

Enterprise Development Programme Evaluation Invitation to Tender – June 2023

Overview

Access – The Foundation for Social Investment (Access) and Social Investment Business (SIB) are looking for a team or individual consultant to deliver an end evaluation of the Enterprise Development Programme (EDP). We welcome a range of proposed methodologies and approaches for delivering the evaluation. The evaluation will run for 18 months to the end of December 2024 and the budget is **£75,000 maximum including VAT**. Please read all sections of this document for information on how to apply.

All proposals must be received by **Friday 21st July**.

Brief Overview of Access

Access works to make charities and social enterprises in England more financially resilient and self-reliant, so that they can sustain or increase their impact. Access does this by supporting the development of enterprise activity to grow and diversify income and improving access to the social investment which can help stimulate that enterprise activity.

Access takes a Network Leadership approach, working through others to create partnerships which can outlive the organisation, test and learn from new approaches, and generate knowledge which improves the work of partners seeking the same goals.

Brief Overview of SIB

SIB supports charities and social enterprises to build stronger and fairer communities. SIB offers funding and flexible, adaptive funding and finance to the organisations that make up the social economy, providing them with the tools they need to make a positive difference to the communities they work within.

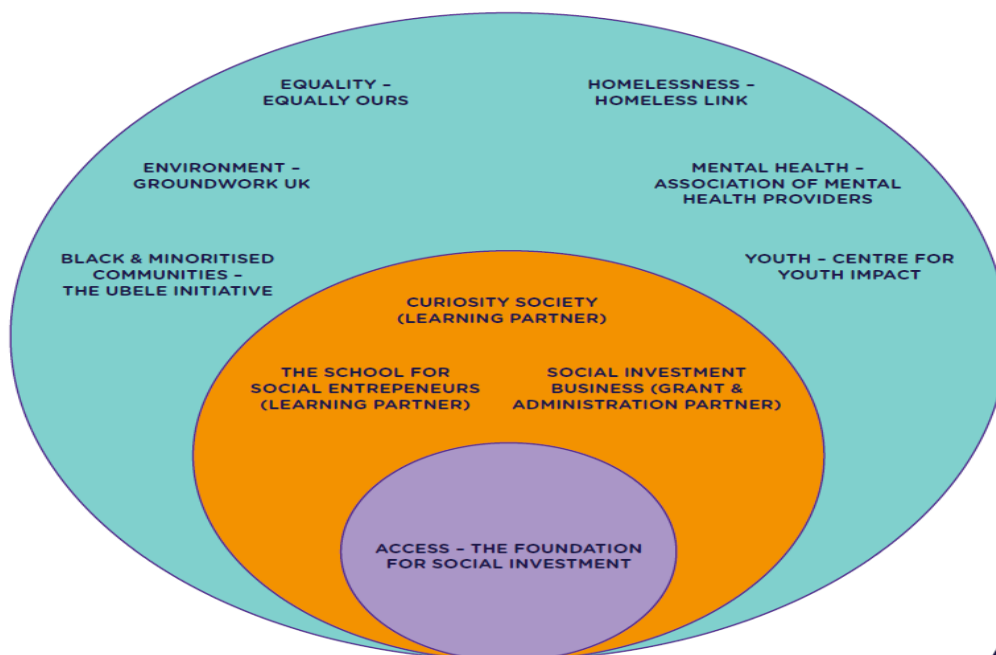
EDP Programme

The Enterprise Development Programme (EDP) is a five-year grant programme (running until March 2024), funded by [Access – The Foundation for Social Investment](#) and managed by a coalition of partners. The programme supports charities and social enterprises looking to identify, test, implement or scale trading models to deliver their missions and help them become more sustainable.

The EDP is a learning programme and Access aims to leave a legacy of evidence and insight for other foundations and funders looking to support enterprise development; and other sectors (or organisations within existing sectors) looking to develop or grow enterprise models. The partnership of organisations delivering the programme shares this ambition to influence others, alongside using learning throughout the life of the programme to make real time changes.

