method statement detailing their proposed approach to delivering on the contract requirements.

## 14 Clarification questions

14.1 To be submitted no later than 5.00pm on **18<sup>th</sup> October 2024** to [tenders@intertradeireland.com](mailto:tenders@intertradeireland.com)

## 15 Tender submission

15.1 Your submission must include the following completed documents:

- Details of project team – Template Appendices A-C
- Cost Schedule – Appendix D
- Vat Registration Details – Appendix E
- Fair Employment Form – Appendix F
- Confirmation of Bona Fide Tender – Appendix G
- Acceptance of conditions of contract – Appendix H
- Fair work practices – Annex A

Completed responses must be received by InterTradeIreland no later than 5.00pm on **1<sup>st</sup> November 2024**. Submit responses by email to [tenders@intertradeireland.com](mailto:tenders@intertradeireland.com)



15.2 The tenderer is fully responsible for the safe and timely delivery of the tender. A tenderer will not be entitled to claim from InterTradeIreland any costs or expenses which may be incurred in preparing/delivery/evaluation of their submission whether or not it is successful.



## 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 in 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 of 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 of 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 of 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.





Provide evidence of your 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.



**APPENDIX A**

**EXPERIENCE – RESEARCH PROJECT MANAGER**

<p><b>NAME:</b></p>
<p><b>POSITION: PROJECT MANAGER</b></p>
<p><b>SPECIFIC EXPERIENCE</b></p> <p>1. The Project Manager must provide evidence of previous experience in managing and delivering research projects exploring issues affecting SMEs or economic performance in Ireland and/or Northern Ireland, including managing Time, Cost and Quality of project delivery.</p> <p>2. The Project Manager <b>may</b> provide evidence of previous experience in managing and delivering research projects exploring cluster development in the context of Northern Ireland, Ireland, European Union, United Kingdom, and/or the wider global context including but not limited to undertaking research, cluster development practices, cluster policy review and analysis.</p> <p>NOTE *If the Project Manager cannot demonstrate experience in cluster development, then either a suitably qualified person must be contracted (complete Appendix C) or the Senior Consultant must be able to demonstrate such experience.</p> <p><b>One or more relevant example(s) should be given where the project manager has completed a research project(s) and provided evidence-based recommendations on issues affecting SMEs or economic performance in Ireland and/or Northern Ireland within the last 3 years. The project manager must explain how the experience gained is relevant to the aims of this project.</b></p> <p><b><u>If applicable</u></b>  <b>One or more relevant examples should be given where the Project Manager has completed research project(s) and provided evidence-based recommendations in cluster development practices, cluster policy review and analysis.</b></p>



**NB: Three years is defined as 3 years from the closing date stated on this tender document.**

**Example 1**

**Client:**

**Assignment:**

**Date Completed:**

**Description of Assignment and its relevance:**

**Responses (per person) contained within this Appendix must not exceed 2 sides of an A4 page– Font size Arial 11. Nothing in excess of this page limit will be evaluated.**



**APPENDIX B**
**EXPERIENCE – SENIOR CONSULTANT**

<b>NAME:</b>
<b>POSITION: SENIOR CONSULTANT</b>
<b>SPECIFIC EXPERIENCE</b>
<p>1. The senior consultant must provide evidence of previous experience in overseeing the management and delivery of research projects exploring issues affecting SMEs or economic performance in Ireland and/or Northern Ireland. Including overseeing Time, Cost and Quality of research delivery.</p> <p>2. The Senior Consultant <b>may</b> provide evidence of previous experience in overseeing the management and delivery of research projects exploring cluster development in the context of Northern Ireland, Ireland, European Union, United Kingdom, and/or the wider global context including but not limited to undertaking research, cluster development practices, cluster policy review and analysis.</p> <p>NOTE: *If the Senior Consultant cannot demonstrate experience in cluster development, then either a suitably qualified person must be contracted (complete Appendix C) or the Project Manager must be able to demonstrate such experience.</p>
<p><b>One or more relevant example(s) should be given where the senior consultant has completed a research project and provided evidence-based recommendations on issues relating to SMEs or economic performance in Ireland and/or Northern Ireland within the last 3 years. The senior consultant must explain how the experience gained is relevant to the aims of this project.</b></p> <p><b><u>If applicable</u></b></p> <p><b>One or more relevant examples should be given where the Senior Consultant has completed research project(s) and provided evidence-based recommendations in cluster development practices, cluster policy review and analysis.</b></p>



