

LSC LONDON EAST

**EUROPEAN SOCIAL FUND OBJECTIVE 3
CO-FINANCING PROGRAMME**

**GUIDANCE NOTE ON COMPLETING THE TENDER
PROPOSAL FORM**

8 JUNE 2005

Closing date for receipt of tenders: **5pm, Friday 8 July 2005**



EUROPEAN UNION
European Social Fund



Leading learning and skills

GUIDANCE NOTE ON COMPLETING THE TENDER PROPOSAL FORM

As well as reading this Guidance Note, it is important that you read the *LSC London East Programme Prospectus* which gives additional information on the LSC London East programme. This is available from <http://www.lsc.gov.uk/londoneast>

Please ensure you complete all sections of the Proposal Form thoroughly as all the information will be used to assess your proposal. Questions may be assessed, used to determine eligibility or form part of the appraisal process. Assessment/eligibility questions are identified in the guidance by section below.

When completing your form, you will need to refer to the points awarded for each question in order to ensure that you give appropriate emphasis to each question.

Your proposal must be word-processed. It is important that you read Annex 1 (Guidance on completing the electronic version of the tender proposal form) before beginning work on the tender proposal form.

All sections must be completed. Do not leave a section blank: if you feel a section is not relevant then explain this in the relevant section. You may increase the size of sections as necessary, but the proposal form must not exceed 25 pages (measured from Section 1B up to and including Section 8, but excluding the questionnaires at the end of the proposal form and any blank spaces). Any additional pages will not be assessed.

How to Submit the Proposal Form

Tenders must be received by LSC London East no later than 5pm on Friday 8 July 2005. European Commission guidelines on Open and Competitive Tendering state that **tenders received after this deadline cannot be accepted.**

The onus is on applicants to prove that a tender was received before the deadline. If the tender is hand delivered, LSC London East will issue you with a signed receipt recording the date and time your tender was received. If you are posting the tender you should send it recorded delivery so that the Post Office record the date and time LSC London East receives the package and obtains a signature to confirm it has been delivered. No electronic submissions will be accepted.

All tenders (and each photo-copy) must be signed. **ONE** original copy of the tender proposal form, together with **THREE** photocopies must be submitted, along with one copy of all the additional documentation required, to:

ESF Tender Proposal 2005
LSC London East
Boardman House
64 Broadway
Stratford
London
E15 1NT

The additional documentation, which must be submitted with your tender, is listed in the checklist below.

Documentation Checklist

Copies or proof of the following documentation **must** accompany your application:

- Letters of commitment from the three main partners identified in Section 4A (if applicable to your project)
- Completed Equal Opportunities Policy Questionnaire
 - copy at end of Proposal Form
- Completed Sustainable Development Questionnaire
 - copy at end of Proposal Form
- Completed Health and Safety Questionnaire (HSQ1 Revised)
 - copy at end of Proposal Form
- Copy of latest signed Audited Accounts
(where you are not required to have audited financial statements, please supply accounts as submitted to the Inland Revenue, other regulatory body or your bank)
- Current Public and Employers Liability Insurance Certificates
- Copy of latest ALI/OFSTED or TSC report, if applicable

NB If you do not send all the required documentation your proposal will fail eligibility.

Proposal Application Checklist

Please ensure that you have:

- Completed all sections and questionnaires
- Signed and dated the certification form in Section 8
(two signatures are needed: one from the person completing the tender proposal form and the other from an authorised signatory e.g. Finance Director, Chief Executive)
- Signed and dated all three questionnaires at the end of this form
- Sent **one** original and **three** copies of the tender proposal form along with one copy of all supporting documentation

Please sign and date all relevant sections by hand, as the computer will not allow you to do this electronically.

NB If your proposal is not signed, and if you do not send all the required documentation, your proposal will fail eligibility.

Queries

LSC London East will be the contact for all queries from prospective and successful tenderers. Contact details are as follows:

Telephone: 020 8929 3977

E-mail: esf2005londoneast@lsc.gov.uk

Address:

ESF Tender Proposal 2005
LSC London East
Boardman House
64 Broadway
Stratford
London
E15 1NT

Website: <http://www.lsc.gov.uk/londoneast>

Whilst LSC London East will endeavour to provide full support on technical issues (such as understanding what is required of LSC London East programme specifications, the application process, eligible items of expenditure etc) it will not be able to provide detailed support to tenderers on the validity or detailed content of their proposed project or individual support to tenderers, such as help in writing their tenders.

Assessment Framework

Full details of the assessment process are given in the *LSC London East Programme Prospectus*.

The assessment sections are as follows:

Section	Section in Proposal Form	Maximum Score	Weighting	Total Maximum Score
Track record	1.C	4	2	8
Project objectives and fit with tender specification	2.A	4	4	16
Proposed activity, work plan and target groups	2.B (+ 3)	4	3	12
Key partners, partnership working, project management and risk assessment	4	4	3	12
Value for money	5.C (+5.A, 5B)	4	2	8
Quality assurance, monitoring and evaluation	6	4	2	8
Equal opportunities	7.A	4	3	12
Sustainable development	7.B	4	1.5	6
ICT	7.C	4	0.5	2
Total				84

Assessors will use the following framework in scoring the assessment sections.

