

NIKE FOUNDATION — REQUEST FOR PROPOSALS

NATIONAL ADVOCACY

This is MY Moment: Raising the Voices of Girls from Member States to the UN

APRIL 16, 2014



***I WANT TO BE AN ADVOCATE
FOR WOMEN SO THEY DO
NOT FEEL INFERIOR”*** 

Voice from the Girl Declaration – Ethiopia

Background

In 2000, world leaders set out the Millennium Development Goals to help eradicate poverty worldwide.

Since then, significant progress has been made – including halving the number of people living in extreme poverty, increasing the number of people who have access to clean drinking water and reducing diseases and infections like malaria and HIV.

Yet there's still progress to be made. As political leaders and policy-makers craft a new development framework to replace the Millennium Development Goals expiring in 2015, it is critical they plan with and for girls.

The Girl Declaration, a call to action to put girls at the heart of the post-2015 development agenda, contains recommended guiding principles, goals and targets for inclusion in the post-2015 framework developed through a collaborative global process that included consultation with leading development organizations and more than 500 adolescent girls living in poverty in 14 countries around the world.

More than 100 individual champions and key influencers from NGOs, private sector organizations, multilateral and international development agencies have signed the Girl Declaration.

The Girl Declaration has inspired action around the world, from the Daraja Academy in Kenya to BRAC in South Sudan, both of which shared inspirational videos of their girls reading and signing the Girl Declaration with their networks. Dermalogica's FITE team gathered hundreds of supporters who signed the Declaration and raised awareness about girls by putting up Girl Declaration posters in their salons. Supporters of the Girl Declaration signatories, including Oprah Winfrey, pushed the reach of #girldeclaration to 29 million during the 10 days of activation leading up to International Day of the Girl.

We believe this is the moment to make sure the world listens to girls. Together with its global advocacy partners, the Nike Foundation will now power the movement that gets the Girl Declaration goals written into the post-2015 framework.

Our Role

The NIKE Foundation is dedicated to unleashing the potential of the 250 million adolescent girls living in poverty through insights-driven innovations, strategic partnership and solutions that can be scaled to enable and equip adolescent girls to realize their potential.

The Nike Foundation has partnered with some of the most respected organizations and leaders in the development community to work toward a shared vision: that adolescent girls are embedded in – and integral to – the eradication of global poverty.

We are seeking strong partners to realize this vision through strategic advocacy at the national and regional level to ensure the goals and targets set forth in the Girl Declaration are fully integrated into the post-2015 framework.

The Nike Foundation, through this Request for Proposals, will fund organizations to undertake advocacy targeting key member states with the greatest potential to influence the post-2015 process to prioritize adolescent girls. The Nike Foundation will support organizations that provide adolescent girls and their champions with a platform to amplify their voices at the national and regional levels, influencing policy makers that contribute to the development of the post-2015 development framework.

Goals and Objectives

The Nike Foundation's goal in launching this initiative is to mobilize support for the Girl Declaration in key member states by building girls' leadership skills and giving them a platform to amplify their voices.

In line with this strategy, the primary objectives of this initiative are to:

1. Build girls' leadership skills, provide them with a platform to voice their opinions and ideas, and work with them to strengthen and amplify their voices in the post-2015 process at the national and regional levels.

2. Mobilize support for the Girl Declaration among leaders and influencers in key member states.
3. Ensure that the guiding principles, goals and targets set forth in the Girl Declaration are prioritized by key member states, including in official negotiations, public statements and positions on the post-2015 agenda.
4. Encourage greater collaboration and information-sharing between organizations advocating for adolescent girls in the post-2015 agenda.
5. Enhance the capacity of organizations advocating for adolescent girls in the post-2015 agenda at the national and regional levels.

Please note that the objective of this Request for Proposals is to support advocacy at the national/regional levels. The Nike Foundation is also soliciting proposals for advocacy at the global level through a separate RFP. Organizations that wish to apply for funding for both RFPs may do so.

Audience

Successful proposals will demonstrate how the energy and wisdom of adolescent girls will be harnessed and amplified to influence change at national levels. We want to hear about your existing linkages to adolescent girls and their champions in each of the targeted member states, and your strategy for increasing their capacity to influence national leaders.

Selecting which member countries to target is a critical factor of this initiative. The focus should be on influencing key member states and the most powerful voting blocs. You should clearly describe which member states you are targeting, your experience advocating for change in these countries, and your rationale for choosing these countries. We expect that your organization will target at least 3-5 countries at any given time with project funds.

Member countries with strategic influence over specific issues and regions at one moment may shift radically within a short period of time. The approach proposed by your organization should demonstrate the capacity to shift with the political wind and target different (or additional) member states as necessary during project implementation. It is critical that any changes to project design take into consideration the potential impact of these shifts on girls, and that the security of girls is safeguarded throughout the process.

