

LIVING WAGE SPECIAL INITIATIVE EVALUATION

INVITATION TO TENDER

Project summary:	Evaluation of the CPF Special Initiative on the Living Wage
Deadline for tender:	11 December 2009
Timescale:	Four years
Total budget:	Up to £50,000

1. Background

City Parochial Foundation (CPF) is an independent charitable funder, established in 1891. We aim to tackle poverty and its root causes in London and make grants totalling £7 million per annum.

One of the key areas we have significantly invested in is employment, including improving the rights and working conditions of vulnerable and low-paid workers. Although work is the most important route out of poverty, more and more poor households in the capital include someone who is working. Fifteen per cent of all full-time and 45 per cent of all part-time workers in the capital are low-paid (one in five of London's workers).

To counter this a Living Wage campaign was initiated by London Citizens in 2001, which we have supported for a number of years. The campaign stipulates an hourly pay rate set above the National Minimum Wage, currently set by the Greater London Authority (GLA) at £7.60 an hour, and includes entitlements such as annual leave and sick leave, to ensure a decent standard of living. Unlike the National Minimum Wage, the Living Wage is not mandatory, but more than 100 employers in the capital are now paying it, including Barclays, Westfield, the London School of Economics and Transport for London.

The campaign is strongly supported by both the previous and current Mayor of London. Mayor Johnson stated: *"Paying the London Living Wage is not only morally right, but makes good business sense too. What may appear to be an unaffordable cost in a highly competitive market should more often be viewed as a sound investment decision. I believe that paying decent wages reduces staff turnover and produces a more motivated and productive workforce."*

The Mayor's press release for the 2009 London Living Wage figure cited research commissioned by CPF (the *London Poverty Profile*), which highlighted the high levels of poverty amongst working families.

2. The London Living Wage Special Initiative

We recently agreed to invest nearly £1 million over four years as part of a special initiative to champion the implementation of the living wage in London. The overall aim of the initiative is to bring about a 'step-change' in the number of employers signing up to the living wage. The initiative has two key components:

Commissioned research into the costs and benefits of the living wage

This two-year piece of research aims to build a more robust evidence-base which will examine the cost implications, potential benefits and longer-term impact to employers and employees and the wider economy of a living wage in London.

A grant to London Citizens for the development of a London Living Wage Unit

We awarded two grants to London Citizens (LC) (£805,000 over four years) to set up a London Living Wage Unit. The unit will be responsible for undertaking monitoring, compliance and accreditation of the Living Wage Employer scheme and for driving forward further campaign work. As part of the funding to London Citizens, employers within the public and retail sectors will be targeted as part of campaign objectives. Previous CPF funding to LC has supported campaigning work in the higher education sector and the hospitality and hotel industry.

London Citizens estimates that an additional 37,000 workers will benefit from the initiative. Over the four years LC estimates the benefit to directly employed staff at £111 million across the various sectors.

3. Evaluation of the London Living Wage Special Initiative

As an organisation committed to learning from its grant giving we are keen to commission an independent body to evaluate the initiative. The overall aim of the commissioned work will be to evaluate and quantify the impact and effectiveness of the living wage special initiative. It is envisaged that the key components of the evaluation will include:

- An initial assessment of the appropriateness of current monitoring and evaluation methods and suggestions for further improvements.
Development of a useable, but rigorous monitoring and evaluation framework including suggestions for key success indicators.
- Collection of baseline data.
- An annual assessment of progress against key objectives and outcomes and capture of any useful lessons.
- An overall assessment of the impact of the living wage initiative including the effectiveness of the LC work in relation to campaigning and the living wage unit.

As part of these objective we are particularly interesting in learning about:

- The critical success factors in helping to establish the Living Wage Unit and its constituent parts and in the delivery of broader initiative objectives.
- How the Unit and Initiative are perceived across a broad constituency of key stakeholders.
- The role of the Unit and Initiative in helping to promote the living wage as a viable anti-poverty strategy to secure better wages and working conditions for employees.
- How the Unit and Initiative can best utilise key partnerships and channels of communications to achieve its overall objectives.
- Areas where operation and/or effectiveness of the Unit could be enhanced in relation to the overall objectives of the initiative.
- Options for longer-term sustainability and impact of the unit and initiative.

4. Methodology

It is expected that the evaluation will employ both quantitative and qualitative methods. There is also an expectation that the approach will be broadly formative in helping to develop the work of the Unit and in determining the future direction of the Initiative.

5. Reporting

The evaluator will also be expected to be an active member of the Living Wage Advisory Group which will be set up by CPF. This will be a broad coalition drawn from the voluntary, public and business sectors and will include academics, trade union representatives and key influencing bodies with an interest in and commitment to the London living wage and to the aims of the Initiative. However, attendance may vary across the four years depending on the need for reporting in line with the key evaluation objectives.

Key milestones will be identified prior to the commencement of the evaluation and in discussion with key contacts within CPF, London Citizens and in discussion with the wider advisory group. Formal meetings between the evaluator and stakeholders will be arranged around these milestones with informal feedback and dialogue taking place in the interim period.

The primary outputs will be:

- Development of the monitoring and evaluation framework.
- A baseline report within the first four months of activity with suggestions for possible adaptations (monitoring and delivery) where appropriate.
- Annual reports throughout the term of the evaluation.
- A final report at the end of the work.

