



CANADIAN
WOMEN'S
FOUNDATION

FONDATION
CANADIENNE
DES FEMMES

REQUEST FOR PROPOSALS

EVALUATION CONSULTANTS - GIRLS' FUND

PROPOSAL DUE: SEPTEMBER 7, 2020

The **Canadian Women's Foundation** invites proposals from qualified consultants to plan, design, and conduct the evaluation of our multi-year Girls' Fund Grants – a four-year national funding initiative to support building the confidence and leadership of girls aged 9-13. Evaluation work is to be completed collaboratively with the Canadian Women's Foundation and funded programs (grantees) during the period of September 2020 to August 2024.

The successful consultant(s) will have proven experience in tracking and analyzing participant outcomes, collaboration and knowledge mobilization impacts, project evaluation, project management, and an understanding of programming for children and youth, particularly gender-based programming.

ABOUT THE CANADIAN WOMEN'S FOUNDATION

The [Canadian Women's Foundation](#) is a national leader in the movement for gender equality in Canada. Through funding, research, advocacy, and knowledge sharing, the Foundation works to achieve systemic change that includes all women. By supporting community programs, the Foundation empowers women and girls to move themselves out of violence, out of poverty, and into confidence and leadership.

Launched in 1991 to address a critical need for philanthropy focused on women, the Canadian Women's Foundation is one of the largest women's foundations in the world. With the support of donors, the Foundation has raised more than \$90 million and funded over 1,900 programs across the country. These programs focus on addressing the root causes of the most critical issues and helping women and girls who face the greatest barriers.

The Canadian Women's Foundation aims to be inclusive of diverse people across gender and sexuality spectrums. We focus our efforts on supporting those who face the most barriers and have least access to relevant services. This includes people who identify as women, girls, trans, Two-Spirit, genderqueer, non-binary, and 2SLGBTQI+.



ABOUT THE GIRLS' FUND

Since 2006, the Canadian Women's Foundation's Girls' Fund has supported dynamic programs and networks for girls between the critical ages of nine and thirteen that engage their body, mind, and spirit. We invest in programs where girls can explore science and technology, do physical activities, become media literate, strengthen their understanding of social and/or environmental justice, take on leadership in a supportive all-girl environment, and where Indigenous girls can deepen their knowledge of Indigenous culture and teachings. Along the way, these girls learn to take on new experiences with confidence and meet new challenges with courage. These critical thinking, communication and decision-making skills are the building blocks that help girls grow strong and create a solid foundation for a brighter future.

In 2012, building on the Girls' Fund and creating greater opportunities for girls, the Nancy Baron Mentorship for Girls Program was added with generous funding from The W. Garfield Weston Foundation. It has created another way to promote leadership, increase exposure to diverse perspectives and experience, and build confidence through relationship building.

In October 2019, the Canadian Women's Foundation issued a national call for proposals for our next Girls' Fund grant cycle. Organizations could apply for grants that addressed one of the following four goals:

- A. **Girls Programs** -to support weekly programs for girls between the ages of 9 and 13.
- B. **Girls Mentoring Programs** - to support a program for girls involving formal mentoring and matching of small groups of girls between the ages of 9 to 13 with one mentor or team of mentors.
- C. **Combined girls' program and girls' group mentoring program** -to support an organization to provide a continuum of programming involving both a weekly girls program and group mentoring.
- D. **National or Regional Networks** - to develop networks that strengthen and enhance the capacity of girl-serving organizations across a region or nationally.

In June 2020, the Canadian Women's Foundation Board of Directors approved funding for 19 Girls' Fund programs at up to \$40,000 per year, as well as an additional \$3,000 per year in Access Funds for costs related to accessibility, such as translation, providing sign language, attendant care, and transportation in remote communities. All grants are for a 4-year period, from August 2020 to August 2024.

ABOUT THE GRANTEES

The organizations were selected based on best practice criteria that were identified through the original girls programming and group mentoring research, as well as in the ongoing evaluation of the Girls' Fund grants.

The grants selected for the 2020-2024 cycle have reach throughout the country and demonstrate a variety of approaches, work with diverse groups of girls, and represent various types of organizations. While the demographics are varied, some of the main populations of



girls served include First nations, Metis and Inuit, Black and racialized girls, immigrant and refugee girls, girls living with disabilities, and 2SLGBTQI+ identified youth. Programs and networks take place in a variety of settings including rural areas, small urban areas, large urban areas, four First Nations reserves and five northern communities.

