REQUEST FOR PROPOSAL (RFP)
Application for External Reviewers

RFP: CIGI Evaluation RFP #: 005

ISSUE DATE: 5 December 2022 CLOSE DATE: 19 December 2022

CONTACT: Liliana Araujo
Manager, Government Affairs & Partnerships, CIGI
laraujo@cigionline.org

1.0 OVERVIEW OF THIS RFP
The Centre for International Governance Innovation (CIGI) is seeking an external evaluator to conduct a review of the organization’s activities from 2018 – 2022.

The evaluator selected will have the requisite skills and expertise in program evaluation and the specific themes applicable to international governance (or will include an advisor in their plan to consult on substantive matters). CIGI will select an evaluator based on the predetermined criteria set out below.

Please note that the successful candidate need not conduct the evaluation alone and can apply as a team of individuals to meet the timeline of the evaluation and/or the requisite strengths needed for the review. It is expected that the bulk of evaluation work will be carried out from January to March 2023.

1.1 OVERVIEW OF EVALUATION AT CIGI
CIGI is required by their Funding Agreement with the Government of Canada (the “Fund”) to carry out an independent third-party evaluation every five years. The evaluation is expected to measure the overall relevance and performance in achieving results in support of the purposes of the Fund.

Though mandated by the Government of Canada as an accountability measure, the evaluation of CIGI will be a learning opportunity and the results of the evaluation are intended to influence the planning and design of future activities across the organization.
1.2 OVERVIEW TO THE PROGRAMS TO BE REVIEWED
CIGI is an independent, non-partisan think tank whose peer-reviewed research and trusted analysis influence policy makers to innovate. Our global network of multidisciplinary researchers and strategic partnerships provide policy solutions for the digital era with one goal: to improve people’s lives everywhere.

Conducting an active agenda of research, events, and publications, CIGI’s interdisciplinary work includes collaboration with policy, business, and academic communities around the world. CIGI employs 38 people at its Waterloo, Canada headquarters and engages 100 fellows and affiliated experts that are stationed worldwide. For more details visit: www.cigionline.org

2.0 SCOPE OF WORK
The scope of the evaluation will cover five years of activities beginning in January 2018 until December 2022. It will include, but may not necessarily be limited to, activities and operations supported by the Fund.

2.1 EVALUATION QUESTIONS
The evaluation is expected to measure the ongoing relevance and performance of CIGI’s activities by identifying and measuring their impacts and effects against the purposes of the Fund. When probing relevance, the evaluation should address whether the program or initiative realistically addresses an actual need.

The evaluation will also assess the performance of CIGI operations in support of these activities. The assessment of performance should demonstrate how funds are used to produce outputs and move towards expected outcomes. The following specific questions should be addressed:

- a. Are the most appropriate and efficient means being used to achieve outcomes, relative to alternative design and delivery approaches?
- b. Is the program or initiative effective in meeting its intended outcomes, within budget and without unwanted negative outcomes? Is the program or initiative making progress toward the achievement of the long-term outcomes?

The evaluation will also offer recommendations and are expected to be concise and action oriented. An assessment is expected on progress towards meeting the recommendations offered in the last independent evaluation of CIGI conducted in 2018, including where gaps (if any) exist and may require additional work.
Evaluators may be asked to compare CIGI to one or more similar think tank organizations in terms of resources used to achieve outputs and outcomes.

Further, the evaluation is expected to indicate whether CIGI is on track to effectively deliver on its mandate, and what needs to be either reinforced or modified in this respect relative to current CIGI practices.

2.2 EVALUATION METHODS
- Key informant interviews
- Online stakeholder survey
- Participant observation
- Document Review

2.3 REQUIREMENTS OF EXTERNAL REVIEWERS
The selected evaluator(s) will be asked to commit to a minimum of the below list of activities and deliverables. Additional work may be deemed necessary by the Evaluation Steering Committee. Due dates will be agreed upon by both parties with a completion date of end-March 2023 in mind for the bulk of the work (i.e. data collection and preliminary analysis of findings).

- Participate in the Evaluation Steering Committee to guide the evaluation.
- Acquire and review program documents and related material.
- Develop a work plan.
- Produce a summary report with preliminary findings and invite feedback for the Evaluation Steering Committee. This will include an in-person presentation at CIGI, if requested by the Evaluation Steering Committee.
- Produce a draft final report and invite feedback from CIGI senior management.
- Submit a final report that meets the requirements dictated by Evaluation Steering Committee and CIGI, including concise and actionable recommendations as well as an accompanying PowerPoint Presentation (15-20 slides).
- Present the workplan, results and recommendations either in-person at CIGI or virtually, as determined by CIGI.
- Be available for an in-person presentation to CIGI’s Board of Directors.

