

THE BARING FOUNDATION

INVITATION TO TENDER

SECRETARIAT FOR THE INDEPENDENT INQUIRY INTO THE FUTURE OF CIVIL SOCIETY

Summary

Suitable organisations and/or individuals are invited to bid to run the secretariat function for the Independent Inquiry into the Future of Civil Society for a total fee of up to £500k, inclusive of VAT if applicable. Five hard copies should be received at the Baring Foundation, 8-10 Moorgate, London EC2R 6DA by 5pm on 19th September 2016. Shortlisted applicants will be interviewed at the Baring Foundation on 13th October 2016. If you have any queries please email: david.cutler@uk.ing.com

Background

Funding

A consortium of six independent funders have come together coordinated by the Baring Foundation to fund the Inquiry. These are: Barrow Cadbury Trust; Calouste Gulbenkian Foundation (UK Branch); Esmée Fairbairn Foundation; Lankelly Chase; Lloyds Bank Foundation and the Paul Hamlyn Foundation. One or more additional funders may still join this collaboration. Fundraising is nearing completion and the expected total is £500k for this work, though this has not been finally confirmed.

Draft terms of reference

The terms of reference for the Inquiry will be determined by the Chair in consultation with Inquiry members but a draft has been prepared for discussion:

Broadly, to provide a clear vision for the role of civil society in England over the next ten years.

Specifically:

- *To consider the changing nature of civil society and its prospects;*
- *To investigate how to maximise the positive effects of civic action;*
- *To provide a road map as to how to realise these opportunities.*

Definitions

Civil society is notoriously difficult to define. We would expect a broad definition to be used, along the lines of, individuals coming together, independently of the state, to address social and environmental issues. The preponderance of small and medium sized charities and

voluntary organisations, often unincorporated, should be recognised as should social enterprises.

Geographical remit

The geographical remit for the Inquiry is England although we expect international comparisons and good practice to inform its work. We are aware of, and concerned about, the international phenomenon of shrinking civic space.

Inquiry Chair

Julia Unwin has been appointed as Chair of the Inquiry by its funders. She will be involved in the appointment of the Secretariat. She will be dedicating significant time to the Inquiry once she has stood down from her responsibilities as the Chief Executive of the Joseph Rowntree Foundation in December this year.

Inquiry Panel

It is proposed that members will be appointed to the Inquiry Panel by the Chair this Autumn. The current proposal is that this will be a tight group of fewer than ten. We are keen to recruit people with a broad range of skills and experience with an emphasis on inclusion and diversity. It is likely that some Inquiry Members will not be working in the charitable or voluntary sector.

Timeline

It is hoped that the Inquiry will begin work in early 2017. The first phase of the Inquiry is likely to result in a broad over-view report published in January 2018. This would identify areas for deeper investigation over the following year with a final report, including plans for follow-up, published early in 2019.

Style

While it is assumed that each of the two phases of the Inquiry will culminate in a final written analytical report, the intention is that the Inquiry's style will be open, inclusive and engaging. This means that the research commissioned, evidence collected and opinion garnered, will be published periodically throughout the process in a variety of formats and through a range of channels in order to stimulate discussion about the key issues.

The Brief

Accountability

The organisations and/or individuals* appointed to provide Secretariat support to the Inquiry will be accountable on a day to day basis to its Chair, Julia Unwin, and in respect of grant management to the Director of the Baring Foundation, David Cutler.

The Secretariat will, under the direction of the Chair, plan, develop and deliver the Inquiry. It is envisaged that the work will be iterative i.e. informed by the discussions of the Panel and by consultation and engagement activities over its course.

* A group of organisations or individual consultants or a combination of the two might work together to deliver this brief. However, one organisation or individual should act as the lead, coordinating the contributions of all involved. Any application must cover the full brief.

Main activities

The main activities that we expect the organisation or individuals delivering this Inquiry to undertake are:

- Press and media including social media - to create an appropriate profile for the Inquiry including by developing an engaging social media campaign.
- Research and analysis – to gather evidence through a variety of means (including using social media) and prepare robust analysis.

