



# **REQUEST FOR PROPOSAL (RFP)**

## **THE PROVISION OF EVALUATION SERVICES**

Date: 10/05/2018

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## **1 INTRODUCTION**

This Request for Proposal (RFP) has been prepared by London & Partners Ltd (London & Partners).

The purpose of this Request for Proposal is to seek offers to supply evaluation services.

Persons to whom this Request for Proposal is of interest are invited to submit such offers in accordance with Section 4. Statement of Requirements contained within this Request for Proposal.

This document:

- (a) States the conditions which govern the Request for Proposal process (section 2).
- (b) Provides background information about London & Partners (section 3).
- (c) Describes the services which London & Partners seeks (section 4) and special information to be supplied by Respondents (section 5 & 6).

## **2 SPECIAL CONDITIONS OF RFP**

### **2.1 Closing Date**

The deadline to submit your RFP Response is **Friday 25<sup>th</sup> May 2018, 5 p.m. (UK time)**.  
No extensions will be issued.

### **2.2 Lodging of Request for Proposal Responses**

Submissions should be addressed to Priscilla Padroni at

[LGNProcurement@londonandpartners.com](mailto:LGNProcurement@londonandpartners.com)

**Any hard copy supporting information if applicable can be sent in duplicate to:**

Priscilla Padroni  
London & Partners  
6<sup>th</sup> Floor  
2 More London  
London  
SE1 2RR

Please name the subject of your email: LGN Evaluation.

### **2.3 Information to be provided with Request for Proposal**

RFP Respondents shall ensure that all information specific in this document is supplied.  
Failure to provide all the information asked for may render the RFP invalid at the discretion of London & Partners.

### **2.4 Presentation**

RFP submissions that meet the requirements stated in section 5& 6 may be invited to provide a presentation of their proposed service(s).

### **2.5 Further Information**

RFP respondents seeking further information regarding this Request for Proposal may do so in writing. The following email address will be the main contact source for all RFP respondents: [LGNProcurement@londonandpartners.com](mailto:LGNProcurement@londonandpartners.com)

### **2.6 Notice of Intention / Request for Further Information**

RFP respondents should notify the contact source above of their intention to make a submission by **Friday 18<sup>th</sup> May 2018** so that all notifications and amendments can be forwarded. Failure to notify London & Partners will not eliminate the respondent from submitting a response but may result in the respondent having inaccurate information.

Additional information provided in response to an enquiry and which, in the opinion of the London & Partners, may affect all RFP respondents, will be provided to all RFP respondents in writing.

All questions by respondents should be asked in a generic fashion, thus enabling London & Partners to provide a response that can be distributed to all RFP respondents.

**2.7 Late or Non-Compliant Request for Proposal Responses**

Late or non-compliant RFP responses may not be considered by London & Partners.

**2.8 Authority**

RFP responses shall be accompanied by a cover letter executed by a signatory with the authority, on behalf of the respondent, to negotiate terms and conditions, consult with London & Partners, and execute any contracts related to this Request for Proposal.

**2.9 Alterations, Erasures or Illegibility**

RFP responses having alterations or erasures therein and in which prices are not legibly stated are liable to rejection at the discretion of London & Partners.

**2.10 Collusion/ Joint Request for Proposal**

RFP respondents will not approach or otherwise communicate with any other RFP respondent in relation to any RFP without the full knowledge of and prior written authorisation from London & Partners. A single joint RFP submitted to London & Partners by two or more RFP respondents is permitted at the discretion and written permission of London & Partners.

**2.11 Corrections and Addenda to the Request for Proposal** Corrections and addenda to this Request for Proposal will be provided to all RFP respondents and will form part of this Request for Proposal. RFP respondents must acknowledge in writing receipt of corrections and addenda to this Request for Proposal.

**2.12 Negotiations and further submissions**

London & Partners may invite one or more of the RFP respondents to negotiate or make further submissions if deemed to be necessary.

**2.13 Notification**

Each RFP respondent will be notified in writing from London & Partners of the success or failure of their response.

**2.14 Value Added Tax (VAT)**

All prices quoted should be inclusive of VAT and clearly stated as such. RFP respondents must provide their Business Registration Number (Companies House Registration number) or provide a reason as to why one cannot be supplied.