The final report should provide details of: the methodology; the process undertaken; findings from the evaluation; any lessons learned; and an

exploration of the scope for future development.

The report and a separate executive summary will need to be written in accessible, plain language in CPF's house-style. CPF will have a royalty-free licence to reproduce, communicate, make available to the public, and distribute these documents.

The evaluators will be expected to attend a number of meetings to present the findings of the interim and final evaluation reports as appropriate.

CPF will be responsible for the monitoring of grant objectives as part of the grant to London Citizens.

6. Audiences

A number of key audiences for the evaluation have already been identified and include:

- CPF and London Citizens to help the development of the initiative
- Employers and relevant employer bodies such as the CBI
- Trade unions
- Local, regional and central government
- Academics and policy makers working within a poverty, social welfare, industrial relations or economics field
- The media.

Details of other audiences which the evaluators feel are likely to have an interest in the findings of the proposed work would also be welcomed.

7. Time frame

The evaluation will take place over a four-year period, although the early identification of key milestones and methods will be crucial in providing a workable evaluative model.

8. Skills and experience

The evaluator should demonstrate how they have the following skills and experience:

Essential

- Experience in conducting evaluative research.
- Experience of employing a range of quantitative and qualitative methods as part of the evaluative process.
- Experience in developing monitoring and evaluation frameworks including key success indicators.
- An understanding of the economic and social policy environment relevant to the living wage.
- Attention to issues of diversity where appropriate (i.e. regarding gender, ethnicity, class, disability etc.) and an ability to write in accessible, plain language.

- The experience, ability and capacity to carry out the work and complete on time.
- An understanding of, and proven expertise in, the application and utilisation of evaluation findings to influence policy and practice.
- An understanding of data access issues, questions relating to data protection and management and maintenance of data.

Desirable

- Experience of research/evaluation in relation to economic and financial inclusion including pay and working conditions.
- Experience of research/evaluation in relation campaigning.
- Knowledge of existing financial legislation and policy in relation to socially and financially excluded groups.

9. Tender requirements

The tender should contain the following information (following the format outlined in points A to K):

A. Summary

Covering sections B to E listed below. *Maximum length 600 words.*

B. Organisational background

This should provide brief historical and current information on the organisation(s) or consultant(s) submitting the tender.

C. Context and Policy Relevance

This should cover the context on existing knowledge on employment and living wage issues. It should also outline the relationship of the proposed evaluator to relevant recent and/or current work carried out by others and how the evaluator will build on and relate to this work

D. Overall approach, scope and methods

This should specify the approach that will be adopted and an indication of the methods that will be employed to gather information and data. It should include the scope of the evaluation. It should provide details of the involvement of other parties/external stakeholders. It should also set out ideas for ensuring the messages reach target audiences through dissemination and influencing work. It should give details of the audiences who are likely to have an interest in the proposed evaluation and the best ways of impressing the results upon them.

E. Staffing and Project Management

This should include brief information about the main individuals who will deliver the work e.g. current post; previous experience (including research projects, publications) particularly in relation to social exclusion issues and employment. Details on the role of staff who will be undertaking the proposed tasks, the amount of time they will devote to this work and how they will fit this work in with other existing commitments is also asked for. Applicants should also clarify project management arrangements for this work. CVs should be attached separately.

Applicants are asked to be particularly mindful of the skills and experience required as listed under section 8.

F. Technical/data related issues

This should cover the proposed approach to issues around data access, collation and storage.

G. Ethical issues

This should cover any ethical issues arising and how these may be dealt with.

H. Timetable

This should set out a schedule for the period of the work detailing key milestones, points of data collection, and report writing. It should also give an indication of the number of days allocated to each task. Key consideration should be given to how the timetable fits with the key evaluation objectives outlined in section 3.

I. Budget

The total amount allocated by CPF for the evaluation work is up to £50,000.

The tender should include a budget detailing all relevant costs including expenses and provide a breakdown of major elements. VAT, where applicable, should be included. In relation to staffing, if daily rates are to be used then please indicate the number of days to be worked, the daily rate and where relevant, the annual salary from which this derives for each individual. Events that feed into the project and interim reports should be included in the budget, whereas costs to fund events to disseminate findings to key audiences and the publication for the final report and summary should not. CPF will fund the latter separately.

J. Referees

Name and contact details (including e-mail and telephone number) for two referees.

K. Contact details

This should be for the main individual who will be working on the proposed evaluation and who has been involved in developing this tender.

Appendices may be attached, but these should be kept to a minimum and should be highly relevant to the tender. The maximum length is 3,000 words not including appendices.

One unbound, hard copy of all documents is required. Please also e-mail a Word (not Pdf) version of the complete tender which should be in Arial font, size 12. The hard copy and e-mail must both be sent by the closing date.

Tenders should be submitted to:

Austin Taylor-Laybourn
Grants Manager
City Parochial Foundation
6 Middle Street
London
EC1A 7PH

11. Closing date

The deadline for receipt of hard copies of full proposals is **5.00 pm on 11 December 2009**. Unfortunately, late submissions cannot be accepted. Successful applicants will be contacted within two weeks of the deadline and asked to give a presentation to the key stakeholders in November. If you have not heard from us in that time your tender has not been successful.

12. Contact details

For any queries about this tender, please contact:

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Field Officer
City Parochial Foundation
6 Middle Street
London EC1A 7PH

020 7606 6145

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