WILLIAM + FLORA
Hewlett
Foundation

Request for Proposals
Fiscal Sponsorship / Hosting Services

Organizations able to provide fiscal sponsorship services are invited to submit a proposal to host a co-funded initiative to strengthen the capacity and funding of women's funds that support the advancement of the rights of women and gender non-conforming people in Africa, South and East Asia, Latin America, the Middle East and North Africa, and Eastern Europe. Proposal specifications and minimum eligibility requirements for consideration can be found on pages 5-7 of this document.

Any questions about this solicitation should be sent in writing to WFProposal@hewlett.org by close of business (EST) on **February 18, 2019**. Written responses to all questions will be posted on the Hewlett Foundation website at https://hewlett.org/womens-funds-RFP.

Proposals are due by close of business (EST) on **March 4, 2019.**

A round of "best and finals" interviews and written questions and answers will be conducted between **April 15-25, 2019.**

OVERVIEW

We are inviting proposals for the provision of fiscal sponsorship and donor coordination services for an ambitious five-year initiative that seeks to build the institutional capacity and fundraising strength of women's funds serving Africa, South and East Asia, Latin America, the Middle East and North Africa, and Eastern Europe. Women's funds are organizations within the feminist movement that provide financial and other forms of support to grassroots women's and LGBTQI organizations.

A funder collaborative (the "Collaborative") is seeking a host to manage the initiative and, in connection, provide legal, financial, communications, and human resources services; and to coordinate meetings of donor partners. The ideal partner will have programmatic and philosophical visions that complement that of the Collaborative.

The Collaborative is co-created by the Hewlett Foundation and potential funders.[1] Other funders may be invited to join after the Collaborative structure is established. The fund that is to be housed in the successful host will have a budget of approximately $4 million annually over a five-year period, starting in mid- to late-2019.

[1] In addition to the William and Flora Hewlett Foundation, potential funders include the Foundation for a Just Society, Open Society Foundations, and Wellspring Philanthropic Fund

DEADLINES

Proposal submission deadline**: March 4, 2019** by close of business Eastern Standard Time.
"Best and finals" interviews and questions by **April 15, 2019**
Expected Announcement of selected fiscal sponsor: **April 25, 2019**
If you have questions, please email WFProposal@hewlett.org by **February 18, 2019.** Responses will be provided in writing.

CONTEXT AND OUTCOMES

Women's rights and LGBTQI organizations are vital players in advancing gender justice around the world. Whether looking at laws to reduce violence against women and LGBTQI people, labor protections, the right to vote, access to safe and legal abortion, or many other human rights concerns, these organizations—the heart of gender justice efforts and movements—are behind them.

Despite their critical importance, organizations and individuals working at the grassroots level tend to be difficult for private foundations to support at a large scale. Much of their support comes from women's funds that have been established at the international, regional, and national levels. Women's funds have typically emerged from the women's rights community and are an integral part of the local or regional gender justice movements. This enables them to serve as effective partners to private philanthropies, bilateral aid agencies, and individual donors interested in supporting local groups.

Many women's funds themselves tend to have limited ability to raise resources and they have institutional capacity challenges. Women's funds tend to use funds for re-granting rather than institutional development, so make limited investments in key functions like monitoring and evaluation, resource mobilization, and communications; many also need upgrades in technology and information systems, security protocols, and software for grant-making, administration, and finance to perform at an optimal level.

The Collaborative is therefore designed to strengthen the infrastructure and internal capacities of women's funds; to promote a culture of collaboration, mutual accountability, and collective impact among them; to elevate the profile of women's funds as an effective philanthropic vehicle; and to amplify the relevance of their close-to-the-ground perspective. More specifically, we will aim, through both pooled and aligned grantmaking among Collaborative members, to achieve the following four substantive outcomes:

Outcome 1: Women's funds are able to provide greater support, in terms of both funding and capacity, to organizations and movements focusing on gender justice issues in their countries and regions. This outcome will be achieved primarily through capacity-building grants to individual women's funds. The Collaborative intends to support a number of global, regional and national women's funds but envisions focusing support to regional and national women's funds in the Global South.

