

## Invitation to Tender

### For a Consultant to lead on the Evaluation of the Wisbech Community-Led Local Development Programme

Start Date: 1 April 2019

End Date: 31 July 2021



Procurement is being undertaken by Cambridgeshire ACRE

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## INTRODUCTION

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The Wisbech Community-Led Local Development Local Action Group wishes to contract a suitability qualified consultant who will:

- Monitor, report and provide an independent view on progress being made by the Wisbech CLLD programme;
- Evaluate whether the Wisbech CLLD Local Development Strategy has been delivered and successfully met its objectives;
- Assist us in demonstrating overall achievements and identifying successful approaches / important learning arising from this Community-Led Local Development approach.

The successful consultant will commit to a longitudinal study, starting in April 2019 and concluding in June 2021, as we wish to gather data over a 27-month period to track and clearly identify the impact of CLLD delivery on the Wisbech area, including on LAG members, project applicants and project beneficiaries.

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## BACKGROUND TO WISBECH CLLD

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Wisbech Community-Led Local Development (CLLD) is a new way of supporting local development projects using European Social Funds. Activity must be in line with European Social Fund (ESF) Investment Priority 1.5 of Priority Axis 1 of the European Social Fund Operational Programme 4. This priority aims to increase employment, skills and social enterprise. The community-led development approach ensures that local people are involved in developing projects, using resources in the area to address local challenges.

In Wisbech, the voluntary, public and private sectors came together to consider the opportunities presented by a CLLD approach. From this initial discussion, a Steering Group was formed to directly work on a Stage 1 application. This was successful and led to the establishment of a Local Action Group (LAG) and the identification of an Accountable Body; as well as the development of the Local Development Strategy (LDS)<sup>1</sup>. In April 2018, Wisbech CLLD was awarded £1.05 million ESF funds, matched-funded locally, to deliver activity in four areas to address the main development needs identified in the Local Development Strategy:

- **Package 1:** Interventions to address 'poor employment opportunities, economic inactivity and work poverty'
- **Package 2:** Interventions to address 'barriers to employment such as low aspiration, crisis, poor health, lack of basic skills & education'
- **Package 3:** Interventions to address 'poorly integrated and marginalised people and communities'
- **Package 4:** Interventions to address 'poor access to services, transport, information technology and advice'

The geographical area covered by the Wisbech CLLD area includes the wards of Clarkson, Kirkgate, Waterlees, Hill, Peckover, Staithe and Medworth, as well as part of Roman Bank, the Walsoken part of Mershe Lande ward; the Emneth part of Emneth with Outwell ward and the Elm and Friday Bridge part of Elm and Christchurch ward.

The Accountable Body for the programme is Cambridgeshire ACRE, a Rural Community Council and member of the ACRE Network. Cambridgeshire ACRE has expertise in the management and operation of complex community-led programmes and partnerships; including having been the accountable body for three LEADER programmes, which took a similar approach in developing an LDS and working through a Local Action Group. Cambridgeshire ACRE employs an EU Programmes Manager and a small team of staff to manage EU programmes, including Wisbech CLLD and Cambridgeshire Fens LEADER.

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<sup>1</sup> [https://wisbechlld.files.wordpress.com/2016/03/local\\_development\\_strategy.pdf](https://wisbechlld.files.wordpress.com/2016/03/local_development_strategy.pdf)

Cambridgeshire County Council, Fenland District Council and Wisbech Town Council are key partners and provide public sector match-funding to the Wisbech CLLD programme, as well as supporting delivery through referral of potential applicants and being part of the LAG.

The LAG members are active and engaged, many of whom live and work in the local Wisbech community themselves. As well as working closely with the Accountable Body, the chosen consultant will be expected to work closely with LAG members to undertake this work. A full list of LAG members can be found on the Wisbech CLLD website<sup>2</sup>.

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## Evaluation Approach

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It is expected this longitudinal evaluation will take place in three stages:

Stage	Undertaking	Outcomes
Early Stage	Establish monitoring and evaluation methods; complete first stage evaluation of programme, checking against LDS results/outputs. Establish knowledge of early stage impacts and CLLD approach in Wisbech.	<ul style="list-style-type: none"> <li>• LAG will understand if first stage projects are supporting beneficiaries and reducing their barriers to work.</li> <li>• LAG will gain insight into its effectiveness and operation.</li> <li>• LAG will gain insight into the support being given to applicants and the overall application process.</li> <li>• Accountable Body will gain insight into its management and support given to project applicants.</li> <li>• The LDS will be reviewed to understand if the identified needs are still valid; leading to an update of the LDS mid-term.</li> </ul>
Mid-Stage (Evaluation / Data collection)	Further use of monitoring and evaluation methods across additional projects. Ongoing dialogue with LAG and Accountable Body.	<ul style="list-style-type: none"> <li>• LAG will be apprised by the consultant of ongoing data collection and further impacts emerging.</li> <li>• LAG will identify what aspects of Wisbech CLLD have been successful and will begin to understand what will be best replicated in any other future funding systems.</li> </ul>
End Stage (Programme Impact)	End of Programme evaluation, collection and correlation of data. Key analysis of programme's overall achievements, approach and lessons learnt. End of programme materials and report presented to LAG and funders.	<ul style="list-style-type: none"> <li>• LAG has good overview of the programme's successes; achievements; learning and the use of a CLLD approach in Wisbech.</li> <li>• LAG has identified what aspects of Wisbech CLLD would be best replicated in any other future funding systems.</li> <li>• LAG can use data, analysis and report to secure other funds to support partnership working and beneficiaries in the area.</li> </ul>

<sup>2</sup> [https://wisbechclld.files.wordpress.com/2018/12/lag\\_membership\\_current\\_web\\_version.pdf](https://wisbechclld.files.wordpress.com/2018/12/lag_membership_current_web_version.pdf)

The LAG held a planning session on 5 December 2018 and they particularly wish the evaluation to help them:

- Build-on the consultation completed with residents at the time of the development of the Local Development Strategy to understand further the town of Wisbech and the issues affecting its residents who are experiencing multiple deprivation and barriers to work.
- Track the applicant organisations' journeys particularly how Wisbech CLLD's technical assistance (Accountable Body) has supported applicants to make and manage their application. They are interested to find out if being part of such an approach has helped those organisations' capacity and what would encourage them to make other similar applications. They are particularly interested to identify what support is required by applicant organisations, including any common skills and training that could be offered to applicants either through this programme or other future projects.
- Track beneficiaries' journeys (experiences, learning, development) giving a better understanding of the best support and routes for them moving towards employment. The LAG is keen to understand the outcomes for beneficiaries over the project lifetime including their destination and progress. This could be undertaken across individual projects and should include participants who 'drop out' of projects to understand their reasons and experiences.
- Understand the effectiveness of the LAG and their role in the programme, particularly an evaluation of how cross-sector involvement is working and what further support and development the LAG can undertake. They are interested to test if the CLLD approach, through local networked development, has started to tackle some of the community needs identified in the LDS and what impact this is having across the Wisbech CLLD area.

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#### **SPECIFICATION OF TASKS TO BE COMPLETED**

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More specifically, the consultant will need to:

1. Complete desktop research / analysis of all available information starting with a comparison of other CLLD programmes and the approach; Local Development Strategy; project applications; project monitoring and reporting data; minutes of meetings.
2. Devise a consultation strategy for collecting qualitative data which will add value to the programme's existing, quantitative monitoring by helping us to understand people's experiences of the programme; expectations, motivations, perceptions, attitudes and feelings. It is proposed that LAG Members; community representatives; project applicants; and beneficiaries would be engaged through a series of conversations; questionnaires and focus groups which would be arranged and conducted by the Consultant. These would be conducted over the lifetime of the programme to demonstrate change and allow the LAG to reflect on how to improve its actions and processes.
3. The LAG has also identified some useful, less-well-used techniques that they feel would help support collecting valuable data and information including:
  - a. Active listening techniques – observation/shadowing.
  - b. Peer evaluation - beneficiaries completing 360-degree evaluation with family/friends.
  - c. Use of mobile phones and social media to gather video clips and photos.
  - d. Events, celebrations and awards.

The consultant would need to work with the LAG and Accountable Body to consider these techniques and carry out some of the evaluation using different approaches that would particularly further our understanding of the CLLD programme.

4. Prepare a case study for each project, collecting stories of change and success. It is expected the consultant would develop a template to collect the required information and provide quality photographs

of each project to be used alongside each case study. These case studies will be developed into an online brochure which will accompany the end of Programme Monitoring and Evaluation Report.

5. Prepare several short videos to demonstrate impact of the programme and the activities that have taken place which have created change and had an impact on beneficiaries' lives.
6. Attend LAG meetings to provide ongoing feedback on the information collected and support the Accountable Body/LAG with any reviews of the Local Development Strategy that might be appropriate.
7. Complete a mid-term and end of Programme Monitoring and Evaluation Report to assess the extent to which the Wisbech CLLD Programme and its locally-led approach has started to bring about anticipated changes, to examine the factors that have proved critical in helping and hindering change and draw lessons for future programming.

