

Organising for Power Programme

INVITATION to TENDER - External Evaluator

I. Background

Tripod is a small, independent workers' cooperative which supports groups fighting for social, economic and environmental justice. We work with grassroots collectives, campaigning groups, co-operatives, community groups and charities to help them become more effective and sustainable.

Organising for Power is a comprehensive programme which enables campaigners over 2 cohorts to develop strategic campaigns which effectively tackle the root causes of xenophobia and racism and advocate for the rights and dignity of refugees and other migrants in Scotland.

Organising for Power offers campaign organisers high quality training, in-person and online coaching in essential campaign organising skills, mentoring with experienced campaigners, peer-to-peer learning and consistent and sustained follow-up. The programme provides essential reflective space to review campaigners' work and implement changes. Residential sessions focusing on relational elements of movement-building enables participants to build strategic alliances and solidarity between themselves and their organisations. Participants draw on lessons from past movements and successful campaigns, share good practice, acquire key skills for strategic campaign organising and design and implement their own campaign plans.

Aims

The programme aims to:

- Build the power of organisers tackling the root causes of xenophobia and racism and promoting the rights of refugees and other migrants by developing leaders with exceptional community organising and campaigning skills who will be catalysts for positive change.
- Foster the resilience of this movement by building relationships and alliances amongst individuals and groups organising marginalised communities, leading to strong networks for lasting change.
- Increase and strengthen campaigns to effectively tackle the root causes of xenophobia and racism, and advocate for the rights and dignity of refugees and other migrants in Scotland.

Objectives

Through the programme participants will:

- Learn and reinforce core skills in campaigning and community organising in a supportive environment.
- Develop campaign plans and receive feedback and support.
- Implement strategic and effective campaigns in their communities.
- Share experiences of implementing campaigns through peer-to-peer coaching and mentoring.
- Evaluate, review and refine their campaigning.

- Gain confidence as campaign organisers with feedback from experienced campaigners and peers.
- Build relationships with other organisers working on similar issues.
- Foster a well networked movement of refugee and migrants' rights organisers in Scotland.

Programme Outline

The format of the programme for each cohort is as follows:

- Campaign Organiser Introduction: 5 day residential using direct education and other experiential methods to develop participants' rapport and core organising skills.
- Campaign Planning and Campaign Implementation: Participants develop and implement their campaign plans in their communities. They are supported by:
 - Campaign coaching
 - Mentoring
 - Learning days
 - Debriefing and reviewing of campaign implementation
- Evaluation of Programme: Participants evaluate the programme after each phase.

II. Purpose of the Evaluation

The purposes of the evaluation are to:

1. Assess the overall progress and effectiveness of the project in contributing to the target outcomes;
2. Make recommendations and draw out key learning points on how to improve the implementation for the next cohort of the project

III. Scope of Work

The evaluation shall address, but not necessarily be limited to, the following questions and issues:

Achievements of results

- Assess the extent to which the project aims, objectives and outputs have been reached, or are expected to be reached by the end of the project period;
- Assess whether any impact (or significant outcomes) of the project can be found (negative and positive, primary or secondary);
- Assess the quality of project activities and the effectiveness of the implementation methodologies/approaches.

Relevance

- Assess the project's relevance to and contribution towards the work of the participating groups to their work in tackling the root causes of racism and promoting the rights of refugees and other migrants
- Make recommendations on how to improve the relevance in the next cohort of the project.

Lessons learned

- Based on the above assessments, conduct an analysis of what should be the focus and priorities for the 2nd cohort in order to ensure the effectiveness of the programme.
- Make an analysis of lessons learned and recommendations for a possible next phase of the programme to ensure the sustainability of the efforts done by this movement.

IV. Evaluation brief

The evaluation will be conducted by an external evaluation consultant contracted by Tripod. The evaluation will be carried out in 2 phases: the first phase is the midterm evaluation from May to July 2019; the second phase is the end of project evaluation from April to July 2020 (tentative).

Continuing to conduct the second phase of the evaluation is dependent upon the evaluator's performance during the 1st phase.

Our office is located in Edinburgh but most of our participating groups are located in Glasgow. So travelling between Edinburgh and Glasgow will be necessary.

Evaluation ethos

Our approach to evaluation is informed by our systemic approach to change. Systems are complex, dynamic, interconnected, non-linear and interactive; this means our strategy is adaptive and holistic. Our preferred approach to evaluation:

- Seeks to understand change in its specific context, rather than in isolation
- Looks for unanticipated as well as anticipated outcomes
- Looks for effective practice in action, rather than assessing adherence to a predetermined set of activities
- Embraces participatory, qualitative and open-ended data collection methods
- Focuses on our contribution to change, rather than seeking to attribute any change solely to the Programme.

We are particularly keen to work with evaluators who are sympathetic to our systemic perspective and who seek a deep understanding of the Organising for Power approach, including through attendance at workshops, and other Programme events.

Activities and outputs

PHASE 1 - midterm evaluation

Preparatory work and desk study (May 2019, 1 day)

Familiarisation with project; review of current data collection methods; production of working plan for the external evaluation (to be agreed with delivery team).

Data collection (May - June 2019, 6 days)

Suggested methodology but not limited to, the following: Observation of End of Cohort 1 Review Workshop (April 2019); interviews with all participants, some of their core group members, mentors, coaches; participatory evaluation workshop with participants (optional)

Phase 1-midterm report (July 2019, 3 days)

This will detail overall findings and recommendations.

PHASE 2 - end of project evaluation (timeline is tentative)

Desk study (April 2020, 1 day)

Data collection (May - June 2020, 6 days)

Phase 2 and Final report (July 2020, 3 days)

A draft for both of the reports will need to be reviewed by the delivery team before they are finalised.

Timescale and budget

Our budget for the evaluation is **£8,500 inclusive of VAT** (where appropriate). This will include consultant's fees and overhead expenses.

The consultant shall propose a budget based on the tentative timeframe, the personnel requirements and the expected travel and subsistence expenses.

V. Specification and tender requirements

We are seeking individuals or organisations who:

- Have sound experience and expertise in social research and evaluation, preferably in the field of social justice/activism work
- Are enthusiastic about the learning that can be drawn from the programme
- Have proven expertise in writing in a concise and accessible format
- Have experience of working with small grassroots groups and voluntary sector agencies.
- Excellent writing and communication skills in English in a concise and accessible format
- Proven track record in independent reviews and evaluations
- Have an affinity with our systemic approach
- Have experience in the use of participatory methods for evaluation will be desirable

Tenders will need to include:

- A framework and methodology for the work including key milestones and accompanying time line
- Examples of related work
- A budget for the work, including any overhead costs, expenses and VAT where appropriate
- Key personnel involved in undertaking the work – their experience and past work.

Please submit tenders by 22 April 2019 to Monette O'Hara at o4p@tripodtraining.org.

If you need any further information or would like to discuss your ideas before submitting, please do not hesitate to get in touch.