Arna chomhchistiú ag an Aontas Eorpach

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CALL FOR TENDER (CFT) DOCUMENT

Tender Title:	**Call for Tender for the Provision of Business Refinement Services and Transformation Support**
BIM Internal Reference:	**2026-40**
Date of Issue:	**Wednesday, 18th November 2026**
Clarification Period Closing Date:	**12 noon (Irish Standard Time), Wednesday, 2nd December 2026**
Receipt of Tenders Deadline:	**12 noon (Irish Standard Time), Wednesday, 9th December 2026**

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1. Introduction

Bord Iascaigh Mhara (BIM), Ireland's Seafood Development Agency remit is to provide commercially relevant and innovative services to the Irish seafood industry that drive growth opportunities, add value, enhance competitiveness and create jobs in a sustainable, natural resource-based industry for the benefit of coastal communities.

BIM's vision is a scaled Irish seafood industry capitalising on the growing opportunities for seafood in global markets and providing sustainable employment in our coastal communities.

BIM's mission is to grow a thriving Irish seafood industry to deliver on the corporate strategy (Turning the Tide, 2022-2026). BIM will implement the mission through the four strategic priorities as follows:

1. **Lead** and nurture leadership
2. **Deliver** results with solutions that effect change
3. **Invest** for long term growth
4. **Protect** our environment and our sector

Further information on BIM and its programmes is available at www.bim.ie

Invitation to tender

BIM wishes to invite tenders for provision of Business Refinement Support.

The Contracting Authority continues to implement a programme of organisational improvement and transformation, including business process optimisation, digital transformation, service improvement initiatives, and the implementation of new systems and ways of working.

The primary purpose of this tender is to provide specialist support and expertise to assist BIM in delivering ongoing business process transformation, organisational improvement initiatives, digital and systems projects, and activities arising from BIM's strategic priorities and programmes of work. The successful tenderer will support the planning, design, implementation and embedding of change initiatives across the organisation as required during the contract period.

BIM estimates that the expenditure on the Services to be covered by the proposed Services Contract may amount up to €215,999 (excl. VAT) over the Term. However, the actual expenditure incurred will be contingent upon the availability of funding and budgetary approval.

BIM does not bind itself to accept the lowest priced or any tender.

This Call for Tender (CFT) does not constitute an offer or commitment to enter into a contract.

No contractual rights in relation to BIM will exist unless, and until, a formal written contract has been executed by or on behalf of BIM.

Any notification of preferred bidder status by BIM will not give rise to any enforceable rights by the tenderer.

There is no guarantee made by BIM that services or goods contained in this CFT will be procured.

BIM may cancel this CFT at any time prior to a formal contract being executed by or on behalf of, BIM.

2. Scope of Tender

This is an Open CFT with any appropriately qualified vendors invited to respond.

Tenderers are requested to read instructions carefully for Phase 1, Phase 2, Phase 3 and Tender format as outlined below.

Tender responses will be evaluated in three phases:

Phase 1 – Selection Criteria

Please note tenderers will only proceed to the Phase 2 if they pass all of the criteria below.

Each of the criteria below are viewed as essential and if one or more of the criteria below is not met then the tender will be automatically eliminated.

This is a **pass/fail** phase, and no scoring will be attached to the results.

No.	Selection Criteria	Requirement
1.1	**Economic and Financial Standing** Annual Financial turnover (over past three years) €80,000 evidenced by way of Accountant's / Auditor's letter.	Pass/Fail
1.2	**Satisfactory Insurances** Declaration that tenderers have or will be in a position to obtain all of the following insurances by the commencement of this contract: • Public liability insurance of not less than *€6,500,000* • Professional indemnity insurance of not less than *€1,000,000* • Employer's liability of not less than *€13,000,000* A copy of these valid insurance certificates or insurance brokers letter is required prior to contract award.	Pass/Fail

No.	Selection Criteria	Requirement
	Indemnity to Principal Clause must be included for Employers Liability Insurance and Public Liability Insurance and the territorial limits and jurisdiction of insurance policies include the Republic of Ireland.	
1.3	**Experience** Provide comprehensive details including tenderer name and a description of expertise provided for **three (3) previous projects** of a similar nature, scale and complexity carried out over the last 5 years (including, where applicable, by which subcontracting parties or members of a consortium). At least one (1) of the referenced projects must have been delivered for a public sector organisation or contracting authority. Relevant references must be made available upon request.	Pass/Fail

Please note that when submitting a response to the criteria above it is sufficient for tenderers to declare that they have the relevant capacity. BIM will seek verification and evidence of such capacity only in the event of a tenderer being considered for the award of the contract. The declaration should clearly and unambiguously indicate the tenderers' ability to meet each of the BIM requirements above.

