

THE
KRESGE
FOUNDATION

Health & Environment Programs

**REQUEST FOR PROPOSALS: Developmental Evaluation Consultant,
Climate Change, Health, and Equity Community-based Initiative**

Issue Date: August 17, 2018

Proposal Due Date: September 21, 2018

Submit Proposals to: evaluation@kresge.org

Attn: Chera Reid, PhD, Director of Strategic Learning, Research, and Evaluation

BACKGROUND:

The Kresge Foundation will soon launch a four-year climate change, health, and equity community-based initiative and seeks an evaluation partner to join in the first phase of work (December 2018-June 2020). The Foundation seeks applications from evaluation teams that are made up of skilled evaluators with a solid track record in participatory and developmental evaluation and who have demonstrated a commitment to improving the lives of people who live in diverse, low-income communities. The successful evaluation partner will have a track record of working with philanthropic and/or nonprofit organizations from the design through the sunset of multi-sector, multi-site initiatives and be adept at engaging stakeholders effectively across a wide range of audiences. The ideal partner will bring an equity lens to evaluative thinking and will have a working knowledge of the relationship between climate change and public health, particularly for people who live in low-income communities. Applications are due September 21, 2018, and the selected evaluation team will begin its work in December 2018. The budget for this phase of work is up to \$200,000.

About Us

The Kresge Foundation is \$3.8 billion private, national foundation that works to expand opportunities in America's cities through grantmaking and social investing in arts and culture, education, environment, health, human services, and community development in Detroit. The Foundation's way of working emphasizes cross-sectoral, high-engagement philanthropy that also includes strategic communications, policy and advocacy, and field-building activities. In 2016, the Board of Trustees approved 474 grants totaling \$141.5 million, and made 14 social investment commitments totaling \$50.8 million. For more general information about the foundation, please visit our [website](#).

Strategic Learning and Evaluation

The Kresge Foundation is committed to internal and external strategic learning and knowledge sharing. We operationalize [principles of equitable evaluation](#) across our practice, and as such, we hold that production, consumption, and management of this evaluation has a responsibility to advance equity. We monitor our work's context, track unexpected and expected results, and make necessary mid-course corrections to maximize our effectiveness. We use a wide range of information, analyses, and evaluative approaches to help us understand how to invest our resources to their highest and best purposes in line with our program strategies and organizational mission. We dedicate the necessary time and resources to evaluation, reflection, and learning activities, and we share our learning with our colleagues, board of trustees, grantees, partners and the public.

Climate Change, Health, and Equity Community-based Initiative

The Kresge Foundation's Climate Change, Health, and Equity Community-based Initiative will focus on improving the climate resilience, health status, and community conditions of low-income, urban communities experiencing the causes and effects of climate change. Through this multi-year initiative, the Foundation seeks to strengthen leadership among community-based organizations to accelerate implementation of equitable climate-resilience policies that also reduce health risks. Projects funded through the initiative will advance the adoption and implementation of climate mitigation and climate adaptation policies and programs at the local, regional, and state levels that improve public health outcomes and drive investments to improve quality of life. The initiative will be administered in two phases: a one-year planning grant phase and a three-year implementation phase. The Foundation will select a developmental evaluation partner to develop a learning agenda, observe the start-up and one-year planning grant phase, providing the project team and national program office (NPO) staff with data and actionable insights along the way.

Intersection of Two Foundation Program Strategies

This initiative will play a prominent role within a [comprehensive strategy](#) developed by Kresge's Health and Environment Programs to reduce health inequities and accelerate action on climate change, which we believe is

the greatest public health threat of our century. Kresge’s Environment Program believes that to strengthen a community’s resilience, there is a need to reduce the greenhouse gas emissions that drive climate change; plan for the effects of climate change that are underway or anticipated; and foster social cohesion and inclusion. The Health Program works to reduce health disparities by addressing conditions that lead to poor health outcomes, especially those conditions that not only affect individuals, but entire communities. Both our Environment and Health programs view its work through a racial equity lens and share a vision of achieving equitable outcomes in low-income, urban communities.

A Three-Pronged Strategy

The Foundation will advance its climate change, health, and equity strategy within three focus areas:

1. Influencing how health care and public health institutions engage in actions advancing climate resilience;
2. Shifting the practice of health care and public health practitioners to engage in climate advocacy, influence public policy efforts important to climate change, and incorporate climate change into their practice; and
3. Supporting and strengthening leadership of community-based advocates to accelerate the implementation of climate-resilience policies and practices that also reduce health risks.

