



*JESSICA [Scotland] Trust*

## EVALUATION BRIEF

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## 1. Introduction and Background

- 1.1 As part of the establishment of the JESSICA [Scotland] Trust in 2011 it was agreed that an external evaluation would be commissioned near the end of the initial ten-year period. The Trust was granted £15 million from the BIG Lottery Fund [now the National Lottery Community Fund] to invest in social enterprises in 13 of the most disadvantaged local authority areas across Scotland.
- 1.2 Through its corporate trustee, Resilient Scotland Ltd [RSL], the Trust operates two funds – Start and Grow [£10K-£60K] and Making Enterprise Happen [£61K – £500K] – to support social enterprises at different stages in their development. This support is typically given in the form of a loan matched with a grant, a blend which distinguishes our offering from more conventional loan funds.
- 1.3 To date, there have been 66 investments under Start and Grow and 31 investments under Making Enterprise Happen. For further information about the work the Trust has supported see <https://www.resilientscotland.org.uk/impact/our-investments/>
- 1.4 As Resilient Scotland [RSL] approaches its tenth year – and with responsibility for future developments moving to Foundation Scotland in spring 2021 – we are seeking to undertake the evaluation in early 2021.

## 2 Aims of the Evaluation

- 2.1 The **purpose** of the evaluation is to do two things.
  - To look at the **performance** of the Trust and, in particular, to establish its impact in the 13 local authority areas over the last 10 years;
  - To look to the **future** and identify a process for recommending;
    - How best to invest the remaining funds;
    - New products and services;
    - New geographical areas of operation;
    - Potential investors and supporters to grow future social investment funds the fund.
- 2.2 The **aim** of the evaluation is to produce and analyse the evidence [data, stories] to underpin future developments and to guide Foundation Scotland towards the most effective way of investing recycled funds from the Trust in the future. To do this, the following key questions should be addressed:

### *2.2.1 What impact has the Trust had on social enterprises and those they serve/support?*

An assessment of if, and how, the Trust has contributed to:

- Community organisations improving their social, economic and environmental future and becoming more sustainable.
- Communities becoming more resilient and empowered to promote their own regeneration.
- Increased awareness and understanding of effective approaches to sustainable community regeneration.

### *2.2.2 To what extent has the Trust identified and supported new and established social enterprises to engage with, and benefit from, social investment?*

- To what extent has the fund been successful in promoting blended grant and loan products to organisations that wish to develop their enterprise?
- To what extent has the fund identified and supported any novel, innovative approaches/initiatives which are new to market?

### *2.2.3 What is the level of impact of the fund amongst stakeholders?*

- The Trust was new to the social enterprise scene and took time to be established both for social enterprises and support agencies. How has the behaviour of other investors, stakeholders and support agencies changed because of the fund?
- Has the fund had an impact on Scottish Government policy and practice?

### *2.2.4 How well did the Trust work?*

- To what extent did the fund meet its targets for investment [including geographical targets]?
- To what extent did the investees produce the predicted results at the time of investment?
- What evidence is there of the difference the fund made at the level of both individual investments and to the overall economy? Was this due to particular features of the fund and its operation?
- To what extent were investees satisfied with the investment/post-investment process?
- To what extent were there adequate monitoring processes in place, including risk assessment?
- How did the fund adapt and learn over time?
- Were there significant unintended consequences that can be identified and quantified?

### *2.2.5 How did the fund compare [in terms of the issues above] with similar programmes in the UK [e.g. Key Fund]?*

### *2.2.6 How might the fund change and adapt in the future [e.g. in a post-Covid 19 investment environment]?*

- To attract new investors
- To attract new investees
- To broaden its geographical coverage in Scotland
- To develop new products and services
- To continuously monitor and evaluate its portfolio
- To collaborate with other parties??

2.3 We expect that answering these questions will require a combination of quantitative and qualitative analysis at the levels of individual organisations, local authorities, and overall impact.

## **3 Methodology**

- 3.1 We ask you to set out the methodological approach you would take to address the questions above. The methodology might include desk research, surveys/questionnaires and but also include personal interviews [face-to-face and /or telephone/ zoom] with key stakeholders. These would include stakeholder interviews with a selection of projects, RSL Staff, Foundation Scotland staff, members of the RSL Investment Panel, the RSL Board, relevant agencies in the statutory sector and third sector.
- 3.2 Access will be given to documentation related to the Fund including: applications, assessments, project progress and final reports, the annual review meeting minutes etc.

## 4 Technical Matters

- 4.1 The final report will be provided in electronic format. We also require the report to be provided as a slide deck [PowerPoint] and for a presentation to be given on the findings and recommendations to Foundation Scotland.
- 4.2 The report should consist of an Executive Summary [10-12 pages] which should give a short, clear expression of the findings and any conclusions or recommendations for Foundation Scotland, investors and stakeholders. A longer, technical report which details the methodology and evidence to underpin the findings.