Scoring Framework	
<i>Score</i>	<i>Validation</i>
4	The information provided fully addresses the question in line with the specification/guidance
3	The information provided significantly addresses the question in line with the specification/guidance
2	The information provided partially addresses the question in line with the specification/guidance
1	The information provided fails to address significant elements of the specification/guidance
0	The information provided does not address the question in line with the specification/guidance or no information is provided

Following eligibility checks, the assessment of the proposal form comprises the first stage of the appraisal process. A range of other factors will then be taken into account by the moderation panel as described in the ***LSC London East Programme Prospectus***.

The information that is required for each section is described in the Guidance by section which follows. Each question indicates if it will be assessed (identifying the number of points), form part of eligibility checks or be used for information only, as follows:

I	Information only
E	Question will be used to determine eligibility
A: 8 points	Question will be assessed and given up to 8 points (including weighting)

GUIDANCE BY SECTION

SECTION 1: PROJECT SUMMARY & APPLICANT DETAILS

Section 1.A: PROJECT SUMMARY

I AND E

Applicant Organisation Name: Please write the registered name of the lead applicant organisation (the organisation that will be accountable for the funding) here. Please note that the applicant organisation must be legally constituted and that sole traders are not eligible to be an applicant organisation. If you are a subsidiary, a department or an outlet of a larger organisation, the applicant organisation will be the name of the organisation that is acting as the accountable body.

Project Title: Please write the name of the project here. We will use this information to identify your project in any correspondence sent to you.

Tender Specification Addressed: Please write the tender specification, for example 2.1a. This can be found in the *LSC London East Programme Prospectus*. Please note that your project must meet **ONLY ONE** of the tender specifications in the Prospectus. You must complete a separate proposal form for each specification that you wish to bid for.

Project Start and End Dates: Please identify the start and end dates of your project. The start date can be from October 2005, and the end date can be no later than March 2008. Within this time-frame your project can deliver for a maximum of 2 years, or 8 quarters, and your tender application must reflect this. For example, a project running from October 2005 to September 2007 is valid; however a project that starts in October 2005 and ends December 2007 is invalid.

NB If your dates fall outside of this period your project will fail eligibility.

Project Summary: Please write a brief description of the project in **no more than 100 words**, which details:

- the objectives of the project and its potential impact;
- the activity you will be delivering and key outputs and milestones; and
- the client group you will be working with.

The project summary will be used in reports compiled for the appraisal panel and for any publicity conducted by the LSC London East programme. Please make clear which beneficiary group you are dealing with and that it fits with the specification you are applying for.

Three main partners: If applicable, please list the three main partners to the project.

Financial Summary: **These details will be auto-completed once you complete Section 5B.**

Key Outputs, Outcomes and Beneficiaries: *Note: an 'Output' and 'Outcome' are considered to be synonymous.*

Overall number of beneficiaries/number of beneficiary organisations:

These boxes will summarise what your project will deliver. According to the specification you are tendering for, your project will deliver either to both beneficiaries and organisations, or solely to beneficiaries. Alternatively, if your project is a capacity building project, you may solely be working with organisations. Please complete accordingly.

Summary table

In this table, please summarise all the achievements that your project will produce. These may be beneficiary achievements, qualifications or capacity building outputs/research reports, depending on your project. Use the 'Other Key Output' rows to show any outputs not listed.

If you are delivering non-accredited qualifications, units towards an NVQ, or NVQs in more than one subject within the same level, you can enter the required details by creating an extra line within the appropriate row. To do this, place your cursor inside the appropriate row and press 'Enter' on your keyboard.

Please see the guidance accompanying Section 2B for a definition of the terms 'output' and 'milestone.'

Section 1.B: APPLICANT DETAILS

E

Please complete all the questions in this section.

Applicant Organisation: **This will be auto-completed from Section 1A**

Contact Person: The contact person must be someone who has been involved in putting together the proposal.

Type of Organisation: Please mark a cross in one box only.

Organisation Leadership: We ask about the make-up of your management committee in order to ascertain whether your organisation is led by one of the groups listed. It is for information only and will not affect the assessment of your tender. Please mark a cross in one box only.

Existing LSC Provider: If you currently have a contract with a Learning + Skills Council anywhere in the country or have had one in the past 2 years, you should answer YES and give the name of the relevant LSC(s). This is for information only and will not affect the assessment process.

Section 1.C: TRACK RECORD

A: 8 POINTS

Please describe projects that you as the applicant organisation have worked on that have delivered similar activity and outputs and describe your previous relevant work with the target groups you wish to support in this project.

Please also describe any relevant experience that your key partners have in relation to the relevant activities and target groups.

Finally, please describe any relevant experience you as the applicant organisation have had of managing ESF or other projects of a similar scale and complexity, if this is relevant to this application.

SECTION 2: THE PROJECT

Section 2.A: PROJECT OBJECTIVES AND FIT WITH TENDER SPECIFICATION

A: 16 POINTS

This is the highest scoring section of the Proposal Form.

Please describe the project's objectives here. Please make sure you describe objectives and not aims and ensure that they are SMART (Specific, Measurable, Achievable, Realistic and Time-bound). Your proposed activity and work plan (Section 2B) should relate to the objectives you have identified. Please ensure that the objectives are clear and appropriate for the specification under which your proposal is submitted. Do not simply repeat the specification details.

Please then describe how your project's objectives, activities, outputs and milestones fit the tender specification under which you have submitted your proposal.

