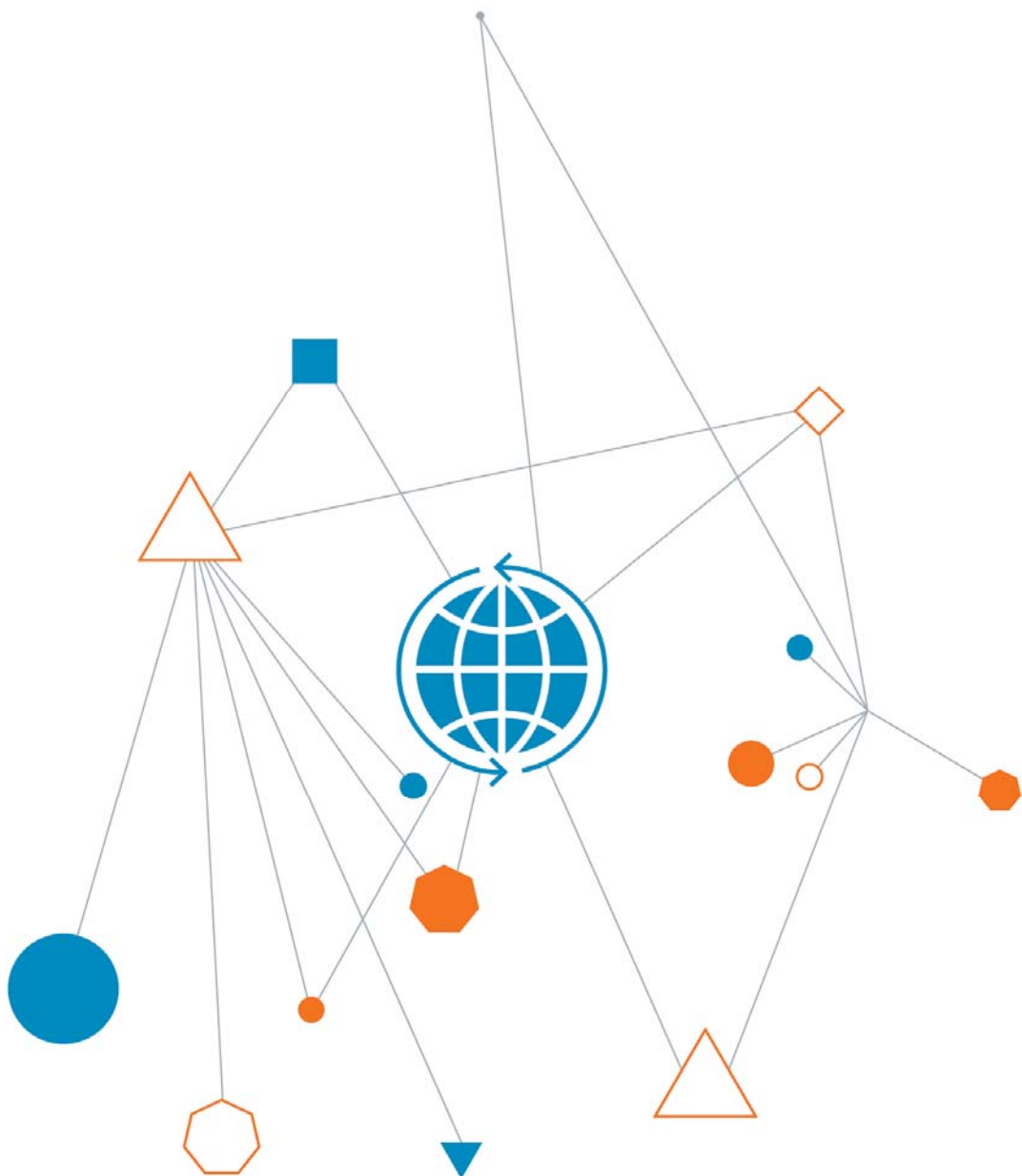


Evaluation of the Mayor's Export Programme

GLA 80405-0012

August 2015



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1 Introduction and Understanding of the Brief

1.1 Introduction

Coffey is pleased to submit this proposal to undertake an evaluation of the Mayor's Export Programme (MEP) that provides support to increase the number of London SMEs selling overseas and the volume of export sales. We bring a range of directly relevant experience in the evaluation of business support programmes in London, and specific expertise in the evaluation of export support services. Our core team will be supplemented with specialist input from Mark Hart (Professor of Small Business and Entrepreneurship at Aston University) who specialises in research into SMEs, business growth and business support.

1.2 Understanding of the Brief

Context and Key Issues

Exports from London businesses are estimated to generate c£147 billion in sales, with small and medium sized enterprises (SMEs) accounting for more than 75% of the total¹. The GLA's business survey found that around a third of SMEs in the capital exported goods and services with trading partners primarily in Europe. Whilst this is a story of success there remain challenges in accessing export markets and many SMEs do not export at all.

Whilst London SMEs tend to be more export oriented than firms in other regions of the UK, they still face barriers to accessing overseas markets. Some of these are external (such as legal and regulatory issues in the trading partner country) whilst others are internal, for example, lack of resources to pursue opportunities, lack of information on market opportunities, absence of contacts in the country of interest, and language and cultural barriers. Experience elsewhere also suggests that barriers do not disappear even for experienced exporters, and that different barriers are experienced at different stages of the process – whether that be making the decision to export, finding export customers and/or the practicalities of exporting itself.

Stage	Potential Barriers facing SMEs
Making the decision to pursue exports	Attitudinal barriers (e.g. perceptions that exporting is difficult, too risky etc.) Lack of ambition (domestic markets are considered sufficient) Lack of managerial skills or time to consider an exporting strategy
Identifying and securing export customers	Cultural barriers Language barriers Identifying and securing agents in target markets Lack of information on customers and markets in target locations
Practicalities and logistics of exporting	Access to finance Additional logistical costs (e.g. transport costs) Competition for business/markets Difficulties with different tax/customs regimes Lack of intellectual property protection Exchange rate risk Risks of political instability/corruption

Such market failures provided a clear rationale for intervention in the form of the MEP, with outcomes that are designed to deliver on key elements of the Mayor's Economic Development Strategy by growing exports, expanding markets and creating jobs in the capital. Moreover, with strong evidence of the value of export promotion schemes, the Mayor's Export Programme should be expected to generate tangible returns on the

¹ GLA Economics, London Business Survey 2014: Exports, November 2014

investment being made. For example, evidence from UKTI programmes (analysis of Performance & Impact Monitoring Surveys) has shown export promotion to be one of the most effective forms of business support, yielding quantifiable returns and consistently high benefit-cost ratios.

The Mayor's Export Programme was designed specifically to increase the number of SMEs exporting, and places emphasis on generating new business for London SMEs in new and emerging markets (such as China and India). It aims to achieve this through the provision of information, tailored business support and by enabling attendance at overseas trade missions. To date, MEP has facilitated 14 trade missions spanning 5 continents, and has engaged with over 800 SMEs, of which almost 300 have received intensive support. The purpose of this evaluation is to establish the impact of that support (in both quantitative and qualitative terms); to estimate the overall economic benefit of the programme to the London economy; and to evidence the value for money associated with the investment in the MEP. The evaluation will include not only an assessment of the outcomes achieved, but also a more refined contribution analysis to understand the specific factors contributing to successful outcomes and the relative benefits of the different types and intensity of support that have been provided by the programme.

