



**- Request for Proposals: Consultant Support for
Governance/Strategic Direction/Financial Sustainability –**

1.0 Assignment Overview

The Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT; www.ccwestt.org) is looking for a qualified consultant service(s) to assist the CCWESTT Board in designing and executing an updated governance vision, strategic plan and financial structure as it transitions from a volunteer working board to a governance model.

2.0 Background

CCWESTT is a national coalition of organizations and individuals who champion a gender-equitable, diverse, and inclusive Canadian science, engineering, trades and technology sector. We build alliances and partnerships, act as a resource hub, and advocate with a strong, unified voice.

For over 30 years, CCWESTT has worked to build a foundation based on the need for intersectionality and an equity-based approach in science, engineering, trades and technology (SETT). CCWESTT uses Gender-Based Analysis Plus (GBA+) in all project design and implementation. Through this foundation, CCWESTT created a systemic change-based Theory of Change for its projects to help guide the work, focused on three forms of scaling: scaling out, scaling up, and scaling deep.

Scaling Out: Increase the capacity, confidence, connectedness, and collaboration of the SETT community while engaging allies and leaders within SETT for advocacy and cultural change.

Scaling up - Changing laws, policies, and rules at institutions and governments to achieve gender equality in SETT workplaces.

Scaling Deep - Doing the important work of opening 'hearts and minds' to understand different cultural values and beliefs in order to be inclusive in how we relate.

CCWESTT has received a capacity-building grant from the Canadian Research Institute for the Advancement of Women. The funding will support CCWESTT in structuring for the future for increased impact through a systemic change lens. The project funding is active until March 15, 2026.

Project Summary:

CCWESTT's Capacity Funding Project will strengthen the coalition's governance, financial sustainability, and strategic planning to support rapid growth while expanding advocacy collaboration and impact. Activities will focus on the areas below.

3.0 Scope of work

Consultant service(s) to support CCWESTT as it creates an updated organisational governance structure, helps identify ways to achieve financial sustainability, assists in strategic planning while engaging with its community, and provides evaluation and implementation support.



1. **Organisational governance:** CCWESTT is on an internal system change journey, moving from a volunteer-working board to a governance board with staff. The funds will support hiring consultant(s) and legal support for the CCWESTT Board in evaluating/improving board effectiveness and updating bylaws.
2. **Organisational financial sustainability:** CCWESTT seeks support to develop a business plan that will diversify revenue while increasing our value to our members and impact, enhancing long-term financial sustainability.
3. **Strategic & Advocacy Planning:** This activity will apply a systemic change lens to the current and future CCWESTT 5-year strategic and implementation plans, documenting strategic principles and intentions. This approach aims to increase flexibility and build capacity to expand the coalition's reach, effectiveness, and efficiency for maximum impact. CCWESTT will also build on the strategic plan to develop an advocacy strategy. Activities will include seeking legal support to better understand CCWESTT's positioning for effective advocacy.
4. Project outcomes and measures will be monitored and reported as part of a project monitoring and performance evaluation plan developed with consultant support.

3.1. Purpose of Work

1. **Organisational governance:**
Background: For over 30 years, CCWESTT has been led by a volunteer executive board made up of CCWESTT member representatives. Recently, CCWESTT appointed its first Executive Director and has increased day-to-day operations by hiring staff. The governance model needs to shift from a volunteer-working board to a governance board with staff. This change will include evaluating/improving board effectiveness and updating bylaws.
2. **Organisational financial sustainability**
Background: Traditionally, CCWESTT has been too reliant on grants. A strong business plan will sustain the collective impact accomplished over the past five years and diversify revenue while increasing value to members and increasing impact. CCWESTT needs a solid plan for growing revenue and a way to create new sources of revenue through products and services to support the sustainability and diversity of earned-income revenue. CCWESTT has been growing for almost a decade.
3. **Strategic & Advocacy Planning:**
Background: CCWESTT has been implementing a five-year strategic plan since 2021, but that plan has relied on high volunteer effort, which has not been sustainable or as impactful as desired. To continue the momentum started through systemic change project work, a realistic strategic plan focused on serving the needs of our community and building capacity for advocacy while allowing for flexibility in the current shifting time is required. CCWESTT is looking to work



with a consultant who can support strategic planning through a feminist, intersectional, systems change lens.

