

Request for proposals:

Evaluation of shEqual (gender equality in advertising) program

Proposal period:

16 - 30 January 2023

Contact:

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Call for proposals

Women's Health Victoria (WHV) are inviting proposals to conduct an evaluation to measure the impact the shEqual project has had in promoting gender equality in advertising.

In addition to the evaluation, WHV also seek to create a business case to inform continued investment of the program. The business case will be informed by the evaluation but may require additional data collection and analysis.

Proposals should outline:

1. Proposed evaluation methodology and data collection methods
2. A budget and hourly rate for additional work
3. Anything out of scope
4. Overview of your organisational capability and capacity to deliver on this brief and align to WHV values and mission.

We will consider proposals from consultants who can deliver on:

- a) The evaluation component only
- b) The evaluation component and the development of the business case.

All clarifying questions should be made by 5pm Thursday 19 January. Proposal must be received by **5pm Monday 30 January**. Questions and proposals should be made to:

Lauren Zappa
Manager Gender Equity and Capacity Building
P: 0401 201 709
E: lauren.zappa@whv.org.au

Proposals will be assessed by the evaluation panel. Final approval will be made by the WHV CEO.

About WHV and shEqual

WHV is a statewide women's health promotion, policy, advocacy and support service. We work collaboratively with women, health professionals, policy makers and community organisations to influence systems, policies and services to be more gender equitable to support better outcomes for women. WHV is a registered charity and not for profit.

Launched in 2020, shEqual (an initiative of WHV) is the first coordinated effort in Australia to promote gender equality and address the drivers of violence against women in the advertising setting. ShEqual works in partnership with the advertising industry to promote gender equality and address the drivers of violence against women.

It's our mission to raise industry and public awareness, reinforce positive behaviours, and empower people to take action in shaping how women are represented in the stories we tell and consume. shEqual is guided by a strategic framework, [Seeing is Believing](#) and a project reference group made up of gender equity practitioners alongside leading voices from the advertising industry.

shEqual is supported by the Victorian Government and Respect Victoria. Funding from the Victoria Government is through the Office for Women, Department of Family, Fairness and Housing (DFFH).

Find out more - <https://shequal.com.au/>

Background

Since 2018 the Victorian Government has funded WHV to undertake projects about gender equality in advertising. Initially WHV conducted research to build an evidence base for promoting gender equality in advertising. Three pivotal pieces of research on gender equality in advertising were produced from 2018-2019. In 2020, the project shifted focus. Using the research and industry consultation, the first national

framework for championing gender equality in advertising, [Seeing is Believing](#) was drafted. Preparation for the launch of the framework included development of shEqual, a movement for gender equality in advertising including the shEqual brand, narrative and video.

In November 2020, shEqual and Seeing is Believing were publicly launched by the Minister for Women. Since shEqual's launch, the focus has been on implementing activities that work towards Priority Area 1 of Seeing Is Believing: Industry Cultural Change. A distinguishing characteristic of shEqual is that it works with the advertising industry, not against it, in the promotion of gender equality. Therefore, understanding the advertising industry and developing trusting relationships with agencies, key stakeholders, industry bodies, and influential players has been the strategy behind shEqual's first phase of implementation.

Evaluation purpose

This evaluation aims to build our understanding of the impact of shEqual in promoting gender equality in advertising since the launch in November 2020. shEqual is the first government funded project to work with the advertising industry on progressing gender equality and applying feminist practice and drivers of violence against women identified in [Change the Story](#) and this will be the first independent evaluation for the project. The evaluation purposes are outlined below:

Purpose	Description
Improve and inform project delivery	To measure project effectiveness and impact on an evidence basis, to develop future options and alternatives.
Drive sector learning and improvement	To identify key learnings and contribute to the knowledge base of the gender equality and primary prevention sector.
Support and improve funding and budget priorities	To identify cost effectiveness, efficiencies, and resourcing requirements to further strengthen the project (to support Victorian and national delivery)
Support accountability and transparency	To ensure a robust system of performance measurement and management, and to meet government funding terms

Scope

- The evaluation will cover activities undertaken from November 2020 to the end of the current funding period (May 2024), the first three years of the implementation of Seeing is Believing/shEqual. See Appendix 2 for summary of activities.
- The evaluation will focus on activities to build engagement and impact gender equality in the advertising industry. This work is aimed at achieving the goal of Priority Area 1 within Seeing is Believing.
- The evaluation will seek to assess four primary evaluation questions: effectiveness, impact, engagement and efficiency of the shEqual project. Effectiveness and efficiency questions are mapped against the Department of Treasury and Finance's mandated requirements for a lapsing program evaluation (see Appendix 3)
- The external evaluation will produce two reports, a robust preliminary report in December 2023, and a final report in June 2024 at the end of the current funded period. Most of the data collection will be completed for inclusion in the preliminary report.
- Information gathered in the evaluation (plus additional data collection) will be used to inform a business case for further funding in late 2023/early 2024. This will be a separate but complimentary piece of work.

