



Ministry
of Defence

| Counter - Explosive Ordnance Defence Engagement



The CEDE Office

Supplier Handbook

Handbook for UK Suppliers on the CEDE Office Supplier Framework

FOREWORD

Welcome to this first edition of the Counter-Explosive Ordnance Defence Engagement (CEDE) Office Supplier Handbook. In this publication, we have provided guidance and key information relating to The CEDE Office Supplier Framework and the CEDE Office Operating Model to enable UK Industry in their support to delivering the CEDE Office Mission Objectives and Values.

The CEDE Office Supplier Framework is designed to consolidate and harness UK Industry expertise to increase UK Defence capacity to deliver Counter-Explosive Ordnance (C-EO) effect to our International partners.

The CEDE Office continues to develop an ever increasing healthy pipeline of opportunities which will present International business opportunities for the UK Industry suppliers who have joined the CEDE Office Supplier Framework. We also hope you will benefit from engaging with fellow members for business to business opportunities; we have certainly seen healthy collaboration in the past 2 years.

For further information:



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INTRODUCTION

The purpose of the CEDE Office Supplier Handbook is to provide guidance and key information on the CEDE Office functions to current suppliers and for the UK businesses that may wish to join.

The handbook details the basic principles of the CEDE Office Supplier Framework on-boarding process and key benefits of industry participation. The information will help suppliers understand the tendering process and provide supporting information on what to expect when successful in being awarded a CEDE Office contract.

The handbook is organised into 3 Sections with 2 Annexes as follows:

- The CEDE Office Overview
- The CEDE Office Dynamic Purchasing System (DPS)
- The CEDE Contract Management
- Annex A – Supplier Directory
- Annex B – Procurement Process

The CEDE Office continues to promote UK Defence Engagement C-EO opportunities and will be hosting and attending regular industry events to increase the visibility of the CEDE Office value proposition and actively encourage new suppliers to join the framework.



THE CEDE OFFICE OVERVIEW

BACKGROUND

The (CEDE) Office was set up in December 2018 in MoD Head Office to provide a centrally managed office for Government to Government (G2G) requests for support where there is a threat from explosive ordnance. This includes conventional munitions, Improvised Explosive Devices (IED) and Chemical Biological Radiological Nuclear Explosive Ordnance (CBRN EO). Typically, requests focus on the management of host nation weapons, ordnance, munitions and explosives (WOME), legacy stockpile management, C-IED and explosives ordnance disposal (EOD).

THREAT

Explosive Ordnance represents a significant threat to security and stability worldwide. The threat continues to grow and impact the National Security Strategy (NSS) and Foreign Policy. HMG, Defence and UK Industry can make a significant difference through effective engagement with international partners to deliver and support Counter-Explosive Ordnance (C-EO) capabilities.



THE CEDE OFFICE ACTIVITIES ALIGN TO THE NSS OBJECTIVES:

- **PROTECT our people** – Through overseas capacity building, reducing the threat from adversaries and reducing explosive risk through the safe management of weapons, ordnance, munitions and explosives (WOME)
- **PROJECT our global influence** – Through the development and delivery of UK Defence Engagement capability and the physical presence of commercial contractors supported by UK MoD experts
- **PROMOTE our prosperity** – Offering low risk opportunities for new business through the active support of exports under UK MoD contracts for suppliers in the C-EO sector.

THE CEDE OFFICE OBJECTIVES

The CEDE Office increases UK MoD capacity by using the whole force approach to procuring equipment, training and services from the UK supply chain to deliver G2G C-EO opportunities. The primary CEDE Office objectives are:

1. Carrying out the functions of developing and maturing opportunities with International partners and government offices to develop business cases which will be approved and prioritised by the MoD.
2. Capturing and developing requirements in order to present qualified opportunities for MoD Business Case approval and then present these to UK Industry for tender.
3. Undertaking the work required to run competitive tenders and place contracts with pre-assured, UK suppliers and manage the effective delivery of each contract from contract award to closure.
4. Monitor and Evaluate (M&E) the effect of each opportunity delivered through a comprehensive MoD assurance and stakeholder management programme which will persist beyond contract closure in order to monitor the effectiveness of the intervention.

THE CEDE OFFICE MISSION STATEMENT, VISION & VALUE PROPOSITION

Mission Statement

“The CEDE Office will enable contractor delivered solutions to Government to Government requests for support to counter the threats from explosive ordnance in order to enhance Defence capacity, project influence and promote the prosperity agenda”

Vision

The CEDE Office’s vision is to be the focal point and exemplar for all Government to Government requests to counter the threats and risks from explosive ordnance. The CEDE Office actions to deliver contractor solutions will position the UK as a global influencer in counter-explosive ordnance and provide UK suppliers with year on year growth in exports.

Value Proposition

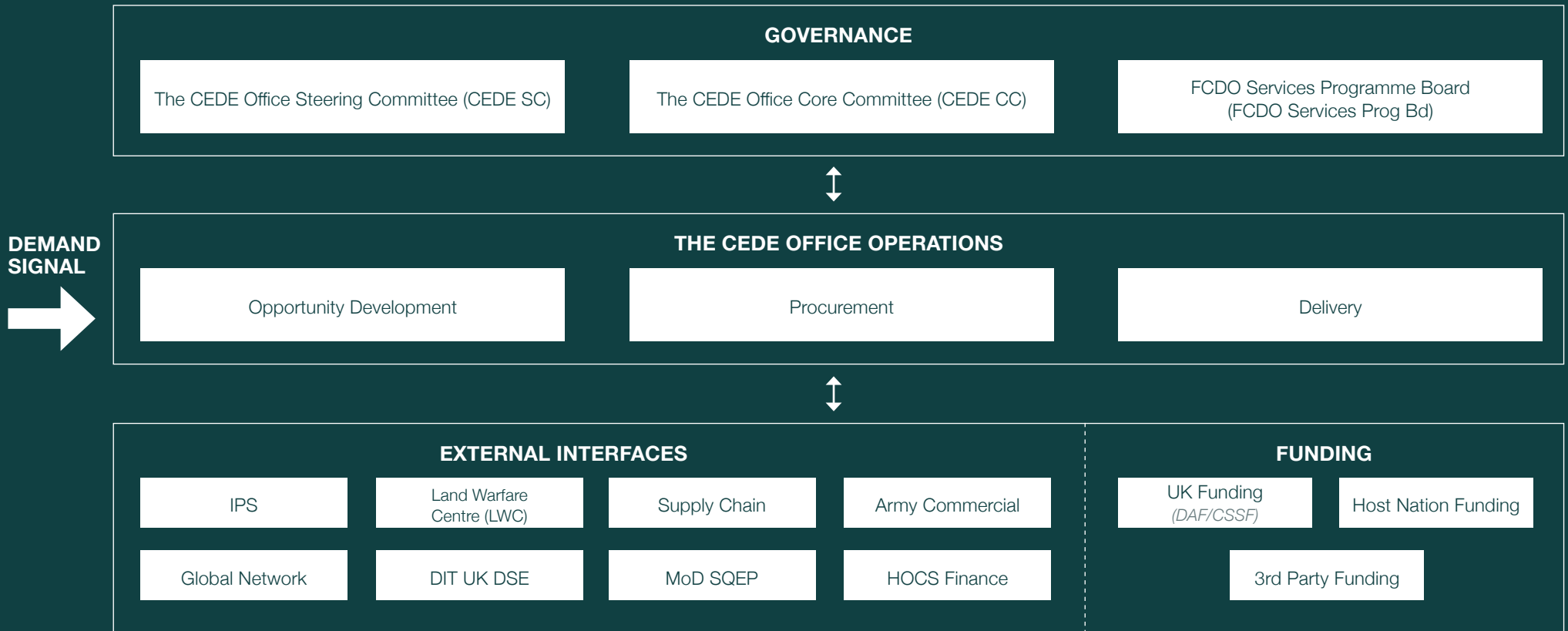
The CEDE Office delivers assured, contractor delivered equipment, training and service solutions to quickly respond to government requests to counter the threats and risks from explosive ordnance. With organic staff support, the ability to surge resource and agile governance, the CEDE Office enables high value Defence engagement, expanding Defence capacity, projecting UK influence and supporting the prosperity agenda.