## 5 Data Protection Matters

- 5.1 The review could include direct or inadvertent discovery of personal information protected by the Data Protection Act 1998.
- 5.2 We are relying upon the contractor to bring all necessary knowledge and expertise to this task in respect of ensuring that the requirements of the Data Protection Act 1998 are met.
- 5.3 The submissions should clearly state in unambiguous terms that the contractor shall make appropriate provision for meeting indemnities for any breach by the "data processor" and his/her staff. The appointed consultant will be required to provide evidence of current professional indemnity cover together with contact details of the underwriter in the event that Resilient Scotland/Foundation Scotland wishes to check the extent of this cover, exemptions, exceptions and policy excesses.

## 6 Quality Control and Accuracy

- 6.1 Your submission should include an unambiguous statement setting out the quality management procedures to be put in place to achieve the aims of the evaluation.
- 6.2 Please also identify two relevant reference sites that can provide a reference to satisfactory completion of a similar exercise and within budget parameters.

## 7 Proposal Format

- 7.1 The proposal should include:
  - Detailed timetable and methodology, including the number of days to be allocated to each element in the tender specification and to overall project management.
  - Composition of the team working on the project and the role and experience of each member. The number of days each member of the team will spend on the evaluation and the cost/day of each member.
  - A nominated project manager.
  - Information about the style, operating principles and ethos of the bidder, including the quality assurance methods.
  - Details of any similar work undertaken by the Consultants. As part of the evaluation of the bid the Resilient Scotland/Foundation Scotland will seek [in confidence if preferred] evidence of such work, such as published reports.
  - The company registration number, and VAT registration number, if applicable.
  - Any other information about any requirements needed of the Resilient Scotland/Foundation Scotland and/or lead officer to fulfil the contract.

## 8 Tender assessment criteria

### 8.1 Skills and experience

- Good working knowledge of the social enterprise sector and community led development.
- Significant experience of undertaking evaluation activity with organisations.
- Good interpersonal, facilitation and engagement skills.
- Good writing and analytical skills, with an accessible style of communication.

### 8.2 Methodology

- Demonstrate in detail how the scope of works will be delivered, clearly broken down by project tasks
- Set out a project timetable demonstrating when the work will be phased.

### 8.3 Price

- Detailed costing for all activities in the scope of works including day rates for those involved and number of days the tender is based on.
- Value for money.

8.4 Your proposal should be in the form of an electronic copy emailed to [finance@foundationscotland.org.uk](mailto:finance@foundationscotland.org.uk) to arrive no later than 5pm on 15th January 2020. The subject line on the email should must read 'EVALUATION PROPOSAL - Private & Confidential'

8.5 Any queries in respect of this brief should be addressed to Chris Holloway [chris@resilientscotland.org.uk](mailto:chris@resilientscotland.org.uk)

8.6 The consultancy will follow the timescale outlined below:

- |  |                               |
|--|-------------------------------|
| ▪ Deadline for return of tender  | 15 <sup>th</sup> January 2021 |
| ▪ Shortlisting of consultants  | 20 <sup>th</sup> January 2021 |
| ▪ Consultant interviews<br>[This will involve a presentation via Zoom] | 25 <sup>th</sup> January 2021 |
| ▪ Initial meeting with consultant [Via Zoom]                           | 1 <sup>st</sup> February 2021 |
| ▪ Draft report and preliminary findings                                | 6 <sup>th</sup> April 2021    |
| ▪ Final report   | 16 <sup>th</sup> April 2021   |

## 9 Copyright

9.1 The copyright and any other intellectual property on the materials provided by the client or produced on behalf of the client, including both the final report and any earlier drafts, shall vest with the Client.

9.2 The Consultant shall not be permitted to make use of the materials referred to for any other purpose without prior written approval of the Client. All materials received and software files created during this project should be returned to Resilient Scotland/Foundation Scotland at the conclusion of the project in an agreed format.

## 10 Confidentiality

10.1 The Consultant shall keep confidential and shall not disclose to any third party any information gathered during working on the Evaluation and shall ensure that their staff fully understand the on-going nature of their obligations under the Data Protection Act 1998 as "recipients" of personal data, both during their employment with the firm and upon changing employment at a later date.

## 11 Right to Termination

- 11.1 The Client reserves the right to terminate the contract [giving one week's notice in writing] should they feel that the project is not progressing to their satisfaction.

## 12 Invoicing Arrangements

- 12.1 The bid submission should indicate phasing of stage payments appropriate to how the work schedule is presented in the bid proposal. Details of what has been agreed will be confirmed in the letter of appointment. An indicative budget for this consultancy is £25,000 inclusive of VAT and all costs.

## 13 Implications of Covid on carrying out work

- 13.1 Whilst restrictions are in place due to Covid References made to face to face communications should be understood to mean via video-conferencing whilst restrictions are in place due to Covid.