**INVITATION TO TENDER (ITT) LEAP Data Integration Platform Enhancement - Adding Outcomes Data**

The Lambeth Early Action Partnership (LEAP) is a place-based initiative that aims to transform early childhood development across a cluster of the borough’s most deprived wards. To bring about this vision, LEAP funds and oversees over 20 new early years services that are delivered by agencies across the statutory and voluntary sectors. LEAP also supports these services to work closely together as integrated pathways of support for families.

Over the last three years, LEAP has built and largely operationalised a **unique Data Integration Platform, which is housed within Lambeth Council’s Cloud Azure space**. This Platform enables LEAP to link data across our portfolio of services and to better understand how families move through the local early years system.

**We would now like to rapidly enhance our existing Data Integration Platform by adding ‘Outcomes Data’** to sit alongside ‘User Data’ and ‘Engagement Data’. Quantitative outcomes data is collected at a person-level for each of LEAP’s services. Typically, this data is collected through the use of validated measurement tools (examples of the types of tools used are provided later in the ITT).

We require the LEAP Data Integration Platform to have the capacity to receive and store this outcomes data and to enable us - with tools such as SPSS, Stata and/or R - to statistically analyse the data at a person, service, and programme level.

The **total budget available for this contract is £40,000 inclusive of VAT**. We would like the work to be **carried out in April, May and June 2021**.

|  |  |
| --- | --- |
| ***Named procurement officer*** | David Wood |
| ***Email address*** | dwood@ncb.org.uk |
| ***Name of contracting organisation*** | National Children’s Bureau |
| ***Postal address*** | National Children’s Bureau, 23 Mentmore Terrace, London, E8 3PN. |
| ***Deadline for receipt of tenders*** | 10am on Tuesday 13 April 2021 |

Suppliers should submit all their ITT tender documents to [LEAPadmin@ncb.org.uk](mailto:LEAPadmin@ncb.org.uk) by **10am on Tuesday 13 April**, with “LEAP Data Platform Enhancement - Adding Outcomes Data” followed by your organisation name in the subject line.

**1. Overview of LEAP**

***1.1 The LEAP Programme*** Set up in 2015, after being awarded a ten-year £36 million grant from the National Lottery, the LEAP Partnership is comprised of parents, early years practitioners, nurseries, children’s centres, the National Children’s Bureau, several departments of Lambeth Council, three local NHS trusts, community organisations, and several local and national charities.

Our primary aims are to:

* Give thousands of children aged 0-3 a better start in the Lambeth wards of Coldharbour, Stockwell, Tulse Hill, and Vassall.
* Use LEAP’s learning and evidence to positively influence early years services across Lambeth and beyond.

LEAP aims to do this by demonstrating how children’s life chances can be improved by (1) enhanced early years investment leading to new services and (2) more integrated working between services, under the stewardship of a local multi-agency partnership.

In our target wards, LEAP fund, continuously improve, and evaluate over 20 services. These fall into two groups:

* Services that work directly with children to help them reach their developmental milestones (these range from reading and book swapping sessions, to outdoor play opportunities, to specialist speech and language support).
* Services that support children indirectly, by working with parents, early years practitioners, and the wider community, so they are better equipped to provide the responsive relationships and positive experiences that children need (these range from family psychotherapy, to family nutritionist support, to training for practitioners so they can identify problems early).

**A more detailed overview of LEAP is provided in Appendix A.**

*Whilst the LEAP Partnership operates with a high level of autonomy, it is still accountable to the National Children’s Bureau as this is the National Lottery Community Fund’s (LEAP’s funder) nominated lead, falling under a single charity number (National Children’s Bureau 258825), a single registered company limited by guarantee (National Children’s Bureau 952717), and a single Board of Directors/Trustees.*

***1.2 LEAP and Data Integration***

Prior to the introduction of our Data Integration Platform, reporting systems for LEAP services were in silos. Individual providers were sending anonymised and aggregated data to LEAP on a quarterly basis, and this data could not be linked across LEAP’s services. This created several challenges. First, it prevented LEAP from building a full understanding of who was accessing our services and their patterns of engagement. Second, it inhibited our ability to evaluate the impact of LEAP across the programme. Third, it did not enable accurate reporting on unique beneficiaries to the funder.