Key evaluation questions

1. EFFECTIVENESS: What is the evidence of the project's progress towards its stated objectives and expected outcomes, including alignment between the program, its output, and departmental objectives and Government priorities (the program objectives are outlined in Appendix 1)
2. EFFICIENCY: Has WHV demonstrated efficiency in the delivery of the project?
3. IMPACT: How has the project work, including industry engagement, impacted gender equality in the advertising sector?

4. **ENGAGEMENT:** To what extent has the project successfully engaged the advertising sector and what learnings can be drawn from it to enhance the work of gender equality / prevention violence against women sector in engaging new industries?

Business case questions

It is anticipated that data collected within the evaluation may inform some of the business case. It is however expected that the business case development will require additional data collection and collation. Evaluators who choose not to tender for this component of the work will be required to work collaboratively with WHV and other consultants to share necessary information.

The business case for future investment will answer the following questions:

1. What is the evidence to support the continued need for the project?
2. What would be the impact of ceasing funding for the project and what strategies have been identified to minimise negative impacts?
3. Does the initial funding allocation reflect the true cost required to deliver the project?
4. If funding is continued, what level of efficiencies could be realised?
5. Has the project been delivered within its scope, budget and expected timeframe, and in line with appropriate governance and risk management practices?

These questions are mapped against the Department of Treasury and Finance's mandated requirements for a lapsing program evaluation (see Appendix 3).

Data collection methods

A combination of qualitative and quantitative data should be used, with collection methods appropriate to capturing a robust data set. Data collection methods may include a desktop or literature review, stakeholder and reference group surveys, industry consultations and mapping, case studies, digital engagement analytics, interviews, participant feedback from training and events, as well as ad scanning.

Baseline data

WHV has been gathering data with each shEqual initiative it undertakes, as well as its governance structure reference group. Research conducted by WHV in 2018 on the impact of sexism in advertising on women's health, the Australian Association of National Advertiser's (AANA) 2018 Code of Ethics, and WHV's 2019 industry consultation to inform the development of shEqual's strategic framework are examples of baseline data on the gender equality in advertising.

Key stakeholders

The main stakeholders who will inform this evaluation are:

- WHV
- Current Project Reference Group members
- Project funders: Victorian Government, Respect Victoria
- Gender equality champions & grassroots initiatives with the advertising industry
- Gender equality and primary prevention of violence against women practitioners, including Women's Health Services
- UN Women's Unstereotype Alliance
- Advertising Industry bodies such as the AANA, Media Federation of Australia, and the Advertising Council Australia
- Advertising industry workplaces and professionals

Evaluation use

This evaluation is expected to be primarily used by four distinct groups. Each audience is expected to use the findings for different purposes, as outlined below. WHV has set aside additional budget for the publishing and communication of evaluation findings to these audiences.

Audience	Use
WHV	To guide the continued implementation of Seeing is Believing and advocacy to state and commonwealth governments, as well as the advertising industry.
Funders	To guide further investment in and promotion of shEqual.
Gender Equality / Prevention Violence Against Women Practitioners	To identify learnings for initiatives, particularly engagement into new sectors and industries in the promotion of gender equality.
Advertising Industry	To support engagement with shEqual and WHV through building trust and demonstrated impact.

Evaluation timeline

The below is a proposed timelines for the evaluation. The timeline will be finalised with the contracted evaluator.

Item	Purpose	Responsibility	Time period
Recruit an external evaluator	Open tender process to assess proposals for the program evaluation against the brief and the credentials of the evaluator	WHV	January - February 2023
Finalise a detailed evaluation plan	Build a detailed plan with the methodologies to be undertaken to answer the evaluation questions and fulfill the purpose of the evaluation. The plan should also include a logic model or a theory of change. An updated timeline for the evaluation will also be developed.	External evaluator – in consultation with WHV	March 2023
Baseline data desktop review	Establish the baseline data for the evaluation drawing on funded and unfunded program activities undertaken by WHV prior to the shEqual launch in November 2020. (Update on this work to be included in October 2023 Progress Report to DFFH by WHV)	External evaluator	March – June 2023
Analysis of existing data	To analyse data collected from program activities implemented since the launch in November 2020 until December 2022. (Update on this work to be included in October 2023 Progress Report to DFFH by WHV)	External evaluator	March – June 2023
Data collection and analysis from ongoing activities & additional analysis	To collect quantitative and qualitative data to answer the evaluation questions and inform the business case. Stage 1 data will be included in the Preliminary Evaluation Report. Stage 2 data will be included in the Final Evaluation Report. Data collection periods may vary to ensure report deliverables can be met.	External evaluator – with support from WHV	Stage 1: January 2023-September 2023 Stage 2: September 2023 - March 2024