Section 2.B: PROPOSED ACTIVITY, WORKPLAN AND TARGET GROUPS

A:12 POINTS

In this section you must cover:

- What activity will take place at each stage of your project. Within each stage, each activity must be Specific, Measurable, Achievable, Realistic and Time-bound (SMART). *For example for the set up phase you might include recruitment of x staff, setting up steering group and partnership management arrangements, marketing of programme; for the training delivery stage you might include recruitment of x beneficiaries, delivery of x training for x weeks to x beneficiaries, delivery of x support to x beneficiaries, etc. etc.*
- How, where, when and by whom the different stages will be delivered.
- Who the project client group(s) are. Please be specific and ensure your client group(s) meet the requirements of the tender specification under which you have submitted your proposal.
- How you will target, recruit and support beneficiaries. (If specialist support is required please ensure that this is reflected in your costs.)
- What outputs will be delivered (please see below for a definition of each of these terms). The key outputs in the tender specification must be included. For qualifications remember to describe the NVQ level (or equivalent), and the subject area.
- How the activity will continue after the funding ends or why it is not intended that the activity will continue. Will you try to find other funding for the project activity after this project period? What sources will you approach for funding? If you expect the project to close at the end of the project period, what strategy do you have in place to ensure that project closure occurs effectively?

- How your proposed activity complements and does not duplicate existing activity in the area covered by the project
- If your project is part of a wider project you must explain the relationship between the two projects and indicate if the ESF project is dependent on the rest of the activity being funded.

Please complete the workplan (page 8) for the project as follows:

NOTE: Your project can deliver for a maximum of 2 years and your workplan (page 8) must reflect this, with outputs or milestones shown in maximum of 8 of the quarters.

Result of activity undertaken (Outputs/Milestones)

Use this column to describe the measurable achievements during the life of your project. This is very important as under co-financing, the LSC pays providers for achievements rather than for actual costs incurred. Applicants are therefore asked to set out these achievements here and this will form the basis of contract negotiations with the LSC on how the provider will be paid. The LSC may eventually require you to add some achievements to your payment profile.

Crucially the outputs listed in the tender specification *Section 2 of the Prospectus) must feature in this workplan.

You must be very clear and specific about the outputs, outcomes and milestones that you plan to deliver as substantial changes to projects once approved are not possible.

Note: an ‘Output’ and ‘Outcome’ are considered to be synonymous.

Outputs/Outcomes are things produced as a result of an activity **or** are the end results of activity (e.g. beneficiary starts; capacity building activity; businesses supported; NVQs achieved; work placements; beneficiary moving into further training or employment etc.) and **Milestones** are stages towards the achievement of these outputs (e.g. development of materials; appointment of staff; publicity / marketing).

Soft outcomes can be included here but all outputs and milestones must be measurable.

For projects including learners some achievements are **mandatory** and these are listed below:

- Monthly/quarterly beneficiary starts
- Qualification achievements

If your learners will be achieving qualifications state in this

section the name of the qualification, the level, and the awarding body. If your learners will be achieving qualifications or certificates that are not NVQs or are equivalent to NVQs then give the name of the qualification and its level and awarding body.

Due to the variety of projects, there will be many other outputs / milestones that can be listed and this is not a definitive list. You should try to capture the key measurable achievements and enter no more than ten in this section.

**Quarters/Planned
delivery (volumes)**

These columns break your project into 3-month periods. You are asked to track the outputs you have described in the previous column that will take place in each quarter. The number of outputs being achieved in each quarter should be recorded. Milestones will not always be measurable in numeric form and therefore should be recorded by the letter 'M' in the quarter in which the milestone will be achieved.

SECTION 3: TARGET GROUPS

E AND ASSESSED AS PART OF PROPOSED ACTIVITY AND WORKPLAN SECTION

This section refers to individuals, organisations and sectors. A beneficiary can refer to any organisation or person that will benefit from the project. Please complete this section in relation to the type of client your project intends to work with. We are looking for indicative numbers of individuals/ organisations, which correspond to those detailed in the tender specification.

NB: If the target groups in your bid do not match those in the tender specification your bid will fail eligibility.

Capacity building and research-based projects may not have direct beneficiaries. If this is the case please leave these sections blank.

NB: Please cross check that the information in Section 3 is consistent with that entered into Section 2B.

Section 3.A: PARTICIPATION

Beneficiary Numbers - Gender, Employment Status, Age and Ethnicity

Please complete the tables which ask for information about the estimated number of beneficiaries you will be working with, broken down by gender, employment status, age and ethnicity. The totals in each of these four tables should be identical – the computer will alert you if they are not.

Target Group

Beneficiaries may be entered more than once in the target group table if they fall into more than one category. However, the computer will alert you if you enter a figure larger than the total number of beneficiaries in any of the rows within this table.

Sector Focus

If your project is sector specific, i.e. retail, construction etc., please provide details of the percentage figures for each sector you intend to work with in your project.

Business Size

Please complete this table if your project is working with businesses/organisations. Voluntary and community organisations should be included in this table if applicable.

NB: the LSC London East programme will only support SMEs – no large employers will be supported.

Geographical Coverage

Please indicate which boroughs you will be working in and the approximate % of people/organisations to be supported in each borough. **Please note that a minimum of 80% of project beneficiaries must live, work or learn within the catchment area of the local LSC to which the application for funds is made.** The computer will automatically calculate the total percentage you enter under each LSC area and will alert you if this total is over 100%.

Section 3.B: BENEFICIARY PROGRESSION ROUTES

Please explain what will happen to the beneficiaries after their involvement in the project (e.g. further training, employment etc.). Please also show how you will ensure that beneficiaries have clear options for progression and how this will be managed.