**2.15 Standard of Responses**

The specifications contained herein are indicative of London & Partners' requirements and any services offered should be of at least the same standard and potential.

Respondents submitting alternative offers are advised also to submit a RFP in accordance with the specifications wherever possible.

**2.16 Withdrawal of the Request for Proposal**

London & Partners reserves the right to withdraw this Request for Proposal, or any part or parts of this Request for Proposal, at any time without giving reasons.

**2.17 Statement of Compliance**

Where an RFP respondent believes that it can offer an alternative which would have benefits for London & Partners, it is at liberty to do so. Such alternatives should be fully described and the advantages stated. Although the RFP respondent may offer an alternative, it will be in their interest to also submit a RFP against the requirements as presently defined in the Request for Proposal.

Responses must be concise and clear.

**2.18 Confidentiality**

The RFP respondent and London & Partners (each a “Party”) agrees that it will not at any time, either during or after the RFP process divulge any information in relation to all or any of the other party's affairs or businesses or any fact or matter relating to this RFP process and each of the parties shall use its best endeavors to prevent the publication or disclosure of any information concerning the business of the other party or any of their dealings, transactions or affairs. The RFP respondent must demonstrate knowledge and adherence to latest Data Protection legislation which includes, crucially, returning and/or deleting personal data when the service ends.

The supplier will need to comply with the requirements of the ERDF summative assessment guidance and the Data Protection Act (and GDPR 2018 as applicable).

**2.19 General Conditions of Contract**

RFP Respondents should present their standard form of contract.

London & Partners reserves the right to vary the terms on which it will contract with the successful respondent and it reserves the right to terminate the contract.

**2.20 No contract**

Neither this Request for Proposal nor any response is intended to constitute an offer to any party. There shall be no contract between London & Partners and any respondent to the RFP unless and until a separate written legally binding agreement is executed by both parties.

**2.21 Request for Proposal Costs**

London & Partners shall not be responsible for any costs incurred by RFP respondents in complying with this Request for Proposal or in any subsequent discussions or negotiations.

### **3 COMPANY BACKGROUND INFORMATION**

#### **3.1 General**

London & Partners is the Mayor of London's official promotional agency. We are a not-for-profit public private partnership, funded by the Mayor of London and our network of commercial partners. Our purpose is to support the Mayor's priorities by promoting London internationally, as the best city in the world in which to invest, work, study and visit.

We do this by devising creative ways to promote London and to amplify the Mayor's messages, priorities and campaigns to international audiences. To measure our contribution to the London economy we calculate our Gross Value Added (GVA) and the number of jobs we have helped to create in London. In order to do so, we survey all our target audiences to understand the effectiveness of our marketing efforts.

#### **3.2 Background to the project**

The London & Partners' London Growth Network (LGN) is a new initiative aiming to help London-based SMEs to overcome their barriers to growth and to grow across London (including the outer boroughs). The project will provide ongoing guidance and support in the form of a tailored growth plan, a dedicated account manager, events & workshops, access to experts via the mentoring programme and opportunities to collaborate with large corporates.

LGN is part-funded by the European Regional Development Fund programme (ERDF).

LGN will:

- Maintain and significantly increase the growth of London-based foreign-owned SMEs across London
- Enhance the productivity of foreign and London-owned SMEs by supporting collaboration with larger corporates and accessing supply chains.
- Increase engagement and understanding with the outer boroughs, leading to development of compelling propositions.

LGN aims to support 450 SMEs over three years, roughly amounting to 150 companies per year. This in turn aims to create 150 jobs and £100 million for the London economy by the end of the project.

Companies awarded a place on the scheme will be offered the following bespoke support and services:

- Growth Diagnostic
- Dedicated account management
- Mentoring from entrepreneurs
- Mentoring and access to corporates
- Peer to peer networking events



The Programme officially started in December 2016, but the actual delivery of business support started in June 2017 due to delays in the project team recruitment and set up. Between June 2018 and February 2018, we worked with around 160 SMEs, of which 65 companies completed their journey. The companies that complete the programme graduate to Alumni status, and have access to further peer-to-peer events and networking opportunities. The project end date is September 2019.

