YWCA GREENWICH
REQUEST FOR PROPOSAL
GENDER AND RACIAL EQUITY THEORY OF CHANGE CONSULTANT

PROPOSALS ARE DUE BY MARCH 18, 2022.
THE RFP IS ALSO AVAILABLE AT WWW.YWCWGREENWICH.ORG

PURPOSE

YWCA Greenwich seeks to develop a Theory of Change (ToC) to articulate the vision and long-term programmatic strategy for its Center for Equity and Justice (CEJ), which is guided by four independent and intersecting pillars—community education, policy advocacy, direct programming, and systemic change. YWCA Greenwich has a strategic plan (2018-2021, extended to 2022), and this consultancy will provide strategic guidance for the Center for Equity and Justice’s internal and external priorities and activities. The consultant or consulting team will lead the development of a Theory of Change for the work described above.

ABOUT YWCA GREENWICH

Around the globe, YWCA operates in 125 countries reaching 25 million women and girls through its work in 22,000 communities. It is the oldest and largest multicultural women’s organization in the world. In the United States, the YWCA, founded in 1855, has over 200 local associations that serve 2 million members. Since its beginning, the YWCA has been a major force in this country’s struggles for freedom, justice, and equality.

YWCA Greenwich’s mission is to eliminate racism, empower women, and promote peace, justice, freedom, and dignity for all. Through leadership, innovative programs, services, and educational opportunities, YWCA Greenwich is a driving force for a healthier, safer, and more equitable community.

Today, YWCA Greenwich offers over 100 age-specific programs, events, and services in a facility that features a fully-equipped fitness center, pool, gymnasium, childhood education center, dance and yoga studio, tennis courts, domestic abuse center, art gallery, café, water playground, Kompan structures playground, sand play area, meeting rooms, and staff offices.

The key programmatic areas are: Domestic Abuse Services, Aquatics, Childhood Education programs, Fitness memberships, Health & Recreation Programs, women’s empowerment programming, and racial justice initiatives. More specifically:

- YWCA Greenwich provides comprehensive direct services to victims of domestic violence through 24-hour hotlines, crisis intervention, counseling, court advocacy, and emergency sheltering. Recently we have added a Civil Legal Clinic and Financial Literacy Coaching to our array of free services to victims of domestic violence. In addition, the YWCA Greenwich provides prevention
education through extensive training of key members of the community and age-appropriate domestic abuse prevention programs through the Greenwich Public Schools.

- YWCA Greenwich has a nationally recognized swim team. The Dolphins, now entering its 50th season with well over 200 swimmers, can point with pride to their fourth consecutive USA Swimming recognition as a “Silver Medal” Club, placing the team in the top 4% nationally.
- YWCA Greenwich boasts a diverse top-rated international preschool center, with children from a variety of racial, ethnic, and economic backgrounds representing not only the United States but also 25 other countries around the world.

ABOUT THE CENTER FOR EQUITY & JUSTICE

YWCA Greenwich Center for Equity and Justice (CEJ) serves as a community cornerstone dedicated to knowledge dissemination, capacity building, and collaboration to achieve our mission of eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all. The CEJ. Established in 2020, is guided by four independent and intersecting pillars--community education, direct programming, policy advocacy, and systemic change initiatives.

Designed to equip organizations and practitioners to rethink and develop policies, priorities, and culture through the lens of racial and gender equity, the Center for Equity and Justice seeks to create a society where neither race, ethnicity, nor gender identity determines the trajectory or quality of a person's life. Our work is guided by research and proven practice and informed by community and organizational context. The CEJ will be flexible and responsive in its work with clients, partners, and communities.

Consulting, training and professional development, and systemic change (details below) are three areas of the CEJ's work that have yet to be fully realized in their purpose and potential, though we are actively working in all three areas. We need a theory of change to identify why and how our work should move forward in one or more of these specific areas over the next three years. Our path toward change must be collaborative, contextual, and allow us to leverage internal and external assets.

Consulting

- Design & Development. Various conditions hold systems in place. To change systems, organizations must attend to factors such as policies, power dynamics, resource flows, and mental models as they (re)design programs, initiatives, and structures for equitable outcomes.
- Implementation. We recognize that the design and implementation phases of initiatives need to be carefully coordinated to achieve successful outcomes. Our responsive approach, as well as a deep understanding of human-centered change management, allows us to support organizations through the implementation of programs and initiatives rooted in equity.
- Evaluation. Evaluation is ongoing and woven throughout all phases of a project. Approaching evaluation in this way provides real-time information to inform decision-making.

