Royal Academy of Engineering | Leaders in Innovation Fellowships ®

Royal Academy of Engineering

Invitation to tender:
Advance 2027: Delivery of an international programme of advanced and personalised entrepreneurship support for talented entrepreneurs working on innovations that are improving the world.

Deadline for proposals: [PROCUREMENT: COMPLETE BEFORE ISSUE]

Please send submissions to: info-lif@lif.raeng.org.uk

Date of Issue: Monday 2 November 2026

Tender Reference Number: Advance 2027

Procurement framework

This procurement is being conducted as a competitive tendering procedure. The Academy will apply the procurement objectives of delivering value for money, maximising public benefit, sharing information so suppliers can understand the procurement, and acting and being seen to act with integrity.

The Academy will treat suppliers equally except where different treatment is justified and will have regard to barriers faced by small and medium-sized enterprises. All evaluators and decision-makers will complete conflict-of-interest declarations before accessing tenders.

The Academy reserves the right to amend, suspend or cancel the procurement prior to contract signature. Suppliers participate at their own cost. Nothing in this ITT constitutes a commitment to award a contract.

The estimated contract value will include all supplier payments, options, travel, accommodation and third-party costs, excluding VAT. The Academy will publish the notices required by applicable procurement legislation through the central digital platform.

Invitation to Tender

The purpose of this commission is to seek one overall service supplier, or combinations of complementary service suppliers under a consortium agreement, to consult, design and deliver a technology entrepreneurship and innovation leadership programme. The programme activities are due to start from February 2027 but deliverables for the appointed supplier will commence from contract signature in December 2026.

The contract will run from contract signature until 31 December 2027, unless extended or terminated in accordance with the contract. The full scope of the project is set out in the following sections and schedules

Diversity and Inclusion at the Academy

As an Academy, we are committed to advancing diversity and inclusion in the engineering profession, and therefore proactively seek to procure services from diverse suppliers. We expect the project to be delivered in line with our values of inclusion and diversity and to the highest ethical standards. Diverse perspectives should be considered in the development of proposals and outputs should be inclusive.

Please expect to be asked questions regarding your commitment to diversity and inclusion.

Advance 2027

1. **Background**

The Royal Academy of Engineering's Leaders in Innovation Fellowships (LIF) programme supports talented entrepreneurs from around the globe to turn their engineering innovations into impactful, sustainable businesses.

We nurture bold, scalable innovations from all areas of engineering and technology that are addressing some of the world's most complex environmental, economic, and societal challenges.

Our personalised approach focuses on developing their entrepreneurship skills. These then lead to accelerated commercial growth, job creation, and investment in the businesses our programme supports.

Our entrepreneurs benefit from the Academy's unique, prestigious network, which brings together expert Academy Fellows, likeminded entrepreneurs, investors, business leaders, researchers, and policymakers.

We empower a worldwide community of more than 1.600 alumni to support each other, and curate a programme of networking events, pitch opportunities and ongoing entrepreneurship training. We offer:

- Smart, flexible training, designed around the needs of our innovators.
- Tailored mentoring from highly accomplished entrepreneurs and business leaders.
- A network of peers in the UK and internationally.
- Ongoing support from the Academy's global network and unique convening power.
- Dedicated online platform, LIF Innovators providing resources and networks to trainers, mentors, country partners, Academy staff, awardees and the whole alumni community.

The **Advance** programme takes exceptional entrepreneurs through rapid scale up and international growth. Advance is a bespoke programme of relationship-building and business growth activities for engineering and tech entrepreneurs who are ready to scale internationally. **Each year Advance selects 20 innovators who align with a theme and offers 7 months of online training and a UK residential phase which consists of group training and a curated set of individual meetings in person in the UK**. Advance graduates are eligible for the fast track for a Global Talent Visa. The first three LIF Advance programmes supported LIF alumni only. Since Advance 2024 (4th cohort) the programme has opened to all innovators from the countries[1] who meet the eligibility criteria and are working towards the themes. From Advance 2027 onwards, all participants shall be at Commercial Readiness Level 6[2].

