



LONDON CROSS CULTURAL LEARNER CENTRE

EVALUATION CONSULTANT Request for Proposal

Issued: December 10, 2020

RFP Submission Deadline:
December 31, 2020, 4:30 pm EDT

RFP Contact:
Valerian Marochko
Executive Director
vmarochko@lcclc.org

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London, Ontario
December 10, 2020

Dear Consultant,

The London Cross Cultural Learner Centre (CCLC) invites consultants to submit a proposal for evaluation of its programs funded by Immigration, Refugees and Citizenship Canada (IRCC).

The CCLC is a registered charity (registration number 103378725 RR0001) that provides integration services and support to newcomers and promotes intercultural awareness and understanding.

Our organization seeks to evaluate the delivery and impact of the refugee resettlement and newcomer settlement programs in order to identify and define actions that will advance IRCC's outcomes for the programs, and monitor them through implementation.

More information about this project can be found in the following pages, along with details regarding consultant selection criteria. Please submit your completed proposal in PDF or WORD file format by email to ymarochko@lcclc.org no later than **December 31, 2020, 4:30 pm EDT**.

Thank you for your consideration, and we look forward to reviewing your submission.

Sincerely,

Valerian Marochko
Executive Director



REQUEST FOR PROPOSAL (RFP)

I. General Information

Project objective:	To evaluate the programs funded by IRCC
Issuing organization:	London Cross Cultural Learner Centre 505 Dundas St., London, ON N6B 1W4
RFP Issued:	December 10, 2020
Questions must be received by:	4:30 pm EDT, December 21, 2020
Responses to Questions:	4:30 pm EDT, December 24, 2020
Due Date for Proposals:	4:30 pm EDT, December 31, 2020
Contact for Further Information:	Valerian Marochko, vmarochko@lcclc.org

The policy of the London Cross Cultural Learner Centre is to solicit proposals with an honest intention to award a contract. This policy will not affect the right of the London Cross Cultural Learner Centre to reject any or all proposals.

II. Project Objective

The London Cross Cultural Learner Centre (CCLC) is seeking consultant services for the evaluation of its Resettlement Assistance Program and Settlement Program in London funded by Immigration, Refugees and Citizenship Canada (IRCC). Details about these programs and their intended outcomes are available on the website: <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/partners-service-providers/funding/call-for-proposals-2019-settlement-and-resettlement-funding-guidelines.html>.

The main objective of the project is to evaluate the current delivery of these programs, develop ways to better achieve the intended outcomes, and monitor them through implementation.

III. Background

The CCLC began in 1968 as a resource library on cultural and global issues. Today, the CCLC is a registered charity with a mission to provide integration services and support to newcomers, as well as promote intercultural awareness and understanding. Our extensive experience is focused on supporting newcomers thrive by addressing their immediate needs and fostering long-term community engagement through wide-ranging activities. The CCLC's vision is to create a more welcoming community where newcomers can succeed. Our organizational values include inclusion, compassion, empowerment, advocacy and accountability.



The CCLC offers several programs to support newcomers in our community:

- Resettlement Assistance Program, Client Support Services, and Orientation Services for Newcomers coordinate and provide immediate essential services mainly to address the needs of Government Assisted Refugees, including housing, urgent medical care, mental health, employment, LGBTQ+ supports, and more.
- Community Connections programming brings together newcomers and Canadian residents in a supportive and multicultural environment; our programming helps newcomers gain the knowledge, skills, and connections necessary to thrive in their new communities. Settlement Workers in Schools is a Community Connections program offering services to students and their families focusing on 1st year settlement needs.
- The Language Assessment and Referral Services team does initial language assessments for newcomers to determine their current level of English ability. From there the team provides information and referral services to Language Instruction for Newcomers and English as a Second Language programs in the city.
- The Newcomer Settlement program, funded by the Province of Ontario, provides services to clients not eligible for federally funded programs. Josephs' House is a home with nine rooms offering temporary housing for refugee claimants.
- We also operate three social enterprises: Translation, Interpretation and Intercultural Competency Advantage Program. These fee-based programs offer qualified translation and interpretation services as well as specialized training to support culturally diverse workplaces.