Phase 2 – Award Criteria

This phase is concerned with the technical ability to fulfil the conditions of the tender.

Please note tenderers will only proceed to Phase 3, if they obtain 60% or more of the available marks for the applicable criteria below. If less than 60% is obtained in any of the criteria, tenderers will be eliminated.

Tender responses will be evaluated on the following criteria:

No.	Award Criteria	Maximum marks available	Minimum marks required (60%)
2.1	**Proposed Methodology, Approach and Project Management Arrangements** Responses under this section should include: • Understanding of BIM's organisational context, strategic priorities and transformation objectives. • A proposed approach to delivering business process improvement, change management and strategic initiatives. • The methodology, tools and governance arrangements that will be applied across a range of potential assignments. • The approach to stakeholder engagement, communication and knowledge transfer.	3,500	2,100

No.	Award Criteria	Maximum marks available	Minimum marks required (60%)
	• Arrangements for project planning, reporting, review meetings and quality assurance. Any assumptions should be clearly stated.		
2.2	**<u>Proposed Key Personnel</u>** Responses under this section should identify the personnel proposed for delivery of the contract and include: • Details of their role and responsibilities under the contract. • Relevant education, professional qualifications and certifications. • Experience in delivering business process improvement, organisational transformation, change management and related assignments of a similar nature and scale. • Experience supporting publicly funded programmes and projects, including the design, implementation or review of grant schemes. Evidence should be provided by way of Curriculum Vitae (CVs) for all proposed key personnel.	3,000	1,800
2.3	**<u>Sustainability & Corporate Social Responsibility</u>** In line with the Government's Climate Action Plan, tenderers should provide a copy of their Environmental and Sustainability Policy along with a Corporate Social Responsibility Policy. Where no policy is in place, tenderers should outline the measures they will take to deliver the services in a sustainable and socially responsible manner.	500	N/A
	Total	**7,000**	

Scoring methodology marks for Phase 2 will be allocated as follows:

Weighting	Meaning
91% to 100%	Excellent response with very few or no weaknesses exceeds requirements, and provides comprehensive, detailed, and convincing assurance that the Tenderer will deliver to an excellent standard.
80% to 90%	A very good response that demonstrates real understanding and fully meets the requirements and assurance that the Tenderer will deliver to a high standard.
70% to 79%	A good response which demonstrates a satisfactory understanding of requirements and gives acceptable assurance of delivery to an adequate standard.
60% to 69%	A reasonable response which demonstrates some understanding of requirements and gives reasonable assurance of delivery to an adequate standard but does not provide sufficiently convincing assurance to award a higher mark.
30% to 59%	A response where reservations exist. Lacks full credibility/convincing detail, and there is a significant risk that the response will not be successful.

Weighting	Meaning
1% to 29%	A response where serious reservations exist. This may be because, for example, insufficient detail is provided, and the response has fundamental flaws, or is seriously inadequate or seriously lack credibility with a high risk of non-delivery.
0%	Response completely fails to address the criterion under consideration.

Phase 3

Tenderers who achieved 60% or more in the applicable criteria in Phase 2 will proceed to this phase. Marks from Phases 2 and 3 will be added together and this will be the final mark.

Tender responses will be evaluated on the following criteria in Phase 3:

No.	Award Criteria	Max Marks Available
3.1	**Pricing** Complete Annex 2 Form of Tender. A total of 3,000 marks are available in this phase. The lowest total price of all tenders that qualify for Phase 3 will be awarded full marks for this criterion. Other tenders will be assessed relative to the lowest priced tender using the following formula: **Lowest Price / Tendered Price x 3,000 = Number of Marks**	3,000
	Total	**3,000**

3. Tender Format

Tenders should be presented in the format and order laid out above under Section 2 Scope of Tender. Each of the sections should be clearly and separately marked and addressed in the order above.