The Advance programme aims to:

- enhance engineering, leadership and soft skills of the innovators
- support innovators to scale up their start-ups
- further the social impact in the innovators' native countries
- build connections and valuable networks
- explore and liaise with the UK ecosystem

The 2027 cohort will further deepen our commitment to sustainability and inclusive innovation, with a thematic focus on "Climate, Nature, Energy and Food". The programme will emphasise ethical tech, inclusive design, and leadership for impact within this theme.

For more information about our work, please see our 10-year Impact Report.

2. Additional project-specific context information

Theme

The Royal Academy of Engineering's Advance programme is open to participants whose innovation leverages technologies related to climate, nature, energy and food to improve the world.

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[1] Eligible countries: Brazil, , Egypt, Ghana, , Indonesia, Jordan, Kenya, Malaysia, , Philippines, South Africa, Thailand, Türkiye, Vietnam.

[2] CRL 6: the product or service has been validated with real customers, revenues or commercial commitments have been secured, and the business is demonstrating an emerging repeatable sales process.

Alignment with at least one of the United Nations Sustainable Development Goals (SDGs) is mandatory. This will be assessed during the application process by the LIF team.

The cohort

20 places will be awarded to applicants from the eligible countries.

It is essential that the cohort feels like a team from the outset. The focus of the entire programme should be oriented towards 'knowledge-sharing' and peer to peer learning. For this to work, the awardees need to know and be able to deliver peer critique and feedback and engage meaningfully in peer to peer coaching and mentoring activities.

3. Purpose of the Commission / Service Requirements

Strategic relationship-building support

The next steps in their commercialisation journey are different for each entrepreneur and will require advice from and connections with key stakeholders in their industry, including investors, regulatory authorities, manufacturers, and distributors.

Individual pre-diagnostic, needs analysis, and goal setting

The supplier for the Advance programme will be responsible for proposing a plan to tailor the programme's support. This should be specific to the needs of the awardees, supporting them to overcome the barriers and challenges intrinsic to commercial growth and development. Entrepreneurs will work closely with their peers, mentors, and trainers to define short- and medium-term goals, and action plans to achieve them.

The supplier will receive:

- Completed Advance 2027 application forms.
- Awardees self-assessment against the Academy's Deep Tech Entrepreneurial Competency Framework
- Access to the LIF Innovators platform

The supplier will need to state their process and timeline for undertaking preparatory work required to design tailored programme for Advance 2027. The supplier should communicate clearly and include in their proposal any information they consider vital for undertaking this work so that the Academy can take it into consideration when designing the application form and pre-programme survey.

The supplier should use the LIF Innovators platform for communications, scheduling and as a resource library when working with the awardees

A minimum of one diagnostic analysis should be run for each Advance programme participant Subsequent analysis should enable the supplier to assess current knowledge, stage and intentions of the awardees, so that the programme can be tailored to their needs

Curriculum

Content should cover the 10 competency areas from the framework below.

Deep Tech Entrepreneurial Competency Framework

The 10 competency areas outlined below represent the key knowledge, skills, and behaviours that the Academy believes engineering and technology entrepreneurs need to succeed.

Please note, as this is the first year that the framework is being deployed, no specific targets for improvement will be set but we expect to see progress in general. This version is still under development and is subject to change.

Category	Competencies	Description
Entrepreneurial mindset and leadership	Self-awareness and identity	Understanding one's own strengths, weaknesses, and preferred ways of working, communicating, and deciding; using reflection to improve judgement over time; and integrating scientific or engineering expertise with the identity and responsibilities of an entrepreneurial leader.
	Managing ambiguity, uncertainty and risk	Making sound decisions in uncertain environments by calculating and taking measured risks appropriate to venture stage; maintaining resilience and personal effectiveness through setbacks and pressure; and adapting to change when operating with incomplete information.
	Leadership, people, and culture	Leading and developing individuals and teams by delegating, motivating, and managing performance; building inclusive, psychologically safe cultures; and adapting leadership style and structures as the venture and its team grow.
Innovation and opportunity development	Responsible technology stewardship	Anticipating and acting on the potential benefits and harms of a technology for the venture, its users, and wider society and the environment, throughout the innovation process; embedding ethical, environmental, and user-centred considerations into technology and venture decisions; and engaging proactively with relevant standards and regulatory frameworks as a foundation for – rather than the limit of – responsible innovation. This component should include reference to the role that the Sustainable Development Goals (SDGs) play as a tool for driving socio-economic development.
	Ecosystem navigation and innovation partnerships	Understanding the innovation ecosystem in the UK and building the relationships – with technical advisors, research collaborators, industry partners, and peer entrepreneurs – needed to access expertise, partnerships, and resources at each stage of venture development.
	Market understanding and opportunity validation	Understanding customers, markets, and evidence needed to validate commercial opportunities; and continually revising the value proposition, target segment, and business model as new evidence emerges through iterative testing.
Enterprise management, growth and sustainability	Venture strategy and commercial development	Sensing commercial opportunities and threats, and seizing them by committing resources, designing business models, and selecting routes to market, financing and intellectual property strategies; and continually reconfiguring strategic priorities, competitive