Outcome 2. Women's funds are better positioned collectively to attract resources due to investments in communications; resource mobilization; leadership; and monitoring, evaluation, and learning. This outcome will be achieved primarily through providing cohorts of women's fund leaders and senior staff with specialized support and learning opportunities that correspond to needs they identify.

Outcome 3. A coherent, compelling, evidence-based narrative is developed to support advocacy for greater philanthropic and development assistance support to women's funds. This outcome will be achieved primarily through grants or contracts to support audience profiling, message testing, and creation of communications products.

Outcome 4. Leaders of women's funds have opportunities to share lessons with and learn from those in the private philanthropic sector. This outcome will be achieved primarily through engaging with individual and institutional philanthropists through affinity groups, funder collaboratives, and philanthropy conferences and publications.

FUNDING PHILOSOPHY

We believe that a strong global architecture of women's funds is key to buiding effective and sustainable women's and LGBTI rights movements. The Collaborative intends to advance a shared vision of strengthening women's funds – a critical player in resourcing movements to advance the rights of women and gender non-conforming people. By acting together, we can improve how private foundations can support women's funds toward institutional sustainability. We are strongly committed to field consultation throughout the design, implementation, and evaluation of the Initiative.

Governance Structure:

The Collaborative seeks to partner with the selected host in developing an effective decision-making structure, that will include an Advisory Committee (made up of representatives of the co-creating foundations and the host) to provide advice about grantmaking strategy and actions for the host to consider in its decision-making.

The Advisory Committee would advise the host on:

- Grant-making programs;
- Staffing;
- Monitoring and evaluation;
- Consultative processes with the field;
- Proportion of funding going to each outcome; and
- Activities to mobilize additional resources.

Under any circumstances, the host will maintain full control and supervision of the initiative, making and executing all final decisions with respect to initiative implementation. The host will supervise and oversee all grants made from the initiative to ensure they are consistent with the host's obligations

arising under the grants it has received from donors in support of the initiative. All of these responsibilities could be done in close collaboration with the Advisory Committee.

BUDGET

The overall budget for the initiative will be approximately $20 million over five years.

SPECIFIC REQUIREMENTS

The Collaborative is seeking a host to serve as a fiscal sponsor for a program of work that will likely include:

- Grant Management:
    - Managing the grant-making program, which may include elements of participatory grantmaking to engage women's funds in the learning and decision-making processes of the initiative. Management will include developing possible criteria and process for grantee selection (coordinate one or more grant cycles including all grants management) as well as assembly and coordination of the grant review committee
    - Managing the process for out-of-cycle rapid response grants
    - Communicating grant opportunities to potential grantees
    - Maintaining reporting and due diligence procedures
- Financial Management:
    - Providing financial oversight of grants
    - Executing and managing grant agreements
    - Maintaining a monthly cash flow analysis and financial forecast
- Staffing and Human Resources:
    - Hiring coordinating staff and all related human resources responsibilities (including payroll, supervision, performance evaluation)
        - Note that for key personnel, the Advisory Committee seeks to be involved in an advisory capacity in the selection process for potential hires, including engagement around job descriptions and interviews.
- Donor Relations:
    - Satisfying narrative and financial reporting and other grant requirements of donors funding the initiative
    - Leading a collaborative process with the Advisory Committee to shape program implementation
    - Communicating with the Advisory Committee regarding key dates, responsibilities, actions, and overall commitments to the initiative
    - Developing criteria (with the Advisory Committee) for the inclusion of new funding partners and coordinating meetings with potential new funders.
    - Facilitating of periodic calls / meetings of the Advisory Committee (including asking for prior input for the agendas, minute taking, and disseminating key action points)
    - Supervising consultants as needed
- Convenings and Evaluation:

- Working with Advisory Committee members to assess the capacity needs of grantees and determining how to best provide support beyond grant-making
- Providing logistical management of annual convening of grantees
- Participating in developing and implementing a monitoring and evaluation process to analyze and share lessons learned, good practices, and impact of grantmaking
- Other activities as mutually agreed

PROPOSAL REQUIREMENTS

The following components must be included in your proposal.