THE CEDE MODEL

The CEDE Office has developed and implemented the CEDE Office Operating Model shown in Figure 1 (below). This illustrates the three key functions of the CEDE Office Operations:

- Opportunity Development
- Procurement
- Delivery

Figure 1



The Demand Signal

The demand signal represents a G2G request for support where there is a threat or risk from explosive ordnance. This includes conventional munitions, IEDs and CBRN-EO. The CEDE Office is the UK MoD focal point of contact for servicing government sponsored requests for C-EO. Assistant Chief of Defence Staff Military Strategy and Global Engagement (ACDS MS & GE) has issued a policy note to the Global Network mandating that all G2G requests for support in C-EO must be staffed through the CEDE Office.

Governance

The CEDE Office has comprehensive oversight from three governing bodies:

1. The CEDE CC provides strategic leadership and direction to the CEDE Office.
2. The CEDE SC is an advisory body made up of senior stakeholders that make up the CEDE Office Community of Interest (CofI). The CEDE SC acts as a forum to review the CEDE Office activities, provide relevant stakeholder inputs and drives further coherence in government approaches to C-EO.
3. The FCDO Services Prog Bd - FCDO Services (FCDO Services) is the service provider responsible for the day to day delivery and operational management of the CEDE Office.

The CEDE Office Operations

The CEDE Office qualifies all G2G C-EO requests presented to it (the demand signal) into CEDE opportunities, ensuring that each request is suitable for delivery by UK MoD and is in scope of the CEDE Office. The CEDE Office operates within three core functions that facilitate the through life management and delivery of opportunities including requirement capture, procurement of equipment, training and services and delivery and assurance. The CEDE Office workflow is shown in Figure 2 (below) and can be summarised as follows:

1. The CEDE Office Opportunity Development

Triage of demand signals to assess scope, feasibility and priority followed by lead qualification and production of an Business Case for MoD endorsement.

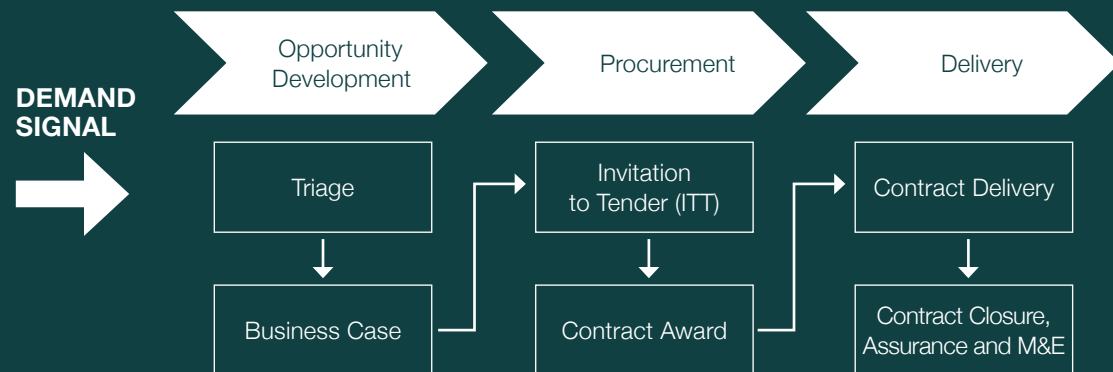
2. The CEDE Office Dynamic Purchasing System (DPS) - Invitation to Tenders

and contracting with Industry under MoD Terms & Conditions.

3. The CEDE Office Contract Delivery

- Through life delivery of contracts, including delivery, assurance, closure and enduring monitoring and evaluation of UK influence and effect.

Figure 2



THE CEDE OFFICE TEAM

The CEDE Office Operations Team

Head of the CEDE Office (Hd CEDE Office)

The Head of the CEDE Office will maintain overall leadership of the CEDE Office and act as the prime interface with the MoD and FCDO Governance boards.

Responsibilities:

- Overall responsibility for delivery of the CEDE Office programme and the principle point of contact for the MoD customer, FCDO Services and the CEDE Office industry organisations;
- Ensure appropriate governance of the CEDE Office;
- Ensure the CEDE Office is an effective and efficient organisation that evolves to fully meet the needs of all stakeholders;
- Ensure that tasks are delivered to high performance, cost and time standards, formally measured in line with the Service Level Agreement (SLA) between the MoD and FCDO Services;
- Ensure that all the CEDE Office outcomes are reported and communicated effectively;
- Chairs the Tender Assessment Panel (Commercial);
- Lead the development of the CEDE Office Model in other MoD departments;
- The focal point for the CEDE Office Framework supplier grievances; and
- Lead engagement with Other Government Departments (OGD).

Technical Advisers to the CEDE Office

The Technical Advisers are the main source of technical advice on all C-EO matters in the CEDE Office.

Responsibilities:

- The CEDE Office technical focus;
- Provide C-EO DE advice to the MoD customers;
- Engage with MoD, Embassy and High Commission staff to identify the CEDE Office leads;
- Provide technical input to shape leads into the CEDE Office opportunities with an identified requirement, budget and timeline;
- Produce all technical elements of ITT packs;
- Work with MoD specialists to assure all technical elements of CEDE work and
- Chair the Tender Assessment Panels (Technical).

