



**Consultant for process and impact evaluation of
81 Acts of Exuberant Defiance:
Reclaiming Community Heritage project
Fee £5000 inclusive VAT & Expenses**

BACKGROUND AND OVERVIEW

The Ubele Initiative (hereafter Ubele) is a company limited by guarantee and derives its name from the Swahili word meaning 'The Future'. We are an African Diaspora led intergenerational social enterprise founded in 2014, with the purpose of supporting more sustainable communities across the UK.

Ubele was developed through bottom up, community-based approaches and supports communities, community-based organisations and groups with community assets (people and physical spaces), social action, community enterprise development and next generation leadership initiatives. We design and deliver local, regional, national and international programmes and are involved in London policy initiatives and campaigns.

Ubele was successful in 2021 in securing funding from the National Lottery Heritage Fund (NLHF) to deliver the two-year-long *81 Acts of Exuberant Defiance: Reclaiming Community Heritage* (hereafter *81 Acts (Reclaiming)*) project. The project is rooted in the history of the UK and aligns with the Black Lives Matter (BLM), Covid19 and post-Brexit tensions we have witnessed over the last two years. These have pushed organisations, institutions and entire sectors to acknowledge and reflect on their own position with respect to the presence and opportunities opened to Black and, more generally, Global Majority communities. These questions are of particular relevance to the heritage and education sectors, who have been called on to address the underrepresentation of Black and, more generally, Global Majority communities' voices, and to do more to promote awareness and recognition of the often challenging and complex narratives that these histories represent within our country's heritage. 2021's 40th Anniversary of the Brixton and national 1981 Uprisings presented a timely opportunity to respond to this context.

Acknowledging the injustices and misrepresentations that have failed Black and, more generally, Global Majority communities' in our country's past, *81 Acts (Reclaiming)* is led by these communities - holding space to reclaim the narration of Black histories, confront painful legacies of our past, and connect to the conditions of our present, so as to promote understanding, healing, and future change. Since the need for post-Covid community



recovery is urgent, this work becomes crucial to building back a more just, connected, and equal society. The anniversary creates a time-sensitive moment to launch 81 Acts (Reclaiming) links into and extends the legacy of a wider programme begun in April 2021 and initiating 24-months of activities and skills training.

An independent project evaluation was built into the design and development of the project. This tender and call for proposals to undertake an evaluation of the project seeks to understand the extent to which the project has met its stated objectives and outcomes. In our application we were very clear:

“Evaluation is embedded as a key element of programme delivery. Iteratively built, 81 Acts will evolve a continuous body of learning that will feed into planning for future activities and legacies as it develops.”

AIM

The aim of the evaluation is to support active learning and develop good practice through enhanced understanding of the conditions required to monitor and maintain positive outcomes and long-term impact.

OUTCOMES

The outcomes for 81 Acts (Reclaiming), against which the final report must provide reflections and analysis on the achievement and/or difference the project has made, are as follows:

1. A wider range of people will be involved in heritage
2. Heritage will be identified and better explained
3. People have developed skills
4. People will have learned about heritage, leading to change in ideas and actions
5. The funded organisation will be more resilient
6. The local area will be a better place to live, work or visit

Annex I contains further details on the anticipated outputs, for which the evaluator will be expected to report on.



THE SCOPE OF THE EVALUATION

The evaluation will be responsible for collecting, analysing and summarising data in order to evaluate success against the main objectives. In addition, the scope of the evaluation includes using evaluation evidence to further develop and improve the approach and to make recommendations for long-term sustainable implementation

To support this, we would like an independent evaluator to undertake the following:

