
Terms of Reference (ToR) for the Evaluation of Stage 2 of The Independent Modern Slavery Advocacy® (IMSA®) Model Development Pilot

Assignment Duration: September 2025 – January 2029 (108 working days, distributed over 4 years)

Evaluation Commissioned by: Hope for Justice - UK Programmes – IMSA® Model Development Pilot

Total Partners: 23 organisations including IMSA partner and employing organisations in the UK

Hope for Justice point of contact: IMSA® Model Development MEAL Manager, Wakeel Faizy: wakeel.faizy@hopeforjustice.org

1. About the Organisation:

Hope for Justice, founded in 2008, is a global organisation, implementing anti-slavery programmes in Ethiopia, Uganda, the UK and the USA. We work directly with victims and survivors of modern slavery and human trafficking and bring about long-term change through our work with governments, law enforcement, the business community and the public. Find out more about the work of our charity and our model at our [What we do](#) webpage. Driven by a vision of a world free from slavery, Hope for Justice is strengthened by a global community of supporters, campaigners, donors, fundraisers, and advocates, all working together to achieve lasting freedom and justice.

2. Project Overview

Since June 2022, the IMSA® Model Project has progressed through two distinct stages of collaborative development.

- **Stage One** focused on foundational research and model design, with key contributions from Hope for Justice, British Red Cross, The Snowdrop Project, and St. Mary's University (Bakhita Centre for Research on Slavery, Exploitation and Abuse). These organisations played a central role in shaping the initial framework and direction of the IMSA® Model.
- **Stage Two** has built upon this foundation and is currently being led by a broader coalition of partners. This includes Hope for Justice, The Snowdrop Project, St. Mary's University, Survivors of Human Trafficking in Scotland (SOHTIS), and BAWSO, who joined the initiative as a new strategic partner.

Access to a qualified independent advocate is essential to ensuring that survivors of modern slavery and human trafficking can achieve a sustained recovery and live in freedom and with dignity. A sustained recovery is a critical component in preventing re-trafficking and further exploitation.

The aim of the Independent Modern Slavery Advocacy® (IMSA®) Model is to provide a standardised, accredited model of independent advocacy, available to every adult survivor of modern slavery and human trafficking, wherever they are in the UK.

Survivors of modern slavery and human trafficking navigate complex systems, services, and legislation during a period of profound isolation and vulnerability. An IMSA® works alongside the survivor to help them understand their rights and navigate this landscape. The collaborative approach enables the survivor to overcome barriers, make informed decisions about their recovery, and ultimately reduce their risk of re-exploitation. As trained experts, IMSAs® partner with survivors, and their existing support mechanisms, to ensure their socio-legal rights and entitlements are realised. An IMSA® is not designed to replace or compete with existing service providers or support workers. Rather, the IMSA® role complements these other services.

The project consists of three stages:

Stage 1: The development of the [*National Framework for Independent Modern Slavery Advocates*](#), informed by lived and learned experience gathered using surveys, questionnaires, and workshops with over 90 organisations from across the UK and across sectors.

Stage 2 (February 2025 – January 2029): Rigorous testing of the independent advocacy model, delivered through:

- The IMSA® Model Hub
- IMSA® Model Advisory Group of lived and learned expertise
- 24 IMSAs employed by 23 organisations across the UK (NGOs, Community & Faith groups, Local Authorities, NRM providers), across 3 cohorts:
 - a. September 2025 to December 2027
 - b. January 2026 to April 2028
 - c. May 2026 to August 2028
 - d. Total number of people we expect to benefit from this project through three 3 cohorts is around 1,400 individuals including survivors, their dependents, and professionals engaged with this project under Tier 1,2 & 3

The project is structured around a robust Theory of Change (ToC), and logframe which outlines six core outcomes (see Annex 1 for a detailed list), along with a range of outputs designed to enhance survivor recovery, systemic responsiveness, and long-term empowerment.