Commercial Manager CEDE Office

The Commercial Manager manages the CEDE Office Supplier Framework and all commercial activity to support the procurement process.

Responsibilities:

- POC for Industry Supply base that are not currently on Contract;
- Manages the onboarding process of the CEDE Office Supplier Framework;
- Conducts financial and commercial due diligence of the CEDE Office Suppliers;
- Coordinates all communications on the FCDO Services Bravo e-Sourcing portal;

- Management of procurement activities;
- Coordinates Tender Assessment Panels (Technical and Commercial); and
- Liaison with MoD Commercial to generate, endorse and release contract agreements.

Operations Manager CEDE Office

The Operations Manager focuses on the operational outputs of the CEDE Office, delivering the procurement plans across multiple opportunities. They provide Supply Chain Management, acting as the main point of contact for Suppliers on contract. They also support the Technical Advisers in their work required to qualify requests for support from International partners.

Responsibilities:

- Ensures Operational excellence across all the CEDE Office functions;
- Produces project plans across multiple opportunities
- Engages with DA and IPS desk officers to ensure that funding has been secured to support the business cases in line with direction from ACDS MS & GE;
- Focal point for Marketing and Communications across the entirety of the stakeholder map as detailed at Annex B;
- Member of the Tender Assessment Panels (TAP) and
- The CEDE Office Secretariat for key events.

Delivery Manager CEDE Office

The Delivery Manager is responsible for all day to day activities relating to all current on-contract delivery tasks.

Responsibilities:

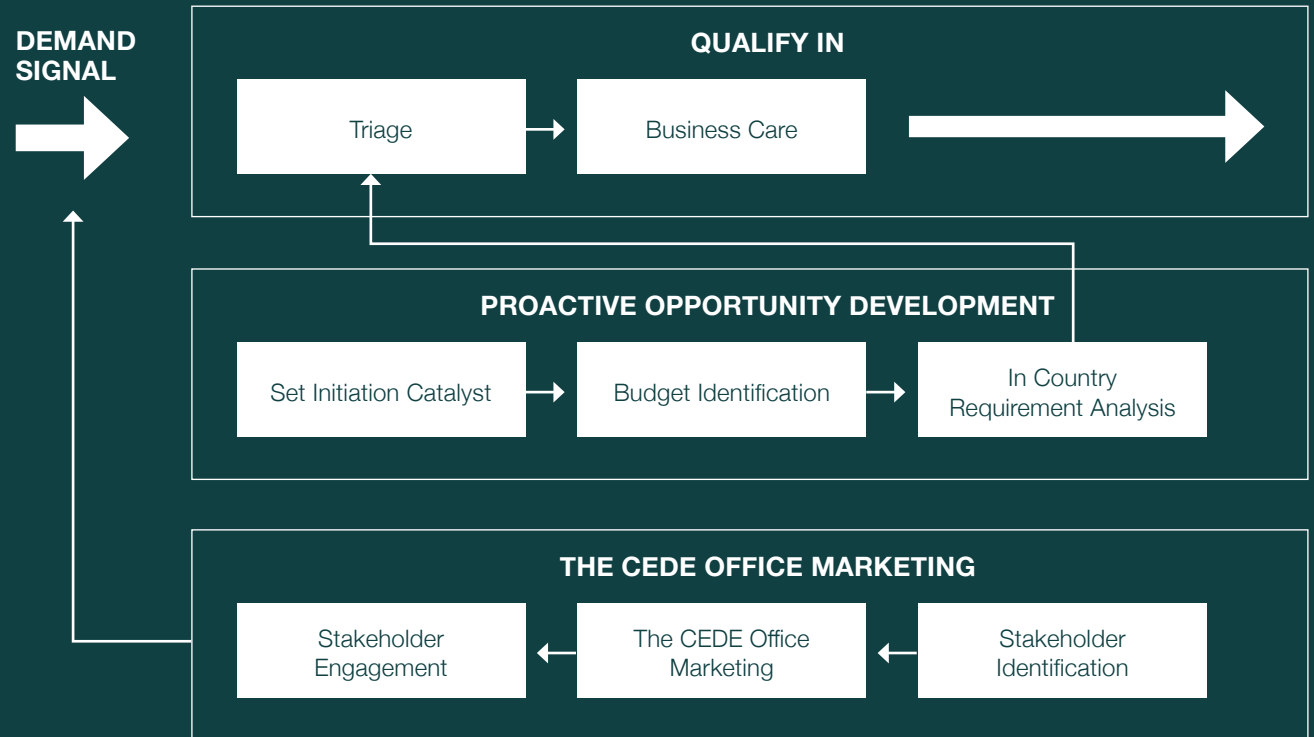
- Ensures all delivery tasks are conducted in accordance with the contracting framework, the CEDE Office processes and internal business management processes;
- Acts as the main point of contact for the Supplier and Client for contract management;
- Ensures that delivery performance metrics are reported;
- Conducts Project reviews and reporting;
- Drives and maintains the CEDE Office Lessons Learned and
- Manages a holistic risk assessment across all tasks and maintains a formal Risk Register in accordance with the CEDE Office Risk Management Process.

THE CEDE OFFICE OPPORTUNITY DEVELOPMENT

The CEDE Office has a dedicated opportunity development team that is responsible for analysing the C-EO Demand Signals and generating the CEDE Office pipeline of opportunities that are prioritised in line with UK Defence strategic priorities.

There are 3 key themes within the opportunity development function that enable the CEDE Office to develop and maintain its opportunity pipeline as shown in Figure 3 (above).

Figure 3



Qualifying In

It is UK Defence policy that all Government to Government (G2G) requests for C-EO support should be staffed through the CEDE Office. The CEDE Office analyses each request and generates a triage report to ensure that the lead is in scope of the CEDE Office, determines relevant Course of Action (CoA) and the impact on other tasks in the CEDE Office Pipeline and Roadmap.

The CEDE Office proactively engages with the global network and MoD Desk officers to anticipate the demand signal for all G2G requests for C-EO support to promote a prompt and effective qualification of all leads and opportunities.

The CEDE Office also engages directly with numerous foreign government stakeholders to promote the value proposition and benefits that the CEDE Office can provide in delivering to them C-EO effect, helping to initiate international C-EO demand signals.

MARKETING & COMMUNICATIONS

The CEDE Office has a comprehensive marketing and communication strategy that aims to promote and publicise the CEDE Office and represent our UK Industry partners to key stakeholders in the International community.

The communication strategy supports the marketing strategy to increase awareness and understanding of the CEDE Office Model proposition with three targeted audiences.