Requirements of the Invitation to Tender

The key goal of this research will be to establish the impact and effectiveness of the Mayor's Export Programme in achieving its objectives. More specifically, it is our understanding that you want the evaluation to include:

- An economic impact assessment that will quantify the gross and net additional outputs, outcomes and impact of the programme using robust and defensible impact assumptions. This will require the application of robust primary and secondary research techniques in order to calculate the net additional impact of MEP activities. We are fully familiar with IEF and GLA requirements in this respect and have completed numerous IEF evaluations in the past. Our impact model will also provide an assessment of impacts achieved to date and an estimate of likely impacts in the future (as impacts will continue to be realised beyond the evaluation completion date). The models, along with all underpinning assumptions, will be provided to GLA on completion of the assignment.
- A value for money assessment and cost benefit analysis. This will require a robust measurement system to capture the economic impact on firms (through securing additional contracts/trade) that will need to factor in levels of deadweight assistance (i.e. those firms that were quite capable of helping themselves) and displacement of activity. The latter may be an important consideration as the displacement of business from other businesses in London may be a significant factor given the nature of the services that the MEP provides (hence it will be important to establish the extent to which any exports secured are new to London businesses). Other factors such as knock-on multiplier effects for the London economy will also be factored into the model.
- An assessment of Strategic Added Value (SAV) to establish where SAV has been realised through coordinating and influencing activities that result in programme outcomes being delivered by others, in addition to outcomes directly delivered through funded activities. It will be important for the evaluation to seek to quantify where possible the achievements of the programme under several different tests of SAV. For example, this would include assessing whether the programme has provided strategic leadership or exerted a strategic influence (over key partners and stakeholders); levered investment; developed synergy (in the activities of GLA, UKTI, London and Partners, LEP and other stakeholders) and stimulated a scaling up of beneficial activity.
- An assessment of performance against stated strategic and programme objectives. This will require an objective review of the original programme rationale (as detailed in the business case and ERDF grant applications and agreements), which will detail and test the market failure rationale for the MEP and any changes that have occurred since the launch of the programme. This will include a review of the programme theory of change (or logic model), and its responsiveness to any changing market or other conditions.
- Identification of lessons learnt from the evaluation and specific recommendations to inform the design, delivery, and commissioning of future interventions.

2 Evaluation Methodology

We envisage the work programme falling into a number of distinct tasks designed to meet the requirements of the ITT and to ensure full compliance with the Impact and Evaluation Framework (IEF) and the specific GLA and ERDF impact and evaluation criteria. The key tasks to be undertaken are summarised below.

2.1 Stage 1 – Kick Off Meeting and Briefing Session

We would wish to commence the assignment with a detailed discussion with the Evaluation Steering Group in order to ensure that we gain a full understanding of your objectives and a full briefing on the development and delivery of the programme to date. At this meeting, we would wish to:

- Discuss and agree the provisional method statement as presented in this proposal
- Obtain copies of the original programme business case; ERDF application, latest ERDF progress reports and other relevant background information on the design and development of the programme since its launch in 2013.
- Obtain contact details for all key GLA and Export Programme management and staff, and for all external stakeholders to be consulted during the evaluation (including UKTI and others as appropriate).
- Discuss the approach to gathering feedback from beneficiaries and sample sizes for the proposed survey of beneficiaries and estimation of the counterfactual.
- Discuss the availability of beneficiary databases for the survey
- Agree the timetable for the work programme and project management arrangements.

2.2 Stage 2 – Scoping, Initial Consultations and Review of Intervention Logic

The first task will be to undertake a desk-based review of programme documentation to ensure we gain a full understanding of the development and implementation of the programme. At this stage we would also wish to conduct in-depth interviews with GLA staff involved in the management and delivery of the programme. These initial interviews will also prove a useful way of identifying particular issues to be explored through the beneficiary survey and with other stakeholders involved in the delivery of the programme.

Through analysis of project documentation and interviews with programme staff we will review the theory of change for the programme as this will be an important conceptual framework for the remainder of the evaluation. It is a key tool in identifying key indicators and evaluation questions that will be addressed in the remainder of the work programme, and enable us to critically review the rationale for the programme and understand its evolution over time.

At this stage we would submit a Project Initiation Document (PID) two weeks into the study period. The report would summarise the initial review of the programme and include details of any methodological changes or decisions made during the kick-off meeting, along with confirmation of the precise methods to be used.

2.3 Stage 3 – Analysis of Monitoring and Measurement Data and Systems

As part of the evaluation we would conduct an in-depth review of the monitoring and management systems used in the programme. This would include examination of the way in which the programme has been monitored and output information collected and recorded and the extent to which partnership arrangements worked effectively. We will also assess the way in which beneficiaries are engaged with and recruited onto the programme, and construct a profile of the businesses that have been engaged (which will be a useful source of comparison against the profile of SMEs that have realised tangible benefits). A combination of desk research and the findings from our consultations with partners and key staff will be used to conduct the procedural review. The assessment of the achievement of performance against output, outcome and impact targets will be an essential component of the impact evaluation therefore it is important that the measures used are suitable for the programme – our previous experience evaluating the earlier Supply London programme found that effective monitoring of the value of contracts secured was limited and we would wish to examine whether the MEP has been able to collect this information more effectively.

2.4 Stage 4 –Beneficiary and Non-user Surveys

A vital element of the evaluation will be to gather data from the businesses that have benefitted from the Mayor's Export Programme. Given the range of different types of assistance provided we propose a range of approaches in order to gather a robust evidence base for the evaluation.

First, we propose to undertake a web-based survey of all businesses that have participated in events and outreach work delivered by the programme. We have assumed that contact information for attendees of such events will be provided by the GLA in order that an email invitation can be sent to all. The aim will be to gather a range of quantitative and qualitative feedback from participants on the usefulness and relevance of such events, and the extent to which they have been successful in raising awareness of opportunities in export markets and the extent to which SMEs have pursued these (whether this was done with additional support from the Export Programme or not).

Second, we propose to undertake a telephone survey of at least 75 businesses that have been actively assisted through the programme. We understand that a total of 289 businesses have so far received such support. This will provide robust findings that are statistically valid (providing 95% confidence +/- 10%. Typically we would wish to achieve a confidence level of +/-5% however to do so would require completed interviews with more than half of all businesses assisted. We do not believe this will be achievable given the small number of businesses involved based on past experience in undertaking surveys of this type (e.g. taking account of refusal rates, inability to contact firms etc.)

We envisage that the survey will include (but not be limited to) the following issues:

- Size and nature of the company (including diversity of ownership)
- Nature of assistance received
- Satisfaction with that assistance
- Outcomes generated by the assistance e.g. increased sales/contracts, access to new customers (and the location of these new sales/customers), improved business processes and systems, etc.) – and the extent to which benefits can be attributed to particular aspects of the assistance provided by the Mayor's Export Programme
- Barriers that SMEs faced at the outset, and any barriers that remain after receiving support from the Programme
- Economic value of benefits (sales, turnover, employment, benefits to London supply chain);
- Other export/business support services accessed (and their relative contribution to the company's success in exporting; and the perceived importance of the Mayor of London in raising the profile of the Programme and in leveraging export sales)
- Any areas where improvements could be made to the service.

We have assumed that contact details for all beneficiaries will be made available by the GLA, though an early task will be to establish any potential difficulties in accessing the data due to data protection restrictions.

More in-depth follow-up consultations will also be conducted with a number of businesses (up to 15) to provide case study evidence of the impact of the assistance received through the programme. These will be identified through responses to the telephone survey, with a particular focus on those that have reported securing new contracts as a result of the programme. We would also wish to ensure coverage of businesses that have participated in different types of support in order that the specific impacts of different types of support can be demonstrated (hence we envisage undertaking case studies with businesses that have participated in trade shows, trade missions and immersion trade missions, as well as some that received more basic support).

