



Request for Proposal: Resource Mobilization, Communications and Advocacy Analysis

What we are seeking:

CGIAR is pursuing a resource mobilization effort to double overall investments in CGIAR through a targeted multi-channel approach. To pursue this ambitious goal, CGIAR has established a [Resource Mobilization, Communication and Advocacy strategy](#) that has been endorsed by the CGIAR Executive Management Team . A detailed implementation plan is being developed and requires additional in-depth analysis to complete its execution plans. In this context, CGIAR is looking for analytical support from an external service provider.

Background:

In 2020, CGIAR is embarking on **an ambitious reform: One CGIAR**. One CGIAR is a dynamic reformulation of CGIAR's partnerships, knowledge, assets, and global presence, aiming for greater integration in the face of the interdependent challenges facing today's world. It comprises (i) a sharper mission statement and impact focus to 2030, aligned with the Sustainable Development Goals; (ii) unified governance under a 'One CGIAR Common Board'; (iii) institutional integration, including more aligned management under an empowered Executive Management Team, common policies and services, and a unified country presence; (iv) a new research modality; as well as (v) more, and pooled, funding. For further details, please refer to CGIAR web page.

A key aspect of the transition to One CGIAR is institutional integration, including harmonization of CGIAR's policies and internal business services in Human Resources, Information Technology, Finance, Procurement, Communications and **Resource Mobilization**, and Research Performance and Results Management.

Deliverables and timeline:

From January 15, 2021 until March 30, 2021, or as otherwise agreed, the service provider will produce and deliver the following:

1. Competitor analysis – by Feb 1, 2021
2. Best practice scan – Feb 15, 2021

3. Funding landscape analysis – by Feb 22, 2021
4. Stakeholder mapping – by March 15, 2021
5. Policy analysis (limited scope) – March 30, 2021

Key Markets:

The Resource Mobilization, Communication and Advocacy strategy targets five “Action Areas” for fund development:

- CGIAR System Council Funders
- Emerging markets of China, India, Mexico, Nigeria, South Africa
- Climate finance institutions
- International finance institutions/ development banks and countries where CGIAR currently works
- Philanthropy (high net worth individuals and foundations) and sustainable finance.

See Annex 1 for details

General tasks include:

- Gather historical fundraising data to support the intended RM strategies for the five action areas
- Conduct an analysis of the fundraising data to determine trends and fore sighting
- Identify CGIAR’s competitors in each of the five action areas and best practices in fund development, campaign communication and advocacy for each action area
- Conduct stakeholder mapping and provide insight on potential priority stakeholders for each of the five action areas
- Conduct policy analysis for identified countries and financial institutions
- Validate the target countries and proposed tiering for the Emerging Markets action area

Specific tasks include:

All general tasks as outlined above and applicable to the target markets outlined in the RMCA, as well as the following:

1. Competitor analysis

- Carry out a high-level assessment of potential local, regional and international competition for funding for System Council Funders, Climate Finance and philanthropy and sustainable finance (AA1, 3 and 5)

2. Best practices scan and gap assessment of internal capacities and experience

- Evaluate the capacity and resources required to develop, submit and advocate for:
 - Quality funding proposals to primary climate funding instruments

- Quality proposals for target contributors in the philanthropy and investors in the sustainable finance action area
- Assess existing and missing capacities within CGIAR to access funding from private foundations, philanthropists and sustainable finance.

3. Funding landscape analysis

- Estimate past and future contributions to multilateral organizations (core and project funding); estimate potential multi-annual pledging capacity and likelihood.
- Identify the main climate funding instruments and analyze the degree of complementarity of its focus areas and strategies with CGIAR's research agenda.
- Estimate contributions from these climate instruments to multilateral organizations (core and project funding)
- Sustainable Finance & Philanthropy – determine funding and investment trends on research and innovation in agriculture, land, water, biodiversity, environment, nutrition and food systems, and potential entry points.

