



CALL FOR PROPOSALS – Enterprise Steps Project Summative Assessment

Newham College of Further Education seeks to contract a project evaluator for the 'Enterprise Steps' project, which is part funded by the European Regional Development Fund (ERDF) in London.

The opportunity is to conduct an external project summative assessment of all project activity and to inform improvements in the way the project is delivered until its closure in September 2019. The successful supplier will be responsible for a full impact evaluation report that responds to the requirements of both the GLA and the project partners and which follows the ERDF Project Summative Assessment Guidance.

The supplier will be expected to provide ongoing advice throughout the lifetime of the project and to support the project in preparing for the evaluation exercises.

The maximum contract value is up to twelve thousand five hundred and forty pounds (£12,540) inclusive of VAT, and tenders must be from suitably qualified and experienced organisations to deliver the requested scheme of work.

1. Newham College of Further Education – Centre for Innovation and Partnerships (CIPs)

The Centre for Innovation and Partnership (CIPs) was established by Newham College of Further Education in 1997 to lead on activities to support the local and regional regeneration agenda, and to open up new ways of training and supporting individuals and businesses. Central to all of this is CIPs ability to establish strong partnerships and secure external funding. In the current year, CIPs has successfully secured over £5m of external funding which has created a major capacity for partnerships, collaboration, development, and innovation projects.

The College supports businesses across a wide range of sectors, and specialises in support to business start-ups, creative businesses, and businesses owned by women and people from Black and Asian Minority Ethnic communities.

2. Enterprise Steps

The Enterprise Steps project is led by Newham College with London South Bank University and Enterprise for London. The project identifies and engages pre-trade and early stage SMEs pan-London to create new enterprises and help existing enterprises survive, prosper and grow.

The Enterprise Steps model provides intensive start up and training support for new enterprises, which then move onto the business support and mentoring programme. We also have a third strand which identifies and provides intensive support to enterprises with high growth potential.

3. Key Themes of the External Project Summative Assessment

The Project Summative Assessment is about understanding the experience of implementing the ERDF project, the difference the project has made, whether it has provided value for money, and the lessons which can be learnt from the experience. Whilst the approach to

collecting information and the type of analysis for each summative assessment may vary, all assessments need to cover the following themes:

- **Relevance and consistency:** the summative assessment must explore the continued relevance and consistency of the project, in light of any changes in policy or economic circumstances during its delivery period.
- **Progress:** the summative assessment will set out the progress of the project against contractual targets, any reasons for under or over performance, and the expected lifetime results.
- **Delivery and management:** the summative assessment must explore the experience of implementing and managing the project and any lessons which have emerged from this
- **Impacts:** the summative assessment, where possible, must show the economic impact attributable to the project, including both the intended and actual outcomes and impact.
- **Assessing value for money:** the summative assessment must analyse the cost-effectiveness of the project in light of its intended and unintended outcomes and impacts, and hence its value for money.

The summative assessment will help stakeholders to understand better the difference the project has made in practice to its local economy, community and beneficiary groups. It will also improve the effectiveness of measures to enhance local economic growth in the future and provide valuable informations for the evaluations of the national ERDF programme.

4. Requirements for the summative assessment plan

The successful bidder will be required, as part of the evaluation, to develop a plan and research methodology that demonstrates the most appropriate approach and study design for evaluating the impact of the project. Bidders will be expected to identify the economic analytical tools/statistical methods that are proposed in order to meet the specification output requirements outlined throughout this document.

As such the requirements for the summative assessment plan include:

- **Statement of objectives, scope and research questions**
The summative assessment plan must provide a clear statement of objectives for the summative assessment. These objectives should clearly state what the focus of the assessment will be and what insight and evidence it will seek to provide. These objectives must be tailored to the specific characteristics of the project.
- **The project logic model**
All sections of the logic model must be completed, and the required project classification information must be provided.
- **Approach, methods and tasks**
The plan must provide a description of the evaluation methods that the summative assessment will use. This needs to encompass the methods that will be used to evaluate the delivery of the project, as well as the methods that will be used to determine the outcomes, impacts and value for money.
- **Data and monitoring**
The summative assessment plan must outline the ERDF outputs that the project is contracted to deliver. In addition, the summative assessment plan should also demonstrate whether you need to collect any additional data over and above that required by the National Evaluation to support the successful implementation of the summative assessment plan.
- **Implementation plan**
The plan will need to outline the practical steps you propose to take in order to implement the summative assessment. This needs to cover the assessment route, timescales and outputs, and managing the assessment and ensuring quality.

- **Using and disseminating the findings**

The full summative assessment should be available to the Growth Delivery Team. The Summary Findings Template should also be freely available.

