



# Coalition Effectiveness Request for Proposals

## IN THIS RFP YOU WILL FIND:

Deadlines and Dates	2
Q & A	2
Grant Description	2
Eligibility Criteria	4
Working with Consultants	4
Resources	5
How to Apply	5
Preparing a Successful Grant Proposal	5
Expectations of Grantees	7
Sources Cited	7

The John Rex Endowment defines a COALITION (a.k.a. task force, collaborative, council, etc.) as any formal alliance of individuals and/or organizations, representing diverse constituencies and perspectives and committed to an agreed-upon purpose, that reaches beyond the capacity of individual members through a process of shared decision making and action in which each member maintains its own autonomy.

## Overview

The John Rex Endowment supports an environment where children and families in greater Wake County live healthy lives. Guided by the belief that all children should reach their full potential, the John Rex Endowment works with the community to support the physical, mental, and emotional well-being of children.

Our Coalition Effectiveness funding provides an opportunity for coalitions to pause, reflect, learn, and take action to improve their capacity to collaboratively address the needs of Wake County's children.

### Highlights of Coalition Effectiveness grants:

- Up to 2-years of funding
- Only Wake County coalitions may apply
- Coalitions must explicitly focus on children's health and well-being (see definition on pg. 4) with a primary emphasis on children's healthy weight; children's mental health, social and emotional well-being; and/or childhood injury prevention
- Includes two phases: Assessment and Capacity Building
- Up to \$60,000 per grant

For additional information about our Coalition Effectiveness funding and details regarding the John Rex Endowment's five-year plan, read "[Our Plan for Impact, 2013-2018.](#)"

# Deadlines and Dates

The John Rex Endowment will only accept applications during our Fall Grant Award Cycle.

Fall Grant Award Cycle	
Letters of Intent Due	End of day* on Jun. 12, 2018
Full Applications Invited	Week of Jun. 18, 2018
Invited Applications Due	End of day* on Aug. 14, 2018
Preliminary Review Status Notification	By end of Sept. 2018
Award Status Notification	By end of Oct. 2018
Grant Start Date	Jan. 1, 2019 or after

*\*End of day denotes 11:59PM ET*

## Q & A

If you have a general question about applying for a grant, first refer to John Rex Endowment's [Commonly Asked Questions](#) on our website. John Rex Endowment staff are also available to attend a coalition meeting to speak regarding our Coalition Effectiveness support, as well as to answer questions via email or phone. **Contact Gladys Hairston ([gladys@rexendowment.org](mailto:gladys@rexendowment.org) or 919-838-1110 x6).**

## Grant Description

The John Rex Endowment believes strong collaboration, collective planning, and unified action are essential to ensuring the health and well-being of Wake County children. We know that **coalitions** (a.k.a. task forces, collaboratives, councils, etc.) play a critical role in Wake County as an avenue to collectively identify and address community needs at the community and system levels. We also know that coalition work can be challenging; for example, decision-making processes can be cumbersome and time-consuming, turf issues may reinforce competition rather than collaboration, and resources to support coalition infrastructure can be difficult to find.

**For this Coalition Effectiveness request for proposals (RFP), the John Rex Endowment is interested in supporting coalitions to assess and develop their capacity in regard to: 1) the strength of their collaboration; 2) the quality of their collective planning, and 3) the impact of their unified action.**

John Rex Endowment support for coalition effectiveness is two-fold and includes funding for both an Assessment phase as well as a Capacity Building phase.

### Assessment phase

The first stage of support is a coalition assessment—a process of determining a coalition's current strengths and challenges in order to identify priority needs and recommended steps for improvement.

The priorities identified during the Assessment phase will determine the work to be undertaken during the Capacity Building phase. Following the completion of the Assessment phase, grantees must submit a proposed action plan to the John Rex Endowment before moving forward with capacity building efforts.