Section 3.C: NON BENEFICIARY OUTPUTS

Some of the tender specifications will indicate non-beneficiary outputs. Even where this is not the case, non-beneficiary outputs can add value to your proposal and increase the opportunity for your project to make an impact.

Please detail all non-beneficiary outputs in the table. You should count each output once only. For example, if you produce one new study you should count this as one and not multiply it by the number of copies produced.

For non-beneficiary outputs which are not listed, please enter the expected number of these in the 'Other' row within the main table and then specify the nature of the output in the box below the main table.

SECTION 4: KEY PARTNERS, PARTNERSHIP WORKING, PROJECT MANAGEMENT AND RISK ASSESSMENT

A: 12 POINTS

Section 4.A: KEY PARTNERS

In delivering your project, you may wish to work with other organisations. These are known as partners.

Partners are organisations that are independent of the applicant, and will play a role in the delivery or management of the project. They may either provide complementary activities to achieve the project aims or deliver similar activity but across different geographical areas. Partnership agreements are essential to make clear each partner's roles and responsibilities.

NB Subcontracting is not allowed in the LSC London East programme.

If you decide to form a partnership for the delivery of your proposed project you must list your key partner organisations for this project in this section. Name the partner organisation in the first column, state what type of organisation it is (please use the list in Section 1B) in the second column, describe the role that the partner will play in the project in the third column and confirm in the fourth column that you have attached letters of commitment from the three main partners.

NB Failure to provide the letters will mean that the project fails eligibility.

Letters of commitment must be on partners' headed paper and describe the role/responsibilities the partner will be playing in the project. They must be signed by a senior member of the partner organisation.

Please note that it is not an essential requirement of this programme that you form such partnerships if you can demonstrate that your organisation can deliver the project without doing so. Please refer to the guidance in section 4B.

Section 4.B: PARTNERSHIP WORKING

In this section, please outline your partnership approach and structure, detailing the roles and responsibilities of the lead partner (i.e. applicant organisation), and the contribution each of the key partners will be making to the project. If you feel that a partnership approach is not appropriate for your project, because your organisation is of a size and scope to possess all the necessary skills and capacity to deliver your proposed project, please provide this explanation.

Please explain how the respective skills, knowledge and experience of the applicant organisation and its partners complement each other and add value to the project.

If employers are not included in the project partnership, explain how the project would create links with relevant employers.

Finally, please describe in detail what measures/processes you will put in place to help ensure effective partnership working.

Section 4.C: PROJECT MANAGEMENT

In this section, you need to demonstrate that you have the capacity to manage the project. Please tell us how you would manage the project to ensure successful delivery of its activities, outputs and milestones.

Please describe your management structure for the project. Explain how possible problems and conflicts would be resolved.

You need to explain the day-to-day management arrangements for your project, including detailing who would be responsible for completing tasks in the following areas:

- administration and record keeping;
- contract management and payment procedures; and
- monitoring and evaluation.

You should explain how you will resource the management of the project and the partnership. Please ensure that the resources required are reflected in the project budget (Section 5).

Section 4.D: RISK ASSESSMENT

Please identify all possible risks to the successful delivery of the project, what controls you will put in place to ensure that the likelihood of these risks occurring is minimised, and your plans for dealing with them if they do occur. As the applicant organisation is responsible for all aspects of contract compliance, you must have in place mechanisms to ensure that partners to the project minimise risks to delivery.

Possible risks include the following:

- Outputs and milestones are not achieved
- Partners fail to deliver
- Project timetable slips
- Delays/difficulties in recruiting beneficiaries (type and/or volume)
- Insufficient costs are allocated to key areas/budget overruns
- No evidence of employer contributions to prove compliance with State Aid regulations
- Delays/difficulties in recruiting staff/suitably qualified or experienced staff or key staff leave
- Monitoring systems do not deliver
- ICT systems are insufficient
- Planned activities duplicate other provision
- Innovative activities do not realise the impact originally intended.

This list is by no means exhaustive and you must seek to identify all appropriate risks for your project.

SECTION 5: FINANCE

Section 5.A: COSTS

ASSESSED AS PART OF VALUE FOR MONEY SECTION

The purpose of this section is to provide a clear breakdown of the costs you expect to incur in delivering the activities and outputs and milestones you have detailed in section 2B and section 3. Do not include costs that you will recover from any other funding source.

The tender specifications in the **LSC London East Programme Prospectus** identify the maximum budgets. You must ensure that your budget falls within the range identified. If it does not, you must explain why (see section 5C).

Please provide the eligible costs for the project, broken down into staff, beneficiary and other costs. You must ensure that the costs are realistic and justified, but also that you have included all necessary costs, and **budgeted for the whole period of the project**. Details of ineligible costs are covered in the **LSC London East Programme Prospectus**. Costs must be inclusive of VAT where applicable.

NB Subcontracting is not allowed in the LSC London East programme. However projects are permitted to buy in small specialist elements that the applicant/partners cannot provide themselves (e.g. evaluation, specialist IT support). If in doubt contact LSC London East prior to submission.

You should take particular care to budget for:

- administrative costs associated with completing and submitting electronically the ESF short record for beneficiaries of the project and for complying with other contract requirements (further information is provided in the **LSC London East Programme Prospectus**) and
- management costs associated with managing the project and its partnership, particularly if the project is large and complex.

Please give careful consideration to your budget as the LSC London East programme cannot negotiate significant changes to the funding you are offered after project approval.

