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Terms of Reference Proposal Writing consultant

- **Timeframe:**
 - **Start date:** 15 July 2019
 - **End date:** 10 September 2019
- **Estimated number of days:** 15
- **Reports to:** Anne Travers, PWYP Fundraising Consultant, New York
- **Location:** Flexible
- **Travel:** None

PWYP is looking for an experienced and savvy grant proposal writing specialist for a short-term assignment to develop PWYP's 3-year project proposal for NORAD/Oil for Development Programme in July-September. This proposal will be focused on Iraq, Lebanon and Kenya, with the possibility of also adding Ghana.

Background

The Norwegian Agency for Development Cooperation (NORAD)'s Oil for Development (OfD) Program, has invited the PWYP Secretariat to submit a 3 year proposal to strengthen the ability and capacity of its coalitions in Iraq, Lebanon and Kenya to engage more effectively in the management of their respective petroleum sectors through safeguarding the principles of transparency and accountability.

Objectives

The consultant will be responsible for developing a proposal which reflects the priorities of the PWYP coalitions in each of the countries mentioned above within the framework set by Norad. His/her responsibility will be assessing and reflecting the desired objectives and activities proposed by the PWYP members and making sure they fall into the topics which constitute a priority for Norad.

The specific responsibilities of the role are:

1. To carefully review the call for proposals and the invitation sent by Norad, including the call's objectives and priority thematic areas
2. To reach out to key persons in each national PWYP coalition (a list will be provided by the PWYP Secretariat) to discuss PWYP's unique value-add in the context of this call for proposals and identify priorities in each country
3. To review the strategies and work plans of the PWYP coalitions and consult with them regarding potential activities which match the objectives and topics which Norad has set in the call for proposals



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4. To propose relevant ideas/topics which serve the coalition's and member's needs and which simultaneously satisfies Norad's objectives
5. To identify the scope of the projects and the desired outcomes
6. To write a narrative and draft budget for the project

The consultant must take into account the need to communicate in two languages (English and Arabic).

Deliverables

1. A short report outlining the main meetings/calls conducted with PWYP members and partner organisations, summarizing relevant findings and key people contacted
2. A final project proposal (narrative in a Word Document or Google Document) outlining the following:
 - a. Theory of Change for the whole project, as well as theory of change for each of the countries included in the proposal
 - b. Overall result management framework, with clear expected outcomes and SMART indicators of progress for the entire project, as well as separate/complementary result management frameworks for each of the countries included in the proposal
 - c. Overall risk framework, with analysis of main organizational, institutional, political risks, level of likelihood and impact, and mitigation measures for each of the risks
 - d. List of proposed activities, with a timeline within each of the countries included in the proposal
3. A draft overall budget in EUR (in MS Excel or Google Spreadsheet), broken down per country

Source documentation

- Previous PWYP funding proposals (including to DANIDA, FINNIDA, FES, WFD, etc.)
- PWYP Vision 2025
- PWYP website and annual reports (www.pwyp.org)
- PWYP coalition strategy documents (if/when they exist)
- NORAD – Oil for Development Annual Report 2018
- Call for proposal (see Annex)
- NORAD Oil for Development website (www.norad.no/ofd)

Timeline

- 8 July: deadline for applications
- Week of 15 July: start of the consultancy
- 15 July - 10 September: consultations and drafting the proposal
- 30 July: draft 1
- 30 August: draft 2
- 10 September: final draft



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Experience and skills required

- Demonstrable understanding of the issues and players in the extractives transparency, citizen participation and accountability field
- Excellent oral and written English
- Experience identifying project scope, objectives, and outcomes
- Experience developing budgeted project proposals
- Ability to work with coalitions of CSOs and a multitude of NGOs with diverse backgrounds and different levels of knowledge and expertise
- Ability to quickly grasp systemic communication challenges and respond with relevant thought leadership to address issues
- Excellent communication skills – timely, articulate, unambiguous and error free
- Ability to work and deliver under tight deadlines
- Experience of working in the Middle East and North Africa (MENA) would be an advantage

To apply

Please send your CV and a proposal (including your fee) to Elisa Peter, PWYP Executive Director at epeter@pwyp.org no later than Monday 8 July. Indicate “Proposal Writing Consultant” in the subject line. Candidates will be contacted shortly after the application deadline, with a start date sometime during the week of 15 July.