This evaluation will assess the project's impact, scalability, process fidelity, and value for money,¹ and will inform the development of a national rollout of the model which will be February 2029 and beyond.

¹ Impact: While it is challenging to provide definitive evidence confirming the project's impact within its lifespan, we acknowledge this difficulty and expect the independent evaluation team to gather and present credible evidence that demonstrates and contributes to the impact defined in the project.

Scalability: The potential for IMSA® project to be rollout national in stage 3

Process fidelity: The degree to which the IMSA® project is implemented as originally designed and planned.

3. Purpose of the Evaluation:

The pilot phase of the project (Stage 2 of the IMSA® Model Project) will officially commence in September 2025, with cohorts start dates detailed in the project overview and will conclude in January 2029. This evaluation assignment will span the entire implementation period—from January 2025 to January 2029—and aims to:

- Establish a baseline and endline for each cohort (1, 2 & 3).
- Assess advocacy outcomes of survivors working with IMSA@s and the effectiveness of the purpose-built Advocacy Outcomes Framework.
- Capture lessons learned throughout implementation of pilot.
- Assess the nature and extent of the project's impact.
- Explore the project's potential for sustainability and national rollout.
- Inform the UK's programming strategy for the next phase (2029 onwards), in response to the continued need for IMSA® services.

The findings will offer valuable insights for key stakeholders including the UK Government, devolved administrations, local government, anti-slavery partnerships, local communities, NGOs, universities, and other partners to support informed, evidence-based decisions regarding the future and national rollout of the IMSA® Model project in the UK.

The IMSA® model is expected to influence change across three distinct levels:

- a) Individual level, Specifically, among survivors of modern slavery.
- b) Organisational and community level, within IMSA®-employing organisations and local communities.
- c) Government, national and devolved administration level, including potential policy changes and broader systemic impact.

4. Evaluation Specific Objectives

- Assess survivor outcomes for clients who accessed the IMSA service (within each of the three advocacy model Tiers)
- Assess multi-agency responses in areas with an IMSA®, using case studies.
- Assess the contribution of the IMSA® model in strengthening the capacity of the Modern Slavery and Human Trafficking (MSHT) sector.
- Assess the feasibility of scaling the IMSA® model nationally by evaluating its contextual adaptability, resource requirements, cost-effectiveness, and operational efficiency.
- Assess the involvement and contributions of survivor leaders in shaping and strengthening the IMSA® Model Development Project.

Value for money: Implementation of IMSA® with best possible outcomes for the resources invested.
Combination of IMSA® efficiency and effectiveness.

5. Evaluation Questions

The following key questions will guide the project's independent evaluation.

Note: Bidders are welcome to propose additional evaluation questions they deem appropriate and necessary. They may also propose to replace the questions below if more suitable alternatives are identified.

1. Relevance – Design and Focus of the Project

- I. To what extent were the inputs and implementation strategies² identified realistic, appropriate and sufficient in achieving the intended results outlined in the project logframe?
- II. How relevant was the project to the identified needs of survivors of modern slavery and the broader UK response to modern slavery?

2. Effectiveness – Project Management and Delivery

- I. To what extent were the project's performance targets achieved, as outlined in the project's logframe?
- II. How well did the project respond to the evolving needs of survivors, and what measurable results were achieved in this regard?
- III. To what extent were survivor leaders engaged in the design, implementation, and review of the IMSA® Model Development Project?

3. Efficiency – Project Implementation

- I. To what extent was the process of achieving results efficient in terms of time, cost, and resource use, and did it deliver value for money by maximizing impact relative to the resources invested?
- II. What factors contributed to or hindered implementation efficiency?
- III. Did project activities overlap with or duplicate other similar interventions (undertaken by government, NGOs and donors at the national, regional and local levels)?
- IV. Are there more efficient methods or approaches that could have delivered better results with the same or fewer inputs?