1. Be proactive in collating the relevant data, its analysis and reporting. This should include being able to design, promote and retrieve the relevant information in a timely fashion which can be easily disseminated and retrieved (e.g. track audience participation, residence, business, and community leaders; number of opportunities taken as well as the demographics/career level/profile of those participating)
2. Collate and evaluate our quantitative data linked to the project's 'Approved Purposes' contained within its 'Activity Plan' (see Annex 2). This will include, but not exclusively so, feedback forms from participants, including workshop sessions and reports produced in the delivery of the different 'acts'/events comprising the 81 Acts of Exuberance and defiance (e.g. reflecting participants' knowledge and awareness of '81 Uprisings heritage and UK Black social justice more widely; asking participants about which parts of the project they found most engaging to help inform future practice).
3. Conduct qualitative analysis of the impact of the process and programme drawn from participants' experience, stakeholders and the communities across the regions where the project was delivered. Engagement should seek to involve the 'Black Community-Led Forum' and others associated with the design and development of the project, as well as the wider communities of their awareness and involvement (process evaluation) and the difference the programme has made (impact evaluation). This could include, for example, techniques, such as interviews, surveys and focus groups, as appropriate and relevant to gaining feedback and views.
4. Provide guidance that can inform and resources that can build a Toolkit that is being developed as part of the overarching programme, with an eye on its potential for supporting the longer term legacy of the project.
5. Produce an evaluation report (including an executive summary), which demonstrate the achievement or otherwise of the outcomes indicated, and should also include recommendations of how the project could be sustained beyond the funding period (i.e. are there steps or products that would enhance the sustainability of the project beyond the funding?).



Finally, the report's findings should also be prepared as a PowerPoint presentation with the evaluator undertaking a small number of presentations. The report should be visually engaging and written in plain English so that it is accessible to non-data experts as well as the wider community of interests, consistent with the standards of reporting associated with the work of Ubele.

BUDGET

Total Budget - £5000 (including VAT and expenses)

Timescale: Friday 2nd December 2022 – Friday 19th May 2023

WHAT WE ARE LOOKING FOR IN THE CONSULTANT

Essential

- Track record of having conducted programme process and impact evaluation and reporting
- Track record of capturing, analysing and interpreting monitoring outputs that offers insights for improvement as part of an evaluation process
- Understanding of approaches to engage and secure feedback from participants, stakeholders, and the wider community (e.g., survey techniques, structured/unstructured interviews and/or focus group)
- Ability to facilitate focus groups with a wide range of stakeholders and be able to conduct a thematic analysis on content.
- Understanding of cultural diversity and assuring equality of access

Desirable

- Track record of working with voluntary & community sector providers
- Understanding of the Equalities Act (2010) as it relates to those with protected characteristics.
- Understanding of approaches to achieve long-term service sustainability

If you are interested in applying for this evaluation work send a written proposal, no longer than **four pages of A4** (excluding Annex 3), outlining how you would undertake this work, your itemised costs, giving examples of similar work, engagement with stakeholders and knowledge of having conducted similar projects in demonstrating your track record and specialism against the Essential and Desirable criteria as above and two recent referees associated with work completed.



Some considerations for your submission:

- Format: Word Doc, PDF and/or Excel for submission.
- Considerations of delivering work virtually: implications of adjustments
- Full contact details of 2 Referees and contact details for relevant work completed over the last 12 months
- Latest Accounts of your organisation (or lead organisation) (word doc / pdf)
- Your organisation's governance documentation, Data Protection (GDPR), Confidentiality and Safeguarding policies
- Your organisation's insurance certificate these may include, but not limited to, Certificate of Employer's Liability, Professional Indemnity, Certificate of Public and Product Liability

Your submission should include the following information:

- Full name, address and contact details
- Completed response to 'submission questions' (no more than **four pages of A4**)
- Completed breakdown of costs (Annex 3)



Submission details/timetable

Item	Activity	Date
1	Submission details out to potential providers	Tuesday 18 th October
2	Deadline for provider questions	Tuesday 1 st November
3	Responses to provider questions by	Friday 4 th November
4	Proposal submission deadline	Thursday 17 th November
5	Expected decision (subject to change), which may include follow up calls.	Friday 25 th November
6	Contract signing	Wednesday 30 th November
7	Provider starts	Friday 2 nd December

Submission Questions:

All questions should be answered in your proposal. Applications will be assessed against the outlined priorities and overall aims of the project. Applications will be scored according to the Assessment Framework below. The percentage weighting emphasises the most important parts of the application process and used as part of the decision making process. Both numerical scores and an informed understanding of the needs and existing capacity of grassroots organisations will be taken into consideration.

