

INVITATION TO TENDER

August 2019
Evaluation and monitoring project support
Reference 2019/20 – 09

1. Overview

This invitation to tender is issued by the London Waste and Recycling Board (LWARB) ('the Customer') on behalf of the Resource London programme. The tender is for the provision of evaluation support services in relation to a number of Resource London research projects.

2. Background to Resource London

Resource London is the jointly funded partnership programme created by LWARB and WRAP. It is a support programme for London waste authorities, helping them to achieve recycling targets set by the Mayor of London and national government. It maximises the resources of both organisations for the benefit of London.

The objective of the programme is that by 2020, London will have more consistent and more efficient waste and recycling services that:

- reduce the city's waste footprint and reinvigorate recycling to make a significant contribution towards the Mayor's ambition for London to achieve 65% recycling by 2030; and
- can make a significant contribution towards England achieving its 50% household waste recycling target in 2020.

More information about Resource London can be found on our [website](#).

3. Background to the requirement

Resource London is developing and already delivering a number of regional research projects including: the Peabody Flats project; the Contamination Hit Squad (CHS) project and a project looking at the short term let market.

Each research project is underpinned by a comprehensive monitoring and evaluation (M&E) plan. The aim of these M&E plans is to provide robust data on which Resource London can advise policy makers and London local authorities on future waste and recycling service provision decisions.

4. The Requirement

In order to deliver M&E plans for existing and new research projects, Resource London requires a Service Provider (henceforth 'the M&E Advisor') to support Resource London project managers to:

- Develop and write research project M&E plans, for approval with the Resource London project manager;
- Support the appointment of third-party M&E contractors to deliver agreed M&E plans; and

- Management of the third-party appointed M&E Contractors on behalf of the Resource London project manager. Reporting back to and taking instruction from the Resource London project manager on the delivery of the M&E plan.

Current research projects that Resource London require support on as part of this contract include:

- Flats waste modelling;
- Contamination Hit Squad; and
- Short term lets.

For the purpose of the ITT evaluation bidders are asked to detail their proposed approach to the development and management of a monitoring and evaluation plan for the flats waste modelling project as detailed below:

Flats waste modelling project

Waste and recycling arisings and performance data for flats in London is poor. WRAP estimate that performance in good performing flats is roughly 50% of that from kerbside properties. However, through the recent Peabody Flats Project, which collected detailed performance data (including waste composition analysis) for 12 estates, Resource London believe 50% to be an over estimation of actual performance levels.

The objective of the flats modelling project is to gather more accurate flats recycling performance data on which policy makers and boroughs can make service provision decision.

Resource London requires a costed specification, including options where appropriate, for a programme of data collection that would, over time, generate reliable data on the amounts and types of waste and recycling produced by flats. The specification should be suitable for forming the basis of an invitation to tender, should Resource London decide to proceed with the programme.

The specification will bear in mind the likely future application of the flats data, which will be for modelling, and should include:

1. A revised typology of flats, taking account of:
 - a. factors that are likely to affect amounts and types of waste; and
 - b. availability of data on those factors that could be used to develop, for example, sampling frameworks;
2. An outline of the different types of data to be collected for each type of flat;
3. A detailed description of methods to be used to gather the data, including where possible:
 - a. required sample sizes;
 - b. an indication of likely levels of uncertainty;
 - c. operational and logistical considerations, including any changes to normal collection procedures;
 - d. information required from Boroughs/WDAs/contractors;
 - e. an overview of the market for supplying the data collection services, focusing on whether there are suitable levels of expertise and competition; and
 - f. any health and safety or other issues that would need to be managed.
4. Possible approaches for scaling up, by waste type, by disposal/recycling route and by area, including a thorough review of available Borough-level data for flats;
5. Likely costs for each method of data collection and for each item of data; and
6. A timetable setting out what might be realistically possible, given assumptions

about contractor availability and financing.

The specification should be written up using normative language wherever possible (i.e. ‘will’ and ‘must’ rather than ‘could’ or ‘might’) and should be in a form suitable for appending to a Resource London funding request or an invitation to tender.

