

# **SCALE ACCELERATOR EVALUATION INVITATION TO TENDER**

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# 1 BACKGROUND

## Spring Impact

Spring Impact (formerly known as The International Centre for Social Franchising), is an organisation with a singular focus on scaling social impact. We support truly transformative social impact projects to develop the strategic plans, systems, and the processes they need to become scalable - and reach many more people. More information about Spring Impact can be found at: <https://www.springimpact.org/>

## Scale Accelerator

Scale Accelerator is Spring Impact's programme to provide UK based organisations the support and expertise they need to scale their social innovations. In 2015 we launched our first ever Scale Accelerator. Over the past three years, with the support from a range of funders, we have worked with promising social innovations that deal with a range of issues from homelessness to youth leadership, to develop a strategy and model for scaling their impact. To date, 17 organisations from across the country have taken part.

Whilst there are a range of resources focused on supporting innovation, developing new ideas, or supporting organisations to grow, Scale Accelerator uniquely focuses on scaling impact rather than supporting organisational growth.

Each Scale Accelerator has been externally evaluated, please find the previous evaluations in the accompanying documents. Our next Scale Accelerator is our most ambitious yet and we are looking for an evaluation and learning partner to work with us throughout the programme.

## 2 SCALE ACCELERATOR 2019 - 2022

In 2019, we are launching our third Scale Accelerator programme. Over three years, we will work with four cohorts of at least six organisations to support them to scale their social innovations.

The programme has been made possible by The National Lottery Community Fund, the largest funder of community activity in the UK, which distributes money raised by National Lottery players.

### 2.1 Programme Structure

#### 2.1.1 Cohort Selection Process

There is an open application process for organisations ready to scale their social innovations. The selection process will assess the organisations' readiness to scale and standard due diligence checks. We will be looking for organisations that are able to meet the majority of the following:

- Operate in the UK
- Address a pressing social need

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- Meaningfully engages people with lived experience of the issue they are trying to address
- Has some evidence of impact (either qualitative or quantitative)
- Would likely be successful in new locations
- Has received demand from potential partners or funders
- Has stable sources of funding

For previous Scale Accelerator programmes, the application process has been restricted to organisations that have already received funding from the programme funders. We are interested in understanding how an open application process will impact the diversity of organisations taking part in the programme.

The selection process will involve the following:

1. Application form
2. One day training in Spring Impact's approach
3. Telephone interviews

### **2.1.2 Scale Planning Support**

At the heart of Scale Accelerator is an intensive initial 9-month programme, supporting participants to develop an ambitious but realistic plan on how they can replicate their successful innovation. Building on our methodology, this support is highly collaborative process to help organisations develop the scale plan that is right for them. Organisations will receive bespoke consultancy support to answer the following questions:

- What social and business objectives do you have for scale?
- What are the key elements of your innovation that need to be replicated to new locations to ensure impact and sustainability? How can these be adapted to suit the local context?
- Who could implement your innovation in new locations?
- What initial and on-going support will implementers require to deliver the social innovation?
- How will you ensure quality and monitor the impact of your solution at scale?
- What financial relationship do you want with implementers? Are there any additional fundraising needs for you to sustain scale? What are the fundraising requirements for implementers?

The consultancy support will be delivered through a combination of workshops and meetings with Trustees, leaders and operational teams in each organisation. The organisations leave the programme with a clear strategy of how they will scale their impact, an understanding of what new relationships will be required to scale, the financial implications of this, and a clear implementation roadmap to guide making the strategy a reality. Each organisation will receive 40-50 days of dedicated consultancy supported.

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### **2.1.3 External Expertise**

In addition to the support from Spring Impact organisations will receive additional expertise and support to help them prepare for and implement their scale strategies effectively, such as marketing and communications or data analysis.

For previous Scale Accelerator programmes, we focused on Monitoring and Evaluation support. However, our experience has shown that this has not been a default high priority support area, prompting us to expand the support available. For this programme, each organisation will have an assigned budget for additional external expertise. Spring Impact will support organisations to scope out and access the support they need through a range of vetted partners.

### **2.1.4 Cohort Events**

Each organisation will be part of a cohort of six - eight organisations going through the programme. We will support the organisations to build relationships with others in their cohort through running a series of events throughout the programme. These events will give the organisations the opportunity to hear from those who have scaled, discuss key issues and challenges and build lasting relationships that can provide an on-going support network for each participant.

### **2.1.5 Ongoing Support**

Spring Impact will provide additional support for 12 months after each organisation completes their scale plan. This will be in the form of regular check-ins as well more focused support, i.e. workshops, practical advice and trouble-shooting, dictated by the organisations specific needs. Each organisation will have a budget of additional support days which they can draw down on as needed as they implement their plans.

This will be a new element of Scale Accelerator introduced for the first time this year. Our experience has shown that a key need for organisations who are scaling is to be flexible and iterate their plans as the environment around them, and their own learning, changes.

