

## Citizens UK – Evaluation and Learning Partner for Making London a Living Wage City

### Request for Expressions of Interest, V2.

Please note updated deadlines in red text.

#### 1. Summary

Citizens UK and the Living Wage Foundation are working with Trust for London to **identify an evaluation partner** to work on their Making London a Living Wage City campaign, a 4 year initiative (started in Sept 2021) with the following aims:

- **Develop leaders:** 800 workers and leaders from communities in deprived areas building their power to make change, and 20,000 people engaged in the Living Wage movement.
- **Strengthen institutions:** 135 civil society institutions engaged and 1600 employers joining the Living Wage movement.
- **Make change:** Lift 75,000 people onto the real Living Wage – leading to at least £635m of increased pay – and ensure 10,000 people benefit from Living Hours.<sup>1</sup>

In the first instance, the successful partner will undertake formative evaluation around key learning and evaluation priorities we have identified for this stage of the project (see Section 3), which complement the outcomes framework that corresponds to the overall aims of the project.

Please note we have identified 3 priorities, 2 of which we would like to take forward in the first 12 months, the third priority could be developed alongside a summative evaluation from June 2024 onwards if both partners agree to continue the partnership. Therefore, we also welcome consideration of how you would approach a summative evaluation of this initiative in your proposal.

#### Timeframe for recruitment

Please see below the dates and deadlines for this process:

- April 14<sup>th</sup> – Advert goes live
- **May 15<sup>th</sup> – deadline (please note the updated deadline)**

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<sup>1</sup> Please note, we increased our initial target of 48,000 to 75,000 due to success in the initiative's first two years. We are awaiting an updated earnings transfer estimate from our partners at Cardiff Business School.

- May 16<sup>th</sup>-26<sup>th</sup> – Shortlisting for interviews
- w/c May 29<sup>th</sup> – Interviews
- Friday 2<sup>nd</sup> June – All shortlisted organisations to be made aware of the decision

We would like an evaluation partner to start working with us from June 2023 and we will discuss and agree the phasing of the **priorities across a 12 month partnership**.

### **Budget**

We are recruiting for a 12 month contract in the first instance, with contract value of £24,000. As above, there is the possibility of extension for the subsequent year to work on priority 3 and the summative evaluation.

If you require any further information, or would like to set up an informal conversation to discuss this further, please get in touch with [ella.rechter@citizensuk.org](mailto:ella.rechter@citizensuk.org).

## **B. Background**

**Trust for London** is an independent charitable foundation. It aims to tackle poverty and inequality in London by: funding voluntary and charity groups – each year it makes grants totalling around £7.5 million and at any one time is supporting up to 300 organisations; funding independent research; and providing knowledge and expertise on London's social issues to policymakers and journalists.

Trust for London have invested £4.8m over 4 years between September 2021 – September 2025 in a strategic bid to Citizens UK and the Living Wage Foundation to Make London a Living Wage City.

**Citizens UK** (CUK) exists to build the power of people to lead change, and to strengthen local communities. We have created diverse alliances of civic institutions in 18 towns and cities across England and Wales. As **London Citizens**, we have 260 community organisations in membership reaching over 300,000 Londoners. We make change by using community organising to develop local leadership, listen deeply in communities and train citizens in how to make effective social change.

Rooted in listening and in the lived experience of people from deprived areas, we take action on a range of local, regional and UK-wide issues. Beyond the Living Wage, our major social justice impacts include ending the detention of children for immigration purposes, ensuring a Government on the cost of credit to reduce exploitative lending and securing tens of £millions of affordable housing.

CUK's work holds to a set of core values: relational, integrity, kindness, solidarity, courage, and inclusion.

**The Living Wage Foundation (LWF)** was launched in 2011 by Citizens UK – enabled by a four-year special initiative investment from Trust for London – to tackle in-work poverty and ensure that workers earn enough to live on and participate in family and community life.

The Foundation's work is rooted in the belief that no one working full time should be earning less than they need to live. We make change by setting a stretching, voluntary standard for fair pay that is rooted in a robust cost-of-living methodology, with an independent, annual calculation overseen by the Living Wage Commission. We support and encourage businesses to accredit as Living Wage Employers, ensuring a long-term commitment to paying the Living Wage to both employees and contracted staff.

The approach is impactful: there are now over 12,000 accredited Living Wage Employers – over 3,000 of which are based in London – with pay rises secured for over 368,000-paid workers across the UK. This employer network is celebrated in November each year during Living Wage Week, alongside the announcement of the new Living Wage rates.

The Living Wage Foundation exists as a distinctive brand within the Citizens UK Charity and we have pioneered an effective influencing and operating model where the community organising in our alliances brings public mandate, campaign energy and lived experience and the Foundation brings research credibility, compliance through accreditation, employer champions and an earned revenue stream.

### **C. About Making London a Living Wage City Initiative**

Although the Living Wage campaign has now brought about over £2 billion in wage transfer, with over £1 billion of this in London, 13.6% of jobs in London still pay less than the real Living Wage. Because of this and the ongoing cost of living crisis, the real Living Wage is more important than ever in London.