Minimum requirements for those applying for the contract are that they should be research analyst professionals with at least 5 years’ proven experience of planning and delivering monitoring and evaluation plans for projects within the environment sector.

Experience in, and understanding of, the following is also required:

- National waste and regional waste policy, including the Mayor of London’s Environment Strategy; and
- Experience in local government, preferably in the waste and recycling service provision.

The successful contractor will be expected to work on a range of projects during the year, reporting to various Resource London project managers. On occasion they may be required to work in LWARB’s offices or on site where direct observation of appointed third-party M&E contractors is required.

The M&E Advisor is sought on a ‘call-off’ basis for up to 40 days of expert support. The Contract will terminate on 31 March 2021, but may be extended at the mutual agreement of Resource London and the contractor.

5. The specified requirement

- 5.1 Attendance at an inception meeting in LWARBs offices (2nd Floor, 69 Wilson Street, London EC2A 2BB) at 11am on 10 September 2019 to discuss the detailed requirements of the project.
- 5.2 Produce a revised version of your proposal (if required) along with minutes of the meeting which set out the key outcomes, conclusions and action points from the inception meeting, within five working days.

6. Confirmation of deliverables

- 6.1 Attendance at the project inception meeting.
- 6.2 Inception meeting minutes setting out the key outcomes, conclusions and action points, and a revised methodological proposal, if required, including a detailed description of how the work will be delivered and the objectives met.
- 6.3 Regular telephone review updates with the Resource London project manager.

7. Timetable

Bidders are asked to note the timescale for delivery and in their tender submission.

Milestone	Date
Invitation to Tender issued	21 August 2019
Deadline for clarification questions	28 August 2019
Tender return deadline	03 September 2019
Inception meeting	10 September 2019

8. Interface/ Contract management

The main point of liaison between the Service Provider and the Customer will be Antony Buchan, Head of Programme, Resource London (LWARB).

Clarification questions should be sent to info@lwarb.gov.uk – by midday 28 August 2019.

9. Quality of Service

The Service Provider shall provide the services in a competent, timely manner in accordance with recognised industry quality standards. The Service Provider shall ensure an adequate supply of suitably qualified and competent personnel are available to fulfil the requirements of the Contract.

10. Delivery Personnel

Resource London requires Bidders to nominate Key Personnel with appropriate skills to perform the service for the duration of the contract.

Bidders shall provide a CV for Key Personnel as part of their submission. The CV shall demonstrate the individual's experience, competence and capability and their specific role in the project and should be no more than 3 pages.

The Service Provider shall ensure any changes to the Key Personnel be undertaken with minimal negative impact to the service and at no additional cost to Resource London or the participating councils.

Resource London officers may at its discretion request that the Service Provider remove and replace any Key Personnel from the service that Resource London considers in any respect unsatisfactory in the delivery and performance of the contract. Resource London shall not be liable for the cost of replacing any Key Personnel.

Bidders may include other specialists ("Sub-contractors") in their Delivery Teams. However, the Service Provider will remain entirely responsible for the performance of the service. Such Sub-contractors must act in accordance with the terms and conditions of the contract entered into between LWARB and the Service Provider.

11. Submissions

Bidders are requested to submit:

- Details of their suitability to fulfil the contract, how the contract is to be managed and their approach to delivering the required specification within the project timeline indicated in 8 above. To include examples of relevant project experience. **Maximum 5 sides of A4** (excluding project experience and CVs which can be included as an Appendix).
- Details of the personnel comprising the Delivery Team, including CVs (should be no more than 3 pages) and a description of their role in delivering the contract.
- A Pricing Schedule giving day rates¹ and anticipated number of days for nominated personnel (see Appendix 1) to **include VAT and expenses**.

Bids must be submitted by Midday on 03 September 2019 with the reference "LWARB tender:

¹ At a minimum staff are expected to be paid the London Living Wage.

