



Overview of Margaret A. Cargill Philanthropies Request for Proposals

MACP seeks to engage a consultant or consultant team to help its Program team create and execute a learning framework designed to develop stronger awareness of biases and deepen our understanding of structures and systems that perpetuate racism and social inequity. We see this focus on learning as a critical initial step in our broader journey to becoming a more effective partner with our grantees on combatting racism, and ultimately improving the impact of our programmatic goals.

About MACP

MACP consists of two grantmaking entities –Margaret A. Cargill Foundation and Anne Ray Foundation, both of which were funded by the late Margaret A. Cargill. MACP organizes most of its grantmaking activities into seven program domains with defined strategic boundaries. These seven domains include: Animal Welfare, Arts & Cultures, Disaster Relief & Recovery, Environment, Quality of Life, Teachers, and Legacy & Opportunity. Additional funds are awarded through special grant programs including an employee matching gift program.

The two foundations have separate boards and investment portfolios but share a common mission of providing meaningful assistance and support to society, the arts, and the environment. In 2019, their combined national and international grantmaking efforts consisted of 498 grants totaling more than \$240M.

- Margaret A. Cargill Foundation is a private foundation that came into existence upon Ms. Cargill's death in August 2006. In 2019, MACF's total assets were \$3.1 billion.
- Anne Ray Foundation is a supporting organization, which may make grants only to beneficiary organizations specifically named by Ms. Cargill. In 2019, ARF's total assets were \$4.3 billion.

MACP's well developed [Philosophy of Grantmaking](#) underscores the values and guiding principles of Margaret Cargill by: leading with our values, internally and externally; partnering with capable organizations with demonstrated ability to work successfully in our interest areas in a manner consistent with our values; providing meaningful support to our grantees, whom we see as partners and co-learners; working in and with communities towards sustainable solutions; making measurable impact on focused goals; paying special attention to underserved or low-attention areas, populations, or issues; valuing and affirming the integration of all functions of the Philanthropies in our grantmaking; and evaluating our work and reshaping our approaches as we learn, share and apply our learning to future grantmaking.

As noted in our Philosophy of Grantmaking, we pay special attention to underserved or low-attention areas and causes, which informs our strong focus on community-based, on-the-ground programs rather than policy or advocacy initiatives. Generally speaking, we focus funding particularly in US rural communities, sovereign Native nations, and internationally. We have a more limited presence in US urban areas. We look to our key grantees as partners and work with them to find solutions consistent



with the objectives and values of both our organization and theirs. Core to our approach is our focus on community impact and strengthening the effectiveness and capacity of our key grantee partners by investing in their leadership, management, and operational capabilities. Because we aim for closer, deeper learning relationships with our key grantee partners, we tend to provide substantial funding to a more limited number of organizations and typically work through intermediaries to support the communities within which we serve.

MACP's grantmaking is guided by the following cultural values:

- **Making a Difference:** MACP's collective efforts are focused on furthering its mission; engaging with colleagues and partners to achieve meaningful shared goals; recognizing that everyone's contributions count, and even small actions have great value; and encouraging self-sufficiency.
- **Excellence:** MACP is committed to bringing its best every day, where its high-performing teams set and meet challenging goals; believing collaboration leads to better results; investing in expertise and bringing the right resources to the table; and being responsible stewards.
- **Integrity:** MACP takes on commitments thoughtfully, delivering on its promises; striving to earn and maintain results; being committed to results without sacrificing its values; and acting and interacting with honesty and authenticity.
- **Respect:** The MACP team lives full lives and is appreciative of each other's time; listens to understand and encourages candid, constructive dialog; welcomes and values diverse perspectives and world views; actively supports organizational decisions; and shows compassion to those in need.
- **Learning:** MACP is committed to mentoring and developing its people; is willing to try new things; learns from its experiences, including its own mistakes; and embraces change as a means of growth.
- **Humility:** The MACP team is grateful for the opportunity to be part of the Philanthropies' work, focusing recognition on those who do the good work; valuing expertise and honoring what others contribute, always mindful of the power dynamics in philanthropy.

Overview of MACP's Organizational Approach to Diversity, Equity, and Inclusion

While diversity, equity and inclusion have always been important in MACP's grantmaking, the foundation formally established an organization-wide DEI initiative in 2019 which has, to date, focused on building a strong foundation around intercultural competency and emotional intelligence across the organization using the [Intercultural Development Inventory](#). In response to the senseless killing of George Floyd last year, the Foundation publicly committed to more formally examining the role equity and inclusion currently play and can play within our institution and in our grantmaking. Additionally, MACP will examine how issues of social inequality and racism show up in each of our grantmaking areas, what our grantee partners are already doing to address these issues, and how we can be part of those or other efforts. For the full statement, please click [here](#).

