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**Invitation to Tender**

**Evaluation of the collective impact strand of Moving on Up**

**April 2019**

1. **Introduction**

The Moving on Up partners (Trust for London, City Bridge Trust and the Black Training and Enterprise Group) are commissioning an independent evaluation of the collective impact strand of the Moving on Up programme (MoU).

Agencies wishing to bid to carry out this evaluation should send a proposal by Tuesday 18 June 2019, as detailed in Section Five of this invitation.

1. **Background**

Moving on Up

MoU is an initiative to improve employment outcomes for young black men in London. MoU Phase One took place from 2015 to 2017 and was evaluated by The Social Innovation Partnership (TSIP). The TSIP evaluation report can be found here: <http://www.bteg.co.uk/content/moving-evaluation-report>

MoU Phase Two is taking place from 2017 to 2021, building on lessons learned in Phase One which pointed to a need for stronger engagement with employers and improved local co-ordination.

MoU Phase Two comprises three strands of activity:

* Strand i: Collective impact model
* Strand ii: Employer engagement
* Strand iii: Research and strategic communications

This invitation to tender is for an evaluation of Strand i: the collective impact model.

Collective impact model

Within this strand, MoU is testing a collective impact model for improving employment outcomes for a specific target group within a defined geographic location. The target group is young black men and the locations are the London boroughs of Brent and Newham. Improved employment outcomes includes both moving from unemployment into a good quality job and moving from a poor quality job into a good quality job. What constitutes a good quality job is currently being defined by the collective impact partners. For MoU ‘black’ means the following ethnic groups: Black Caribbean, Black African, Black British, Other Black, Mixed Black and White, Mixed Black and Asian. Young means age 16 to 24.

The collective impact approach involves key local stakeholders agreeing and implementing an Action Plan to improve employment outcomes for young black men in the borough. The agreed actions depend on local knowledge of priorities, issues and existing services for young black men. The Action Plan brings together existing services along with additional activities funded through the MoU programme, to provide a shared set of objectives, targets and actions to improve employment outcomes for young black men in the collective impact areas.

The two collective impact partnerships are led by Brent Council and Newham Council. Partners within the collective impact partnerships include Job Centre Plus, universities, colleges, voluntary and community organisations and social enterprises. There has been some involvement from employers in helping to develop the focus of the collective impact approach in each borough. The two collective impact partnerships are operating independently of each other and are developing at slightly different paces.

The collective impact partners first came together in September 2018. From September 2018 to March 2019 partners and other stakeholders (e.g. local employers) were developing the collective impact approach, principally by:

* Identifying existing employment support and outcomes for young black men in the local areas;
* Identifying gaps in existing support;
* Agreeing activities to fill gaps;
* Developing specifications to deliver additional activities.

During the period April to June 2019, the collective impact partners will undertake the following:

* Commissioning additional services to improve employment outcomes for young black men in the local area;
* Developing the collective impact Action Plans;
* Committing to collectively working towards the shared objectives and targets set out in the Action Plans.

Action Plan delivery will take place from June 2019 to May 2021. During this period, the collective impact partners will meet regularly (probably quarterly) to review progress towards the objectives and targets of the Action Plan. They will agree any changes to existing activities where necessary, and plan and find resources for any additional activities which may be required to meet the Action Plan objectives and targets.

Intended outcomes

The intended outcomes from the collective impact strand are:

* A clearly defined and tested model for mobilising existing resources within local areas to provide targeted support to population groups which are struggling to get into good quality jobs and careers;
* An increase in the number of young black men moving into quality jobs (still to be defined) as measured against an appropriate baseline or comparator.

Additional outcomes will be agreed by the collective impact partnerships in each borough.

1. **Evaluation requirements**

Evaluation questions

The evaluation is required to address the following primary question:

* Does the collective impact approach improve employment outcomes for young black men?

A secondary question of interest is:

* Could the collective impact approach be applied to other target groups (e.g. older Bangladeshi women) and in any geographic location?

Evaluation outputs

The evaluators are required to deliver the following:

* **An evaluation plan** setting out the methodological approach, data collection methods, data collection frequency, the indicators which will be used to measure employment outcomes, the comparator or baseline data which will be used to measure ‘improvement’ in those employment outcomes and an analysis plan, including proposed statistical tests. In developing the evaluation plan, we expect the evaluators to work directly with the collective impact partnerships in Brent and Newham to ensure that appropriate data collection methods are included within the Action Plans and that partners are able and willing to provide the data required. An evaluation plan agreed by the MoU partners and the collective impact partnerships is required **within three months of the start of the evaluation work.**
* **A baseline report** setting out the baseline from which any increase in employment outcomes will be measured. The baseline report is required by **October 2019.**
* **An interim evaluation report** showing what progress on all indicators in the evaluation plan has been made by the collective impact partnerships during Year One of their Action Plan. The interim evaluation report is required **by June 2020.**
* **A final evaluation report** addressing both the primary and secondary evaluation questions is required **by June 2021.**
1. **Evaluation audiences**

We have identified the following key audiences for the MoU programme evaluations:

* The MoU partners: Trust for London, City Bridge Trust, BTEG and Shared Enterprise;
* Brent and Newham Councils, other local authorities, and other agencies involved in the collective impact partnerships, including universities, further education colleges, employment support providers, housing associations;
* Government bodies, particularly Department for Work and Pensions, district and regional Job Centre Plus managers, Greater London Authority;
* Funders of ethnic equality work.
1. **To tender for this evaluation**

Agencies bidding to carry out this evaluation should send a proposal of up to 1,500 words which provides the following information:

1. The proposed evaluation approach and methods, including:
* What 3 or 4 indicators they would recommend for measuring ‘improved employment outcomes for young black men’.
* What baseline or comparator data they would recommend for measuring any improvement in employment outcomes through the collective impact model and an outline of the data collection method and analytic approach.
* What methods they would use to evaluate the effectiveness of the collective impact model, including in terms of its transferability to other target groups and other geographic locations, and any lasting impacts which may be achieved for young black men, individual partners, the partnership and the local area.
* Any administrative or survey data which they consider might provide a credible means of triangulating the evaluation findings, e.g. by showing if the number of young black men moving into quality jobs is happening at a faster rate in the collective impact boroughs.
1. Their track record of evaluating comparable programmes, including collective impact approaches and initiatives seeking improvements in employment outcomes for specific target groups.
2. The evaluation team, including the main contact.
3. The main tasks to be carried out and the days allocated to each task.
4. The costs per day and the total cost for this evaluation. The indicative budget for this work is up to £40,000 (including VAT). We will consider proposals at higher cost if bidders make a clear case for why a more expensive evaluation would be required.

**Proposals should be e-mailed to: Hilary Cornish, Evaluation and Learning Manager,** Trust for London, hcornish@trustforlondon.org.uk

**Deadline for proposals:** Tuesday 18 June 2019

1. **Contacts for enquiries or further information**

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| Sioned ChurchillDirector of GrantsTrust for LondonSioned@trustforlondon.org.uk  | For any questions about submitting a proposal to carry out this evaluation |
| Hilary CornishEvaluation and Learning ManagerTrust for Londonhcornish@trustforlondon.org.uk | For any questions about submitting a proposal to carry out this evaluation |
| Jeremy Crook OBEChief ExecutiveBTEGjeremy@BTEG.co.uk | For further information about the Moving on Up programme and collective impact approach |
| Liz MackieDirectorShared Enterprise CICliz@sharedenterprise.org.uk  | For any questions about what the MoU partners are seeking from this evaluation  |