4. Impact

- I. What long-term changes have occurred in survivors' outcomes³ as a result of their work with an IMSA®?

² Implementation strategies are defined here as use of IMSA Networks, the Advisory Board, Survivor Leads and the IMSA® Hub. Please see the annex for further details on each of these strategies.

³ Survivors' Outcomes: the IMSA Model Development initiative has established a comprehensive Advocacy Outcome Framework, designed to support survivors throughout their advocacy journeys. This framework consists of 11 outcome areas, which collectively represent the intended outcomes for survivors.

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- II. How has IMSA® influenced the overall capacity and resilience of the MSHT sector in the UK?
 - III. To what extent has IMSA been effectively embedded in the relevant UK frameworks in the UK.

5. Sustainability – Long-Term Impact and Continuity

- I. To what extent are the benefits of the IMSA® Model Project stage 2 likely to be sustained after its conclusion?
- II. Are local actors and communities equipped to sustain IMSA®-informed practices independently?

6. Scalability

- I. What are the key enabling and limiting factors that must be addressed to improve the sustainability, scalability, and potential replication of the IMSA® model across the UK, particularly beyond the pilot and into Stage 3 of the project?

7. Cross-cutting:

- I. To what extent did the project's Monitoring, Evaluation, Accountability, and Learning mechanisms contribute to achieving project results (Outcomes and Outputs) outlined in the project Logframe?
- II. How effective was collaboration with Hope for Justice partner organisations, local authorities, employing organisations, and the project board?

6. Methodology

Given that the IMSA® Model Development Project is a pilot initiative, bidders are encouraged to submit a methodology that is both robust and contextually appropriate, reflecting the nature and complexity of the project.

The proposed methodology for this assignment should strike a balance between quantitative and qualitative approaches. This includes drawing insights from survivor case studies, engaging IMSA® employing organisations, and assessing the project's contribution at the policy level.

Also, the proposed approach should align closely with the project's logframe and Theory of Change provided in Annex 1, and demonstrate clear relevance, suitability, and innovation in addressing the project's objectives.

Bidders must provide comprehensive details on their data management systems and protocols, with particular emphasis on data security and confidentiality. This is especially critical given the project's engagement with vulnerable populations (survivors). Proposals should reflect adherence to best practices in data protection, including compliance with relevant regulations such as the UK GDPR.

Additionally, the evaluation methodology should clearly outline how it will generate evidence and insights across the following three levels:

1. Assessing the progress of survivors in their advocacy journeys and evaluating the impact of these efforts on individual outcomes
2. Evaluating the delivery of the project and its supporting components (the IMSA® Hub and IMSA® Network) against planned outputs and outcomes.
3. Measuring broader policy and structural changes influenced by the IMSA® Model Development Project.

It is important to highlight that the IMSA Model Development initiative will engage 24 IMSAs employed by 23 organisations across the UK. These organisations include NGOs, community and faith-based groups, local authorities, and NRM providers. The project will be implemented in three cohorts:

- Cohort 1: September 2025 – December 2027
- Cohort 2: January 2026 – April 2028
- Cohort 3: May 2026 – August 2028

Across all three cohorts, the project is expected to benefit around 1,400 individuals, including survivors, their dependents, and professionals involved in the initiative.

7. Evaluation Management:

The evaluation assignment will be managed by the Hope for Justice UK Programme, in collaboration with a review panel comprising survivor leaders (IMSA® Advisory Group) and representatives from partner organisations on the Project Board.

The IMSA® Model Development Project – MEAL Manager will serve as the primary focal point for the evaluation, acting as the main liaison between the evaluation team and project stakeholders.

8. Support from Hope for Justice:

Given the importance of this evaluation to the IMSA® Model Development Project, the Independent Evaluation Team will engage with the project team at key intervals throughout its duration. To support this, the project will share any new or emerging data points with the evaluation team in a timely and transparent manner.

