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**INVITATION TO TENDER**

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

**April 2022**

1. **INTRODUCTION**

The Moving on Up partners (Trust for London, City Bridge Trust, Action for Race Equality) 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 12pm Thursday 12 May 2022 (Midday),** as detailed in Section Four of this invitation.

1. **BACKGROUND**

**2.1 Moving on Up**

MoU is an initiative to improve employment outcomes for young black men in London. Moving on Up covers three main strands of activity:

* Testing a collective impact model to improve employment outcomes for young black men in Brent and Newham.
* Working with companies in the construction, finance and digital sectors to drive employer-led proactive approaches to improving recruitment, retention and progression of young black men in these sectors.
* Research and communications activities to identify and promote what works in improving employment outcomes for young black men.

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:

[Moving on Up, Interim Evaluation Report 2021 (actionforraceequality.org.uk)](https://www.actionforraceequality.org.uk/book/__mou-evaluation-report-2017/)

MoU Phase Two took place from 2017 to 2021. A summary of evaluation findings from this period can be found here:

[Moving on Up, Interim Evaluation Report 2021 (actionforraceequality.org.uk)](https://www.actionforraceequality.org.uk/book/interim-mou-evaluation-report/)

MoU Phase Three extends the MoU Phase Two activities from December 2021 to December 2023. This invitation is to tender for evaluation of the collective impact strand of the MoU Phase Three period.

**2.2 Collective impact model**

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 include moving from unemployment into a good quality job and moving from a poor quality job into a good quality job. 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 ages 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. 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 each has their own local objectives.

**2.3 Collective impact objectives**

In early 2019, the collective impact partners in Brent and Newham agreed a shared set of objectives and ways of working for the MoU collective impact strand.

There are four overarching objectives:

* Significantly better outcomes for young black men are achieved than business as usual.
* Young black men are equipped to reach their full potential.
* Employers are providing access to employment opportunities and progression.
* Advisors are quickly referring young black men to the most appropriate support available.

Four ways of working have been agreed:

* Engaging young black men in developing the MoU programme.
* Working as an equal partnership.
* Bringing employers with us.
* Embedding and sustaining this approach within our organisations.

1. **EVALUATION REQUIREMENTS**

**3.1 Evaluation questions**

The evaluation is required to address the following questions:

1. Is a collective impact approach more effective than business as usual to improve employment outcomes for young black men?
2. Are the collective impact objectives and ways of working being achieved?
3. What lessons are there from the collective impact approach about improving employment outcomes for young black men?
4. How can we use these lessons to improve outcomes and ways of working within the programme period?
5. What lessons learned from MoU to improve employment outcomes can be applied to other demographic groups experiencing labour market disadvantage, in any area of the UK?

**3.2 Evaluation outputs**

The evaluators are required to deliver the following:

Inception report

An inception report should set out the evaluation team’s understanding of the MoU collective impact programme, its progress and achievements to date.

Background documentation for the programme includes research and evaluation reports. It is likely that the evaluators will also want to interview:

* MoU strategic partners (Trust for London, City Bridge Trust, Action for Race Equality),
* The co-ordinating agencies for each collective impact partnership (Brent and Newham Councils),
* The delivery partners funded to deliver MoU activities (5 agencies in Brent + 8 agencies in Newham)
* A selection of the agencies that are not funded to deliver MoU activities but are involved in the collective impact partnerships;
* A selection of the agencies that work with young black men in Brent and Newham but are not involved in the collective impact partnerships.

A detailed plan of evaluation activities, methods and timetable for the full evaluation period is required as part of the inception report.

Final evaluation report

A final evaluation report is required by March 2024. The final evaluation report should address each of the evaluation questions above.

Regular data reports

From 2019 to 2021, the collective impact partners were using a shared data platform to report on MoU delivery activities. The data collected on this shared platform will be shared with the evaluators.

From early 2022 the programme has adopted a more streamlined set of outcome indicators and each collective impact partners is collecting and storing data for these indicators within their own data systems. The evaluators will be required, on a quarterly basis to:

* Collect quarterly outcome and output data from each data managing delivery partner (1 partner in Newham, possibly 2 partners in Brent)
* Merge partners’ data into a single dataset
* Analyse the data
* Produce a data review report

The data review reports should show progress on each outcome indicator (and for some key outputs) and use this data to identify areas of success, and areas where more development or focus may be needed. The reports should form the basis for structured discussions with the partners about what lessons are being learned and how these can be used to improve outcomes and ways of working within the programme period.