Starting from March 2018, each company joins the LGN as part of a cohort (or group of companies). The first Cohort was launched on 22<sup>nd</sup> March, and companies were introduced to the programme and its scope. The second stage is a diagnostic meeting with the account manager, who sets up a growth plan for the client based on the growth barriers identified. Activities agreed in the growth plan include meet the mentor events, meet the corporate events, 1-2-1 mentoring, tailored events and workshops. As a recipient of European Regional Development Funding, we offer at least 12 hours of support to each of our companies throughout the 3-month cohort period – up to a maximum of 20 hours.

Cohort 1 (70 companies) was onboarded in March 2018 and will graduate in June 2018.

The next cohorts will run as follows:

Cohort 2 July to Sept 2018

Cohort 3 Oct to Dec 2018

Cohort 4 Jan to Mar 2019

Cohort 5 Apr to Jun 2019

Cohort 6 July to Sept 2019

The LGN project has targets on the following Key Performance Indicators:

C1	Number of Enterprises Receiving Support: 450
C4	Number of Enterprises receiving non-financial support: 450
C5	Number of New Enterprises Supported: 45
C8	Employment Increase in Support Enterprises: 150
C29	Number of Enterprises supported to introduce new to the firm products: 48

For more information visit our website

<http://business.london/business-growth-programme>.

### **3.3 Independence and Integrity**



London & Partners is prohibited from accepting the performance of any service, or the provision of any facility, where it is likely that the independence or integrity of London & Partners would be affected.

## 4 Tender Brief

### 4.1 Overview

The purpose of this call for tender is to seek a competitive price for evaluation services to provide insight into project performance to enhance its implementation, reliable evidence of its efficiency, effectiveness and value for money.

Part of the evaluation is to develop a model to calculate the LGN's economic impact to the London economy. The economic impact model shall measure the programme's impact on London's economy in terms of GVA, over and above what would have happened without the programme.

### 4.2 Scope of the Services

The supplier will be expected to undertake a programme evaluation and provide a final summative assessment report together with a summary in line with the requirements of the ERDF summative assessment guidance and further requirements noted within tender document. As noted in the timeline (**section 4.7**) – a draft report will need to be provided by 30 April 2019, and the final report by 30 June 2019.

The summative assessment aims to identify and attribute changes achieved by the programme. As detailed within the ERDF guidance, all assessments will need to cover the following key themes:

1. **Relevancy and consistency** of the programme - in light of any changes in policy or economic circumstances during its delivery period and appropriateness of programme design.
2. **Progress** of the programme against contractual targets – any reasons for under / over-performance and expected lifetime results.
3. **The experience of delivering and managing** the programme and lessons emerging from this.
4. **The economic impact of the programme** – including intended and actual outcomes and impact.

5. **Assessing value for money** and cost-effectiveness of the programme in light of its intended and unintended outcomes and impact therefore its value for money.
6. **Conclusions and lessons learnt:** Overall conclusions based on analysis of above areas.

### **4.3 Scope of Assessment**

Methods must be in line with industry recommended best practice for this nature of assessment, such as theory-based and/or counterfactual impact evaluation (CIE), or other industry-recognised or innovative methods. Suppliers are expected to include a degree of programme beneficiary interviews and case studies to ensure meaningful and relevant information and conclusions.

#### **4.3.1 ERDF Requirement – Summative Assessment**

ERDF grant funding agreements place a requirement on grant recipients (L&P) to undertake summative assessments of funded programmes.

In line with latest ERDF guidance published in August 2017 (as noted below), L&P are now seeking tender proposals from highly experienced and qualified suppliers for the provision of the summative assessment for the LGN programme.

- ESIF GN-1-033 - ERDF Summative Assessment Guidance - [Link to guidance](#)
- ESIF GN 1-034 - ERDF Summative Assessment Guidance - [Link to guidance](#)

The supplier will be expected to undertake a summative assessment and provide a full report together with a final summary in line with the requirements of this tender document and above ERDF guidance.

#### **4.3.2 Requirements for GVA reporting**

A model shall be developed to assess the economic impact of the LGN to the London economy and value for money. The economic impact model shall measure the programme's impact on London's economy in terms of GVA, over and above what would have happened without the programme. The GVA impact shall be assessed for financial years 2017/18, 2018/19, and 2019/20, and be reported quarterly for each period.