Establishing the Counterfactual

Quantifying the level of non-additionality is critical to determining the impact and value for money of the investment GLA has made through the programme. We recognise the need to consider the counterfactual position for participating businesses e.g. to what extent have similar benefits been achieved by those that were not supported. However, doing so for this programme in the time available will be challenging. Approaches using secondary data (e.g. HMRC data on firm-level exports) will not be possible given the time limitations of the evaluation and the

procedures needed to secure research permissions from HMRC. Creating a sample frame from purchased sources is also not considered viable as it will be prohibitively costly given the number of calls that would need to be made to filter out non-exporters. We believe that the most practical approach therefore will be to access data from the UKTI PIMS survey which includes samples of non-assisted exporters. This sample can be accessed through the UK Data Service secure data area (which our team has access to). We can then undertake a survey of these companies. Results will be cross-referenced with beneficiary responses to questions of additionality, and available secondary data sources that are accessible within the study timeframe.

2.5 Stage 5 – Stakeholder Interviews

In order to effectively assess the value of the programme we would wish to conduct in-depth interviews with the key partner organisations involved in project delivery. We anticipate that our initial consultations with GLA would identify a suitable range of stakeholders to be consulted, and envisage it will include UKTI and London and Partners. We would conduct these interviews face-to-face (where possible) and discussions would centre on the nature of their involvement with the programme and the extent to which they feel that the approach is working effectively. Central to the interviews will be discussion of Strategic Added Value. Key questions that the consultations would seek to address would include (but not limited to):

- What changes in service delivery/approaches have occurred in response to the experience or lessons learned through the programme?
- How have the GLA sought to facilitate networks and joined-up strategic thinking in delivery of export assistance? What evidence is there of joint strategic development?
- Has the programme added value to mainstream provision? What is the complementarity of activity between the mainstream UKTI offer and the specific support offered through the Mayors Export Programme?
- Is there evidence of improved efficiencies and reduced duplication of effort across London? Is there evidence of gaps in provision being filled through the programme? Are such activities sustainable?

2.6 Stage 6 – Economic Impact Assessment and Cost Benefit Analysis

Drawing on the evidence gathered from monitoring information and the beneficiary survey we will undertake a detailed economic impact assessment and cost benefit analysis of the programme that will include detailed analysis of the economic impact of the programme. This process will include a full assessment of the programme's achievements (outputs, outcomes and impacts), taking account of deadweight, leakage, displacement, substitution, multiplier and crowding effects, all of which are essential in assessing the value for money offered by the Programme.

The outcome will be a detailed and quantifiable estimation of the economic impact of the programme to date (including impact on GVA, turnover, value of new contracts secured). We will also undertake to complete a robust Cost Benefit Analysis of the current (and future) impacts of the project on the London economy. The results will include an estimate of the overall VFM of public sector investment in terms of GVA and also calculate the NPV of the programme and the associated cost-benefit ratio. We have conducted numerous exercises of this type in evaluating other business support programmes in London and are fully familiar with the IEF requirements.

Findings will be benchmarked against similar projects elsewhere in the country (where data is available) and with other funded programmes to allow comparisons of value for money across different types of intervention. Direct comparisons with the mainstream UKTI programmes will also be made.

2.7 Stage 7 – Reporting

All the research findings will be compiled into a report that will be prepared in draft form in the first instance in order to permit you to comment on its content and conclusions. Any changes required will be incorporated into the final report. As required, the detailed impact assessment and CBA spreadsheets will be provided in full.

The report will be prepared using the structure presented within the tender brief – a structure that we are very familiar with from our previous work. In addition to the required contents we also propose that the report will include specific recommendations for consideration in the development of a possible successor programme.

3 Workplan

We confirm that we can deliver the outputs you require by the deadline set in the Invitation to Tender. The following table sets out our suggested timetable, though this will be subject to revision following the inception meeting to reflect any changes in the proposed methodology.

Project Stage	Completion Date
Stage 1 – Project Commencement <ul style="list-style-type: none"> Inception Meeting 	<ul style="list-style-type: none"> 15 September 2015
Stage 2 – Scoping <ul style="list-style-type: none"> Project information review Initial Consultations with GLA and UKTI Agree survey sampling frame/ access to data Submit Project Initiation Report 	<ul style="list-style-type: none"> w/c 15 September 2015 w/c 21 September 2015 w/c 21 September 2015 25 September 2015
Stage 3 – Analysis of Data <ul style="list-style-type: none"> Obtain detailed project monitoring data Analysis completed 	<ul style="list-style-type: none"> w/c 21 September 2015 w/c 5 October 2015
Stage 4 – Beneficiary and Non-User Surveys <ul style="list-style-type: none"> Questionnaire design Agree interview questionnaires Commence fieldwork Complete surveys 	<ul style="list-style-type: none"> w/c 28 September 2015 w/c 12 October 2015 w/c 19 October 2015 6 November 2015
Stage 5 – Stakeholder Consultation <ul style="list-style-type: none"> Agree list of stakeholders Consultation period Stakeholder interviews completed 	<ul style="list-style-type: none"> w/c 21 September 2015 5-30 October 2015 6 November 2015
Stage 5 – Economic Impact and VfM analysis <ul style="list-style-type: none"> Calculation of Gross and Net outputs VfM and CBA analysis Strategic Added Value assessment 	<ul style="list-style-type: none"> w/c 16 November 2015 w/c 23 November 2015 w/c 16 November 2015
Stage 6 – Reporting and Meetings <ul style="list-style-type: none"> Interim Report Submitted Progress Meeting Final report submitted Presentation of findings 	<ul style="list-style-type: none"> 30 October 2015 w/c 2 November 2015 7 December 2015 TBC

4 Relevant Experience and Study Team

Relevant Experience

Coffey's Evaluation and Research Practice is one of Europe's **leading evaluation and public sector consulting firms**. We provide high quality evaluation and research services related to policies, programmes, projects, and organisation. We have particular expertise in the development of longitudinal, interim and ex-post evaluation approaches and the preparation of thematic and issue-based studies.

Coffey have **broad experience of the UK context** acquired through numerous engagements for UK institutions (such as the London Development Agency, the Department for Business and Innovation and Skills, the Department for International Development); and other public, private and voluntary sector organisations, as well as the European Commission. We have a track record of complying with guidelines, evaluation standards and impact assessment methodologies of a wide range of clients, including the UK Government.

Coffey offer methodological and sector expertise, as well as an excellent understanding of business support interventions in London. In particular our team brings:

- In-depth understanding of evaluation systems and approaches, including sound knowledge of professional standards for evaluation and the ability to apply them to particular assignments;
- Expertise within the field of evaluating interventions targeting SMEs in London (and elsewhere);
- Specialist knowledge and expertise in the application of Green Book appraisal, CBA and IEF evaluations;
- Verified skills in the design and implementation of quantitative and qualitative methodologies and tools;
- A focus on quality and customer satisfaction as evidenced by our quality assurance techniques.

We have a proven track record in business support evaluations and specialist expertise in understanding SME export drivers

We have extensive experience of undertaking evaluations of business support programmes, and specifically those targeted at London SMEs. Our team have undertaken evaluations of **Supply London** (enabling SMEs to access domestic procurement opportunities with a similar delivery model to the MEP); **Promotion of London** (a broader promotional programme designed to maintain London's status as a prime inward investment location); and **London Value Chain** (providing specialist business support to enable business growth). Each of these evaluations was fully IEF compliant and included cost-benefit analysis of the programmes.

Our specialist consultant for this assignment, Professor Mark Hart, also brings specific experience of export programmes and of UKTI support:

- **A Comparative Evaluation of the Impact of UK Trade & Investment's R&D Programme** and Other UKTI Support that Impacts R&D. Part of this project was to undertake secondary econometric analysis on the UK PIMS dataset.
- **High-Growth Firms and Internationalisation, Inward Investment and Innovation** - 2010-11 – data-linking of FAME to BSD data.
- **Longitudinal Impact Evaluation of CompeteFor**: - impact evaluation of CompeteFor, a service designed to give businesses access to contract opportunities relating to the London 2012 Olympic Games. The study involved carrying out quantitative and econometric analysis based on a large beneficiary and non-beneficiary survey, qualitative analysis, economic impact modelling, and VfM analysis. This is an IEF compliant evaluation.