Regular learning workshops

The evaluators should plan and facilitate learning workshops to involve all collective impact partners in reviewing progress, identifying lessons and considering how to use lessons to improve outcomes and ways of working within the programme period. It may be appropriate to hold separate learning workshops for the Brent and Newham partners, or to hold joint workshops for all both sets of partners.

Written reports of key learning points should be produced in advance of each learning workshop and updated after the workshop to provide a record of lessons learned and agreed actions on how these will be applied within the partnerships.

To prepare for these workshops, in addition to the quarterly data reports, the evaluators should attend some or all of the regular collective impact partnership meetings (these are held 6-weekly in Newham and monthly in Brent). Additionally, the evaluators should regularly collect qualitative data from the collective impact partners to identify and add insight to any learning points. This could be done by telephone interviews, on-line surveys, or any other appropriate data collection method.

We expect that over the 18 months of the evaluation fieldwork, the evaluators will organise and facilitate at least three and up to five learning workshops. The frequency and timing of these workshops will depend on whether substantial learning points have emerged from the evaluation research, and we expect the evaluator to advise on this.

Present evaluation findings to the MoU Advisory Group

An Advisory Group for the MoU programme meets three times each year. The evaluators should provide summary reports of evaluation findings for the MoU Advisory Group, and present findings at the Advisory Group meetings in autumn 2022 and in autumn 2023.

Regular check-ins

This evaluation is jointly managed by Trust for London and Action for Race Equality. We expect to meet monthly with the lead evaluator (and other members of the evaluation team as appropriate) to plan and review progress of the evaluation.

**3.3 Evaluation timetable**

| **Activity/output** | **Date** |
| --- | --- |
| Invitation to tender issued | April 2022 |
| Evaluators appointed | June 2022 |
| Inception meeting | June 2022 |
| Monthly evaluation check-ins | Jul 22 to Mar 24 |
| Field work begins | June 22 |
| Inception report completed | Sept 22 |
| Quarterly data reports | Sept 22 to Dec 23 |
| 3 to 5 learning workshops | Sept 22 to Dec 23 |
| Present evaluation findings to MoU Advisory Group | Nov 22 & Nov 23 |
| Field work ends | Jan 24 |
| Final evaluation report | Mar 24 |

**3.4 Evaluation audiences**

Key audiences for the MoU collective impact evaluation:

* The MoU strategic partners: Trust for London, City Bridge Trust, Action for Race Equality
* The MoU Advisory Group members. These include employers, DWP, JobCentre Plus, Greater London Authority
* The collective impact partners, including Brent and Newham Councils, universities, further education colleges, employment support providers
* Agencies with responsibilities for supporting young black men into employment, including Department for Work and Pensions, district and regional Job Centre Plus managers, local authorities, HE & FE careers advisers;
* Employers
* Funders of race equality work.

1. **TO TENDER FOR THIS EVALUATION**

Agencies bidding to carry out this evaluation should send:

1. A proposal of up to 1,500 words which provides the following information:

* The proposed evaluation approach and methods for addressing the evaluation questions.
* Track record of evaluating comparable programmes, including collective impact approaches and initiatives seeking improvements in employment outcomes for specific target groups.
* The evaluation team, including the main contact.
* The main tasks to be carried out and the days allocated to each task.
* The costs per day and the total cost for this evaluation. There is £50,000 available which would be inclusive of VAT and other expenses.

1. An example of the tendering organisation’s evaluation work, ideally an evaluation report from a similar programme evaluation.

**The two documents (proposal + example evaluation report) should be sent by e-mail to:**

**Hilary Cornish**

Evaluation and Learning Manager

Trust for London

[hcornish@trustforlondon.org.uk](mailto:hcornish@trustforlondon.org.uk)

**Deadline for proposals: Thursday 12 May 2022 (Midday).**

1. **CONTACTS FOR ENQUIRIES**

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| --- | --- |
| Tripta Bains  Trust for London  [Tripta@trustforlondon.org.uk](mailto:Tripta@trustforlondon.org.uk) | For any questions about submitting a proposal to carry out this evaluation |
| Hilary Cornish  Evaluation and Learning Manager  Trust for London  [hcornish@trustforlondon.org.uk](mailto:hcornish@trustforlondon.org.uk) | For any questions about submitting a proposal to carry out this evaluation |
| Jeremy Crook OBE  Chief Executive  Action for Race Equality  [Jeremy@actionforraceequality.org.uk](mailto:Jeremy@actionforraceequality.org.uk) | For further information about the Moving on Up programme and collective impact approach |
| Liz Mackie  Director  Shared Enterprise CIC  [liz@sharedenterprise.org.uk](mailto:liz@sharedenterprise.org.uk) | For any questions about what the MoU partners are seeking from this evaluation |