

# Enabling the Movement to End No Recourse to Public Funds (NRPF Partnership)

Evaluation & Learning Specification  
September 2024

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## About the NRPF partnership

The NRPF partnership aims to boost collaboration across a range of organisations, amplify their work, and build power to win change on no recourse to public funds (NRPF). It was set up in 2023 and developed by Migration Exchange, Citizens UK and Praxis. It seeks to bring about an end to a policy with devastating impacts – often trapping individuals and entire families into cycles of poverty, pushing people into homelessness, and leaving children hungry. It disproportionately impacts Black people and those from racialised communities. You can learn more about the background of the partnership, its structure, and NRPF in our [FAQs page](#).

This work has been developed via a collaborative process, with campaigners and leaders with lived experience. Migration Exchange (MEX) is supporting these efforts, via a network of funders in the refugee and migration field. Key members of MEX's funder network have thus far fed into the development of this proposed partnership. We are at various stages of securing funders' commitment to up to a five-year partnership.

As we have worked to bring the partnership to life, the following values have guided our work:

- Being open to new ideas (specifically ensuring that all our 121 conversations, small group discussions with the sector and funders create an environment that fosters creative problem-solving and innovation)
- Fostering connection
- Championing co-design and co-production
- Being equity-focused and enabling anyone interested to participate and feed into the design and development of this work

## Evaluation & learning overview

Expertise is sought to enable the partnership to learn from and evaluate our work throughout the five-year course of its life cycle. We will recruit an independent team to enable the partnership to assess progress towards outcomes; determine what is and isn't working, for whom, in what circumstances and why; and to facilitate continuous improvements for all parts of the partnership. The evaluation partner will also help test and refine our theory of change over the next few years and play a key role in sharing our ongoing learning with our wider partners and the sector.

The longer-term goals of our partnership may not be achieved within the five-year timeframe, but the partnership seeks to embed the behaviours, processes, and attitudes needed to enable systems change in the NRPF eco-system. Therefore, as well as measuring progress to goals and outcomes (incremental wins), the evaluation will encompass a review of the processes and systems needed to achieve transformational change.

## Scope and specification

The main aim of the evaluation is to find out how effective the Collective Impact approach has been with regards to bringing about tangible systems change connected to the NRPF condition. This will include

- Interrogating and supporting the NRPF Partnership model itself to support improvements in its design
- To what extent have the deeply entrenched issues we have highlighted in the NRPF concept note been tackled or improved by utilising a Collective Impact approach?
- To what extent has any foundation for change been laid in terms of knowledge, beliefs, behaviours, wider influence, systems change, etc.?
- The contribution that the partnership has made to any change achieved, through our Collective Impact approach e.g., to what extent have partners and the public carried on using other approaches that may or may not have been influential
- To what extent have external factors made a difference and which external factors have done so?

- Emerging insights on what is or is not working with regards to the implementation of the Collective Impact model (and any key recommendations for improvement)
  - To identify how partners/connected stakeholders (who may have other priorities) are grappling with the strategy and aims of the NRPF partnership and what room there might be to better support, amplify or influence their work
  - To support team planning and improvement
  - To communicate to those within and outside of the partnership about what has been learned to date

We anticipate the need for a developmental, formative, and summative evaluation and with input from our Steering Group have **identified an initial set of evaluation questions which will be refined as the Partnership progresses**. These include:

### 1) What has been achieved?

- What progress has been made towards the agreed outcomes?
- Are any improvements felt by those with the NRPF condition significant and likely to be long-lasting?
- Where and amongst whom are the changes occurring?
- To what extent has a greater sense of urgency and leadership around ending NRPF developed amongst key decision-makers and policy-makers?
- Where is the partnership facing significant challenges, barriers, or threats and what are those challenges?
- To what extent have the values of the partnership been upheld and how? What else is needed to work in an equitable way that builds power for those most impacted and the organisations which support them?

### 2) Why has change been achieved and where is there limited progress and why?

- What contribution did this partnership make to any change achieved and how?
- What aspects of the NRPF partnership model have supported positive change or contributed to negative developments or failures?
- To what extent and in what ways does this partnership leverage and build on the strengths and assets of all those involved?
- To what extent and in what ways do the various stakeholders and organisations make different decisions about policies, programmes, and the use of resources as they relate to the goals of the partnership?
- What other external (local and national) factors have influenced the identified changes and to what extent?
- What have we learned and who might find this learning useful outside of the partnership?

### 3) How effective are the processes and model used?

- What components are critical to the success of the partnership in delivering outcomes?
- To what extent and in what ways has the partnership evolved, developed, learned, and responded (or not) as a result of progress or challenges in achieving outcomes?
- Why does it respond and adapt in specific ways and to what extent have these changes led to greater effectiveness?
- What difference has the partnership made to its stakeholders, their collective power, their capacity to work in partnership and to successfully address complex problems?