Our team also brings extensive experience in qualitative and quantitative research, data matching and cost-benefit analysis

The Coffey team brings a wealth of experience in quantitative and qualitative analysis from a raft of studies in the field, and other sectors. This includes:

- Evaluation of the Newton Fund (Department for Business Innovation and Skills) – Coffey have recently been commissioned by BIS to undertake this three-year evaluation of the Newton Fund, a programme of support receiving £75m in investment from the UK government each year to promote science and business collaborations between the UK and 15 partner countries
- Final Evaluation of Business Link in London and Business Link Skills Brokerage
- Impact Evaluation of the City Challenge Programme (Department for Education)
- Evaluation of the Scheme for the Suspension of the Autonomous Tariff Suspension Scheme (EU Commission) - assessed both the impact of the scheme and the way in which it is implemented
- Final Evaluation of the Customs 2013 Programme (EU Commission) - comprehensive assessment of the entire Customs 2013 programme.

Project Team

We have assembled a senior and experienced team to undertake this assignment. The following paragraphs provide a brief summary of each team members' experience - detailed CVs for each team member, setting out their project experience directly relevant to this project, is set out in Appendix 2. A team of evaluation professionals and research economists has been assembled with proven research and evaluation experience. The proposed team has a multi-disciplinary composition and an appropriate balance of consultants and researchers with different levels of seniority:

- **Jamie Fotheringham** (Project Director) – economist and evaluation expert with more than 20 years of experience of leading and conducting evaluations. He will provide technical oversight to the project and ensure the delivery of expected outputs and outcomes. He previously led evaluations and cost-benefit analysis of numerous business support programmes in London – including Supply London, Promotion of London, London Value Chain, and Film London. Others have included impact evaluations of the Heathrow City Enterprise Project, Collage Arts, Kings Cross Finsbury Park Area Programme, LDA/ESF funded skills programmes, and Thames Gateway Jobnet. Jamie is currently leading our evaluation of the Newton Fund for the Department of Business Innovation and Skills.
- **Mark Hart (Specialist Advisor)** - Professor of Small Business and Entrepreneurship in the Economics and Strategy Group at Aston Business School. Mark has worked with UKTI on a number of relevant projects including 'A Comparative Evaluation of the Impact of UK Trade & Investment's R&D Programme and Other UKTI Support that Impacts R&D' (which included econometric analysis on the UK PIMS dataset) and 'High-Growth Firms and Internationalisation, Inward Investment and Innovation - 2010-11'. Mark is an ONS approved researcher and has a detailed knowledge of the ONS datasets. He has recently been awarded an ESRC CASE studentship to work with BIS on a 3-year project linking business support products and services to official datasets to undertake monitoring and impact evaluation analysis.
- **Florian Poli (Consultant)** – Florian has deep expertise in statistical and economic analysis and extensive knowledge of quantitative techniques applied to evaluating business support and educational programmes. He brings particular expertise in sampling strategy design. As Lead Quantitative Analyst for the Girls' Education Challenge Fund, Florian has led sampling design and implementation at baseline and midline – which includes randomised-controlled trials (RCT) for nine projects.
- **Irina Jefferies (Junior Consultant)** – Irina's evaluation skills include desk based research, coordinating fieldwork and interviews, analysing surveys, managing subcontractors and delivering presentations to various audiences. Before joining Coffey, Irina was involved in assignments in the legal services sector and has significant experience in EU law matters. She has a Master of Law (LLM) degree in international and EU law, as well as a French law degree.
- The team will in turn be supported by Coffey's Evaluation and Research Practice Lead, **Simon Griffiths**, with a background in the London Development Agency as Head of Profession for impact evaluation, who will act as Quality Assurer. As a Senior Investment Gateway Manager and Senior Evaluation and Strategy Manager at the London Development Agency (LDA) Simon performed the role of Head of Profession for impact evaluation managing teams of evaluators with technical responsibility for the design, development and implementation of the agency's Strategic Impact Evaluation Framework.

5 Quality Assurance and Risk Assessment

Quality Assurance

Coffey's project management processes are based on international best practice - following PRINCE2 methodologies – and its quality management systems are ISO9001 compliant. The systems ensure consistent, quality-assured delivery for the evaluation's outputs and maximise value for money. Processes also acknowledge that participation is essential to achieving project benefits. The project management approach emphasises effective reporting and collaboration between the project team and the client, thus ensuring that expectations and aspirations are understood from the outset and that problems can be quickly identified and resolved.

Jamie Fotheringham, Project Director, will have responsibility for overseeing the development and implementation of the workplan. He will: assign tasks to the team; set the deadlines for their execution; oversee the inputs of the different team members for the submission of deliverables; liaise with the team to address any problems or difficulties that may occur; and maintain a fluent interaction with GLA throughout the assignment. Jamie will liaise with the GLA project manager on a regular basis including submitting brief progress reports, and/or face-to-face meetings / telephone calls to clarify any issues arising during the work programme.

The key features of our management system are briefly outlined below.

1. **Appropriate team size and composition** – The size of the team is sufficiently large to ensure that the work gets done on time, yet is not too large to effectively manage and coordinate. In addition, members of the team hold differentiated but complementary skills so that a robust qualitative and quantitative evaluation can be prepared. Our organisation is sufficiently large that replacements for each team member can be supplied in the event of any unexpected absence during the evaluation period;
2. **Management and coordination of the project** – This will be guaranteed by a skilled Project Director with broad experience in conducting economic impact assessments and evaluations and by the organisation of frequent team briefings to facilitate coordination by providing an opportunity to review progress made, address any problems, strengthen consistency of the work and ensure its optimal distribution among team members.
3. **Quality assurance and peer review** – This will be the responsibility of the Project Director in collaboration with the Quality Assurer, who will check the quality and consistency of the work in the following key ways:
 - a. **Consistent methodology** – The quality of the methodology proposed will be ensured through an iterative process, by which team members will build on existing information provided by the GLA and/or external sources as well as new data collected through contact with key informants. This means that the approach towards the impact evaluation and the estimation of costs and benefits is developed by the team of experts at the outset, but is improved collaboratively at key points in the project via a series of feedback loops.
 - b. **Regular checks** – The Project Director will undertake checks of the data collected and the analysis developed at regular intervals to ensure the evaluation approach is consistently applied.
 - c. The quality of the project **deliverables** (reports) will be the joint responsibility of the Project Director and Quality Assuror. The former will be responsible for the first-level review of all deliverables. He will ensure that quality issues with final deliverables are identified and addressed before they are submitted to the Quality Assuror. The Quality Assuror will ensure the second-level review of deliverables. As an experienced evaluator, he will focus on methodological aspects of the study. If he is not fully satisfied, he will inform the Project Director and recommend revisions. Once any identified shortcomings have been remedied, they are presented to the client. Revised versions of all reports will be presented to the client taking into account the comments received, paying special attention to the clarity of the writing as well as sense checking the findings so as to ensure it is comprehensible for a non-specialist audience as well as conforming to high research standards.

Risk Management

We have developed a risk assessment matrix to assess the likelihood and impact of risks related to the implementation of the MEP evaluation. The risk matrix is presented in Appendix 3.

6 Charges

Our approach to Value for Money (VFM) uses the '4Es' of economy, efficiency, effectiveness and equity to ensure maximum impact from each pound spent. VFM is a key consideration in how we have designed our approach, formed our team, and defined our rates. Low non-technical management costs are at the heart of our VFM offering. We have taken every step possible to minimise any non-technical inputs so GLA's money is spent on measuring impact in the most effective and efficient way.

We have a strong track record of delivering programmes on time and to budget. We have not sought increases or extensions to the budgets bid for on any of our portfolio of large evaluation programmes. Where confronted with changes in circumstances, which may merit movement across budget lines, we have worked hard to accommodate these within the budget ceiling and any changes are explicitly agreed with our clients.