MACP has since set up a diversity, equity, and inclusion process with three workstreams listed below (not in order of importance):



- Workstream 1: Building on intercultural competency and emotional intelligence work at an organizational level, to include deeper learning and dialogue on racial and social equity¹. To date, all MACP staff have taken the Intercultural Development Inventory (IDI) and are in the process of learning how each person is able to move along the continuum. *This work is managed by the Human Resources team and guided by an advisory group made up of a cross-section of staff.*
- Workstream 2: Increasing local racial equity grantmaking to fund local efforts to address systemic racism and social inequities. *This work is managed by the Programs team and guided largely by program leadership.*
- Workstream 3: Reviewing each programmatic domain to more formally examine the role equity and inclusion currently play and can play in MACP’s grantmaking. *This work is managed by the Programs team and guided largely by program leadership.*

A steering committee, made up of a cross-section of senior leaders, has also been established that reports to the President and CEO. The steering committee’s purpose is to set a strategic vision for growth and development, create a culture of engagement, and align and support the workstreams, noted above, across the organization.

Over the summer, our Vice President of Programs articulated why a focus on racial and social equity was critical to the effectiveness of MACP’s grantmaking. He notes that “MACP already makes a major contribution by selecting our program strategies based on being underserved or low attention. But we can have deeper and more lasting impact on these issues, populations and areas by developing a better understanding of racial and social inequity which are often among the root causes.” He outlined four steps to making progress on the workstreams managed by Programs (see list above). In this memo, he states “[i]n order to be able to apply a more intentional racial equity lens to our work, we need to:

1. Build stronger awareness of our implicit biases and assumptions in engaging with others from different backgrounds and cultures, and recognize that society, education, and life experiences affect how each of us perceives the world.
2. Deepen our understanding of structures and systems that perpetuate racial and social inequity. Understand the roots of social policies and racial disparities that are embedded in institutions and sectors we work within. We need this knowledge to do our work well.
3. Apply this knowledge to our program strategies. More deeply understand the impact of inequity and racism on our domain strategies. Examine our own grantmaking policies and procedures to make sure they are accessible to those who have different abilities and strengths from our own. Learn from grantee partners to better understand how they include social equity measures in their programming. (Workstream 3)
4. Share our learning with the Boards and hold ourselves accountable for including racial and social lenses within our program strategic goals in our Domain Updates and Impact Assessments.”

¹While we are committed to combatting inequities in all of its forms and understanding the complex intersectionality of these issues, as we begin this journey together, we want to start with a focus on racial inequities. We believe this focus would be a pragmatic way to begin deepening our collective understanding given how pervasive and historically entrenched racism is while also informing (and not excluding) our understanding and approach to other social inequities. In addition, we want to explore how race intersects with and often further exacerbates other social disparities.



The following scope described below is focused on how to operationalize points one and two of this vision for the work ahead. Please note that this proposed Scope of Work does not include designing and implementing an approach to how the Foundation re-examines its programs and strategies (Workstream 3) or increases its local equity grantmaking (Workstream 2). We see this work as setting the stage for and developing the readiness to implement both workstreams. So, while this could be a future phase of the consultant's work, if appropriate, the work for this engagement is focused on providing a shared learning experience for our program team.

Description of Scope of Work for this Engagement

We seek a consultant or consultant team to work with our program team,² to develop and implement a learning framework that will:

- Deepen our understanding of the history of racism and other social inequities in the United States, its unique regions, its sovereign Native nations, and in the countries where MACP is active in its grantmaking.
- Explore issues of privilege and bias and understand the connections and differences between personal journeys, structural racism, and institutional racism.
- Contribute to deepening our understanding of the relationship between intercultural competence/emotional intelligence, which we are learning through the Intercultural Development Inventory (IDI) and issues that perpetuate racism.
- Understand the role the philanthropic sector has played in perpetuating and combating racial and other inequities.

Some examples of specific topics that are important to learn about in order to inform our grantmaking are:

- Understand how our working definitions of basic concepts relating to diversity, equity, and inclusion apply to our grantmaking
- Understand how race was developed as a social construct, institutionalized over time in the US, and continues to impact society today
- Learn about whiteness as an identity and the ways white dominant culture perpetuates racial inequities
- Understand what bias is and how it perpetuates racism at all levels (individual, interpersonal, institutional and systemic)
- Understand what intersectionality is and why it is important in combating social inequities
- Explore ways to be an effective ally
- Explore how racism and/or other drivers of social inequity are experienced in other international contexts / impact of colonialism and patriarchy on racial inequities abroad
- Explore the role of philanthropy in both perpetuating and combatting racism throughout history

² The program leadership team is composed of 9 people, including the VP of Programs, and the program team is composed of 46 staff, including program officers and associates, as well as members of the program leadership team.



Through this approach to learning, we hope to develop the knowledge and skills to:

- Clearly articulate the significance of anti-racism and other inequities to MACP Programs and strategies (workstream 3 noted above)³
- Better understanding of how MACP can realistically contribute to a more just world working to eliminate racism and other forms of systemic oppression as an organization and a grantmaker.