In response, and with the assistance of external strategic and delivery partners, we designed and developed a single platform that:

- receives and combines data from the disparate services;

- matches individual beneficiaries across the services; and

- makes available pseudonymised data to enable learning and the gathering of evidence.

The final platform, housed within Lambeth Council’s Microsoft Azure cloud, **uses pseudonymisation techniques to render Personal Identifiable Information (PII) unrecognisable**. It accepts data files pseudonymised by LEAP service providers at source (our NHS providers prefer to pseudonymise the data at source and then send it securely to us) and it pseudonymises data received directly by other service providers. Data files uploaded onto the platform must pass data validation checks before they are accepted.

As you would expect, a considerable amount of work has been undertaken to get us to this stage. This has included obtaining a better understanding of our data flows, identifying a method for linking data, and agreeing a minimum LEAP dataset for all service providers. It has also encompassed deciding on the shape and required functionality of the platform, tendering for and recruiting a partner to build the platform, and working with all service providers including NHS trusts to confirm the legal basis for data sharing. It has also involved the onboarding of ‘User Data’ and ‘Engagement Data’ onto the Data Integration Platform.

**In Appendix B of this ITT, we have included a detailed powerpoint on the Data Integration Platform and how it works, including information about the development process. We are happy to discuss this in more detail with prospective suppliers and we will be holding an information event for this purpose.**

**2. Specification**

**2.1** LEAP would now like to commission an organisation to **oversee and support (working alongside the Data Analytics Team at Lambeth Council) the rapid enhancement of our Data Integration Platform** by adding ‘Outcomes Data’. This does involve an additional layer of complexity to the work carried out so far. For example, ‘User Data’ and ‘Engagement Data’ have standardised data collection categories across each of our 20 services. In contrast, **‘Outcomes Data’ will largely be individual to services** with some limited alignment.

The appointed organisation will act as a **Client-Side Adviser for LEAP**. They will develop and work through an agreed Project Plan with the Council’s delivery team, and directly step-in to supplement and drive this delivery capacity where necessary so that we achieve our objectives on-time and on-budget.

This will involve several steps as described below.

1. **Understanding LEAP’s Outcomes Data**

A first step will be to understand the scope of LEAP’s Outcomes Data and the specific data collection tools in use. LEAP will share this information with the appointed suppliers, but the suppliers will then need to consider how this data can best be captured and stored on the existing Platform. A snapshot of the types of outcomes data we are collecting, and the types of tools we are using, is given in the table below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Service** | **Outcome** | **Measurement Tool** | **Responses** |
| *Parent and Infant Relationship Service* | Sensitive and Responsive Parenting | The Parental Reflective Functioning Questionnaire (PRFQ) | An 18-item tool with each item being answered on a 1-7 scale |
| *Natural Thinkers* | Child Wellbeing | The Leuven Well-Being and Involvement Scale | A 7-item scale |
| *Raising Early Achievement in Literacy* | Quality of the Home Learning Environment | The Home Learning Environment Index | Parents score themselves on the frequency of seven activities (such as reading to their child, singing songs and nursery rhymes on a 0-7 scale |

Each LEAP service will likely be using a handful of measurement tools (five tools or under per service).

1. **Building capacity within the Platform to receive, store, and analyse this data**

The second task will be to build capacity within the platform to receive, store, and analyse this data. As previously described, this will require individual work for each LEAP service so that their collection of outcomes measures can all be recorded on the Platform. Where there is alignment in outcomes and measurement tools between services, we will want to have the ability to analyse data across these services.

1. **Onboarding**

Finally, we will need to ensure services are fully onboarded with regards to their outcomes data. This will involve uploading historic outcomes data (where applicable) onto the Data Platform and supporting services so they are ready to automatically upload this data in the future. Due to changes in measurement tools, we expect the volume of historic data to be fairly limited.

**2.2** As stated above, all three steps outlined above will need to be undertaken **in conjunction with the Technical Delivery Team within Lambeth Council**. It will involve making sure all work is being done to the highest quality, and it will require **regular technical and user testing**. User testing will need to happen simultaneously with the onboarding process, pre-empting the functionality that will be required by service providers to use the system effectively and efficiently and working with the technical build team to ensure they deliver this functionality.