2.4 LOCATION OF WORK AND TRAVEL
Due to the type of services required, the successful candidate(s) will be able to work from their own location or from onsite facilities provided by CIGI for the selected evaluator(s).
Travel will be required to attend (at minimum) a presentation of preliminary findings and possibly a final presentation meeting at CIGI headquarters in Waterloo (if so requested by CIGI). CIGI will organize and cover the cost of travel and accommodation. Key informant interviews can be conducted virtually or in-person and can be scheduled with the assistance from CIGI.

3.0 PROPOSAL FORMAT
For this RFP, a “proposal” consists of a cover letter and CV only. The cover letter should include (A) the number of person days expected to complete the review, and (B) the rate charged per day. Submissions must be made electronically and in English. CIGI reserves the right to conduct one or more interviews with select candidate(s) prior to making a final decision.

3.1 PROPOSAL EVALUATION CRITERIA
The following criteria will be used to evaluate proposals and select an evaluator:
1. **Subject matter knowledge.** The selected candidate(s) will have subject matter knowledge as it relates to the themes of the evaluation and/or to CIGI’s area of work.
2. **Past experience.** The selected candidate(s) will have experience in conducting evaluations, especially as it applies to think tanks and international organizations.
3. **Availability.** The selected candidate(s) must be available to conduct the review according to the stipulated timelines or a revised set of timelines as agreed to by both parties.
4. **Affordability.** Eligibility of candidates will be dependent on the quoted rate being congruent with CIGI’s budget for the evaluation.

4.0 RFP CONDITIONS
The purpose of this section is to inform the applicants about CIGI’s procedures pertaining to the RFP process.

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<tr>
<th>Target Dates for the RFP</th>
<th>The following schedule summarizes significant target events for the RFP process. The dates may be changed by CIGI at its sole discretion and shall not become conditions of any contract which may be entered into by CIGI and the selected evaluator(s).</th>
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<tbody>
<tr>
<td><strong>Event</strong></td>
<td><strong>Date</strong></td>
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<tr>
<td>RFP issued</td>
<td>5 December 2022</td>
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<td>RFP closing</td>
<td>19 December 2022 (by 12:00 PM EST)</td>
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<td>Finalize Contract</td>
<td>6 January 2023</td>
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<th>Proposal Submission Procedure</th>
<th>Submissions must be made <strong>electronically</strong> and should be submitted to Liliana Araujo (<a href="mailto:laraujo@cigionline.org">laraujo@cigionline.org</a>).</th>
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<td><strong>Important note:</strong></td>
<td>All proposals will be considered but not all proposals will be acknowledged. The successful candidates will be contacted by 6 January 2023 or earlier. Late proposals will not be accepted.</td>
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<td><strong>Governing Laws</strong></td>
<td>This RFP is issued pursuant to the laws of the province of Ontario and the laws of Canada.</td>
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| **Rights of CIGI** | CIGI does not bind itself to accept any proposal submitted in response to this RFP, and may proceed as it, in its sole discretion, determines following receipt of proposals. CIGI reserves the right to accept any proposal(s) in whole or in part, or to discuss with any candidate(s), different or additional terms to those envisioned in this RFP. After selection of preferred proposal(s), if any, CIGI has the right to negotiate with the preferred candidate(s) and, as a part of that process, to negotiate changes, amendments or modifications to the proposal(s) at the exclusion of other candidates. CIGI reserves the right to:  
  a. seek clarification on any or all information provided by the candidate(s);  
  b. modify, amend or revise any provision of the RFP or issue any addenda at any time; any modifications, amendment, revision or addendum will, however, be issued in writing and provided to all candidates;  
  c. reject or accept any or all proposals, in whole or in part, without prior negotiation;  
  d. reject any proposal based on real or potential conflict of interest;  
  e. if only one proposal is received, elect to accept or reject it;  
  f. in its sole discretion, cancel the RFP process at any time, without award, noting that the lowest or any proposal will not necessarily be accepted;  
  g. negotiate resulting contract terms and conditions;  
  h. cancel and/or re-issue the RFP at any time, without any liability whatsoever to any applicant;  
  i. award all or any part of the work to one or more candidates based on quality, services, and price and any other selection criteria indicated herein. |
| **Proponent Selection** | Acceptance of a proposal does not oblige CIGI to incorporate any or all of the accepted proposals into a contractual agreement, but rather demonstrates a willingness on the part of CIGI to enter into negotiations for the purpose of arriving at a satisfactory contractual arrangement with one or more parties. |