

Invitation to tender:

Project Evaluation Inquiry into the Civic Role of Arts Organisations

Introduction

The purpose of the UK Branch of the Calouste Gulbenkian Foundation is to bring about long-term improvements in wellbeing particularly for the most vulnerable, by creating connections across boundaries (national borders, communities, disciplines and sectors) which deliver social, cultural and environmental value. It aspires to be outcomes orientated - placing a significant emphasis on evaluation and communicating the learning from the work it does to those with the ability to create positive change - and to ensure that its support leaves a legacy as regards policy and practice.

It now wants to commission an evaluation of its *Inquiry into the Civic Role of Arts Organisations*. Initially it is seeking to commission an evaluation focused on the refinement of the Inquiry Theory of Change and evaluation framework it has developed. The Foundation envisages working with the same evaluator throughout phases 2 and 3 with the broader remit to assess progress in achieving the Inquiry's desired outcomes.

Background and context to the programme

One of the broad themes of the Foundation's work is widening participation in the arts especially amongst vulnerable and under served groups.

Recent initiatives developed as part of our commitment to participatory performing arts have included *Sharing the Stage*, which is supporting R&D and production costs for performances in which, to give some examples, older people, injured veterans and young people with disabilities share the stage with professionals. We have also supported the development of *With One Voice*, an international movement of organisations working with and for homeless people, enabling them to participate in the arts. This initiative began with a StreetWise Opera event at the Royal Opera House in which approximately 300 people who had experienced homelessness performed. In 2016, *With One Voice* was officially launched as an international movement, at the culmination of a week-long festival of homeless performing arts projects in Rio de Janeiro at the Cultural Olympiad.

The programme

The Inquiry into the Civic Role of Arts Organisations aims to build a strong and growing movement of arts organisations that embrace their civic role. We launched the Inquiry, with project partners the [Institute of Cultural Capital \(ICC\)](#), [What Next?](#) and [the RSA](#) in May 2016. The Inquiry aims to:

- Increase awareness of the civic role arts organisations play nationally and in their communities
- Develop understanding of what 'next practice' looks like
- Create a movement of arts organisations committed to working in this way
- Recommend policy change and practical support to strengthen the civic role of arts organisations.

The Inquiry has three phases:

- Phase 1 (2016/2017) will describe how arts organisations demonstrate their civic role, highlighting inspiring examples, surveying arts organisations and interviewing key influencers; identifying the issues and approaches phase 2 will examine
- Phase 2 (2017/2020) will include policy, research, local area prototyping and capacity building to deepen our understanding of and support a growth in the civic role of arts organisations, it will develop recommendations and an implementation plan to secure lasting change
- Phase 3 (2019/2021) will focus on implementing the plan developed in Phase 2 to secure the initiative's legacy.

The Inquiry was supported by an International Reference Group and an Advisory Panel in Phase One. Members included leaders from the arts, social, cultural, public and private sectors. See our website for the membership: civicroleartsinquiry.gulbenkian.org.uk.

Phase 1 activity has included:

- *A literature review* including the academic and practitioner literature
- *A questionnaire* of expert opinion on the civic role (using a *Delphi analysis* approach).
- *A survey* distributed via What Next? examining conceptions of the civic role
- *Workshops, artist commissions and local area studies* to explore and discuss in-depth the civic role of arts organisations.

As we come to the end of phase 1, we are starting to plan what phase 2 might look like. A strong message from the phase 1 consultation was that phase 2 should include support for experimental local projects that enable arts organisations to work in partnership with other local agencies to develop and test their civic role. It is therefore likely that phase 2 will include the prototyping of projects in particular local areas. Our current thinking, based on our experience in developing and running experimental initiatives rooted in collaboration is that these projects might best be developed through a facilitated process of co-design involving arts and other organisations.

A number of capacity building and policy issues also emerged in phase 1 which we will seek to address in phase 2 namely: governance and leadership, funding and accountability.

Our current proposal is that phase 2 will begin with a national consultation to capture responses to the phase 1 report, *Rethinking Relationships*, in which we will play back and sense check what we have gleaned from the consultation and the plans we have developed on its basis for this next phase of the Inquiry.

Evaluation brief

The Foundation now wishes to appoint an independent evaluator to help refine our Theory of Change and help us develop, refine and oversee our evaluation for Phase 2

and Phase 3. Our assumption is that we will undertake a significant amount of the basic data collection and some of the analysis internally but that the contractor will provide an objective eye and independent validation and prepare periodic learning reports and a phase 2 and phase 3 final evaluation report.

Key areas for the Theory of Change and evaluation framework to cover are:

1. The extent to which our activity delivers the project targets and project outcomes from our Theory of Change. Our project targets are detailed in Appendix A. These have been drawn from the current Inquiry Theory of Change (Appendix B).
2. The effectiveness of the Inquiry project management, working culture and structure including the IRG, Panel and delivery partnership approach.