Your in-depth analysis of the policy context in each targeted member state will also identify the key individuals and institutions to be engaged in this movement. Your organization should indicate who these individuals/institutions are, your rationale for including them in your project, and how you expect to persuade them to become champions for girls.

Approach

The clock is ticking and the political environment is complex. Specific and targeted advocacy campaigns need to be launched immediately to create a groundswell of momentum resulting in the prioritization of adolescent girls in the post-2015 development debate. The Nike Foundation wants to engage organizations that are already heavily engaged in national and/or global advocacy for girls. We are looking for partners that have already done the groundwork to build relationships with girls, leaders, and institutions in each targeted member state, so that our singular agenda is quickly launched to a priority level for nations' leaders.

Analysis is the starting point for action. Your organization should describe the policy context and environment in each target country and map the power dynamics within each country. You should articulate how your advocacy model will influence these dynamics by describing key actors, moments, and actions over the next 18 months.

The window we have to advance this important agenda is finite, so we are seeking organizations that can leverage existing resources and relationships toward a singular focus of making girls a priority in the post-2015 agenda. This initiative will not fund general advocacy efforts, capacity development for CSOs in advocacy, service delivery programs, new infrastructure or technology, or coalition development.

Illustrative activities

The list of activities below is not prescriptive, nor exhaustive, but provides organizations with an idea of the type of activities the Nike Foundation is considering for this initiative:

- Building a community of advocates, including identifying and training advocates, messaging workshops, etc.
- Conducting and sharing the analysis of national positions on post-2015 and their alignment with the Nike Foundation and other partners
- Developing bespoke engagement plans for advocacy targets
- Meetings with policy makers, including meetings between policy makers and adolescent girls
- Developing and producing advocacy and communications materials
- Media activities
- Organizing strategic events (such as media activities to raise awareness, policy dialogues, etc. with a specific and targeted focus)
- Staff participation in relevant coalitions and networks

Flexibility in design and implementation is vital. This will be an unpredictable political campaign, and the movement will need to adapt quickly to changing circumstances in order to reach success. We want to see how your organization will create spaces for learning and reflection during the campaign in order to adjust your strategy as necessary. Successful applicants will be asked to submit a monitoring and evaluation plan within the first few months of project implementation. This plan will describe how your organization will measure outcomes related to the increased advocacy capacity of adolescent girls as well as the impact of your advocacy approach on the post-2015 development goals.

To be successful in joining this initiative, organizations must:

- Demonstrate that proposed actions build upon existing activities or advocacy action, rather than create new efforts
- Be open to working collaboratively with the Nike Foundation and other partners

Working Together

The Nike Foundation recognizes the value of strategic coordination and collaboration to drive shared messaging on adolescent girls and the post-2015 agenda. Therefore, grantees of this initiative will be expected to:

- Be prepared to provide timely oral and/or written briefs on advocacy actions and the policy climate to support the movement, including:
 - Timings of the political process
 - Which messages are tracking and which are facing resistance
 - When, who and how to influence
- Be open to working collaboratively with the Nike Foundation and other partners
- Participate in quarterly strategic planning meetings and monthly conference calls with the Nike Foundation and other partners to share updates on advocacy activities and intel about the post-2015 process.
- Become signatories of the Girl Declaration and be willing to use their own communication channels to voice support for it

If your organization would like an exemption from working collaboratively with other Nike Foundation grantees and partners, please provide an explanation of your reasoning in your proposal.

Funding Available

We are looking to fund 3-5 organizations in the range of \$500,000 for an 18-month period. While we share these numbers, we expect that you design to purpose, not to the total budget available. The number of grants awarded will be determined by the number and magnitude of applications. The Nike Foundation will require prior-approval of communications products developed with funds through this grant program.

Submitting Proposals

Please submit your proposal in English, following the attached guidelines. Please submit materials electronically **no later than Friday, May 16, 2014** to: Ms. Sara Posada, Sara.Posada@nike.com. Proposals received after this date

will not be accepted. The Nike Foundation will accept questions related to this RFP until April 23, 2014, and provide responses shortly thereafter. The Q&A period does not in any way extend the submission deadline for proposals.