### Assessment phase requirements:

1. Must be conducted by an outside professional consultant who is skilled and qualified in implementing an effective coalition assessment process and is experienced in capacity building efforts with coalitions and/or other collaborative structures.
2. Must meaningfully involve coalition leadership, staff (if applicable), and coalition members in the assessment process.
3. Must use a trusted or best-practice framework, guide or tool for comprehensively assessing and developing the capacity of coalitions or other collaborative structures that is appropriately matched to the applicant coalition.
4. Must include, at minimum, a review of important coalition documents and background materials in addition to gathering key stakeholder input.

It is expected that the consultant will produce a written document (*confidential to the coalition and not shared with the John Rex Endowment*) that describes the process completed and recommends areas for improvement as well as defined focus for the Capacity Building phase:

- ⇒ Shorter-term and/or no or lower-cost improvements and activities—These include one-time activities that have a self-contained purpose, or preparation or planning activities that must be done to prepare for more complex capacity building work.
- ⇒ Longer-term and/or higher-cost improvements and activities—These include capacity building activities that are complex in nature and will require a significant investment of time and/or financial resources to undertake.
- ⇒ All recommendations, within each of these sets, should be organized by priority and level of impact.

### Capacity Building phase

Continuation of grant support for the Capacity Building phase is conditional on the completion of the Assessment phase per the requirements detailed previously and the John Rex Endowment's approval of the proposed capacity building action plan. The grantee will use the consultant report to develop a proposed action plan for the Capacity Building phase. Depending on the nature of the proposed capacity building work, the grantee may continue working with the same consultant, may engage another consultant/s, or may determine that a consultant is not necessary.

### Capacity Building phase requirements:

1. Be derived from priorities identified through the completed assessment.
2. Must focus on one or more priorities that relate to: 1) strengthening the coalition's level of collaboration; 2) improving the quality of the coalition's collective planning, and/or 3) expanding, deepening, or sustaining the impact of the coalition through unified action.

### Grant Term

Coalition Effectiveness grants are typically 18 months up to two years, with a start date of January 1, 2019, or later.

Coalitions applying for a Coalition Effectiveness grant may determine within their overall timeframe how much time they will allocate to the Assessment phase, with the remainder of the time set aside for the Capacity Building phase. Typically, we expect that coalitions require on average six months to complete an assessment, but we understand that the proposed coalition assessment process will shape how much time an organization needs to carry out this phase well.

### Grant Size

The John Rex Endowment will award up to two Coalition Effectiveness grants in 2018. Funding requests are limited to no more than \$60,000 to cover costs for both the Assessment and the Capacity Building phase.

# Eligibility Criteria

To apply for a Coalition Effectiveness grant, coalitions must meet the eligibility criteria delineated below. For additional information regarding how we assess these criteria during the review process, see “Preparing a Successful Grant Proposal” beginning on pg. 5.

The John Rex Endowment will only consider applications from coalitions that:

- Are a coalition operating in/serving Wake County only (*applications from regional or statewide coalitions are not eligible*).
- Have been in operation for at least three years.
- Have either 501(c)(3) status or a designated fiscal sponsor. Fiscal sponsors must have 501(c)(3) status or be a government agency or college/university.
- Have an explicit focus on **children’s health and well-being** as well as a primary or significant emphasis related to John Rex Endowment funding areas: 1) children’s healthy weight, 2) children’s mental health, social and emotional well-being, or 3) preventing childhood injury.

The John Rex Endowment takes a whole-child approach to defining CHILDREN’S HEALTH AND WELL-BEING recognizing that health is more than being disease-free: being healthy requires children be well, feel well, and do well physically, mentally, and socially.<sup>1,2</sup> Child Trends identifies five domains of child well-being: physical health and safety; social-emotional and psychological development; social behaviors; relationships; and cognitive development.<sup>3</sup>

Coalitions that are implementing or striving for policy and/or system-level improvement strategies at the municipal and/or county level will receive priority consideration.