Each Stakeholder group will receive targeted communications and marketing artefacts which articulate the benefits of the CEDE Office Model to them specifically. This approach will help to engage and grow these groups in a focused approach, maintaining current points of contact and fostering new ones with clear and consistent messaging. The CEDE Office benefits from the support of the Directorate of Defence Communications (DDC) and other key MoD departments to further identify options, selecting which communications and marketing channels are best suited to align messages to stakeholders for deliberate and opportunistic engagements.

Using a suite of communications and marketing artefacts, some of which are highlighted in Figure 5 (right), the CEDE Office communication strategy will increase awareness and understanding of the proposition with respective stakeholder group audiences.

Figure 4

THE TARGETED AUDIENCES ARE AS FOLLOWS:

- **Group One - (Embassies, High Commissions, Military Advisers, Training Teams, IPS Desk Officers)** This audience has direct contact with CEDE Office end users/sponsors who are facing the threat or risk of explosive ordnance, they are a crucial link in communicating the CEDE Office Value Proposition and securing future business for the CEDE Office as they work closely with key international influencers who will promote government to government requests.
- **Group Two - (Force Generation, Army HQ, Field Army)** It is important to engage with this audience to gain support from parts of Defence that continue to deliver C-EO effect.

The CEDE Office aims to highlight how a whole force approach would reduce the staff burden on MoD resources enabling redeployment on higher priority tasks.

- **Group Three – Department of International Trade UK Defence and Security Exports (DIT UK DSE), current CEDE Office framework Industry suppliers and potential Industry recruits** CEDE Office engage with this audience group to expand their network of suppliers of commercial C-EO equipment, training or services for the benefit of end users/sponsors facing the threat.

Figure 5



Using a suite of communications and marketing artefacts, some of which are highlighted in Fig 5 above, the CEDE Office communication strategy will increase awareness and understanding of the proposition with respective stakeholder group audiences.

The key priorities of the Communication Strategy and Communication Plan are to:

- Implement agreed reference communications to include targeted value propositions, key messages, lines to take in formats that have maximum utility (to include documents, presentations and online resources);
- Continue to promote the strong brand of the CEDE Office and use consistent branding guidelines across all communication output;
- Distribution of artefacts to the three targeted stakeholder groups;
- Distribution of the ‘Supplier Catalogue’ that will promote UK Industry on the CEDE Office framework to key stakeholders;
- Ensure that photo and video content is captured during CEDE delivery activity and is cleared for use by the CEDE Office;
- Generate a library of cleared images and video from MoD stock to use in promotional material;
- Engage with relevant MoD Desk Officers, Defence Attachés and Military Advisers to continue to shape and refine the targeted messaging;



- Arrange high profile events that have ministerial attendance, targeted stakeholder engagement, including other government departments (FCDO, HO, DIT UK DSE, DfT) and
- Maximise digital content across MoD media channels and when engaging with stakeholders and UK Industry.

Benefits to the Industrial supply base include:

- Reduced Business Development investment: qualified business opportunities are presented to the framework of suppliers by the CEDE Office;
- Addressable opportunities: the CEDE Office shapes the requirements to secure the maximum breadth of C-EO capability;

- Low financial risk: minimal supplier investment to get to contract. UK MoD terms and conditions and payment in GBP;
- Low bidding burden: succinct Invitations to Tender (ITT) and short competitive tenders;
- Teaming made easy: access to fellow framework suppliers for CEDE and other opportunities;
- Growth: the export market continues to grow so the best UK companies will grow with it;
- Accessible Framework: simple and agile application process for UK suppliers;
- Strong Relationships: Opportunity to engage with key stakeholders in Government and across the CEDE Framework and
- The CEDE Office is a strong and trusted brand.

THE CEDE OFFICE DYNAMIC PURCHASING SYSTEM (DPS)

INTRODUCTION

The CEDE Office use a procurement system known as the Dynamic Purchasing System (DPS) Framework to allow for the procurement of UK C-EO training, equipment and services at pace where suppliers are pre-assured through the on-boarding qualification process. The onboarding process is designed to be as 'light touch' as possible, whilst still retaining an appropriate level of due diligence, governance and control. Contracts are issued under MoD terms and conditions and managed by the CEDE Office. Suppliers can register to join the framework via a simple process described in this section. Once on the framework, suppliers are automatically notified of future business opportunities, including Adverts, Expressions of Interest (EOI) and Invitations to Tender (ITT) via the BRAVO e-Sourcing portal.

The framework was set up in accordance with the conditions in the Public Contracts Regulations (PCR clause 28) and the Defence and Security Procurement Regulations (DSPR). These regulations are light touch and allow for some flexibility given the complexities of the CEDE Office requirements and the tempo required.



C-EO TAXONOMY

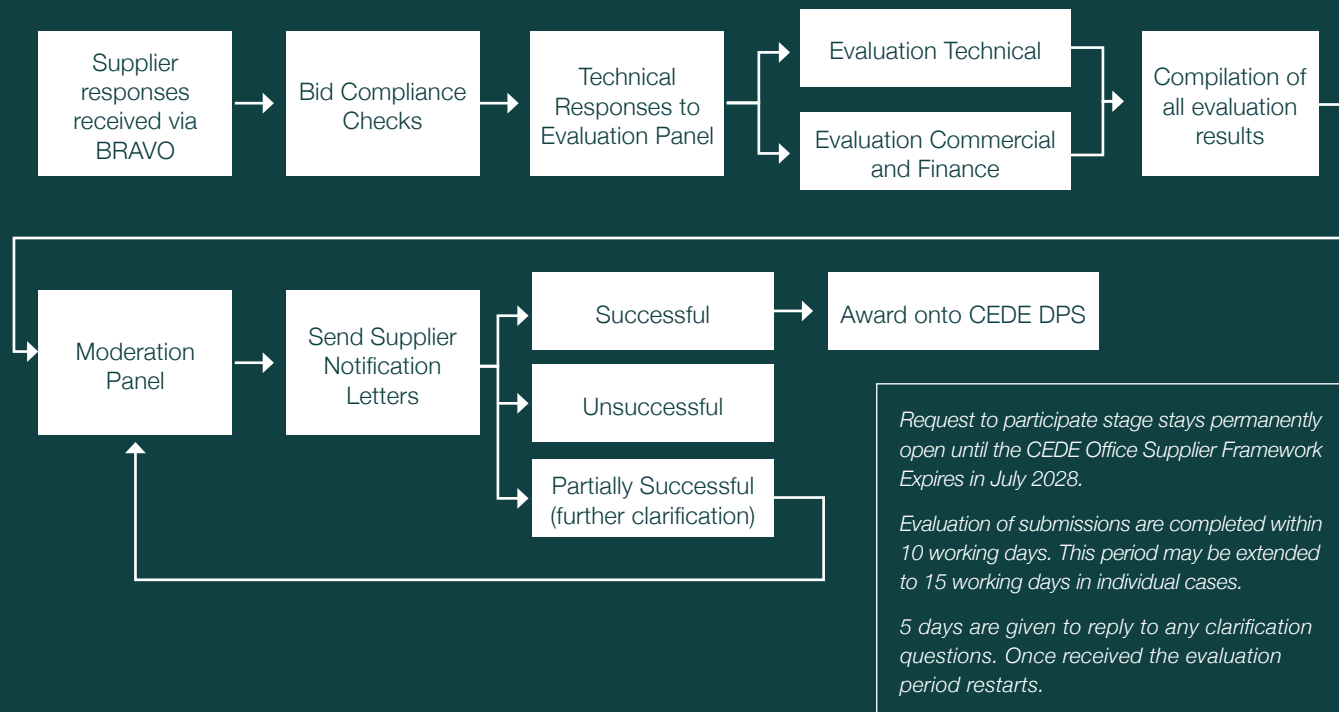
The CEDE Office Supplier Framework is open until July 2028. Suppliers can submit an application to join at anytime. The number of registered framework suppliers has increased to over 50 on the Framework (see Annex 1) with annual CEDE Office targets to recruit more businesses. The suppliers have a wealth of relevant experience of delivering C-EO equipment, training and services in the home and international markets in the following areas:

- Search
- Detection
- Conventional Munitions Disposal (CMD)
- Explosive Ordnance Clearance (EOC)
- Electronic Countermeasures (ECM)
- Intelligence
- Protective Equipment
- Military Working Dogs
- Unmanned Vehicles
- Ammunition Technical Support (ATS)

PRE-ASSURANCE AND ONBOARDING

The pre-assurance process allows for a reduced timeline at the tendering stage. Admission to the CEDE Office Supplier Framework is a straightforward process that requires potential suppliers to demonstrate their technical, financial and commercial suitability and capability. The process is outlined in Figure 6 (below).

Figure 6



In accordance with the Public Contracts Regulations (PCR - Clause 59), suppliers are requested to 'self-certify' their compliance with the Supplier Questionnaire (SQ) requirements and confirm that none of the grounds for exclusion apply. All Industry suppliers that meet the selection criteria and pass the exclusion criteria are awarded a place on the CEDE Office Supplier Framework.

The Contracting Authority (the CEDE Office and MoD jointly) will evaluate supplier SQ submissions and notify suppliers of the outcome of evaluations within 5 days, although this can be extended to 15 days in certain circumstances, i.e in cases where there is a need to examine additional documentation as a further clarification question to verify whether the selection criteria are met.

Suppliers are required to complete the SQ for the initial set-up phase. The SQ covers the following areas:

- **Part 1** - Supplier Information;
- **Part 2** - Exclusion and Selection criteria (as set out in Regulations 57-64 of the PCR 2015);
- **Part 3** - Economic and Financial Standing; and
- **Part 4** - Technical and Professional Ability.

The Commercial Manager evaluates commercials in Part 1, 2 and 3 of submissions; whilst the Technical Advisers evaluate Part 4 of the SQ. All evaluations and supplier feedback of each SQ submission takes no more than 10 working days.

The framework remains open to new applicants throughout the period of the DPS Agreement (June 2019 to July 2028), this enables suppliers to apply at any time. In addition, it allows (and encourages) existing suppliers to revise their offerings at any stage and supports small and medium sized enterprises (SME).

The framework is currently divided into 4 value threshold lots (see next page for details). Suppliers can apply to participate in any of the lots that are relevant to their business capability and capacity, providing it aligns with their statement of financial standing. There are no restrictions on the number of lots that can be applied for.

Figure 7

THE FOUR THRESHOLD LOTS ARE AS FOLLOWS:

- **Lot 1** – Equipment and/or Services up to a value of £500k;
- **Lot 2** – Equipment and/or Services with a value between £501k and £2m;
- **Lot 3** – Equipment and/or Services with a value between £2.01m and £10m and
- **Lot 4** – Equipment and/or Services over a value of £10m.

All communication must be electronic (unless this cannot be done for exceptional reasons).

Suppliers must meet the selection criteria for the entire duration that they remain on the framework. The CEDE Office should be notified via the Bravo e-Sourcing portal if an organisation can no longer meet the criteria set out in the selection questionnaire.

FCDO BRAVO E-SOURCING PORTAL

Suppliers can access the DPS on the Bravo e-Sourcing portal (the ‘portal’) at the following URL: <https://fcdo.bravosolution.co.uk/>

The portal is used as a mechanism for all commercial correspondence between the CEDE Office and the suppliers on the framework, this

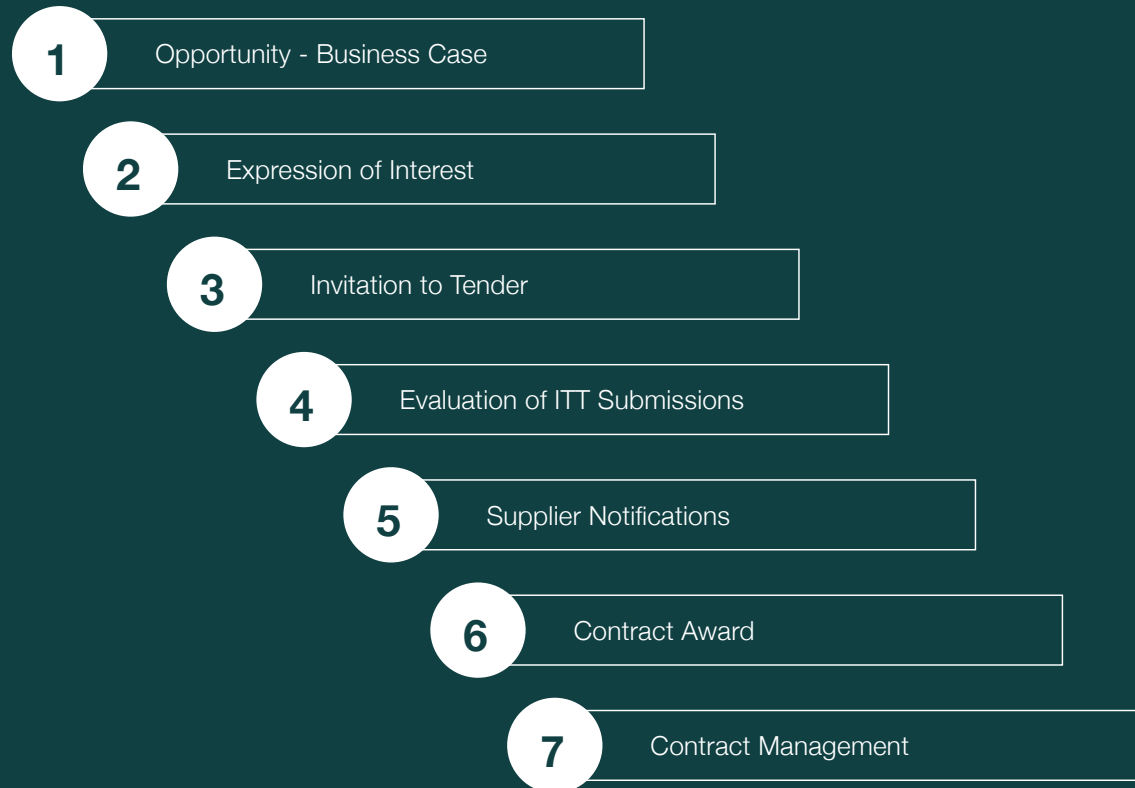
allows for centralised tracking for all commercial communications with suppliers. The complete tender process is completed on the portal from advertising, submitting tender documents to receiving and evaluating tender submissions online. This eliminates the use of paper-based transactions and allows for a quicker exchange of information that is tracked and auditable. The portal improves