As part of our preparatory work for phase 2 we have started to map out a Theory of Change and an evaluation framework. We would therefore like the commissioned evaluator/evaluators to work with us as (a) critical friend/s to challenge the thinking we have done so far and to help us develop and refine our evaluation plans for phase 2 and phase 3.

Phase 2 and 3

In phases 2 and 3 of the Inquiry the consultant should plan to:

- provide advice and support on data collection and analysis;
- write reports based on analysis of this data and other research;
- support us with learning activities such as seminars etc;
- refine and develop our evaluation plans;
- assess how effective our project management and working culture are for delivering the outcomes of the Inquiry.

Deliverables for phase 1 evaluation

Report that includes an:

- Agreed Theory of Change for Phase 2 and 3
- Evaluation framework for Phase 2 and 3
- Data collection plan for Phase 2 and 3

Phase 2 and 3 evaluation reports

These reports should analyse how well the Inquiry has delivered against its intended outcomes, outputs and targets, plus any additional impact and summarise progress achieved in meeting the aim and outcomes of the Inquiry;

- strengths and weaknesses of the initiative;
- how to build on it beyond 2021; and
- recommended next steps.

We expect the phase 2 report to include legacy recommendations.

The reports should provide an overview of:

- achievements - the outcomes (intended and unintended) of particular projects and the Inquiry as a whole;
- the role and contribution of CGF and other key players (for example, in communications and influencing);
- a summary of the learning from the programme from the perspective of the organisations supported and otherwise involved;
- how the initiative fits into the broader context and the likely sustainability of its component parts;
- any lessons for the future for CGF and other key players;
- key priorities and challenges going forward.

Available data

Reports from our engagement partner What Next? and the final Phase 1 report from ICC are available and our own internal evaluation of Phase 1 which focuses on how effective our project management and working culture are for delivering the outcomes of the Inquiry.

A baseline online survey in the autumn of 2016 was conducted by our research partner the Institute of Cultural Capital (ICC) across the arts sector which had 148 responses.

The following questions have been asked:

- a. Is the term civic role part of your organisations vocabulary? Yes/no
- b. If fulfilling a civic role part of your organisation's mission? Yes/no
 - i. If yes Where does it appear in your vision, mission or strategy documents? Is it an important part of your mission? Scale 1 to 10?
- c. Has there been a board discussion about what civic role means for your organisation? Yes/no
- d. Does your organisation plan to play a larger civic role in the future?
Yes/no

The following questions were asked to record the type of arts organisation

- Please provide a short description of your organisation's 'type' and/or art form (e.g. gallery, theatre, arts centre, dance organisation etc.)?
- How many people work in your organisation?
- If you can, please indicate how many Full Time Equivalent (FTE) staff are employed by your organisation
- If you can, please indicate how many volunteers work with your organisation (counted as Full Time Equivalent (FTE))
- If you can, please indicate your organisation's audience or participation figures for last year?
- If you can, please indicate your organisation's turn over last year?
- Which region does your organisation predominantly work in?

We will ask the same questions of the arts sector at the end of the Inquiry.

We will be running a national consultation, involving workshops at sector events and an online survey, as part of the consultation for phase 2 activity and to inform the local consultations we will run early next year, for which it is possible to build in time in for evaluation activity.

The commissioning process – costs and proposals

Budget

The budget for the evaluation will be £30,000 (including VAT and expenses).

Duration of contract

The Inquiry will continue to be supported at least until 2021.

Proposals

Proposals should include/demonstrate

- Your understanding of the context
- The methodologies you will use and why they are appropriate
- Timetable for the work
- How you will collect data and the issues and challenges this may pose
- How you will deliver significant value to the organisations evaluated by taking a participatory approach.
- The day rate of each person involved and a budget breakdown detailing the number of days particular individuals will spend on particular elements.
- Their relevant skills and experience of delivering similar projects.

Please provide examples of previous similar evaluation you have contacted, two references and CVs.

Please email your tender and any supporting documents to kwimalasekera@gulbenkian.org.uk by noon 1st September 2017. Interviews will be held on the 11th September 2017.

The criteria for assessing proposals will be:

- knowledge and understanding of the subject area;
- experience in evaluation and learning methodologies;
- the strength of the proposed approach (rigour, appropriateness, practicality);
- an interest in and willingness to experiment with participatory approaches;
- likely positive contribution to our learning and that of the projects we support;
- the value for money provided by the proposal.

If you require any further information please contact mbolton@gulbenkian.org.uk or kwimalasekera@gulbenkian.org.uk.

August 3rd 2017

Appendix A - Inquiry outcomes and targets**End of Inquiry targets for 2021**

- 75% of National Portfolio Organisations refer to civic role in their annual reports/strategies
- 50% more boards of trustees discuss civic role
- 25% more organisations say that civic role will have greater prominence in their future plans
- Most arts organisations say their civic work is of a higher quality
- Arts Council of England emphasises the civic role in their next 10 year strategy (2020-2030)
- 3 other funders make positive changes to their strategies/policies
- 6 public authorities emphasise the civic role of the arts in their plans

Appendix B – Inquiry Theory of Change

Attached as PDF.