		positioning, and commercialisation choices as the venture, technology and market evolve.
	Organisation, operations, and governance	Designing organisational and governance structures, acquiring the people, capital, and infrastructure needed to execute strategy, and stewarding boards and advisors appropriately as the venture grows.
	Financial literacy	Understanding financial information, evaluating financial performance and viability, and using financial analysis to support investment and resourcing decisions throughout venture development.
	Communication, pitching, and negotiation	Communicating technical and commercial value effectively by designing and delivering audience-appropriate messages, and influencing entrepreneurial outcomes through persuasive presentations and constructive negotiation.

The Academy encourages the supplier to suggest any other topics that may be relevant to the participants; and expect some components of the curriculum to reflect the Advance 2027 theme.

Where possible, the design of the content and structure of activities should include an element of cohort-building, peer feedback and learning through activities including – but not limited to – engagement in forums, offline discussions, peer reviewing of documents or activities, or group calls. Advance should be a journey where participants understand the interconnectivity of all the activities, the goals and learning outcomes of each activity – all while building interpersonal relationships.

The curriculum should be interactive with activities and tools carefully planned to ensure they are practical and useful for participants' skill enhancement and relevant to their individual business. Please note: due to funding regulations, no funds can be disbursed to participants beyond subsistence stipends to cover meals and UK travel during the residential.

Though the programme historically focused on masterclasses and mentoring, we would like to explore other format options. This includes, but not limited to:

- Providing a menu of options for founders to choose support suited to their needs, including small-group and 1-2-1 bespoke support
- Coaching and/or mentoring.
- Provide asynchronous support opportunities to relieve pressure from those operating in different time zones.
- Hold masterclasses with breakout rooms to accommodate for differences in advancement
- Run multiple training sessions on the same topic to accommodate for different time zones

Feedback should be regularly taken into consideration to refine future sessions.

Every few months, the supplier should follow up with each participant individually to:

- Update records of their progress.
- Evaluate awardee's ongoing engagement.
- Collect feedback on their Advance experience for future iterations of the programme.

This information should be provided to the Academy in a timely manner to contribute to the Academy's evaluation of the programme and feed into the planning of future iterations of the programme.

UK Residential

A UK residential will be co-designed between the LIF team and the supplier to fulfil the specific needs of each participant and their business. This could include – but is not limited to:

- Ahead of the Residential, a "concierge" service to line up meetings scheduled over the UK Residential period. Meeting with UK-based research and development partners to further their product development.
- Pitching for investment
- Mentoring connections.
- Investigating the possibility of establishing their business as a UK entity.
- Visiting other start-ups that are established in the UK to share best practice.

Each participant should have a programme track that is specific to them, taking into account their business needs, their individual objectives for the programme, and the stakeholder map.

The schedule for the residential will likely blend the individual schedules with team activities specifically focused on knowledge-sharing, and capitalising on the experience of the people in the room but should also include further training and networking opportunities across the UK ecosystem.

The delivery partner will be arranging participant travel to the UK and events logistics for the Residential: this includes accommodation, training venues and catering. The Academy team is to be consulted ahead of confirming hotels and venues.

Pitching and Showcase

The Academy and supplier will organise a pitching event and a showcase for Advance participants at Prince Philip House. The day will bring together Academy Fellows, investors and other industry leaders for pitches, interactive demos and networking. The Academy expects the whole Advance Programme cohort to attend, and this should be included in the residential week schedule.