Submission Questions	Weighting	Word Limit
Q1: Please outline your proposed approach to this work, demonstrating your understanding of the aims, objectives and desired impact of the project, 81 Acts (Reclaiming) and how you will complete the requirement and expectation of the consultancy. Your response should include brief details of your understanding of the 'brief' and of your role.	15%	250
Q2: Please provide an overview of relevant track	20%	250

<p>record / governance of the organisation or relevant governance arrangements between partners, if applying as a partnership or consortium.</p> <ul style="list-style-type: none"> • Details on relevant track record should be specific to the individual (s) who will be delivering all / parts of the work outlined. 		
<p>Q3: Please provide an overview of the evaluation methods and approaches that you are experienced in, including details of any specialisms. This to include:</p> <ul style="list-style-type: none"> • Specific track record of engaging with voluntary and community organisations (in the last 12 months), covering key learnings, best practice approaches you have developed during this time; • Outline of your style of delivery, your principles and / or values that you bring to this assignment; • Evidence of your previous experience, knowledge, and skills of conducting evaluation projects. 	20%	250
<p>Q4: Please provide an indicative plan, setting out key milestones, deliverables and any planning assumptions made. This should include outputs and timeline, including indicative start / end dates</p>	10%	250
<p>Q5: Please provide an overview of all staff who will work on the project, including which elements of the requirements will be attributed to each and the number of days they will contribute (ensure this is reflective of the details in the breakdown of costs). This should demonstrate their experience and suitability to undertake this work to time and quality (e.g. please provide a summary CV).</p>	10%	250
<p>Q6: Please list the key risks anticipated and proposed contingency plans to mitigate any occurrence of the identified risks, to ensure that the requirement is met</p>	10%	250



in a timely and credible way.		
<p>Q7: Please complete the breakdown of costs at Annex 3. This should include:</p> <ul style="list-style-type: none"> • Overview of capacity and / resource and how this will be managed; • Budget breakdown detailing day rates of people involved / number of days and costs against each area of work (inclusive of VAT). 	15%	250

How to apply

Please email your proposal and supporting documentation to the 8I Act (Reclaiming) Project Manager, Arlene McKenzie: arlene.mckenzie@ubele.org, by **16:59pm** on Thursday **17th November 2022**



Annex I: Outcomes and output metrics: what the project sought to achieve

Outcomes	Output metrics
<p>A wider range of people will be involved in heritage</p>	<p>Black and global majority communities oversee governance, values, themes, and outcomes as Forum.</p> <p>Black and global majority communities in national locations Moss Side, St Pauls, Handsworth, Toxteth and Brixton gain targeted opportunities to contribute including:</p> <ul style="list-style-type: none"> • 70 people record oral histories. • 40 platformed in A Mile in My Shoes, • 70 housed in Lived Experience Library 81 People’s Investigators refine 81 questions to focus People’s Inquiry <p>Intergenerational Black and global majority communities in Brixton lead development, with opportunities to be involved as:</p> <ul style="list-style-type: none"> • Community Act initiators provide 10 Acts generated through call out to schools/community groups • 360 individuals expected to engage • 1 Emerging Digital Producer and 6 Aficionados: upskilled to deliver project areas <p>Wider public in Brixton have opportunities to be involved through:</p> <ul style="list-style-type: none"> • 5000 people Walking “A Mile in My Shoes” over 2 weeks - experiencing new oral histories through Empathy Museum’s listening platform • 41,150 people engage in participation over year-long programme of creative activation in Brixton <p>Over 1,000,000 people engage annually as audiences for Brixton permanent public realm activations Regional, national, international audiences:</p>