The requirement of engaging with residents and organisations from across the Wisbech CLLD area is viewed as essential in order to gain the best outcomes for this work. It will be expected that the consultant will visit Wisbech regularly and so therefore please allow for ample time to be spent with relevant organisations, beneficiaries and LAG members in your costings.

Cambridgeshire ACRE will provide support with contact data and introductions to the LAG and project applicants. Access will also be provided to project files and monitoring data in order to support the work.

The consultant is expected to comply with all current legislation concerning health & safety, environmental sustainability, equality, disability discrimination and data protection.

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## **CONTRACT MANAGEMENT**

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The contract for this work will be managed by Kieran Carr, EU Programmes Manager at Cambridgeshire ACRE.

The consultant will be expected to work closely with Cambridgeshire ACRE staff, providing regular updates and attending meetings to provide an overview of the work as it progresses.

A half-day inception meeting will be held, following award of contract and before work commences, to discuss the work and provide for the development of an agreed workplan to guide the work, timing and expectations. Please allow time for this meeting and development of a workplan in your costings.

Cambridgeshire ACRE is fully compliant with the General Data Protection Regulation (GDPR). Our Data Protection Policy (copy provided) sets out the measures with which all parties working on its behalf should comply. Any personal data shared by Cambridgeshire ACRE with the successful consultant must be handled in accordance with these measures.

The GDPR states that we should only contract with a processor who can provide sufficient guarantees that the requirements of the GDPR will be met and the rights of data subjects protected. The successful consultant will therefore be asked to complete Cambridgeshire ACRE's 'Data Protection Third Party Processor Checklist' as a way of providing the necessary assurances.

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## **TIMETABLE**

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All work and any final outputs must be completed and handed over to Cambridgeshire ACRE by 31 July 2021.

Please provide a summary of key milestones and completion dates covering the duration of the work.

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## BUDGET

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The maximum value of this contract is £20,000.00, which must include all VAT and expenses you incur. Cambridgeshire ACRE cannot exceed this amount.

Please provide information on your daily rate, VAT and the number of days of time allocated to each of the specified tasks to be undertaken as part of the work.

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## PREPARATION OF TENDERS

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Tenders are expected to cover the following:

- Relevant experience and competency possessed to complete the work.
- Biographies of any staff that will complete the work.
- Examples of similar work completed successfully elsewhere.
- The methodology to be used for the development of each of the key tasks and how each of these will feed into the mid-term and End of Programme Report.
- Proposals for approaches to working with all relevant partners involved.
- A simple risk analysis of any issues or barriers foreseen in undertaking the work successfully.
- Full costs and expenses including information on daily rates, VAT and the amount of days of time allocated to each of the key specific tasks to be undertaken as part of the work.
- A breakdown of key milestones and their expected completion dates.
- Contact details of two people who are willing to provide references regarding similar work undertaken over the last three years.

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## SELECTION OF TENDERS

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Cambridgeshire ACRE has a formal 'Policy on Choosing Consultants, Contractors and Suppliers' a copy of which is provided alongside this Invitation to Tender.

As the services sought through this tender will be funded through European Structural Investment Funds (ESIF), Cambridgeshire ACRE must comply with National Rules on procurement as set out in the ESIF National Procurement Requirements (ESIF-GN-1-001)<sup>3</sup>. The value of the contract value is £0 - £25,000, therefore a direct award can be made, and no advertising of the tender is required.

Cambridgeshire ACRE will set a scoring system to allow it to determine and selecting the best value for money tender, with a panel of both LAG members and staff involved in this process. Shortlisted consultants will be invited to an interview where a short presentation will be required detailing how the work will be undertaken.

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<sup>3</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/705925/ESIF-GN-1-001\\_ESIF\\_National\\_Procurement\\_Requirements\\_v5.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705925/ESIF-GN-1-001_ESIF_National_Procurement_Requirements_v5.pdf)

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## **SUBMISSION OF TENDERS**

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If you wish to discuss the requirements of the tender further, then please contact Kieran Carr, EU Programmes Manager on 01353 865048 or email [kieran.carr@camsacre.org.uk](mailto:kieran.carr@camsacre.org.uk).

Please submit your tender (in Microsoft Word or PDF format) by email to Alison Brown, Head of Business Services at Cambridgeshire ACRE, by 5pm on Friday 15 March 2019, via [alison.brown@camsacre.org.uk](mailto:alison.brown@camsacre.org.uk). Late submissions will not be accepted.