The LGN GVA model shall, as a minimum, meet the current standards set by London & Partners' GVA models which we use to measure GVA contribution to London's economy of our activities. The London & Partners methodology is available on our website<sup>1</sup>. Upon project termination, the model shall be made available for London & Partners.

Questions to be considered in this evaluation project include (but are not limited to):

- How can we measure the additional impact of our activities on London's economy?
- Shall GVA calculations be based on revenue or jobs growth?

- How can we assess if the following have occurred and if they are a consequence of the programme:
  - a) additional revenue creation
  - b) barriers to growth overcome
  - c) expansion of servicing to other boroughs of London
  - d) sustainability/overall health of business e.g. profit margin growth, improvement in liquidity, profitability, efficiency and leverage ratios
  - e) new products or services have been created/provided
- How do we address crowding out if companies participating in the LGN enable growth through hiring people from a London economy with full employment?
- What additional measures could be used to evaluate our impact on London's economy? For example, productivity through employment to GVA ratios, market capitalisation to GVA ratios, contribution to increasing London's product and economic complexity.

If the agency requires further information from the companies, the LGN team at London & Partners will be responsible for notifying the companies who are part of the programme, to the research, to assist with response rates.

Other areas of consideration:

- GVA and job estimates need to be reported quarterly and yearly, based on the financial year (April to March). Please consider this when presenting how the GVA model will calculate the impact of the project per each cohort.
- Contacts at our cohort companies are typically very busy, and whilst we may be able to notify contacts ahead of fieldwork, it is the agency's responsibility to ensure the best practice possible to collect the requested data from companies. Please note that all companies are located within Greater London.

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Please consider how we can use this research to gather KPIs to evaluate performance and set future targets.

#### **4.4 Existing available data**

The current data fields collected for companies collected upon registration includes:

- Company description
- Office address
- London borough
- Other office locations
- Type of business > Sole trader, Partnership, Limited liability, Public limited, Limited partner, Other (specify below)
- Sector > Technology, Creative Industries, Life Sciences, Telecoms, Media, Other (specify below)
- Subsector > Media, PR, Marketing
- Trading period > Not currently trading, Less than 6 months, 7-11 months, 12-23 months, More than 24 months
- Company registration number

- Date of registration○
- Past year's annual turnover > None as yet, Under £10K, £10K-£49,999, £50K-£99,999, £100K-£149,999, £150K- £199,999, £200,000K-£249,999, £250K-£499,999, £500K-1m, Over £1m
- No. of employees in London
- No. of employees in total
- Financial statements

The companies who graduated by December 17 were contacted and answered a series of questions. Out of 65 companies, 22 companies provided their answers. The data fields available, include the following:

- Satisfaction
- Likelihood to recommend
- Satisfaction with specific parts of the programme
- Satisfaction with account managers
- Barriers overcome
- Helpfulness of the programme in overcoming barriers
- Ability to receive support to overcome barriers elsewhere
- Improvement suggestions
- Number of full-time employees
- Sector
- Turnover

This data will be made available to the agency upon request.

#### **4.5 Summative assessment final report structure**

##### Section 1: Programme context: Design, Relevancy and consistency

The report will need to consider the economic and policy context in which the programme was designed, including the nature of the market failure, the programme objectives and the rationale for the delivery approach. This section should include critical analysis about the appropriateness of the programmes design given its objectives.

It should consider whether there has been a change in this context and whether it has any implications for the practical delivery of the programme and the benefits which could be realised for beneficiaries and the local economy as a whole.

##### Section 2: Programme progress

This section should consider the progress with the implementation of the programme, drawing in particular on annual and lifetime performance against the expenditure, activity and output targets. Variations from the targets should be carefully explained and supported by the available evidence.

##### Section 3: Programme delivery and management

This section of the summative assessment will need to provide a more qualitative analysis of the implementation of the programme. This should include procurement, selection procedures, delivery performance, governance and management. It needs to consider the elements of programme delivery which have gone well and, if necessary, the elements which have gone less well.

