

# Consultant Services for Organizational Capacity Building

***Prepared by:***



SCARBOROUGH  
WOMEN'S CENTRE

May 2019

**Scarborough Women's Centre**

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## **Introduction and Scarborough Women Centre Background**

This Request for Proposals (RFP) is an invitation by the Scarborough Women's Centre (SWC) to Proponents to submit proposal for the provision of consulting services for the Organizational Capacity Building project. Participation in this RFP is restricted to Proponents who are qualified to do business in the Province of Ontario at the time of submittal and during the entire course of services rendered.

SWC is a non-profit, charitable organization (#10795-9660-RR0001) formed in 1982. To date, SWC has touched the lives of 170,000 women, and their families. SWC works to advance gender equality by recognizing the links between economic security, freedom from violence, and participation in the community/leadership. By holistically addressing their situations, women can develop the tools, supports and confidence they need to achieve gender equality. SWC also works with systems to promote positive change and an environment that welcomes and supports gender equality.

**Our Vision:** Embracing diversity and empowering women for brighter, independent futures

**Our Mission:** SWC delivers programs and services to promote positive change for women in a safe, inclusive and welcoming environment. SWC empowers women to become economically and emotionally independent for future success and to strengthen their local communities, free from violence.

SWC offers a variety of support services to the community, with a brief summary of each following.

**Counselling:** Our Counsellors facilitate the empowerment of women in guiding them through a process of defining simple and achievable goals via an asset-based model. Often, the women are facing challenges such as domestic violence, settlement, economic independence, healthy relationships and education. Last year, more than 350 women were positively impacted through our counselling-based services.

**Mentoring/Tutoring Services:** Mentoring and tutoring services offer additional support to women in reaching their goals. By being paired with a volunteer mentor, a woman can gain valuable support, improve important skills, develop knowledge, learn new perspectives, and expand her network, which all help support her informally towards success.

**Educational Programs:** Women learn together in small groups with a trained facilitator. The workshops and courses focus on foundational issues such as self-esteem, assertiveness, dealing with anger, communication and finding life purpose.

### **Special Outreach Projects:**

*Expanding the Reach:* This innovative project is designed to provide accessibility workshops for women with disabilities, who are experiencing isolation and/or violence. Women develop strategies to reduce-risks and increase their capacity to directly cope with violence, poverty, isolation and dependency. We are currently undertaking a systemic change project focused on addressing barriers to economic security for women.



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*Young Women's Outreach (Building Strong Futures)*: This youth based, youth driven project offers young women the opportunity to become aware of violence and abuse in dating relationship. Workshops are offered at high schools in six high-risk, high priority neighborhoods in Scarborough, and explore topics such as self-esteem, violence, and healthy relationships. Our mentoring program encourages young women to plan successful futures for themselves.

These services are vital to women facing crisis. We operate in a large and diverse part of the city. Scarborough is a growing community approaching 700,000 in population. Many residents are challenged by newcomer integration, isolation, and poverty. Our community has been identified by funders as having several Neighbourhood Improvement Areas and High Priority Neighbourhoods. As in other parts of Canada, we have much progress to make for women's equality. For these reasons, the work of the SWC is essential.

For more information about SWC we invite you to visit us at <http://www.scarboroughwomenscentre.ca/>

**The Organizational Capacity Building project**

Over the past 36 years, SWC has developed a wide variety of partnerships, collaborations and extended our service reach to diverse marginalized women, including women with disabilities. We are at an interesting point in our history where our long-serving (since 1986) Executive Director is beginning to plan for her retirement. This can be both a risk and an opportunity. We are also about to enter a new strategic planning period, 2020-2025. We are taking the opportunity to harness the energy of these intersections to build our strength at responsively serving the ongoing and changing needs of our community and ensure the success of our impact on women's equality and equity.

As a result of the Organizational Capacity Building project, SWC will work with focus and clarity for greater impact. We will refine and deepen our engagement of the community and a stronger community response to build gender equality. The aim of the project is to create a strong, vibrant agency, deeply connected in the community, which has adequate resources, knowledge and support to empower women to achieve their own independence and promote gender quality.