The evaluation team will have access to:

- The Advocacy Outcome Framework
- Anonymized quantitative and qualitative data from survivors
- Access to learning workshops with IMSAs and IMSA-employing organisations
- Participation in a few case review sessions to gain deeper insight into project operations
- Ensure secure access to client's data while supporting the evaluation team in conducting data collection and engagement activities in an efficient and ethical manner.

- Access to digital tools and platforms used throughout the project, enabling evaluators to review relevant data and reports.
- Provision of essential documentation, including project reports, monitoring reports and data, operational guidelines, and any other materials required to inform the evaluation.
- Facilitate interaction with 4 partner organisations as well as the 19 employing organisations directly involved in the project.

9. Deliverables

The evaluation team will produce the following four deliverables:

Item	Description
1. Inception Report	<p>The evaluation team, in close collaboration with the project team, will be responsible for developing a comprehensive evaluation plan. This will include:</p> <ol style="list-style-type: none"> 1. Refining the evaluation questions outlined in this Terms of Reference, 2. Finalising the methodology for IMSA® Stage 2, and 3. Preparing a detailed action plan with timelines, 4. The tools to be used for data collection and analysis.
2. Baseline & Endline Reports (3)	<p>The bidder should develop one baseline and endline report for each cohort, capturing initial conditions, reach, and context of the cohort.</p> <ol style="list-style-type: none"> 1. Introduction 2. Methodology 3. Baseline & Endline Findings by survivor outcome 4. Employing Institutional Readiness and Capacity 5. Stakeholder Perspectives 6. Conclusions and Recommendations
3. Midterm Review Report	<p>The selected bidder is required to produce a comprehensive mid-term project assessment report to evaluate the quality and efficiency of project implementation, including progress toward achieving project targets.</p> <p>The report should also assess the effectiveness of engagement with partners and employing organizations. Where applicable, it may include analysis of baseline data and findings from Cohort 1 or 2.</p> <p>A detailed process assessment should be incorporated to provide a clear and accurate picture of progress and performance at the midpoint of the project.</p> <p>In addition to evaluating implementation to date, the report should present clear and actionable recommendations to strengthen delivery during the remaining project period.</p> <p>These should include proposals for enhancing operational effectiveness, improving stakeholder collaboration, and</p>

	<p>ensuring continued alignment with the project's intended outcomes.</p> <ol style="list-style-type: none"> 1. Executive summary 2. Methodology and limitations 3. Analysis aligned with the ToC including Value for Money analysis 4. Survivor voice⁴ and case studies 5. Actionable recommendations
4. Final Report & Presentation	<p>The selected bidder is required to produce a comprehensive final evaluation report that captures all components of the pilot project, including the experiences and outcomes of clients across three cohorts. Also, should incorporate stakeholder perspectives, including insights from survivors' leaders, survivors, service providers, and other relevant actors involved in the pilot. It should also include a reflective analysis of what worked well, the challenges encountered, and areas for improvement.</p> <p>In addition, the report must present a comparative analysis of baseline and endline data for each cohort and provide evidence of systemic change in survivors' life journeys aligned with the intended outcomes. It should assess the value created by the pilot for the wider sector, including its indicative impact and potential for replication or scale. A value-for-money analysis, including return on investment, must be included. Finally, the report should present a revised and updated Theory of Change to inform Stage 3 of the IMSA Model (national rollout).</p> <p>The report should be structured as follows:</p> <ol style="list-style-type: none"> 1. Executive Summary 2. Introduction 3. Evaluation Methodology and Limitations 4. Contextual Overview 5. Findings and Analysis 6. Survivor Voice and Case Studies 7. Institutional and Stakeholder Perspectives 8. Progress Against Logframe and Workplan (VfM) 9. Revised- update Theory of Change including assumptions and risks 10. Actionable Recommendations <p>Annexes</p>

⁴ Survivor voice is central to the development of the IMSA® model. It involves:

- Consultation with survivors at all stages of the model's development.
- Insights from Lived Experience Expert Consultants, based on their personal journeys through the support system.
- Ensuring survivor perspectives shape the future of the IMSA® model and inform its national rollout.