## Evaluation partner

We are looking for an evaluation partner(s) that embodies our partnership principles and can bring in expertise critical for executing a complex intervention; specifically, a team that understands the value of and has experience in participatory, creative, mixed-methods research design. Our partner must have a track record of working in an equitable and non-extractive way and be proactive in ensuring that learning benefits the wider field and that evaluation deliverables will be accessible to multiple audiences in our community. The NRPf partnership is open to joint/consortia bids but will negotiate with one leading organisation.

We anticipate evaluation partners employing a range of creative methodologies to achieve the aims of our evaluation, deploying some or all (but not restricted) to the following:

- Ethnography
- Mixed-methods approaches
- Economic evaluation

Evaluators will be expected to work to promote and disseminate findings in reports, research publications, workshops, and conferences as relevant.

**We also invite teams to share how they will continuously communicate emerging lessons from their evaluation activities instead of relying only on formal reporting deadlines.** We are a learning partnership<sup>1</sup> and core to our model is being able to continuously improve so teams with creative approaches (not just via ongoing written updates/reports but maybe through events, infographics, other creative outputs) to sharing their learning ongoing with the NRPf partnership will serve as stand-outs.

## Budget

The NRPf Partnership is funded by trusts and foundations and one particular funder has agreed to support the costs of learning and evaluation and their grant is ring-fenced for this purpose. **Expressions of interest are sought for this long-term piece of work over a five-year period (2024-2028)<sup>2</sup>. Please provide a cost estimate in the expression of interest of your budget.** A more detailed budget will be requested from those who are invited to submit a full proposal. The budget should include participation support costs for those invited to contribute to the learning and evaluation activities.

## Project considerations

For the NRPf partnership evaluation to be successful, it must develop in-depth insight into the perspectives of those communities and groups most impacted by the NRPf condition as well as that of the individuals and organisations responsible for delivering and configuring the various frontline services on which those with the NRPf condition rely.

Expressions of interest should outline how this will be achieved. A major part of evaluating this partnership will be to assess the extent to which a wide cross-section of people from diverse backgrounds were active participants in the initiative and how this affected their lives.

Given the importance of actively engaging as many people with lived experience as possible, it will be vital for evaluators to consider this from the outset and make sure to include it as part of their proposal (i.e., how will those with lived experience of the NRPf condition be involved in the design, delivery, reporting, and oversight of all evaluation activities).

<sup>1</sup> <https://hbr.org/1993/07/building-a-learning-organization>

<sup>2</sup> There will be a mid-way review/reflection point in the contract period, sometime in mid-late 2026.

## Evaluation deliverables and suggested timeline

Design and execute an evaluation for the NRPF partnership, including delivery of bi-annual reports of all work carried out and its corresponding findings, as outlined:

<b>Rough timeline of reporting</b> (to be adjusted in partnership with the appointed evaluation team)	<b>Deliverable expected</b> [‘Report’ is meant as a catch-all below and would appreciate evaluation teams who can think creatively about ways to share their findings to maximize accessibility and internalisation of learnings.]
December 2024	<ul style="list-style-type: none"> <li>Detailed plan (including adjusted timelines) of all process evaluation activities and agree set of evaluation questions</li> </ul>
February 2025	<ul style="list-style-type: none"> <li>Initial baseline report outlining key areas for the NRPF partnership to focus on for improvement and learning</li> </ul>
June 2025	<ul style="list-style-type: none"> <li>Update report on all process evaluation activities including information on any adjustments made to existing plans</li> </ul>
December 2025	<ul style="list-style-type: none"> <li>Developmental evaluation report underlining key areas of success and key areas of weakness to support improvement and learning</li> <li>A review and incorporation of other evaluation activities into final plan for summative evaluation</li> </ul>
June 2026	<ul style="list-style-type: none"> <li>Update report on all process evaluation activities including information on any adjustments made to existing plans</li> </ul>
November 2026	<ul style="list-style-type: none"> <li>Mid-project comprehensive developmental evaluation report underlining key areas of success and key areas of weakness to support improvement and learning</li> </ul>
December 2026	<ul style="list-style-type: none"> <li>Reflection/review discussion on how things are going alongside contract renewal</li> </ul>
June 2027	<ul style="list-style-type: none"> <li>Update report on all process evaluation activities including information on any adjustments made to existing plans</li> </ul>
December 2027	<ul style="list-style-type: none"> <li>Developmental evaluation report underlining all critical issues for NRPF partnership to address that may have the greatest impact for its final year of activities</li> </ul>
December 2028	<ul style="list-style-type: none"> <li>Final report of summative evaluation incorporating details from all evaluation activities</li> </ul>

Evaluators will be expected to work with the NRPF partnership to promote and disseminate findings in reports, research publications, workshops, and conferences as relevant.