The CCLC has a volunteer Board of Directors comprised of community representatives from diverse backgrounds. Our primary funding sources are from federal, provincial, and municipal governments. Donors provide support for programs and services not currently funded by the government. For more information, including our organisation's strategic directions, visit our website at www.lcclc.org.

IV. Scope of Work

The consultant will evaluate the outcomes and impact of CCLC's IRCC funded programs and develop recommendations for program delivery improvement.

The consultant will evaluate in detail the immediate and essential services of the Resettlement Assistance Program and the base services in 6 Settlement Program areas:

- Needs assessment and referrals
- Information and orientation
- Language training

- Employment-related services
- Support services
- Building community connections

Special attention must be paid to how the resettlement and settlement activities can integrate to offer a seamless client experience at the CCLC and in the community.

Some of the other questions we want to address are as follows:

- How to effectively measure newcomers' success on their integration journey, using the existing resources within these programs?
- Which new partnerships should CCLC develop, which continue and grow, and which exit to ensure an effective use of its program delivery resources?
- What program operating hours will be most adequate to realize the immediate and intermediate outcomes for clients?
- What new processes could we implement with existing resources to more effectively deliver the programs?
- Are there new areas of programming that should be considered to improve outcomes?
- Are there new funding opportunities or new funding streams that can complement the current IRCC funding to better address the client needs and improve program delivery?
- How to engage clients, volunteers and community stakeholders more effectively?

The consultant will interview program managers to include additional questions specific to the delivery of the programs they manage.

V. Deliverables

1. Design and execute an outcomes and impact evaluation including consultation with key program stakeholders, including clients, staff members, program managers, volunteers, contractors, community partners, and funders (when possible).
2. Develop recommendations to management on how to structure the programs to be more client-centered, responsive to needs, outcomes-driven and resource-effective, including monitoring of client success along their settlement and integration journeys.
3. Review program delivery processes and provide an actionable implementation plan to improve program delivery, including KPIs and dashboards for monitoring:
 - Assess how current processes affect outputs and outcomes
 - Analyse stakeholder needs and determine to what extent the program is capable of addressing them; identify needs that cannot be addressed with the current program resources and structures

- Assess existing community partnerships and their impact on program delivery
 - Analyse service delivery to high needs clients by multiple settlement and social services organisations, and identify strategies to avoid duplication of services
 - Examine any internal or external issues that affect the achievement of program objectives and identify ways to address these issues
 - Identify bottlenecks and inefficiencies and propose solutions to eliminate them
 - Review program communication, monitoring, and evaluation; and propose ways for doing better.
4. Develop recommendations regarding the plan’s implementation and support structure indicating the necessary resources to carry out the recommended actions, including:
 - Strategic resources: e.g., CCLC’s and program position in the community
 - Financial resources: monetary assets controlled by the program managers
 - Human resources: individuals employed or associated with the program
 - Organizational resources: structure, systems, routines, processes, culture
 - Physical resources: land, buildings, office space, facilities, equipment
 5. Provide one evaluation report document for the Resettlement Assistance Program and one for the Settlement Program.
 6. Provide written report summaries for the two programs to be shared externally.

Research and consultation

It is anticipated that these tasks will be accomplished through a combination of activities, such as:

- Reviews and presentations of available related data as well as any relevant research and best practices
- Interviews and/or other method that will be useful in receiving stakeholder input
- Focus groups with select stakeholders (key program partners, clients, staff)
- Facilitated group meetings with management to create consensus regarding an implementation plan including priorities, goals/objectives, strategies, and tactics.

Describe the method and technology that will be used for virtual meetings.

