

CONTACT

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COMMUNITIES BUILDING YOUTH FUTURES

DURATION: December 2020 to March 31, 2021

OVERVIEW

The Government of Canada has an ambitious plan to transform the lives of young people. Working in partnership with the Learning Branch, Employment and Social Development Canada (ESDC), the Tamarack Institute will implement a five-year impact strategy to help increase high school graduation rates for youth facing barriers.

A primary goal for engaging youth facing barriers is to develop strategies that enable young people to be engaged in their communities and successfully navigate transitions from youth to adulthood. These transitions might include the completion of a secondary school curriculum leading to a post-secondary education or apprenticeship experience or employment. As a way of responding to the need for effective strategies, Tamarack's Communities Building Youth Futures (CBYF) Collective Impact strategy aims to:

- Leverage the core tenants of the Collective Impact framework to build both community driven and national strategies for addressing the unique challenges of supporting youth at risk of disengaging from their education;
- Support the integration of services to reach more youth, and strengthen local community capacity and action which connects youth to locally-based resources and supports;
- Engage and leverage collective resources of a national collaborative – a network of key strategic partners brought together to address issues of disconnected youth in communities.

CBYF is comprised of several key project components, including ongoing reflection, learning and evaluation.

Community Youth Initiatives – In total, up to 13 communities will participate in this project. Communities will be onboarded in two important phases during the project: Phase 1 includes six communities who have the capacity and readiness to scale their initiatives quickly; Phase 2 includes an additional seven communities who will need more coaching, and be supported during the development phase, and then scale their initiative(s) during the last 3 years of the project.

The participating communities will each employ a Collective Impact approach to:

- Build a common agenda and strategies to guide their community-based effort
- Engage in shared measurement and mutually reinforcing activities
- Develop a backbone staff team, that includes youth
- Increase access to services
- Engage in continuous and strategic communications to build engagement and sustainability
- Ensure that Youth have a seat at the Table and be involved in both the design of the community-based action

This project includes funding for communities to establish a backbone staff team, receive ongoing coaching, develop impact reporting, network convening and backbone support. As well, communities will benefit from a range of coaching and learning supports and will be convened as a CBYF community of practice.

1. **National Collaborative (Network)** – Will work in parallel with community level actions. The National Collaborative will be comprised of national organizations, businesses, youth, and leaders already engaged in working on issues affecting youth facing barriers across the country. It will provide strategic guidance, identify opportunities to influence and leverage systems changes, promote identification and sharing of best practices and engage in identifying project sustainability.
2. **Annual Partner Convening** – Collective Impact efforts benefit significantly from an investment in evaluation and learning. The annual partner convening will be an opportunity for communities and the National Collaborative to come together, share emerging practices and learn from each other. The Annual Partner Convening will be held in different locations across Canada and will provide an opportunity to showcase progress and to profile emerging practices.
3. **Innovation fund** – Communities will have access to a community innovation fund. Criteria for the fund will be established and communities will be invited annually to apply for the fund. The fund will be used to test and evaluate new tools, supports, and approaches identified by the community.
4. **Evaluation and Learning** – As foundational components to any successful Collective Impact project, an evaluation will be implemented throughout the duration of the project. It will employ a developmental evaluation approach which will greatly inform and strengthen the on-going learning and continuous improvement. In addition, Tamarack will support the project through the development of learning and technical assistance supports.

ORGANIZATIONAL OVERVIEW

[Tamarack Institute](#) is a Canadian charity with a bold vision: to build a connected force for change; to end poverty; and, to build a sense of community in Canada and beyond. We are subject matter experts in community engagement and collective impact and are recognized across North America for our effectiveness in bridging theory to practice. We are also highly effective in designing and delivering successful learning events in an array of different formats; have capacity, skill and experience in providing training and coaching in community engagement, collective impact, collaborative leadership, community development, and evaluating community impact; and, are highly effective in creating and sustaining online learning channels to make our knowledge and resources easily available and accessible to learners.

Tamarack's 22,000 members are a connected force for community change and impact. They rely on Tamarack to provide the latest thinking, knowledge, resources and interactive online practices, delivered in accessible and creative ways, to make their work in community change easier and more effective. Central to Tamarack's approach is a commitment to deepening engagement with our learners and partners in support of their ongoing learning. We believe people need to learn from each other's challenges and successes, share resources, and support each other to achieve impact.