# Working with Consultants

An outside consultant is required for the Assessment phase of Coalition Effectiveness grants, and must be identified when submitting a full application (see “How to Apply” on the next page). During the Capacity Building phase, depending on identified priorities, the grantee may continue with the same consultant, may engage another consultant/s, or may determine that a consultant is not necessary.

The John Rex Endowment does not endorse or recommend any particular consultants or consultant firms; however, a [“Coalition Effectiveness Consultant Directory”](#) is available via our website. In addition, we have created a guide that details our perspective on working with consultants as well as resources that can assist in managing the process of engaging and working with consultants. Click [here](#) to access our “Working with Consultants” guide.

We require consultants to meet this criteria:

- Complies with State of NC regulations and licensure requirements as applicable.
- A minimum of three years coalition experience (as staff, leadership, member, or consultant).
- A minimum of two years recent experience and demonstrated effectiveness working in a consulting role.
- Demonstrated skill in effective coalition assessment processes and experience in capacity building efforts with coalitions and/or other collaborative structures.

## Resources

In addition to our [consultant directory and guide for working with consultants](#), the John Rex Endowment has identified the following resources that may be helpful to coalitions applying for a Coalition Effectiveness grant:

- Collective Impact Forum, <https://collectiveimpactforum.org/>
- Community Catalyst's *Strength in Numbers: A Guide to Building Community Coalitions*, [http://www.communitycatalyst.org/doc-store/publications/strength\\_in\\_numbers\\_a\\_guide\\_to\\_building\\_community\\_coalitions\\_aug03.pdf](http://www.communitycatalyst.org/doc-store/publications/strength_in_numbers_a_guide_to_building_community_coalitions_aug03.pdf)
- Community Toolbox *Coalition Building*, <http://ctb.ku.edu/en/table-of-contents/assessment/promotion-strategies/start-a-coalition/main>
- A Designer's Guide to Collaboration, <http://www.designingcollaboration.com/>
- Plan4Health-An American Planning Association Project *Coalition Building and Partnerships*, <http://plan4health.us/coalition-building/>
- TCC Group's *What Makes an Effective Coalition?*, [http://www.tccgrp.com/pdfs/What\\_Makes\\_an\\_Effective\\_Coalition.pdf](http://www.tccgrp.com/pdfs/What_Makes_an_Effective_Coalition.pdf)

## How to Apply

The John Rex Endowment will only accept applications for Coalition Effectiveness funding in our Fall Grant Award Cycle. To respond to this funding opportunity, you must [Apply Online](#). **If you are not already registered in our online system, we highly recommend that you complete the registration process early and familiarize yourself with the system.** The John Rex Endowment provides [guidelines and tips for using our online grant management system](#) on our website.

Letters of Intent (LOIs), the first stage of the online application process, must be completed and submitted via the deadlines specified on pg. 2 of this RFP.

LOIs are reviewed by John Rex Endowment staff. An applicant will either be invited to submit a full application or their LOI will be denied. Applicants are typically notified of the review decision within 7 business days of the LOI deadline specified above.

If invited to submit a full application:

- Applications must be completed by the deadline specified on pg. 2 of this RFP.
- The John Rex Endowment's Health Improvement Committee reviews submitted applications. Applicants will be notified of the status of their application following the committee's review in September 2018.
- The committee presents applications recommended for funding to the John Rex Endowment Board of Directors for award consideration. Applicants will be notified of status following the board meeting in October 2018.

## Preparing a Successful Grant Application

We often receive phone calls from interested parties asking this question: "Is the John Rex Endowment likely to fund our coalition?" This is a question we can't and won't answer after a phone conversation unless your coalition clearly doesn't fit our eligibility criteria. Starting on the following page, we've outlined the basic requirements as well as our tips for preparing a successful grant proposal.

## Before You Get Started

- Are you eligible to apply (see “Eligibility Criteria” on pg. 4)?
- If you have a general question about applying for a grant, have you accessed the John Rex Endowment’s [Commonly Asked Questions](#) on our website?
- If you didn’t find your answer in our Commonly Asked Questions or you need clarification specific to this RFP, have you contacted Gladys Hairston ([gladys@rexendowment.org](mailto:gladys@rexendowment.org), or 919-838-1110 x6) who is ready to provide assistance?