NB NCVO has pledged up to £100k in kind for research for the Inquiry and it is assumed that this offer will be taken up. However, it may be that additional research will be required. The Chair, with the support of the Secretariat will in any case, in consultation with the Panel, develop the brief for and agree the methodology for the proposed NCVO research.

- Consultation and engagement – to plan and deliver consultation and engagement activities reaching out to parts of civil society which may not generally relate to inquiry/commission initiatives and to public and private sector stakeholders.
- Drafting – to draft reports based on research and consultation and craft recommendations.
- Liaison with the Panel – to work closely with the Panel, with the support of the Chair, to understand their perspectives and the issues that are important to them. The secretariat will need to reimburse Inquiry Members for reasonable expenses.
- Advocacy and influencing - to support the Chair in developing and maintaining links with key stakeholders including leaders of civil society, politicians, policy makers and opinion formers to ensure recommendations are acted on.
- Budget management and reporting – to manage the budget for the Inquiry and to report to the Baring Foundation on use of the grant.
- Administrative – to organise Panel meetings, consultations and visits.

Skills, experience and attributes required

Those tendering, both organisations and individuals, should be able to demonstrate that they have the relevant skills, experience, capacities and competencies to deliver all the activities outlined in this brief (press and media, including social media, research and analysis,

drafting, administration etc – for the full list and a description of each see the last section) to the highest possible standard.

In addition, the team should have experience of delivering projects of a similar type, scale and complexity, both deep and broad knowledge of civil society and skills in working effectively with and through, a wide variety of stakeholders.

We are also seeking organisations and/or individuals who:

- would be regarded as independent

We are seeking to work with organisations or individuals who are perceived to have no material vested interest in the findings of the Inquiry and the recommendations it will ultimately make. We want to avoid encouraging responses such as ‘that organisation would say that, wouldn’t it?’ or ‘that’s just more of the same’, which would undermine the credibility of the work. We are seeking a genuinely objective view and a fresh perspective.

- are capable of reaching beyond the traditional constituency of charities and voluntary organisations

We are keen to work with an organisation or individual/s who would have credibility in reaching out for example, to faith communities who have not traditionally identified themselves as part of the charitable or voluntary sector.

- have an understanding and passion for local action and civic engagement

Much of civil society is small scale and local and we aspire to understand why some communities have significant social capital and others do not.

- have a deep commitment to diversity and equality of opportunity

We are concerned that funding pressures and cuts have disproportionately impacted on voluntary organisations concerned with diversity and equality of opportunity. This will be an important issue for the Inquiry to consider.

- have genuine intellectual curiosity and the intellectual confidence to challenge accepted wisdom

Our aspiration is that the Inquiry will be forward looking, that it will say new and surprising things, that it will in some respects be controversial but with good reason and based on evidence.

- have imagination and are creative

Our aspiration is that the Inquiry should distinguish itself from traditional commission or inquiry projects by being engaging and porous. We particularly welcome applications suggesting creative ways of engaging local communities in debate about relevant issues in ways that are nuanced and capable of casting new light on the issues. We are looking for agility, broad thinking and the ability to challenge conventional wisdom.

Submitting an application

The following information should be provided in under 3,500 words excluding appendices. Applications can be submitted by any combination of individuals or organisations, but all aspects of the functions of the Secretariat must be covered in the bid.

- 1). Name, postal and email addresses and telephone number of lead applicant. Details of your organisational or personal track-record, especially as it relates to this project.
- 2). If other individuals are involved in key roles please provide their CVs.
- 3). How would you undertake this brief? What relevant experience do you/members of the team have?
- 4). How would you propose to work with the Chair and other members of the Panel?
- 5). What methods would you use to make the Inquiry as inclusive as possible?
- 6). How would you analyse the material gathered?
- 7). Budget.
- 8). Two referees relevant to this project who will be approached prior to appointment.

David Cutler
Director
Baring Foundation on the behalf of the Inquiry's funders.