Our Response Form for suppliers includes five core sections to be completed(not including administrative details and referees). These are: (1) your experience of working with place-based projects, (2) your ability to deliver the work within the agreed timescales, (3) your work plan for the project, (4) evidence of your organisational and project management skills, and (5) evidence that your proposal represents value for money.

For number 3, **please do set out a high-level plan for how you will approach and complete the project**.

**3. Key background and further information**

**3.1** Further relevant background information is provided to potential suppliers in our Appendices.

**Appendix A - An overview of LEAP**

**Appendix B** **-** **An overview of our Data Integration Platform**

**4. Timescales**

**4.1** Subject to any changes notified to potential suppliers by NCB in accordance with the Tender Conditions, the following timescales shall apply to this Procurement Process:

| **Activity** | **Date [need to adjust to final timetable]** |
| --- | --- |
| ***Invitation to Tender opens*** | 9am on Thursday 25 March 2021 |
| ***Last date for questions about the process*** | 5pm on Thursday 1 April 2021 |
| ***Briefing for potential suppliers*** | 4pm on Wednesday 7 April |
| ***FAQ responses to be shared with all suppliers*** | By the end of the day on Tuesday 6 April 2021 |
| ***Deadline for receipt of bids*** | 10am on Tuesday 13 April 2021 |
| ***Internal panel meeting*** | Thursday 15 April 2021 |
| ***Notification of the outcome of the Stage Two of the process, subject to Board agreement*** | By Cop on Friday 16 April 2021 |

**5. Instructions for responding**

**5.1** Suppliers should submit all their ITT tender documents to [LEAPadmin@ncb.org.uk](mailto:LEAPadmin@ncb.org.uk) by 10am on Tuesday 13 April 2021, with “LEAP Data Integration Platform Enhancement - Adding Outcomes Data” followed by your organisation name in the subject line.

**5.2** The following requirements should be complied with when summiting your response to this ITT:

* Please ensure that you send your submission in good time to prevent issues with technology - late tender responses may be rejected by NCB.
* Please ensure that information provided as part of your response is of sufficient quality and detail that an informed assessment of it can be made by NCB.
* Do not submit any additional supporting documentation with your ITT response except where specifically requested to do so as part of this ITT. PDF, JPG, PPT, Word and Excel formats can be used for any additional supporting documentation (other formats should not be used without the prior written approval of NCB).
* All attachments/supporting documentation should be provided separately to your main tender response and clearly labelled to make it clear as to which part of your tender response it relates.
* If you submit a generic policy/document you must indicate the page and paragraph reference that is relevant to a particular part of your tender response.
* Unless otherwise stated as part of this ITT or its Annex, all tender responses should be in the format of the relevant NCBs requirement with your response to that requirement inserted underneath.
* Where supporting evidence is requested as ‘or equivalent’ – you must demonstrate such equivalence as part of your tender response.
* Any deliberate alteration of NCB requirements as part of your tender response will invalidate your tender response to that requirement and for evaluation purposes you shall be deemed not to have responded to that particular requirement.
* Responses should be concise, unambiguous, and should directly address the requirement stated.
* Your tender responses to the tender requirements and pricing will be incorporated into the Contract, as appropriate.

**6. Clarification questions**

**6.1** All clarification questions should be submitted no later than **5pm on Thursday 1 April 2021** to [LEAPAdmin@ncb.org.uk](mailto:LEAPAdmin@ncb.org.uk), as set out in the Timescales section of this ITT. NCB is under no obligation to respond to clarification requests received after the Clarification Deadline. **LEAP will hold an Information Session via Zoom for suppliers at 4pm on Wednesday 7 April. Please email LEAPAdmin@ncb.org.uk indicating that you would like to attend. We will then send you the Zoom details**.

**6.2** Any clarification requests should clearly reference the appropriate paragraph in the ITT documentation and, to the extent possible, should be aggregated rather than sent individually.

**6.3** NCB reserves the right to issue any clarification request made by you, and the response, to all potential suppliers unless you expressly require it to be kept confidential at the time the request is made. If NCB considers the contents of the request not to be confidential, it will inform you and you will have the opportunity to withdraw the clarification query prior to NCB responding to all potential suppliers.