An underlying philosophy that informs our consideration of applications is that coalition capacity building work is not easy work: there are no magical solutions and the level of benefit to coalitions directly correlates to the level of time and effort invested. We expect that grantees approach this work with the understanding that, even with the use of a consultant, coalition constituents should be adequately prepared for their role and responsibilities to ensure the work has value.

## LOI stands for Letter to *Introduce*

The LOI is the first form you will complete in our online grant management system after you choose the grant opportunity you are responding to. Think of the LOI as a preliminary application making your case about what you hope to gain from this grant opportunity. And, though the LOI may be shorter than a full application, don’t underestimate the time you will need to prepare a quality LOI.



Here are the criteria we consider in reviewing LOIs:

- You are eligible to apply (see “Eligibility Criteria” on pg. 4).
- You’ve made a compelling case as to why your coalition would benefit from a Coalition Effectiveness grant.
- You’ve clearly explained why now is the right time and that your coalition understands the time and effort it will take to be successful in assessing and developing your coalition’s capacity.
- You can clearly articulate some successes in regard to ensuring children’s healthy weight; addressing children’s mental health, social and emotional well-being; or preventing childhood injury in Wake County.
- You can provide examples of how you’ve implemented or are striving for policy and/or system-level improvements at the municipal and/or county level.
- You clearly demonstrate your understanding that the assessment will serve as a springboard for capacity building work, but it is also clear that you have an open mind as to what capacity building needs will be identified through the assessment process.



You've been invited to submit a full application. Congratulations! The application is a more extensive description of what you want to achieve through this grant and the means by which you will do so. If you are invited to submit a full application, John Rex Endowment will send you a document detailing our application review criteria as well as any feedback from our review of your LOI. Below is an abbreviated list of application criteria to give you a sense of the information you'll be asked to provide in your application.

- You've provided a solid and compelling case for the need for Coalition Effectiveness support by providing specific and relevant information. Further, you've reflected on both internal and external changes and their potential impact on the coalition and the assessment/capacity building process.
- You've engaged a consultant for the Assessment phase who meets John Rex Endowment requirements, and it is evident that the consultant is a good fit for your coalition.
- You've specifically noted the trusted or best-practice framework, guide, or tool that is the basis for your assessment process and it is appropriately matched to your coalition.
- Your ability to carry out your proposed project as described appears to be both feasible and suitable for your assessment goals.
- You've specifically noted how your coalition tracks or measures the positive impact of your collaborative efforts; provided examples of what you know about your impact; and/or you've noted your recognition that deepening and evaluating your impact is an area where you could do better.
- You've clearly articulated why you are motivated to engage in this capacity assessment and development work, why the timing is right, and how you are ready and open to change, even if the change appears to be difficult.

## Expectations of Grantees

The coalition leadership, staff (if applicable) and the consultant must meet with the John Rex Endowment at the beginning of the grant term, at the end of the Assessment phase, and at the end of the grant. Other meetings may be initiated by the grantee, or required by the John Rex Endowment. The coalition must be able to submit an interim progress report including a proposed action plan at the completion of the Assessment phase, as well as final progress and grant financial reports at the end of the grant.

## Sources Cited

1. World Health Organization (n.d.). *Constitution of the World Health Organization: Principles*. Retrieved from: <http://www.who.int/about/mission/en/>
2. Centers for Disease Control (May 31, 2016). *Health-Related Quality of Life: Well-Being Concepts*. Retrieved from: <https://www.cdc.gov/hrqol/wellbeing.htm>
3. Child Trends (2016). *Child Well-Being: Constructs to Measure Child Well-Being and Risk and Protective Factors that Affect the Development of Young Children*. Retrieved from: <https://www.childtrends.org/publications/child-well-constructs-measure-child-well-risk-protective-factors-affect-development-young-children>