4. Stakeholder mapping

- Conduct a stakeholder mapping exercise that includes strategic partners, GCF and GEF-accredited organizations, decision makers, and influencers, including funders and National Designated Authorities, former BOT members; identify specific events to reach decision makers / influencers.
- Collect information on existing relationships, priorities & fund alignment between IFIs and countries in which CGIAR works and lessons learned within the CGIAR system with regards to accessing IFI funding.
- Map entry points to private foundations, high net worth individuals, donor-advised funds, impact investors, and blended finance / sustainable finance opportunities. For example:
 - One CGIAR Managing Directors, Trustees, Center Leaders, potential CGIAR Philanthropy Engagement Hub (PEH) Board Members or advisors
 - System Council funders with strong ties to innovative/ private finance
 - Bilateral donors or foundations willing to support initial investment in CGIAR readiness/ market positioning.
 - Selected foundation leaders/ philanthropists/ private sector leaders/ fund managers

5. Policy analysis (limited scope)

- Conduct analysis of strategies and priorities in development sectors relevant to CGIAR's research agenda for all five target markets of the RMCA strategy
- Estimate public involvement and funding trends in selected markets for relevant sectors, domestically and abroad, including through south-south and triangular cooperation

- Analyze national public funding sources, instruments and decision-making modalities for CGIAR-aligned research in selected developing countries
- Identify potential entry points and strategies for effective advocacy and advise on potential structure for in-country financing and international financial institutions

Knowledge, skills, and abilities:

The service provider should have proven experience in the following areas:

- Experience conducting donor and market analysis
- Design of major resource mobilization campaigns for international organizations with demonstrated success;
- Experience in planning resource mobilization campaigns for the five target markets identified in the RMCA

Required format of response to RFP:

Your response should be prepared in accordance with the following table:

Contents
Cover page , Include the project title (package that your bidding for, whole or in part) primary contact name, mailing address, e-mail address, and telephone number
1. Your understanding of our requirements (informed by completing comparable assignments)
2. Your suggested Approach
a. Methodology for conducting the engagement including delivery on the engagement's objectives
b. Detailed Proposed Work Plan including staffing/hours
c. How you will maximize the value add and minimize risk/fees
d. Proposed milestone timetable
3. Project team
a. Overview of your proposed team (organogram and primary point of contact, if applicable)
b. Overview of qualifications and relevant experience of proposed team (indicating whether any are contractors/sub-contractors) (detailed resumés may be included as Appendices)
c. Knowledge and experience of CGIAR/its Centers and similar organizations. <ul style="list-style-type: none"> – Examples of no more than three projects of similar size and complexity to the one described in this RFP, which the firm (or consortia) has completed during the past five years;

Contents
– References from the project examples provided, including telephone and e mail contact information
4. Other Information
a. A statement disclosing whether the proposed team members have any real, potential or perceived conflict of interest and how it will be addressed.
5. Appendices (any other/supplementary information you wish to submit)
6. Proposed fee <u>(to be sent as a separate Annex)</u>
a. Quote in the form of a fixed fee (i.e. US\$ amount) with a breakdown by activity; setting out expenses separately and the basis for calculation.

Evaluation Criteria:

Proposals will be evaluated based on the following dimensions.

Quality and completeness of the RFP responses (10%)

The RFP should be structured in the format provided above and provide clear and concise responses to each of the sections.

Approach and availability (30% weighted)

The quality of the Consultant's proposed plan, including demonstrated understanding of our requirements in relation to Resource Mobilization, Communications and Advocacy Strategy. This is a time-sensitive project and requires a start date as soon as possible after January 08, 2021.

Skills and Experience (30% weighted)

Consultant's prior experience relevant to the proposed scope of work as evidenced by the examples of similar work; project staff experience and/or education, relevant to the proposed scope of work, as evidenced by brief resumes of proposed staff members; and feedback from client references indicating Consultant is likely to achieve project goals.

Cost – Total project cost (30% weighted)

Clarity and relevance of cost proposal, including any alternative fee structures (i.e. fee caps, blended rates, fixed rates, pro-bono elements, or other reduced fee arrangement, etc.). Value for money as perceived by the CGIAR System Organization in the context of operating in a not-for-profit sector.

All proposals will be evaluated on a value-for-money, 2-step basis with the technical proposals and the financial proposals each being evaluated separately in the first round and then combined to determine best value for price.

The CGIAR System Organization reserves the right to consider proposals in whole and in part, and to propose the appointment of one or more applicants to the project in the form of a new consortia for delivery of the project with an identifiable project lead.

Schedule and Dates

The following schedule includes key milestones and their associated completion dates and is provided primarily for planning purposes. CGIAR System Organization may modify the project timeline at its discretion

Milestone	Target dates
RFP issued	November 25 2020
End of inquiry period for RFP clarification (bidder)	December 04 2020
Response to inquiries shared and FAQs published on CGIAR website	December 08 2020
RFP submission due (bidder)	December 31 2020
Notification to the successful bidder	January 08 2020
Contract execution with CGIAR System Organization	January 14 2020
Commencement of the engagement	January 15 2020

Draft contract terms are provided as [Annex 2](#) to this request for proposals.