Please ensure that all the calculations and additions are correct. We recommend that these figures are checked by someone who has not been involved in developing the budget.

STAFF COSTS

Job title and number of posts: enter the most appropriate job title to describe the role of any staff who will be paid by the project to deliver the activities described in Section 2. If you require more than one member of staff, indicate the number you will require after the job title e.g. *Learning Mentor x2*. Job titles used should indicate both the seniority of the member of staff (e.g. Director, Manager, Officer, Trainee etc) and the nature of their role (e.g. project management, contract management, employer

liaison, trainer/assessor, learner support, finance/MI, IT support, marketing, research etc). Use descriptions that are easily understood and unambiguous.

Employment status: enter one of the following: FT - Full Time, PT - Part Time.

% of time: indicate the percentage of time that will be spent working on the project.

£ funding requested:

The following method should be used to calculate this figure in pounds sterling. For permanent and fixed term posts, identify the annual salary (plus National Insurance and, if applicable, pension). If the post(s) is to cover more than one year you should enter the average annual salary over the period of the project. Then multiply this figure by the % of time the posts will spend on the project and the length of the project. For contract staff, calculate the daily rate by the number of days they will be contracted to work.

EXAMPLE

Job title & No of posts	Employment Status	% of time	£ Funding Requested
Project Manager	FT	100%	£70,000
Recruitment Officer (2)	PT	30%	£ 6,000
Total			£76,000

BENEFICIARY COSTS

Description of cost: please list any project costs that will be paid **directly** to the beneficiary for costs such as travel, childcare, costs of specialist equipment and adaptations etc.

£ funding requested: enter the value in pounds sterling of the budget you require for this activity. Complete the total for this column only.

Estimated number of beneficiaries: enter the number of beneficiaries that you estimate will need this support.

Average cost per beneficiary: divide the funding requested by the estimated number of beneficiaries.

EXAMPLE

Description of cost	Average cost per beneficiary	Estimated No. of beneficiaries	£ Funding Requested
Travel costs	£180	25	£4500
Total			£4500

OTHER COSTS

Description of cost: please list any other costs that you will incur in delivering the project. These can include, but are not limited to, recruitment costs, overheads, minor repairs and maintenance/adaptation, capital items under £1000 (inclusive of VAT), printing/stationery, insurance, hire of equipment and venues etc. **Capital items over £1000 (inclusive of VAT) are not eligible for ESF funding.**

% of total cost charged to the budget: enter the percentage of total costs that are being charged to the project budget.

£ funding requested: The following method should be used to calculate this figure in pounds sterling.

Unless you are only running the LSC London East project, there may be a need to apportion shared costs. If you have management and administration staff that support different projects or have to charge overhead costs like rent, heating and stationery to different projects, you must use an ESF-approved apportionment method as described below. Enter the calculation you have used to work out the proportion of the other costs to be charged to the project. Where 100% is being charged to the project, provide a brief justification of this e.g. venue hire for project only.

Apportioning shared costs using beneficiary hours

If the sole activity of your organisation is training, you must apportion any shared costs using the beneficiary hours method. For this method you need to keep a record of the total student hours delivered by the organisation, as well as records for the LSC London East project.

For example, the LSC London East project delivered 2,000 hours in the first quarter. Meanwhile, during the same period the whole organisation delivered 9,000 hours of training (including ESF hours). Therefore, the calculation to allocate any shared costs to the ESF project is:

$$\frac{2,000}{9,000} \times 100 = 22.22\%$$

22.22% of the total of any shared costs can be allocated to the LSC London East project.

Apportioning shared costs using staff time

If your organisation does not just deliver training, you can apportion costs using staff time. You must calculate the time spent by staff working directly on the LSC London East project and then all staff working directly on all projects.

Begin by calculating the number of hours a full-time member of staff works in a year. Working hours will probably be something like the following (however, you may have a different annual leave entitlement):

$$52 \text{ weeks} \times 5 \text{ days per week} = 260 \text{ days}$$

minus public holidays (8) and annual leave (25) = 227 days

Next, multiply the number of working hours in a day. For example, someone working 7 hours a day works 1589 hours a year. Adjust the formula accordingly for people working part-time.

The following example shows how to apportion direct staff and overheads:

Firstly, calculate the number of hours of all staff working directly on projects (not managers and admin staff as they are shared costs).

If you have a total of 6 full-time training and project staff, including the LSC London East trainer, this represents 9534 hours (7 hours x 227 days per year x 6 staff = 9,534).

The time spent by the trainer on the LSC London East project was 675 hours, so to create the apportionment figure to be charged to the project, divide 675 by the total of training/project staff above as follows;

$$\frac{675}{9534} = 7.08\%$$

7.08% of all shared costs (admin / managers / rent / electricity / insurance etc.) can be allocated to the LSC London East project.

Common apportionment mistakes include:

- Organisations which are running three projects often simply divide shared costs by three.
- Organisations apportion on the basis of the number of students on the ESF project as a percentage of the total number of beneficiaries within the organisation as a whole. For example, an organisation may have 80 beneficiaries, of whom 10 are enrolled on an ESF project. It is not acceptable to apportion on the basis of $10/80 = 12.5\%$.
- Or, an organisation estimates shared costs with no evidence. For example, "based on past usage, we estimate 34% of the phone bill is for this project".

EXAMPLE

Description of cost	% of total cost charged to budget	£ Funding requested
Rent	15.4%	£4620
Recruitment	100%	£3000
Venue hire	50%	£2500
Total		£10,120

Total staff (a), beneficiary (b) and other (c) costs will be brought forward from Section 5A. The total project cost (d) is the sum of (a)+(b)+(c) and will be calculated automatically.