This diagram outlines the key organisations within and structure of the partnership:

THE EDP PARTNERSHIP



The EDP aims to help charities and social enterprises in England become more resilient by developing new enterprise models or by growing existing models. It does this through providing a broad range of support. The programme takes a sector-based approach to delivery and is managed by a coalition of partners. The programme was originally piloted and launched in 2018 with two sectors. After the initial one-year pilot launched in 2018, EDP was redesigned and The Partnership now includes six sectors:

- Black & Minoritised Communities led by the Ubele Initiative (2021-2024)
- Equality led by Equally Ours (2019-2022)
- Environment led by Groundwork UK (2021-2024)
- Homelessness led by Homeless Link (2018-2021)
- Mental Health led by Association of Mental Health Providers (2019-2022)
- Youth led by YMCA George Williams College (2018-2021)

Each sector takes part in the programme, recruiting cohort organisations over three years. After which, depending on when they joined the partnership, the organisations will move to the learning and knowledge sharing focussed element of the programme (the Alumni Network). For a detailed outline of when the different cohorts were run by sector, please see Annex 1.

Cohort organisations take part in the programme for 12 months and are supported with sets of bespoke packages including a mix of the following (depending on their enterprise needs):

- **Financial support (grants):** Organisations are supported to test ideas, to establish new enterprise models or grow existing ones through a mix of traditional and incentivised grant-making, which releases funds once trading targets are met.
- **Peer network and learning support:** each organisation has access to one-to-one support as well as a peer-learning programme that facilitates deep collaboration and knowledge sharing across a range of national and sector partners.

- **Financial Management Support:** Organisations receive financial management support from a qualified and experienced accountants, with support covering elements such as financial models and projections, pricing strategies, (re)building management accounting and reporting processes, etc.

EDP Monitoring & Learning

The full Theory of Change for the Programme can be found in Annex 2. This was developed collaboratively with all EDP partners as part of the design of this evaluation.

Access and SIB are exploring whether the EDP aims have been met through a range of monitoring, evaluation and learning work. All relevant data and learning will be shared with the evaluators:

1. **Routine Monitoring:** Access & SIB have developed standardised monitoring templates for collecting data from cohort organisations at 6 months (technically half-way through their time at EDP) and at 12 months (the equivalent of an end of grant form). This enables us to track changes in organisations as they make their way through the programme. Through this we can report on milestone achievement, challenges, proportion of income generated from trading, and also on an organisation's resilience, trading journey and plans for the future. The data also enables us to report on the reach of the programme into deprived areas. We are also tracking the diversity of organisations' leadership.
2. **Peer Learning and Sector Partner's own data:** The EDP Partnership, and in particular the Sector Partners are currently facilitating peer learning between cohort organisations and across sectors. Each sector partner also has their own Theory of Change and collect progress data in different forms.
3. **Interim Review:** Access' former learning partner conducted an interim evaluation of the pilot year of the programme (2018-2019). The review informed the design and delivery of the 2nd phase of the programme.

Evaluation Purpose, Approach and Audiences

We are seeking an evaluator(s) to help assess the achievements and outcomes (both positive and unintended) of EDP, and how the specific structure and approach of the programme contributed to these. We are open to a variety of different evaluation approaches, and would expect those tendering to outline their proposed approach and methodology and why they believe it is appropriate. It is anticipated that a range of qualitative and quantitative methodologies will be utilised in order to answer the EDP research questions, and we would expect the evaluators to define key terms as part of the first stage of the evaluation.

We expect existing datasets (either publicly available or purchased) to play a role and also anticipate the need for direct conversations and engagement with front line organisations (including more in-depth case studies or interviews) in order to get under the skin of real changes on the ground for organisations at all levels.

We see the evaluation progressing through three stages. A first stage (June 23 – Dec 23) should help us to start to understand headline issues of efficacy of design. It will also help us as we bring the programme to a close and support our partners with legacy activity. A second stage (Jan 24 – Apr 24) should provide more quantitative analysis, greater depth of reflection on beneficiary outcomes, and recommendations for future design of similar programmes. A third stage (May 24 – Dec 24) will

iterate this following the closure of the programme, tracking the continued enterprise path of previous participating organisations to understand what residual benefit the programme has had.