4. As a commitment to the funder, this project's objectives and implementation will need to be monitored and evaluated to meet the granting requirements for accountability.

4.0 Who will be included in the activities?

Active Group	Activity(s)
Consultant - Contract Lead	Through the RFP, CCWESTT is recruiting the support needed to lead this project.
CCWESTT Executive Director	The Contract Lead will work closely with the CCWESTT ED to organise and execute tasks.
CCWESTT Board of Directors	The Contract Lead will work with the CCWESTT Board to create a new vision/approach to governance, financial stability, and strategic direction for CCWESTT going forward, using a systems change lens.
CCWESTT Accountant	The Contract Lead will engage with the CCWESTT accountant for insights on finances.
CCWESTT Staff	The Contract Lead will engage with the CCWESTT Staff for input to this new direction, as they are the ones working at the 'ground floor', working directly with CCWESTT partners and stakeholders and have a strong view of what has and has not worked since working within a systems change direction.
CCWESTT Membership	The Contract Lead will work with the CCWESTT staff to identify the strategic direction the greater CCWESTT membership is seeking from CCWESTT.

5.0 Timing of Activities

1. Project Kick-Off - May 27, 2025 - in-person Board meeting
2. Project design, including environmental scans, insights collection and review - June - Sept 2025
3. In-person Board strategic session - Fall 2025
4. Present recommendations, including initial implementation plans, to the Board - Nov 2025
5. Initial Implementation Jan - Mar, 2026
6. Project outcomes and measures final report: March 1, 2026

6.0 Evaluation activities planned in the project

The following activities are monitoring and evaluation activities expected to take place in the project:

- Data Collection and Feedback from Participants
- Progress reporting to the Executive Director by the Project Lead
- Evaluation reporting

6.2 Sources of information for the evaluation



- CCWESTT Team
- CCWESTT Board
- CCWESTT Members who participate

7.0 Minimum deliverables

1. Work plan for the consultancy
2. Board strategic meetings planning/logistics for the purpose of the project
3. Recommendations and recruitment, if necessary, for additional contract-based needs (e.g. legal advice)
4. Recommendations and initial implementation plans
5. Project monitoring and evaluation framework
6. Final report

8.0 Qualifications of the Consultant

- Background in not-for-profit governance evaluation, not-for-profit financial planning, and strategic planning through a feminist, intersectional, systems change lens
- Demonstrated experience leading and implementing not-for-profit governance processes, including the application of Gender-Based Analysis Plus (GBA+) in this work
- Experience in project evaluation
- Established experience in project management
- Solid interpersonal abilities and excellent communication skills
- Strong writing and analysis skills
- Asset: Experience in/ familiarity with government-funded projects
- Asset: Background in not-for-profit membership models

9.0 Timeline

The selected consultant would begin activities immediately. Activities will continue until March 15, 2026.

10.0 Budget

The total budget available for this proposal is \$60,000, which includes consultant fees and taxes. Proposals may be submitted to cover some or all of the activities listed in the table below. Budget suggestions are approximate. CCWESTT is open to suggestions on how to maximize the consultancy value by adjusting the scope. Legal fees and CCWESTT Board travel related to this work are budgeted separately.

Suggested Budget	Activity(s)
\$20,000	Organisational governance
\$20,000	Organisational financial sustainability
\$15,000	Strategic & Advocacy Planning
\$5,000	Evaluation & Monitoring



11.0 To apply

Please send your proposal **via email** with the subject line: "CCWESTT Capacity Building RFP" to Ophelia Rigault, Project Manager, CCWESTT at ophelia.rigault@ccwestt.org by **April 27, 2025**. Please submit the proposal including: your CV, a brief methodology proposal and an estimated budget by scope topic category (to be further refined once the contractor is selected) **in one PDF document**.

Applications can be submitted by individuals or groups.