

TERMS OF REFERENCE

1. Consultancy Information

Consultancy title: Scoping of Fundraising Potential in Norway
Organization: ActionAid Denmark (AADK) on behalf of ActionAid Sweden (AAS) ActionAid International (AAI)
Department / Unit: International Cluster
Supervisor: Søren Tuxen Faber
Deadline for bids: 24 February 2019
Duration: Three weeks
Starting Date: 4 March 2019
Duty Station: Home based with travel to Oslo and Copenhagen.
Full/part time: Part time (Total of twelve working days including workshop)

2. Background and Context

Background

In December 2016 a new strategy for the ActionAid Federation was approved – *Action for Global Justice*. The growth ambitions outlined in this new Global Strategy include investing in new and emerging markets (Strategic Shift 3: Resourcing our Work).

This Market scoping study will look at fundraising expansion opportunities for the ActionAid Federation represented by AADK and AAS in Norway, including trusts, foundations, and institutional partnership opportunities, to inform the strategic direction to collectively deliver the new Global Funding Strategy 2028 and *Action for Global Justice*.

Current relationship with Norwegian Agency for Development Cooperation (Norad)

ActionAid currently holds relationships with Norad at several levels. Norway is co-convenor of the International Commission on Financing Global Education Opportunity, and ActionAid education policy specialists regularly interact in multilateral meetings and bilaterally with Norad education policy experts. ActionAid also has a funding relationship with Norad for a multi-country education and domestic resource mobilisation project. This is worth approx. €4m and was an invitation-only follow-up project from a project that ended in 2017. The overall funding relationship with Norad started in 2014 and has grown steadily since then. Norad values ActionAid's education and tax justice work and particularly the approach that combines both strands.

The relationship is currently managed by ActionAid International, the Global Secretariat of the ActionAid Federation. During the 2017 restructuring, the decision was taken that the GS would no longer directly manage donors and would instead delegate that responsibility to country members on behalf of the Federation.

3. Purpose of the Assignment

The overall purpose of this market and donor scoping is to **inform the choice of focus and scale of future investments by the ActionAid Federation for fundraising in Norway** to achieve the growth objectives outlined in the Global Funding Strategy 2028.

“The choice of new countries will be driven primarily by income rather than influence, and decisions on market entry and investment allocations will be made by a federation wide platform. Under the delegation of this platform, opportunities will be created for a sponsor/host model where established markets are intensively supporting new markets. If we had the necessary investment funds available, we would ideally launch in a new country every 3-4 years to ensure we are building a strong, diverse pipeline of new fundraising markets. This will be dependent on demonstrating success with the Indonesian model, meeting key milestones and plan expectations”.

On institutional funding, the Global Funding Strategy states:

“By 2028, we will have grown income from institutional donors through a fundraising model that is rooted in a partnership-based approach. We will be programme-led, targeting donors

that align with our vision and feminist and human-rights based approaches as well as growth potential. We will be a partner of choice for our donors by positioning ourselves as a strong “think and do” leader on issues of mutual strategic importance. We will have federation-wide commitment to prioritise and resource institutional funding strategically, operationally, and culturally, enhancing our internal effectiveness and our ability to adapt to external trends and ways of working.”

(Global Funding Strategy 2028).

The assessment will be conducted with the following specific objectives:

- a) Identify the five most relevant Norwegian donors for ActionAid based on purpose, grant size and modality and CSR record.
- b) Give concrete recommendations on establishing engagement with the donors identified.

4. Scope of work

In order to achieve the objectives, the tasks of the consultant will include but will not be necessarily limited to the following:

- Provide a detailed scoping study of new market information for fundraising to fully understand the new market opportunities
- Provide contextual analysis, to include internal and external factors, to inform viability and affordability
- Research on the institutional, trusts and foundations donor markets – saturation, legislative, contextual, political or cultural barriers to entry, requirements
- Engage with official donors (e.g. Norad) to assess scope for partnership – requirements, legislation, political, thematic and geographic priorities
- Make recommendations on the type of entry and level of investment to access the Norwegian market

The scoping will draw on key lessons learned from previous new market expansion strategies and will make concrete recommendations on whether to access the new market opportunities and new sources of funding for the Federation.

The scoping will not consider individual charitable giving.

The focus on the scoping will be on funding for activities in the global south within the following themes:

- Defending democracy/participation of civil society
- Gender responsive public services
- Resilience
- Humanitarian response
- Economic opportunities and decent employment (youth and gender focus)

These along with more specific geographic priorities are further expanded in the Annex A – AAS / AADK Programmatic Complementarity.

Process and Methodology

The market scoping will be a combination of desk research, interviews with key external informants and interviews with key internal AA informants together with external inputs from market research and data analysis.