Collaborative/ consortium bids are welcomed, particularly where they bring different expertise to research and evaluation techniques (for example quantitative experts versus more qualitative experts).

Learning is also a central objective of the evaluation, as the findings will inform future enterprise development work at Access, SIB and the sector partners.

The primary audiences for the evaluation are;

- The six sectors; Homelessness, Equality, Youth, Mental Health, Environment and Black & Minoritised Communities
- Access and Social Investment Business
- Foundations and their networks;
- Social sector infrastructure and the wider social investment sector;
- Enterprise support organisations.

Evaluation Questions

Access and SIB are seeking an evaluation partner to help us understand the following research questions about the Enterprise Development Programme:

1. To what extent did the programme achieve its objectives and were there any unintended negative outcomes brought about by it?

Structuring of the programme

2. How much did the structuring of the programme (i.e. having a grant admin sector partner, financial peripatetic providers and sector partners) play a role in these positive and negative outcomes?
 - a. What were the benefits of running the programme with a sector focus (rather than generalist) and particularly delivering it through sector specific infrastructure bodies (aka partners)?
 - b. What were the benefits to cohort organisations of the sector approach, bespoke packages, flexible programme management approach, and the peer network? To what extent would organisations simply have preferred to have been given a grant rather than having to participate in the wider programme?
 - c. What did organisations use the EDP grants for and was it the right amount? How far did the grants stretch and what contribution did it make alongside other grants/investment?
 - d. Were the conditions of the programme (length of participation, milestones etc) appropriate, and did they work for cohort organisations?
 - e. Did the incentivised grants work, specifically when compared to non-incentive grants?

Comparing the Pilot Phase and the Main Phase

1. Was the main phase of the programme more effective in supporting cohort organisations to create sustainable trading models?
2. How successful was the pilot phase in creating the conditions for success for the main phase? Specifically what role did the ideation sessions and feasibility grants play in this?

3. Did the shift in approach between the pilot and the main phase provide value for money?

Sustainability of the programme

3. In what ways has the programme increased knowledge around enterprise and trading in our partners, and to what extent will this be sustained beyond the end of the programme?
 - a. Where were organisations in the enterprise lifecycle when they applied to join EDP, where were they at the end, and how much of that progress is attributable to EDP?
 - b. Where will they go next and to what extent has EDP supported cohort organisations to feel more confident in taking on social investment if appropriate?
4. Has the development of enterprise approaches in cohort organisations increased their resilience, and to what extent can this be attributed to EDP?
 - a. Has EDP helped cohort organisations increase their understanding of enterprise models?
 - b. Did EDP effectively support organisations to be ready and informed to seek out further support with their enterprise development?
5. What learning and recommendations can be taken forward for possible future programmes supporting the enterprise development of charities and social enterprises.

The full and final set of research questions will be agreed between Access, SIB and the appointed evaluator/s. We're aware that the above list of questions is long, and are keen to work with the chosen individual/team to refine and prioritise them.

Timescales and Deliverables

The specific nature of analysis and reporting will be agreed with the appointed evaluator and we welcome a broad range of approaches to answering the questions and delivering on the evaluation purpose.

We anticipate the evaluation will begin in June 2023, with all work completed by December 2024.

We would expect all bids to include an outline of how their approach will appropriately deal with the cohort and sector nature of EDP, particularly the risks around key individuals having moved on from the sector partners and organisation supported by the programme.

Key deliverables will include:

- Some kind of inception/approach document. This does not need to take the form of a long report, but will need to outline the revised approach to the evaluation based on the review of the available data and documentation, risks, sampling approach, revised evaluation questions, data collection tools, revised workplan and a proposal for feedback and learning).
- Interim learning reports related to the evaluation stages outlined above. We are again happy to receive proposals with different suggestions on the most effective way of reporting on this evaluation, including creative approaches. We would also expect this to include some form of executive summary/summary report.
- A final evaluation learning report. As with the interim reports, we are flexible around the approach to this.