Through the community-based initiative, the Foundation seeks to:

- Support and develop a multi-year learning cohort of cross-sector, cross-disciplinary, place-based partnerships in 12-15 sites that will advance data-informed interventions to improve public health and increase climate mitigation and adaptation investments at the local, regional, and/or state levels.
- Provide technical assistance, evaluation, and communications support to the cohort to build a community of practice among them and help accelerate innovation in place.
- Host an annual peer-learning gathering for organizations funded through the initiative to build networks and share learning across sites, and to engage with other nonprofit organizations funded through the other focus areas of Kresge’s climate change, health, and equity grantmaking strategy.

Phases of Work

- **Phase I:** During the first phase, Kresge will award up to 15 one-year planning grants of up to \$100,000 each. During the planning year, grantees will partner with one or more organizations in their community or region who are well positioned to advocate for increased resource allocation and investments in equitable climate resilience; to elevate the public-health impacts of climate change in climate policy development and implementation efforts; and to deepen their involvement and leadership in local and/or regional climate-resilience efforts. The planning grants will support these organizations in developing multiyear work plans describing how they will accelerate implementation of equitable climate-resilience policies that also reduce health risks and produce other social and economic benefits that meet the priorities of their communities, which must be low income, urban communities.

The initiative is intended to accelerate work of partnerships that already have traction at the intersection of climate change, health, and equity in low-income communities. Kresge will prioritize providing funding to sites that have a ripe policy environment for climate action; have existing collaborations among climate advocates and health professionals or practitioners; and have a demonstrated interest in elevating climate-related health risks in policy advocacy efforts. The Foundation will support a variety of different strategies, approaches, policy targets and public-led processes that address climate-related health risks rather than requiring that each site advance similar interventions. Kresge seeks to support a cohort of

organizations working in diverse geographies across the U.S. We seek both to build on climate and health-related efforts that have received prior investments by Kresge’s Health and Environment Programs in the past and to support work led by organizations that have not previously been funded by the Foundation.

Grant Timeline: June 2019-June 2020

- **Phase II:** As the second phase of the initiative, Kresge will invite up to 12 planning-grant recipients to apply for multiyear project implementation grants. Each implementation grant will be for up to \$200,000 per year for up to three years. Organizations that receive implementation grants will participate in multiple peer-learning events during the life of their Kresge grant awards and will have access to field experts who will support their work with technical assistance, evaluation capacity building, and strategic communications.

Grant Timeline: July 2020-December 2022

EVALUATION SCOPE

The Foundation expects to partner with an evaluation team that has demonstrated a commitment to improving the lives of people who live in diverse, low-income communities. The successful evaluation partner will have a track record of working with philanthropic and/or nonprofit organizations from the design through the sunset of multi-sector, multi-site initiatives and be adept at engaging stakeholders effectively across a wide range of audiences. The partner will bring an equity lens to evaluative thinking and will have a working knowledge of the relationship between climate change and public health, particularly for people who live in low-income communities.

Kresge will select an evaluation partner to begin work in December 2018 and continue through June 2020 (estimated). The first six months will be lightest, consisting of onboarding both the evaluation team and a NPO, establishing working relationship norms, developing a learning agenda, and preparing for grantee onboarding. The initiative is expected to launch in June 2019, including the main work of the evaluation. We believe this is an exciting—and somewhat rare—opportunity for an evaluation partner to join an initiative from the start. Because this initiative will be in the planning phase, and because this is a complex multisectoral change effort, we expect this to be a developmental evaluation. The evaluation team will be made up of astute observers who provide timely data and actionable insights to the Foundation, NPO, and grantee partner organizations throughout the planning phase. The Foundation may choose to retain the evaluation partner through Phase II (i.e. implementation phase), but selection as Phase I evaluator does not guarantee any future contract. Continuation through the implementation phase would be contingent on performance during the planning phase, including quality of the working relationship with Kresge staff, the NPO, and grantee partners.