4. Objectives

- Support the best engineering talent to achieve their full commercial potential and equip them with knowledge and UK connections needed to grow and scale their business.
- Provide a landing opportunity into the UK innovation ecosystem for participants who might wish to establish a business in the UK or partner with relevant UK organisations.
- Facilitate individual connections during residential phase for each of the Advance 2027 entrepreneurs.
- Support Advance participants to take on leadership roles in the LIF community.

Advance 2027 is funded through the UK Government's International Science Partnerships Fund and other Academy funding sources. The programme is supported by Official Development Assistance funding and all expenditure must be demonstrably ODA-compliant, necessary, proportionate and value for money. Suppliers must explain how their proposed delivery model and expenditure will meet these requirements.

Monitoring and Evaluation and Learning

The Academy has defined a set of indicators (Appendix B) and an established a Theory of Change (Appendix. C) to monitor and evaluate entrepreneurship programmes.

The Academy will lead the monitoring and evaluation for Advance 2027 including pre and post programme data collection and reporting against the government indicators. Suppliers are expected to:

- Use existing participant information, including application data and the Academy's competency self assessment, to understand individual needs and tailor programme delivery.
- Support Academy led evaluation activities, including participant surveys and the collection of participant stories where appropriate
- Agree any additional participant data collection with the Academy in advance, to avoid duplication and unnecessary burden on participant.

We will work with the supplier to agree the detail of the reporting approach, but it will include a minimum of:

- # of training sessions delivered
- % of participants actively engaging in the remote portions of the programme (phases one and three).
- The response rate for participants or facilitators reaching out to relevant organisations for introductions.
- # and description of introductions
- # of networking sessions that have provided access to opportunities
- UK stakeholder engagement in the showcase event, including the number and type of organisations represented.
- Changes in entrepreneur's businesses during the programme:
    - Changes in business and operational systems; business strategies and growth plans
    - Changes in team and innovation development
    - Any other significant business development events that occur during the contract period (for example, new commercial partnerships, funding leveraged, or markets entered).

The Academy will be primarily responsible for collecting data on the KPIs in Annex B.

Considerations to have during the delivery of the programme and deliverables.

- Deliver all elements of the programme on time, to budget, and in line with agreed parameters (to be agreed at the inception meeting), maintaining clear communication with the Academy.
- Flexibility to consult and shape a programme with the LIF core team and the LIF Advisor.
- Achieve a high degree of customisation; ensure all programme activities and the overall programme structure are designed in line with the individual requirements of the Advance programme cohort and their businesses.
- Facilitate introductions for the Advance programme participants which are relevant to their specific business goals.
- Ensure operational oversight of all individual programme tracks so all participants receive a tailored and meaningful experience
- Demonstrate systematic operational flexibility to accommodate potential last-minute changes in schedule and plan and respond to the needs of the situation.
- Achieve a high level of participant satisfaction and engagement, measured through learning outcomes of the course data collection.
- Collaborate effectively with other LIF Advance programme stakeholders, such as in-country partners, any external services suppliers, and the Academy's internal communications team where needed.
- Provide the Academy with clear and relevant recommendations for programme adaptation/enhancement based on feedback and provider observations
- Maintain regular contact with the Academy's Programme Management team via bi-monthly teleconferences. These will cover delivery and participant updates.

We expect the following elements to be considered:

- Robust Project Management
- Data Collection and Analysis, in collaboration with the Academy
- Impact
- Diversity & Inclusion considerations

5. Timeline and Milestones

The contract is expected to be signed in December 2026 and will continue until 31 December 2027. Programme delivery will commence with mobilisation following signature; participant-facing activities are expected to begin in February 2027.

Milestones:

The following set of milestones are suggested, but in the response to the tender we would expect the supplier to include a detailed timeline covering the period from the commencement to completion of works.

- February 2027: Starting pre-diagnostics and first report.
- February 2027: Advance 2026 participant onboarding.
- In June 2027 and October 2027, we will expect reports on the development of the cohort.
- September 2027: UK Residential
- December 2027: Final report

6. Budget and Invoicing

The bid must provide a clear breakdown of the budget that accounts for all costs that will be incurred; and clearly show the VAT amounts and a total with + VAT. The invoicing schedule will be based on milestones and agreed before the start of the contract. As participants have not been selected yet and therefore flight costs cannot be forecasted, an allocation for an estimated travel budget will suffice.