5. Recommended report structure

The successful bidder will be required to follow the ERDF Summative Assessment Guidance and produce the assessment report using a standard format. The key components of this are set out in Appendix F and include:

- Project context
- Project progress
- Project delivery and management
- Project outcomes and impact
- Project value for money
- Conclusions and lessons learnt

6. Specification of requirements

Bidders will be required to submit detailed proposals demonstrating:

- Understanding of the brief and its context;
- Proposed research and evaluation methodology following the Summative Assessment Guidance;
- Detailed work plan;
- Evidence of previous relevant evaluation experience;
- Evidence of individual study team members' qualifications, skills and experience; individual roles and responsibilities within the study team and their input at each stage of the work;
- Comprehensive risk assessment – the successful bidder will have taken all reasonable measures to mitigate any potential risk to the delivery of the required outputs. Therefore, the bidder should submit a comprehensive risk assessment covering:
 - the key assumptions underlying the proposals and the anticipated challenges that might be faced;
 - the estimated level of risk involving these assumptions/challenges;
 - and proposed contingency plans that the bidder would put in place to mitigate any occurrence of each of the identified risks, with the ultimate aim of ensuring that the evaluation is completed in a timely and credible way;
 - Price (refer to Pricing Schedule)
- Detailed cost breakdown relating to delivery of the required services
- Evidence of financial capacity to deliver the services over the duration of the term

Please also attach the following:

- Names, job titles and brief biographies / relevant experience of proposed team members including any relevant education or professional qualifications;
- Named contact person with overall responsibility for the achievement of this contract
- A confirmation that no conflicts of interest would arise in managing this brief within your organisation;
- 2 references.

7. Contract Value

The contract value is up to £12,540 including VAT.

Please note – VAT. If you cannot recover VAT for the project you should include VAT within your project costs. If you are able to recover VAT, it should be excluded. In the event of your bid being accepted you will not be able to charge VAT on top of project costs. You are responsible for determining your own VAT recovery position and should submit cost proposals accordingly.

8. Timescale for the Project Summative Assessment

The key outputs and milestones below provide a framework that the successful bidder will be expected to follow to deliver the project summative assessment report. Bidders should also complete the pricing schedule.

Key project milestones /outputs	Anticipated Date
Call for proposals published	19/07/2018
Deadline for receipt of tenders	06/08/2018, 12pm
Decision on successful bidder	10/08/2018
Contract award	24/08/2018*
Contract formalities completed	w/c 27/08/2018
Inception Meeting	29/08/2018
Progress Meeting 1	TBC
Progress Meeting 2	TBC
Progress Meeting 3	TBC
Interim findings reported	December 2018
Presentation to Steering Group	December 2018
Progress Meeting 4	TBC
Progress Meeting 5	TBC
Progress Meeting 6	TBC
Draft Final Report Submission	June 2019
Presentation to Stakeholders	July 2019
Final Report Submission	30/08/2019

*Allowing 10 days

Proposal submission

Proposals should be no longer than 6 sides of A4 (excluding CVs or biographies) and should be submitted by email to the ERDF Project Coordinator:

info@enterprisesteps.co.uk. Proposals must be received before Monday 6th August 2018, 12.00pm. Any received after this time and date will not be considered.

9. Evaluation Criteria

Contract will be awarded based on:

Suitability, knowledge and experience in the field (50%)

Work plan and risk assessment (20%)

Value for money: cost and value added to the Enterprise Steps Project (20%)

Availability (10%)

The successful applicant will be expected to submit all invoices no later than 1st October 2019, in order to ensure that all invoices are paid within the lifetime of the project. No invoices submitted after this date will be paid.



It is the intention of Newham College to release payments to the appointed supplier upon satisfactory completion of stages as follows:

Enterprise Steps progress meeting 1	25%
Enterprise Steps Interim Findings	25%
Enterprise Steps Final Evaluation Report	50%

Newham College is not bound to accept the lowest priced Quotation or indeed any Quotation. Newham College also reserves the right to accept all or any part of a Quotation. A final decision on the award of contracts will be subject to the satisfactory outcome of any negotiations, or any outstanding issues being resolved. Documentation received in response to this invitation to tender shall be treated as private and confidential except where the disclosure is required by law.

The successful applicant will be offered a contract with Newham College based on the tender submitted and will be expected to deliver the activities and outputs specified. All expenditure and activity must be completed by the date stated in the tender specification.

Annexe 1 – **PRICING SCHEDULE**

Tender for	Enterprise Steps ERDF Project
Length of Contract	

Name of Contractor	
Address	
Post Code	
Telephone	

Note to bidders: please treat the generic template below as a set of minimum requirements and tailor it to produce detailed costings of your work plan.

Work plan timeframe	Work plan stages /tasks	Evaluation team time input – no. of days broken down by each individual evaluation team member against each task					Totals
Key dates & timescales	1. Individual work plan stages with a break down of individual activities /tasks (preferably in chronological order) 2. Identify delivery of key outputs /deliverables						Time sub-totals per stage /task
Total of days per evaluation team member							Total days for evaluation team
Corresponding day rates per evaluation team member							
Total fees per evaluation team member							Total fees
Total expenses							
Total fees & expenses excluding VAT							
VAT							
Total cost (fees & expenses including VAT)							

Signed on behalf of the Contractor _____

NAME (BLOCK CAPITALS) _____

DATED _____

Authorisation

SIGNED BY _____

NAME (BLOCK CAPITALS) _____

Annex 2 – Project Overview

Background and description of the project

The Enterprise Steps project is led by Newham College with London South Bank University and Enterprise for London. The project identifies and engages **pre-trade and early stage** SMEs pan-London to create new enterprises and help existing enterprises survive, prosper and grow.

