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**Request for proposals**

**EIT Food Professional Advisory Services Framework**

**EIT Food – Making Food Innovation Happen**

Knowledge & Innovation Center on Food,   
part of the European Institute of Innovation and Technology (EIT)

V0.1 - 19 November 2020 (First Update)

**http://www.eitfood.eu**

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# Overview of EIT Food

EIT Food is Europe’s leading food innovation initiative, working to make the food system more sustainable, healthy and trusted.

The community is built around a partnership of key industry players, startups, research centres and universities from across Europe. It is one of nine Innovation Communities established by the European Institute for Innovation & Technology (EIT), an independent EU body set up in 2008 to drive innovation and entrepreneurship across Europe.

For more information about our company please visit the following website: [www.eitfood.eu](http://www.eitfood.eu)

# Scope of work

# General Objectives

General Objectives:

This is a request for proposal for supplier(s) to join a Framework to provide a range of advisory services to EIT Food. The framework will cover the following services:

* Lot 1: Strategic and business advisory services.
  + Advisory services to EIT Food, aligned to company activities.
  + Including strategy, business operations, planning, finance etc.
* Lot 2: Project advisory services
  + Aligned to project objectives
  + Supporting project delivery.
* Lot 3: Specialist professional services
  + Other services (see below)

Supplier(s) will be selected according to the evaluation criteria, and once on the framework, packages of work may be awarded to the most appropriate supplier, or offered through mini-tenders to suppliers on the framework.

# Detailed Scope

Lot 1: Strategic and Business Advisory Services

The consulting services under Lot 1, Strategic and Business Advisory Services will encompass a broad range of services aligned to EIT Food’s business. They are “internally” focussed, i.e. for the benefit of EIT Food, rather than project aligned (supporting project actions). The services include:

***Strategy and Business Advisory Services***

* Strategic Planning and Development: Methodology and support to assist in the formulation and refinement of EIT Food’s business strategy and plan, ensuring alignment with our missions. Including addressing funding strategy, operating model and scope of services, geographic footprint and medium to long term strategic positioning.
* Market and Industry Analysis: Provide insights into industry trends, competitive landscape, and market opportunities to inform strategic decisions.
* Business model and business planning: Methodology and capability to address EIT Food’s services ([What We Do - EIT Food](https://www.eitfood.eu/what-we-do)) and programme focus, providing analysis of growth options, financial opportunities, impact enhancement etc. Business planning support to deliver medium (3 years) and long term (to 2030 and longer horizon) business plans.

***Process Improvement***

* Business Process Analysis: Methodology and support to evaluate existing processes to identify inefficiencies and areas for improvement.
* Process Redesign and Optimization: Methodology and support for process improvements to enhance operational efficiency and effectiveness.
* Change Management: Capability to support EIT Food in managing the transition to improved processes, ensuring stakeholder engagement and buy-in.

***Organisational Design Services***

* Organisational Assessment: Methodology and support to evaluate the current organizational structure and its alignment with strategic goals.
* Design and Restructuring: Methodology and support to delivery plans for organizational design changes to improve efficiency, collaboration, and innovation.
* Talent Management and Development: Advise on strategies for talent acquisition, development, and retention to build a high-performing organization.

***Other Advisory Services***

* Governance and Compliance: Guidance on governance structures and compliance with relevant regulations and standards. Board process advisory, and board support services including (but not limited to) board workshops to address key governance topics, committee structures and remit design, board remit and governance processes.
* Financial Planning and Analysis: Advisory for financial planning activities, including budgeting, forecasting, and financial performance analysis. Capability to provide support to Chief Finance Officer across financial processes as trusted advisor.
* Stakeholder Engagement and Communication: Analysis and advisory services for effective engagement and communication with key stakeholders, including partners, funders, and the broader community.
* Other professional advisory services related to business performance and services delivered by EIT Food, for example, value proposition development, commercial model evaluation, evaluating and developing approaches for strategic alliances such as engagement with organisations such as WBCSD, WFP, WEF and others.

Consulting partners will be expected to have the capability to deliver the following, as applicable to the services provided:

* Detailed reports and analyses.
* Strategic plans and roadmaps.
* Process models and redesign proposals.
* Organisational design blueprints.
* Implementation plans and timelines.
* Training and development materials.
* Stakeholder engagement strategies.

Lot 2: Project Advisory Services

The services under Lot 2 comprise a set of project delivery support services, which would be delivered into impact focussed projects, either directly or alongside other providers within a project or programme. For example, communication plan design for impact dissemination, support for developing and implementing funding plans for a project, etc. An outline of the services is provided below, this is not exhaustive. The evaluation criteria will assess capabilities and experience in providing project support services broadly, with successful tenderers then invited to bid for or quote for specific project tasks as required.

