

## REQUEST FOR PROPOSALS

### Measurement, Learning and Evaluation (MLE) Program Partner for the BHP Foundation’s U.S. and Canada Programs.

#### I. Overview

Focus	Program Performance: U.S. & Canada Country Programs
Objectives	<p>To continuously learn, adapt and improve our program by:</p> <ol style="list-style-type: none"> <li>1. <b>Measurement:</b> Development and Refinement of a Measurement, Learning and Evaluation (MLE) framework and plan for the U.S. and Canada programs.</li> <li>2. <b>Learning:</b> Facilitate reflection and analysis to inform program strategy.</li> <li>3. <b>Evaluation:</b> Conduct periodic evaluations to generate insights and assess impact in alignment to the two thematic theories of change.</li> </ol>
Timeline of work	3 years, beginning March 2023
Proposal Process	<p>Please notify the Foundation of your intent to submit a proposal and any questions by Friday December 16, 2022 by emailing as follows. The Foundation will also share additional reference documents with confirmed bidders.</p> <p><i>Simrat Mand</i>  <i>Program Director, U.S. and Canada</i>  <i>Email: <a href="mailto:simrat.mand@bhp-foundation.org">simrat.mand@bhp-foundation.org</a></i></p>
	Responses to questions will be shared with all bidders by Friday December 23, 2022.
	Proposals are due to Simrat Mand by 5:00pm Eastern Daylight Time on Friday January 20, 2023.
	Interviews for shortlisted bidders will be conducted the week of January 30, 2023.
	Notification of successful bid will be sent by Friday February 10, 2023.

The BHP Foundation is a charitable organization solely funded by BHP, a leading global resources company. The Foundation was created in 2014 and operates independently under the governance of its own Board of Directors who define the Foundation’s strategy, areas of focus and activity. The Foundation focuses on the world’s most complex social and environmental challenges, catalyzing new solutions by blending bold ambition, transformational partnerships, and business acumen. Since 2014 the Foundation has

supported the implementation of 39 projects, in partnership with 34 world-leading organizations across 65 countries. The Foundation works to address critical global sustainable development challenges through its work as a catalytic investor in three Global Signature Programs and four Country Programs.

## II. U.S. and Canada Country Programs

The Foundation’s U.S. and Canada Country Programs were developed and approved in 2017. Recently, the Foundation has developed two thematic theories of change: 1) Water Stewardship and 2) Indigenous Youth, that span both U.S. and Canada programs. Each of these theories of change include hypotheses on how strategic investments under each thematic area will catalyze and influence broader systemic change across both countries. They also present an opportunity to enhance the synergies and connectivity that exist, whilst appreciating the complex, contextual differences between U.S. and Canada.

The Foundation currently has 5 multi-year projects in execution under both thematic areas:

### *Water Stewardship Thematic Area:*

<b>U.S.</b>		
Duke University – Nicholas Institute of Energy, Environment and Sustainability	Internet of Water	Oct 2021 – Sept 2026
Pacific Institute	Water Resilience and Water Equity	Jan 2022 – Dec 2026
<b>Canada</b>		
International Institute for Sustainable Development	Natural Infrastructure Water Solutions	Jan 2022 – Dec 2026
Centre for Indigenous Environmental Resources	Collaborative Leadership Initiative <i>(Note: this is a water governance project focused on reconciliation between Indigenous and non-Indigenous leaders).</i>	Sept 2021 – Aug 2026

### *Indigenous Youth Thematic Area:*

<b>Canada</b>		
University of Alberta	Supporting Indigenous Language Revitalization	March 2021 – Feb 2026

### III. Measurement, Learning and Evaluation (MLE)

For the BHP Foundation, Measurement, Learning and Evaluation (MLE) are defined as:

- **Measurement:** The process of establishing measurement metrics and frequency to support organizational, program and project performance.
- **Learning:** The discipline to generate insights about what is and is not working for decision-making, knowledge sharing, and adaptive management at the organizational, program and project levels.
- **Evaluation:** An impartial assessment used to determine the effectiveness, efficiency, sustainability, influence, and impact of an investment(s).