7. Competencies

In responding to the tender, suppliers will be required to demonstrate the following competency standards:

- Recognised expertise in scaling businesses and fostering relational building, particularly for foreign entrepreneurs entering the UK market. Suppliers should have a robust track record in assisting international startups with the strategic, operational, and cultural aspects of scaling their businesses in new and complex markets, particularly the UK. This includes expertise in local market entry strategies, regulatory requirements, and leveraging UK networks for growth.

- Relevant expertise to achieve successful international growth and sustainable relational networks for entrepreneurs. Suppliers must demonstrate their ability to help foreign entrepreneurs expand their businesses internationally by providing tailored business development strategies, facilitating partnerships, and navigating the UK ecosystem. They should have a strong understanding of how to connect businesses with investors, partners, and industry leaders to drive scalable growth.

- Evidence of ability to deliver projects of a similar scale, scope, and complexity: focused on international business expansion, mentorship, and relationship-building. Suppliers should provide detailed examples of previous projects where they have supported international

entrepreneurs through tailored programmes, helping them scale operations, expand their networks, and create long-term partnerships. This could include experience in running accelerator programmes, providing mentorship in cross-border growth, or facilitating high-impact international collaborations.

8. Procurement Schedule

All dates are indicative. The Academy may amend the timetable and will notify all participating suppliers of any change.

Activity	Date
Tender notice and complete tender pack issued	**2 November 2026**
Deadline for registration of interest and clarification questions	**10:00 GMT, 16 November 2026**
Academy issues final clarification responses	**20 November 2026**
Tender submission deadline	**10:00 GMT, 27 November 2026**
Compliance checks and individual evaluation	**30 November – 4 December 2026**
Evaluation moderation and shortlist approval	**7 December 2026**
Presentation invitations issued	**8 December 2026**
Supplier presentations and Q&A	**10–11 December 2026**
Final moderation, due diligence, references and award approval	**14–17 December 2026**
Assessment summaries issued to assessed tenderers	**18 December 2026**
Contract award notice published	**18 December 2026**
Mobilisation / inception meeting	**Week commencing 4 January 2027**

Clarification questions must be submitted to info-lif@lif.raeng.org.uk. Responses that are relevant to all suppliers will be anonymised and shared with all registered suppliers.

Tenders must be emailed to info-lif@lif.raeng.org.uk with the subject “Proposal – Advance 2027”. The mailbox limit is 25 MB; suppliers may provide a secure download link for larger submissions. Late tenders may be rejected.

Supplier Response Requirements

Suppliers must answer each numbered question and submit every mandatory schedule. Where a word limit applies, words beyond the limit may be disregarded. Cross-references should be precise.

Ref	Response area	Requirement	Limit	Weighting
Q1	Solution and methodology	Explain the proposed delivery model, methodology, participant journey	1,500 words	30%

		and how all specification requirements will be met.		
Q2	Personalisation and curriculum	Explain diagnostics, individual plans, the ten competency areas, blended formats, coaching/mentoring and cohort-building.	1,000 words	15%
Q3	UK residential and stakeholder connections	Explain residential design, travel/logistics, stakeholder mapping, introductions, safeguarding and contingency arrangements.	1,000 words	10%
Q4	Project management, mobilisation and risk	Provide mobilisation, governance, programme plan, dependencies, risk management, quality assurance and change control.	1,000 words plus plan	10%
Q5	Team and relevant experience	Provide the team structure, named key personnel and up to three relevant examples, identifying outcomes and client references.	1,000 words	5%
Q6	MEL, ODA, EDI and responsible delivery	Explain monitoring, reporting, ODA compliance, data protection, safeguarding, ethical delivery and inclusive design.	1,000 words	5%
Q7	Presentation and Q&A	Shortlisted suppliers will present their proposed programme and answer	Presentation	5%

		published/criterion-linked questions.		
Q8	Commercial proposal	Complete the pricing schedule and state all assumptions, exclusions, cancellation terms and authorised change rates.	Schedule	20%

9. Mandatory Return Documents

.• Completed compliance and conditions-of-participation declaration

• Completed pricing schedule

• Delivery and mobilisation plan

• Risk register

• Team structure and CVs for key personnel

• Two client references

• Latest annual accounts

• Evidence of required insurance or commitment to obtain it before contract signature

• Consortium and subcontractor details, where applicable

• Contract departures schedule; silence will be treated as acceptance of the proposed terms

10. Evaluation and Award Methodology

Tenders will first be checked for compliance with the submission instructions and the pass/fail conditions of participation. Only compliant tenders will proceed to scored evaluation.