How to submit a proposal:

Service Providers submitting proposals should indicate if they wish to be considered for all of the services required in this RFP, or only a portion. A limited scope in the proposal will not preclude selection for that area. Primary selection criteria for awarding these contracts will be the quality and success with prior campaigns, the strength of prior experience of the service providers and the strength of their references.

Please submit a narrative proposal and a budget proposal as two separate documents to smo-bidding@cgiar.org. Both documents can be attached to the same email.

Narrative proposal will consist of no more than 10 pages (excluding cover page and table of contents) using Microsoft Word or similar format, font size 11pt., margins no smaller than one inch.

Budget proposal will be presented using Microsoft Excel or similar format and consist of, at a minimum, the following line items: consultant time, resources, travel. The budget will be presented in US dollars.

All proposals must be received no later than **Midnight (CET), December 31, 2020**. Only electronically submitted proposals will be considered. Late proposals will not be considered.

Who we are:

CGIAR is a global research partnership for a food-secure future. CGIAR science is dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services. Its research is carried out by 14 CGIAR Centers in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector. These 14 Centers have close to 10,000 staff based in over 50 countries.

The CGIAR System Organization, which is an international organization headquartered in Montpellier, France, provides governance to the CGIAR System in collaboration with the System Council and has about 40 staff. The Organization is committed to cultivating a work environment that reflects teamwork, gender equality, and respect for diversity. We endeavor to foster a multi-cultural environment that is free of any form of harassment and discrimination; and that embraces and values individuals regardless of age, ethnicity, race, gender, national or social origin, marital status or any other form of personal identity.

Please find more information about CGIAR at www.cgiar.org

ANNEX 1

The chart below provides details on the services and analysis required for each target action area of the CGIAR Resource Mobilization and Communication and Advocacy strategy.

ACTION AREA		FUNDING LANDSCAPE ANALYSIS	COMPETITOR ANALYSIS	STAKEHOLDER MAPPING	POLICY ANALYSIS	GAP ASSESSMENT INTERNAL CAPACITIES/ EXPERIENCE
1	CGIAR System Council Funders	<i>Estimate past and future contributions to multilateral organizations (core and project funding); estimate potential multi-annual pledging capacity and likelihood.</i>	Light touch assessment - local, regional and international competition			
2	Emerging markets: e.g. China, India, Mexico, Nigeria, South Africa	Estimate contributions to multilateral organizations, multi-annual pledging capacity, funding potential to 2030	High-level assessment - local, regional and international competition	For each emerging market include: - strategic partners, - key decision makers, - political leaders, - influencers, and - well-positioned CGIAR alumni	Analyze the national strategies and assess the priorities and give an indication of how they are aligned with CGIAR priorities	Capacity and resources required to access funding instruments
3	Climate finance institutions	Assess climate funding instruments against CGIAR research agenda Estimate contributions of climate instruments to multilateral organizations	High-level assessment - local, regional and international competition	For each instrument include: GCF-accredited organizations, strategic partners, decision makers, influencers, National Designated Authorities		Capacity and resources required to submit and advocate for quality funding proposals to five climate funding instruments
4	International financial institutions/	Assess proposed structure for in-country financing and		For each IFI include: strategic partners,	Estimate public involvement and funding	Capacity and resources required to access these funding instruments

ACTION AREA	FUNDING LANDSCAPE ANALYSIS	COMPETITOR ANALYSIS	STAKEHOLDER MAPPING	POLICY ANALYSIS	GAP ASSESSMENT INTERNAL CAPACITIES/ EXPERIENCE	
	development banks and developing countries where CGIAR currently works	IFI's against funding priorities & CGIAR funding history Assess IFI alignment to tiered structure & CGIAR research priorities		decision makers, influencers and funders, National Designated Authorities, former BOT members/CGIAR alumni;	trends in south-south and triangular cooperation Analyze national public funding for agriculture research	
5	Sustainable Finance & Philanthropy	Assess funding flow to research and innovation in agriculture, land, water, biodiversity, environment, nutrition and food systems and potential entry points	High-level assessment - local, regional and international competition	Include: One CGIAR MDs BOT, Centers, SC funders, bilateral donors or foundations, selected philanthropists/ private sector leaders/ fund managers	Analyze policy decisions by key CGIAR donors (and others) incentivizing sustainable finance, e.g. by engaging in blended finance.	Capacity and resources required to submit and advocate for quality proposals Capacity across CGIAR to access private foundations and philanthropists, and impact investors