##### Section 4: Programme outcomes and impact

The analysis here will need to set out the progress that the programme has made towards outcomes and impacts. This section should also provide conclusions about the contribution that the programme has made to any ERDF programme result indicators which are identified as relevant to the programme.

The evaluation will also test the effectiveness of the services from the beneficiary point of view. Material for this will be derived from event feedback forms and interview questionnaires from a sample of beneficiaries.

#### Section 5: Programme value for money

Drawing upon the analysis in the impact assessment section, this section of the summative assessment report will need to provide a clear analysis of the value for money that the programme has provided. This may be benchmarked against other similar interventions where appropriate / relevant.

#### Section 6: Conclusions and lessons learnt

As per the characteristics and analysis contained within the rest of the summative assessment report. It is suggested that the conclusions are structured around identifying the strengths and weaknesses of the programme.

### **4.6 Critical Success Factors**

London and Partners will evaluate all quotations on the following criteria:

- Understanding of brief
- Quality of methodology
- Relevant experience
- Value for money.

### **4.7 Phasing**

The Key outputs and milestones are expected to be as follow:

- Opportunity advertised – 10<sup>th</sup> May 2018
- Deadline for receipt of quotations – 5pm on 25<sup>th</sup> May 2018 for hard copies and electronic copy
- Evaluation and selection – 30<sup>th</sup> May 2018
- Interview/Presentations – 5<sup>th</sup> June 2018
- Notification of preferred supplier – 8<sup>th</sup> June 2018
- Standstill period – 10 days
- Indicative start date of contract – 25<sup>th</sup> June 2018
- Inception meeting including detailed project plan – Week commencing 2<sup>nd</sup> July 2018



- A logic model as set out in the ERDF logic model template – Week commencing 3<sup>rd</sup> September 2018
- Description of the economic impact assessment methodology written in line with the London & Partners' current methodology paper (i.e. including background, rationale for intervention with logic chain, evaluation methodology and summary of calculation steps) – Week commencing 3<sup>rd</sup> September 2018
- GVA model – Week commencing 3<sup>rd</sup> September 2018
- Quarterly GVA for the financial years 2017/18 and year to date 2018/19 – Week commencing 3<sup>rd</sup> September 2018
- Quarterly GVA for the financial years 2018/19 and 2019/20 – to be delivered first week after each quarter until the last company has graduated
- Draft interim report – 31<sup>st</sup> January 2019
- Draft evaluation report – 30<sup>th</sup> April 2019
- Final evaluation report – 30<sup>th</sup> June 2019
- Final Excel data tables of results – 30<sup>th</sup> June 2019
- Monthly updates on the progress of the project until 30<sup>th</sup> June 2019. Governance of the project after any potential extension of the LGN.

## **5 Content**

The quotation should be no more than 4 sides of A4 and should include:

- Examples of recent relevant experience
- Description of suggested evaluation and GVA methodology
- Information on skills and experience of staff who will undertake the work
- Budget with clear explanation of all fees to be charged
- Declaration of any (potential) conflicts of interest that may rise through working on this project.
- Required documentation evidencing financial, economic, technical and professional capacity as per section 6.2.

### **5.1 Payment Arrangements**

London & Partners payment terms are 30 days from the receipt of an invoice following receipt of goods or services.

Our preferred frequency of billing is monthly.

All RFP respondents must agree to provide invoices in a format which is suitable for London & Partners. London & Partners will pay by electronic funds transfer (EFT) direct to the nominated bank account of the supplier.

RFP respondents should state any discounts they offer for payments within certain time periods.

Prices provided by RFP Respondents are to be quoted in British Pounds and remain valid over six months. In addition, London & Partners reserves the right to purchase extra proposed options over time.

## **6 Evaluation criteria**

### **6.1 Exclusion Criteria**

Tenderers shall be excluded from participation in a procurement procedure if:

- they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations
- they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata
- they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify
- they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed
- they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the European Union's financial interests
- following another procurement procedure or grant award procedure financed by the European Union budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

### **6.2 Selection Criteria**

Tenderers should have the necessary financial, economic, technical and professional capacity to perform their obligations under the contract.

Documentary evidence of the Tenderers' claims in respect of the below-mentioned criteria is required.