Over the past several months, the program leadership team developed this initial set of ideas to articulate for staff internally what we feel important to learn collectively to inform our grantmaking. The consultant we hire would be responsible for working with us to develop a detailed curriculum for our collective learning that provides opportunities to connect what we are learning to the work we do. We look forward to working with a consultant or consultant team to evolve/change this approach given the expertise and experience they bring to it, informed by input from program staff. As the approach becomes more defined, we would like the consultant to work with us to determine how we might expand access to cross-functional staff to participate in select curriculum and learning experiences. This person or team would also be responsible for implementing this action-oriented learning curriculum, though they could bring in other expertise in order to facilitate specific discussions with our group.

Once a consultant (or team) has been hired, we anticipate working closely to refine the scope of this engagement, providing opportunities to get to know our program team, and onboarding the consultant (or team) to MACP's programmatic work.

Reporting and Management

The consultant or consultant team would report to the Vice President of Programs and Managing Director, Program Operations. This person(s) would work closely with the program leadership team to guide how this collective experience is designed for program staff and how it informs our grantmaking strategies. We also want to explore ways the consultant or consultant team could gather input/feedback from all program team members to inform this approach to learning.

Consultant Qualifications

We are looking for a consultant or consultant team with:

- Knowledge and experience with nonprofits, philanthropy and grantmaking strategies, the broader philanthropy landscape, and trends in the philanthropy field.

³ We recognize that we are using different terminology throughout this document. While our focus to date has been more on diversity, equity and inclusion broadly speaking, through this collective learning experience, our goal is to develop a more targeted, action-oriented 'antiracist' approach, which is why we use this word here. We look forward to learning more about the use and significance of different terms/concepts through the proposed learning we will do together.



- Experience in providing trainings on diversity, equity, inclusion and justice, using multiple modes of learning, virtually and in person when that becomes possible.
- Experience in facilitating processes that include a focus on equity and justice in both the domestic and international contexts.
- Expertise on how racism and/or other forms of social inequity are understood and experienced globally and what foundations/NGOs need to know to combat those forms within the international context.
- Team members with lived and professional experience in BIPOC or similar international communities and keen understanding of issues of marginalization, justice and equity.
- A familiarity with the IDI to help our team continue to build upon the intercultural competence and emotional intelligence work and connect it to our learning curriculum.
- Exceptional facilitators and excellent listeners.
- Experience and capacity to work with complex organizations and the ability to hold groups accountable.
- Expertise in designing and facilitating consultative feedback and listening processes that include important stakeholder groups.
- Ability to mitigate power dynamics inherent to group structures.
- Strong verbal and written communication skills.
- Experience providing coaching or other trainings with ample opportunities for staff to practice, with a goal of building the individual and collective capacity for our team.

Overview of the Proposal Process

MACP recognizes the time and resources devoted to preparing a proposal. To respect your time and minimize the amount of work for interested applicants, we have developed the process below.

Phase 1: Hold an introductory phone call (optional)

For those who are interested, we would welcome the opportunity to discuss the high-level goals for this engagement and answer initial questions as you gauge interest in submitting a proposal. This step is not required, but available as an option if helpful.

If interested in setting up an introductory call, please email Sarah Small (ssmall@macphil.org) by February 26th, 2021. Sarah will work with you to schedule a time for this call during the week of March 1st, 2021.

Phase 2: Submit a Brief Proposal

The proposal should include the following:

1. Organization Information
 - a. Name of individual or firm. In the case of a consortium, the name of the leading individual or firm
 - b. Country of incorporation and (if different) country whose data protection laws apply to the individual or firm
 - c. Organization contact information, including the website address, if available
 - d. Brief description of the organization mission and services offered



2. Description of relevant expertise: resumes of proposed team members, with description of relevant expertise, and description of experience with projects similar in nature and scope
3. Brief description of the team's approach to the project, with a particular focus on the team's approach to facilitating collective learning experiences in a remote work environment
4. Proposed budget for this work
5. Provide a work sample from a related, prior engagement
6. Summary of related work done with other clients
7. References: Provide contact information for two references from clients that have worked with your team, preferably on similar projects.

Proposals should be submitted by March 19th, 2021, to Sarah Small (ssmall@macphil.org). We will acknowledge receipt of all applications. We will notify applicants as to whether they have advanced to the interview stage by April 1st, 2021.

Phase 3: Interviews

Selected applicants will be invited to participate in a 60-minute Zoom interview with Foundation staff during early-to-mid April, 2021. If necessary, finalists will be invited to participate in a second round of interviews with Foundation staff.

We expect to make a hiring decision soon after final interviews have been completed. We hope to begin this work in earnest by mid-2021.

MACP is proud to be an equal opportunity contractor. We celebrate diversity and are committed to creating an inclusive environment. MACP will not discriminate on the basis of race, religion, color, national origin, gender (including pregnancy, childbirth, or related medical conditions), sexual orientation, gender identity, gender expression, age, status as a protected veteran, status as an individual with a disability, or other applicable legally protected characteristics.

If you need an accommodation due to a disability, you may contact us at [insert contact information].