REQUEST FOR PROPOSALS

BUSINESS ASSOCIATIONS CONSULTANT

Background

The Center for International Private Enterprise (CIPE) strengthens democracy around the globe through private enterprise and market-oriented reform. An affiliate of the U.S. Chamber of Commerce and a core institute of the National Endowment for Democracy, CIPE is a leader in building the capacity of chambers and associations in emerging and frontier markets.

CIPE’s approach to association capacity building develops program capabilities together with overall organizational health. Through methods such as executive education, one-to-one technical assistance, strategic planning processes, mentoring, support networks, and learning through advocacy projects, CIPE works with chambers and associations to develop best practices in a range of areas, including:

• Board governance & board development • Strategic planning
• Human resources • Membership development • Financial sustainability
• Service provision • Communications • Coalition building & advocacy

CIPE seeks the services of a consultant to fill selected gaps in knowledge resources for training, technical assistance, and self-directed organizational change.

Objective

For selected topics, the consultant will provide best practices and guidance within self-contained modules that enable association executives in emerging and frontier markets to:

✓ Understand essential practices of effective associations
✓ Plan systems and programs that fit the needs of their association
✓ Initiate organizational changes
Scope of Work

The consultant will develop modules for CIPE on one or more of the following topics:

Non-dues revenue development & pricing of services
Content may include: market analysis; benefits & services audit; product development strategy; samples of effective revenue models; marketing strategy; cost of sale & cost of service; determining value basis and demonstrating return on investment.

Financial management & financial sustainability
Content may include: budgeting; financial reporting; internal controls; monitoring of expenses & financial health; reserves policy; revenue portfolio & diversification.

Tech tools & digital marketing
Content may include: customer relationship management; online service delivery; automation of processes; social media; personalized marketing & member experiences; collaboration tools; data management policies & systems; security.

Each module will contain two parts:
1. Overview framework with key concepts, questions, analysis of industry trends and leading practices, and recommended tools or resources.
2. Participant workbook with checklist for self-assessment, templates, worksheets, tools, planning guides, sample plans, policies, and dashboards as appropriate.

Each module should be designed to support one-day of training or self-directed planning for association executives with limited or no prior training on the subject. Limited use of supplemental third-party resources is permissible, provided the resources are affordable and accessible without restriction to CIPE and associations in developing countries.

Upon completion, the consultant will conduct a remote training of trainers on the modules for CIPE staff and trainers, and will share any required instructors’ notes. CIPE staff will be available to provide input and feedback throughout the module development process.
In developing the modules, the consultant should draw upon industry best practice, his or her expertise, and international experience. CIPE will give preference to consultants who have expertise in the specific identified fields over consultants who are expert on overall association capacity building. Proposals that address one, two, or all three of the selected fields will be considered. CIPE may divide the work among contracts with multiple consultants. A strong proposal will indicate the topics to be addressed in the modules as well as the methods or practices to be employed.

Budget

Proposals should include a budget with an activities breakdown, a daily rate, and a maximum expenditure. The donor’s daily rate ceiling of $600 will apply. Rates must be substantiated by biodata. CIPE estimates that the time to complete each of the three modules will be in the range of 10 to 20 days.

Required Profile

- 10 years’ professional experience in association management
- International experience preferred
- Subject matter expertise on the selected topics
- Track record of leading capacity building and developing related content
- Able to complete the work by October 31, 2020.

Application

To apply, submit a proposal electronically, accompanied by a cv and samples of past work, to Kim Bettcher at kbettcher@cipe.org
CIPE expects to decide on contract awards by May 30, 2020