The Foundation’s MLE Approach is driven by the belief that strategic learning through investment in measuring, learning and evaluation is fundamental to maximize impact and to:

- Influence action for people and planet: Share evidence to strategically generate attention, advance thinking, influence public policy and compel others to action around priority areas.
- Adaptively manage and course correct to maximize impact, influence, and scale of our work in service to an equitable and sustainable future.
- Hold ourselves accountable to our stakeholders and commitments so that we enable effective decision making, transparency and responsibility, including around unintended consequences.
- Contribute to the evidence base to substantiate the value proposition of our work, sharing learning of what is and is not working,

The Foundation’s strategic learning approach is illustrated below:



**Figure 1: Strategic Learning Cycle**

The process outlined in Figure 1 is underpinned by the following principles that reinforce "Our Commitment", which include:

- Collaborate with partners, colleagues, and Board to identify and prioritize data and evidence needs.
- Work with colleagues, partners, and Board to define impact, track progress and evaluate our work.
- Select data gathering approaches that are right sized for communities.
- Discuss with partners, colleagues, and the Board how we apply learnings.
- Share knowledge in collaboration with colleagues and partners to amplify the Foundation's impact.

As part of the Requirements under the Foundation's MLE Policy, the Foundation assesses performance at three levels: 1) Organizational Performance, 2) Program Performance, and 3) Project Performance. The focus of this assignment is at the country program level.

#### **IV. Scope of Work for MLE Program Partner**

The Foundation is seeking an MLE Program Partner to assess Program performance, that will enable our U.S. and Canada Programs to continuously learn, adapt and improve our work by:

1. **Measurement: Development and Refinement of a Measurement, Learning and Evaluation (MLE) framework for the programs.** The Foundation team has proposed two thematic theories of change (Water Stewardship and Indigenous Youth), and begun some work on framing key assumptions and learning questions. The MLE Program Partner would conduct further research and refinement of these tools, so that the key hypotheses, assumptions and learning questions are sound and testable. The MLE Program Partner would be expected to engage the team and Foundation project partners, as needed, to refine these tools, and build a plan for how to quantitatively and qualitatively measure program level outcomes and impact. This would include development of an approach and a clear plan that allows for systematic tracking and reporting on progress and learnings, all developed in a supportive and shared manner with the team.
2. **Learning: Facilitate reflection and analysis to inform program strategy.** Create the space, mechanisms and culture to have conversations about results and impact. The MLE Program Partner will be expected to be an active member of the extended U.S. and Canada Programs team, serving the role of a "critical friend" to foster discussion and action based on the insights generated through the MLE plan and implications for the program moving forward. The MLE Program Partner will be expected to advise on strategy and ask critical questions, both on positive and unintended impacts, in a supportive manner, to enable the Foundation team and the Board to have honest conversations about the learnings and future directions of the program.

3. **Evaluation: Conduct independent evaluations to generate insights and assess impact in alignment to the two thematic theories of change.** The MLE Program Partner will conduct evaluations to assess progress. Evaluation criteria will be determined based on the theories of change. Timing will be determined in consultation with the Foundation team. The MLE Program Partner will be expected to ensure that project partner and community needs and perspectives are respectfully and meaningfully incorporated in the design and as part of this process.

*Note 1:* The Foundation's preference would be that the selected MLE Program Partner cover the entire portfolio i.e. both the Water Stewardship and Indigenous Youth thematic areas. We encourage the bidder to consider opportunities to bring in other partners (sub-grants) and subject matter experts, as necessary.

*Note 2:* The MLE Program Partner will be required to engage with other stakeholders as part of this scope. Examples include but are not limited to:

- Engagement with project partners, communities and project-level MLE partners from time to time. This may take the form of coordinating and seeking input, sharing evaluation findings, facilitating discussion and incorporating their input. We are expecting a hybrid format for engagement which would include virtual meetings but also opportunities for in-person presentation, for example, at a partner gathering.
- Engagement with the Foundation leadership team and Board to present evaluation findings and strategic recommendations. We are expecting a hybrid format for engagement which would include virtual meetings but may require in-person presentations, for example, at a suitable Board meeting.