The table below summarises the total costs associated with undertaking the evaluation, along with the total number of days allocated to each individual team member and their respective day rates. We have proposed a small team to provide focussed and intensive inputs throughout the evaluation.

The total cost would be £49,650, excluding VAT.

Fees					
Tasks	Jamie Fotheringham	Mark Hart	Florian Poli	Irina Jefferies	Total
Inception Meeting	0.5	0.5	0.5		1.5
Consultation with GLA management and staff and background research	2		3		5
Analysis of Management and Monitoring Data			2	4	6
Web survey design, implementation and analysis	1	0.5	2	5	8.5
Telephone Survey (design and mgmt)	0.5	1	5	5	11.5
In-depth Case Studies (15)			4	5	9
Stakeholder Interviews	0.5		2	2	4.5
Economic Impact Assessment and CBA	2	1	2		5
Reporting	3	2	4	2	11
Meetings & Mgmt (incl fortnightly SG meetings)	2.5		2.5		5
Total Days	12	5	27	23	67
<i>Daily Rate</i>	<i>Rates and fees are redacted</i>				
Total Fees					
<i>Expenses</i>					
Beneficiary and Non-User Survey Costs					
TOTAL FEE (excluding VAT)					

Appendix 1: Pricing Schedule

PRICING SCHEDULE

Contract reference number:	GLA 80405 – 0012
Tender for (<i>type of work</i>):	Evaluation of Mayor's Export Programme
Length of Contract (<i>months/years</i>):	4 months

Contractor Details

Name of Contractor:	Coffey International Development Ltd
Address:	109 Baker Street London
Postcode:	W1U 6RP
Telephone:	07983 485210

Item Description / Deliverable		Cost of that Item / Deliverable £	Estimate of time taken to complete that Item / Deliverable
	Inception Meeting	REDACTED	1.5 days
	Consultation with GLA management and staff and background research	REDACTED	5 days
	Analysis of Management and Monitoring Data	REDACTED	6 days
	Web survey design, implementation and analysis	REDACTED	8.5 days (survey will run for 3 weeks)
	Telephone Survey (design and mgmt. and delivery)	REDACTED	11.5 (survey conducted over 2 weeks)
	In-depth Case Studies (15)	REDACTED	9 days
	Stakeholder Interviews	REDACTED	4.5 days
	Economic Impact Assessment and CBA	REDACTED	5 days
	Reporting	REDACTED	11 days
	Meetings & Mgmt & Expenses (incl fortnightly SG meetings)	REDACTED	5 days
	Total	49650	

Breakdown of the total cost

Personnel		*Day Rate £	Estimated no. days	Total Cost £
			12	
			5	
			27	
	REDACTED		23	
	Telephone Surveys	n/a	n/a	
	Expenses			
	Total		67	49650

Signed on behalf of the Contractor

Name:	
Signature:	
Dated:	20/8/2015

Appendix 2: Team CVs

Principal – Jamie Fotheringham

Jamie is an evaluation and impact assessment specialist with over 20 years' experience in the economic development field. He is an experienced manager and has designed, directed and implemented a variety of challenging evaluation and impact assessments having worked extensively on development projects in the UK and internationally. With experience as a consultant and a senior government official with responsibility for economic development, he has developed national and sub-national policy on economic development, and evaluated programmes in a broad range of sectors and topic areas.

Project experience

UK: Interim and Final Impact Evaluations of Supply London and London Value Chain

Jamie led this assignment for the London Development Agency to undertake IEF compliant impact evaluations of two projects that aimed to enable SMEs to become better positioned to tender for public sector contracts and to improve the overall competitiveness of SMEs across London. He later led the evaluation of Supply London 2.

Interim Impact Evaluation of Promotion of London

Jamie led the impact evaluation of Promotion of London, an LDA-funded project designed to increase investment in the capital and to raise awareness of the role and function of the LDA to audiences across London, the UK and overseas. This included an assessment of the effectiveness of a range of marketing activities including the Thames Gateway Forum and MIPIM.

UK: Economic Impact Evaluation of Heathrow City Enterprise Project (2010)

Jamie evaluated the impacts of this business support project in focusing on West London. The programme had a specific focus on engaging local businesses from black, asian and minority ethnic communities, with evaluation methods and approaches tailored to ensure a fully inclusive and representative evaluation and impact assessment.

Impact Evaluation of Collage Arts

Jamie led the Impact Evaluation of the LDA and ERDF funded Collage Arts project (aka Creative London North) that provided a range of business support services to stimulate the growth of creative and cultural industries in North London. The work involved a detailed examination of the impact and effectiveness of the investment in the sector, and included extensive primary research with project beneficiaries.

UK: Impact Evaluation of Digital Design and Manufacturing Project (2009)

Jamie led this assignment for the London Metropolitan University in completing a longitudinal evaluation of this innovative programme of practical and business support for creative industry SMEs in London.

UK: Impact Evaluation of Constructing Excellence South West

Jamie led the evaluation and economic impact assessment of two construction industry projects: Constructing Excellence South West (which sought to secure radical improvements in the design, quality, customer satisfaction and sustainability of the region's construction industry); and Future Foundations (a partnership of regional and sub-regional stakeholders with the purpose of promoting the benefits of sustainable construction).

UK: Innovation Study for Highlands and Islands Enterprise (2010)

Jamie was the lead consultant in this research for Highlands and Islands Enterprise. The assignment involved the development of a detailed theory of change model for innovation activity in the region as a basis for the design and implementation of future funding. The key objectives were to identify the strengths and weaknesses of the innovation system in the Highlands & Islands, assess the impact to date of policies implemented by HIE and its partners, and to prepare recommendations on how the system could be further improved to make a significant and measurable impact on HIE priorities, growth of key sectors and business competitiveness. Jamie led the design of research tools to ensure that the review was based on robust, evidence-based analysis, providing a solid base for designing future policy and assessing its impact.

UK: Provision of Monitoring and Evaluation Technical Assistance to Film London (2009)

Jamie directed an impact evaluation on behalf of Film London's major funder. Following this he was commissioned directly by Film London to review the robustness of a range of existing monitoring and evaluation tools being used to measure the effectiveness of the organisation's ongoing activities. He also prepared an evaluation toolkit of methods and techniques to assist the organisation in robustly measuring its achievements into the future, covering a range of topics including measuring the additionality of activities, quantifying the outcomes of activities, measuring customer satisfaction and guidance on the use of sample based surveys. Jamie was subsequently commissioned to review the agency's monitoring report to its major funder to ensure its robustness and accuracy in meeting the funder's reporting requirements.

UK: Evaluation of LDA/ESF Co-financing Programme, Opportunities Fund and Regional Skills Partnership (2009-2010)

Jamie directed this major evaluation study commissioned by the London Development Agency. The project involved the evaluation of nine separate skills and employability programmes funded by the LDA and the European Social Fund, comprising more than 260 individual projects with a combined spend of almost £100m. The work included extensive beneficiary consultation to provide robust findings as to the impact and additionality of the programmes, extensive review of substantial volumes of beneficiary monitoring data and assessments of the net additional impact of individual projects through empirical evidence gathering, including sampled beneficiary surveys.

Falkland Islands: Preparation of Programming Documentation for European Development Fund (2012-2013)

As Territorial Authorising Officer for the Falkland Islands Jamie led the preparation of programming documentation that successfully secured €4.1m for a programme of economic diversification within the territory. The programme focussed primarily on the agriculture and tourism sectors, with key components focussed on agricultural productivity and diversification, import substitution, development of new economic activities in aquaculture and enhancing the quality of the Islands tourism product.