If your project is required to provide a contribution from an employer in order to comply with state aid regulations, this must be entered into line (e). Further information on state aid is provided in the *LSC London East Programme Prospectus*. **Please note that unless required to do so under state aid regulations, the LSC London East programme does not expect any other match funding.**

Employer contributions may be in cash or in kind. If you are not receiving any Employer Contributions please enter '0.'

The LSC funding requirement (f) is the total project cost (d) less any required employer contributions (e). This will be calculated automatically once you have entered the figure for Employer Contributions and pressed the tab button.

Leverage

Please complete the leverage table if you wish to bring in additional money in support of your proposal which will count as 'leverage' against the proposal but not actual match funding. This may add value to a proposal's case for funding, as it will maximise the use of public funds. However a proposal is **not** required to provide additional money and it is accepted that this is not possible for many applicants.

The purpose of this section is to provide a clear rationale for the level of funding you are requesting in Section 5.

You will need to explain how you have ensured that your project is good value for money. Please do this by explaining how the cost is justified by the type of activity and outputs to be delivered (for example, some client groups require more intensive and high cost interventions to achieve outputs; you may be delivering additional outputs to those specified in the tender specification). It is important to justify each of the major costs listed under the headings of staff, beneficiary and other, especially where these are higher than would be expected. You may want to further justify value for money by comparing your costs to the costs of similar activity elsewhere.

If your total budget is different to the expected project size in the tender specifications of the *LSC London East Programme Prospectus* you must explain why. As part of the assessment process, your project's unit cost will be compared to the average unit cost for other projects submitted under the same specification. Explanation and justification will be looked for in projects with higher (or lower) than average unit costs.

SECTION 6: QUALITY ASSURANCE AND MONITORING & EVALUATION**A: 8 POINTS**

Please give concrete examples of how you will ensure your project delivers a quality service.

What systems will you put in place, what quality targets will you establish and how would you monitor these? You should include any information around qualifications that staff hold or staff training that might ensure quality of delivery for the benefit of your clients.

Please state any recognised quality standards that you as the applicant organisation holds or if you are working towards a recognised standard (e.g. Investors in People, ISO 9001/2).

ESF regulations state that beneficiaries must be made aware of the ESF funding that supports the project. The regulations also state that the ESF logo must be visible on all materials to do with the project. The London Learning + Skills Councils require that its logo is on all materials promoting projects linked with the LSCs. Please describe how you intend to adhere to the publicity requirements of both ESF and the LSCs.

Please describe the systems you will use for monitoring the project. Monitoring is an essential management tool as well as an ESF requirement. Please include details of the mechanisms you will use to monitor the project activities, outputs and finances.

Finally, please describe what type of project evaluation you are planning – internal/external – and when this will take place - interim/final. You are required to complete an evaluation as soon as possible after the project has finished (final evaluation), but you will also be expected to undertake an ongoing or interim evaluation to inform the project as it progresses. You may wish to use an external evaluator.

You should evaluate all levels of the project – from the experience of people involved in the project (including staff and working partners, as well as individual beneficiaries) to the overall impact of the project. Further guidance will be provided to successful applicants.

SECTION 7: CROSS CUTTING THEMES

In this section you need to clearly outline how each of the cross cutting themes will be taken into account in the delivery of your project.

Section 7.A: EQUAL OPPORTUNITIES

A: 12 POINTS

Your project must comply with all current legislation on inequality and discrimination:

- The Race Relations Act 1976 and amendments
- The Sex Discrimination Act 1975 and amendments
- The Disability Discrimination Act Parts 1 - 4
- The Employment Equality (Religion or Belief) Regulations 2003
- The Employment Equality (Sexual Orientation) Regulations 2003

Legislation covers both the internal practices of the project and its staff, as well as the manner in which the project activities are carried out. More detail on legislation can be found on the Department of Trade and Industry website www.dti.gov.uk, and on the websites for the Equality Commissions www.eoc.org.uk, www.cre.gov.uk and www.drc-gb.org.uk

Projects should also be aware of forthcoming legislation on age discrimination and should be committed to age equality within policy and practice. The government's campaign materials on age related discrimination can be found at www.agepositive.gov.uk

European Social Fund projects should contribute to the London Equal Opportunities Mainstreaming Action Plan which can be found on www.go-london.gov.uk/european_structural_funds/equalities

In this section please describe how you will incorporate equal opportunities into the design, delivery and management of the project. You must also identify a strategy for implementing equality of opportunity within your project. Your implementation plan should show how the project promotes equality, and mechanisms for ensuring that staff and beneficiaries understand the importance of equality. You should include equality and diversity targets, linked to the equality aspects of the specification and the project work programme, outputs and milestones. Please describe how you will ensure that you meet these targets, and how the strategy will be monitored.

It is important that the LSC London East programme works with organisations that are committed to breaking down barriers, and that everyone who wishes to engage in the project is empowered to do so. You need to describe how you will promote access to the project, in a manner sensitive to target groups' needs (individuals or organisations as applicable). You should briefly describe how your project will deal with the following groups who suffer from discrimination and may be represented within the target group you have identified for your project activities:

- men or women (or both);
- ethnic minorities and those who are discriminated against because of their race;
- people with a disability;

- lesbians and gay men;
- people who are discriminated against because of religious belief; and
- other excluded groups such as refugees, ex-offenders, people addicted to drugs and alcohol, and travellers.

