



April 2021

REQUEST FOR PROPOSAL STRATEGIC PLANNING CONSULTANT

Introduction:

The Board of Directors (Board) of the Calgary Immigrant Women's Association (CIWA) is seeking proposals for a qualified consultant to work with the Board and Senior Management to develop the Strategic Plan for the organization for the period 2022 to 2027.

Proponent:

The proponent requires skills and experience in the area of non-profit strategic planning, related research, facilitation of the effective discussions and planning process, as well as creation of the final Strategic Plan document for Board's approval.

Background:

Currently CIWA is in the last year of its five-year Strategic Plan, which focuses on:

- Building Human & Social Capital for Successful Settlement of Immigrant Women
- Financial Stability
- Risk Management
- Capacity Building
- Responsive Community Leader

The Governance Committee of the Board provides leadership to ensure the Board develops a strategic plan. The Strategic Planning Committee is an ad-hoc sub-committee of, and reports to, the Governance Committee. The Board Chair and the CEO are ex-officio members of the committee. The Strategic Planning Committee will oversee the process to prepare the 2022 to 2027 Strategic Plan, including contracting of external expertise, as necessary. The Board will be actively involved in discussing, reviewing, and ultimately approving the Strategic Plan.

Objective:

The objective is to develop a 5-year Strategic Plan for the organization including the following:

- Comprehensive assessment of CIWA's mandate, business, and effectiveness in meeting stakeholders' needs.
- Look at the unique place that CIWA has in the community in relation to the gender specific mandate and its relevance to our history, current business and outcomes.
- A clear mission, vision, values and clearly identified goals, priorities, and measurable outcomes for the five-year period.

Scope of services:

- The consultant will work with the CIWA Board and Senior Management to identify the approach that meets the needs of CIWA.
- The consultant will do all the relevant research for the effective execution of the strategic planning process.

- The consultant will facilitate sessions with CIWA's Strategic Planning Committee in line with the agreed upon approach and scope of work.
- The consultant will recommend the best practice in terms of engaging stakeholders in the strategic planning process
 - The level of community involvement in the strategic planning discussions (funders, stakeholders, partners, corporate sector, clients).
 - The level of CIWA employee involvement in the strategic planning discussions.
- The consultant will gather and compile stakeholder/community feedback.
- The consultant will create the final document (2022-2027 Strategic Plan) for presentation to the Board.

About CIWA:

Calgary Immigrant Women's Association (CIWA) is a non-profit organization established in 1982 as a registered charity.

CIWA is a culturally diverse settlement agency that recognizes, responds to, and focuses on the unique concerns and needs of immigrant and refugee women, girls, and their families. CIWA's uniqueness is based on its gender specific mandate. Over the years, CIWA has continually responded to emerging needs of immigrant women, girls, and their families, developed innovative programs, established meaningful partnerships, and has come to be recognized as a provincial and national leader in outcome-based gender-specific settlement services.

Currently, CIWA offers over 55 programs and services that use a holistic approach to support clients in the areas of settlement and integration, literacy and language training, employment support and bridging programs, family violence, parenting, individual counselling, in-home support, civic engagement, health, housing, and community development. All clients have access to childcare and first language support during group sessions and individual appointments.

Programs and services are offered in four core areas:

- **Settlement and Integration Services** provide various forms of support and assistance to help clients meet their needs and requirements for their adaptation into Canada. Our programs provide immigrant women with access to information and connection to community resources, volunteer opportunities, legal services, tax service, financial literacy training and information, and community engagement groups.
- **Language Training and Childcare Services** provide language and literacy classes to clients in order to help them achieve proficiency in English at any level. Childcare is provided for our students' children.
- **Employment Services** offers a suite of bridge to work programs serving newcomers with low-skills, mid-skills as well as professionals. These programs prepare immigrant women to secure employment in: childcare, retail, food service (fast food and cook positions), security, customer service, administration, accounting, interpretation and translation, and much more. Participants build occupational skills, essential skills, and learn about Canadian workplace culture and the labour market. Participants develop job search and networking skills.
- **Family Services** provide support for parents and families adjusting to a new culture and life in a new country. Immigrant parents, youth and seniors have access to parenting related information and support, afterschool-based programming, leadership opportunities and individual counselling support.

Further details on CIWA and its programs are available at ciwa-online.com.

CIWA's Approach to Strategic Planning:

CIWA has created a culture of adherence to the Strategic Plan in all aspects of our work: governance and operations. For each strategic period, CIWA's CEO produces a comprehensive implementation of the strategies and timelines through the Business Plan. Annual goals and objectives for the Board, CEO, Management and all staff are aligned to the Strategic Plan. Our agency Outcome Measurement System for all programs flows into the priorities of the Strategic Plan, so that all the work we do can be measured in line with strategic outcomes and community impact. The CEO of CIWA reports to the Board monthly in line with the Plan, and creates an Annual Follow-Up Report on the Strategic/Business Plan that is documented and filed in the agency archives. CEO also produces a cumulative, five-year report on the impact and results the Strategic Plan of CIWA, created after each of the 5-year strategic periods.