Item	Purpose	Responsibility	Time period
Prepare preliminary evaluation report	The report will summarise the findings of program activities from November 2020 to September 2023. The report will be provided to the DFFH to support the 2024-2025 financial year planning/budget process.	External evaluator – in consultation with WHV	September - December 2023
Prepare business case	The business case will provide a case for future investment in the program beyond the currenting funding period. The report will be provided to the DFFH to support the 2024-2025 financial year planning/budget process.	External evaluator – in consultation with WHV	September - December 2023
Prepare final evaluation report	This report builds on the preliminary report and adds analysis of additional data collected over the Stage 2.	External evaluator – in consultation with shEqual project manager & advisory group	March - May 2024

Proposed milestones/deliverables

Milestone / Deliverable	Date	Payments
Service agreement executed	15 February 2023	30% payment
Submit a detailed evaluation plan	31 March 2023	
Submit analysis of initial data from November 2020 to December 2022 and literature review to WHV	30 June 2023	
1 st draft discussion of report	1 November 2023	
1 st draft business case (if applicable)	20 November 2023	
Preliminary evaluation report submitted to WHV	1 December 2023	40% payment
Business case finalised with WHV (if applicable)	22 December 2023	
Final evaluation report submitted to WHV	27 May 2024	30% payment

This table will be updated and finalised for the service agreement.

Appendix 1 – Program objectives

Program objectives 2018-2020 (pre-evaluation period)

For the period predating this evaluation (2018-2020) the program objectives are outlined below.

In 2018-2019 the program aimed to build support for action to prevent violence against women and promote gender equity in the advertising setting. The objectives were to:

- Establish a sound evidence base for primary prevention in the advertising setting through research into the health impacts of sexist advertising, community responses to gender representations in advertising, and current best practice models for regulating and improving advertising representations
- Engage industry and expert partners in action to prevent violence against women and promote gender equity in this setting.

In 2020, the program aimed to translate this evidence into a framework for action. The objectives were to:

- Develop and promote a strategic framework and action plan for progressing gender equality and preventing violence against women in the advertising setting
- Build the knowledge and skills of key industry stakeholders to promote gender equality within the advertising industry through delivery of training workshops with industry and pre-service curriculum development for marketing students in tertiary education
- Continue to strengthen community engagement with the project by developing accessible, evidence-based resources for various audiences and creating a digital hub to house all the project resources and running a public forum to share key learnings from the project.

Program objectives and outcomes 2020-2024

Since the launch of shEqual in November 2020, shEqual has primarily worked towards achieving the objectives and outcomes of Priority Area 1 of Seeing is Believing, as outlined below. More detailed program plans exist for this period and will be provided to the contracted evaluator.

Objectives	Outcomes
The advertising industry understands the impetus for gender equal advertising	Industry understanding of the harmful impacts of sexist advertising and communication of the importance of gender equal advertising internally and externally
	The business case for gender equality in advertising is measured and understood across the sector
Gender equality is promoted within the advertising industry	Industry attracts, promotes and retains more women in leadership positions
	Industry actively promotes gender equal advertising, including through procurement
	Industry is recognised and celebrated for creative work that challenges gender bias and stereotypes

Appendix 2 - Funding and activity/deliverables overview

Date range	Funder/s	Activity/Deliverables
2018-2020	Department Health Human Services Department Premier and Cabinet Safe+ Equal	<ul style="list-style-type: none"> • Promising practice paper • Community attitudes paper • Reporting toolkit • Health impacts paper • Training development • Partnerships with industry stakeholder • Strategic framework for action (Seeing is Believing) • Social media campaign • Brand asset creation • Website development
June 2020 - Sept 2021	Department of Premier and Cabinet, Office for Women	<ul style="list-style-type: none"> • Pilot training on impact of sexist ads • Pilot training on gender equity in ad industry • Local Government Community Forum • Program launch (including launch of website, socials, Seeing is believing) • Contributed to strengthening AANA's Code of Ethics • Digital engagement campaign & video
2021-2023	Respect Victoria	<ul style="list-style-type: none"> • Strategic communications • Stakeholder engagement
Oct-Dec 2021	Staffing funded by WHV with project funds from Respect Victoria	
January 2022 – May 2024	Department of Families, Fairness and Housing, Office of Women	<ul style="list-style-type: none"> • Partnerships and engagement with industry stakeholders (including digital engagement) • shEqual Survey snapshot report • SHIFT female stereotypes resources • shEqual Survey detailed results report • Industry consultation report • Online training courses • Senior leadership forums • Business case for progressive portrayals in Australian advertising (report and campaign) • Research into the state of gender inequality, discrimination and sexual harassment in the advertising industry • Evaluation plan and reports

Appendix 3 - Department of Treasury and Finance's guidance for lapsing program evaluations

Question 1 – Justification/problem: What is the evidence of continued need for the program and role for government in delivering this program?