CHECKLIST

- Completed Nike Foundation Grant Request Cover Sheet** (provided)
- Proposal guidelines narrative.** Follow the outline format provided. Please note this segment is limited to 10 pages total.
- Financial guidelines.** Follow the outline format provided.
- Required attachments:**
 - Copy of IRS confirmation of tax-exempt status (U.S. organization) or completed Nike Foundation's Affidavit for Non-U.S. based Grant Applicants (form will be delivered upon invitation).
 - Audited financial statement – most recent copy from your organization.
 - *Maximum two pages:* Your organizational chart and list of current board of directors and officers. A summary of the principles that guide your responsible business practices.
 - *Maximum two pages:* Biographical summaries of the key individuals to lead the proposed project. The bio summaries need to demonstrate how these individuals have demonstrated success through specific advocacy actions.
 - Child Protection Policy.
 - Examples of publications by, recent articles about, or evaluations of your organization, if available (not more than three total; please note that these items will not be returned).

Review Process

The Nike Foundation will acknowledge receipt of your proposal. All proposals will be screened to guarantee conformity with the eligibility criteria described below. Proposals that meet these requirements will then be assessed by a Selection Committee in accordance with the evaluation criteria included in this RFP.

If selected, you can expect to work together with the Nike Foundation to finalize the project design and budget. The Nike Foundation will announce its decisions in June 2014, with fund disbursement expected by July 2014. If we decline your proposal, we will communicate the reason to you in a letter.

Eligibility Criteria

- Applicants outside of the United States must be charitable in purpose and identified as NGOs or the equivalent of a tax-exempt, nonprofit organization. US applicants must be tax-exempt, nonprofit organizations as defined under Section 501(c)(3) of the Internal Revenue Code.
- Demonstrated experience building adolescent girls' leadership capacity and engaging them in national, regional and/or global advocacy efforts.
- Demonstrated experience conducting advocacy and/or direct service delivery in the countries targeted by the proposal.
- Demonstrated experience and success influencing member state positions on international policy.
- Existence of key personnel with the competencies and experience required to achieve the objectives of the project.
- Existence of a child protection policy.

Evaluation Criteria

- **Organizational Capacity**
Does the organization have a comparative advantage in implementing this project, including a track record in managing comparable projects? Does the organization have relevant expertise in national advocacy? Has

the organization illustrated the strength of its existing alliances and their role in this effort? Are key personnel capable of leading the effort, and will they have the requisite organizational support? Does the organization have sufficient experience working with adolescent girls in each member state they propose to target? Does the organization have experience building the leadership and advocacy experience of girls in these member states? Does the organization have experience implementing advocacy campaigns at the national level in these countries?

- **Relevance**

Is the strategy presented a fit with the stated goals of this grant program? Are the rationale and importance of this project clear? Is there a clear link between the proposed strategy and the principles of the Girl Declaration?

- **Audience**

Does the organization discuss the key individuals and institutions it will target in each country, and their prior experience targeting them? Does the proposal present a clear picture of which adolescent girls it will engage in each country? Does the organization have prior experience working with adolescent girls in each of their targeted countries? Does the organization present a thoughtful and evidence-based rationale for the member states it chose to target? Is there evidence that an analysis of the policy context in each member state was conducted to form this decision?

- **Project Approach**

Is there a clear analysis of the issue, the strategy, and potential obstacles during implementation? Does the organization describe how this initiative will build upon the organization's existing advocacy framework? Does the project describe existing advocacy efforts for girls (from their organization and others) and how this initiative will build upon these efforts to meet the goals of the project? Does the strategy clearly define who needs to be targeted, how to reach these individuals and institutions, the messages to be delivered, and the key moments of this initiative? Is the action plan clear and cohesive? Is the proposed strategy feasible in relation to the organizational structure, illustrated commitment of senior organizational leadership, and budgetary requirements? Is the strategy flexible enough to adapt to rapidly changing circumstances? Does the strategy describe how it will contribute positively to the Girl Declaration movement overall? Does the organization describe how it plans to solicit the input of girls in the development and execution of the strategy?

- **Reflection & Adaptation**

Are relevant questions for reflection included in the proposal? Does the organization describe how it will monitor and evaluate progress and impact of advocacy activities? Does the organization describe how it will monitor and evaluate its efforts to build girls' leadership and amplify their voices? Does the organization describe its experience in measuring advocacy outcomes and link this experience to the current project? Has the organization identified key moments for reflection, and how this learning will feed into adjustments in the strategy?

- **Potential for Success**

Is the proposed project design likely to achieve the desired results? Do the key personnel proposed have the experience necessary to mobilize capacity building efforts in the member states? Does the organization have access to influential leaders and institutions to support the goals of the project? Is there a credible link between the proposed advocacy actions and the policy context/power dynamics in each member state?

- **Budget**

Is the budget clear and complete? Are costs reasonable for the work described? Are overhead costs within Nike Foundation guidelines? Does the budget allow for the flexibility necessary in case of shifting priorities within the project?