We have very ambitious expectations of the selected proponent for this project and we ask that all of them be aware of our internal expertise and high expectations for everyone who is involved in the process internally and externally.

CIWA's Mandate:

Vision Empower immigrant women. Enrich Canadian society.
Mission To engage and integrate all immigrant women and their families in the community.
Values Integrity. Equity. Inclusiveness. Innovation. Leadership.

CIWA achieves its mandate through the efforts of its Board of Directors, staff and volunteers.

Board of Directors

CIWA is governed by a policy focused Board of Directors. This governance model provides effective policy development to ensure responsible governance and provision of strategic leadership. The Board acts in a position of trust for the community. It is responsible for the effective governance of the organization by ensuring that the organization's actions are aligned with the vision, mission and values of the organization. The Board also acts to ensure that the organization fulfills the mandate bestowed on it in funding contracts and by stakeholders and the community. Governance is ensured through several standing committees that take responsibility for specific assignments and timely completion of tasks. Board members chair the committees and make recommendations to the full Board for approval.

Staff

CIWA currently employs 181 staff, 63% of whom are former clients or volunteers. More than 95% of CIWA staff were born outside of Canada and are first- or second-generation immigrants. Collectively, staff speak 46 languages, which enables CIWA to provide first language support for newcomers that don't speak any English when they come to access services. Being connected to their ethnic communities, staff promote CIWA programs in their neighbourhoods and connect many clients to the agency. CIWA provides staff with opportunities to grow and develop their skills and build careers at CIWA.

Volunteers

Volunteers are a vital part of day-to-day business at CIWA. They help run the agency and serve clients in all programs we offer. Volunteers at CIWA are also involved in revenue generation and special events.

Over the last five years, an average of 900 volunteers annually have actively supported the agency. They speak 62 languages. Last fiscal year, our volunteers contributed 11,870 volunteer hours to the agency.

Volunteers at CIWA help with the following areas of work: Board of Directors and committee members, group facilitation, front line reception, interpretation, translation, intakes for legal and tax clinic, administration, special events, arts and crafts initiatives, group leaders, language support for clients, mentors, resume support, client follow-up, tutoring, one-on-one Language Instruction to Newcomers to Canada support, fundraising, childcare support, outreach and casino event coordination. CIWA volunteers also support other organizations in the community.

In the last five years, CIWA underwent major growth and expansion, increasing programs and services exponentially in order to address the growing number of immigrants coming to Calgary needing settlement support. Agency revenue increased more than 25%, followed by an increase in the number of staff and volunteers as well as the amount of space we occupy and offer community programs in. We also were able to achieve a level of organizational capacity that fully aligns with funder requirements, labour standards and information technology needs.

Deliverables:

- Coordination of agreed upon working sessions with the Strategic Planning Committee starting in August 2021.
- Review of the current Strategic Plan and relevant organizational documentation.
- Expert assessment of current practices, facilitation of a needs assessment, and relevant environmental scan.
- Gathering and coordination of stakeholder/community and employee input for the project.
- Facilitation of effective discussions and action oriented future visioning.
- Regular status reports to the Chair of the Strategic Planning Committee and CEO regarding the project.
- Creation of the final Strategic Plan 2022-2027 document.

Application requirements:

- Applicants should demonstrate their understanding of the objectives and scope of work, and explain how they will meet the deliverables.
- Applicants must demonstrate their capability in a thorough, concise and clear manner for successfully carrying out the work in a timely, collaborative and professional manner.
- Applicants should provide a detailed financial breakdown of anticipated project cost; split into the various components of the scope of work to be completed.
- Applicants should provide a proposed project plan showing anticipated timing of tasks and deliverables.
- Applicants should provide a list of prior clients and describe previous experience. Include at least one examples of work on non-profit strategic plan development where possible.

Timelines:

- Competition process will be open until 4:30 pm on May 7th.
- Interviews with selected candidates will be conducted in May 2021.
- The project will commence in August 2021.
- The project must be finalized and report delivered to the Board of Directors no later than December 10, 2021.

Communication and enquiries:

- Interested proponents will submit their applications to Nola Heale, Chair of the Strategic Planning Committee at strategic.planning@ciwa-online.com
- All enquiries regarding this RFP are to be directed in writing to Beba Svigir, CEO of CIWA at director@ciwa-online.com (copy to Nola Heale, Chair of the Strategic Planning Committee at strategic.planning@ciwa-online.com)
- Only complete applications adhering to the application requirements listed above will be considered.