



THE DAVID & LUCILE

Packard Foundation

CSL Global Learning Partner Request for Letters of Interest Q&A

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Is CSL looking for one single learning partner that works in Indonesia, Chile and a third country/region to be determined, or a local organization in each place?

We are looking for one partner who will work globally and synthesize learnings across all our geographies. We will have in-country learning partners in each priority geography.

What is the ideal profile for this work? Should researchers be from the priority geographies? Is CSL seeking to work with a global/international group (whether based in Global Majority or Global North)?

We seek to work with a team or individual with global majority lived and/or professional experience and aligned with our JEDI principles and the consultant qualifications listed in the LOI:

- Significant lived or professional experience in Global Majority countries, with a background in research and evaluation at the global/cross-country level.
- Demonstrated understanding of civic space, civil society infrastructure and civil society context globally, and ideally, some experience in Indonesia and/or Chile.
- Commitment to equitable approaches to information gathering, including awareness and attentiveness to cultural and contextual differences.
- A creative approach to data synthesis and analysis, as well as an ability to bring in relevant knowledge beyond the data that CSL has collected in country.
- Experience deeply collaborating with Foundation teams on evaluation and learning.

Is knowledge of local languages expected?

If the researcher/team speaks Bahasa Indonesia and/or Spanish, that could be helpful, as some data might be in local languages and the in-country evaluators may be most comfortable communicating in their primary languages.

Would Packard cover interpretation or would that come out of the project budget?

We expect that the need for interpretation will not be significant; we assume 4-5 hours annually (primarily for any needs that arise related to communicating with in-country evaluators and facilitating sensemaking sessions). We may be able to support interpretation needs through an existing contract, but it would depend on demand and capacity.

What other documents should we review to understand the Foundation's perspective?

It may be helpful to review the [Civil Society and Leadership Initiative Overview](#).



What is CSL's definition of civil society?

We use the following definition of civil society, developed by the Funders Initiative on Civil Society (FICS, 2022): “the array of non-governmental organizations, entities, and movements that have a presence in public life and who express interests and values based on human rights, ethical, cultural, political, scientific, religious, or philanthropic considerations.”

What else can you share about what a successful outcome would be of this engagement? Are there any less tangible outcomes you're hoping to achieve?

In our priority geographies, we are testing the overall hypothesis that undergirds our strategy:

If leaders, organizations, networks, and movements have the skills and resources to achieve their missions, and there is a strong civil society infrastructure in place to sustain their work over time, and a civic space in which to operate safely and effectively, then there will be a more just and thriving society.

The data we gather from each priority geography will contribute to testing this hypothesis. The global learning partner will help us to identify important points of divergence and synergy, further refining our understanding of how our approach works in place, and what must be amended.

What will the third priority geography be (or when CSL will know)?

We should know by the end of the year, and possibly sooner; we expect we will be working in the broader region of Sub-Saharan Africa or South Asia.

How were CSL's priority geographies selected?

CSL works in the geographies that other initiatives have prioritized, as well as globally. We identified our priority geographies using the following criteria:

- Initiative teams have prioritized the role of strong civil society.
- Sufficient space for civil society to operate, although it may be under threat.
- The Foundation's approach in region is primarily to support civil society actors.
- Where multiple initiatives land.

Can you share who will be leading the in-country learning processes?

We are still very early in our process and many partners are not yet identified.

Current learning partnerships: In Indonesia, we are working with the Asia Research Center at the University of Indonesia on a baseline assessment and Dala Institute on a retrospective evaluation of Foundation-funded capacity and leadership programs and supports.

Pending learning partnership: In Chile, we are close to finalizing a relationship with a learning partner for the baseline assessment. We can share information when it is official.



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If there are any updates prior to the LOI deadline, we will update this document.

What relationship do you envision the learning partner will have with the in-country evaluators?

We hope to develop the vision for that relationship together with the global learning partner. Our aim is that all our learning partners are able to be in conversation with each other, proactively and collaboratively design inquiries where relevant, and share data. We imagine local evaluators taking the lead, rather than the global evaluator “overseeing” the work of those on the ground.

To what extent is CSL looking for a participatory approach or method to be accommodated in the proposals?

The primary role of this learning partner is to weave together insights from each priority geography. In our priority geographies, advisory groups will participate in both scoping and sensemaking the learning. In-country evaluators may also choose to use participatory methods. Given that much of the global learning partner role is analyzing data collected by others, we expect there may be less opportunity to use participatory methods. We also want to be respectful of our grantee and learning partners’ time and minimize redundancy in data collection/participation.

How does CSL view this work in a way to contribute to Packard's broader learning agenda?

Strong civil society is a crosscutting commitment at the Foundation and is integrated into the strategic framework of the Foundation, as well as many initiative strategies.

Will this work be paid for by a grant or contract?

Given that the Foundation is the primary audience for the findings, we will contract with the global learning partner.

Would engaging in this work preclude an organization from receiving further funding from Packard?

No, not at all.

How many “dark” periods (with little to no project work) will occur?

Overall, it is difficult to predict because it will depend on the proposed and actual timelines of in-country learning partners. We expect there may be some months as we move from one phase to another where the work would be quite light (maybe 2-4 months total).



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How did you determine the time frame for the project?

The timespan matches the “live in” period for our initiative strategy. After two years of implementation, we will go to the Foundation’s board to share learning. Our trajectory is set to meet those milestones and align with in-country research timelines.

Will there be travel in this scope?

At this point, we anticipate the work would be performed entirely remotely. There may be in-person convenings of grantees in priority geographies; if those arise and there is a role for the global evaluator, we could work together to revise the budget as needed.