

Terms of Reference: Strengthening Clean Air Fund's Strategic Approach to Global Events

Clean Air Fund (CAF) is seeking experienced consultancy support to strengthen the organisation's approach to global event strategy, participation and delivery. As CAF continues to grow its influence and global reach, events play an increasingly important role in convening stakeholders, sharing evidence, building partnerships and advancing clean air action.

CAF requires support to develop a more strategic, consistent and scalable approach to planning, participating in, and delivering events across the organisation. This includes establishing practical systems, governance arrangements, tools and guidance that will enable staff to deliver high-quality events and maximise the impact of participation in external convenings.

The consultancy will also provide dedicated project management support for CAF's Board, Grants Committee and Funder Strategy Launch Event planned for London in March 2027.

The consultancy is expected to run from October 2026 to April 2027. CAF welcomes proposals from individual consultants or teams of consultants with complementary expertise. Proposals may cover the full scope of work or specific elements of the assignment where consultants can demonstrate appropriate expertise and value.

Background

Events are an important vehicle through which CAF achieves impact. They support the organisation's ability to build coalitions, influence decision-makers, disseminate evidence, strengthen relationships with funders and partners, and increase visibility for clean air solutions.

CAF currently participates in and delivers a wide range of events, from major international convenings and climate summits to funder, governance and programme-specific events. As the organisation has grown, responsibility for events has become distributed across different teams and functions, creating a need for greater consistency, clearer governance and more systematic approaches to planning and delivery.

CAF is seeking to strengthen both its internal capability to design and deliver effective events and its strategic approach to participation in major external moments. This includes reviewing how CAF engages strategically with global events such as COP, Climate Week NYC, Davos, World Bank meetings and other conferences, as well as recommendations for other convenings that might help us achieve our aims.

The consultancy will help establish an organisational framework for events, and staffing recommendations, support the development of practical tools and guidance, and provide recommendations on CAF's future approach to event resourcing and governance.

In parallel, CAF is planning a Board, Grants Committee and Funder Strategy Launch Event in London in March 2027 and requires experienced event management support to lead planning and delivery.

Scope of work

The consultant(s) will work closely with the Head of Private Sector Engagement and key stakeholders including the Chief of Staff, Head of Communications, Head of Advocacy, and Executive Director of Strategic Partnerships.

i. Organisational assessment and stakeholder consultation

The consultant(s) will:

- Review CAF's current approach to event participation, hosting and delivery.
- Undertake consultations with staff across functions, teams and geographies to understand existing practices, strengths, challenges and opportunities.
- Assess current decision-making processes, governance arrangements and event delivery capabilities.
- Identify opportunities to improve effectiveness, efficiency, impact and consistency.

ii. Events strategy and operating model

The consultant(s) will:

- Review CAF's approach to participation in external events and major international moments.
- Assess opportunities to increase strategic impact, influence and accessibility through event participation.

- Develop recommendations for how CAF prioritises and engages in external events such as COP, Climate Week NYC, Davos, World Bank meetings etc.
- Develop recommendations for CAF's future event operating model, including resource requirements, responsibilities, leadership engagement approaches and capability needs.

iii. Governance and decision making

The consultant(s) will:

- Develop recommendations for event governance, ownership and accountability.
- Create a framework for determining event leadership and responsibility, taking into account geography, thematic ownership, strategic objectives and staff capabilities.
- Recommend decision-making processes for event participation, sponsorship, hosting and speaking engagements.

iv. Systems, tools and capability building

The consultant(s) will:

- Develop practical resources to support event planning and delivery across CAF.
- Create templates, checklists and planning tools.
- Produce guidance for staff leading events.
- Support capability building through coaching and practical advice.
- Develop guidance for procuring and managing external event management agencies and suppliers.

v. March 2027 strategy launch event

The consultant(s) will:

- Provide end-to-end project management support for CAF's Board, Grants Committee and Funder Strategy Launch Event in London.
- Coordinate internal planning and decision-making processes.
- Support venue, supplier and logistics management.
- Oversee event planning, delivery and evaluation.
- Ensure lessons learned are captured and incorporated into future practice.