**6.4** NCB may at any time request further information from potential suppliers to verify or clarify any aspects of their tender response or other information they may have provided. Should you not provide supplementary information or clarifications to NCB by any deadline notified to you, your tender response may be rejected in full and you may be disqualified from this Procurement Process.

**7. Evaluation criteria**

**7.1** You will have your tender response evaluated as set out below:

**Stage 1:** Tender responses will be checked to ensure that they have been completed correctly and all necessary information has been provided. Tender responses correctly completed with all relevant information being provided will proceed to **Stage 2** of this ITT procedure. Any tender responses not correctly completed in accordance with the requirements of this ITT and/or containing omissions may be rejected at this point. Where a tender response is rejected at this point it will automatically be disqualified and will not be further evaluated.

**Stage 2:** If a bidder succeeds in passing Stage 1 of the evaluation, then it will have its detailed tender response to the NCB requirements evaluated in accordance with the evaluation methodology set out below.

**7.2** Moderation and application of weightings – The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

| **Requirement** | **Weighting** | **Requirement** |
| --- | --- | --- |
| ***Requirement 1*** | **20 per cent** | *Experience of helping place-based projects to meet their data challenges* |
| ***Requirement 2*** | **20 per cent** | *Ability to start and deliver this work within the specified timescales* |
| ***Requirement 3*** | **30 per cent** | *A work plan of high technical quality that will meet our objectives* |
| ***Requirement 4*** | **15 per cent** | *Organisational and project management skills* |
| ***Requirement 5*** | **15 per cent** | *Value for money* |

**7.2b**Scoring Model – Tender responses will be subject to an initial review at the start of Stage 2 of the evaluation process. Any tender responses not meeting mandatory requirements or constraints (if any) will be rejected in full at this point and will not be assessed or scored further. Tender responses not so rejected will be scored by an evaluation panel appointed by NCB for all criteria other than commercial using the following scoring model:

**Score of 5:** A score here will demonstrate a deep understanding of the specification. All solutions offered are linked directly to project requirements and show how they will be delivered and the impact that they will have on other areas/stakeholders. Proposals will contain ideas related to the specification that are realistic and would enhance the service provision.

**Score of 4:** Evidence will have been provided to show not only what will be provided but will give some detail on how this will be achieved. Organisations should make clear how their proposals relate directly to the aims of the project and be specific, rather than general, in the way proposed solutions will deliver the desired outcomes.

**Score of 3:** A score of 3 will again address the key area but will lack some clarity or detail in how the proposed solutions will be achieved. Evidence provided while giving generic or general statements is not specifically directed toward the aims/objectives of this specification. Any significant omission of key information as identified under each criteria heading will point towards a score of 3.

**Score of 2:** A score of 2 will reflect that the organisation has not provided evidence to suggest how they will address the key area. Tenders will in parts be sketchy with little or no detail given on how they will meet specific requirements. Evidence provided is considered weak or inappropriate and it is unclear how this relates to desired outcomes.

**Score of 1:** A score of 1 will reflect that there are major weaknesses or gaps in the information provided. The organisation displays poor understanding and there are major doubts about fitness for purpose.

**Score of 0:** A score of 0 will result if no response is given and/or if the response is not acceptable and/or does not cover the required criteria.

**8. General tender conditions (“Tender Conditions”)**

**8.1** Application of these Tender Conditions - In participating in this Procurement Process and/or by submitting a tender response it will be implied that you accept and will be bound by all the provisions of this ITT and its Annex. Accordingly, tender responses should be on the basis of and strictly in accordance with the requirements of this ITT.

**8.2** Third party verifications - Your tender response is submitted on the basis that you consent to NCB carrying out all necessary actions to verify the information that you have provided, and the analysis of your tender response being undertaken by one or more third parties commissioned by NCB for such purposes.

**8.3** Information provided to potential suppliers - Information that is supplied to potential suppliers as part of this Procurement Process is supplied in good faith. The information contained in the ITT and the supporting documents and in any related written or oral communication is believed to be correct at the time of issue but NCB will not accept any liability for its accuracy, adequacy or completeness and no warranty is given as such. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of the NCB.

**8.4**Potential suppliers to make their own enquires - You are responsible for analysing and reviewing all information provided to you as part of this Procurement Process and for forming your own opinions and seeking advice as you consider appropriate. You should notify NCB promptly of any perceived ambiguity, inconsistency or omission in this ITT and/or any in of its associated documents and/or in any information provided to you as part of this Procurement Process.