In selecting programs for this multi-year funding, we prioritized the following:

Guiding Principles

- Grounded in an intersectional feminist approach
- Women-centred, inclusive of two-spirit, trans, and non-binary identified people
- National in scope, ensuring good regional representation, including from rural, remote, and northern communities
- Focused on reflecting and responding to the unique needs of local communities, prioritizing those that face multiple barriers or are underserved, including First Nations, Métis and Inuit peoples, Black peoples, those living with disabilities, and 2SLGBTQI+ peoples
- Collaborative and inclusive
- Committed to better supporting First Nations, Metis & Inuit communities, including integrating the Truth and Reconciliation Commission's Calls to Action and the Missing and Murdered Indigenous Women, Girls and Two-Spirit Peoples Calls to Action
- Committed to advancing gender equity, taking into consideration policies, and actions plans, as well as promising practices in the field
- Wise and prudent stewards of funds

Overall Criteria

- Relevance of the approach for girls in local area
- Organization's mission, values, and previous experience with girls
- Inclusive of all girls. Canadian Women's Foundation embraces an inclusive definition of "women" and "girls" that includes people who identify as women, girls, trans, genderqueer, gender non-binary, Two-Spirit, and gender questioning. An inclusive environment means all participants feel safe and supported, however they may identify.
- Inclusion of an outreach and recruitment strategy that strives to reach potential participants who may experience barriers to accessing programs
- Programs are for girls who face multiple barriers and are underserved, including First Nations, Métis, and Inuit peoples; Black people; people of colour; those living in rural or northern communities; those who identify as 2SLGBTQI+; those living on low-incomes; refugees; immigrant or non-status people; those with disabilities and/or who are Deaf
- Strong gender analysis with a commitment to including gender issues as a central part of the learning objectives

Grantee Activities

In addition to funding, capacity building for our cohort of grantees is an important component for the Foundation. By funding Girls' Fund programs and facilitating knowledge sharing and learning among the grantees, we anticipate improving organizations' ability to deliver strong programs and their capacity to lead / contribute to advocacy efforts.

Successful applicants are expected to develop and take part in learning and evaluation activities such as:



- Grantee meetings
- Peer-to-peer learning opportunities
- Evaluation strategy
- Skills institutes that increase knowledge and build the field of practice
- Strategic alliances and networks

ABOUT THE EVALUATION

Evaluation is an integral part of the Foundation’s approach to grant-making and philanthropy. It ensures we are continually funding appropriate, dynamic initiatives and supplies the tools to demonstrate impact to our donors and other stakeholders. The evaluation is also used externally to support knowledge transfer for grantees and the wider social service sector.

Evaluation and capacity building opportunities will be built into the work of the funded organizations as part of the next four-year cycle of the Girls’ Fund. As we learn about our grantees, the people they serve, their organizational structure, their community context, and their analysis and approach, we also learn to better support them to fulfil their goals and meet community needs. We constantly look for avenues to support our grantees to amplify their impact.

We are seeking a partnership with evaluation consultants who embrace a collaborative and strategic learning approach—i.e., the evaluation strategy should be flexible to ensure that grantees are supported in recognizing emerging issues and adapting responses accordingly. This will entail strong collaboration and communication with both grantees and Foundation staff. Through evaluation that is strongly informed by grantee knowledge, we hope that grantees and Foundation staff will be able to get a sense of how the funded interventions are building strength at the community level and are contributing to systemic change towards gender equality.

Key Questions

Because we believe that the framework and the methodology should be validated in collaboration with the grantees, the suggestions provided are open to discussion with stakeholders and may change over time.

Working with Foundation staff and Girls’ Fund grantees, evaluators will be asked to develop an evaluation strategy that considers the following:

1. Individual Level Change

- To assess the impact of the funded programs on participants’ lives, exploring outcomes such as:
 - Increased confidence, critical thinking skills and sense of belonging
 - Increased feelings of competence/skill building
 - Increased health and wellbeing
 - Better relationships with parents and peers
- To identify and examine any relationships among best practices, girls’ characteristics, and outcomes

2. Practice Change

- To determine strengths of the funded program models and the extent to which best practices are present in programs and in mentoring



- To determine the Fund's impact on existing programs and group mentoring, grantee organizations and developing networks
- Is there evidence of reflective practice with the integration of new knowledge (e.g., enhanced gender analysis, decolonization strategies, etc.)?
- To assess the impact of the Community of Practice and network activities on girls programming and girls' issues nationally

3. Sector or Policy Change

- To provide information that can be used in building a case for the importance of girls programming, group mentoring and identifying the policy issues that are presenting barriers for girls
- What policy areas are grantees identifying as relevant to their work?
- Are grantees increasing their capacity to lead / support advocacy towards systemic change?

In addition to providing important insights into the progress of the grantee cohort, information collected through the evaluation will help the Foundation to identify gaps in our approach to funding and capacity building. The Evaluator(s) will need to remain sensitive to the potential disconnect between expectations on the part of the Foundation with respect to the scope of the evaluation work and what the grantees can realistically manage.

Evaluation Consultant(s) Role and Criteria for Selection

Working in partnership with the grantees, the Canadian Women's Foundation, and the evaluators will design and implement a formal multi-year evaluation strategy built on strong collaboration in the following areas:

- Developing evaluation questions, outcome indicators and methods of data collection
- Identifying and implementing a process for collecting and submitting information through surveys, interviews, regular program reporting, and other innovative data collection methods
- Creating a system for providing regular feedback that will deepen impact by identifying key opportunities as they arise and/or are assisting to troubleshoot and provide amendment to the research and evaluative process where necessary

The evaluation consultant(s) will, as far as possible, be able to provide important information that will allow the individual programs and the Foundation to innovate and use research productively to enhance program functions, as well as integrate training and support for the grantees through this work. Our expectation is that the evaluation consultant(s) will transfer knowledge and skills about evaluation to build the capacity of grantees as part of this evaluation strategy.