	<ul style="list-style-type: none"> • 10000 visit Brixton for high profile programming/public realm interventions • 5000 engage with Community/National Acts (outputs to be defined) • International campaign inviting submission of c.500 questions for People's Inquiry • 5000 people engage in online programming, podcast, and streamed events and Q+A • Communications strategy uses online/social media to connect broader audiences
<p>Heritage will be identified and better explained</p>	<p>70 x new oral histories amplify lived experience on '81 heritage and interpreted through:</p> <ul style="list-style-type: none"> • A Mile in My Shoes will enable participants to embody 40 x recorded testimonies (20 x Brixton, 5 x 4 National locations) in pop-up shoe box - with legacy plans to tour across traditional rural UK locations • Lived Experience Library to provide permanent home to all recordings • 10 x Community Acts platform new perspectives. <p>10 x National Acts extend interpretation to UK narratives.</p> <p>1 x youth-led Act with 70 KS3 students at Evelyn Grace School and City Heights Academy in Brixton generates 4th Mural to extend "Ghost Graffiti Trail" (expanded below)</p> <p>7 x events, of which 5 x intergenerational talks linking 81 Acts to contemporary organising/activism in Brixton and live streamed</p> <p>2 x People's Inquiry Q+As with high-profile Black and Global Majority speakers discussing crowd sourced questions</p> <p>3 x films by Young Filmmakers exploring 81 Acts, its heritage, and community-led processes</p> <p>1 x People's Report catalyst resource and 1 x interactive zine outline recommendations for sector and communities</p>

	<p>1 x Podcast on Uprisings in partnership with LMA drawing from Oral Histories</p> <p>81 Acts Website hosts newly generated content and resources</p> <p>engrain '81 heritage within the fabric of Brixton streets through temporary and permanent interventions: Respect: Ghost Graffiti & Poetry</p> <p>Trail inscribes streets with images/words of key figures in Brixton's radical heritage (Malika Booker, Ty, Bries);</p> <p>a People's Corner graffiti gallery recognises community leaders (Frontline Magazine)</p> <p>Reform provide a call to action for residents to co-create temporary artworks to transform Herne Hill tower into "Bloc Dreams"</p> <p>Revolution: Activation kits provoke Brixton-wide interventions such as mass wearing of SOLIDARITY facemasks (Brixton VCS groups: Advocacy Academy, Brixton Pound, Reclaim Brixton)</p> <p>Regroup and Renew: A Playground of Possibilities - Easter Activism Camp hosted by young activists/artists invites collaboration on artworks/posters/planting provocations voicing hopes and concerns of residents now.</p> <p>Recorded talks of artists-activists are hosted and live streamed (e.g. Advocacy Academy, Brixton Pound, Reclaim Brixton)</p> <p>Resist: Aswarm and United Friends and Family Campaign (UFFC) project light and text on Canterbury Square.</p>
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	<p>#Sound of Resistance Walls evolves a soundscape of community memory over the year (United Friends and Family Campaign)</p> <p>Insight/Incite: the epicentre of protests on Railton Road marked through billboard takeover (Mesmer) and film projections sharing Our Humanifesto and Brixton youth voice (We Rise)</p>
<p>People have developed skills</p>	<p>We will create 15 jobs, 507 trained voluntary opportunities and 40000 skills focused participation opportunities overall.</p> <p>Develop a heritage training programme that enriches Ubele’s own offer, including 12 x Intergenerational Leaders (6 early career Aficionados + 6 Forum members) who will participate in unique career-defining skills programme to empower future Black sector leadership.</p> <p>Programme content covers: Heritage skills: mapping, research, collecting, content development, conservation, cataloguing, outreach, audience building.</p> <p>Weeklong residential “Mapping Black Heritage” with significant confirmed funding through existing relationship with Erasmus+</p> <p>Emerging Producer develops skills in digital communications and programming</p> <p>People’s Inquiry Fellow builds skills in collections engagement</p> <p>10 x Young Producers and Advocacy Campaigners</p> <p>5 x Young Filmmakers gain progression skills opportunities</p>