VI. Timetable

December 10, 2020 (no later than 4:30 pm EDT)	RFP issued
December 21, 2020 (no later than 4:30 pm EDT)	Questions from consultants
December 24, 2020 (no later than 4:30 pm EDT)	Responses to questions
December 31, 2020 (no later than 4:30 pm EDT)	Proposal due
January 15, 2021 (no later than 4:30 pm EDT)	Reach award decision



Deadlines (firm):

March 15, 2021	Research completed
March 22, 2021	Draft deliverables completed
March 31, 2021	Final deliverable submitted and approved

VII. Selection Process

The Selection Committee will review all proposals. In evaluating proposals, price will not be the sole factor. The Committee may consider any factors it deems necessary and proper, including but not limited to, price, quality of service, response to this request, experience, staffing, and general reputation. The final decision rests with the Executive Director.

VIII. Information Required of Respondents

Response to RFP should be no more than six pages in length, plus attachments. In responding to this RFP please use the following format:

- Section 1. **Summary of the Proposal:** Provide a brief summary of Sections 2 through 6 of the proposal.
- Section 2. **Methodology:** Provide a brief statement of your understanding of the requested effort including the results and describe the methodological approach you will implement to achieve the results.
- Section 3. **Work Plan:** Provide information about proposed activities that would involve key stakeholders such as clients, staff, volunteers, community and expected results. Also provide the necessary hours for each activity and a timetable for completing the consulting engagement within the deadlines in Part VI.
- Section 4. **Staffing Plan, Including Resumes:** Please identify each person who will work on the project and identify their role; also provide a resume for each key member.
- Section 5. **Budget:** Detail the daily billing rate for each project team member, a combined average daily rate for the project team, and a budget range for the whole project. CCLC will assume any associated costs (e.g., interpretation for focus groups with program clients).



Section 6. **References:** Please supply the names of two references for which you have worked on similar projects. Include the current contact information for each reference.

IX. Proposal Submission

Proposals should be prepared in a straightforward manner to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. **Proposals must be submitted electronically by email.** All attachments must be in PDF or WORD file format, except for the budget which can be in PDF, WORD or MS EXCEL spreadsheet.

Address the Proposal to: Valerian Marochko, Executive Director

Email address: vmarochko@lcccl.org

Subject line: Evaluation Consultant Proposal

Deadline for Receipt of Proposal: No later than 4:30 pm EDT, December 31, 2020

The CCLC may request representatives of a proposing organization to appear for interviewing purposes. Travel expenses and cost related to the interview will be the responsibility of the proposer. A decision on awarding the contract will be reached no later than 4:30 pm EDT, January 15, 2021.

X. Additional Information

Consultants may provide any additional information that would assist the CCLC in the selection process. No more than 3 pages.

XI. Proposal Review and Assessment

The CCLC Selection Committee will evaluate proposals with the highest-ranking evaluation. Proposer may be asked to make formal presentations to the Committee.

Consultants will be evaluated on the following criteria. These criteria will be the basis for review of the written proposals and interview session. The rating scale shall be from 0 to 10, with 1 being a poor rating, 5 being an average rating, and 10 being an outstanding rating.

PROPOSAL EVALUATION

WEIGHTING FACTOR	CRITERIA	SCORING STANDARDS
3.0	Qualifications	<ul style="list-style-type: none"> • The persons who will be working on the project have the necessary qualifications and skills needed to successfully complete the engagement • The consultant has solid prior experience working on similar projects • The consultant has extensive working knowledge of the refugee and immigrant sectoral and local issues, and client needs
2.0	Methodology	<ul style="list-style-type: none"> • The methodology proposed shows a good understanding of the project objectives and results that are desired, and is based on best practices for funded programs evaluation • The proposal includes an appropriate process to interact with stakeholders, engaging clients in service delivery redesign
3.0	Work Plan	<ul style="list-style-type: none"> • The proposal adequately details activities and milestones as well as deliverables associated with each stage of the project • The proposal includes a detailed timeline for each work stage, and the work can be completed within the project timeline • The proposed work plan will likely support the successful development of an actionable plan for improvement of the programs, including KPIs and outcomes monitoring
2.0	Budget	<ul style="list-style-type: none"> • The work hours presented are reasonable for the effort required in each project stage • The proposal includes a detailed budget for each stage of the work plan and a total cost estimate for the project



REFERENCE EVALUATION (Top Ranked Consultant)

The Selection Committee will check references using the following criteria. The evaluation rankings will be labeled Satisfactory/Unsatisfactory.