1. Introduction: Provide a brief introduction describing your organization's experience in administering fiscal sponsorship services.
2. Mission and Goals (no more than 10 pages)
    a. How would the Collaborative's mission and goals be uniquely advanced by partnering with you as a fiscal sponsor?
    b. How would you approach the key tasks laid out in the scope of work?
    c. What is your experience in the field of women's human rights and working with women's funds, if any?
    d. How has your organization created an organizational culture committed to gender justice and diversity, equity, and inclusion?
3. Experience with funder collaboratives (no more than 3 pages)
    a. Describe experiences you have had developing the strategic and operational vision for a new funding collaborative. What is your experience working with funding collaboratives to advance their policy goals and/or culture change?
    b. What is your philosophy about working with funding partners and grantee leaders to advance the goals of a collaborative project or pooled fund? How have you engaged funder partners and grantee leaders in your collaborative projects or pooled funds, particularly those with a dedicated staff person or consultant?
    c. What is understanding of and experience with participatory processes in donor collaboratives?
    d. What is your experience doing grantmaking to support capacity-building, especially outside of the United States and Western Europe?
4. Rates and fees: Recognizing that the ultimate funding level and breakdown would be determined after negotiation, in a clear format, provide information on your rate and fee structure. Include the following:
    a. Start-up costs
    b. Administrative overhead
    c. On-going staffing costs
5. References: Provide at least two (2) contacts for whom you currently provide fiscal sponsorship services.
6. Proposed staffing structure for the implementation of this initiative, and key staff brief bios. Include detailed information about the proposed staffing structure for the implementation of

this initiative. Additionally, provide brief biographies for your organization's key staff who would manage the relationship between the Collaborative and your organization.

7. Board list: Provide a list of your organization's board of directors.
8. Non-discrimination policy: Include your organization's non-discrimination policy, including sexual harassment policy. Share how your organization reflects racial and gender diversity and equity in its own staff and board.

Minimum Eligibility Criteria:

Note that the selected host will not be eligible to seek subgrants from this initiative.

1. Institutional Experience

Required:

- Status as a 501(c)(3) under US tax law
- At least 5 years of experience engaging in making grants to organizations outside of the U.S., including organizations that do not have Equivalency Determinations
- Experience accepting funding from multiple donors
- Experience re-granting from a multi-donor fund
- Experience coordinating members of a multi-donor fund
- Familiarity with U.S. tax regulations and limitations on activities related to lobbying and electioneering in the international contexts.

Preferred:

- Experience working with international grant-making institutions or other types of intermediaries (outside the U.S.)
- Experience working with women's funds
- Experience on grant-making to support capacity-building
- Experience on grant-making on communications
- Experience with participatory processes in grant-making

2. Grant-making

Required:

- Ability to make multi-year grants

Preferred:

- Ability to make grants larger than $100k
- Flexible process around grant-making:
    - Two or more times a year
- Ability to make up to 20 grants per year

3. **Support from the Host**

Required:

- Ability to conduct sophisticated grant technical and financial monitoring, including for evaluation purposes (working collaboratively with an external evaluator)
- Ability to provide periodic narrative and financial reports to donors

RFP for Fiscal Sponsorship/Hosting Services FAQ

1. Could you please clarify what the donor collaborative expects to see in place by the end of 2019 in terms of the following?
    a. Forming the governance and operating structure of the collaborative – **Yes, the Collaborative will work closely with the fiscal sponsor to form the governance and operating structure by the end of 2019.**
    b. Hiring / appointing key staff – **Yes, the Collaborative expects the fiscal sponsor to have hired key staff to manage the initiative by the end of 2019.**
    c. Requesting proposals – **Yes, by late 2019 or early 2020.**
    d. First round of grant decisions and releasing the first round of grants – **Yes, by late 2019 or early 2020.**

2. There are several "potential" donors listed. Is the total of $20 million inclusive of their commitments or is there additional funding anticipated by the mid-to-late 2019 launch?
The total of $20 million is inclusive of potential donors' commitments, as a minimum.

3. Of the $4 million/year in funding, does the collaborative have a baseline per year goal for grantmaking?
The Collaborative does not have a baseline per year goal for grantmaking, but we anticipate making at least $2 million in grants per year.

4. Should applicants assume there will be at least 20 grants per year at a minimum of $100,000?
We anticipate making at least $2 million in grants per year with the lowest amount for a grant being $100,000 for year.