At least three evaluators will independently evaluate the tenders against the published criteria. Evaluators will record evidence-based provisional scores and reasons. A moderated consensus score will then be agreed and documented. Criteria, weightings, scoring rules and minimum standards will not be changed after the tender deadline.

The three highest-scoring suppliers following written evaluation may be invited to presentation and Q&A. The presentation will be evaluated only against Q7 and will not permit a supplier to materially rewrite or improve its tender. Clarifications will be recorded and applied consistently.
The contract will be awarded to the supplier submitting the most advantageous tender, subject to due diligence, references, approvals, absence of exclusion grounds and finalisation of the contract.

11. Conditions of participation – pass/fail

Condition	Pass requirement
Legal and exclusion status	Supplier has legal capacity and is not subject to mandatory or discretionary exclusion grounds applicable to this procurement.

Financial standing	Supplier demonstrates financial capacity proportionate to the contract and provides the requested accounts.
Insurance	Supplier holds or commits to obtain professional indemnity, public liability and employer's liability insurance at levels stated in the contract.
Technical capability	Supplier demonstrates capacity and relevant capability to deliver the complete requirement.
Data protection and information security	Supplier accepts and can meet the Academy's data-protection and security requirements.
Safeguarding and ethical delivery	Supplier accepts safeguarding, modern slavery, anti-bribery, confidentiality and ethical-delivery requirements.
ODA compliance	Supplier confirms that delivery and expenditure will comply with ODA requirements.
Contract acceptance	Supplier accepts the proposed contract or lists all requested departures in the departures schedule.
Consortium/subcontracting	Lead supplier, members, responsibilities and subcontractors are fully identified.

12. Scoring scale

Score	Definition
0	No response or wholly unacceptable; fails to address the requirement.
1	Very poor; major omissions, unsupported claims or unacceptable risk.
2	Poor; partly addresses the requirement but has material gaps, weaknesses or risk.
3	Acceptable; meets the requirement with adequate evidence and manageable risk.
4	Good; fully meets the requirement with strong evidence, detail and low delivery risk.
5	Excellent; comprehensive, compelling and evidenced response providing clear added value and very low delivery risk.

13. Award criteria and weightings

Criterion	Weighting	Minimum standard
Q1 Solution and methodology	30%	Minimum 3/5
Q2 Personalisation and curriculum	15%	Minimum 3/5
Q3 UK residential and stakeholder connections	10%	No individual threshold
Q4 Project management, mobilisation and risk	10%	Minimum 3/5
Q5 Team and relevant experience	5%	No individual threshold
Q6 MEL, ODA, EDI and responsible delivery	5%	No individual threshold
Q7 Presentation and Q&A	5%	No individual threshold
Q8 Commercial proposal	20%	Formula score
Total	100%	Minimum 60% of available quality marks

Quality scores will be calculated as: (moderated score ÷ 5) × criterion weighting.

The commercial score will be calculated as: lowest compliant evaluated price ÷ supplier's evaluated price × 20. Prices will be evaluated excluding VAT. Abnormally low tenders may be investigated before award.

A tender failing a stated minimum standard or pass/fail condition may be excluded. References and due diligence will verify submitted information and may result in exclusion where information is materially inaccurate or unsatisfactory.

Additional Information

As signatories of the Race at Work charter, the Academy is committed to developing a diverse and inclusive supply chain. Therefore, we request information about your approach to diversity and inclusion to understand your organisation's level of commitment. This can be evidenced through your corporate policies, training, strategies and/or accreditations. **Your response will not form part of the assessment criteria**.

Responses submitted can be verbal or written. All responses will be captured in an internal Academy Vendor List for monitoring purposes.