With funding from Trust for London over 4 years, Making London a Living Wage City aims to **engage and accredit employers, boost the capacity** of the Living Wage Foundation and Citizens UK to organise workers and communities, **and further build the profile and support** for our biggest campaign. You can find more information [on our website](#).

This project involves a **multi-lever approach to change** which includes a grassroots bottom-up approach led by community organisers and a peer-to-peer influencing approach led by the LWF. The project entails an explicit focus on women, young people, migrants and people from racialised communities and brings together a diverse coalition of people with lived experience to lead this change.

Citizens UK's borough organisers and the community and worker leaders with whom they work have deep local knowledge and effectively hold local political leaders and businesses to account.

The LWF are working sectorally on a pan-London scale, where the expertise of the Living Wage Foundation allows us to influence sector-wide change.

The project has a steering group, made up of worker and civil society leaders, key business figures, and representatives of other anchor institutions. The group is co-chaired by the Mayor of London, the Bishop of London, and KPMG's London regional chair.

Since the start of our work in September 2021, we have now seen **over 1000** Living Wage accreditations in London. This has resulted in over **48,000** pay uplifts. This is a pan-London initiative with **nearly 80** individuals from a range of key employers taking part in our sectoral campaigns action strands and the projects' steering group, ranging from representatives of key civil society institutions to business leaders. There are **16** local organising teams made up of community and worker leaders across London, and we have hosted over **60** actions both locally and on a London-wide scale.

## D. Rationale and scope of this evaluation brief

We are looking for an evaluation and learning partner to undertake an independent analysis around **key formative evaluation priorities** that we have identified for this stage of the initiative. We are also inviting comments on how you might approach an eventual **summative evaluation** in year four of the project.

These formative evaluation priorities complement the projects' existing **outcomes framework (See appendix for summary)**, which corresponds to our project aims and has been agreed with Trust for London. We aim for the formative evaluation to fulfil the following objectives:

- Identify lessons learnt from the work so far, including emerging impacts and unexpected outcomes as we reach the half-way point of the project

- Suggest actionable improvements, including considerations around our effectiveness in collaboration between CUK/LWF and with external partners to achieve our aims
- Offer recommendations for how we can identify and make visible the causal links of our work and showcase our impact

The evaluation partner will work with us to refine the priority areas identified and undertake independent analysis of our progress around each. For each, we have outlined **key formative questions** we envisage any evaluation should consider.

As mentioned above, we will be contracting for the first year of work to focus on two of these priorities.

#### **Priority 1: Measuring the impact of our health and social care action strand**

The sectoral work in health and social care is **the most sophisticated use of our theory of change**, using different interventions from across the CUK family. The Living Wage foundation has developed a health and social care 'action strand', bringing together peers from across the health and social care system to champion and encourage each other to go living wage as well as collectively setting ambitious targets for the number of accreditations they want to see.

Alongside this, CUK members and leaders have taken action, run assemblies, told stories of low pay which has helped to build relationship and accountability across the health system. We want to see what difference this combined impact has had on decision makers and community leaders.

The learning from this will inform our approach moving forwards, particularly thinking about our other sectoral campaigns areas, our approach to collaboration and the effectiveness of our different levers in a particular sector.

#### **Key Questions:**

- What role has community organising played in persuading NHS Trust decision makers to become Living Wage accredited so far?
- How did the Living Wage Foundation model enable decision makers to become Living Wage accredited?
- In what ways have the LWF and organisers worked together most effectively?
- Have there been any unexpected outcomes through this work?

#### **Priority 2: Evaluating the development of community and worker leaders**

At the heart of this initiative is **our investment in the development of community and worker leaders** across London. Community organising creates the conditions

for people to make change on issues that they experience. This includes a range of activities (see Appendix for CUK' s Theory of Change), training and bespoke leadership development journeys.

This priority will add evaluation capacity to undertake a more in-depth piece of work on our learning to-date on a project of this scale, with dedicated Living Wage organisers. This priority also provides an opportunity to develop our impact measurement approach further around the different ways we develop leaders.

**Key Questions:**

- In what ways are community and worker leaders developing in Making London a Living Wage City?
- What is their experience of working with CUK around the Living Wage Campaign to-date?
- How does their development connect to Citizens UK's focuses (see attached theory of change): people, power, participation and partnerships?

**Priority 3: Development of local and regional approach**

Local Elections took place in 2022 across London, providing a key opportunity to secure Local Authority commitments around the real Living Wage. 13 commitments were secured around the Living Wage, including Living Wage Accreditation, Living Wage Place Recognition, creating Living Wage Zones, and fulfilling specific aims for the promotion of the real Living Wage through locally tailored strategies. Progress to-date has been focussed on implementing these commitments across 13 Local Authorities.