UK: Evaluation of IMPACT Programme (2005-2007)

Jamie directed and designed this complex and challenging evaluation for HM Prison Service. The EU-funded programme delivered training and support to prison inmates to facilitate their re-integration to the labour market upon release. A variety of techniques and measurement tools were employed to evaluate the effectiveness of the programme across a range of target groups (including young offenders and sex offenders) and longitudinal tracking studies implemented to monitor progress and outcomes during incarceration and following release. Jamie prepared a logical framework for the programme evaluation, and a framework for the evaluation of the 29 separate activities being delivered across a range of institutions in the region. He then managed the delivery of the ongoing evaluation study.

UK: Evaluation of Single Programme Investment in Employability (2009-2010)

Jamie directed a longitudinal evaluation of OneNorthEast's investment in employability support across the North East of England. Phase 1 of the work involved the development of a detailed Monitoring and Evaluation Framework to be used across the region (and within sub-regional programmes) to ensure a robust evaluation of the planned investments. Phase 2 involved the full evaluation of projects and activities across the region.

UK: Evaluation of ICT as an Economic Enabler (2008)

Jamie directed this study to evaluate the impact and effectiveness of the ICT as an Economic Enabler programme funded by the South West Regional Development Agency. The programme provided co-ordination and networking support to a number of sub-regional partnerships providing e-business support across the region. The evaluation entailed extensive stakeholder consultation and a quantitative impact assessment amongst a range of beneficiaries to determine the extent to which activities had led to an increase take-up and usage of ICT across the region.

UK: Employ Upper Lea Valley Evaluation (2009)

On behalf of the London Development Agency, Jamie directed an evaluation of a £2m project which comprised a number of business and employability support programmes. The activities included the provision of basic skills training and other support to assist workless individuals to access work in the construction industry; providing business support, advice and networking opportunities to construction SMEs; and providing life skills and employability support to lone parents seeking to enter/re-enter the labour market.

Falkland Islands: Strategic Review of Falkland Islands Development Corporation (2014)

In late 2013 the Chief Executive of the Falkland Islands Government tasked Jamie with undertaking a strategic review of the Falkland Islands Development Corporation, following concerns that had been raised regarding the management and technical capacity of staff, and the overall ability of the organisation to serve the local community in the future. The review identified a number of significant failures in the management and strategic direction of the organisation, a lack of capability in strategic planning and a number of other management failures. The review recommended specific action to prepare a clear and measurable business plan for the organisation that was more closely aligned with national economic development objectives and identified a need for the organisation to move away from being centred around the provision of business loans, to an organisation that more proactively responds to economic and business needs and the delivery of a broader range of services and business advice. All of the recommendations of the review were accepted and led to a management and staff restructuring and implementation of the recommendations under new leadership.

Employment history

- 2015 – Date Principal, Coffey International Development
- 2011 – 2015 Head of Policy, Falkland Islands Government
- 2007 – 2011 Senior Director, Adroit Economics Ltd
- 2002 – 2007 Deputy Head of UK Consultancy, WM Enterprise Ltd
- 2001 – 2002 Senior Consultant, Vantagepoint Consulting
- 1996 – 2001 Senior Economic Consultant, DTZ Debenham Tie Leung
- 1995 Economist, Highlands & Islands Enterprise (secondment)
- 1993 – 1996 Economist, Cogent Strategies International

Additional information

Educational qualifications:	MSc Business Economics, University of Strathclyde, 1996
	BA (Hons) Economics, University of Strathclyde, 1993

Countries worked	Zimbabwe, Falkland Islands, UK
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CURRICULUM VITAE – PROFESSOR MARK HART

Qualifications	BA (Hons: 2:1) in Industrial and Urban Geography and Economics, Queen's University of Belfast, UK ,1978. PhD, Faculty of Economics, Queen's University of Belfast, UK. Thesis entitled "The Small Firm: an evaluation of its role in the manufacturing sector of the Belfast Urban Area." 1985.
Present Position	Professor of Small Business and Entrepreneurship and Deputy Director of Enterprise Research Centre Economics and Strategy Group Aston Business School Aston University

Mark Hart (BA; PhD; AcSS; FRSA; MeRSA) is a Professor of Small Business and Entrepreneurship in the Economics and Strategy Group at Aston Business School and Deputy Director of the Enterprise Research Centre. He has recently set up the Aston Centre for Growth to co-ordinate all SME facing engagement activity at the university and holds the position of Associate Director. He also serves on the Enterprise Board of the Greater Birmingham and Solihull LEP.

He has over 35 years' experience researching and teaching in the general area of SMEs and entrepreneurship at three UK universities. He is widely published in the leading scholarly journals and has over 200 articles, chapter and reports to his name. He was one of the founding members of the UK Academy of Social Sciences (AcSS) and was elected a Fellow of the Royal Society for his contribution to research on enterprise. He was awarded the Queen's Award for Enterprise Promotion in 2014.

Throughout 2013 and 2014 he has been leading on the development of the Small Business Charter (SBC) for the Association of Business Schools and Chairs the SBC Executive Group and is a member of the SBC management Board. Under the banner of the Small Business Charter he is currently leading the consortium of Business Schools delivering the SBC Growth Voucher programme for BIS.

His work on High-Growth Firms in the UK since 2008 has attracted considerable attention from policymakers and practitioners in the private sector and he now leads a team of 8 researchers at Aston Business School delving further into the determinants of high growth for individual businesses. This work is embedded into the research of the new Enterprise Research Centre (ERC) which he jointly runs and is backed by the ESRC, BBA, BIS and Innovate UK.

He also co-directs the Global Entrepreneurship Monitor (GEM) UK project which is part of a global research project into entrepreneurial attitudes, aspiration and activity. He jointly publishes the GEM UK Annual Reports (with Jonathan Levie) and works closely with BIS on feeding this GEM data into the Enterprise Directorate team.

He is Programme Director and Academic Lead in Aston Business School for the Goldman Sachs *10,000 Small Businesses* Programme – a practically focused management education programme designed to deliver intensive business support to ambitious owner-managers of small businesses in the Midlands. He co-authored the Progress Report on the programme – “Empowering Entrepreneurs, Accelerating Growth” published in November 2014. Spinning out of the GS10KSB programme he has led on the development of the ERDF-funded Aston Programme for Small Business Growth.

Research into SMEs, Business Growth and Business Support

Recent research and consultancy projects using firm-level datasets in the UK include: Job Creation and Destruction in the UK economy (for BIS); Data-linking Project for Scottish Enterprise and Invest NI– linking their account managed clients to the BSD for impact evaluation work. He worked with SQW on the recent evaluation of SFA in Northern Ireland for DETI. Other recent projects for UKTI include: “*High-Growth Firms and Internationalisation, Inward Investment and Innovation*” and “*An analysis of the contribution of Mid-Sized Businesses (MSBs) to the UK economy*” and a scoping study on “*Long-Term Impact of Business Support Products and Services*” for the UK Department for Business, Innovation and Skills (BIS). He received an ESRC CASE studentship to work with BIS on a 3-year project linking

business support products and services to official datasets to undertake monitoring and impact evaluation analysis – 2011-14. He has co-authored a number of Working Papers for NESTA on HGFs in 2012 and 2013.

The Greater Birmingham and Solihull LEP and the Leeds City-Region LEP commissioned him to undertake work on HGFs which builds on his previous work on HGFs. He has just completed an assignment (with SQW) on the relationship between innovation and HGFs for Forfás in Ireland.

In August 2012 he was awarded a 15 month grant (with Dr Michael Anyadike-Danes at Aston University) from the ESRC to undertake a project entitled “Developing the Business Structure Database (BSD) as a tool to support sub-national business policy analysis in the UK” (award value £140k).

His research in the Enterprise Research Centre (ERC) focuses primarily on firm dynamics and job creation and the role of HGFs (www.enterpriseresearch.co.uk). Under the banner of the ERC he leads the ‘Business Demography’ research theme and is involved in the ‘Growth Ambition’ theme. He is responsible for developing the UK Longitudinal Business Demography dataset (1998-2014) in ERC. Further, he has obtained additional financial support to undertake projects on the ‘Sociology of Enterprise’, ‘Entrepreneurial Motivation’, ‘Nation of Angels’ and ‘High Growth Businesses’. He has published a number of ERC White Papers, Research Papers and Insights since January 2013.