Section:	Inclusive and diverse supply chain
Description of criteria	**Response**
What is your organisation doing to show a commitment to Diversity and Inclusion? As applicable, please provide details of policies, training, strategies and/or accreditations	

Appendix A. About our organisation

The Royal Academy of Engineering creates and leads a community of outstanding experts and innovators to engineer better lives. As a charity and a Fellowship, we deliver public benefit from excellence in engineering and technology and convene leading businesspeople, entrepreneurs, innovators and academics across engineering and technology. As a National Academy, we provide leadership for engineering and technology, and independent, expert advice to policymakers in the UK and beyond.

As an Academy we proactively seek to procure services from diverse teams and diverse suppliers. We expect the project to be delivered in line with our values of inclusion and diversity and to the highest ethical standards. Diverse perspectives should be considered in the development of proposals and outputs should be inclusive.

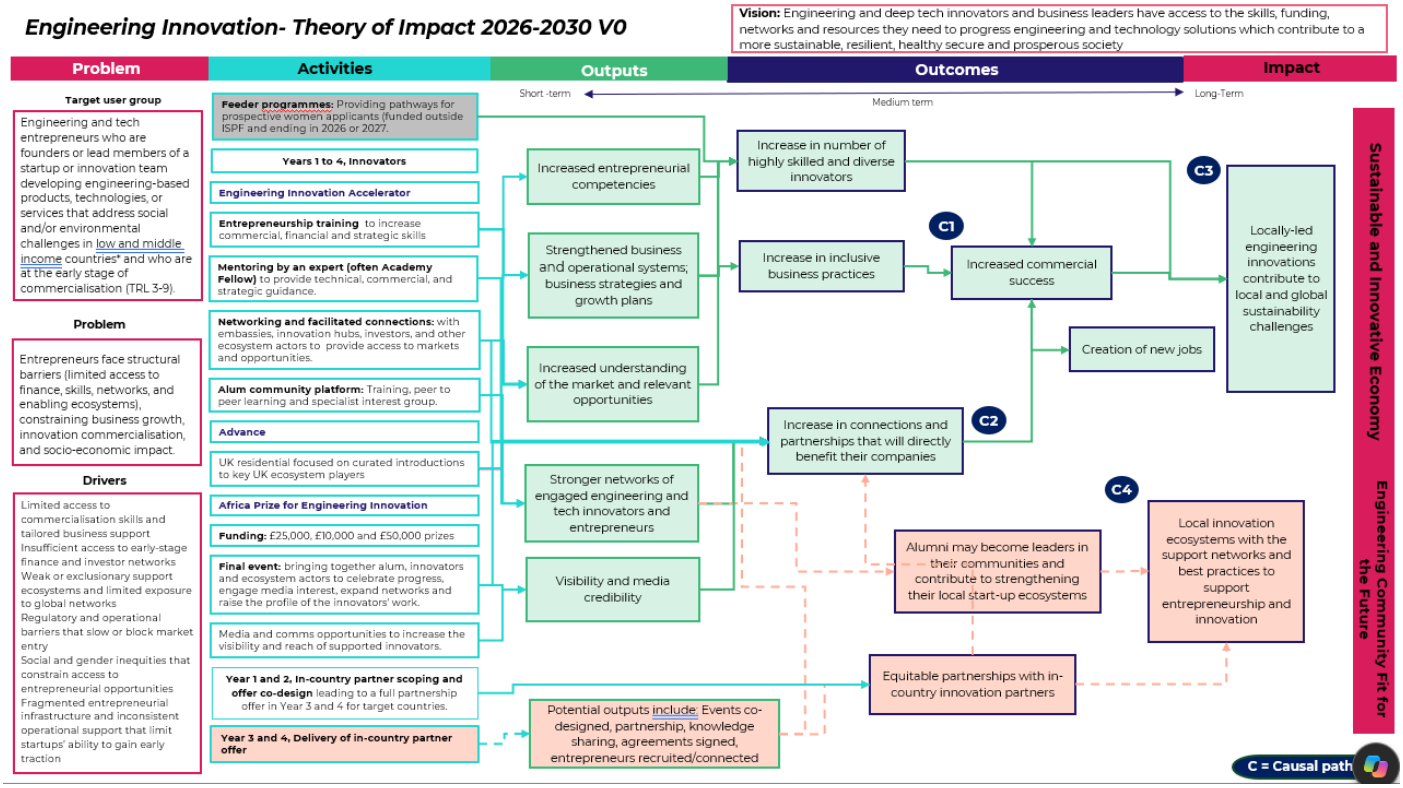
Appendix B. LIF Indicators

- # of applicants and awardees broken down by gender, ethnicity, and disability
- Average participant rating of the programme's training, coaching, mentoring, relationship management and overall programme.
- Increase in scores across the Deep Tech Entrepreneurial Competency Framework
- Average change in # perception of peer network strength
- Increased confidence in identifying market segments
- Increased confidence in selecting a beachhead market
- # of commercial or funding relationships (sales, procurement, supply chain) resulting from Academy introduction
- # of new products created
- # of unique IP created (patents, trademarks, copyright, industrial design or other licensable product)
- # of new start-ups/spin-outs
- £ funding leveraged (grants, equity)
- # of jobs created
- £ of increased revenue
- # of new markets expanded into (including the UK)
- Description where inventions and innovations have improved lives
- # and description of inventions supporting SDGs
- Long term (5 year) business survival rate

Note: some indicators are subject to being added or changed based on discussions with the International Science Partnerships Fund (ISPF). The Academy retains responsibility for reporting against these indicators.

Appendix C. Theory of Change

This is the current Theory of Change (ToC).



Appendix D. Pricing Schedule

Complete all applicable fields in GBP. Prices must include all costs and overheads, identify assumptions and exclusions, show VAT separately and avoid double counting. The total evaluated price will be the total net price excluding VAT. Travel and accommodation must be priced on the stated estimated basis and reconciled against evidenced actual costs where the contract permits.

Ref	Cost item	Basis / quantity	Unit rate £	Net cost £	VAT £	Total £	Assumptions
1	Mobilisation and programme design	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
2	Diagnostics and individual plans	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