	<p>Wider sector relevant: stakeholder management, responding to a commission brief</p> <p>3 participate in “Mapping Black Heritage” residential</p> <p>10x Community Act Makers supported with heritage skills: research, content development, access and engagement with archive collections</p> <p>81 x People’s Inquirers gain skills focused support through 1 to 1 mentoring</p> <p>40000 gain skills focused participation opportunities through creative activation including opportunities to co-create and present heritage based artworks</p>
<p>People will have learned about heritage, leading to change in ideas and actions</p>	<p>1 x People’s Inquiry and People’s Report generate a series of community-led recommendations for sector, supporting its future engagement with Black and Global Majority communities.</p> <p>Report recommendations shared widely as interactive Zine, catalyst resource and toolkit</p> <p>2 x People’s Inquiry Q+As widely broadcast online</p> <p>6 Aficionados share experience through media and community networks, sharing new perspectives from Black and Global Majority on heritage engagement and inspiring others from their communities to pursue interest</p> <p>5 x intergenerational talks bring together ‘81 protestors, contemporary activists, and community leaders to discuss value of this heritage for future change</p> <p>1 x podcast produced platforming oral histories</p> <p>391 participants (incl. Aficionados, Forum, Young Campaigners, and ACT makers) attend workshops raising awareness of ‘81 uprisings heritage</p>



	<p>81 Acts website becomes legacy resource for communities, researchers, schools hosting educational and engagement tools and Lived Experience Library</p>
<p>The funded organisation will be more resilient</p>	<p>Better understanding and response to diverse needs of the Black and Global majority communities across UK.</p> <p>81 Acts(Reclaiming) builds new networks in Black communities, in particular reaching into areas where communities live in significant risk of cultural marginalisation/co-optation, displacement through gentrification/entrenched poverty/skills deficit/un(der)employment</p> <p>4 new embedded partnerships (Empathy Museum, Museumand, LMA, Parliamentary Archives)</p> <p>6 wider organisation collaborations (Bishopsgate Institute, Museum of London, BCA, 198 Contemporary, BxP, Lambeth Archives) will build organisational networks and support future cross-sector collaboration</p> <p>Public profile introduces new communities/funders/partner to the work, unlocking new programming/income generating opportunities.</p>
<p>The local area will be a better place to live, work or visit</p>	<p>3 x permanent murals through Ghost Poetry Trail position perspectives that look back (Malika Booker), connect to the present (Bries and Ty), and imagine new futures (Brixton school pupils).</p> <p>1 x Graffiti Gallery permanently showcases community leaders who have played leading roles in Brixton's past and present</p> <p>7 x major interactive public realm interventions engage communities in heritage, increase community-pride, promote cross-cultural understanding and create locally rooted experiences for residents/visitors</p> <p>All Act makers work together to explore how to embed heritage into public realm</p>



	<p>Visitors to Brixton signposted to local Black-led business, encouraging secondary spend</p> <p>Partnership with Lambeth Borough Council ensures lasting benefit through commitment to maintain interventions into the future</p> <p>Wellbeing, connection and healing promoted across and between communities through mutual acknowledgement of past, building a shared platform for positive future change Intergenerational connection nurtured across delivery and programming, fostering stronger support links between generations - addressing factors of isolation in elders and promoting positive life choices in youth.</p>
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ANNEX 2: APPROVED PURPOSES

These are the 81 Acts (Reclaiming) Approved Purposes, which provide the key activities of the project against which reporting is expected to cover:

1. To provide project management and strategic support for project partners and participants
2. To ensure a community-led process in planning and delivering the project;
3. To deliver skills training to raise awareness of the project and the heritage focus;
4. To deliver skills training to launch a new generation of Black heritage leaders;
5. Creative Activation - to deliver Brixton-based Community Acts of Reclaiming;
6. Creative Activation - to work with regional partners to deliver Acts of Reclaiming;
7. To hold the People's Enquiry led by community investigators;
8. To create Listening Platform walks - A Mile In My Shoes: Uprisings;
9. To ensure a digital legacy for the project through the creation of community resources

ANNEX 3: Breakdown of Costs

Potential providers are required to submit a comprehensive breakdown of costs involved:

Description of cost	Costs (£)
Total	

Note: Please expand the table as required