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Annex – NORAD call for proposal

Support for improved transparency and accountability in the petroleum sector (2020)

Deadline for application

01.10.2019 13:00

Responsible organization

Norad

Responsible unit

Civil Society Department

General information about the grant scheme

The overall aim of the OfD programme is to support developing countries in their efforts to manage petroleum resources in an economically, environmentally and socially responsible manner. The aim of Norwegian support to civil society is to achieve a stronger civil society in developing countries with the ability and capacity to promote democratisation, realise human rights and reduce poverty.

Assistance to partner countries under the OfD programme is primarily provided by Norwegian public institutions engaged in institutional cooperation with counterpart institutions. However, support to and cooperation with civil society organizations complements the capacity building efforts directed at government institutions. This support has as its main objective to enhance transparency and accountability in partner countries. The OfD programme currently has 15 countries in its portfolio.

For more information about the country programmes and the main outcomes,

see www.norad.no/ofd.

This call for proposals is for civil society initiatives responding to outcome three of the Oil for development (OfD) programme: **authorities are transparent in their management of the petroleum sector, and the public holds the authorities to account.**

The provision of grants under this call is subject to competition. Applications are therefore compared and evaluated in relation to each other. This call is furthermore only open to a select number of Norwegian and international organizations (by invitation only). Applicants are encouraged to actively coordinate with other relevant civil society organizations in countries prior to



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submitting the proposal.

Objective and target group

The specific objective of this call for proposals is the achievement of OfD Programme's third outcome - **authorities are transparent in their management of the petroleum sector, and the public holds the authorities to account**. Civil society plays a key role in monitoring and holding authorities accountable, in challenging power structures, setting the agenda and developing policy, and bringing people together around a common agenda.

The OfD Programme is organized around four components; the resource component, the revenue component, the safety component and the environment component. Applications must demonstrate how the proposed work relates to one of these programme components. This may include efforts to:

- Enhance transparency and accountability in petroleum resource management, including public financial management and work related to the Extractive Industries Transparency initiative.
- Encourage public participation in decision-making processes related to petroleum management, locally and nationally.
- Promote environmental protection and safety measures in the petroleum sector.

The target groups for this call are the public, government authorities, civil society, private companies, independent media and the free press.

Examples of efforts

Many countries with extensive natural resources have failed to benefit fully from their natural resource wealth and have tended to have less economic growth than countries with fewer natural resources. The third outcome of the OfD Programme is based on the premise that constraints on the government's use of political power – through accountability mechanisms – with time will both prevent and reduce these adverse effects. It is further expected that this effort in continuation also will have a poverty alleviating effect.

Information and transparency are important prerequisites for accountability to take place. Access to information and transparency however do not lead to accountability by default. Transparency is a necessary, but not sufficient condition to achieve accountability objectives. Any accountability mechanism requires a minimum of events to work:



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- Authorities must ensure that data is available (transparency).
- Available information must reach relevant private and public actors and citizens must have the right to demand information.
- Recipients of the data must have the capacity and ability to process the information and respond to it.
- Responsible authorities must respond to reactions or be sanctioned by the public through institutional arrangements.

Efforts within the above areas may take a number of approaches including but not limited to advocacy directed at local and central authorities and/or private sector actors, as well as efforts to ensure information is disclosed and made available and that consensus and/or increased dialogue between different stakeholders and the public, including local communities, is achieved.

Efforts can also include community development activities, or capacity building of media and parliamentarians to strengthen their ability to hold the authorities to account for responsible management of the petroleum sector.

Both national and global interventions may be relevant. When the effort is primarily aimed at the global level, the applicant should clearly show a causal relationship between the proposed intervention and poverty reduction in one or more of the OECD DAC countries. The applicant can use its theory of change and results framework to demonstrate this link.

Allocation criteria

a. Eligible grant recipients

Eligible recipients for this call for proposals are: Civil society organisations.

Civil society is understood as an arena separate from the family, the public sector and the private sector, where individuals join forces on a voluntary basis in order to promote their own or other people's interests and rights.

b. Applicants' criteria

The applicant must document that the following criteria are met:

- The applicant must be a legal person. Accurate and comprehensive organisational information must be provided.



