



Request for Proposals UpStart Strategy Evaluation

November 1, 2011

Overview

United Way of Calgary and Area is looking for an Evaluator with an emphasis on evaluating collaborative strategies and outcomes, and committee effectiveness. The Evaluator will work with UpStart to develop the evaluation framework and strategy measurement documents.

This part-time contract position spans a twelve-month time frame that may be reviewed for further extension. The contract position will report to the Team Manager of UpStart, an initiative of the United Way of Calgary and Area, led by Community Investments & Collaborations.

UpStart is an initiative of United Way of Calgary and Area. It is a collaborative impact initiative that convenes community leaders in support of children and youth to successfully transition from cradle to career.

UpStart's Goals:

- All children are prepared for kindergarten.
- All youth complete high school.
- Aboriginal children and youth in Calgary complete high school.
- All children and youth have equal access and successfully transition between school and community supports.

UpStart's Mission is to bring together stakeholders to consent to actions that address complex social problems that cannot be solved in isolation. This is known as collective impact

Request for Proposals:

The consultant will employ both qualitative and quantitative methodologies.

Reporting on:

1. Outputs and deliverables of the Initiative.
2. UpStart's performance and capacity as a collective impact initiative.
3. Outputs and outcomes of Council of Champions.

Developing and reporting on:

4. Outcomes relating to the four overarching goals.

Accountabilities and Reporting:

- The evaluation process will be overseen by the UpStart Manager and Strategy Leads and led by the Consultant.
- The Consultant will attend monthly meetings with the UpStart Team and provide the deliverables outlined below.
- The consultant will be embedded in the UpStart Initiative as a member of the Team in terms of his or her work to collect and analyze data (outputs and outcomes), actively intervening to help shape development, helping to inform decision making, and facilitating learning of the team members.
- Ask tough and insightful questions.

Deliverables:

Deliverable	Due Date
Submit work plan to United Way	January 15, 2012
Present work plan to UpStart Department Team	February 14, 2012 Staff Team meeting
Develop the Evaluation Strategy of the UpStart Department to assess performance and outcomes. From this framework, three key areas of focus will be measured including the Department Performance, Council of Champions Performance, and Strategy progress.	March 5, 2012
Collaborate with evaluator from Aboriginal Youth Education Strategy to connect the work.	March 5, 2012
Work with the Strategy Leads to develop the individual strategy measurement frameworks. <ol style="list-style-type: none"> a) Early Years/School Readiness Strategy b) High-School Completion Strategy c) School-Community Collaboration 	March 30, 2012
Reporting on identified initiative outputs	On a quarterly basis and as required
Two Status reports on UpStart Initiative and Strategies	Status Report #1 April 2012 Status Report #2 August 2012
Final report on the UpStart Initiatives and Strategies	Final report due by December 31, 2012

Evaluation Outcomes:

1. Participants and potential funders can ascertain the progress and success of the collaborative and its strategies;
2. Participants can engage in ongoing learning, adapt processes and actions and course correct as required;
3. Participants and the community can see the impact and direction of the collaborative on an ongoing basis;
4. A record of the initiative will be developed for posterity.
5. Address the Priority Team's critical questions around the UpStart collaborative in areas they identify such as:
 - a. Collaboration
 - b. UpStart staff department performance
 - c. Council of Champions performance
 - d. Key successes, barriers, challenges, and unexpected outcomes
 - e. Effectiveness of the strategies

Qualifications of Applicants:

1. Experience in evaluation of broad, multi-stakeholder initiatives and collaborations
2. Experience and/or knowledge of developmental evaluation, mainstream evaluation methodologies and evaluation methodologies from a collaborative perspective
3. Ability to work with multiple system stakeholders
4. Outstanding verbal and written communication skills including active listening skills
5. Possess strong consulting, presentation, and group facilitation skills
6. Demonstrated abilities in working with diversity of people and groups
7. Outstanding organizational and time management skills
8. Strategic thinker; ability to discern patterns and themes from complex initiatives; facilitation skills; flexibility; and resourcefulness
9. Knowledge of education issues and community agencies an asset
10. Ability to work independently, take initiative, and assume responsibility with minimal supervision
11. Value working as part of a team in a flexible, adaptive, highly productive environment
12. Experience building and working with networks and collaborations
13. Familiar with communities, organizations, and municipalities in the region
14. Strong initiative and a commitment to building personal, organizational, and sector capacity

Timeframe and Time Commitment

1. The term is January 1, 2012 to December 31, 2012
2. The first two months of this contract (January and February) will require a greater commitment than part-time (up to full-time)

3. Planning required between meetings
4. Exact hours can be negotiated between United Way and Contractor. A contract will be required

Budget

Applicants should submit a budget including total cost with their application package. The final budget, terms of payment, and payment schedule will be negotiated with the successful consultant.

Submission Procedures

The proposal should include:

- Broad outline of proposed work methodology: facilitation and planning approaches, tasks and budget

Please also attach:

- Signed cover letter
- Current resume or curriculum vitae stating relevant experience and skills
- Copies of samples of related work (documents, reports, evaluation frameworks, etc.)
- Two relevant references

Proposals are accepted by email or two hard copies by mail or delivery. Please direct to the attention of Katy Doucette.

Email: katy.doucette@calgaryunitedway.org
Address: United Way of Calgary and Area
600, 1202 Centre St. SE
Calgary, Alberta
T2G 5A5

Deadline for Applications:

Proposals need to be received by United Way by Monday, December 19, 2011, 4:00 p.m. MST.

Who to contact for more information:

Katy Doucette at 403-231-6292, katydoucette@calgaryunitedway.org