**8.5** Amendments to the ITT - At any time prior to the Tender Response Deadline, NCB may amend the ITT. Any such amendment shall be issued to all potential suppliers, and if appropriate to ensure potential suppliers have reasonable time in which to take such amendment into account, the Tender Response Deadline shall, at the discretion of NCB, be extended.

**8.6** Compliance of tender response submission - Any goods and/or services offered should be on the basis of and strictly in accordance with the ITT (including, without limitation, any specification of NCB requirements, these Tender Conditions and the Contract) and all other documents and any clarifications or updates issued by NCB as part of this Procurement Process.

**8.7** Format of tender response submission – Tender responses must comprise the relevant documents specified by NCB completed in all areas and in the format as detailed by NCB in Annex 1. Any documents requested by NCB must be completed in full. It is, therefore, important that you read the ITT carefully before completing and submitting your tender response.

**8.8** Modifications to tender response documents once submitted – You may modify your tender response prior to the Tender Response Deadline by giving written notice to NCB. Any modification should be clear and submitted as a complete new tender response in accordance with Annex 1 and these Tender Conditions.

**8.9** Rejection of tender responses or other documents - A tender response or any other document requested by NCB may be rejected which:

* contains gaps, omissions, misrepresentations, errors, uncompleted sections, or changes to the format of the tender documentation provided;
* contains hand written amendments which have not been initialled by the authorised signatory;
* does not reflect and confirm full and unconditional compliance with all of the documents issued by the NCB forming part of the ITT;
* contains any caveats or any other statements or assumptions qualifying the tender response that are not capable of evaluation in accordance with the evaluation model or requiring changes to any documents issued by NCB in any way;
* is not submitted in a manner consistent with the provisions set out in this ITT;
* contains information which is inconsistent with answers already given in the pre-qualification questionnaire completed as part of this Procurement Process or;
* is received after the Tender Response Deadline.

**8.10** Disqualification - If you breach these Tender Conditions, if there are any errors, omissions or material adverse changes relating to any information supplied by you at any stage in this Procurement Process, if any other circumstances set out in this ITT, and/or in any supporting documents, entitling NCB to reject a tender response apply and/or if you or your appointed advisers attempt:

1. to inappropriately influence this Procurement Process;
2. to fix or set the price for goods or services;
3. to enter into an arrangement with any other party that such party shall refrain from submitting a tender response;
4. to enter into any arrangement with any other party (other than another party that forms part of your consortium bid or is your proposed sub-contractor) as to the prices submitted;
5. to collude in any other way;
6. to engage in direct or indirect bribery or canvassing by you or your appointed advisers in relation to this Procurement Process; or
7. to obtain information from any of the employees, agents or advisors of NCB concerning this Procurement Process (other than as set out in these Tender Conditions) or from another potential supplier or another tender response,

**8.11** NCB shall be entitled to reject your tender response in full and to disqualify you from this Procurement Process. Subject to the “Liability” Tender Condition below, by participating in this Procurement Process you accept that NCB shall have no liability to a disqualified potential supplier in these circumstances.

**8.12** Tender costs – You are responsible for obtaining all information necessary for preparation of your tender response and for all costs and expenses incurred in preparation of the tender response. Subject to the “Liability” Tender Condition below, you accept by your participation in this procurement, including without limitation the submission of a tender response, that you will not be entitled to claim from NCB any costs, expenses or liabilities that you may incur in tendering for this procurement irrespective of whether or not your tender response is successful.

**8.13** Rights to cancel or vary this Procurement Process - By issuing this ITT, entering into clarification communications with potential suppliers or by having any other form of communication with potential suppliers, NCB is not bound in any way to enter into any contractual or other arrangement with you or any other potential supplier. It is intended that the remainder of this Procurement Process will take place in accordance with the provisions of this ITT but NCB reserves the right to terminate, suspend, amend or vary (to include, without limitation, in relation to any timescales or deadlines) this Procurement Process by notice to all potential supplier in writing. Subject to the “Liability” Tender Condition below, NCB will have no liability for any losses, costs or expenses caused to you as a result of such termination, suspension, amendment or variation.