Please complete Annex 5 - Tender Response Document (TRD) provided with this tender and complete all sections ensuring to follow all instructions. The TRD will include also include Annex 2 & 3 below.

Tenderers may be requested to attend a clarification meeting, if required.

4. Service Specification

In the context of this CFT, the successful tenderer will work closely with BIM's senior management team and business units to support organisational transformation, business process improvement, project delivery, and the implementation of strategic priorities.

The objectives of the contract include:

- Supporting the delivery of business process improvement and organisational transformation initiatives.
- Strengthening BIM's capability to manage and implement change effectively.
- Improving organisational effectiveness through the optimisation of processes, systems and ways of working.
- Supporting cross-functional collaboration and stakeholder engagement across the organisation.
- Enhancing project governance, planning, monitoring and reporting arrangements, as required.
- Identifying opportunities to improve operational efficiency and embed continuous improvement practices.

Scope of Tender and Specification of Required Services

The services may include, but are not limited to:

- Project and programme support for strategic and organisational initiatives.
- Facilitation of business process reviews, process mapping and improvement activities.
- Change management support, including stakeholder engagement, communications and adoption planning.
- Development of business process documentation, procedures, guidance materials and implementation plans.
- Advice and support to project sponsors, project managers, steering groups and senior management.
- Coaching and mentoring of staff in project management, change management and business improvement practices.
- Support for organisational planning, performance monitoring and reporting.
- Support for the implementation of new systems, processes and ways of working.
- Facilitation of workshops, reviews and improvement initiatives across business units.
- Other ad hoc business transformation, project management or organisational improvement support as required.

It is anticipated that the required support will be approximately 100 days per annum. Tenderers should note that this information is provided for guidance purposes only and may not reflect the actual number of days commissioned during the contract period. BIM does not guarantee any minimum level of expenditure or number of days under this contract.

It is expected that consultations and meetings will be delivered through a combination of on-site and online engagement. On-site meetings will generally take place at BIM's head office in Dún Laoghaire, Co. Dublin.

Tender Response:

Tenderers are requested to outline their proposed methodology and approach for delivering the services described in this specification.

Responses should demonstrate:

- An understanding of BIM's organisational context, strategic priorities and transformation objectives.
- A proposed approach to supporting business process improvement, organisational transformation and change initiatives.
- The methodology, tools and governance arrangements that will be applied across a range of assignments.
- The approach to stakeholder engagement, communication, facilitation and knowledge transfer.
- Arrangements for project planning, reporting, review meetings and quality assurance.

Tenderers must provide evidence of the experience of proposed key personnel (supported by CVs).

Skills and Competencies should include demonstrated expertise in:

- Business process improvement.
- Organisational transformation.
- Change management.
- Project and programme management.
- Stakeholder engagement, facilitation and workshop delivery.
- Business analysis, process mapping and requirements gathering.
- Public sector governance, procurement and financial management.
- Design, implementation, review and continuous improvement of grant schemes and funding programmes.
- Performance measurement, benefits realisation and organisational improvement initiatives.

Tenderers must demonstrate experience supporting publicly funded programmes and projects, including the design, implementation or review of grant scheme and funding programmes. Experience supporting EU-funded programmes including programme governance, compliance, monitoring and reporting requirements, is highly desirable and will be considered a significant advantage.

Tenderers are requested to confirm their ability to meet the contract commencement requirements outlined in this CFT.

Deliverables:

Specific assignments and deliverables will be agreed with the successful tenderer during the contract period and may include:

- Facilitation of lessons learned reviews and the development of recommendations to support continuous improvement and organisational learning.
- Support in the design, development and review of grant schemes, including application, assessment, monitoring and governance processes.
- Facilitation of workshops, reviews and improvement initiatives.

- Business process reviews, analyses and improvement recommendations.
- Implementation roadmaps and recommendations to support the embedding of new processes, systems and ways of working.
- Change management, stakeholder engagement and communication plans.
- Training, coaching and knowledge transfer to support capability development across the organisation.
- Process maps, procedures, guidance documents and other business process documentation.
- Project governance, planning, monitoring and reporting materials.
- Progress reports and other outputs required to support BIM's strategic priorities and operational objectives.
- Ad hoc project, programme and organisational improvement support as required.