The evaluation should address and provide evidence of:

- the extent to which the program continues to address a demonstrable need and is responsive to the needs of Victorians
- the extent to which the department has investigated other options to address the identified need or problem
- why the program continues to be the best way to respond to the problem and deliver the intended outcomes
- how economic, environmental and social conditions have changed since the program was funded and how continuation of the program will meet these conditions
- the marketplace not being able to deliver the program
- no similar services being provided by the Victorian Government, the Commonwealth, or non-governmental organisation sector that have commenced since the program's inception
- the capacity (resources and monetary) and capability of the department to continue the program while responding to any changes found as a result of the evaluation.

Question 2 – Effectiveness: What is the evidence of the program's progress toward its stated objectives and expected outcomes, including alignment between the program, its output (as outlined in BP3), departmental objectives and any Government priorities?

The following information should be provided as a minimum:

- clearly articulate the stated objectives of the program and outcome it was seeking to achieve
- (at start up and any revisions), why the program approach was considered the best way to achieve the outcomes. If the objectives of the program were not clearly articulated at start up, supplementary explanatory information is required
- demonstrated alignment between the program's stated objectives, its output, departmental objectives, intended outcomes/impacts and any stated Government priorities
- clear articulation and demonstration of the impact of the service on clients
- provide performance results based on quantitative output and outcome data (e.g. number of clients seen, targeted client survey). Qualitative data may also be provided, however greater weighting will be given to quantitative information provided
- where full year data is not available, departments are required to provide any available data along with any assumptions made
- where appropriate, external factors outside of the department's control should be identified to provide context for evaluation results around the achievement of outcomes
- describe any quantifiable unintended benefits and costs.

Question 3 – Funding/delivery: Has the program been delivered within its scope, budget, expected timeframe, and in line with appropriate governance and risk management practices? What were the challenges in delivery of the program? How were these challenges addressed?

The following information should be provided at a minimum:

- detail the original scope and any scope changes (including associated funding and objective/performance adjustments) agreed by the relevant Cabinet committee
- total approved budget (including but separating out from original approval any agreed scope variations), program costs and major cost drivers
- list of the price paid by Government and all additional funding provided to the program over the past three years (as applicable)
- list the total costs incurred for the delivery of the program (including disaggregation by expense category) for each of the three previous years (as applicable)
- a breakdown of program expense categories

- all entities which charge expenses to the program cost
- brief timeline and status of program delivery implementation. If not delivered on time or on budget, a clear explanation of why. If any variations to the timeline for program delivery have been approved by Government over the life of the program this should be highlighted
- demonstrate why the governance and risk management practices surrounding the program are appropriate. If considered not appropriate, explain why and describe proposed changes.

Question 4 – Efficiency: Has the department demonstrated efficiency and economy in the delivery of the program?

Provide a brief statement of the extent and level of any efficiencies realised in the delivery of the program (e.g. how the program is being delivered at lowest possible cost without compromising quality, any improvements that have led to downstream efficiencies).

For larger programs (\$20 million or greater) – provide data and evidence of improved efficiency and economy (demonstrating that the program is being delivered at lowest possible cost without compromising quality, highlighting improvements that have led to downstream efficiencies).

Question 5 – Risk: What would be the impact of ceasing the program (e.g. service impact, jobs, community) and what strategies have been identified to minimise negative impacts?

Provide an outline of:

- how the department could successfully exit from delivering the program if Government so desired
- what the impact would be (both internal and external and direct and indirect)
- what strategies have been identified to minimise these impacts.

Departments are not required to look at alternate policy/program options in answering this question.

Question 6 – If further funding was provided: Reassess funding required to deliver the program using data collected through service delivery. Does the initial funding allocated reflect the true cost required to deliver the program?

The following information should be provided at a minimum:

- identify cost drivers and gaps between estimated and actual costs
- comparable benchmarking of program costs and processes
- expected changes in funding needs if further funding was provided. For example, the cost of delivering a program is generally expected to be higher in the first few years due to initial set up costs and training costs.

For programs of about \$20 million or greater, data and evidence of any discrepancies of the initial funding allocation, the actuals and the estimated additional funding required, should be provided.

Data and evidence for this may include, but not be limited to:

- results benchmarking cost of delivering similar services within the organisation or an industry benchmark
- actual demand versus estimated demand for the program/service
- costs associated with addressing the actual demand (at an aggregated level, e.g. broad average costs)
- a list of assumptions used in cost analysis.

Question 7 – If further funding was provided: What level of efficiencies could be realised?

Provide an outline of the level of efficiencies which ongoing funding could provide including clear explanation as to how this information was derived.