Please see below for some examples of deliverables for the Program MLE partnership. We ask bidders to advise on what they see as the right-sized form, timing and delivery of deliverables, particularly for the first year of the partnership, with an opportunity to review future deliverables as needed.

<b>Deliverables</b>	<b>Timing</b>	<b>Details</b> <i>(to be developed in consultation with Foundation team and Project partners – where appropriate)</i>
Program MLE plan	Year 1, Month 1	Detailed workplan and deliverables for Year 1, proposed workplan and deliverables for Year 2 and 3
	Year 1, Month 3	Updated thematic theories of change, key assumptions and learning questions.
	Year 1, Month 4	Evaluation plan and criteria
	Year 1, Quarterly Board Meeting (Timing TBC)	Presentation of theories of change, key assumptions, key learning questions, and evaluation plan
Program Midpoint	Midpoint – Year 1 (Timing TBC), Based on agreed scope	Mid point program level evaluation. Report on achievements and learnings, sessions with team and project partners as needed
Program Endpoint	Year 2 (Timing TBC), Based on agreed scope	Program level evaluation, evaluation report, and presentation/workshop to review findings and recommendations with team and project partners, and presentation to the Board

## V. Budget

Bidders are requested to provide a detailed budget in U.S. Dollars for the execution of the scope of work and proposed deliverables (V. Scope of Work).

The total approximate budget should not exceed the following:

Program MLE plan: USD 150,000  
 Program Midpoint: USD 250,000  
 Program Endpoint: USD 300,000

Costs should be itemized under the following headings:

- Consulting fees or salaries including benefits
- Travel-related expenses
- Other direct costs (in detail)
- Indirect costs/overhead
- Please state any relevant taxes that will be charged (VAT, GST, etc).

## VI. Desired Profile of the MLE Program Partner

### Organizational profile and values

- **Participatory and inclusive:** Engage stakeholders at all levels, have strengths working respectfully with community, in particular Indigenous communities.
- **Collaborative:** Focus on equity in partnership approach with all stakeholders. Able to work with diverse teams and organizations in many different contexts, under the two thematic areas (Water Stewardship and Indigenous Youth). Note: this will include engagement with project partners and the respective consultants who are leading project level MLE activities in each project, as well as communities and others.
- **Team leadership and members representing diverse skills and experience.** Teams with cultural or ethnic diversity, or relevant lived experience, are encouraged to apply.
- **Adaptive:** Comfort with ambiguity and working with early-stage programs. Ability to navigate complex systems and proactively troubleshoot and respond to emerging priorities, challenges and opportunities.
- **Project management:** Ability to meet deadlines, stay on budget, communicate clearly and honestly with all stakeholders.

### Expertise

- **Systems lens:** experience tracking, collating and strategically analysing project-level and program-level results and learning, in context of broader system level trends and analyses.
- **Indigenous lens (for Indigenous Youth and Water Stewardship thematic area):** experience in and appreciation of Indigenous evaluation considerations that honours Indigenous knowledge, perspective, and culture.
- **Environmental lens (for Water Stewardship thematic area):** experience in and appreciation of environmental issues, understanding of water sector desirable.

### Expertise

- **Programmatic evaluation:** experience developing program-level frameworks and anchoring learning agendas for programs that contain a portfolio of large projects across a number of thematic areas.
- **Right-sized approaches:** Well-rounded philosophy and approach to measurement, learning and evaluation. Comfortable designing an approach that is fit for purpose.
- **Participatory and inclusive methods:** Experience actively and equitably engaging diverse stakeholders in processes, including demonstrated experience working in partnership with Indigenous partners and communities.

## **VIII. Conflicts of Interest & Privacy**

Should you have any conflicts of interests or associations with any or all of the U.S. and Canada partner organizations, grantees or other relevant stakeholders, all bidders are requested to disclose this at the time of proposal submission.

As part of this process, BHP may get access to bidder's data and information.