- Appropriate learning and reflection sessions with the key stakeholders. We would anticipate that there will be one feedback and learning session with the sector partners before the drafting of the evaluation report, and a second to share the findings of the evaluation with a wider audience.
- A post evaluation debrief with SIB and Access.

Budget

The bidder's total costs must not exceed £75,000 (including VAT and expenses). Value for money will be considered when reviewing the tenders (see below for more detail on the scoring process).

Evaluation Management

The evaluation will be managed by a steering committee of organisations involved in EDP, which will include Access, SIB and sector leads. Day to day administration of the evaluation will be led by the Head of Impact and Evaluation at Access, with support from the Programme Manager responsible for EDP.

Application Process

Essential Information

This will be a three-stage tendering process (a Pass/Fail Stage, a full review stage and an interview stage) – full details of which are explained below.

The tender will be live until 23.59 on Friday 21st July

The submission route is emailed responses to applications@access-si.org.uk

Any queries about this process or questions about the tender should also be directed towards Lydia Levy, Head of Impact and Evaluation: lydia.levy@access-si.org.uk

Access welcomes collaborative/ consortium bids.

Responding to the tender

If you are interested in applying to deliver this evaluation, please provide a response to this document (8 pages of A4 max plus annexes). The tender will be evaluated based on two tests. The first is a simple Pass/ Fail test and the second is a more in-depth response to the stated evaluation criteria.

Pass/Fail Test

In order for submissions to be considered they first must pass two PASS/FAIL CRITERIA set out below. Tenders which do not pass all three Pass/Fail criteria will not be evaluated further and will be excluded from the competition.

1. Cost PASS/FAIL TEST

The Bidder's total costs must not exceed £75,000 (including VAT and expenses).

A **Fail** will be allocated to those responses whose costs exceed £75,000 (including VAT and expenses).

2. Equity, Equality, Diversity and Inclusion PASS/FAIL TEST (Where the bidder is a consortium, this test will be carried out on the lead organisation)

Access is committed to equity, equality, diversity and inclusion. We aim to build accountability through meaningful collaborations and co-production with diverse networks and communities. We are working towards an inclusive culture. We require our trustees, employees and partners to act with integrity and to invest time, energy and resources in equitable representation.

Please describe your organisation's commitment to promoting equity, equality, diversity and inclusion and how that commitment is operationalised (please include links to or attachments of any Equality, Diversity and Inclusion policies or equivalent documents if relevant)

A **Fail** will be allocated to those responses that are not able to demonstrate clear evidence of their organisation's commitment to equity, equality, diversity and inclusion, and how that commitment is operationalised.

Tender Evaluation Criteria

Those applicants who pass the PASS/FAIL CRITERIA will be further evaluated on their responses to the following 5 criteria below. Please submit written responses to these criteria. Provide examples and links (or attachments) to documents where it supports your submission. Please keep your responses succinct and relevant to the five criteria.

Responses to the five criteria will be scored based on the process outlined in Annex 3. Please ensure you read this.

If the final scores are close, the top scorers (up to 5) may be asked to attend an in-person interview. This will be with representatives from the Steering Committee.

The 5 assessment criteria are as follows:

1. The breadth, capacity and depth of relevant experience and expertise of the proposed team members (20%)
2. The methodology the bidder proposes to deliver the evaluation (50%) distributed equally across the following criteria:
 - a. *Adequacy of Practice*, proposed data collection activities the bidders will carry out
 - b. *Adequacy of Analysis*, how bidders propose to analyse the material they collect drawing together the strands of evaluative activity over the contract period, into a coherent narrative of the impact (or lack of it) the programme delivered
 - c. *Innovative capability*, i.e., the know-how that enables bidders to introduce new practices, e.g., use of social media in data collection or data visualisation for dissemination, that generate additional value into the work
3. The adequacy of the risk analysis presented in terms of its completeness, the quality of proposed mitigation and management arrangements in relation to the identified risks, 10%;

4. The extent to which the bidder presents credible and inclusive proposals with regard to engagement with the EDP sectors and other key stakeholders, 10%;

We will assess bidders on criteria 1 through 4 above using the scoring matrix found in Annex 3.