The key focus of this project will be on strategic planning, succession planning, purposeful partnership and collaboration, service review, impact review and evaluation of strategies, and fundraising. To achieve our aim, we want to build internal capacity in the following areas:

1. Board Governance
2. Organizational Financial Health
3. Partnership Development, Collaboration and Networking
4. Strategic Planning
5. Human Resource Management
6. Results Based Management
7. Advocacy
8. Gender Based Analysis (blended throughout)



The Organizational Capacity Building project is a multiyear and phased initiative with the new strategic plan acting as the foundation for some of the components. Our proposed timelines for the phased project are as follows. Note that some of the projects will tend to build on each other. We recognize some of these projects may occur simultaneously and welcome recommendations from the successful Proponent(s) with respect to the flow of the projects. Please note that we have a total of up to **\$60,000** available for consultant support between September 2019 and March 2023 (an average of \$14,842.00 per year. The Centre will have a part time Project Coordinator who will assist with successful accomplishment of the initiatives.

Project	Timeline
Strategic Planning	Summer 2019 – July 2020
Human Resource Planning/Succession Planning	June 2020 - March 2021
Board Governance	June 2020 - March 2021
Fundraising	April 2021 - December 2022
Program Evaluation	September 2022 – March 2023
Advocacy Skills Program	June 2022 – March 2023

### **RFP Process Steps and Timetable**

RFP Events	Target Dates
Issue Date of the RFP	May 1 <sup>st</sup> , 2019
Proponent's Deadline for Questions	May 12 <sup>th</sup> , 2019
Proposal Submission Deadline	Thursday, May 30 <sup>th</sup> , 2019 4:00pm (ET)
Notification	June 21 <sup>st</sup> , 2019

### **Procurement Process**

One or more selected Proponents will have the opportunity to negotiate and conclude an arrangement with SWC which will be reflected in an agreement to be executed with SWC for the support of the various projects. We anticipate that some consultants will bid on several projects which build on each other. Other consultants will bid on one project which is somewhat less interconnected (e.g. program evaluation). The initial term of the agreement shall be up to two years. Thereafter SWC shall have the option to renew the term of the Agreement for one or more periods that do not exceed in aggregate, a total of 4 years/48months.

### **Negotiated Procurement**

This procurement process is not intended to create and shall not create a formal legally binding bidding process whereby SWC is required to award a contract to the lowest bidder or award a contract with respect to the deliverables. Instead, any contract award shall be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation: (a) while Proponents will be required to comply with the provisions of this RFP, the RFP shall not give rise to any obligation on the part of SWC to enter into contract



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or any other legal obligations arising out of any contract or collateral contract; and (b) no Proponent shall have the right to make any claims against SWC with respect to the award of a contract, failure to award a contract or failure to honour a response to the RFP. No legal relationship or obligation with respect to the provision of the Deliverables shall be created between any Proponent and SWC.

**Communications and Point of Contact**

Proponents should direct all inquiries with respect to this RFP to Lynda Kosowan, Executive Director [ed@scarboroughwomenscentre.ca](mailto:ed@scarboroughwomenscentre.ca) 416-439-7111 ext 1.

**Format and Submission of Proposal**

Proponents shall submit via email one (1) electronic copy of their proposal as a PDF with the subject line reading #RFP-SAGE 2019-1" to [ed@scarboroughwomenscentre.ca](mailto:ed@scarboroughwomenscentre.ca) on or before the proposal submission deadline. Proposals submitted after the proposal submission deadline will be disqualified.

SWC reserves the right to seek clarification and/or the submission of supplementary written information from a Proponent on any aspect of their Proposal after the Proposal Submission Deadline.

**Evaluation**

SWC will evaluate Proposal(s) with the intent of making a selection(s) based on the best overall outcomes and value to SWC.

Evaluation factors include, but are not limited to; Price (15%), Qualifications and Experience (30%), References (10%), and Knowledge and Application of a Gender Based Analysis (GBA) (20%) and Knowledge of the work of SWC (25%)

The Proposal(s) that achieves the best overall value for SWC will be selected and the Proponent invited to enter into discussion with SWC.

SWC reserves the right, in its sole judgment, in the best interest of the Centre, to make award(s) including multiple awards and/or to reject any or all proposals or portions of proposals.