**Key Questions**

- How has this community organising intervention around the Living Wage shaped progress in the campaign, including the development of relationships between Local Authorities and CUK/LWF?
- In what ways has it built power (and effective accountability) between communities and the state to-date? How does the Living Wage Foundation enable/hinder this?
- How has the localised, place-based working strengthened our outcomes locally and on a pan-London level?
- What have been the impacts of these interventions so far?

**Deliverables/Outputs**

We are anticipating the following key deliverables:

1. Summary report for key priorities identified including key findings and recommendations
2. Workshops as relevant with the team to share insights and learning for the future of the initiative
3. Deliverables to be discussed with agreed partner in more detail once in post

## E. What we're looking for

We are looking for applicant(s) to demonstrate the following:

- Experience of undertaking evaluations of social change work; specific knowledge or experience of evaluating systemic change, complexity, community organising, campaigns or partnerships would be particularly relevant
- Confident employing a range of quantitative and qualitative methods, including participatory and collaborative methodologies as part of the evaluative process
- An understanding of community organising and/or willingness to learn
- Knowledge of the relevant economic and social policy environment related to the Living Wage, including key business, local and national government drivers of low pay
- Experience of gathering input from and/or interviewing a range of stakeholders, including marginalised communities and those experiencing injustice
- Consideration of issues of diversity and inclusion including gender, race, class, and disability

In addition, we will be looking for evidence of:

- An ability to write in accessible, plain language
- An ability and capacity to carry out the work and complete on time
- Understanding of data access issues, data protection and management and maintenance of data

We welcome bids from individuals or organisations who are able to attend some in-person meetings in London and can be flexible in their working pattern. We will prioritise contracting with organisations and individual(s) that:

- Are registered as London Living Wage Employer (organisations only)
- Have knowledge and experience of working with Londoners
- Can demonstrate a commitment to improving outcomes for Londoners

## F. How to apply

Please set out a proposal for how you would **approach two of the three evaluation priorities in no more than 8 pages, and no smaller than size 12 font** and email all documents to Ella Rechter, the Project Manager, [ella.rechter@citizensuk.org](mailto:ella.rechter@citizensuk.org) by the end

of the working day on **May 15<sup>th</sup>**. Please include 'Making London a Living Wage City Evaluation tender' in the subject line.

Your proposal should include the following:

- Demonstrate an understanding of the evaluation brief, the names of individual(s) to be involved in delivery and how the evaluator/evaluation team meet the above criteria
- An outline of your proposed approach **to two of the evaluation and learning priorities that we have identified**, including details of your proposed approach and methods and an indicative timescale. Please explain why you have chosen the two priorities selected.
- In addition to the criteria above, applicants should demonstrate:
  - a. Compatibility of their proposed approach with a power-building or social justice lens
  - b. how your proposed approach to collecting data may impact on people with experience of marginalisation and discrimination, including ethical considerations that may arise
  - c. Consideration how the evaluation outputs will be useful as far as helping us to actively learn and improve as a project team and organisation
- We also invite applicants **to briefly comment on how they would approach a summative evaluation** of the Making London a Living Wage City initiative in Year 4 – in no more than 500 words.
- A breakdown of budget and to outline in their submissions how their proposal constitutes good value for money.

Citizens UK will be able to work with the selected evaluator(s) to establish how we can support you to deliver most effectively against the objectives of the evaluation within budget and other parameters – for example, through lending use of mechanisms for reaching our audiences – so please do think creatively about how you might go about meeting those objectives.

## G. Appendix

### 1. Making London a Living Wage Outcomes Framework – key outcomes and data sources

The evaluation and learning lead has worked with the project team, Trust for London and other key stakeholders to develop an outcomes framework around the three core

aims of the initiative. This includes intermediary outcomes, long-term outcomes and corresponding indicators, with regular monitoring across all our core activities.

<b>Outcome area</b>	<b>Longer-term outcomes</b>
<b>Community and worker leaders developed</b>	<ol style="list-style-type: none"> <li>1. Increased confidence and self-belief in ability to make change</li> <li>2. Increased agency and ownership around the Living Wage Campaign</li> <li>3. Increased skills and experience in making change</li> </ol>
<b>Civic institutions and employers strengthened</b>	<ol style="list-style-type: none"> <li>1. Increased skills and abilities within the organisation</li> <li>2. Increased investment in building capacity</li> <li>3. Sustained engagement and involvement with CUK</li> </ol>
<b>Making Change</b>	<ol style="list-style-type: none"> <li>1. Narrative change in target sectors</li> <li>2. Increased and/or sustained commitment to the living wage movement</li> <li>3. Behavioural/systemic change in target sectors</li> <li>4. Increased and/or sustained numbers of pay-rises for low-paid workers (uplifts)</li> </ol>

The Living Wage Foundation also work with Cardiff Business School to undertake regular analysis of the impact of Living Wage accreditation across the national network, including estimated figures for wages gained as the result of Living Wage accreditation over the life of the Making London a Living Wage City project.

## 2. Citizens UK Theory of Change with key indicators for Making London a Living Wage City Initiative