**8.14** Consortium Members and sub-contractors – Bids from consortia organisations will be considered as well as independent suppliers. If a consortia bid is being put forward the role and share of the business that each member will have should be explained. The lead bidder should put forward its own details in relation to contact information, address and only its own financial documents will be required. It is the supplier’s responsibility to ensure that any staff, consortium members, sub-contractors and advisers abide by these Tender Conditions and the requirements of this ITT.

**8.15** Liability – Nothing in these Tender Conditions is intended to exclude or limit the liability of NCB in relation to fraud or in other circumstances where NCB liability may not be limited under any applicable law.

**9. Confidentiality and Information Governance**

**9.1** All information supplied to you by NCB, including this ITT and all other documents relating to this Procurement Process, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers, consortium members and/or sub-contractors strictly for the purposes only of helping you to participate in this Procurement Process and/or prepare your tender response) unless the information is already in the public domain or is required to be disclosed under any applicable laws.

**9.2** You shall not disclose, copy or reproduce any of the information supplied to you as part of this Procurement Process other than for the purposes of preparing and submitting a tender response. There must be no publicity by you regarding the Procurement Process or the future award of any contract unless NCB has given express written consent to the relevant communication.

**9.3**  This ITT and its accompanying documents shall remain the property of NCB and must be returned on demand.

**9.4** NCB reserves the right to disclose all documents relating to this Procurement Process, including without limitation your tender response, to any employee, third party agent, adviser or other third party involved in the procurement in support of, and/or in collaboration with NCB. NCB further reserves the right to publish the Contract once awarded and/or disclose information in connection with supplier performance under the Contract in accordance with any public sector transparency policies (as referred to below). By participating in this Procurement Process, you agree to such disclosure and/or publication by NCB in accordance with such rights reserved by it under this paragraph.

**9.5** The Freedom of Information Act 2000 (“FOIA”), the Environmental Information Regulations 2004 (“EIR”), and public sector transparency policies, including the placing of contract award notices on the Contracts Finder database, apply to NCB (together the “Disclosure Obligations”).

**9.6** You should be aware of NCB obligations and responsibilities under the Disclosure Obligations to disclose information held by NCB. Information provided by you in connection with this Procurement Process, or with any contract that may be awarded as a result of this exercise, may therefore have to be disclosed by NCB under the Disclosure Obligations, unless NCB decides that one of the statutory exemptions under the FOIA or the EIR applies.

**9.7** If you wish to designate information supplied as part of your tender response or otherwise in connection with this tender exercise as confidential, using any template and/or further guidance provided Annex 1, you must provide clear and specific detail as to:

* the precise elements which are considered confidential and/or commercially sensitive;
* why you consider an exemption under the FOIA or EIR would apply; and
* the estimated length of time during which the exemption will apply.

**9.8** The use of blanket protective markings of whole documents such as “commercial in confidence” will not be sufficient. By participating in this Procurement Process you agree that NCB should not and will not be bound by any such markings.

**9.9** In addition, marking any material as “confidential” or “commercially sensitive” or equivalent should not be taken to mean that NCB accepts any duty of confidentiality by virtue of such marking. You accept that the decision as to which information will be disclosed is reserved to NCB, notwithstanding any consultation with you or any designation of information as confidential or commercially sensitive or equivalent you may have made. You agree, by participating further in this Procurement Process and/or submitting your tender response, which all information is provided to NCB on the basis that it may be disclosed under the Disclosure Obligations if NCB considers that it is required to do so and/or may be used by NCB in accordance with the provisions provision of this ITT.

**9.10** Tender responses are also submitted on the condition that the appointed supplier will only process personal data (as may be defined under any relevant data protection laws) that it gains access to in performance of this Contract in accordance with the NCBs instructions and will not use such personal data for any other purpose. The contracted supplier will undertake to process any personal data on NCB behalf in accordance with the relevant provisions of any relevant data protection laws and to ensure all consents required under such laws are obtained.

**10. Tender Validity**

**10.1** Your tender response must remain open for acceptance by NCB for a period up to 2 months from the Tender Response Deadline. A tender response not valid for this period may be rejected by NCB.

**Templates**

Please complete all of these templates as part of your application.

Template 1: Suppliers Response

Template 2: References