Selected Publications – Books and Journals only (2009-2014)

“Developing a Framework to Evaluate Business Networks: The Case of Ireland’s Industry-Led Network Initiative” Policy Studies, Vol. 30, 2, pp 163-180, April 2009 (with Lynch and Lenihan).

‘Assessing the Effectiveness of Business Support Services in England: Evidence from a Theory Based Evaluation’, International Small Business Journal, Vol. 27, 557-582, October 2009. (with Mole ; Roper and Saal).

‘Measuring Business Growth: high-growth firms and their contribution to employment in the UK’ (with Anyadike-Danes; Bonner and Mason), *NESTA Research Report*, London, October 2009.

‘Who Creates the Jobs?’, *Significance (Journal of the Royal Statistical Society)*, March 2010, 5-8 (with Anyadike-Danes and Bonner).

‘SMEs in a Globalised World’, Edward Elgar, (edited volume with Lenihan and Andreosso-O’Callaghan), May 2010.

‘Broader or Deeper? Exploring the most effective intervention profile for public small business support’, Environment and Planning A, (with Mole, Roper and Saal), Vol 43,, 87-105, March 2011.

‘New business formation in a rapidly growing economy: the Irish experience’, Small Business Economics, (with Anyadike-Danes and Lenihan), Vol 36, 503-516, May 2011.

‘Business and Social Entrepreneurs in the UK: gender, context and commitment’, International Journal of Gender and Entrepreneurship, (with Levie), Vol 3, 3 2011.

‘The contribution of migrants and ethnic minorities to entrepreneurship in the UK’ in Minitti (ed.) Dynamics of Entrepreneurship, Oxford University Press (with Levie), September 2011.

“Small business performance: business, strategy and owner-manager characteristics” Journal of Small Business and Enterprise Development, Vol. 20 Iss: 1 pp. 8 – 27 (with Blackburn and Wainwright), 2012.

“Developing a Methodology to Evaluate Enterprise Education Programmes”, International Review of Entrepreneurship 10(3), 2013, (with Athayde).

‘Burden or Benefit? Regulation as a dynamic influence of regulation on small business performance’, International Small Business Journal, 32, 2013, (with John Kitching and Nick Wilson).

“Joining the Dots: Building the evidence base for SME growth policy”, International Small Business Journal, 33:1 pp3-11, 2015 (with Mike Wright, Stephen Roper and Sara Carter).

“Firm dynamics and job creation in the United Kingdom: 1998–2013”, International Small Business Journal, 33:1 pp12-27, 2015 (with Michael Anyadike-Danes and Jun Du).

“Measuring the Impact of Innovative Human Capital on Small Firms’ Propensity to Innovate”, Research Policy, forthcoming 2015 (with Helen McGuirk and Helena Lenihan)

“High growth firms, jobs and peripheral regions: the case of Scotland”, Cambridge Journal of Regions, Economy and Society, forthcoming 2015 (with Colin Mason, Ross Brown and Michael Anyadike-Danes).

Consultant – Florian Poli

Florian Poli has profound expertise in economics and social policy and is a trained specialist of quantitative analysis techniques and their application in the context of mixed-methods evaluations. Florian is Lead Quantitative Analyst in the Coffey team evaluating the Girls' Education Challenge Fund and will play a key role in our evaluation of the Newton Fund for the Department of Business Innovation and Skills. Before joining Coffey, Florian conducted economic research and analysis for several international organisations including the European Banking Authority and the OECD, private banking and the French public sector. Florian holds a Master degree in International Economic Policy from Sciences Po Paris and a Msc in Economics and Statistics from ENSAE Paris Tech.

Languages French (native), English, Italian

Nationality French

Project experience

01/2014 – ongoing: Evaluation Consultant: Managing and analysing baseline quantitative data of Girls's Education Challenge Fund

Florian joined Coffey International Development as an Evaluation Consultant to bring his statistical expertise to the quantitative analysis of GEC baseline data. He has been involved in the three broad stages of quantitative data analysis: preparation, analysis and reporting. During the preparation phase, he helped harmonising and coding data in Excel and Stata and developed educational indicators of learning using statistical models. He then performed univariate and multivariate analysis of core educational outcomes based on both descriptive and econometric methods. During the last phase of reporting, Florian also played key role in tabulating findings in response to evaluation questions. **(Coffey International Development, London).**

09/2012 – 12/2012: Junior Economist: Assessing the economic impact of new EU regulatory standards

As junior economist Florian was in charge of calibrating the Liquidity Coverage Ratio (LCR) as defined in the CRR/CRD IV proposal published by the European Commission in application of the Basel III regulatory standards. Using Excel and SAS he developed a statistical model that computed national average LCRs under different microeconomic and macroeconomic scenarios, taking the major European banks' balance sheets as inputs. Florian participated in working groups of major EU central banks where he presented findings and insights on relevant policy issues **(European Banking Authority, London).**

07/2011 – 10/2011: Economic/Statistical Consultant, OECD “International Migration Outlook 2012 – Renewing the Skills of Ageing Workforces: The Role of Migration”

As Economic/Statistical Consultant with the OECD’s International Migration Division Florian provided core statistical analysis for a cross-national study on occupational change within the labour force of OECD countries. Using Excel for demographic calculations, Florian assessed changing trends in educational attainment and occupations between 2000 and 2010 and explored the contribution of migrants to renewing the skills supply of OECD labour markets. Florian’s findings were presented in a special chapter of the OECD’s annual flagship publication “International Migration Outlook” in 2012 (**OECD, Paris**).

04/2011 – 7/2011: Economic/Statistical Consultant, OECD Report “Untapped Skills: Realising the Potential of Immigrant Students – Parental Education, Immigrant Concentration and PISA Outcomes”

Since 2000, the OECD has been running the triennial PISA survey which assesses the competencies of 15-year olds in reading, mathematics and science. Drawing on cross-national data from the 2009 PISA assessment Florian led a comparative study into the learning outcomes of immigrant offspring. His role included collating, harmonising and cleaning multiple PISA datasets, and analysing them in order to identify major trends and determinants of education outcomes among children with and without migration background. Florian produced various descriptive statistics in Excel and worked with STATA to test more complex regression models. He was able to demonstrate that part of the underperformance of immigrant students can be linked to the fact that they tend to be concentrated in disadvantaged schools. This finding and the underlying analysis were presented in a special chapter of the OECD report “Untapped Skills: Realising the Potential of Immigrant Students” in 2012 (**OECD, Paris**).

07/2010 – 03/2011: Junior Economist: Developing an “Early Warning System” for emerging economies

As junior analyst within the Emerging Markets Research Team of Crédit Agricole, Florian developed a statistical “early warning” indicator of crisis in emerging economies using Excel. In spite of combining several complex files and datasets, the system needed to be quick, easy to use and update, which required efficient coding and architecture. Florian was in charge of the project from the inception stage to its eventual marketing as a commercial tool for corporate clients. Once this project had been finalised, Florian received a follow-up contract as junior economist and statistician supporting the bank’s day-to-day work with a particular focus on optimising models and drafting reports and research notes (**Crédit Agricole Corporate and Investment Bank, Paris**).

09/2009 – 06/2010: Research Assistant: Designing a development indicator to inform Total S.A.’s CSR strategy in Southern Nigeria

Florian participated in a research project whose aim was to help French petroleum company Total redefine its corporate social responsibility (CSR) in the oil onshore and offshore regions of Southern Nigeria. Florian contributed to the design of a development indicator that included economic variables of material well-being as well as qualitative variables indicating socio-economic capabilities. A large part of the work was about clearing and organising raw quantitative and qualitative data collected through field surveys in Nigeria. Once designed, the indicator was tested in STATA using the statistical method of instrumental variables. The final

results were presented to the Total senior management to help identify needs and opportunities for social and educational programming under their CSR strategy **(ENSAE / Total S.A., Paris)**.