2019/20– 09” to info@lwarb.gov.uk

12. Contract

The contract will be let by the London Waste & Recycling Board, as the contracting organisation.

The following special terms shall apply:

Travel and Expenses

All fees shall be inclusive of any travel and subsistence incurred to locations in Greater London.

Where additional expenses* are incurred, the following rates will apply:

SUBSISTENCE	
Hotel accommodation	Value for money must be sought at all times. Cost should not exceed £200 per night in Greater London and £175 per night elsewhere. Extras such as newspapers, minibar costs and entertainments will not be reimbursed. Prior approval should always be sought before hotel stays are booked.
TRAVEL	
Public Transport (Train, tube, tram, bus, light rail)	Actual costs incurred only may be claimed. Rail travel must be standard class. Upgrades to First Class travel may be paid personally but are not reclaimable.
Taxis	Taxis are only to be used in exceptional circumstances when other public transport is unavailable or impractical. Actual costs only may be claimed.
Mileage	You can only use your car where reasonable public transport is not available, and you have a valid business insurance cover. HMRC approved rates are applied

**additional expenses to be agreed with LWARB prior to being incurred.*

13. Evaluation

LWARB must be satisfied that each potential contractor has the appropriate capabilities and resources available to undertake the work to our requirements and provide the necessary services. The process we use to select contractors is a competitive one. Your tender submission will be evaluated by both Resource London officers and a local authority officer by looking at the following criteria:

Evaluation criteria	Weighting
Price ²	30%
Suitability of proposed methods to meet the objectives of the project including delivering the project within the given timescales.	30%
Authority of allocated personnel, their skills and technical capability and the time allocated for their	35%

² This will be assessed by deviation from the lowest compliant tender

specific task.	
Approach to project management, including proposals for working effectively with multiple stakeholders	5%

Scoring	
Outstanding - cannot be faulted	100
Excellent	90
Very good	80
Good	70
Above average	60
Average	50
Below average	40
Poor	30
Very poor	15

Responses will be evaluated based on written submissions, but in the event of a high response rate and numerous submissions, a shortlist of two or three Service Providers will be drawn up and presentations required. These presentations will not ask for any additional development, but rather a face-to-face presentation of your submission.

14. Acceptance of bids

In issuing this invitation to bid, LWARB is not bound to accept the lowest or any bid and reserves the right to accept the whole or any specified part of the bid unless the bidder expressly stipulates otherwise.

LWARB will not enter into discussion with non-selected potential suppliers or justify its decision. Potential suppliers are deemed to have accepted these conditions by the act of submitting their quote. The selected preferred supplier cannot assume they have been granted the contract until a formal contract is signed.

15. Period for which bids shall remain valid

Unless otherwise stipulated by the bidder, bids shall remain valid for 30 days from the closing date for receipt of tenders.



Appendix One Pricing Schedule

**Specification for the provision of consultancy services
Ref 2019/20 - 08**

An example breakdown table is shown below. Whilst this format is not mandatory, the breakdown you provide should include at least this information. Provide the breakdown as a separate Excel spreadsheet file in addition to a static form in your main tender document.

Role:	Project Director	Project Manager	Senior Consultant	Consultant	Junior Consultant	Total days	Total cost
Name:	Joe Bloggs	John Smith	Name	Name	Name		
Day rate (incl VAT):	£850	£720	£650	£520	£420		
Task							
Project Management							
Initiation meeting	1	1				2	£1,570
Monthly progress reports		20				20	£14,400
Quarterly meetings	6	6				12	£9,420
Task 1 - Scoping							
Develop delivery plan			3			3	£1,950
....						0	
Total days	7	27	3	0	0	37	
Total Fees	£5,950	£19,440	£1,950	£0	£0		£27,340
				Expenses incl. VAT			£0

Please ensure all day rates are inclusive of VAT and inclusive of travel costs to and within Greater London.

Bidders should provide their best estimate of total price to deliver the specification outlined in the tender based on the day rate and days input for each of the nominated personnel.