Please also describe the needs of, and barriers faced by, your beneficiaries and how these will be dealt with, and how your project plans to empower its beneficiaries. Support measures for the specific needs of all beneficiaries should be described, including translation and interpretation, creche facilities, physical access to buildings, aids and adaptations for disabled people and other means through which you will enable beneficiaries to fully participate in project activities.

You must demonstrate your experience of delivering services to your target groups. It may be appropriate for you to involve organisations which are owned, controlled or operated by equalities target groups in your partnership to ensure targeted and appropriate provision.

Further guidance and useful questions that will help you think through these issues with regard to your project can be found at: http://www.london.gov.uk/european_structural_funds/objective_3/index.asp

At the end of the Tender Proposal form you will find an accompanying questionnaire relating to the issues raised in this section, which you should complete. This will help you to think through your answer to this question. Failure to complete the questionnaire will mean that your project fails eligibility.

Section 7.B: SUSTAINABLE DEVELOPMENT

A: 6 POINTS

This question asks you to illustrate how your project has integrated sustainable development by making positive and relevant contributions to each of its social, economic and environmental elements.

Sustainable development is a process that seeks to ensure a better quality of life for everyone, now and for generations to come, by integrating social, environmental and economic considerations equally into everything we do. It recognises that social, economic and environmental issues are interdependent and therefore activity in one of these areas should not be pursued in isolation but with consideration for each of the other areas as well.

Sustainable development is being increasingly integrated into Government policy, legislation and decision-making to help deliver a better quality of life for everyone. To guide this process the UK Government has developed the UK's Strategy for Sustainable Development "A Better Quality of Life" (<http://www.sustainable-development.gov.uk>) and the London Sustainable Development Commission, established by the Mayor of London, has produced a Sustainable Development Framework for London (<http://www.london.gov.uk/londonissues/sustainability.jsp>).

There is also an increasing recognition of the need to integrate sustainable development within education and skills provision, to equip people with the skills and

knowledge they need to integrate sustainable development into their work and home lives. Please refer to the Department for Education and Skills “Sustainable Development Action Plan for Education & Skills” (www.dfes.gov.uk/sd/docs/SDactionplan.pdf).

With respect to the European Social Fund, there is now an increasing emphasis on sustainable development. The Objective 3 Programme has taken the three elements of sustainable development and defined them as follows:

- Social: Providing the opportunities for everyone to fulfil their potential
- Environment: Environmental protection and enhancement through the delivery of projects
- Economic: Providing the skills that businesses both demand and require – now and in the future

To integrate sustainable development you must consider all 3 of its elements and not just one or two of them. Further explanation on each element is given below.

Social: Providing the opportunities for everyone to fulfil their potential

This focuses on tackling social exclusion, widening participation in education and training, and helping to overcome the various barriers (be they social, economic or cultural) that prevent people becoming involved. You should research and analyse the particular needs and issues relevant to your target group, such as socially excluded or long-term unemployed, and identify the steps or actions you need to take to engage with these groups. A diverse range of approaches may be required, and partnerships with other organisations may be necessary to enable effective and targeted intervention.

Environmental: Environmental protection and enhancement through the delivery of projects

There are 2 main areas where you can contribute to the environment as part of your project:

- Consider how you address environmental issues in your organisation especially in the areas of energy, water, waste, procurement and transport and how will this influence how you deliver your project. For example promote use of public transport and minimise car use, use energy efficient equipment, reduce waste through increased use of ICT and reduce the impact of your resource use by signing up to the Mayor’s Green Procurement code and buying environmentally friendly goods.
- Integration of environmental issues into course content to raise the general level of awareness and understanding of environmental issues and how they can be addressed. For example, including information on sustainable design and construction techniques on construction courses; developing social, practical and team working skills through enhancement of a local green space or a river clean-up.

Economic: Providing the skills that businesses both demand and require – now and in the future

This involves ensuring that labour supply meets demand by addressing the generic and specific skill shortages that exist in the labour market, and ensuring an adaptable and flexible labour market. It also includes a focus on the future skill needs of

businesses by identifying growth sectors and highlighting the increasing importance of addressing sustainability and environmental management within business. You should also consider how environmental management issues could be integrated into training provision aimed at employers and employees.

For many Objective 3 projects, the social and economic elements of sustainable development are likely to be the primary focus of your project. Use this section to demonstrate what you are doing to address these elements and how you can address environmental issues in delivering your project.

At the end of the Tender Proposal form you will find an accompanying questionnaire relating to the issues raised in this section, which you should complete. This will help you to think through your answer to this question. Failure to complete the questionnaire will mean that your project fails eligibility.

Section 7.C: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) A: 2 POINTS

You need to show how ICT will be used in the design, delivery and management of the project. Emphasis should be placed on how ICT will be used to improve the efficiency and quality of the project. You should also consider how the project would address barriers to ICT skills development.

Section 7.D: HEALTH AND SAFETY E

How will you as the lead organisation ensure that project activity meets health and safety legislation? If partners are delivering parts of the activity you must ensure that they demonstrate how they will manage health and safety issues on a day to day basis within this section.

At the end of the Tender Proposal form you will find an accompanying questionnaire relating to the issues raised in this section, which you should complete. Failure to complete the questionnaire will mean that your project fails eligibility.