supplier relations by bringing transparency and openness between the Authority and suppliers.

To manage the CEDE Office Supplier Framework effectively there is an annual review of all the approved supplier submissions. This is to ensure there has been no key changes to the Supplier’s original SQ submission that may affect their ability to deliver requirements at the tendering stage.

Figure 8

Figure 8 details the stages the CEDE Office use for procuring Goods and Services via the CEDE Office Supplier Framework



Stage 1. Business Case

The Business Case must include a clear description of a requirement in scope for contractor delivery of C-EO. It must include an identified and appropriate budget, an acceptable timeline and a clear alignment to Foreign and Defence Policy. Once the business case is approved by the CEDE Office Core Committee, the CEDE Office initiates the procurement phase. A Statement of Requirement (SOR) document is created that describes in detail the functional and non-functional requirements, forming a part of the ITT pack presented to Industry at Stage 3. A Delivery and Assurance Plan is generated to determine how the requirements will be delivered, against Key Performance Indicators (KPIs) and milestones. The Assurance Plan describes how the CEDE Office will measure the quality of what has been delivered, secure feedback from in-country stakeholders and carry out continuing Monitoring & Evaluation (M&E).

Stage 2. Expression of Interest

An advert is posted on the portal for a minimum of 10 working days, depending on the complexity of the opportunity. Such an advert provides not only an opportunity for suppliers to consider submitting an Expression of Interest (EOI) but also provides a brief overview of the upcoming opportunity to inform bidders' initial responses. The Commercial Manager will check Supplier compliance against the value of the opportunity.

Stage 3. Invitation to Tender (ITT)

Following EOI, the ITT pack is issued, only to Suppliers that registered an interest and are compliant. The ITT consists of a number of technical and commercial

documents and provides all of the detail required for the bidders to effectively compete for the opportunity. The ITT pack consists of the following:

- Procurement timescales;
- Invitation to Tender;
- SOR;
- Key Performance Indicators (KPI);
- Pricing Schedule;
- Technical Evaluation Questionnaire;
- MoD Terms and Conditions; and
- Conflict of Interest form.

Clarification Period

During the competition, the suppliers can submit Clarification Questions (CQs). CQs are answered by the CEDE Office with advice from MoD Suitably Qualified and Experienced Personnel (SQEP) as required and are forwarded to all bidders unless the bidder requests (and the Commercial Manager agrees) confidentiality. All communications are via the portal and CQ's are normally answered within 5 working days.

Stage 4. Evaluation of ITT Submissions

This stage ensures that:

- The contract award decision uses the disclosed criteria within the ITT pack
- All decision making process is fair, transparent and auditable
- The Supplier has demonstrated best value in the tender process.

- The CEDE Office will only evaluate the content of compliant technical submissions.
- No submission will be accepted or evaluated after the closing date;
- All submissions must be via the Bravo e-Sourcing portal; and
- Suppliers must adhere to the requirements stated within the ITT Pack at all times. This includes not exceeding the word limits stated within the ITT Questionnaire and providing all artefacts exactly as stated in the ITT.

The evaluation scores are split into technical and pricing schedule submissions. An example of the overall weighting award criteria is shown in the table below; technical assessment accounts for 70% and Commercial 30%, the scores for each supplier is added (Technical + Commercial = Overall Score). The weightings are decided for each opportunity depending on the complexity of the requirements and the priorities of the MoD.

Award Criteria	Weighting
Technical	70%
Pricing	30%
Total	100%

Tender Assessment Panels (TAP)

Before an ITT is issued, individuals for Tender Assessment Panel - Technical (TAP-T) and Tender Assessment Panel - Commercial (TAP-C) are identified and given the necessary guidance on how to evaluate the ITT submissions. The TAP

individuals normally comprise of a mixture of the CEDE Office staff, MoD SQEP and MoD commercial representatives. Each member of the TAP panels sign a conflict of interest certificate that is recorded by the CEDE Office Commercial Manager.

Both TAP groups read, score and comment against all criteria in the tender submissions using the tender evaluation methodology in the instructions document. Each member of the TAP is required to give constructive comments to justify the scores provided. Once the evaluations are completed, a Moderation meeting is held to discuss scores and collectively agree on final scores to be sent to the bidders.

Tender Evaluation Timescales

Tender evaluations will only take place after the deadline of the tender submissions. The time taken to evaluate the the tender submissions varies from project to project. This may be dependant on the complexity of the requirement and the number of responses received.

Evaluation Principles

The panel adheres at all times to the following principles:

- All supplier submissions are treated equally and impartially;
- All scores given by members of the TAP are in accordance with the agreed evaluation criteria included within the ITT Pack.

The CEDE Office follows PCR regulation 2015 which includes transparency and fairness to all suppliers. All scores for the Supplier and from the Winning Tender are sent to suppliers at the end of the evaluation stage.

The Technical questions are graded and calculated as per the criteria listed in the Figure 9 (below).