Indicative services are described in outline below:

***Designing Long-Term Funding Pathways***

* Funding Strategy Development: Create comprehensive strategies to secure long-term funding from diverse sources, including grants, investors, and partnerships.
* Financial Sustainability Planning: Develop plans to ensure the financial sustainability of projects beyond initial funding periods. Support EIT Food and partners to put forward project / programme level funding proposals.
* Network engagement support to open discussions with potential funders, including private investors, philanthropic funders, national and regional governments, structural bodies (i.e. EIB) and others.

***Developing Scale-Up Plans for Products and Services***

* Market Analysis and Entry Strategy: Conduct detailed market analysis to identify opportunities and develop strategies for product and service scale-up, aligned to project outcomes.
* Business Model Development: Design scalable business models for scaling up project and programme outcomes. Can be within project scope, or post-project activity. For example, scaling uptake of programme outcomes to achieve significant geographic or market coverage of activities, products or services.
* Partnership and Collaboration Development: Identify and establish strategic partnerships to facilitate scaling efforts.

***Project / programme design***

* Concept Development and Validation: Transform ideas and proofs of concept into detailed project and programme designs with clear objectives, deliverables, and timelines.
* Technical Feasibility Studies: Conduct technical assessments to ensure project feasibility and identify potential challenges and solutions.
* Impact Assessment and Metrics: Develop impact assessment frameworks aligned to projects / programmes, including costed deployment plans.

***Project Initiation***

* Operational Platform Setup: Create the necessary operational infrastructure to enable effective project execution, including governance structures, management processes, communication channels and infrastructure such as websites and social media.
* Resource Planning and Allocation: Plan and allocate resources efficiently to ensure all project components are adequately supported.
* Risk Management: Identify potential risks and develop mitigation strategies to ensure project resilience and continuity.

***Programme Management and Coordination***

* Project / Programme Management Office: Overall support for project delivery lifecyle.
* Programme Planning and Scheduling: Develop comprehensive programme plans that align with EIT Food’s impact goals and strategic priorities, including resource alignment and optimization.
* Monitoring and Reporting: Implement robust monitoring and reporting mechanisms to track progress, manage deviations, and ensure accountability.

***Programme Governance Support***

* Advisory services on large programme governance structures and processes.
* Support for programme governance, including designing governance mechanisms, supporting implementation with artefacts and tools.
* Programme risk management advisory services and implementation.
* Programme effectiveness review.

Lot 3: Other Advisory Services

Other advisory services under the framework include the following. The tenderers should indicate which of these services they are offering in their response.

***Board support.***

As required by the Supervisory Board or Executive Management Team of EIT Food, provide advisory services and board workshop facilitation services. This can include topics commissions by the board, such as risk management, strategic option analysis, board performance, good governance etc. Tenderer should be able to demonstrate capability and experience in board advisory services.

***General Business Support and Specialist Services, including but not limited to:***

* GDPR services: advisory on GDPR compliance status / fit for marketing purposes, Implement necessary measures to ensure compliance, provide ongoing support and monitoring to maintain compliance.
* Reputation and brand measurement services: assessment current brand perception and reputation in the market., comprehensive strategy for measuring and enhancing our brand and reputation and reputation management framework: Develop and implement a framework for ongoing reputation and brand measurement, Identify key metrics and KPIs (Key Performance Indicators) to track and data analysis and reporting

# Proposal Process

# Participation

Participation in this proposal procedure is open to all suitable tenderers. Tenderers may submit proposal for one or more Lots. For tenderers providing a specific service within one Lot (for example, a specialist in board support services), the response will be evaluated against the scope of the service(s) proposed – coverage of the scope of a Lot is not an evaluation criteria.

# Submission of proposal

|  |  |
| --- | --- |
|  | **Date** |
| **Deadline for requesting clarification from EIT Food (Q&A)** | 12.08.2024 |
| **Deadline for submitting proposals** | 19.09.2024 |
| **Intended date of notification of award** | 12.10.2024 |
| **Intended date of contract signature** | 12.11.2024 |
| **Deadline for appealing (standstill)** | 22.11.2024 |

Proposals must be emailed in English to the following email address: [procurement@eitfood.eu](mailto:procurement@eitfood.eu)

**Title: “Professional Advisory Services Framework Response”**

**The proposal shall contain:**

* **the technical response to the service(s) requested: See Annex III. Tenderers may respond to one or more of the Lots described.**
* **the financial offer (the price for the services.)** The Financial offer shall be expressed in Euros or the local currency of the tenderer, VAT shall be indicated separately. **See annex III**

Responses should be concise and clear. The tenderer’s proposal will be incorporated into any contract that results from this procedure. Tenderers are, therefore, cautioned not to make claims or statements that they are not prepared to commit to contractually. Subsequent modifications and counter-proposals, if applicable, shall also become an integral part of any resulting contract.

