

# NIKE FOUNDATION — REQUEST FOR PROPOSALS

## GLOBAL ADVOCACY

I Was Not Put on this Earth to be Invisible: Making Girls the Priority for Post-2015

**APRIL 16, 2014**



***IT'S LIKE PEOPLE LOOK  
THROUGH ME BECAUSE I AM  
A GIRL. I HAVE A VOICE BUT  
ARE YOU LISTENING? DO  
YOU EVEN KNOW I EXIST?"***



*Voice from the Girl Declaration*

## **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 within 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 creating the space for girls to fully realize their potential, as described through the goals of the Girl Declaration. We are seeking strong partners to realize this vision through strategic advocacy at the international 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 influence the highest levels of decision-makers to galvanize commitment to fully integrating adolescent girls into the post-2015 framework.

## **Goals and Objectives**

The Nike Foundation's goal in launching this initiative is to ensure that the guiding principles, goals and targets of the Girl Declaration are integrated into the post-2015 framework.

In line with this strategy, the primary objectives of this Request for Proposals are to:

- Mobilize support for the Girl Declaration at the global level, and among leaders and influencers of the post-2015 process, in particular.
- Ensure that the guiding principles, goals and targets of the Girl Declaration are included in the technical negotiations that take place within the walls of the UN.
- Support global-level advocacy on adolescent girls and the post-2015 agenda.
- Encourage greater collaboration and information-sharing between organizations advocating for adolescent girls in the post-2015 framework.

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

## **Approach**

The process to develop the post-2015 agenda is different from that which shaped the current Millennium Development Goals. Member states are responding to a wider variety of advocacy efforts and input from citizens. Successful approaches will require highly selective engagements with key individuals, agencies, and countries that hold influence at different moments and through different stages throughout the process. Successful efforts will have to be nimble, creative, and reactive to an ever-changing political landscape.

Funding through this initiative should build upon your organization's existing advocacy framework and the activities and key individuals that have led you to successfully influencing change in the policy arena. We want to see you clearly outline your advocacy strategy and describe what you need to make girls a key priority in the development debate over the next 18 months. In your proposal, we would like to see your map of key influencers and sample messages focused on promoting adolescent girls.

This effort is as much about the types of conversations and actions as it is about the people engaged in the process. We expect the key individuals included in your proposal to be savvy experts with high-level connections and a proven track record for influencing change. We also want to see how your organization will garner support with senior leaders within the organization, your Board of Directors, and other allies to support advocacy efforts (if not lead them).

### ***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:

- Developing and executing an advocacy strategy
- Developing messages, messengers and outreach opportunities
- Developing and producing advocacy and communications materials
- Staff time to track, synthesize and analyze the post-2015 negotiations and to manage relationships with key influencers
- Participation in relevant conferences, events and dialogues

This initiative will not fund the following types of activities: organizational capacity building and/or advocacy training, advocacy that is not specifically related to the post-2015 agenda and adolescent girls, and technology platforms to coordinate activities, websites to profile organizations' work, etc.

This will be an unpredictable 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.

To be successful in joining this initiative, organizations must:

- Demonstrate strong grasp of the post-2015 process and players
- Demonstrate that proposed strategy builds upon existing knowledge and activities
- Demonstrate commitment at the highest levels within the organization to supporting this advocacy campaign

### ***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 three to five organizations up to \$250,000 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](mailto: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.
  - CVs of the key individuals to lead the proposed project.
  - 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. Finalists may be invited to present their global advocacy strategy to the Nike Foundation through video-conferencing. The Nike Foundation will provide guidelines for these presentations to be scheduled for early June 2014. Final decisions may be based on both the evaluation of the proposal and presentation.

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/success influencing international policy decisions, particularly within the United Nations.
- Existence of key personnel with the competencies and experience required to achieve the objectives of the project.
- Evidence of access to influential individuals in your network that can commit to supporting the project goal.
- Demonstrated experience in successfully managing projects of this scope.
- Demonstrated commitment to advocating for adolescent girls.
- Deep knowledge of the United Nations system, including the post-2015 process.

## 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 advocacy expertise? Does the organization have a proven track record of influencing policies at high levels, and at the UN in specific? Does the organization have sufficient expertise advocating for adolescent girls? Has the organization illustrated the strength of its existing alliances and their role in this effort? Does the organization have the capacity to mobilize its leadership and Board of Directors to act on behalf of the project goals? Are key personnel capable of leading the effort, and will they have the requisite organizational support?
- **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 Girl Declaration?
- **Approach**  
Is there a clear analysis of the issue, the strategy, and potential obstacles during implementation? Does the organization demonstrate that they have a solid understanding of how UN policies are influenced? 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 there a clear plan of action? 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?

- **Reflection & Adaptation**

Are relevant questions for reflection included in the proposal? Does the organization describe how it will measure the outputs and outcomes of the project? 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? Are the key personnel proposed likely to engage with key policy makers to influence the post-2015 agenda? Is there demonstrated commitment from senior leaders in the organization to supporting the advocacy strategy? Does the organization have access to influential leaders and institutions to support the goals of the project?

- **Budget**

Is the budget clear and complete? Are costs reasonable for the work described? Are overhead costs within Nike Foundation guidelines?

# 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 working with adolescent girls and executing girl-centered advocacy campaigns. Describe your organization's expertise working with and/or influencing members of the UN and other institutions at this level, and describe the existing relationships and alliances you will engage to achieve the goals of this project. 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 how the key personnel proposed for this project fit within your organizational structure, and the support they will receive from senior leaders in the organization to execute this project. 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. Approach. Describe your proposed project design, including a clear and specific plan of action. Describe your advocacy strategy, and demonstrate how it builds upon your organization's existing advocacy efforts and contributes to the goal of this RFP. Specify which actors and institutions your project intends to target, and your process for engagement. Include a map of key influencers you will target and sample messages focused on promoting adolescent girls. 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. Include potential risks and challenges, and how these might be overcome.

### E. 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. 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.

## 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. CVs of the key individuals to lead the proposed project.
- 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).