Training and Professional Development

- DIVE (Diversity, Inclusion, Values, Equity) is a suite of curricula for children ages 4-8, youth, and adults designed to equip each group to embrace and practice diversity, equity, inclusion, and anti-racism in all aspects of their lives. The content is learner-centered and incorporates instruction through video, large and small group discussion, and individual reflection.
- Other Training Opportunities. We understand each organization has unique priorities which call for training that goes beyond DIVE. The CEJ provides additional training on topics such as Marginalized and Privileged Identities, The History of Race in America, The Pervasiveness of Anti-Blackness, Breaking Free of Whiteness, and Human-Centered Change Management.
Systemic Change

- We are also committed to developing the capacity of YWCA Greenwich staff and Board members to understand and practice racial and gender equity at a departmental and organizational level. We are analyzing data from our Staff Equity Survey as well as one-on-one interviews with C-level and director-level staff. Once the data have been analyzed, members of the CEJ team will co-create a capacity-building plan for our staff. By increasing our capacity to advance racial and gender equity, we are better equipped to engage in systemic change efforts within and outside of YWCA Greenwich. This type of work can be replicated with clients in various sectors.
- Our community education and policy advocacy pillars, along with the other pillars, pave the way for systemic change. We are currently focused on systemic change related to policing, zoning and affordable housing, and education, and we anticipate that we will have clients who are or want to engage in these systemic change efforts.

PROPOSAL EXPECTATIONS

The Center for Equity & Justice is engaged in various activities and initiatives that further our intersectional mission. The Theory of Change provides an opportunity for greater strategic focus within the CEJ and to co-create a plan for its activities going forward. Implementation of the Theory of Change will begin in FY23, and the Theory of Change will be implemented over three years.

The proposal should:
- Reflect a baseline understanding of the Center for Equity and Justice.
- Integrate antiracism, liberatory, abolitionist, and/or equity research, principles, and/or practices.
- Provide an outline for how the Theory of Change process could be facilitated, and the ToC process should be inclusive and focus on power-sharing among the various stakeholders (i.e., staff, Board members, and community stakeholders). It should consider the CEJ’s current programmatic priorities and future possibilities.

At a minimum, the outline should reflect the following:
- Proposed and/or anticipated data collection.
- Research and/or frameworks that will inform the Theory of Change process.
- Proposed Theory of Change model/template and reasons for its proposed use.
- Describe which stakeholders should be involved in the process and how these stakeholders might participate.
- Objectives for the Theory of Change process.
- Timeframe for Theory of Change process.
- Project deliverables.

PROJECT DELIVERABLES

- The final Theory of Change, includes narrative, research, data, and strategic next steps with a timeline for implementation (i.e., 90 days, 6 months, 1 year, etc.). Key YWCA Greenwich staff and Board members will be allowed two rounds of edits (one round of live discussion and edits with the Consultant), then the final product.
Agendas and minutes (include attendee names) for all ToC development meetings, including planning meetings, as well as workshops or facilitated conversations to guide the development process.

QUALIFICATIONS

Black, Indigenous, Latinx, AAPI, and LGBTQIA+ led consultants and consulting firms are strongly encouraged to respond to this RFP.

- Demonstrated experience leading Theory of Change processes within the nonprofit sector.
- Experience with design, monitoring, and evaluation of equity and justice-related programs or initiatives.
- At least one team member with 10+ years of experience in antiracism, liberatory, abolitionist, and/or equity practice.
- Demonstrated experience facilitating complex discussions around race, gender, sexual orientation, gender identity, ability, etc. with a wide variety of audiences.
- Experience leading gender and/or racial equity Theory of Change efforts in predominantly White, affluent contexts is preferred.

PROJECT TIMELINE

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<tr>
<th>Date</th>
<th>Description</th>
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<tr>
<td>March 1, 2022</td>
<td>RFP Application Period Opens</td>
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<tr>
<td>March 10, 2022</td>
<td>Deadline to Submit Questions re the Proposal</td>
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<td>March 18, 2022</td>
<td>Proposals Due</td>
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<td>April 15, 2022</td>
<td>Approval of Selection &amp; Consultant Notification</td>
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<td>Week of May 2, 2022</td>
<td>Kickoff of Consultants’ Work</td>
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<td>Week of August 1, 2022</td>
<td>Project Concludes</td>
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<tr>
<td>August 31, 2022</td>
<td>Final Deliverables Submitted</td>
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SELECTION PROCESS

Senior Management will review proposals and may consider any factors it deems necessary and appropriate, including but not limited to price, quality of service, understanding of YWCA’s mission and local market considerations, extent to which the proposal addressed the contents of this request, staffing capacity, and availability during the proposed timeline.

Please provide a complete written response to this request. In responding to this request, please provide the following:

- A summary of your proposed approach, reflecting the project expectations and deliverables
- Specific plans or methodology to be used to perform the services
- List of project deliverables
- Budget including expected hours to be worked, a breakout of expenses, and total cost
- Qualifications and pertinent experience of each key person who will work on the project, including three (3) references from other clients served