Nike Foundation Guidelines for Proposal

- I. **Cover Sheet (please use attached form).**
- II. **Proposal Summary (brief; maximum 1 page).** Please summarize the purpose of your organization. Briefly explain why your organization is requesting this grant, what outcomes you plan to achieve, and how you will spend the funds if the grant is awarded.
- III. **Narrative**
 - A. **Organizational Capacity (maximum 3 pages).** Provide a brief description of your organization's mission, history, regions served, activities, and most important/relevant accomplishments. Describe your organization's experience building the leadership and advocacy capacity of adolescent girls and executing girl-centered advocacy campaigns. Illustrate the role your previous advocacy efforts played in successfully influencing policy changes, and how you expect to build upon this success to achieve the goals of this project. Describe the existing relationships and alliances you will engage to achieve the goals of this project in each member country.

Describe your organization's capacity to administer this project, highlighting the advocacy and leadership capacity of proposed staff and their experience influencing change.
 - B. **Overview.** Summarize the specific issues to be addressed, your planned approach to address these issues, and the funding requested.
 - C. **Goals and Outcomes.** State your project's goal(s) and expected outcomes. Specify measurable outcomes that will result from project activities during the project period, and how these will contribute to the Foundation's objectives for this initiative.
 - D. **Audience.** Specify which member states your organization has chosen to target and your rationale for choosing these countries. Describe the policy context in each of these states and how this information led to the identification of key individuals and institutions to engage in this project. Describe your prior experience working with these individuals and institutions and how that will support this initiative's objectives. Specify how adolescent girls will be identified for participation in the project, your experience working with these girls in each country, and your plans for safeguarding their safety throughout the life of the project.
 - E. **Approach.** Describe your proposed project design, including a clear and specific plan of action. Describe your advocacy strategy for each member state, and demonstrate how it builds upon your organization's existing advocacy efforts and contributes to the goal of this RFP. Describe your strategy for increasing the capacity of girls to influence national leaders. Illustrate how you will solicit the input of girls to inform strategy design throughout the life of the project. Highlight the key moments you have identified in the campaign as critical to the process, and how you plan to take advantage of these moments. Describe how the strategy might be adapted to changing circumstances during the advocacy campaign. Describe what you feel are the key obstacles to galvanizing support for girls at the national level in your targeted countries, and how your proposed activities counteract these obstacles.
 - F. **Monitoring and Evaluation.** Describe your proposed methodology for monitoring and evaluation of outputs and outcomes of the project. Describe your experience in measuring advocacy outcomes and how this expertise will contribute toward the learning strategy incorporated into this project. Specify how your organization will measure outcomes related to girl participation and leadership. Illustrate the key reflection questions the organization will use to guide the advocacy strategy, and your process for adapting your approach based on lessons learned during implementation. Indicate how your organization will monitor and assess the advocacy journey – awareness of the need to prioritize girls, commitment to adolescent girls at the national level, and influence on the post-2015 framework. Illustrate how your organization will determine which tactics were the most successful in influencing member states.

IV. Financial Information. Please express amounts in US dollars. Please note the dates that each of the following documents cover.

- A. Please attach your organization's most recent financial statement (audited if available). This statement should reflect actual expenditures and funds received during your most recent fiscal year.
- B. A detailed budget for the proposed project, using the attached template. Please review "Sh-1 Guidelines" before filling out the template. List staff separately and include % of time spent on the project. Please indicate the specific uses of requested funds. Overhead should not exceed 15% (refer to "Sh-2 OH Standard" in the attached template for further information). Please provide a separate budget justification in narrative form detailing each line item.
- C. For the proposed project, list other funding sources and amounts (committed and pending). Include the status of your proposal with each prospective donor (to the best of your knowledge).
- D. For the organization, list the organization's current institutional funders with amounts and a list of donors who have supported the organization in the past five years.
- E. List previous grants, if any received from the Nike Foundation. Please indicate if the final reports of your previous grants have been approved.
- F. Please specify the percentage of the budget for this project requested from the Nike Foundation.

V. Attachments (submit only one copy of each).

- A. If a U.S. organization, a copy of your most recent IRS letter indicating your organization's tax exemptions.
- B. If not a U.S. organization, a copy of the Nike Foundation's 'Affidavit for Non-U.S. Grant Applicants.'
- C. Audited financial statement – most recent copy from your organization.
- D. Your organizational chart and list of current board of directors and officers. A summary of the principles that guide your responsible business practices (maximum two pages).
- E. Biographical summaries of the key individuals to lead the proposed project. The bio summaries need to demonstrate how these individuals have demonstrated success through specific advocacy actions (maximum two pages).
- F. Child Protection Policy.
- G. Examples of publications by, recent articles about, or evaluations of your organization, if available (not more than three total; please note that these items will not be returned).