5. Contract Timeframe

It is anticipated that this tender will be awarded in December 2026, with the contracting commencing from January 2027. Tenderers are requested to confirm their ability to meet this requirement.

Any contract that may result from this Competition (the "Services Contract") shall remain in place for a period of twelve (12) months (the "Term"). BIM reserves the right to extend the Term for a period or periods of up to twelve (12) months with a maximum of two (2) such extensions on the same terms and conditions, subject to the BIM's obligations at law.

6. Currency

Prices must be in euros (€) and be completed to two decimal places.

7. Validity of Tender

The tenderer agrees that their tender will remain open for acceptance for a minimum of 180 calendar days from the closing date for submission of tenders.

8. Cost of Tendering

Tenderers will bear all costs associated with the preparation and submission of their tenders and BIM will not be responsible or liable for any costs or expenses regardless of the conduct or outcome of the tender process.

9. Contract Terms and Tender Documents

The tender documents issued will comprise the CFT (this document) and Annexes thereto including the Form of Tender at Annex 2 and the contract included in Annex 4. All documents issued and information given to the tenderer will be treated as confidential.

Tenderers will not release details of the tender documents other than on an "in confidence" basis to those who have a legitimate need to know or whom they need to consult for the purpose of preparing their Tenders.

10. Contract Notice

Each tenderer's acceptance of delivery of this CFT constitutes its agreement to, and acceptance of, the terms set forth in the CFT and of the contract attached at Annex 4.

11. Extension of Tender Period

BIM reserves the right, at its sole discretion, to extend the closing date for receipt by giving notice in writing to all tenderers before the original closing date.

12. Tax Clearance Certificate

Tenderers being awarded a public contract must have tax clearance. Applications for Tax Clearance Certificates can be made online and can be accessed at www.revenue.ie/en/starting-a-business/tax-clearance/index.aspx

BIM will verify the tax clearance status of vendors online before making payment.

Professional services will be subject to Irish 'Professional Services Withholding Tax' at the prevailing rate (currently at 20%) as laid down by the Revenue Commissioners in Ireland. Withholding tax, if applicable, will be deducted by BIM prior to payment to the contractor.

13. Notice from BIM

BIM may (up to three (3) working days prior to the deadline for receipt of tenders) issue a notice to all tenderers, deleting, varying or extending any item in these documents. Any such notice will then become one of the tender documents and will be treated as such by the tenderer.

14. General Data Protection Regulations/Freedom of Information

Please note that BIM will use personal information in line with the General Data Protection Regulation ("GDPR"), the Data Protection Acts 2003 – 2018 and the Freedom of Information (FOI) Act 2014. Please see BIM's Privacy Statement / Data Protection Policy for further details on the use of information. All tenderers are required to implement appropriate technical and organisational measures (in particular those required under the GDPR) to ensure a level of security appropriate to the risk to the security of Personal Data they process.

15. Standstill Period

Standstill period not applicable to this below EU threshold level tender.

16. Tenderer's Queries and Clarification Requests

Any queries arising from the tender documents or the Instructions to Tenderers or information provided to tenderers must be raised through the messaging facility at www.etenders.gov.ie not later than five (5) working days before the closing date for receipt of tenders.

17. Funding for this CFT

Funding for this contract may be provided through BIM Exchequer funding and/or other funding streams available to BIM, including European Maritime, Fisheries and Aquaculture Fund (EMFAF) funding, where applicable.

18. Electronic Submissions

BIM will only accept responses electronically via the eTenders website www.etenders.gov.ie For comprehensive details on the eTenders post-box policy, please refer to **Annex 1**.

19. Expressions of Interest

All parties that wish to be kept informed of any clarifications and/or additional information regarding this tender should register their interest by registering on-line with eTenders (eTenders has been developed by the Department of Finance and is designed to help Interested parties/Tenderers find notices on government and public sector procurement across Ireland): www.etenders.gov.ie

20. Closing Date for Tender Responses

All tenders must be:

- Received prior to **12:00 noon (Irish Standard Time) on Wednesday, 9th December 2026.**
- Submitted using the via the eTenders post-box at www.etenders.gov.ie

For further information in using the Irish Government's eTenders post-box please refer to **Annex 1.**

Please note that non-conformance with these requirements will result in elimination.