5. How many "standard" grant cycles are you envisioning during the five-year period, and when are you targeting the launch of the first grant cycle?
We are in the process of determining a specific amount of grant cycles, but we anticipate approximately four per year, starting in the last quarter of 2019, if possible.

6. How often do you envision convening the Advisory Committee virtually and/or in person during the five-year period?
   We envision that the Advisory Committee will be convened four to six times per year, with one to two in-person convenings.

7. Are you envisioning an invitation-only process for grantee selection? Would you look to the fiscal sponsor to conduct research on and identify potential grantees?
   We envision having both invitation-only and open calls for proposals. We anticipate relatively little need for fiscal sponsor to do research given other existing sources of information about potential grantees.

8. Would you look to the fiscal sponsor to play a direct role in grant recommendations, outside of conducting operational and financial due diligence?
   We anticipate that the fiscal sponsor would play a role in grant recommendations in the event of open calls with input from the advisory committee.

9. Do you have a specific structure in mind for the grant review committee?
   Yes, we have a specific structure in mind. We anticipate there will be one committee member per co-funder, and potentially one to two outside experts in the review committee.

10. Beyond support from your fiscal sponsorship partner, what type of structure and specific staff roles are you envisioning?
    Yes, if required to support the coordination and related work, the Collaborative is expecting the fiscal sponsor to create one or more positions and hire additional staff. Those responding to the request for proposals are expected to propose a staffing structure based on previous experience. This will be included in later negotiations after the initial selection of the host.

11. Do you have a preference in terms of how quickly dedicated staff are hired for this initiative vs. having an agile project team that can adapt to the needs of the Collaborative throughout its lifecycle?
    Yes, we would hope that key personnel required to coordinate the Advisory Committee would be in hired within the first few months, with later positions added as needed during the lifecycle of the initiative.

12. What type of narrative and financial reporting do you envision for the Collaborative? Would reporting be due to the Collaborative or would each funder require individual reports? Would reporting be due annually or more frequently?
    To help minimize additional work and time burden on the fiscal sponsor, the Collaborative will be accepting one harmonized report that would be received by all funders on an annual basis. The specific content of the report will be negotiated between the Collaborative and the fiscal sponsor.

13. Do you hope to add additional donors to the collaborative, and if so, how many? Would you be looking to the fiscal sponsor to research and identify other potential funders to join the Collaborative, beyond those already listed in the RFP?

We are not anticipating asking the fiscal sponsor to research and identify other potential funders. However, other funders may join the Collaborative throughout the life-cycle of the initiative based on recommendations from the current donors of the Collaborative.

14. How many and what type(s) of consultants do you envision engaging to support the Donor Relations component?
    We do not have a specific number in mind and would prefer the fiscal sponsor to propose an arrangement that is likely to work for them. This also would be the subject of later negotiation.

15. Given that the Collaborative's (potential) funders are already giving to women's funds and/or relevant grassroots organizations with direct grant making, how are you ensuring that the initiative is complementary to these efforts rather than redundant?
    This initiative is focused on institutional development and strengthening and is not intended to provide programmatic support and is therefore differentiated from direct grantmaking for program work. Additionally, the Advisory Committee will play a role and reach out to others to ensure that the initiative is complementary to these efforts rather than redundant.

16. Have grassroots women's and LGBTQI organizations (i.e. grantees of the funds) informed this initiative and process to date? Do you envision involving these organizations to determine the capacity needs of the women's funds?

17. How do you see this initiative complementing the women's funds capacity building strategy and structure Prospera has already set up?

    This answer refers to the three questions above:

    The Collaborative benefitted from the work of the women's fund network, Prospera, to conduct an original needs assessment to identify existing gaps in the funding ecosystem. Dedicated capacity-building resources were identified as a gap in the ecosystem. In addition, the design of the Collaborative also builds on the lessons learned by the current donors' experiences engaging with grassroots women and LGBTQI organizations and women's funds. Therefore, the Collaborative envisions the initiative to complement all existing efforts to strengthen women's funds and will engage in consultation during design, implementation, and evaluation of the initiative.