06/2009 – 08/2009: Junior Economist and Statistician: Optimising the social contributions rates of farm workers at the national level

As a Junior Economist and Statistician for the French Ministry of Agriculture, Florian contributed to reorganise the level and type of social contributions across farm worker categories. He designed an economic model to optimise these contributions with respect to the risk associated to each professional activity, accounting for various social and economic aspects such as hardness of daily tasks, average income in the sector and average age of workers. **(Ministry of Agriculture, Food and Fisheries, Paris)**.

Employment history

2014 – now	Evaluation Consultant, Coffey International Ltd
2012	Junior Research Analyst, European Banking Authority
2011	Junior Consultant, OECD, International Migration Division
2010 – 2011	Junior Economist and Research Analyst, Credit Agricole
2009 – 2010	Research Assistant, Total S.A. and Université Paris la Sorbonne
2009	Junior Economist and Statistician, French Ministry of Agriculture, Fisheries and Food

Additional information

Relevant educational qualifications:	MSc International Economic Policy (Sciences Po Paris, Paris School of International Affairs, 2013)
	MSc Economics and Statistics (ENSAE Paris Tech, 2012)

Junior Consultant, Evaluation & Research –

Irina Jefferies

Irina's has a broad range of experience in evaluation projects for the European Commission and other public sector bodies. Irina has developed a core set of skills in undertaking desk based research, fieldwork and interviews, surveys, quantitative and qualitative analysis, and conducting focus groups. Her career to date includes assignments in the legal services sector and she has significant experience in EU law matters. A Master of Laws (LLM) graduate, Irina is a Bulgarian and French native speaker and is also fluent in English.

Project experience

Europe: Junior Consultant, Ex post outcome impact evaluation on Ex-smokers campaign

To assess the impact of the different Ex-Smokers communication campaign actions in terms of their cost-benefit analysis/efficiency rated against the actual results achieved. Work performed included desk based research, fieldwork and interviews, surveys, quantitative and qualitative analysis, client relations, delivering presentations, conducting focus groups. (European Commission, 2014 - 2015).

Europe: Junior Consultant, Ex post Evaluation of the Europe for Citizens Programme 2007 - 2013

To provide a valid assessment of the programme impact and the quality of implementation, while identifying good practices and developing useful recommendations. Irina undertook fieldwork and interviews, and quantitative and qualitative analysis aspects of the assignment. (European Commission, 2014 - ongoing).

Europe: Junior Consultant, Evaluation of the European Year for Development 2015

To set up a comprehensive on-going evaluation system throughout 2015, prepare guidelines and common reporting templates for strategies, partners and stakeholders in order to gather homogeneous and comparable data/information relevant to the needs of the evaluators on all activities (e.g. events, social media, website, media relations) carried out during the EYD2015. Work performed includes extensive desk based research, fieldwork. (European Commission, 2014 - ongoing).

Europe: Junior Consultant, Ex post evaluation of the Health Programme 2008 - 2013

To conduct a retrospective assessment of the Health Programme, focusing on results, explanations and possible improvements. Work performed includes extensive desk based research, case-studies. (European Commission, 2014 - ongoing).

Employment history

2014 - present	Junior Consultant, Evaluation & Research (EU), Coffey
2012 – 2014	Legal Assistant, Bristows LLP
2011 – 2012	Legal Assistant, Linklaters LLP
2010 – 2011	Intern, European Commission
2010 – 2010	Legal Assistant, Hunton & Williams LLP
2008 – 2008	Legal Assistant, Bulgarian Commission on Protection of Competition

Additional information

Educational qualifications:	2010	Master in international and European law (LLM) Institute for European Studies, Free University of Brussels, Belgium
	2009	Master in European law University of Utrecht, The Netherlands
	2008	Bachelor in Law and European studies (LLB) University of Strasbourg, France

Countries worked United Kingdom, Belgium, Bulgaria

Appendix 3: Risk Matrix

Risk	Assessment	Countermeasures and contingencies
Data about the Mayor's Export Programme (e.g. financial data, data about participating companies, recording of contract outcomes etc.) may be incomplete	<p>Likelihood: Unknown</p> <p>Impact: This would pose a problem for impact and value for money analysis</p>	<p>Countermeasures:</p> <ul style="list-style-type: none"> Request data early and examine the quality of what is available <p>Contingencies:</p> <ul style="list-style-type: none"> Discuss with steering group the impact of having limited data, and review the project design accordingly Clearly identify and agree information and data needs and availability with GLA during the kick-off meeting.
Low response rate to survey / lack of co-operation from beneficiary companies	<p>Likelihood: Medium</p> <p>Impact: Low response rate from the limited pool of businesses assisted (289) would impact on the statistical significance of the survey</p>	<p>Countermeasures:</p> <ul style="list-style-type: none"> All potential survey participants to be contacted by GLA at the outset to request their participation in the evaluation Well-designed questionnaire, not to exceed 25 mins <p>Contingency plan:</p> <ul style="list-style-type: none"> Further reminders/'chasing' of non-responders Ensure all firms are contacted at least three times to request participation Weighting of data to reduce non-response bias
Secondary data not suitable or not available within the timeframes for the evaluation to establish counterfactual	<p>Likelihood: High</p> <p>We are keen to explore the potential for data from sources such as HMRC to provide a robust counterfactual but time required to receive research permissions may not fit with the required timeframes for the evaluation.</p>	<p>Countermeasures:</p> <ul style="list-style-type: none"> Ensure early contact with data sources with letter of support for the research from GLA <p>Contingency Plan</p> <ul style="list-style-type: none"> Assess counterfactual through self-assessment from beneficiaries and evidence from similar programmes (Survey of non-users of the service not considered cost-effective or appropriate given the nature of the target group and the practicalities of identifying and contacting a valid control group).
Survey findings subject to sampling bias	<p>Likelihood: Low/Medium</p> <p>Impact: Increased potential for findings to be subject to bias</p>	<p>Contingency plan:</p> <ul style="list-style-type: none"> Apply corrective weighting to account for any sampling design (and any non-response bias)

Risk	Assessment	Countermeasures and contingencies
Slippage in timetable	<p>Likelihood: Low/Medium</p> <p>Impact: Deliverables delayed</p>	<p>Countermeasures:</p> <ul style="list-style-type: none"> • Agree detailed timetable at start of project – and revisit at regular intervals throughout the duration of the evaluation • Identify key dates for approvals and Steering Group meetings • Internal project management systems, and regular progress reports <p>Contingencies:</p> <ul style="list-style-type: none"> • Review project requirements and resourcing • Agree to extend timetable as a last resort.
Unplanned staff absence	<p>Likelihood: Low</p> <p>Impact: progress might be delayed. Loss of continuity of staffing</p>	<p>Countermeasures:</p> <ul style="list-style-type: none"> • Coffey sufficiently well-staffed at all levels to cater for unplanned absence. <p>Contingency Measures:</p> <ul style="list-style-type: none"> • Replace staff by colleagues at equivalent levels. GLA would be informed as early as possible, to discuss both the reasons for the change and options available.
Data security breach of confidential or sensitive information	<p>Likelihood: Low</p> <p>Impact:</p>	<p>Counter measures:</p> <ul style="list-style-type: none"> • Comprehensive data security protocols are signed by team and any legal data transfer statements proposed by GLA will be signed • Handling of data will be aligned with existing standards and guidelines such as the 1998 Data Protection Act <p>Contingency plan</p> <ul style="list-style-type: none"> • If sensitive data is compromised appropriate measures would be taken to mitigate any potential harm

Appendix 4: Insurance

We confirm that all necessary insurances are in place in line with the requirements of the Framework Contract.