

Request for Proposal (RFP)

Be the Business – Call off Contract - Evaluation

21th October 2022

Be the Business
26-28 Glasshouse Yard
London
EC1A 4JU

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Confidentiality Statement

The applicant will not disclose, divulge, or impart to any third party, other than those designated in writing by Be the Business, any Information.

The applicant will not use any Information, in whole or in part, for any purpose other than preparing and submitting the RFP unless agreed beforehand, in writing, by Be the Business.

The applicant will only disclose Information to those of its employees and contractors as may be necessary to prepare and submit the RFP and will ensure that those employees and contractors comply with the terms of this confidentiality statement.

This duty of confidentiality will not extend to any Information to the extent that such Information at the time of receipt by the applicant was in the public domain; or:

- after receipt by the applicant was made public by a third party acting without impropriety in so doing; or
- was in its possession before receipt from Be the Business and was acquired directly or indirectly from a source wholly independent of Be the Business, and the applicant can establish this by competent proof; or
- is required by law to be disclosed, provided that the applicant notifies Be the Business of such requirement as soon as reasonably possible after becoming aware of the same.

The provisions of this section will survive the RFP expiration or earlier termination of this RFP and continue to apply for a period of ten (10) years from the date of such expiration or earlier termination.

Terms and Conditions of this Proposal

- In managing this procurement, the Buyer will endeavour to act fairly and reasonably in all its dealings with interested suppliers and Respondents, and to follow due process which is open and transparent.
- This RFP does not commit Be the Business to award a contract or to pay any costs incurred in the preparations or submission of proposals, or costs incurred in making necessary studies for the preparation thereof or to procure or contract for services or supplies.
- Be the Business reserve the right to cancel the RFP and any or all proposals may be rejected as a result.
- Following submission of the proposals and their final evaluation, Be the Business reserves the right to retain unsuccessful proposals. It is the responsibility of the Vendor to identify any information of a confidential or proprietary nature contained in its proposal so that it may be handled accordingly.
- Please make clear when giving any financial values whether it includes VAT or not. We would prefer that any monetary values are given free of VAT and VAT calculated separately.

Section 1: Submission & Selection

Selection Timeline

Event	Deadline date
Published and released to market	Friday 21 st October 2022
Response deadline	Friday 4 th November 2022
Decision	Friday 11 th November 2022
Project start date	Monday 16 th November 2022

Submission Delivery Details

- All submissions should be submitted by email to Adam.Hardy@bethebusiness.com and Josh.Sheppard@bethebusiness.com.
- Hard copies are not required.
- The electronic submissions must be in PDF format.
- There is no limit on the number of pages that can be submitted for this proposal, however we wouldn't expect it to be more than 20 pages. Appendices of CV's can be in addition to this 20-pages.

Submission Questions and Clarifications

You may contact the following people if you have any questions or require clarification on any topics covered in this document.

Joshua Sheppard

Evaluation & Insights Manager

Email: Josh.Sheppard@bethebusiness.com

Adam Hardy

Head of Evaluation

Email: Adam.Hardy@bethebusiness.com

Selection Criteria

We will select the provider based on the following criteria:

- Alignment with aims and objectives
- Quality of provider / demonstration that provider will do a high-quality piece of work.
- Alignment with needs, requirements and answers to the questions outlined in Section 4.

Section 2 – Background About Be the Business

Background to Be the Business

Be the Business was launched in 2017, with funding and support from the UK government and some of Britain's leading companies, including BAE Systems, GSK, Siemens, Amazon, Lloyds Banking Group, McKinsey & Co and Accenture.

We are an independent charity designed to bring together large and small companies, with the aim of increasing productivity and performance throughout the UK SME community. The aim is to help thousands of small and medium sized businesses from all sectors to understand their current performance and actively seek out ways to improve. By making incremental improvements to all businesses this will improve the UK economy and the standard of living for the nation's population.