### **2.1.6 Knowledge and Learning**

Organisations from across the cohorts will have the opportunity to attend regular learning events throughout the programme. Moreover, we are planning to develop practical tools for organisations focused on how to overcome challenges during the implementation phase of scale, and aim to share learning each year, through blog posts and opinion pieces.

### **2.1.7 Funder Engagement**

In addition to the support for organisations on the programme, Spring Impact will also work with UK based funders throughout. We will support them to understand how they can support replication and their role in the funding ecosystem.

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### 2.1.8 Thematic Cohort

The second cohort will be focused on a theme. Based on our feedback from previous cohorts, we believe this could support more collaboration and build stronger connections between the organisations. We have not selected a specific theme at this stage and will work alongside The National Lottery Community Fund to select this. We currently think we could either select organisations from a specific sector or organisations that share a particular approach to their way of working.

## 2.2 Programme Phasing

The table below outlines guide timelines for the programme phases:

Date	Phase
January – March 2019	Recruitment and selection of first cohort
April – December 2019	Scale Planning support for first cohort Launch of funder engagement
October – December 2019	Recruitment and selection of second cohort
January – September 2020	Scale Planning support for second cohort
July – September 2020	Recruitment and selection of third cohort
October 2020 – June 2021	Scale Planning support for third cohort
April – June 2021	Recruitment and selection of fourth cohort
July 2021 – March 2022	Scale Planning support for fourth cohort

## 3 WHAT IS BEING COMMISSIONED THROUGH THIS ITT?

### 3.1 Evaluation Objectives

Spring Impact is inviting proposals from candidates for the provision of a learning partnership and independent evaluation of Scale Accelerator. Our objectives for the evaluation are:

- To understand and articulate the value of Scale Accelerator
- To learn from the experience of each cohort to continuously improve the support we provide
- To understand the impact of any changes made to the delivery of each cohort
- To understand the value of a themed cohort
- To understand the value of the ongoing support for organisations and learn about the best approaches for delivering this support

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### 3.2 Scope and Delivery

Anticipated deliverables:

- A revised Theory of Change
- Interim reports throughout the programme so we can reflect on learnings and update our approach
- A final report evaluating the programme

We want to work in partnership throughout the Scale Accelerator Programme. We expect you to be honest and challenging, giving us direct feedback in real time, and engaging with the process.

### 3.3 Budget

The project carries a total indicative budget of £65,000 including all expenses and travel costs (including VAT).

Payments will be released in stages alongside agreed milestones, providing these have been met. The final milestones shall be clearly documented in any contract entered into as a result of this ITT, and in accordance with the terms and conditions of this ITT.

## 4 TENDER REQUIREMENTS

Tenders should be no longer than 20 pages in total (this is a maximum rather than a target length) and should aim to provide the following details:

- An elaboration of the project purpose and intended outputs
- Details of the proposed approach
- Relevant information about the organisation
- The names and relevant experience of staff members involved
- Staff time commitment to the project (in days)
- Timetable
- Arrangements for administration and management of the project
- Detailed project budget

**Ethics:** Tenders should address any anticipated ethical issues and problems and how these will be dealt with.

**Data protection:** Tenders should address any data protection issues identified and state how they will comply with current legislation.

### 4.1 Skills and Expertise

The key things that we are looking for from the partner that we commission are as follows:

- Experience of and expertise in impact evaluations
- Experience of work in the charity sector
- Experience and expertise in evaluating capacity building programmes

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## 4.2 Costing

Project costs should be itemised under the following headings:

- Salary costs for each project team member to be involved in fulfilling the contract (along with the daily rate and number of days input for each project team member)
- Other administrative costs
- Consultation costs
- Travel and subsistence
- Overheads (if applicable)

Costs should be inclusive of VAT and state whether VAT is chargeable. Full cost details of any proposed sub contracts and how these will be managed should be included.

Tenders should set out a payment schedule related to key milestones.

## 4.3 Timetable

The table below outlines the timelines for the tendering process:

Date	Timetable
30 <sup>th</sup> January 2019	Issue ITT
25 <sup>th</sup> February 2019	Deadline for applications
18 <sup>th</sup> – 21 <sup>st</sup> March 2019	Interviews with shortlisted candidates
22 <sup>nd</sup> March 2019	Evaluation partner appointed
25 <sup>th</sup> – 19 <sup>th</sup> March 2019	Evaluation kick off meeting

## 4.4 Application and Shortlisting Process

**The closing date for receipt of tenders is at 6pm on 25<sup>th</sup> February 2019.**

A full electronic copy of the tender including any annexes and supplementary material as part of one document, in MS Word or PDF format, should be emailed to [accelerator@springimpact.org](mailto:accelerator@springimpact.org)

The key criteria for scoring the tenders are:

- How well the tender responds to the brief
- The robustness and suitability of the proposal
- Relevant skills and experience of the team, including track record of producing similar work of a high quality and to deadline
- The adequacy and quality of proposed project management and risk management arrangements
- Value for money: the budget indicated for the project is the maximum budget available for the work, rather than a target spend

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