

THE
KRESGE
FOUNDATION

Health Program

**REQUEST FOR PROPOSALS: Developmental Evaluation of Kresge's Advancing
Health Equity Through Housing Portfolio**

Issue Date: February 21

Due Date: March 18

Submit proposals to: evaluation@kresge.org

Attn: Anna Cruz, Strategic Learning and Evaluation Officer

Questions accepted through March 8

BACKGROUND

The Kresge Foundation seeks a learning and evaluation partner or team of partners to design and implement a developmental evaluation of the Health Program's Advancing Health Equity Through Housing (HEH) portfolio. Through the developmental evaluation we seek to develop, test, and refine a theory of change; shed light on what grantees face and support their learning needs; and, conduct a comprehensive assessment of our housing portfolio. We seek proposals from evaluation teams that are made up of skilled evaluators with a solid track record of developmental evaluations and who have demonstrated a commitment to improving the lives of people who live in diverse, low-income communities. The ideal partner will bring an equity lens to evaluative thinking and will have a working knowledge health, housing, and community development. Proposals are due March 18, 2019 and the selected evaluation team will begin its work in April 2019. The budget for this phase of work is up to \$ 200,000.

About us

The Kresge Foundation is a 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. In collaboration with our nonprofit, public, private and philanthropic partners, we help create pathways for people with low income to improve their life circumstances and join the economic mainstream.

The Foundation's way of working emphasizes cross-sectoral, high-engagement philanthropy that encompasses not only grantmaking and social investments, but also strategic communications, policy and advocacy, and field-building activities.¹

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 expected and unexpected 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.

¹ For more general information about the Foundation, please visit our website at kresge.org/who-we-are.

ABOUT THE HEALTH PROGRAM

Over the past 10 years, our Health Program has partnered with communities to make sure people have access to resources that support health such as safe, affordable housing, fresh food, clean air primary care and economic opportunities. We recognize that the path to healthy communities involves aligning and integrating systems to better serve the health of people with low incomes. To continue our work to increase health in America’s neighborhoods, we partner with community organizations, policy-makers, and residents to build equity-focused systems of health.

An equity-focused system of health offers everyone an opportunity to have a healthy life regardless of race, gender or income. To achieve health equity in the United States, we must work across sectors to influence institutions, advance policies and develop leaders with the ability to transform systems to support the health and well-being for people of color in low-income communities.

Kresge’s Health Program invests through three focus areas:²

1. The integration of Health and Human Services
2. Institutional investments in community health
3. Community-driven solutions

Health programming for equity and impact

Creating opportunities for people to achieve good health



Our Advancing *Health Equity Through Housing (HEH)* efforts fall under the third focus area—community driven solutions. Under this focus area we support efforts to improve community well-being through approaches that create equitable conditions and are identified and implement by those most affected

² To learn more about the Health Program please visit our website: <https://kresge.org/programs/health>

Advancing Health Equity Through Housing Portfolio

Decades of discriminatory housing, transportation and land-use policy and economic disinvestment have resulted in residential segregation by income, race and ethnicity – negatively impacting the health and well-being of residents and the entire populace of America’s cities. Residential segregation is often intertwined with the quality of neighborhood amenities in less-advantaged neighborhoods.

We believe that (1) housing, particularly for low- and moderate-income households, is an important platform for individuals and families to achieve well-being and economic stability and (2) solutions designed with significant and meaningful input from those most affected are most likely to result in positive long-term change. With that in mind, the Health Program has funded 13 organizations—through one year planning and two year implementation grants—working across a range of strategies that accelerate community-led policy and system changes that reduce displacement, segregation and gentrification and increase the supply of stable housing for improved health, well-being and health equity in low-income communities.