5.Raw Data and Analysis Tools	The raw and cleaned data are the property of the Hope for Justice IMSA Project. At the conclusion of the assignment, the bidder is required to handover the data in Microsoft Excel format or any appropriate format and must include appropriate data protection measures and, if necessary, written instructions for interpreting the data in a Word document. Any other relevant information pertaining to the project should also be provided

10. Payments

Item	Payments
1. Inception Report	10% of the budget, upon formal acceptance of the final inception report
2. Baseline & Endline Reports (3)	30% of the budget, upon formal acceptance of all three baseline reports
3. Midterm Review Report	20 % of the budget, upon formal acceptance of the final midterm review report
4.Final Report & Presentation	35 % of the budget, upon formal acceptance of the final evaluation report
5.Raw Data and Analysis Tools	5% of the budget, upon formal acceptance of the raw data and tools.

11. Timeline

Deliverable	Timeline
1. Kick- off meeting	20 Nov 2025
2. Inception Report	Dec 2025
3. Baseline & Endline Reports	For cohort 1 (December 2025) Cohort 2 (March 2026) & Cohort 3 (June 2026). Each cohort will continue for 18 months to conclude.
4. Midterm Review Report	June 2027
5. Final Report & Presentation	December 2028
6. Raw Data and Analysis Tools	December 2028

12. Report Review and Feedback Process:

All reports submitted by the bidder will undergo a structured review process to ensure quality and alignment with project expectations. This process may include up to three rounds of feedback on the draft report, if necessary. Feedback will be provided by the Project Team, Project Board, and Advisory Group.

The review and presentation process will follow these steps:

- The evaluation team will submit a complete draft of the report to the IMSA® Project MEAL Manager.
- The MEAL Manager will circulate the draft report to the UK Programme Director, IMSA® Project Manager, IMSA® Hub Manager, Project Board, and Advisory Group members for review and feedback.
- The MEAL Manager will compile and share all comments and feedback with the evaluation team.
- The evaluation team will revise the report, address all feedback, and submit the subsequent version to the MEAL Manager.
- The evaluation team, with support from the IMSA® MEAL Manager, will deliver a presentation summarising the main findings and recommendations. (Applicable to Inception Report, Midterm Report and Final Evaluation Report)
- The bidder will present the final evaluation report findings and recommendations to both the Project Board and Advisory Group.

13. Evaluation Team Composition

Given the unique and pioneering nature of the IMSA® Model Development Project, particularly its focus on modern slavery expertise, bidders are expected to assemble a multidisciplinary evaluation team capable of delivering a comprehensive and context sensitive assessment of the project.

The proposed team should collectively demonstrate extensive expertise in the following areas:

1. Extensive experience in conducting research involving survivors' lived experiences or include a qualified survivor of modern slavery (lived experience) as part of the evaluation team.
2. Strong technical capacity in designing and implementing robust evaluation frameworks specific to new ideas and unique projects.
3. In-depth understanding of legislative frameworks/processes across the UK's devolved administrations, particularly as they relate to modern slavery and advocacy.
4. Experience in evaluating or developing training and accreditation systems, especially within advocacy or survivor support contexts.
5. Capability to assess the project's economic efficiency and value for money.
6. Subject matter expertise in MSHT, including policy, practice, and survivor support mechanisms.
7. Knowledge and experience in evaluating independent advocacy services, particularly in complex or sensitive contexts.

14. Budget

The allocated budget for this assignment is £87,000. Bidders are required to submit a detailed financial proposal with a clear cost breakdown, to be included alongside their technical proposal. The financial proposal will be evaluated as an integral part of the overall submission, with particular emphasis on cost-effectiveness and value for money. This includes an assessment of whether the proposed costs are:

- Reasonable and competitive;
- Clearly justified; and
- Aligned with the scope and requirements of the assignment.