18. Are you envisioning that the fiscal sponsor will support any public-facing reporting to share lessons learned, good practices, and impact with the broader field?
    No, we do not envision the fiscal sponsor to undertake any public-facing reporting. However, we would require the fiscal sponsor to provide information and engage in a cooperative manner with external evaluators, consultants and/or other parties who are assessing impact and sharing lessons.

19. Are there any important stakeholders or natural partners that the fiscal sponsor should consider involving at various stages of the initiative (e.g., coordinating entities working with global women's funds)?

We anticipate significant ongoing interactions with partners, including but not limited to organizations that have led efforts to build the capacity of women's funds, such as the Global Fund for Women, Mama Cash, and Prospera, among others.

20. Do you envision that the participating funders will be bring sufficient content knowledge and issue area context to the process via the Advisory Committee? Or would it be helpful to have a technical expert on the project team from the start to help the initiative navigate the complex politics, dynamics, and relationships unique to this field?
    Yes, we envision that the funders bring a significant content expertise, but it is important for members of the project team to understand the field of feminist philanthropy and women's funds.

21. Do you see women's funds as potential managers of this initiative?
    We will review proposals from all organizations that meet the required eligibility criteria listed in the request for proposals.

22. What role, if any, does the Collaborative expect the fund manager to play in resource mobilization for the initiative? What are the resource mobilization goals? If additional funds are secured, do you intend to expand the initiative by disbursing more grants within the 5-year period, or do you plan to extend the initiative beyond 5 years?
    The Collaborative does not expect the fiscal sponsor to be responsible for resource mobilization. In the event other funders have an interest in joining, the details of their engagement would be the subject of discussion and potentially negotiation.

23. Please clarify and explain the second part of question 3b, "What is your experience working with funding collaboratives to advance their policy goals and/or culture change?"
    We are interested in understanding applicants' experiences working with groups of like-minded funders that are providing support to organizations in a coordinated fashion. Please provide details about how your organization has worked with funding collaboratives in the past.

24. Given the range of partnership approaches involving fiscal and fiduciary sponsorship, can you please provide the definition of "fiscal sponsorship" that Hewlett envisions for this grant?
    The fiscal sponsor will assume full legal and financial responsibility for grant funds received from donors, and will maintain discretion and control over any secondary grantmaking to organizations or for a project, in consultation with an advisory board.

25. Can you please clarify in regards to the budget – is the $20 million in grant funds inclusive of the host's staffing and management costs, or is the $20 million specifically dedicated to grants funds, with additional funds available for the host's staffing and administrative costs?
    The budget minimum of $20 million includes the host's staffing and administrative costs.

26. Under the staffing and human resources requirement on p.4, does this apply only to the Host's staff, or does this requirement extend to certain staff of the grantee Funds?
    This only applies to the host's staff.

27. To what degree does the Collaborative intend to seek out or entertain collaboration with existing programs and networks of USG funding in the region around these issues?
This is to be determined by the Collaborative but is not anticipated to be a major element in the initiative.

28. Does Hewlett have a cap on reimbursing indirect costs and/or guidance on what indirect costs are allowable?
The William and Flora Hewlett Foundation does not have a cap on reimbursing indirect cost. All indirect costs must be reasonable and fully justified.

29. Your minimum eligibility criteria require that the host organisation have 501(c)(3) status under US tax law. As we are registered in the UK we do not have 501 (c)(3) status, but do hold an Equivalency Determination from NGO Source. Please could you advise whether this status meets your eligibility criteria? As stated in our minimum eligible criteria on the RFP cover letter we are only accepting applications from organizations with a 501c3 status under US tax law for fiscal sponsorships.
As stated in our minimum eligible criteria, we are accepting application only from organizations with a 501(c)3 status under US tax law for fiscal sponsorship.

30. These criteria also require that we have familiarity with US tax regulations; please could you outline the nature of this requirement with respect to an organisation registered outside the US?
As stated in our minimum eligible criteria, we are accepting application for fiscal sponsorship only from organizations with a 501(c)(3) status under US tax law. As a registered US 501(c)(3) public charity, the Collaborative will expect the selected organization, whether US-based or not, to have experience maintaining compliance with US tax laws and regulations governing US public charities (e.g., required tax reporting, limitations on lobbying, and restrictions on engaging in political activity).