Section 3 – Projects & Programmes Overview

Be the Business are seeking to secure the services of a monitoring and evaluation expert service provider (hereinafter called "Vendor"). The Vendor must be an expert in public sector monitoring and evaluation and be able to design and deliver process and impact evaluations of our current and future SME productivity programmes.

Aim

The core aim of this project is to pick a supplier to provide evaluation services across BtB for this year and future years upon reaching renewal terms. This contract will result in a supplier being offered first refusal on all BtB evaluation requirements and will cover work from full impact evaluations to shorter evaluations or consultancy time on specific projects.

Outputs

The outputs of this tender opportunity should include an evaluation partner that provides:

- Evaluation reports delivered on time and on budget as agreed in statement of terms.
- Evaluation reports being produced in line with our Evaluation Framework.
- An overarching view of the impact of Be the Business.

Timeline

We would like put the contract in place in early November and kick off some of the initial projects as soon as this is in place.

Context

Be the Business has undertaken evaluation with various partners since 2019 and has built up a wealth of evidence on our programmes. This has enabled BtB to gain and share valuable insight into our activities, however we are now looking to work with one evaluation partner over the longer term. We believe there are several benefits of doing so and these are outlined below:

- Extra synergies can be gained from an evaluation partner spending more time working closely with BtB and developing greater knowledge of the broad range of our activities.
- This joined up approach will enable better measurement of overall BtB impact.
- Reduced levels of bid writing and administration for both the evaluation partner and BtB and simplified contracting arrangements over the longer term.
- Added flexibility to assist with a wider variety of BtB programmes and interventions and a complex range of partners and funders.

This work will be expected to cover a range of potential activities and Vendors should have the capacity to deliver in each of these areas and other potential areas. Further descriptions of the known areas of work are listed below. Our overarching organisational logic model is shown below.

Logic Chain

Inputs	Activities	Outputs	Outcomes	Impacts
IP	BtB Programmes	Number of individuals completing the programme	Immediate: <6 months	Medium term: 1-2 years
Human resources	Test, learn and share: develop innovative resources and interventions, and expand propagation through others – to enrich, improve and support ecosystem	Demand-side activation: improved perception and recognition of and receptiveness to business support	Individual: Change in Knowledge, Awareness of Leadership Practices Firm: Improved understanding of benefits of support	Improved management and leadership skills for labour force (industry volunteers and SME business leaders)
Infrastructure and Facilities		Greater awareness of leadership practices & potential of technology	Medium Term: 1-2 years Individual: Increased self confidence Firm: take up of further support.	Long Term: >2 years Increased productivity of SME participants measured by GVA/worker which is sales minus depreciation and costs of goods and services bought.
Government and private sector funding	Independent centre of excellence and insights, can be drawn on by the whole ecosystem	Greater take-up of support within this segment	Action towards better business practices Reduced wastage Increased staff engagement, skills and retention	
	Demand generation through campaigns	Initial experience increases business leader confidence and willingness to take-up and action support	Improved quality of goods and services Increased margins, or sales	
		Supply side receptive	Adoption of new to firm technology	

Indictive activities

An impact evaluation of the BtB Boards programme will be one of the first key pieces of work to deliver under this contract and we are expecting work to start shortly after this arrangement is finalised. The Boards Programme is one of the flagship programmes for BtB and provides support to small businesses over a 12 month period. The programme has been running for a number of years with around 100 businesses going through it. We expect financial year April 22/23 will be the biggest year for the programme with an estimate of 160 businesses receiving support through the programme. The Vendor would be expected to provide an evaluation approach which covers the activity that has occurred to date, and which can be used to cover future activity.

We are also interested in better understanding the total impact BtB has at an organisational level taking into account the wide variety of interventions and activities that BtB undertakes. We expect that having a longer-term evaluation partner will assist with this task.

A number of evaluations have already taken place for BtB and these are published on our website. A central feature of these evaluations, where feasible, is data matching. We envisage further data matching of our beneficiary's data with central administrative datasets and would welcome Vendors suggested approach to this.