5. The 5th criteria accounting for the remaining 10% of the score is related to Value for Money. Bidders should provide in their responses:
 - A breakdown of costs
 - Day rates for individuals working on the evaluation
 - Roles/ organisation level of individuals working on the evaluation

We will assess bidders on this 5th criteria using the “value for money” scoring matrix found in Annex 3.

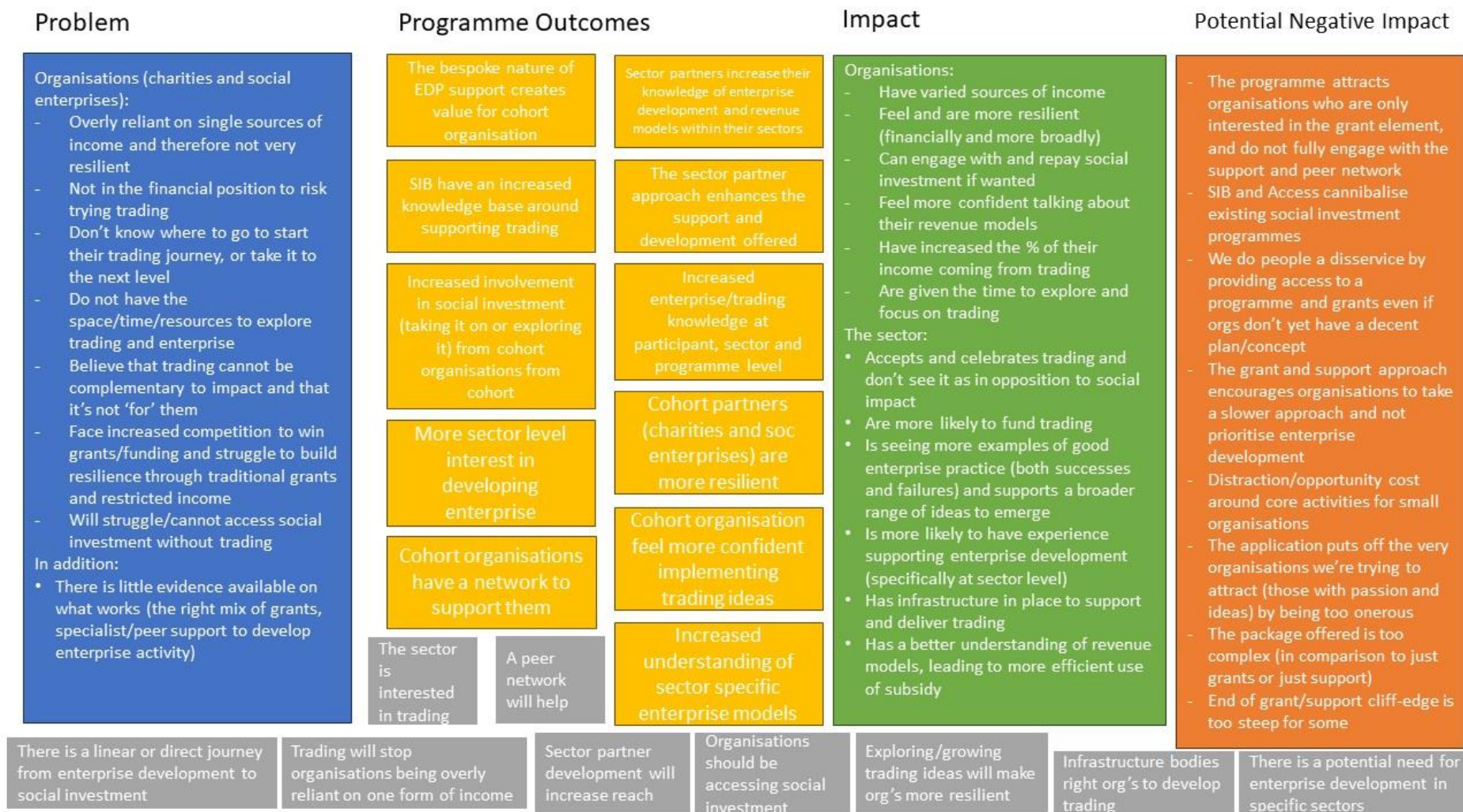
Annex 1: Detailed breakdown of the different EDP cohorts by sector