We are supporting organizations whose work fall under one of three areas:

 On the Ground Work	Includes operating and programmatic grants to nonprofits who have a core mission of stabilizing communities through systems change and policy work to prevent displacement, gentrification and eviction, and to advance fair housing. This work also includes planning grants and small-scale pilots of new and innovative models of housing and health system integration and multi-sector collaborative approaches.
 Innovation	Includes the development of new transformative policy and financing approaches to housing and health with a goal of creating a supportive regulatory and financing environment that leads to an increased supply of stable affordable housing. Successful applicants will combine local knowledge and experience with national expertise to create, novel evidence-informed approaches that will translate in a variety of contexts (e.g., blended funding strategies that bring health care investors together with traditional investors).
 Intermediary Support	Includes supporting national learning collaboratives and national networks to provide diverse technical assistance strategies and customized support to local organizations. The goal of this work is to strengthen the links between local organizations and build their capacity to transform sporadic innovation into a sustained strategy. Key strategies include facilitating peer-to-peer learning and multi-sectoral collaborations. The learnings from this work are intended to inform national, state and local policy and practice.

To date, we have funded 13 organizations³ and anticipate launching a request for proposals in the Spring of 2019 for the second round of HEH grants.

Our hope is that these clusters of grants lead to:

- A more crystalized appreciation of the efficacy of braiding the housing and health fields as a way of improving urban opportunity for low-income people;
- A heightened recognition that the most effective approaches will emerge when community members have the tools, the power, and the support necessary to influence the public and private systems that shape their lives and their pathways of opportunity;
- A clearer understanding of the importance of geographical context – that each place implicates very different combinations of presenting problems, effective approaches, and key actors from the public, private, nonprofit, and philanthropic sectors;
- A deeper exploration of which strategies can be applied across multiple settings.

LEARNING AND EVALUATION SCOPE

The Kresge Foundation is seeking a learning and evaluation partner or team of partners to design and implement a developmental evaluation of the Health Program's HEH work.

We expect to work with the evaluation partner or team of partners to develop a comprehensive plan that supports Kresge's learning as well as the learning of the grantees. While this is not a formal initiative (e.g., no set outcomes for the cohort, no established convenings) our goal is that through the developmental evaluation we'll be able to develop, test, and refine a theory of change; shed light on what grantees face and support their learning needs; and, conduct a comprehensive assessment of our housing portfolio. The Kresge Foundation supports robust and innovative approaches to data gathering, facilitation, and learning as they dovetail with the learning questions.

We anticipate four interconnected areas for work for the developmental evaluation team but recognize that a developmental evaluation approach is best suited to help us make real time refinements, and thus anticipate that additional questions may arise as the developmental evaluation takes place. We will work closely with the developmental evaluation team to ensure we assess if/when the developmental evaluation will need to expand or shift scope.

Anticipated areas of work include:

- **Theory of change development, testing and refinement.** *Based on Kresge's years of funding housing efforts, the literature, the Health's programs assumptions of how housing stability is linked to community health, and our*

³ See news release which includes list of current Health Equity Through Housing grantees on our [website](#).

current grantees' work what can we say about how change to support health equity through housing can happen at the local and state level?

- **Refinement and support of current learning questions.** The team currently has a set of learning questions that will require refinement and testing. We seek a partner who can develop a robust plan and gather data to help answer these questions. Our current learning questions are:
 - *How is housing being used (or can it be used) to further equity?*
 - *How are communities defining health as it relates to housing?*
 - *How is power building playing a role in this work? How is that different than traditional community engagement?*
 - *What best practices and strategies are emerging? How do these impact our strategy?*
 - *Where are opportunities for policy and systems changes occurring at the local level? What are the levers that can be used to push local and state policy?*
 - *What are the implications for linking power building, housing stability and improved health outcomes? What more can we understand about housing stability and inclusive development and the impact on health outcomes?*
 - *What can this work tell us about community self-determination and what philanthropy can do to support that?*
- **Portfolio analysis of Kresge's housing investments:** Throughout the years, Kresge has invested in housing related efforts in many ways. As part of the Health program's focused strategy on health equity through housing, we want to conduct a portfolio analysis of past and current housing investments. This will include review of grant applications and reports as well as guided conversations with program staff engaged in past investments. We'll work closely with the developmental evaluation team to develop a core set of questions for this area of work and identify key internal stakeholders.
- **Identification and support of grantee learning needs:** As part of the developmental evaluation grantee data collection, we'd like to lift up current grantee needs and identify ways in which Kresge can best support those needs. We also anticipate that some grantees will like technical assistance to evaluate their own work. While we don't anticipate this will be a heavy lift (i.e. of 13 current grantees only a few will want this level of technical assistance), we ask that the developmental evaluation team allocate some hours to one-one-one evaluation technical assistance with grantees.