The tenderer confirms that the individual submitting the natural or legal entity’s proposal is duly authorized to bind its entity to the proposal as submitted. The tenderer also confirms that it has read the instructions to tenderers and has the experience, skills and resources to perform, according to conditions set forth in this proposal and the tenderers’ proposal.

# Validity of the proposals

Tenderers are bound by their proposals for 90 days after the deadline for submitting proposals or until they have been notified of non-award.

The selected winner must maintain its proposal for a further 60 days to close the contract.

**Proposals not following the instructions of this Request for Proposal can be rejected by EIT Food.**

# Requests for additional information or clarification

In case the tenderers require additional information or clarifications, these should be addressed to the person indicated below. All communication between EIT Food and tenderers is only possible in writing, all requests will be done and answered by e-mail only. All questions should be sent prior to deadline for requesting clarification as specified in Section 3.1. In case of complex or high value procurements, EIT Food may arrange a clarification session of which it will inform all tenderers.

**Title: Professional Advisory Services Framework: Clarification**

**E-mail**: [procurement@eitfood.eu](mailto:procurement@eitfood.eu)

EIT Food has no obligation to provide clarification.

# Costs for preparing proposals

No costs incurred by the tenderer in preparing and submitting the proposal are reimbursable. All such costs must be borne by the tenderer.

# Clarification related to the submitted proposals

After submission of the proposals, they shall be checked if they satisfy all the formal requirements set out in the proposal dossier. Where information or documentation submitted by the tenderers are or appears to be incomplete or erroneous or where specific documents are missing, EIT Food may request the tenderer concerned to submit, supplement, clarify or complete the relevant information or documentation within an appropriate time limit. All communication between EIT Food and tenderers is only possible in writing, all requests will be done and answered by e-mail only.

# Negotiation about the submitted proposal

After checking the administrative compliance of the tenderers, EIT Food reserves the right to negotiate the contract terms with the tenderers. In this negotiation EIT Food may ask all tenderers to adjust the proposal or specific sections of the proposal within an appropriate time limit. In case of negotiation, EIT Food shall provide further information about the proceedings and timing.

# Evaluation of proposals

The quality of each proposal will be evaluated in accordance with the below mentioned award criteria. The award criteria will be examined in accordance with the requested service indicated in Section 2 of the document.

Proposals will be evaluated based on the following criteria, with scoring indicated per criteria. Each

* Understanding of and alignment to EIT Food’s Mission and Values: Demonstrated understanding of EIT Food’s role as a not-for-profit innovation community Alignment of the tenderer’s organisation to EIT Food’s mission. (Applies to all Lots). Maximum 20 points
* Relevant Experience and Expertise: Proven track record in providing similar consulting services for organisations operating in the impact and innovation arena, or related innovation ecosystems. (Evaluated for each Lot submitted) – Maximum 30 points
* Proposed Approaches and Methodologies: Clearly articulated approach to delivering the required services. (Evaluated for each Lot submitted). Maximum 20 points
* Team Qualifications: Expertise and experience of the consulting team members who could be deployed. Based on example profiles and evidence of involvement in relevant assignments. (Evaluated for each Lot submitted). Maximum 10 points.
* Value for Money: Competitive pricing and overall value proposition. Maximum 20 points. Costs will be evaluated against benchmarks from EIT Food’s procurement of similar services, with the tenderer’s costs scoring based on their value compared to the benchmark. I.e. a costs equivalent to the benchmark would score 10, below the benchmark could score up to 20. Higher than the benchmark, will score less than 10.

An example of scoring would be as follows for a response to Lot 1 and 2:

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | **Lot 1 Response** | **Lot 2 Response** | **Lot 3 Response** |
| Understanding of and alignment to EIT Food’s Mission and Values | 15 | | |
| Relevant experience | 20 | 25 | N/A |
| Approach / Methods | 17 | 10 | N/A |
| Team | 8 | 4 | N/A |
| Value for Money | 10 | 6 | N/A |
| **Total** | **70** | **60** | **N/A** |

**The award thresholds will be established once all responses have been received. Responses in the bottom 20% of the scoring for any lot may be discarded.**

The results of the award procedure will be communicated in writing (via e-mail) to the successful and unsuccessful tenderers.