3	Remote curriculum and training	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
4	Coaching and mentoring	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
5	UK residential programme delivery	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete

6	Venues, catering and event production	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
7	Participant accommodation	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
8	Participant flights / international travel allowance	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
9	UK travel and subsistence	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
10	Showcase and pitch event	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
11	Monitoring, evaluation and reporting	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
12	Project management and governance	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
13	Other third-party costs	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
14	Contingency – state basis	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete
15	TOTAL EVALUATED PRICE	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete	Supplier to complete

Authorised change rates and commercial terms

Role / item	Unit	Rate £ excluding VAT	Indexation	Cancellation / other terms
Supplier to complete	Day / hour / unit	Supplier to complete	Supplier to complete	Supplier to complete

Appendix E. Contract and Delivery Requirements

The contract will incorporate this ITT, the successful tender, agreed clarifications, the final pricing schedule and the Academy's contract terms. In the event of inconsistency, the signed contract and its schedules will prevail.

The contract will address deliverables and acceptance, milestones and payment, governance and reporting, data protection, information security, safeguarding, confidentiality and intellectual property, audit and records, key personnel, change control, subcontracting, insurance and liability, termination, exit and knowledge transfer.

The lead supplier will remain accountable for all consortium members and subcontractors. No material subcontractor or key person may be replaced without prior written approval. The supplier must promptly disclose actual or potential conflicts of interest.

Invoices may be submitted only against completed and accepted milestones. Undisputed invoices will be paid in accordance with the signed contract. No variation is effective unless authorised through written change control.

The supplier must comply with applicable law, Academy policies notified to it, anti-bribery, modern slavery, equality, safeguarding, data protection and ODA requirements throughout delivery.

Appendix F. Tender Submission Checklist

☐ All numbered quality responses completed

☐ Pricing schedule completed and internally checked

☐ Pass/fail declaration completed

☐ Delivery and mobilisation plan attached

☐ Risk register attached

☐ Team structure and key-person CVs attached

☐ Two references provided

☐ Annual accounts attached

☐ Insurance evidence or commitment attached

☐ Consortium/subcontractor information attached where relevant

☐ Contract departures schedule completed

☐ Tender signed by an authorised representative

☐ Submission sent before the deadline