In 2016, we delivered more than 15,000 days of learning to participants from across Canada, the United States, Australia, New Zealand and beyond with the active support of 79 partner organizations. Our learners invested over \$900,000 into Tamarack's seminars and workshops. Our staff serve as core faculty for these highly participatory 5-day, 3-day and single-day learning events. In addition, Tamarack provides custom coaching and facilitation to a growing array of organizations and collaboratives. Demand for Tamarack's custom services continue to grow annually. The revenue generated by this work is then reinvested into the continued development and dissemination of learning products and programs.

Tamarack has focused expertise in five idea areas that are central to the work of community change. These are:

- **Community Engagement** – A process by which citizens work and learn together on behalf of their communities to create and realize bold futures. Effective community engagement is the foundation of community development.
- **Collective Impact** – An advanced form of multi-sector collaboration that offers a disciplined and comprehensive way for different sectors to work together effectively to address complex social and/or environmental issues.
- **Collaborative Leadership** – A practice that assumes that if the appropriate people are brought together in constructive ways with good information, they will create authentic visions and strategies for addressing shared concerns.
- **Community Development** – A process that develops and enhances the ability to act collectively, as well as an outcome: the decision to take collective action. Community development is essential in effective community change efforts.
- **Evaluating Community Impact** – Proven approaches for assessing and measuring systems change that are effective in dealing with unanticipated outcomes and creating sense-making opportunities that attribute outcomes to change activities.

Tamarack also has two additional practice areas: Cities Reducing Poverty and Cities Deepening Community. Our practice areas represent where we have chosen to work deeply to advance understanding on how to move from theory to practice.

Tamarack has a comprehensive library of learning resources; an annual calendar of webinars with leading thinkers; and, online learning platforms that enable our members to share their learning journeys with one another. In 2016, 3,172 people registered for our annual calendar of free webinars; 19,774 resources were downloaded from our websites; 3,260 were members of our online learning communities; and more than 10,500 subscribed to our monthly e-magazine Engage! to receive the latest information on community change.

Tamarack’s experience in community engagement demonstrates that when knowledge meets practice and action, communities are more vibrant, better connected and citizens feel engaged. We have a proven track record and an organizational infrastructure designed to make this happen. Ultimately, we know that true community change occurs when citizens and organizations adopt a new way of thinking and working together.

SCOPE OF EVALUATION ASSIGNMENT

Tamarack wishes to engage the services of an Evaluation Consultant, on a short-term basis, to carry out the services outlined below. Under the supervision of the Director of Evaluating Impact and as a member of the CBYF evaluation team, the Evaluation Consultant will be engaged in the following ways:

1. Contribute to the evaluation of the national and local level of the initiative (13 local communities)
2. Participate in the formative evaluation design, data collection, analysis and reporting for the CBYF Strategy.
3. Contribute to the design, development and delivery of evaluation and reporting learning activities with the 13 communities
4. Build capacity and provide technical support to designated CBYF communities
5. Take a project management approach to ensuring the timely, effective management of tasks and activities

Note: The Evaluation Consultant (hereinafter called Consultant) will be expected to play a direct role in all activities as a member of the CBYF evaluation team. The Consultant will be expected to participate in team meetings, as required (likely virtually given the Covid situation). They are expected to undertake a light desk review of relevant documentation and literature and an in-depth review of evaluation and reporting materials and processes undertaken to date. They will contribute to data management, play a central analytical role in the composition of quarterly and annual reports and sharing of information with communities as requested. Finally, they may be expected to participate in the preparation and delivery of sessions focused on the design, development, delivery and sense-making session and any presentations. The following is a summary of activities and timing:

Summary of responsibilities and activities and timing include but are not limited to:

Activity	Deliverables	Timeline	Projected N=Days
Onboarding with the CBYF Evaluation team to fully understand the initiative and the Evaluation deliverables	--	December 2020 to April 2021	3 days
Participation in Admin/Management meetings and utilize project management approach to tracking work	--	Ongoing	Ongoing