QUALIFICATION	STANDARD
Overall Performance	Would you hire this consultant again? Did they show the skills required by this project?
Timetable Completion	Was the original work plan completed within the specified time? Were interim deadlines met in a timely manner?
Completeness	Was the consultant responsive to client needs; did the consultant anticipate problems? Were problems solved quickly and effectively?
Budget	Was the original work plan completed within the project budget?

XII. Questions and Answers

The scope and depth of the inquiry in this type of evaluation project typically requires a much longer timeline. Would CCLC be able to provide logistical or other assistance in order to expedite the preparatory steps for gathering stakeholder input, such as supplying the list of stakeholders, scheduling of the meetings, offering some support for outreach activities, etc.?

Program managers will provide access to existing program resources (e.g., program assistant) to facilitate logistical and other assistance for the project.

Focus group discussions with stakeholders from various organizations often require quite a bit of advance notice, and may not be feasible to implement due to the timeline constraints. Can you offer any suggestions for how this logistical issue can be overcome? Furthermore, are you open to the use of alternative, more efficient data gathering tools, such as surveys, in combination with one or two group discussions to generate recommendations?

We are at the stage of selecting a consultant. Therefore, we cannot offer suggestions at this stage because one of the selection criteria is the approach proposed by the consultant to deal with the timeline and to overcome current logistical issues.

The RFP focusses on the IRCC funded programs.

a. In addition to the essential services of the Resettlement Assistance Program, this evaluation includes the base services in six program areas. Are these program areas referring to specific and stand-alone programs? Are some grouped together? Do any of these areas have components that overlap? Do they each have a discrete set of goals and objectives?

The Settlement service areas may span across a few CCLC programs. For example, Information and Orientation services are offered through Client Support Services, Orientation Services for Newcomers, and Settlement Workers in Schools. The evaluation will focus on service areas as defined by IRCC, including their goals and objectives. It will be consultant's work to identify and assess overlaps.

b. Do these six program areas have any shared organizational components (e.g. management, staffing, resources, etc.)?

Yes.

On page 5, one of the questions states "...how to effectively measure newcomers' success on their integration journey, using the existing resources...". Can you please clarify what is meant by this last segment? Does that mean that the measurement is to be incorporated into the

existing monitoring systems and/or that the effective measures are to be developed without the use of additional resources/investments (e.g. new data bases, online platforms, etc.)?

It is expected that the consultant will suggest which less used resources can be reallocated to measure the success, prior to suggesting additional investments.

Please clarify if you have any specific expectations with respect to outreach to CCLC clients in the six program areas. If yes, what number of clients per program area would you expect to provide input for this evaluation? Are they likely to be participating in more than one program area and providing input for multiple programs?

It is part of consultant's proposed methodology to determine what number of clients is necessary to gather valid client input. Clients may participate in more than one program area and CCLC 'program navigation' and referrals is a component of the client services.

Research and consultation – On page 7, one of the desired activities includes “reviews and presentations of available related data as well as any relevant research and best practices”. Can you please clarify what research activities you are referring to? Are you referring to an external review of the best practices, a review of the available documentation at CCLC, or other sources that speak to the best practices and various benchmarks of success?

We expect the consultant, if not an expert, to be at least familiar with the current research in the sector and evidence-informed best practices for settlement services, such as the Promising Practices identified by Pathways to Prosperity: <http://p2pcanada.ca/promising-practices/>.

Has CCLC ever executed a similar evaluation using external consultancy service before? If yes, when was the last time it was completed and how long did it take to deliver?

Four years ago, and it took 2 ½ months to deliver.

How do you currently measure the effectiveness of your program delivery?

Mainly by monitoring the achievement of the targets contracted with funders and by surveying client satisfaction.

How do you currently measure your organizational success?

By the extent to which we achieve our strategic plan's ultimate outcome: “More newcomers successfully integrate into life in Canada.”