	2020						2021						2022						2023						2024																
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Homelessness- Cohort 1																																									
Youth- Cohort 1																																									
Youth- Cohort 2																																									
Mental Health- Cohort 1																																									
Mental Health- Cohort 2																																									
Mental Health- Cohort 3																																									
Mental Health- Cohort 4																																									
Equality- Cohort 1																																									
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Equality- Cohort 3																																									
Equality- AN																																									
Environment- Cohort 1																																									
Environment- Cohort 2																																									
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Environment- Cohort 4																																									
BMC- Cohort 1																																									
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Key	
Cohort 1	
Cohort 2	
Cohort 3	
Cohort 4	
AN cohorts	

Annex 2: Enterprise Development Programme Theory of Change

Assumptions are in Grey below.



Annex 3

Scoring Matrix Criteria 1-4.

Score	Comment	Detail
0	Poor	No response or partial response and inadequate evidence provided in support of it. Does not give Access confidence in the bidder's capability to deliver the contract.
1	Weak	Response is supported by a limited / narrow statement of evidence in several areas giving rise to concern for Access about the bidder's capability to deliver the contract.
2	Satisfactory	Response is supported by a sufficient statement of evidence and {in relation to Criteria 2} proposes credible actions on at least one of participatory orientation; innovative capability or complexity awareness. In a few instances is lacking sufficient detail giving rise to some concerns about the capability to deliver the contract.
3	Good	Response is comprehensive and supported by a sufficient standard of evidence and {in relation to Criteria 2} proposes credible actions on at least two of participatory orientation; innovative capability or complexity awareness. Gives Access a high level of confidence in the ability of the bidder to deliver the contract.
4	Excellent	Response is very comprehensive and supported by a sufficient standard of evidence {in relation to Criteria 2} and proposes credible actions on all three of participatory orientation, innovative capability or complexity awareness. Gives Access full confidence the ability of the bidder to deliver the contract.

Scoring Matrix Criteria 5 “Value for Money”.

Score	Comment	Detail
0	Poor	The bid represents poor value for money. The day rates are higher than other submissions and/or there is very limited project delivery represented in the costs and/or overly inexperienced staff are proposed to undertake the majority of the work.
1	Weak	The bid represents weak value for money. The day rates are towards the higher end compared with other submissions and/or there is insufficient project delivery represented in the costs and/or inexperienced staff are proposed to undertake large elements of the work.
2	Satisfactory	The bid represents excellent value for money. The day rates are comparable to other submissions and/or there is sufficient project delivery represented in the costs and/or sufficiently experienced staff are proposed to undertake a number of elements of the work.
3	Good	The bid represents good value for money. The day rates are comparable to other submissions and/or there is a good level of project delivery represented in the costs and/or experienced staff are proposed to undertake the majority of the work.
4	Excellent	The bid represents excellent value for money. The day rates are lower or comparable to other submissions and/or there is extensive project delivery represented in the costs and/or experienced staff are proposed to undertake the majority of the work.

Scoring Process

The submissions will be scored by the Steering Committee who will:

- Assess what each bidder offers as evidence on each criterion, with each member of the review group carrying out this task independently of other members, maintaining notes on their thinking as they do so, and after discussion, reaching consensus on the score that should be recorded for that bidder’s submission in relation to the criterion in question (averaging scores will not be done);
- Weight the review group’s agreed score for each bidder on each criterion by the percentages noted against the 5 criteria
- Adding up these weighted scores to provide a final score.

Where final scores are close, the top scorers (up to 5) may be asked to attend an in-person interview to verbally discuss their written submissions in more detail. Access reserves the right to request references prior to appointment.