## Details on the process to appoint of an evaluator

### Assessment criteria

Understanding of the evaluation tender and partnership model	5%
Credibility and proven expertise in designing complex and equitable evaluation (especially those that involve collective impact or system-change)	20%
Credibility and proven expertise in management and delivery of complex evaluation programmes (especially those that involve collective impact and/or system-change)	20%
Proven track record in research and evaluation in inequality including race-inequality at community, population, and system level	20%
Demonstrated experience of co-producing research and evaluation where public and staff are actively engaged at all stages	20%

Cost	10%
Any added value	5%

## Responses

We are requesting expressions of interest (from all interested in submitting proposals) and detailed evaluation plans (from those invited) in two separate stages as outlined below.

Submission stage and deadline	Requirements
<p><u>Expression of interest</u></p> <p>The closing date to submit EOIs is <b>Friday (EOD), 27 September</b>.</p>	<ul style="list-style-type: none"> <li>- Should be no more than 3 sides of A4 outlining how the evaluator(s) meets the assessment criteria as outlined above</li> <li>- Should include CVs or linked in profiles of all members of a team (this can be in addition to the 3 sides) <ul style="list-style-type: none"> <li>o Teams can be comprised of individuals from multiple disciplines/institutions to ensure breadth of experience and skill to support the delivery of this complex intervention.</li> <li>o If you are an individual applying, please explain how will be able to leverage your network to ensure delivery.</li> <li>o In the case of joint bids, please also outline the role of each partner</li> </ul> </li> <li>- <b>Please email your complete Eoi as a single pdf file to <a href="mailto:mex@global-dialogue.org">mex@global-dialogue.org</a> with the subject line “NRPF Partnership Evaluation and Learning Eoi Submission – &lt;Your Org’s Name&gt;”</b></li> </ul> <p>All teams submitting an expression of interest will be notified of a decision on whether they will be invited to submit a full proposal by <b>11 October</b>.</p>
<p><u>Detailed evaluation plan</u></p> <p><b>This is required for only those teams invited to apply.</b></p> <p>The deadline to submit the full proposal is <b>Friday (EOD), 25 October</b>.</p>	<ul style="list-style-type: none"> <li>- Should be no more than 8 sides of A4</li> <li>- A submission should include: <ul style="list-style-type: none"> <li>o An outline of design and methods to be used, costs and timescales including the various issues to be considered in planning, designing, conducting, analysing and reporting (keeping in mind the need for flexibility in the planning of evaluation activities given this is a complex intervention)</li> <li>o A compelling articulation of how the outlined design and methods is a fit for the ethos, values, aims and approach of the NRPF partnership</li> <li>o An explanation of the suitability of the individual / team for the task</li> <li>o Your assumptions about what the NRPF partnership CBG will be required to do or provide in support of the evaluation work (we are looking for teams that can be self-sufficient and play a significant role in the project management of the evaluation efforts)</li> <li>o Details on whether your team would be able to perform a health economics assessment as a part of your overall plan (as well as who on your team would lead this work)</li> </ul> </li> </ul>

### Timeline for appointing an evaluator

- **Monday, 9 September:** Call for short expression of interest (EOI) published
- **Tuesday, 17 September:** Optional information session (a recording of this session will be available to anyone who has registered)
- **Friday (EOD), 27 September:** Closing date to submit EOIs
- **Tuesday, 8 October:** Shortlisted teams invited to submit full proposals
- **Friday (EOD), 25 October:** Deadline to submit full proposal
- **Tuesday, 12 November:** Interviews (selected teams only)
- **Monday, 18 November:** Final round interviews (selected teams only)

A final decision will be made by 18 November. In-person interviews will be requested of finalists. Interviews are tentatively scheduled to take place on 12 November (first round) and 18 November (final round).

Please note that we will **not** be able to provide feedback to teams with unsuccessful bids not shortlisted for a full application. We will offer feedback and be happy to receive process feedback from all those shortlisted and interviewed. We have a participation budget available to support preparation and attendance at interview and this will be discussed with short-listed applicants.

### Contact details

If you have any questions about this process, please contact Mariyam Farooq at [mariyam.farooq@citizensuk.org](mailto:mariyam.farooq@citizensuk.org)

Additionally, for those interested in applying, we will be hosting a conference call to provide an overview of the NRPF partnership and answer any questions regarding this tender. Please join us for one of these to ensure we can answer all questions efficiently.

<b>Date and time</b>	<b>Dial-in Details</b>
<b>Tuesday, 17 September at 2 pm</b>	Please use <a href="#">this link</a> to register.

We strongly encourage applications from people who have experienced barriers or exclusion linked to their race, gender, disability, economic status or have lived experience of the NRPF condition. We are committed to developing our working practices in ways that include people with disabilities. Please contact us to discuss any accessibility requirements.

### Contract management

MEX is managing the publication of the tender and will receive and store proposals. Once an evaluation team is appointed, MEX/Global Dialogue will be responsible for contract administration and management. [Global Dialogue](#), a fiscal hosting organisation is a critical part of the NRPF Partnership CBG. They will hold and release the funds for the term of the contract agreement, as recommended by the Steering Group and CBG.