Figure 9

Assessment	Score	Interpretation
Excellent	10	Satisfies the requirement with clear evidence of a high level of additional benefits to the Authority and customer(s) . Clearly presented evidence of the Supplier's ability/proposed methodology to deliver a solution for the required supplies/services as stated in the Invitation to Tender.
Very Good	8	Satisfies the requirement with clear evidence of minor additional benefits to the Authority and customer(s) . Clearly presented evidence of the Supplier's ability/proposed methodology to deliver a solution for the required supplies/services as stated in the Invitation to Tender.
Satisfactory	6	Clearly presented evidence of the Supplier's ability/proposed methodology to deliver a solution for the required supplies/services as stated in the Invitation to Tender. Satisfies the Statement of Requirements (SOR).
Complaint	4	Evidence presented of Compliance but has minor omissions from the SOR
Complaint Minus	2	Evidence presented of Compliance but has major omissions from the SOR.
Non-Compliant	0	Lacks evidence to satisfy the specified mandated requirements identified for Compliancy

Pricing Evaluation: The lowest priced tender received is given the highest maximum score and the remaining price submissions are calculated based on the following formula:

$$\text{Total Available Marks} \times \frac{\text{Lowest Priced Tender}}{\text{Highest Priced Tender}} = \text{Final Pricing Score}$$

Final Evaluation Score: Once the Technical and Pricing evaluations have taken place, both scores are added to form the Final Evaluation Score. The final evaluation scores are revealed by the Commercial Manager at the Moderation meeting, where all parties confirm that they agree before external publication.

The Moderation Panel is Chaired by the Head of the CEDE Office and attended by the Chairs of the TAPs, the Commercial Manager and the relevant MoD desk officers.

The Commercial Manager produces a report which is reviewed and approved by the Head of the CEDE Office and other relevant Stakeholders.

Stage 5. Supplier Notification

Once the recommendation report is approved, the Commercial Manager forwards notification letters to the successful and unsuccessful suppliers. In the letter, suppliers are informed of the 10 day standstill period and the opportunity to receive further feedback on their final scores and justifications for assessments. All bidders are given the opportunity to receive feedback from the CEDE Office on their tender submissions. This helps bidders to gain a better understanding of how to improve their ITT submission for future opportunities.

Unsuccessful bidders have the opportunity to challenge the tender procurement process. All consultation regarding supplier feedback is given during the 10 day stand still period.

Following the standstill period, a contract award letter and contract is issued to the successful supplier and negotiation is conducted.

Supplier Performance: To assist the supplier to improve their performance. The debriefing will justify individual scores, cover the positive aspects and suggest areas for improvement of the submission. The Supplier can also provide feedback to the CEDE Office on the tender process and ITT content.

Stage 6. Challenging Tender Awards

The MoD is obliged to award a contract based on the award criteria set out in the ITT pack. Therefore any challenge to this must be able to demonstrate that the procurement has not complied with the award criteria set out in the ITT pack, or that the principles mentioned at the beginning of the tender process have been breached.

If a supplier believes there are grounds for a challenge, they are to express these in writing to the CEDE Office. This may prompt an internal review depending on the complaint. If the outcome of the internal review is not to the satisfaction of the supplier then it is for the supplier to decide if they wish to pursue a formal legal challenge via their legal representative.

The outcome of a successful challenge may be that the tender is cancelled by the CEDE Office and the tender process is re-run. Bidders are advised to always seek legal advice at the earliest stage if a challenge is being considered as this can easily absorb time, cost and effort for both parties.

Stage 7. Contract Award Notification

There is a requirement to publish the following information on Contracts Finder within a reasonable time:

- The name of the awarded supplier;
- The duration of the contract; and
- The value of the contract

The contract award notice is also published on internal government platforms.

BENEFITS OF THE CEDE OFFICE SUPPLIER FRAMEWORK:

- Accessible for both Small to Medium Enterprises (SME) and large organisations seeking opportunities to provide C-EO services to the UK's International Government partners.
- Automated, electronic and auditable process.
- Flexible, allowing UK Industry suppliers to join at anytime.
- Suppliers can re-apply as many times and required until they meet the qualification criteria (Unlike a closed framework arrangement).
- Targeted communication - the CEDE Office ensures that suppliers receive notification of C-EO opportunities that are relevant to their capabilities and financial standing.
- 'Light touch', efficient process that reduces the time and cost for suppliers applying for opportunities, as there is no requirement to go through the selection stage each time an opportunity is made available.
- There is no limit to the number of suppliers on the Framework.
- Enables business to business networking.
- Give suppliers access to MoD and international customer information.

THE CEDE OFFICE CONTRACT MANAGEMENT

The CEDE Office manages the delivery of all contracts awarded via the CEDE Office Supplier Framework with support from MoD Commercial.

Once the contract has been awarded, the CEDE Office Delivery Manager will become responsible for the management of the ongoing delivery and will be the main POC for the Supplier. The CEDE Office Delivery Manager will ensure that the Supplier delivers the contract to the agreed schedule and that all performance metrics are met or exceeded.

This Section provides context to the management of contracts by the CEDE Office, along with key information that suppliers will require to contract with the Authority.

CONTRACT PERFORMANCE

During the tender process, the Supplier will have received the ITT pack including the SOR. The SOR will detail all the functional and non-functional requirements, deliverables and KPIs to measure performance. It is the SOR that will define what the Supplier is expected to deliver.

The Delivery Manager prepares a Delivery Plan that will be ready in draft after the 10 day standstill period. The Delivery Plan will normally set out the project schedule in several phases. This approach will break down the delivery into manageable discrete packages of work that may also have payment milestones at the end of each phase.



The Delivery Plan will be the first document that is reviewed jointly with the Supplier at the initial supplier meeting to:

- Agree the schedule and phases for delivery;
- Agree a payment milestone plan;
- Review risks and issues and agree the ownership, mitigations and actions;
- Agree dependencies and associated actions;
- Agree reporting and communication commitments; and
- Review and agree the KPI measurement criteria and delivery milestones.

PROGRESS MEETINGS AND REPORTING

The Supplier will be required to attend or host the following meetings:

- Project kick off meeting;
- Monthly or weekly progress meetings;
- Ad hoc meetings as required and
- Contract closure meeting.

The Supplier will be required to compile a progress update report, in an agreed format for review at the regular progress meeting, it will typically include the following:

- Executive summary;
- Work completed during the last period and work planned for the next period;
- Progress against the schedule;
- KPI report and
- Risks and Issues log.