Responsibilities of the Developmental Evaluator and Deliverables

During the planning phase, the developmental evaluator will:

1. Work with foundation staff, the NPO, and other identified consultants to develop an evaluation and learning framework—this will include, developing guiding learning and evaluation questions at the project, initiative and field level, as well as learning and evaluation questions about Kresge’s practice; developing an approach to engage in real-time identification of what is and is not working in the initiative; and, identifying the key sources of data collection throughout the planning phase of the initiative;
2. Collect and analyze initiative data, and document and assess strategic decisions, results and ensuing

outcomes and impacts;

3. Provide guidance to grantee partners on evaluation and related evaluation activities;
4. Facilitate and document strategic learning team sessions, including those with the initiative's NPO and advisory committee;
5. Prepare a small set of learning memos that capture the stories of the planning phase and provide direction that is realistic and practical;
6. Prepare and lead presentations and discussion at the initiative's grantee convening in 2019 that will include grantees and grantee partners funded through the community-based initiative as well as grantees funded across the two other focus areas of Kresge's Climate Change, Health, and Equity grantmaking strategy;
7. Prepare a final report at the end of the planning phase that synthesizes analysis and learnings;
8. Assist Kresge in identifying and facilitating alignment with learning and evaluation activities across the other focus areas of Kresge's Climate Change, Health and Equity grantmaking strategy, as needed.
9. Provide advice on how learning and evaluation of the community-based initiative can support broader field-building activities Kresge's Climate Change, Health, and Equity grantmaking strategy.

Audiences

The primary audiences for this evaluation are Foundation staff, the NPO, and grantee partners. The Foundation is committed to sharing what it learns publicly, and in keeping with this value, will consider ways to share lessons learned broadly.

Desired Skills, Qualities, and Attributes

We seek a team that would be excited to partner with us on this evaluation and learning effort and that possesses the following skills, qualities, and attributes:

- Experience leading developmental evaluations;
- Brings a strong working knowledge of multisector community development;
- Brings a working knowledge of the relationship between climate change and public health, particularly as climate impacts the health of people living in low-income, communities of color;
- Brings an equity lens to evaluative thinking;
- Works at the intersection of strategy, learning, and evaluation;
- Demonstrates the ability to navigate ambiguity, and can identify major themes from seemingly diffuse data;
- Demonstrates strong project management skills; and
- Communicates well to a variety of stakeholder audiences.

HOW TO APPLY

We seek applications from teams that have the desired skills, qualities, and attributes, as well as the interest in partnering with us from initiative launch through the planning phase. **Please submit a proposal narrative to evaluation@kresge.org, by September 21, 2018.**

Proposal Requirements

Proposal narrative, not to exceed 7 pages, should include the following:

1. Your understanding of the evaluation scope and role.

2. Provide a background summary of your evaluation organization/team.
3. Why is your proposed team ideally suited to lead this developmental evaluation? Please identify the principal or lead. Bios are welcome as an appendix.
4. Please describe the ways you would bring an equity lens to this evaluation effort. What relevant experience will you draw upon?
5. How would you approach the evaluation design process? e.g. with whom would you want to talk, what background materials would you need, on which planning milestones would you focus, what other questions would you ask?
6. To what extent have you engaged nonprofit practitioners in philanthropic evaluation efforts? How would you approach nonprofit practitioners as key informants?

Please include the following appendices:

1. Budget. Provide an estimated detailed budget, not to exceed \$200,000, inclusive of all fees, from December 2018-June 2020. Please include team travel to a national grantee convening, and two trips to the Kresge Foundation (metro Detroit).
2. Work sample. Please provide one to two work samples that reflects your relevant experience.
3. References. Provide two references who can provide insights into your relevant previous experience.

Selection Process Timeline

- August 17: Evaluation RFP is released
- August 20-31: Q&A period: Please send questions to evaluation@kresge.org
- September 7: Foundation team sends responses to all questions received by August 31
- September 21: Proposals due
- October 15-19: Video interviews for finalists
- Late-October: Evaluation partner selected

Relevant Planning Year Milestones

- December 2018, on-board evaluation partner and national program office teams with Kresge staff and implementation team and begin development of RFP for planning phase of community-based initiative
- January 2019, continue development of RFP for planning phase of community-based initiative
- February 2019, launch RFP for Phase I (*i.e. planning phase*) of community-based initiative
- April 2019, review and selection process of planning grant applicants
- June 2019, one-year planning grants awarded to community-based nonprofit-organizations
- June 2019 – June 2020, implement Phase I (*i.e. planning phase*) of community-based initiative

Questions

Interested candidates should submit questions during the Q&A period to evaluation@kresge.org, attention Chera Reid, Ph.D., Director of Strategic Learning, Research, and Evaluation. Thank you for your interest.