# Appeals/complaints

Tenderers believing that they have been harmed by an error or irregularity during the award process may file a complaint. Appeals should be addressed to EIT Food. The tenderers have *5* calendar days to file their complaints from the dispatch of the award notification e-mail.

# Signature of contract

Please refer to Annex 1 for the template contract that shall apply to this procedure. Any changes desired by the tenderer in the provisions contained in the body of this Service Agreement must be communicated to EIT Food as part of the proposal of such tenderer. Any such changes will be considered as part of the evaluation of the proposal of each tenderer.

Within 10 days of receipt of the contract from EIT Food, the winning tenderer shall sign and date the digital contract and return it to EIT Food. Upon receipt, EIT Food shall countersign and return one signed copy of the contract to the winning tenderer digitally.

# Cancellation of the proposal procedure

In the event of cancellation of the procurement procedure, EIT Food will notify tenderers of the cancellation. In no event shall EIT Food be liable for any damages whatsoever including, without limitation, damages for loss of profits, in any way connected with the cancellation of a proposal procedure, even if EIT Food has been advised of the possibility of damages.

# Ethics clauses / Corruptive practices

EIT Food reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities or fraud. If substantial errors, irregularities or fraud are discovered after the award of the Contract, EIT Food may refrain from concluding the Contract.

The supplier shall take all measures to prevent any situation where the impartial and objective implementation of the contract is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest (‘conflict of interests’). The supplier should immediately inform EIT Food if there is any change in the above circumstances at any stage during the implementation of the tasks.

# Annexes

*Annex 1: Contract Template.* The Contract Template is provided for information purposes only and might be subject to considerable modifications.

*Annex II: Declaration of Honour*

*Annex III: Tender submission templates (Technical and Financial)*

# Annex III: Tender Submission Templates

***Technical Submission***

Your submission should address the structure below, with alignment to the lots or specific work packages within a lot clearly stated. You submission can be written as a Word or PowerPoint document and should be provided in PDF format.

**Scope of response**:

Please complete and include the following table.

|  |  |
| --- | --- |
| **Response Scope** | **Full / Partial / Not responding** |
| Lot 1: Strategic and business advisory services. |  |
| Lot 2: Project advisory services |  |
| Lot 3: Specialist professional services |  |

**Alignment to EIT Food’s Mission and Values**

* Complete this section ONCE.
* Articulate how your organisation is engaged in food system transformation, and how this aligns to EIT Food’s role as a not-for-profit innovation community. Your response should show an understanding of what EIT Food is set up to achieve, and how your organisation has complementary objectives, skills and experience to support us as a strategic supplier.
* Maximum 400 words or 4 slides.

**Relevant experience and expertise**

* Complete this section for EACH LOT in your response.
* Articulation of your capability to provide the services outlined and complementary services if applicable.
* Showcase track record in providing similar consulting services for organisations operating in the impact and innovation arena, or related innovation ecosystems.
* Maximum 1,000 words or 10 slides

**Methodologies**

* Complete this section for EACH LOT in your response.
* For the services included in the Lot, describe the approach you use to deliver the service, including pre-existing IP, tools, datasets or other assets.
* Explain how your method(s) support effective and efficient delivery of the service, and accelerate the time to completion.
* Provide examples of assets, such as business process methodology, system mapping capabilities etc.
* Note: It is not expected that each service within a Lot has specific methodologies. Where you use a combination of structured and customised services, articulate how your build the best approach for your clients.

**Team and capabilities**

* Complete this section for EACH LOT in your response.
* Provide an overview of your resource availability, including:
  + Core capabilities aligned to the services
  + Team locations within Europe
  + Expertise and experience of team members who could be deployed. Based on example profiles and evidence of involvement in relevant assignments.
* Maximum 1000 words / 10 slides

***Financial Submission:***

The financial submission should be completed using the Excel template “Poff Services Financial Submission Template.xlsx”, included in this pack. Template shown for reference below.

Provide an indicative spread of roles that could deliver the services you have proposed. These roles do not need to be exhaustive, but should represent the majority of roles that you could potentially deploy, based on your submission.

**In the LOT SUMMARY tab:**

For each role:

* Name the role
* List the services or typical projects tasks this role covers
* Provide a range of typical daily rates, reflecting the breadth of the role, referencing the services outlined in the RFP.
* Provide any relevant notes to explain the pricing and deployment capabilities of the role.

**END**