Be the Business is also running several small-scale pilots with corporate partners who would like to know the impacts of their specific mixture of activities for the cohorts of firms they have provided. Sometimes this can include a mixture of programmes including Boards & Mentoring & digital content. The Vendor would need set out their approach to how they would be able to assess the impact at an overall programme level but also the contributions of smaller scale specific funders and providers.

As part of BtB activities to drive demand from small businesses to take up leadership and management skills the organisation undertakes campaigns. Last year, an evaluation into this campaign activity was undertaken to try and capture its impact. These activities are generally very short interactions with businesses with the aim of increasing awareness and driving them to take up greater levels of business support and so impact evaluations in this space can be challenging.

Key elements of your response

As part of this tender process we expect the Vendors to briefly outline their approaches to the above tasks. This does not need to be a detailed project plan with full costings at this point, but mainly for the evaluation partner to outline key ideas and any innovative approaches they would use to enable the collection of robust evaluation evidence.

We would also expect the Vendor to outline how they would go about implementing the wider relationship with BtB in order to set the contract up for success. A workplan will be agreed at the contracting stage for a period of 6/12 months. At the same time, we are likely to require some flexible support on ad-hoc and small-scale monitoring and evaluation projects likely to be in the region of 20/30 days worth of time.

A typical year might include 1-2 programme evaluations, a campaign evaluation, data matching for previous evaluations and support to reflect on BtB overarching impact. The Vendors are expected to outline in their bid the individual day rates for members of the team on which projects will be priced.

As part of this tender exercise, Vendors should set out the requirements for managing the overall arrangements and the expected level of notice required regarding pieces of work. BtB may choose to discontinue the contract if it judges that the agreed SLAs are not being met satisfactorily and that the relationship is not providing the synergies or value for money expected.

Section 4 – Proposal Content

This section of the RfP outlines what we would expect to see in any proposal and the types of questions it would be useful to know the answer to.

Capability & Approach

- How does your proposal meet the requirements set out in the *Section 3 – Project & Programme Overview*?
- What SLAs can you offer?
- Please outline any key subcontractors that you plan to use as part of the contract
- Please summarise your overall approach to business support, campaign, organisational impact and data matching including any key techniques you would use or pieces of analysis.
- Will any key sub-contractors be required as part of the support you provide? If so, how will this impact upon the work you do and how will the quality and timeliness of their work be managed?

Team, Administration & Resource

- What team would you propose to pull together this work? We understand this might not be straightforward without having full details on the pieces of work, but at a minimum please set out the key structure you expect in terms of relationship and contract management.
- What team structure would you recommend?
- Please include personal biographies (bios) of the proposed team members including some background experience and key skills. ***This can be provided in an Appendix to the main document.***
- Your approach to staff continuity where there is planned or unexpected absences or where key individuals were to leave the organisation.

Project Experience

- Can you provide examples of previous similar projects? Please include references and/or testimonials from previous clients.
- Are you happy if we reach out to one of your reference Clients to discuss their experience of working with you?
- Have you delivered previous projects:
 - o which required a strong focus on results-based management?
 - o with relatively new organisations?
 - o with public / private sector hybrid organisations?

Contract management

- The Vendor must be able to make available appropriate financial evidence in order to ascertain the financial stability and capability for taking on the scale and duration of this project. Be the Business may also ask for proof of cover of professional/company indemnity insurance from minimum of £1 million. Please provide a contact name for financial validation.
- We would also expect the organisation to have a clear data security policy and fully comply with the Data Protection Act 2018 which applies the UK General Data Protection Regulation.
- Please outline your approach to the handling of data and what will happen with any survey data once the project has been completed.
- Please outline your approach to identifying and managing risk across the organisation and any key risks you think might arise as part of this project
- What would your approach be to exit management regarding the contract?
- What business continuity plans or disaster recovery plans do you have if an adverse event was to occur?

Costs

- Please include a full-breakdown of day rates which the costings of the work will be based on.
- Where there are any known costs such as contract management please outline what these are.

General comments

If there are any general comments, questions or suggestions that you would like to make as part of this proposal then please include them.