- **Previous experience**

The Tenderer must provide evidence of previous relevant experience

- **Financial and Economic Capacity**

Evidence of financial and economic standing shall be furnished by the following documents and minimum requirements:

(a) Copy of the financial statements (balance sheets and profit and loss accounts) for the last financial years for which accounts have been closed, where publication of the accounts is required under the company law of the country in which the economic operator is established.

If the tenderer is not obliged to publish its accounts under the law of the state in which it is established, a copy of audited accounts for the last financial years should be presented.

(b) A statement of the average turnover of the last financial years for which accounts have been closed.

- **Technical and professional capacity**

The evidence provided of the relevant background and technical capacity of the Tenderer shall cover the following aspects: a) Report presenting the company and describing its activities b) Good working knowledge of English; c) Tenderer should provide a list of references (minimum 2, public or private)

## **6.3 Award Criteria**

### **6.3.1 Quality of the Offer**

Once the Tenderer has demonstrated the appropriate capacity to perform the Contract on the grounds of the selection criteria, the offer will be assessed based on the award criteria.

No	Qualitative Award Criteria	Weighting (max. points)
Criteria 1	Understanding of the brief and compliance with the requirements listed in the Scope of Service of this document.	15%
Criteria 2	Quality of the methodology	40%
Criteria 3	Team skills	20%

Criteria 4	Relevant experience	25%
<b>Total Qualitative Points (QP)</b>		<b>100%</b>

Minimum attainment per criterion: offers scoring less than 50% for any criterion will be deemed to be of insufficient quality and eliminated from further consideration.

Minimum attainment overall: offers scoring less than 60% after the evaluation process will be considered to be of insufficient quality and eliminated from the following phase.

### 6.3.2 Price

The offer will be assessed based on the best value for money. The qualitative award criteria points will be weighted at 75% in relation to the price.

### 6.3.4 Presentation Stage

The Tenderers representing the top 3 may be invited to present to a panel representing LGN. The presentations will last up to 60 minutes including time for questions and answers. The presentation team should comprise no more than 4 people, including those who would provide the Services. The presentation will be based upon the Tenderers original response and give the tenderer the opportunity to detail how they will provide the services and give greater clarity to their tender responses. The presentations will take place at the London & Partners offices in London. The presentation stage contributes to the determination of the final award of contract. The presentation stage shall be scored by the panel and based upon the Tenderer's understanding of the LGN's needs and the services required, and their overall technical submission. Marks of 0 – 4 will be allocated using the scoring definitions stated below. The total marks received during the tender stage will be adjusted up or down based on the presentation and clarifications. The final ranking will be determined from the final marks allocated following the presentation stage.

Grade	Quality	Description
0	Totally inadequate response	No confidence that the Tenderers can meet the requirement.
1	Poor response	Very limited and or poor quality of evidence provided that supports that the tenderer meets little of the requirement with major concerns that leads to the



		conclusion of a low level of confidence that the tenderer can meet the requirement.
2	Reasonable response	Evidence provided that supports that the tenderer meets most of the requirement with minor concerns that leads to the conclusion of a mid-level of confidence that the tenderer can meet the requirement.
3	Good response	Evidence provided that supports that the tenderer meets the entire requirement that leads to the conclusion of a mid to high level of confidence that the tenderer can meet the requirement.
4	Excellent response	Comprehensive evidence provided that supports that the tenderer meets all the requirement that leads to the conclusion of a high level of confidence that the tenderer has the required skills, experience or resources required.

## **7 Award of The Contract**

The contract will be awarded to the offer which is the most cost effective (offers the best value for money) which obtains the highest number of points after the tender evaluation based on the ratio between the quality criteria (75%) and the price (25%)\*, adjusted on the result of the presentation and clarifications.

\*The following formula will be used:

$$\text{TWP} = (\text{QP} \times 0.75) + (\text{PP} \times 0.25)$$

Where;

QP = Qualitative points; PP = Weighted price points; TWP = Total weighted points score

## **8. Estimated contract value**

The value for this contract is £35,000 inclusive of VAT (including all services provided).

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<sup>i</sup> <http://www.londonandpartners.com/about-us/how-we-measure-our-impact>