Qualifications

We are looking for evaluators who:

- Will offer innovative ideas and methods of data collection and analysis
- Have experience tracking, measuring, and analyzing outcomes and change at the participant level, including working with marginalized and vulnerable participants
- Have experience working within Indigenous cultural frameworks



- Have knowledge and experience in formative, process and impact evaluations, program logic models, and network development
- Have experience working with girls aged 9-13 or can leverage other experience with this age group
- Are able to gather learnings resulting from the evaluation and translate these into a potential dissemination strategy
- Are committed to knowledge transfer that will enhance the organizational capacity of grantees, focusing on increased understanding of evaluation and skill development
- Have well-developed consultation and facilitation skills and are comfortable working with a wide range of community organization
- Have demonstrated success in project management, effective leadership skills and an understanding of organizational development
- Are proficient and highly effective communicating via teleconferences and web-based conferences
- Are able to work both independently and in a collaborative team environment
- Work in both French and English at a professional level

Project Outline and Reporting

The key components of the evaluation consultants work plan are:

1. Evaluation planning, design, creation of tools:

- After reviewing the grantees and programs information, the consultants will propose an evaluation and learning strategy for the Girls' Fund, to be finalized in collaboration with Foundation staff and grantees.
- The consultants will present the proposed strategy at a meeting of grantees (in November 2020) to finalize the evaluation framework, tools, timeline, and methodology. Grantee meetings will be held annually and will provide an opportunity to adapt the evaluation as needed.
- The plan will include communications and reporting systems for ongoing course correction, monitoring of activities, and feedback from grantees.

2. Implementing Evaluation:

- We anticipate that the evaluation consultants will take a lead role in determining and implementing the methods and frequency of data collection. We are interested in exploring creative ways to use both qualitative and quantitative data.
- The consultant will not be expected to solely collect all the information but will be training and supporting grantees to do part of this work as well, ensuring knowledge transfer to grantees.
- Ongoing check ins with grantees and Foundation are expected to help with the data collection process and revision of the evaluation strategy as needed.

3. Analysis and reporting writing:

- The evaluation consultants will be responsible for analyzing the data collected and preparing reports to the Foundation and the grantees.
- The consultants are expected to provide short monthly written updates on milestones and challenges encountered.
- We anticipate an interim report at the end of each year (which should include a summary overview of the grantees' mid-year and year-end reports), and a



final report summarizing the evaluation at the end of the fourth year. A stakeholder report will also be completed at the end of the four years granting cycle.

- An annual 'issues brief' - including a current literature review and trends in the field is considered an asset.

Contract and Budget

The successful candidate(s) shall enter into a contract with Canadian Women's Foundation from September 2020 to September 2024. The maximum payment for work on this project is:

Year 1 - \$50,000

Year 2 - \$50,000

Year 3 - \$50,000

Year 4 - \$50,000

Please submit a detailed budget including per diems and number of days, based on the proposed work plan, deliverables, and contract duration. Expenses such as travel, online meetings, conference calls, data entry or meeting materials should be listed separately, to be considered by the Foundation as additional expenses. Additional funding is set aside by the Foundation to pay grantees for the work they will do on the evaluation.

Proposal Requirements

The evaluation proposal should include the following sections:

1. Your team's approach:

- To working with the Canadian Women's Foundation and grantees in the design, planning and implementation of the evaluation framework and strategy
- To working with the target population
- To anticipated challenges and how to address those challenges

2. Your team's methods

- Of data collection proposed, including the selection or development of tools such as questionnaires or other forms of information collection and frequency of data collection
- Of identifying indicators, defining "success" and what measures will be used to track the increase in girls' protective factors, as well as practice and policy change
- Of analyzing information and capturing learnings gathered from participant interviews and other forms of data collection
- Of training and supporting grantees in the data collection and evaluation process

3. Additional Documents

- Workplan and timelines, including all activities and reporting
- Qualifications and experience of evaluation consultant(s) in relation to evaluation. A sample or description of a relevant previous project would be helpful. If you work as an evaluation team, clearly indicate areas of specialization and how responsibilities will be divided.



- Budget, including per diems and anticipated number of days for each of the consultants involved
- Three references for the individual or team that reflect relevant experience
- Information about any previous work or project that might be considered to be in conflict with the values of Foundation

Proposal Submission Information

Please submit your proposal by email no later than **5:00pm on Monday, September 7th, 2020**. Interviews will be conducted with short-listed candidates only between September 14th-17th.

If you have any questions, please contact:

Janine Rocha, Manager, Community Initiatives & Grants

jrocha@canadianwomen.org or 416-365-1444 ext 227 or 1-866-293-4483 ext 227

The Girls' Fund Grants are possible thanks to the generous contributions of:

Founding Donor of Mentoring for Girls: Nancy Baron of the W. Garfield Weston Foundation

Founding Partners of the Girls' Fund: Ann Southam Empowerment Fund at Canadian Women's Foundation, RBC Foundation and Zukerman Family Foundation

Girls' Fund Donors:

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