<p>Employing a formative approach linked to long-term goals of the project to evaluate the work done in the first year of the project at the national and local levels</p> <p>The national level aim will be to:</p> <ul style="list-style-type: none"> identify what went well in launching the initiative, what could be improved to build stronger supports for communities, identify lessons learned and promising practices <p>The local level aim will be to:</p> <ul style="list-style-type: none"> identify what went well in the onboarding, what could be improved, identify lessons learned and promising practices, and evaluate scaling of initiatives and projects <p>Prepare for a year 2 evaluation of the national and local level activities</p>	<p>Review guiding materials and materials developed to date and incorporate in all aspects of work</p> <p>Finalize evaluation plan including key questions, tools for data collection/ resources</p> <p>Protocols and tools for data collection</p> <p>Draft report with preliminary findings presentation</p> <p>Narrative report with final findings and recommendations</p>	<p>December 18, 2020</p> <p>January 8, 2021</p> <p>Late February 2021</p> <p>March 15, 2021</p>	<p>8 – 10 days</p>
<p>Support with Reporting Platform and creation of Reporting templates</p>	<p>Reporting platform management</p> <p>Reporting templates</p>	<p>Ongoing</p> <p>According to quarterly and annual reporting schedule</p>	<p>4 days</p>
<p>Contribute to development of a learning plan for building evaluation & reporting capacity for 13 communities</p>	<p>Evaluation and Reporting curriculum</p>	<p>December/January</p>	<p>Up to 4 days</p>
<p>Contribute to the design of evaluation / reporting curriculum activities (e.g., CoP sessions, workshops, webinars, tools, etc.)</p>	<p>Process and materials supporting learning events</p>	<p>Throughout according to timeline determined by evaluation team</p>	<p>Up to 5 days</p>
<p>Support coaching needs of 12 designated CBYF communities</p>	<p>Evaluation capacity building and technical support</p>	<p>Throughout duration</p>	<p>Up to 20 days</p>
<p>Contribute to the data collection, analysis and reporting of results - synthesis of quarterly reports from communities, ESDC quarterly and annual reporting</p>	<p>Analysis and draft reports</p>	<p>According to quarterly and annual reporting schedule.</p>	<p>Up to 10 days</p>
<p style="text-align: right;">the total number of days projected</p>			<p>Up to 56 days</p>

Qualifications

The Consultant must have the following experience, skills and competencies:

- MA or BA with a combination of equivalent knowledge and experience in evaluation;

- 5+ years' experience conducting evaluation activities at the programmatic, organizational, and/or community level (includes design, development of evaluation plans, frameworks) as well as with conducting data collection, analysis and reporting;
- 5+ years' evaluation experience in stakeholder-engaged processes, developmental evaluation, as well as outcomes and impact evaluation approaches;
- Knowledge and experience with youth-engaged evaluation practices is a definite asset;
- Strong facilitation and coaching skills with the demonstrated ability to design capacity building plan and activities;
- Bilingual fluency in English and French (expert level proficiency) with knowledge of French-Canadian linguistic context and strong report writing skills in both languages;
- Strong organizational and communication skills;
- Ability to work remotely; and autonomously; and
- Knowledge and experience in Collective Impact, community development, and/or social innovation is a definite asset.

TERMS

Confidentiality:

Confidential information refers to any data or information relating to the business of the Tamarack Institute which would reasonably be considered to be proprietary to the Tamarack Institute including but not limited to, accounting records, business processes, and Tamarack Institute records and that is not generally known in the industry of the Tamarack Institute and where the release of the Confidential Information could reasonably be expected to cause harm to the Tamarack Institute.

The Consultant agrees that they will not disclose, divulge, reveal, report or use, for any purpose, any Confidential information which the Consultant has obtained, except as authorized by the Tamarack Institute or as required by law. The obligation of confidentiality will apply during the term of this Agreement and will survive indefinitely upon termination of this Agreement.

All written and oral information and materials disclosed or provided by the Tamarack Institute to the Consultant under this Agreement is Confidential Information regardless of whether it was provided before or after the date of this Agreement or how it was provided to the Consultant.

Ownership of Intellectual Property:

All intellectual property or related material, including moral rights, goodwill, copyright, trademark, trade dress, publications or materials that is developed or produced under this Agreement will be the sole property of the Tamarack Institute. The use of Intellectual Property by the Tamarack Institute will not be restricted in any manner.

Duration and available resources with an option of a second contract term.

The contract period is from December 1, 2020 to March 31, 2021 (4-months) with the possibility of an extension to the contract term.

Available remuneration for consulting services - up to \$60,000.00 CAD + HST

Remuneration will be reflective of experience and budget made available in the proposal.

Response to RFP:

- _ Send a proposal of approximately five pages including:
 - o outline of experience and interest
 - o approach to evaluation
 - o breakdown of budget
- _ Please also include your CV separately
- _ Note: preference will be given to proposals with 1 main dedicated resource

Send to Pamela Teitelbaum pamela@tamarackcommunity.ca by Dec 11, 2020.

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