This support is intended to ensure that the evaluation team has the resources and access needed to carry out a comprehensive and informed assessment.

15. Ethical Considerations

- All evaluation activities must adhere to ethical standards, including informed consent, confidentiality, and safeguarding. [Governance, Policies & Funding | Hope for Justice](#)
- Survivor participation must be voluntary, supported, and trauma informed.
- The evaluation must avoid re-traumatisation and ensure that survivor voices are respected and protected.

16. Proposal Evaluation Assessment Criteria:

Each submitted proposal will be evaluated based on a set of clearly defined criteria, with each criterion assigned a specific weight to reflect its relative importance. This structured approach ensures a fair, transparent, and consistent assessment process.

Criteria	Weight (%)
Compliance with Requirements	15%
Technical Capability & Experience; including team composition.	30%
Financial Proposal / Cost Effectiveness	20%
Delivery Timeline / Work Plan	15%
Risk Management / Sustainability	10%
Innovation / Value Addition	10%
Total	100%

17. Proposal Submission and Selection Process:

- Drop-in Q & A session: 29th September 4:00pm to 5:00pm - please contact wakeel.faizy@hopeforjustice.org to confirm you will be attending. Please note: The Teams link will be shared with those who have confirmed their attendance.
- Proposal Submission deadline: Friday 30th October 2025: Please send your proposal package (Technical and Financial Proposal) to wakeel.faizy@hopeforjustice.org
- Assessment of applications: Week commencing 3rd November
- Applicant interviews: Week commencing 10th November
- Bid outcome: Week commencing 10th November

Annex 1:**a) IMSA Model Development Theory of Change (see following page)****b) IMSA Model Development Logframe (Only Outcomes and Outputs)****Outcome 1: The IMSA® role is professionally recognised by the anti-slavery sector.**

- Output 1.1: IMSA Training is developed and ready to use
- Output 1.2: IMSA PG Cert is developed and ready to use

Outcome 2: Effective and functional IMSA Hub is ready to scale-up across the UK.

- Output 2.1: IMSA®s and IMSA® Employing Organisations trained
- Output 2.2: IMSA®s participate in an IMSA® Network community of practice (shared learning)
- Output 2.3: IMSA® Hub shares learning of: 1) modern slavery trends in the UK, and 2) independent advocacy best practice across the UK
- Output 2.4: Case management system is in use
- Output 2.5: IMSA® Hub Operations Manual is in use

Outcome 3: The positive outcomes (e.g. in housing, health, education and employment) of survivors of modern slavery demonstrate that the model is effective

- Output 3.1: Survivors access independent advocacy service
- Output 3.2: Survivors access Tier 1 independent advocacy services
- Output 3.3: Survivors know and understand their socio-legal rights and entitlements

Outcome 4: Anti-slavery sector demonstrates their commitment to the model and the professional recognition of the IMSA® role

- Output 4.1: Key stakeholders in the anti-slavery sector are engaged with the IMSA® Model Project