Key Responsibilities and Deliverables

The selected evaluation team will work closely with members of the Health Program as well as members of the Strategic Learning, Research, and Evaluation team throughout the duration of the evaluation.

Key responsibilities will include:

- Development of a developmental evaluation plan with detailed data collection, analysis and dissemination approaches
- Data collection and implementation of evaluation plan
- Ongoing deliverables such as memos that capture what we're learning across the portfolio
- Ongoing engagement with the Kresge team and overall project management of the evaluation
- Two to three in person meetings in Metro Detroit per year with the Kresge Detroit and Strategic Learning, Research, and Evaluation team
- Attendance to one national convening per year

The evaluation partner will develop the following deliverables:

- Developmental Evaluation plan
- Theory of change
- Data collection tools
- Ongoing memos and briefs as they align with the evaluation plan

Desired Skills, Qualities, and Attributes

Members of The Kresge Foundation's Health team its and Strategic Learning, Research, and Evaluation team, in accordance with organizational processes, will review each evaluation proposal. The teams seek a single firm or team to support this project. We seek an evaluation partner that would be excited to partner with us on this evaluation and that possesses the following skills, qualities, and attributes:

- Employs established and innovative evaluation approaches.
- Holds robust portfolio of similar evaluation projects for nonprofit and/or philanthropic organizations.
- Prioritizes social justice and equity in evaluative thinking and is familiar with organizations that have a focus on poverty and racial equity.
- Demonstrates commitment to racial equity and justice
- Shares the values core to Equitable Evaluation.
- Has experience conducting developmental evaluations.
- Can support facilitated learning processes with various stakeholders.
- Is familiar with the housing sector (including topic areas such as displacement, segregation and gentrification) and its connection to health.
- Demonstrates excellent project management and client communications and engagement capabilities.
- Communicates well to a variety of stakeholders, including having graphic design capabilities to produce reports.

Anticipated Budget and Timeline

The Kresge Foundation will be issuing a contract for a period of two years months, April 2019 to May 2021. The evaluation budget is not to exceed \$200,000.

PROPOSAL REQUIREMENTS

Your proposal should be no more than eight pages of narrative (single-spaced) plus appendices and must include the following elements:

Relevant Experience and Expertise

- Provide a background summary of your organization/team
- Describe relevant experiences, including the year of the activity, scope, and deliverables.
- Share any insights or lessons learned from the relevant experiences described in the proposal (e.g., value add of the evaluation)

Values and Approach

- Describe your team's values and how they show up in the way you approach evaluative work.
- Describe the approach you will use to conduct the evaluation and provide examples of how you've used those approaches in the past.
- Provide a description of methods you might use (or have used) to gather time-sensitive evaluation data, report results, and engage key players.
- Discuss ways in which you plan to work with the Health team, with our grantee partners, and the communities that they serve.
- Provide a list of any evaluation or learning questions you think might be important to address besides those noted on the RFP.
- Proposed evaluation products and deliverables.

Project Team / Roles & Responsibilities

- Describe the persons or team who will be working with this project, including a summary of their professional experience (*please provide this information as a biographical sketch of each member that will be involved in the activities; bios should be an attachment*). Identify who will be the principal or lead or who will otherwise provide project oversight, and how much time each person will devote to the effort.

Budget and timeline

- Provide a detailed budget (this can be an appendix) that provides staff rates, hours per task, total budget per task, and direct costs.
- Provide a tentative timeline for the tasks you outline (this can also be an appendix)

References

- Provide two references who can provide insights into your relevant previous work

Work Samples

- *Provide two work samples that speak to your experience, expertise, or approach.*

KEY ACTIVITIES AND DATES

Date	Activity
February 21	RFP issued
February 21 – March 8	Questions accepted
March 18	Proposals Due
April 2 and April 3	Interviews of Selected Teams
April 5	Notification of Selected Team
Early April	Contract Begins
End of April	Kickoff Meeting