The Centre shall have the ability to decide not to award any contract under this RFP, or to award only a portion of the work provided under this RFP, in its sole discretion. All Proponents shall have sole responsibility for any cost(s) they incur related to this RFP and SWC shall bear no responsibility therefore.

**Notification**

Proponents will be notified by SWC as to whether or not they have been identified as the successful Proponent via email contact by three weeks after deadline. The Proponents are responsible to provide up-to-date phone and email contact and to be available to answer any questions, concerns and clarifications.

**Additional Information**

The Successful Proponent(s) is required to comply with the following (but is not limited to):



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*Subcontractors:* The use of subcontractors and the work they are to perform must receive prior written approval of the Centre. Contract awardee(s) shall be solely responsible for all work performed and materials provided by subcontractors. Provider shall be responsible for the liability of subcontractors for the types and limits required of the Provider.

*Public Information:* Proponents are advised that all information submitted in the proposal shall be considered public information upon award of this RFP.



### **Schedule 1 - SCOPE OF SERVICES**

The scope of services required under this RFP encompasses consulting support for organizational development in the following areas:

#### **Development of Strategic Plan**

- Determine current state and assess opportunities and challenges with input from relevant stakeholders
- Define strategic directions
- Develop a framework for annual operationalization of directions and related performance indicators
- Develop a framework for guiding progress and updating plan as necessary

#### **Human Resource Management**

- Develop Succession Plan to replace our current long serving Executive Director upon retirement
- Develop Succession Plan to replace our current long serving bookkeeper
- Develop staffing model options to create less reliance on one person and build more opportunities for learning and growth

#### **Program Management**

- Develop comprehensive program evaluation methods to ensure achievement of mandate, impact on service users, and timely responsiveness to changing needs in the community, capacity and preparedness for change

#### **Organizational Financial Health**

- Review financial procedures and create manual to go with our existing financial policies to ensure best practices
- Recommend improvements in work flow and reporting for decision-making by Executive Director, Finance Committee and Board of Directors
- Research, upgrade and customize to a cloud-based accounting package

#### **Board Governance**

- Develop Succession Plan to address board turnover
- Develop model to ensure board is comprised of the right mix of skills and experience and are inclusive and representative of the community we serve
- Develop board training plan to ensure board members understand their role and are equipped to play a governance role as soon as they are elected





## **Schedule 2 – SUBMISSION REQUIREMENTS**

The Proponent is expected to include the following in its response to this RFP:

### 1. Experience and Capabilities

- Highlight areas of practice and expertise; describing past projects, industry awards and/or certifications that demonstrate expertise;
- Provide an overview highlighting the Proponent's experience related to the services required as described in Schedule 1 Scope of Services
- Higher scores will be awarded where Proponents display in-depth knowledge and expertise that can be leveraged to deliver the Consulting Services to SWC.
- Provide three (3) references with whom the Proponent has worked within the last three years.
- Include a brief description of how the Proponent's experience with prior clients can be leveraged to deliver SWC service needs as defined in this RFP.

### 2. Scope of Work

- Describe Proponent's proposed approach to the "Scope of Work".
- Proponents may submit a proposal that encompasses all areas of the Scope of Work or submit a proposal for only certain areas of the Scope of Work but must be able to complete all elements of each area for which a proposal is submitted.

Proponents who demonstrate a clear understanding of the Scope of Work, objectives, issues and requirements along with an effective service model and a well-developed understanding of SWC, strategic and operational planning as reflected in this RFP including the Schedule 1 will receive higher scores.

### 3. Subcontracting

- If the Proponent intends to sub contract any part of the work under this contract, please describe in detail, including (but not limited to) where they will be utilized and the names of the subcontractors. For each subcontractor, detail:
  - The subcontractor's capability, skill, and assigned responsibilities.
  - How the subcontractor work assignments and personnel will be managed.

### 4. Price

- The Proponent should provide a cost breakdown for all elements of the project within each area of the Scope of Work being proposed. Price proposal shall clearly define services included in the proposal.
- Costs for additional service personnel who may be requested from time to time by the Centre, shall be billed separately at the actual cost to the Proponents as pre-approved by the Centre. No additional service personnel will be added prior to approval by the Centre.
- Payment will be made by the Centre on a monthly basis, or as negotiated.