NB: Three years is defined as 3 years from the closing date stated on this tender document.

**Example 1**

**Client:**

**Assignment:**

**Date Completed:**

**Description of Assignment and its relevance:**

**Responses (per person) contained within this Appendix must not exceed 2 sides of an A4 page– Font size Arial 11. Nothing in excess of this page limit will be evaluated.**



**APPENDIX C****ADDITIONAL STAFF MEMBERS**

<b>NAME:</b>
<b>POSITION WITHIN ORGANISATION:</b>
<b>ROLE WITHIN THIS ASSIGNMENT INCLUDING DUTIES:</b>  Consideration to be given if additional staff are required that can demonstrate evidence of previous experience in management and delivery of research projects exploring cluster development in the context of Northern Ireland, Ireland, European Union, United Kingdom and/or the wider global context including but not limited to undertaking research, cluster development practices, cluster policy review and analysis.  NOTE: *If neither the Project Manager nor the Senior Consultant can demonstrate experience in cluster development, then a suitably qualified person must be contracted and this Appendix C should be completed

**Responses (per person) contained within this Appendix must not exceed 2 sides of an A4 page– Font size Arial 11. Nothing in excess of this page limit will be evaluated.**



**APPENDIX D**
**COST SCHEDULE**
**TOTAL ASSIGNMENT COST**

Total Assignment Cost ( <b>excluding expenses</b> )	£
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The proposed total cost of the assignment should be stated in **£ Sterling** and should be exclusive of VAT and expenses. Expenses should be estimated below.

**BREAKDOWN OF COSTS AND DAYS**

Programme Activity	Name & Job Title	Daily rate	Number of Days	Cost £ (Sterling)
	<b>Totals</b>			

**ESTIMATE OF EXPENSES**

Please provide an estimate of expenses, which you anticipate will be incurred during the course of the assignment.

Expense Description	Estimated Amount (£ Sterling)



**APPENDIX E****VAT REGISTRATION**

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

**Part 1:**

My/Our VAT Registration Number is \_\_\_\_\_

Signed: \_\_\_\_\_

For and on behalf of: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Date: \_\_\_\_\_

**Part 2:**

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, InterTradeIreland 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 InterTradeIreland 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 InterTradeIreland to which Article 64 of the Order applies.

Signed by:

---

Duly authorised to sign for and on behalf of:

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Date:

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**APPENDIX G****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 any body or association corporate or un-incorporate any “any agreement or arrangement” includes any such transaction, formal or informal and whether legally binding or not.

Signed: \_\_\_\_\_

BLOCK CAPITALS: \_\_\_\_\_

For and on behalf of: \_\_\_\_\_

Date: \_\_\_\_\_



**APPENDIX H****TO BE COMPLETED BY THE TENDERER AND RETURNED AT THE TIME OF TENDERING****Conditions of Contract for: Feasibility Study: Shared Island Enterprise Scheme: All Island Clusters and Networks**

1. I/We the undersigned hereby tender for the above contract in accordance with the Terms of Reference at the prices quoted in the Cost Schedule 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 InterTradeIreland 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 InterTradeIreland to place any orders under it and that InterTradeIreland may accept more than one Tender for the supply of the service covered by this Tender.
8. I/We understand the InterTradeIreland 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: \_\_\_\_\_

(BLOCK CAPITALS)

Registered address: \_\_\_\_\_