The Enterprise Steps model provides intensive start up and training support for new enterprises, which then move onto the business support and mentoring programme. We also have a third strand which identifies and provides intensive support to enterprises with high growth potential.

STAGE 1 : New pre-start and fledgling enterprises receive a tailored programme to support their creation and establishment.

- Idea generation & Improving business ideas
- Market research
- Presentation skills
- Business start-up costs, pricing & profits
- Business Planning
- Marketing plan – trend, target marketing, methods
- Business SWOT
- Business vision and values
- Business names
- Branding & image
- Management and organisation

STAGE 2 : Existing early stage enterprises, along with new enterprises which we have created will agree a tailored programme of activities, to help them survive, flourish and grow.

- Developing your Business Idea
- Market Identification, Research & Testing
- Business & Financial Planning
- Marketing & Sales
- Legal & Taxation
- Growth Planning i.e. New Products, Innovation
- Survival Strategies i.e. Diversification
- Intellectual Property
- Setting up a business
- Is there a market for your business?
- Financial forecasting
- Marketing
- Building Effective Relationships (LSBU)
- Leadership Development (LSBU)
- Personal Development (LSBU)
- People Management (LSBU)
- Investment Readiness (LSBU)
- Key Account Management (LSBU)
- Business Planning & Forecasting (LSBU)

- Sources of Finance (LSBU)
- Efficiency Management (LSBU)
- New Markets (LSBU)
- IP (LSBU)
- Digital Marketing (LSBU)
- Branding (LSBU)
- Sales & Presentation (LSBU)
- PR (LSBU)
- Pitch Deck Creation (LSBU)
- Demo Day (LSBU)
- Ethics, Policy and Leadership (LSBU)
- Stand Out From The Crowd (PR Master class) (LSBU)
- Management Accounting (LSBU)
- Presentation Techniques (LSBU)
- Advanced Sales Development (LSBU)
- Digital Marketing (LSBU)
- E-Business Planning (LSBU)
- Access to Finance (E4L)

STAGE 3 : As part of our diagnostic assessment and action plan, we identify new enterprises or early stage enterprises who have the potential for high growth. These are benchmarked against our 5 point criteria for Growth Potential - potential for 1) high value contracts; 2) Growth sector trading; 3) Job creation; 4) International markets; 5) Diversification.

Partners

Enterprise Steps has been approved under ERDF Priority Axis 3 Enhancing Competitiveness of Small and Medium-Sized Enterprises, Investment priority 3a – Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms, including through business incubators.

There are 4 delivery partners – Newham College (project lead), London South Bank University, South Bank University Enterprises Ltd, and Enterprise for London.

Timescales

The project start date was 01 October 2016, however the funding agreement was not received until January 2017 and full delivery commenced in April 2017. The project end date for delivery is 30 September 2019 with the financial completion being 31 December 2019.

Outputs/outcomes:

GLA code	Quantity	Description
ER/C/O/01	325	Number of enterprises receiving support
ER/C/O/04	325	Number of enterprises receiving non-financial support
ER/C/O/05	250	Number of new enterprises supported
ER/C/O/08	50	Employment increase in supported enterprises
ER/C/O/28	15	Number of enterprises supported to introduce new to the market products
ER/P/O/11	100	Number of potential entrepreneurs assisted to be enterprise ready



Annex 4 – ERDF Summary

European Regional Development Fund (ERDF) 2014-2020

The European Structural and Investment Funds programme provides funds to help local areas grow. The funds support investment in innovation, businesses, skills and employment and create jobs.

Running from 2014 to 2020, there are three types of funds involved in the programme.

- European Social Fund (ESF) focuses on improving the employment opportunities, promoting social inclusion and investing in skills by providing help people need to fulfil their potential.
- European Regional Development Fund (ERDF) supports research and innovation, small to medium sized enterprises and creation of a low carbon economy.
- European Agricultural Fund for Rural Development (EAFRD) supports rural businesses to grow and expand, improve knowledge and skills and get started.

ERDF funding is €3.6 billion - approximately £2.6 billion based on December 2015 exchange rate calculations.

The England Programme, including detail around priority areas and governance, was formally adopted (approved) by the European Commission in June 2015. Each of England's 39 Local Enterprise Partnership (LEP) areas has a local plan for delivering the England Programme. These local plans describe local development needs and priorities in relation to the England Programme.

Further information is available:

<https://www.gov.uk/government/publications/draft-european-regional-development-fund-operational-programme-2014-to-2020>

<https://www.gov.uk/guidance/england-2014-to-2020-european-structural-and-investment-funds>



Annex 5 – Project Summative Assessment Guidance and Appendices