The process will include review of relevant documents and involve relevant ActionAid staff and relevant Heads of Fundraising and management. Key stakeholders and methods of engagement could be:

Stakeholders	Methods
Internal to ActionAid	<ul style="list-style-type: none"> • GS Resource Mobilisation and Innovation – Director of RMI, Head of IFT, Bilateral Partnerships Manager • AA SWE • AA DK • ActionAid members with experience of new market expansion strategies (e.g.UK who

	has experience in developing T&F in Switzerland, for instance)	
External stakeholders	<ul style="list-style-type: none"> • Norwegian Fundraising Consultants • Peer INGOs • Institutional donors (Norad) • Corporate foundations • Norwegian Fundraising Association (Norges insamlingsråd) • Insamlingskontrollen • Frivillighet Norge 	Desk review Meetings Interviews

5. Deliverables

The consultant will deliver:

- An inception report of 2-4 pages outlining the specific approach and plans for the scoping study
 - A draft report
 - A final report of no less than 15 pages and no more than 25 pages providing an analysis of the potential for raising funds for themes listed above from Norwegian sources including
 - Identification of the most relevant donors in terms of scale and thematic focus
 - Listing of relevant contact points in these donors
 - Identification of the barriers to entry for a non-Norwegian organization
 - Tailormade advice on the best ways for AA to establish relationships with these donors
- The final report should incorporate AA comments for the draft report.
- Facilitation of a one-day workshop in Copenhagen to present the results of the study

6. Qualifications of the Successful Individual Contractor

- Extensive knowledge of the Norwegian donor landscape within development and humanitarian response in the global south.
- Extensive network of contacts within the Norwegian donor community.
- Relevant higher education.
- Excellent facilitation skills.
- Minimum of four years of relevant experience.

7. Institutional arrangements

- AA staff will work with the consultant(s) to develop the concrete plans for the completion of the assignment including practical arrangements for the final workshop.
- ActionAid Denmark will handle all practical arrangements in connection with the final workshop.
- The consultant(s) will be responsible for making their own travel arrangements and paying for their own tickets and accommodation.
- The consultancy fee will be paid in full by invoice upon the completion of all deliverables as listed above.
- The consultant(s) will report to the AA DK Institutional Funding Advisor and through him to a wider reference group from AA DK, SWE and I.

8. How to apply

Please submit the following documents by e-mail to stf@ms.dk no later than 24 February 2019:

I. Technical proposal comprising of the following:

- Letter of Confirmation of Interest and Availability
- Personal CV(s)
- Brief description (max. ½ page) of why you consider yourself as the most suitable for the assignment, and a methodology (max. 1 page) for how you will approach and complete the assignment.

II. Financial proposal indicating the all-inclusive fixed total contract price, supported by a breakdown of costs.

9. Selection Criteria

The following criteria will be weighed equally in the selection:

- Quality of the approach described
- Experience of consultant(s)
- Price

Annex A: AAS / AADK programmatic complementarity

Background

Since 2006, ActionAid has been present in Denmark (AADK) and Sweden (AAS). Established through two different models, ActionAid Denmark joined the Danish organisation Mellempfolkeligt Samvirke while ActionAid Sweden was set-up as a completely new organisation.

In its initial stages, the cooperation between the two affiliates was limited as focus was different. While AADK developed its operations around youth participation, training and establishing Global Platforms, AAS focused on fundraising from the general public and some campaigning around tax justice, land rights and urban safety. While AADK is large in size with around 80+ employees, AAS is considerably smaller with approximately 20 members of staff.

In recent years, however, the two affiliates have been working more closely together, not least through the joint co-leadership of the federation's delegation on shrinking political space. Overall, there is an openness between the two countries with an intention and willingness to cooperate, share experiences and resources, with a commitment to reinforce each other's efforts to be able to reach the goals of our federation.

Although ActionAid has no registered presence in Norway, Norad has been funding a multi-country education and domestic resource mobilisation project since 2014, managed by ActionAid International (the Global Secretariat of the ActionAid Federation).

In December 2016 a new strategy for the ActionAid Federation was approved – *Action for Global Justice* – including high growth ambitions through investments in new and emerging markets. During the 2017 restructuring, the decision was taken that the GS would no longer directly manage donors and would instead delegate that responsibility to country members on behalf of the Federation. As part of the global strategy, ActionAid Denmark and Sweden applied and was approved to head the scoping of the Norwegian market through a *Cross Border Initiative*. This document is part of the scoping study.

Why complementarity?