How do you select programs to deliver whether funded by IRCC or not?

We select the programs to deliver based on client and community needs.

How many program managers are currently engaged with London CCLC for programs funded by IRCC?

Five.

What are the programs offered by CCLC that are not funded by IRCC?

See page 5 above and check our website.

How many granting stakeholders (entities providing fund to CCLC) other than IRCC?

Seven.

What is the percentage of programs funded by IRCC in comparison to those funded by other stakeholders\sponsors?

Seventy-nine %.

In page 7 of your RFP document (item 5), you requested an evaluation report for the Resettlement Assistance Program and another for the Settlement Program. Why the evaluation report is limited to only these 2 programs since you deliver other programs as well?

We have the resources to evaluate only the IRCC funded programs at this time.

In page 7 of your RFP document (item 6), you requested written report summaries for the two programs to be shared externally. Why such summaries are limited to Resettlement Assistance Program the Settlement Program?

Because the evaluation is limited to Resettlement Assistance Program the Settlement Program.

You mentioned that the contract award will be granted on Jan. 15, 2021. Will the project kick off immediately once the contract is awarded or there will be a preparation period from your side since this can impact our schedule?

The project will kick off immediately once the contract is awarded.

With the current COVID-19 conditions, do you expect majority of meetings, interviews, and workshops to be conducted in person and onsite or remotely via telephone and video conference means? Do you have a preference to specific delivery method or a mixture?

We expect most of the work to be conducted remotely. We do not have a preference for a specific delivery method or mixture, and will rely on the consultant to suggest what will work best to deliver on the objectives of the program evaluation provided the current conditions.

In page 11 of your RFP document, you indicated that Reference Evaluation will be conducted for Top Ranked Consultants? How many Top Ranked Consultants CCLC will shortlist and will they be informed that they have been shortlisted?

The Selection Committee will decide later, based on the proposals received, how many Top Ranked Consultant to shortlist. They will not be informed that they have been shortlisted in case the Committee decides to proceed with the reference check. They will be informed in case the Committee decides to meet virtually for an interview.

In reading your RFP a number of times, I am wondering if you are seeking the consultants to:

a) conduct an outcome evaluation

b) develop an evaluation framework that will enable LCLCC to identify outcomes indicators and collect outcome measures that will enable you to conduct outcome evaluation moving forward so that you can better understand the impact of your services on newcomers and to continuously improve your services.

In our opinion a) and b) are not exclusive but part of a cycle. The consultant will need to come up with some evaluation framework to conduct an outcome evaluation based on outcome measures we currently collect (e.g., client satisfaction surveys, achievement of targets) and on new data collected through the evaluation project (e.g., input from clients, stakeholders, etc.). The consultants' recommendations following the knowledge gained through this project will enable our organisation to better conduct outcome evaluation moving forward so we can better understand the impact of our services on newcomers and to continuously improve our services.

LCLCC delivers an extensive number of IRCC funded programs. Based on your RFP, the NSP funded provincially, Joseph's House and your social enterprises would be out of scope. Please verify.

The NSP, Joseph's House, social enterprises and other services not funded by IRCC will be out of scope for this project.

Given the significant number of programs to be evaluated is the timeline flexible?

This project needs to be completed in the current fiscal year, which ends on March 31st 2021. Limited funding may become available in the new fiscal for a new evaluation project to follow up on specific findings from this project.

For the programs that are in scope, is there a logic model in place for each of these or will these need to be developed as the first phase of the evaluation?

The IRCC Settlement logic model is available here: <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/partners-service-providers/funding/resources/settlement-logic-model.html>. CCLC programs logic models will be shared by program managers for your review.

Has LCLCC been collecting data or information (i.e., over the past 3 – 5 years) that will enable outcome/impact findings to emerge in the findings? In our experience, many organizations have not been well resourced or do not have the capacity to identify and collect outcome indicators and measures.

We have been collecting data on outputs (i.e., activities, targets) and client satisfaction but we would like to do better in the future by implementing the recommendations of this evaluation project for better collection of outcome indicators and measures in the following years.