Expected outputs

1. External events strategy and recommendations paper

A strategic recommendations paper setting out:

- CAF's approach to event participation and hosting.

- Recommendations for engagement in major international convenings and strategic moments.
- Recommendations for increasing influence, accessibility and organisational impact through events.
- Recommendations for CAF's future event operating model and resourcing approach.

2. CAF events playbook

A practical playbook containing:

- Event planning framework.
- Event leadership and accountability guidance.
- Governance and decision-making frameworks.
- Planning templates and tools.
- Event delivery checklists.
- Guidance for establishing objectives and measuring success.
- *Practical advice for event leads.*

3. Procurement guidance

Guidance and recommendations for:

- Procuring external event management support.
- Managing suppliers and agencies.
- Defining roles, responsibilities and expectations for external partners.

4. Organisational capability building

Provision of:

- Coaching and advice to CAF event leads.
- Practical support to teams planning and delivering events during the consultancy period.
- Training and handover sessions where appropriate.

5. March 2027 Board, GCAC and funder strategy launch event

Successful delivery of the event, including:

- Project management and planning.
- Stakeholder coordination.
- Event execution.
- Post-event evaluation and lessons learned.

Experience and skills

We are looking for a consultant with:

- Significant experience designing and delivering events within international NGOs, foundations or non-profit organisations.
- Significant experience of operating successfully at international events
- Experience managing Board, funder, executive or leadership-level events.
- Demonstrable strategic events planning expertise beyond event logistics and delivery.
- Experience developing organisational systems, guidance, frameworks and playbooks.
- Knowledge of the public affairs, advocacy, philanthropy, climate, environment or international development sectors.
- Strong stakeholder management and facilitation skills.
- Excellent project management skills and ability to work across multiple teams and functions.

Proposal submission instructions

We are looking for a consultant with:

CAF welcomes proposals from individual consultants or teams of consultants with complementary expertise. Proposals may cover the full scope of work or specific elements of the consultancy where this can be clearly justified.

1. Approach and methodology

A brief description of the proposed approach to delivering the scope of work, including:

- Understanding of the assignment and key challenges.
- Proposed methodology for stakeholder consultation, assessment and recommendations.
- Approach to supporting event planning and delivery.
- Proposed timeline and workplan.

2. Relevant experience

Details of the consultant's relevant experience, including:

- Experience designing and delivering events within international NGOs, foundations or non-profit organisations.
- Experience of developing strategies for and operating successfully at international events, delivering against organisational objectives
- Experience supporting Board, funder or leadership-level events.

- Experience developing organisational processes, playbooks, governance frameworks or operating models.
- Experience in relevant sectors, including philanthropy, advocacy, climate, environment or international development.

Please provide examples of at least two comparable assignments completed within the past five years.

3. Team and resourcing

Details of the proposed consultant(s), including:

- Roles and responsibilities of each team member.
- Relevant CVs and biographies.
- Proposed level of effort and availability throughout the consultancy period.

4. Budget

A financial proposal setting out:

- Daily rates for all proposed consultants.
- Estimated number of days required.
- Breakdown of costs by deliverable or workstream where possible.
- Any anticipated travel or other expenses.

Proposals must deliver the complete scope of work within a budget of \$75,000.

5. References

Contact details for at least two recent clients who can provide references for similar work.

Submission

Proposals should be submitted electronically to cdaly@cleanairfund.org by **5pm BST Monday 7th September 2026**.

Questions regarding this Terms of Reference may be submitted to cdaly@cleanairfund.org by **5pm BST Tuesday 1st September 2026**.

CAF is particularly interested in practical, implementable recommendations that can be embedded across a globally distributed organisation and that strengthen both strategic decision-making and operational delivery of events.

Shortlisted consultants may be invited to participate in a brief interview and/or presentation as part of the selection process.