Please note that any information submitted may be subject to the Freedom of Information Act, 2014.

Annex 1 - BIM eTenders Post-box Policy

A User Guide to eTenders and instructions on submitting a response through the eTenders post-box may be found here www.etenders.gov.ie/system-user-guides

Please note:

The onus is on the tenderer to ensure that the tender reaches eTenders on time. It is not advisable to wait until the last moment to upload documents in case of internet connection difficulties or other technical problems. Neither BIM nor eTenders take responsibility for documents which do not reach BIM by the due deadline, for any reason.

Annex 2 - Form of Tender

I/We have reviewed the *Call for Tender for the Provision of Business Refinement Services and Transformation Support* and do hereby offer to provide the products or services set out therein, as may be required by BIM, in exchange for the following pricing, which is inclusive of all expenses and exclusive of VAT:

Details / service requirements	Daily Rate based on a 7-hour day (excl. of VAT) (€)	Qty of days per annum (for evaluation purposes only)	Total Cost per annum (excl. of VAT) (€)	Applicable VAT rate for information purposes (%)
Business Refinement Support (remote)		90		
Business Refinement Support (onsite)[1]		10		
Any other proposed pricing – please specify and provide details.		N/A		
TOTAL PROPOSED PRICING				

Pricing above is to be quoted in Euro (€), inclusive of all expenses and exclusive of VAT.

If awarded this contract, the tenderer accepts the terms of the *Provision of Business Refinement Services and Transformation Support* BIM 2026-40 Contract.

The tenderer agrees to keep this offer open for acceptance by BIM for a period of 180 days from the deadline date for receipt of Tenders.

The tenderer has read and confirms its acceptance of the Instructions to Tenders.

The tenderer agrees to treat the details of this offer, together with any subsequent correspondence or contract, as private and confidential.

The tenderer acknowledges that BIM will not be responsible for any costs incurred by in the preparation of its tender or any associated work effort, howsoever arising.

The tenderer acknowledges that the essence of the public procurement process is that BIM will receive bona fide competitive tenders from all tenderers. In recognition of this principle, the tenderer certifies that this is a bona fide tender, intended to be competitive, and that it

[1] ***For the avoidance of doubt, expenses shall include all travel, accommodation, subsistence, mileage, parking, and any other out-of-pocket costs incurred by the Contractor in connection with the delivery of the Services.***

has not fixed or adjusted the amount of the tender by or under or in accordance with any agreement or arrangement with any other tenderer.

The tenderer is aware of the prohibitions contained in Article 101 of the Treaty on the Functioning of the European Union (TFEU) and the Competition Act 2002.

Dated this _____ day of _____2026

Signature: _____

Print Name:	
Company Name: **(if applicable)**	
Address:	
Telephone Number:	
Mobile Number:	
Email:	

This Annex is also provided in the Tender Response Document in Section C. Please refer to Section 3 – Tender Format on how your tender should be presented.

Annex 3 – Previous Contracts/Projects

PREVIOUS REFERENCE CONTRACT	
Name of Reference Contract	
Client/Contracting Authority	
Public or Private Sector?	
Contract Description	
Contract Management	
Contract Performance	
Contract Value excluding VAT	
Contract Duration (start and finish)	
Comparability to this Service Requirement	
Describe how this Contract / Project is comparable to the services required under this tender	
Name of Client Referee	
Title/Role of Client Referee	
Telephone of Client Referee	
Email Address of Client Referee	

Please repeat the above table three (3) times.

This Annex is also provided in the Tender Response Document in Section B. Please refer to Section 3 – Tender Format on how your tender should be presented.

Annex 4 – Draft Contract

Attached separately.

Annex 5 – Tender Response Document

Please refer to '**Annex 5 – Tender Response Document (TRD)**' document attached to this Call for Tender which is available for downloading.

All tender responses should commence with the TRD document followed by any further supporting documentation which should be explicitly referenced and linked to the requirement being addressed.

Note:
Tenderers must follow the format of this Call for Tender (CFT) as outlined in Section 3 - Tender Format.

Please also ensure to address each of the selection and award criteria as outlined in Section 2 – Scope of Tender.