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- The applicant must have a proven track record showing the necessary technical and administrative capacities to implement the project. Results achieved from previous projects within the OfD thematic areas are deemed especially relevant.
- The applicant's financial management is adequate to prevent, identify and follow up financial irregularities.
- The applicant must have their own articles of association and a Board of Governance.
- The applicant's Board of Governance must be administratively separated from the organisation's daily operations to secure the Board's independent control functions.
- The applicant must present a budget for the entire project, including income sources.
- The grant recipient may not accrue capital gains from the funding allocation.
- The applicant should have an overall, long-term strategy and established cooperation with organisations in the country in which the project is to be implemented. Local partners must represent the target groups and driving forces in the country in which the project is to be implemented, and thus be able to influence and participate in societal development. Individuals may not be local partners.
- Local or central authorities may in some cases be local partners when this contributes to capacity development within their area of responsibility and when the applicant has a special competence that is in demand.
- The applicant must confirm that they have established ethical guidelines for the organisation, which, as a minimum, fulfil the requirements as laid out in [Ethical guidelines - Guide for Norad's grant recipients](#).
- The applicant must confirm that they have made safety and security assessments for their own employees when staying abroad, and initiated the necessary measures for, for example, training, policies, insurance and equipment.
- The applicant organisation must have financial sustainability beyond public funding. In special cases, exceptions may be made.
- The applicant organisation must cover at least ten per cent of the expenditures related to the project. The value of assets or work-input cannot be used to meet this requirement, neither can these funds be derived from other Norwegian public funds. The financial basis of the ten percent is only a requirement for organisations based in OECD countries.

c. The project's assessment criteria

All projects must meet the following criteria:



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- The project must fall within the objective of the call for proposals and aim to address specific and defined needs. The project must have clearly defined, realistic and measurable targets, and provide a baseline and indicators that makes it possible to measure and report on the results achieved by the project.
- The project must be cost-effective. This must be documented in a detailed budget.
- Funding for indirect operating costs at head office level shall not exceed seven percent of the project's total direct operating costs.
- The project must meet the [OECD / DAC directives' criteria for ODA support](#).
- The project must be in line with [Norad's Support to Civil Society: Guiding Principles](#).

In the assessment of the application, Norad will place emphasis on the following aspects:

- The application is processed in line with the established [Resource Allocation Model \(RAM\)](#). The criteria include:
 - The project's legitimacy and local ownership, sustainability and exit strategy.
 - The relevance of the project against the Norwegian Government's strategies and governing documents.
 - The relevance of the project to the partner country's own plans and priorities
 - Considerations regarding risk and risk management .
 - Considerations of Norway's cross-cutting issues (anti-corruption; the environment and vulnerability to climate change; human rights, including the rights of people with disabilities; women's rights and gender equality).
- General guidelines for Norwegian development aid funds.
- Each application will be evaluated in relation to the objective of the call as well as the composition of Norad's civil society OfD portfolio as a whole. Organisations are encouraged to submit no more than one application.
- The applicant is requested to show the project's relevance in relation to, and contribution towards, the SDG targets.

Specific priorities:

- Projects in Oil for Development partner countries where the Oil for Development Programme has a long-term and comprehensive engagement – Ghana, Kenya, Mozambique, Uganda,



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Tanzania and Myanmar – will be prioritised. Projects in other OfD countries (Angola, Colombia, Iraq, Lebanon, South Sudan, Sudan, and Somalia) will however also be considered.

- Applicants that have developed project activities in coordination with relevant civil society organizations in country prior to submitting the proposal, will be prioritized.

Funding will not be given to:

- Projects aimed at target groups in the Western Balkans.
- UN agencies and actors that primarily are engaged in commercial activities.
- Grants for pre-projects.

Other information:

- Organisations may apply for an agreement of a maximum of 3 years, from 2020 to 2022.
- The application may include several projects, but the applicant must have an overall strategic plan which justifies the thematic and geographical priorities.
- Funding from 2020 and onwards is subject to Norwegian Parliamentary appropriations and the Letter of Allocation from the Ministry of Foreign Affairs to Norad.
- No applicant is entitled to funding. This applies even if all formal and material criteria are met.

About the application process

Information about the application processing

- The application must be submitted through the [Grants Portal](#).
- Applications that do not meet formal requirements, lack compulsory attachments, or do not meet the deadline of 1. October 2019 at 1pm (Norwegian time), may be disqualified.
- The review of applications will draw on thematic, administrative and legal advice from relevant departments within Norad, as well as from the Norwegian Embassies in proposed project countries, the Ministry of Foreign Affairs and external academic communities.
- Norad aims to give applicants preliminary feedback by the end of December 2019.
- Norad may contact the applicants during the assessment process to obtain further information as required.