CERTIFICATION AND COMPLETING AND SIGNING YOUR PROPOSAL FORM E

Please sign your proposal form after reading the certification. The person who completed the application form should sign and date it as well as an authorised senior officer of the applicant organisation e.g. the Chief Executive.

Complete the checklist at the beginning of this Guidance Note to ensure that you have included all the required information and documents.

NB If your proposal is not signed and dated (x2), and if all the required documentation is not submitted, your proposal will fail eligibility.

ANNEX 1: GUIDANCE ON USING THE ELECTRONIC VERSION OF THE TENDER PROPOSAL FORM

It is essential that you read this guidance note carefully before beginning work on your file. The electronic version of the Tender Proposal Form is provided for use with Microsoft Word, versions 97, 2000, XP (sometimes known as 2002) and 2003.

WORD Macro Virus Protection

This template contains macros to aid functionality. For example, some calculations are carried out when you double click the mouse on an indicated area of text that activates a macro.

When you save the template or create a document from it, you may receive a warning that the file contains macros and that they may contain harmful viruses. If you receive this warning, choose the option that *Enables Macros* as the template has been thoroughly virus checked.

If you are using Word 2000, XP or 2003, the macros may be automatically disabled when you use the template and the functionality of the macros will be lost. In this case, you will need to modify your WORD Macro Security Level before beginning work on your file:

1. Choose *Macros* from the **Tools** menu and choose *Security* from the pop out menu to display the *Security* dialog box.
2. Click the *Security Level* tab if necessary and then set the Security Level to *Medium* and click *OK*.

In future, you will receive the warning as described above when you use the template. You will also receive the warning when you attempt to open any other files that contain macros, customised toolbars, menus or shortcuts – take care when opening these as they may contain harmful viruses. You may want to set your Macro Security Level back to *High* when you have finished completing and printing the form.

Saving the template

The template is called:

LSC London East ESF O3 Programme Tender Proposal Form

You should save or copy the file to the relevant template directory on your system. To find out where your template files are normally stored:

- start Word;
- select *Options* from the **Tools** menu;
- select the *File Locations* tab; and
- look at the location of *User Templates*.

If you are not sure or cannot locate the template directory, please ask for technical help within your organisation.

Creating a document from the template

To create a document, open Word and select *New* from the **File** menu. A list of templates will be displayed. Select the *LSC London East ESF O3 Programme Tender Proposal Form* template. A new document based on the template will be displayed on the screen. Name your document and save it to your working directory. We strongly recommend that you do **not** save it to the a: drive (floppy disk drive). You are now ready to begin entering your text.

Protected and unprotected sections

Most sections of the documents have been protected. This means that you will only be able to enter data in the relevant fields, and you will not be able to alter the existing format or text of the form; however, some sections of the form are unprotected. You will be advised when you are entering or leaving the unprotected sections by a hidden text prompt at the end of the section.

To view the hidden text, which is coloured red, you need to activate the *Show hidden text* option in Word. To do this, choose *Options* from the **Tools** menu and select the *View* tab. The appearance of the dialog box will vary between different versions of Word, but you need to put a mark in the check box for *Show hidden text*. You can also show hidden text by clicking the *Show/Hide* toolbar button, shown below. This will also show other hidden elements in the document.



Entering data

The template creates changes in the behaviour of certain keys. It is important that you read the following section carefully and are familiar with these changes before you attempt to enter data.

In protected sections, many menu commands and toolbar buttons are disabled. The red and green underlines used by Word to indicate Spelling or Grammar queries do not appear and the spell checker is disabled.

You can move forwards from field to field using the *Tab* key and backwards from field to field using *Shift + Tab*. You can also use the scroll bars and click the mouse in a field. To enter data, you can either type directly in a field, or, in the case of the Check Box (tick) fields, add or remove a mark with the spacebar, x key, or by clicking with the mouse. You can enter carriage returns within text fields in the normal way.

It is also possible to *Paste* text, but not tables, into the document from other Word files. To *Paste* copied text from another document into a field in a protected section, click in the field and use the *Control + V* keyboard shortcut. Where appropriate, tables in the document will expand to fit extra typed or Pasted text. If a table goes over a page, a new page will be created automatically and the table heading will be repeated on the new page.

In unprotected sections, normal Word functionality applies. The red and green underlines used by Word to indicate Spelling or Grammar queries do not appear but the spell checker is enabled.

Extra care is required as otherwise you may accidentally make changes to the text or form layout in these sections. The unprotected text entry fields have been created as normal Word tables. Press the *Tab* key in the last cell of the table to add additional rows as required and follow the instructions in the document for calculating totals.

A summary of guidance in the protected sections is given below:

To	Press
<i>Enter data in a field and move to the next field</i>	Tab
<i>Move to a previous field</i>	Shift + Tab
<i>Select or clear a check(tick) box</i>	Space bar, or x key or click the mouse
<i>Insert a tab character in a text form field or in a table</i>	Ctrl + Tab key
<i>Use a drop-down menu</i>	Click with the mouse
<i>Paste text that has been copied from another document</i>	Click in the field and press <i>Control + V</i> on the keyboard

Before printing the form

As a final check that all fields and calculations in your document are updated, select *Options* from the **Tools** menu and select the *Print* tab. Make sure you check (tick) the *Update fields* option.

Printing your form

You can print out single pages or the entire form using the normal Word print routine. Please print your form single-sided.

Please remember to save your work frequently and create regular backups.

Note: When closing your document, Word may display a dialog box asking you if you want to save changes to the **template**. If so, click the 'No' button.