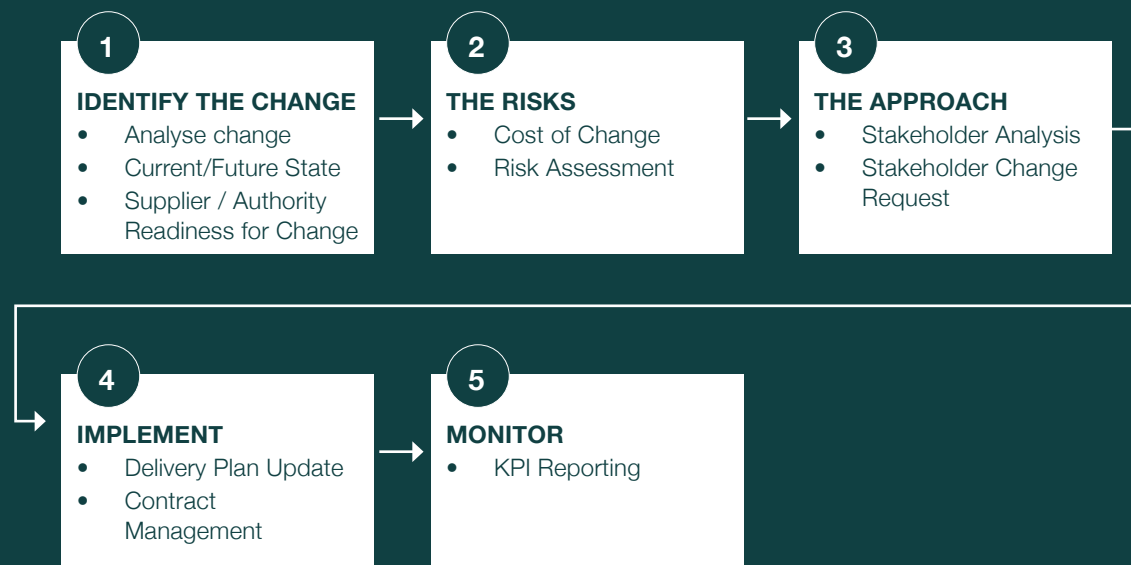
CHANGE CONTROL

The change control process is defined in Figure 10 (right) and in Schedule 4 of the MoD terms and conditions.

RISK AND ISSUE MANAGEMENT

The CEDE Office has its own process for the management of risks and issues and requires that suppliers on contract have a risks and issues management process in place based on good practice.

Figure 10



The Supplier on contract will be required to contribute to the CEDE Office process for capturing and managing risks and issues for each contract. This will start at the tendering stage, where the Supplier will be required to conduct their own risk assessment and submit this as part of the tender submission.

During Supplier performance review meetings, existing risks and issues will be updated and reviewed as required.

FINANCE & COMMERCIAL

Contracting Authority

Suppliers will contract directly with the MoD under MoD Terms and Conditions for all the CEDE Office opportunities.

Invoicing and Payment

The payment schedule will be agreed during the contract negotiation period. Once on contract, the Supplier will submit invoices to the CEDE Office Delivery Manager for approval. The CEDE Office will approve the invoices in a timely manner and the MoD aims to have suppliers paid within 7 days from submission of invoice.

ASSURANCE, MONITORING & EVALUATION (M&E)

The MoD has tasked the CEDE Office to arrange assurance of every contract that is issued to suppliers. This is to manage and mitigate

reputational risk for the MoD and wider government and to support excellence in delivery to the international partner.

The approach to Assurance focuses on; ensuring the quality of the delivery and the content, verifying that the output matches the customer's requirement and confirming adherence to endorsed policy. Outputs will be subject to the following levels of assurance:

- **First Party Assurance (1PA)** – Supplier evaluation, inspection and audit (i.e. self declaration of conformity).
- **Second Party Assurance (2PA)** – MoD evaluation, inspection and audit.

ACDS MS & GE, as the Senior Responsible Officer for the CEDE Office is focused on Monitoring and Evaluation of the delivery of CEDE contracts. The responsibility for reporting M&E from each country is assigned to staff at Post. The role of the CEDE Office is to ensure that relevant and timely information on CEDE delivery is collected and reported to the staff at post to support their reporting of M&E.

Ends (Context)

MoD has defined the 'Ends' for wider Defence Engagement (DE) as 'increased positive influence with our international partners'. C-EO supports the National Security Strategy (NSS) Objectives:

- Protect our People;
- Project our Influence and;
- Promote our Prosperity.

Military Strategy and Plans (MSP) in MoD Head Office is developing an M&E policy and plan. This focuses on DA setting up quantifiable and qualifiable ways of assessing the situation before and after identified interventions and at monthly intervals. They will include the views of other staff at post and report to ACDS MS & GE.

The CEDE Office must align to this plan once issued, informing the relevant DA of the outputs from contract delivery and supporting the M&E.

Ways

The intent is to report to the MoD that the UK supplier has delivered identified milestones of the CEDE Office contract:

- To the full satisfaction of the CEDE Office and MoD Commercial (performance, cost and time (PCT) targets and KPI and
- To the full satisfaction of the end users and sponsors (KPI, objective and subjective assessments).

In parallel, the CEDE Office will report to the MoD sponsor that the UK supplier has delivered milestones of the CEDE contract:

- With a subjective view from the user/sponsor of the effect of the successful delivery of a milestone (or group of milestones) and
- The CEDE Office must also identify and engage with wider stakeholders who can present a view on the effect of the delivery of a CEDE contract.

Examples include:

- MoD Desk Officers in International Policy and Strategy (IPS);
- DIT UK DSE;
- Embassy and High Commission staff and
- The Field Army. Formations assigned to a region and Headquarters (HQ) operating in country.

Means

The CEDE Office will develop an Assurance Plan within the Delivery Plan and in parallel with the Statement of Requirement (SOR) to ensure that:

- MoD SQEP endorse that the proposed Assurance Plan will mitigate the risks to the MoD of CEDE delivery;
- Technical Advisers the CEDE Office hold the responsibility to assure technical delivery and effect;
- Force Generation is instigated if MoD SQEP are required to deploy and
- Jurisdiction, security, medical and command risks are identified, reported in the CEDE Office Business Case and mitigated to the satisfaction of MoD.

The Assurance Plan will include details of the CEDE Office Technical Adviser and/or MoD SQEP visits to country to engage with:

- The Supplier on contract;
- In country industrial partners (if a sub-contractor);
- Users/sponsors from the host nation;
- Embassy or High Commission staff;
- Defence Attaché / Military Adviser and
- Other relevant stakeholders as identified by the CEDE Office.

Information is also collected by the CEDE Office 'remotely' using:

- Supplier reporting;
- User / sponsor feedback;
- Feedback from relevant, UK stakeholders in country and
- Feedback from relevant, UK stakeholders in the UK.

The Delivery Plan will include the method and frequency of reporting, to and from the CEDE Office. Incorporated in this will be how the reporting integrates and support that from the DA and how lesson learned will be conducted, captured and reported



ANNEX A

Supplier Directory



The diagram reflects the suppliers at the point of publication, it will be updated quarterly.

ANNEX B

Procurement Process

