



GLOBAL CENTRE FOR PLURALISM      CENTRE MONDIAL DU PLURALISME

## GLOBAL CENTRE FOR PLURALISM FIVE YEAR EVALUATION: 2017-2021 REQUEST FOR PROPOSALS

The Global Centre for Pluralism is an independent, not-for-profit organization founded in 2006 by His Highness the Aga Khan and the Government of Canada. The Centre works with policy leaders, educators, and community builders around the world to amplify and implement the transformative power of pluralism.

The Funding Agreement between the Government of Canada and the Global Centre for Pluralism (GCP) requires the Centre to carry out an external evaluation of its activities and projects at least once every five years to measure overall performance in achieving the outcomes set out in the Funding Agreement. The Agreement also requires the Centre to carry out an independent performance (value-for-money) audit to assess the economy, efficiency, and effectiveness with which the Fund (constituted by the two founding partners) has been used.

Since its inception, the Centre has commissioned two external evaluations covering 2007-2011, its early years and the period 2012-2016, the start-up phase. Both evaluations included a performance evaluation of programs and performance (value-for-money) audit. The Centre is now commissioning the third independent evaluation covering the period 2017-2021 to assess program performance and value-for-money.

### 1. Program Summary

At the core of the Centre's mission and activities is the belief that societies thrive when differences are valued. The Centre's mission, focussed on influencing perspectives, informing policies, and inspiring pathways to pluralism was defined in relation to its mandate *to promote pluralism within and between nations as a fundamental value and cornerstone of peace, stability, and human development*. During the earlier two phases, the Centre focussed its efforts on defining the complex concept of pluralism, articulating its mission, establishing organisational presence and a strategic direction, identifying partners, and developing and initiating programs to realize the mission in an iterative manner.

During the period under review (2017-2021), the Centre built on the work in its earlier start-up phases by further developing, piloting and implementing high quality programs to enhance GCP's profile, build knowledge and understanding of pluralism, increase awareness of pluralism in action, and enhance capacity of practitioners to advance and integrate pluralism into their work.

The [Research and Analysis](#) program of the Centre continued to help define pluralism, build understanding of the concept and its practice in different contexts through research and dialogue, and developed a measurement framework and instrument – the [Global Pluralism Monitor](#). The

biannual [\*Global Pluralism Award\*](#), started in 2017 to celebrate achievements in the field of pluralism, has completed its third cycle with the Award ceremony held in February 2022. The Award seeks to demonstrate, and through that, inspire similar actions and support to pluralism champions around the world.

The Centre has also looked at fields of practice where its interventions could have the greatest impact on building commitment to pluralism in a society. In this area, it is seeking to make impactful contributions to advance pluralism through two initial selected fields of practice – education and peacebuilding.

Responding to COVID-19, which not only magnified but also exacerbated systemic inequalities and exclusion, the Global Centre of Pluralism started a new digital initiative, *Pluralism and the Pandemic*, to help inform recovery efforts through a series of curated analyses and conversations about the impacts of the pandemic from the perspective of pluralism.

Overall, the Centre has adopted a learning approach and relied on emergent learning to refine its programmatic focus and define its value add and niche. During a relatively short span, the Centre has several promising achievements to show – strong organisational setup, a growing global profile, an expanded network of partners and experts, and an impressive array of interventions, outputs and outcomes. At the same time, as a learning organisation, the Centre is also reflecting on its achievements, emerging challenges and strategic choices to make on future programming. To this end it is embarking on a process to develop a vision for the next five years and a strategy to realize the vision. Findings of the evaluation will be used to inform the next five-year strategic vision.

## **2. Objectives and Scope of the Evaluation**

The Centre is commissioning this evaluation to:

- Assess the relevance and effectiveness of GCP programs over the last five years
- Ascertain economy, efficiency, and effectiveness – value for money - with which the funds were spent
- Inform future programming

The evaluation will cover the period 2017-2021 and include performance evaluation of program and activities and a performance (value-for-money) audit, documented in two separate reports. Both reports will become public documents and will be uploaded on the GCP website. The performance audit should complement, rather than duplicate the program evaluation.

The evaluation and audit will include review of GCP documents and stakeholder interviews, including with members of the Board of Directors, staff, partners and participants in Centre's programs and activities. Interviews with Ottawa-based informants will be conducted in-person or remotely (depending on the COVID protocol); informants located outside Ottawa will be interviewed remotely.

### 3. Evaluation Criteria and Questions

Criteria	Question
<b>I. Performance Evaluation</b>	
Relevance	1. Does the Centre’s mission address a demonstrable need in Canada and around the world? Whether and to what extent has the need shifted over the past five years? 2. How well does the Centre's portfolio of programs respond to the identified mission?
Effectiveness	3. What outcomes did the program achieve (over the past five years)? 4. How and under what circumstances did the program generate these outcomes? 5. To what extent is the Centre positioned to deliver on its mandate? 6. To what extent and in what manner do GCP programs complement, coordinate, synergise or duplicate with each other?
<b>II. Performance (Value-for-Money) Audit</b>	
Efficiency and economy	7. Does the Centre have appropriate controls, including governance, financial management and administrative policies? 8. Are the Centre’s programs designed and delivered with due regard to the principles of economy, efficiency, and effectiveness?

### 4. Timeline and deliverables

The evaluation is expected to commence early May 2022. A draft report is expected by mid September 2022 and a final report by mid October 2022.

#### Deliverables

- i. Workplan for program evaluation and value-for-money audit (including methodology, evidence gathering methods and instruments, sampling method and size, table of content of the eval reports, and timeline for activities)
- ii. Draft reports - of findings, lessons, and recommendations - on program evaluation and value-for-money audit
- iii. Presentation of preliminary findings to GCP
- iv. Final reports

### 5. Budget

The Centre has allocated a maximum of CAD 35,000 for the evaluation, inclusive of all cost and taxes. The proposed payment schedule is:

- 20% at approval of workplan
- 40% at approval of draft evaluation reports
- 40% at approval of final reports

### 6. Qualifications, Experience and Competencies required

The Centre is looking for an evaluator with experience in conducting evaluation particularly for applied knowledge organizations working on complex change issues such as inclusion, justice,

rights, peace, and related areas in Canada and internationally. The evaluator should have expertise in undertaking both performance evaluation and value-for-money audits.

## **7. Proposal Submission**

Applications should include the following in one document:

- A proposal providing an expression of interest, justification of why you should be selected, proposed approach and methodology for program evaluation; proposed methodology for value-for-money audit, workplan with timeline and level of effort, summary profile of proposed team members, and a budget with rates for team members and any other cost shown separately. (6-8 pages max)
- CV of proposed team members annexed to the proposal (max of 4 pages each).
- At least two references

Examples of past work may be requested from shortlisted candidates.

Applications for the consultancy should be emailed to [jayne.barlow@pluralism.ca](mailto:jayne.barlow@pluralism.ca) with the subject heading “GCP External Evaluation RFP” by midnight (ET) April 8, 2022.