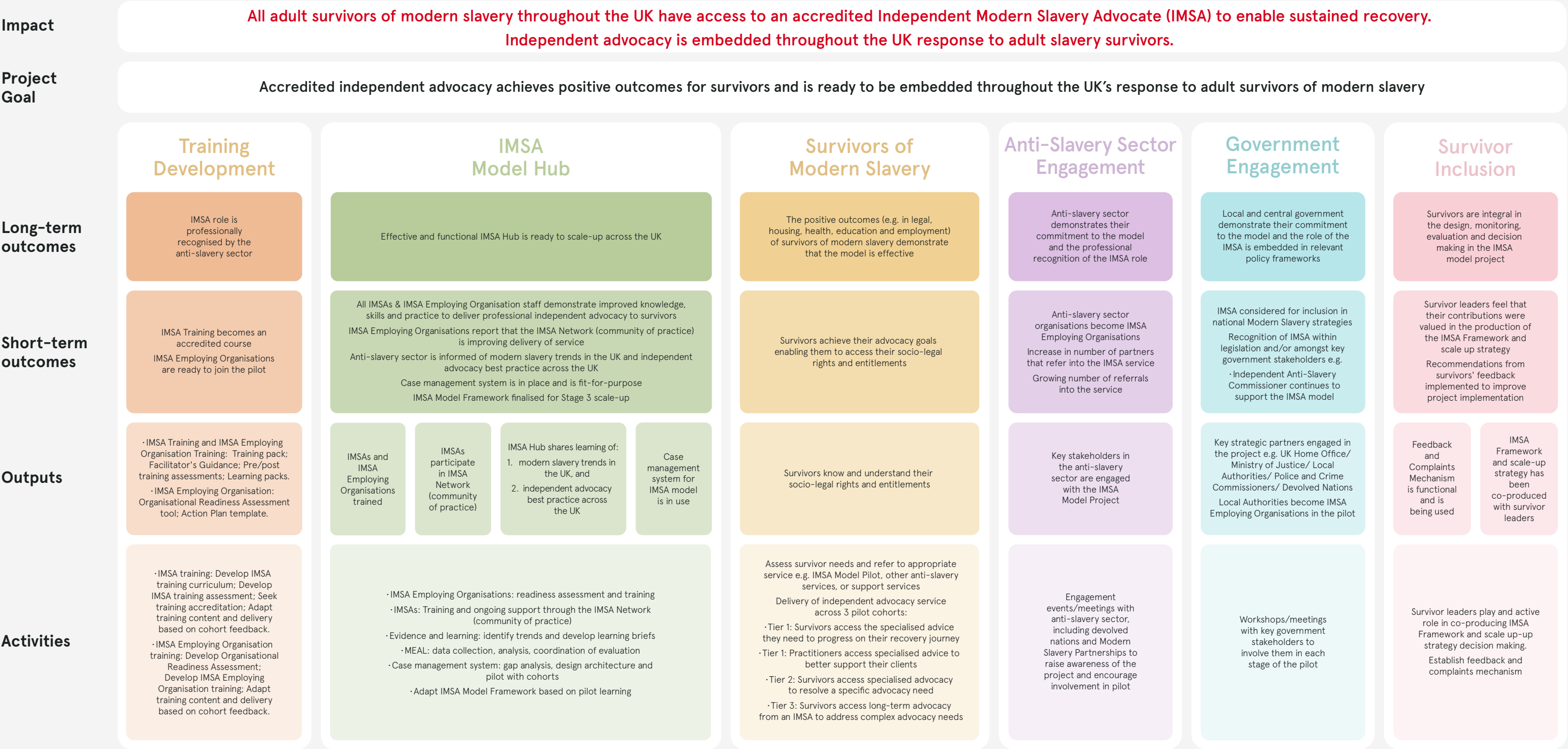
Outcome 5: Local and central government demonstrate their commitment to the model and the role of the IMSA® is embedded in relevant policy frameworks

- Output 5.1: Key government strategic partners engaged in the project e.g. UK Home Office/ Ministry of Justice/ Local Authorities/ Police and Crime Commissioners/ Devolved Nations

Outcome 6: Survivors are integral in the design, monitoring, evaluation and decision making in the IMSA® model project (governance and inclusion)

- Output 6.1: IMSA Framework and scale-up strategy has been co-produced with survivor leaders
- Output 6.2 Feedback and Complaints Mechanism is functional and being used
- Output 6.3: An IMSA® Advisory Group has been established and is actively providing effective guidance to the project.

THEORY OF CHANGE



Problem Statement: 122,000 people are estimated to be in slavery in the United Kingdom (Global Slavery Index, 2023). Adult survivors of modern slavery are not able to access the support, services or systems they are entitled to.