The historic, political, cultural and linguistic closeness of the Nordic countries is mirrored in the international engagements of the three countries. Swedish, Danish and Norwegian representation through diplomatic embassies are often closely placed and there is a close cooperation in many parts of the world. The overall frameworks of the international cooperation bodies (Sida, Danida and Norad) reflect this, especially as they all value civil society in its own right, seeing it as an important player with a role in international development cooperation and a precondition for democracy. Strengthening civil society to play a role in communities is an important function and role that all three donors are investing in and supporting.

Over the years, ActionAid has been playing with the idea of creating a "Nordic Hub", with the three countries represented. While still a possibility for the future, at this stage our intentions are to maintain our two separate ActionAid offices in Sweden and Denmark with possible presence in Norway (although not an office) but with complementary programming. This means that we will

seek to be aware of and being interested in each other's operations, making sure that we are not contradicting each other and have one or a few overlapping programming areas.

Commonalities: The thematic focus of Sida, Danida and Norad

Overarching: Strengthening civil society is a goal in itself

Crosscutting all three donors: Health, Humanitarian Aid.

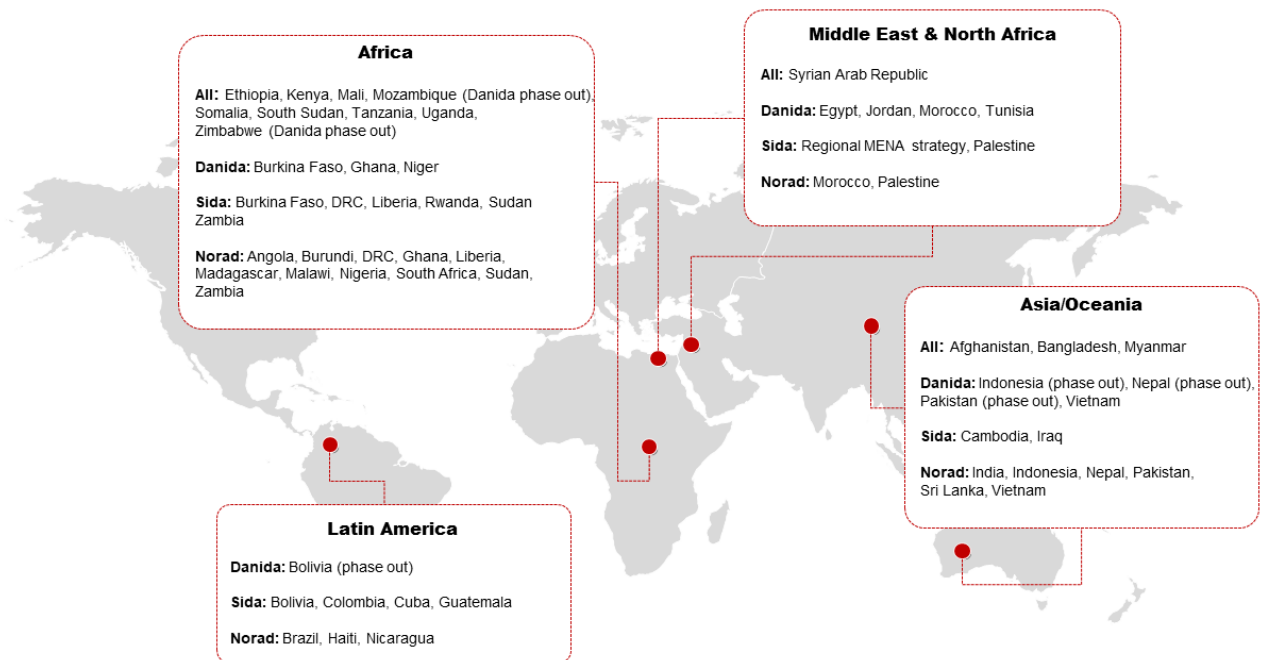
	<i>Danida</i>	<i>Sida</i>	<i>Norad</i>
<i>Climate change and environment</i>		X	X
<i>Democracy and good governance</i>			X
<i>Democracy, human rights and freedom of expression</i>	X	X	
<i>Education</i>			X
<i>Energy (clean & affordable)</i>			X
<i>Health</i>	X	X	X
<i>Higher education and research</i>			X
<i>Macroeconomics and public administration</i>			X
<i>Oil for development (responsible management of petroleum resources)</i>			X
<i>Gender equality</i>	X	X	
<i>Market development</i>	X	X	
<i>Agriculture and food security</i>		X	
<i>Sustainable societal development</i>	X	X	
<i>Conflict resolution, peace and security</i>	X	X	
<i>Migration</i>	X		
<i>Humanitarian Aid</i>	X	X	X

Note: although Danida does not have climate change and environment as a separate strategic priority area, it appears to be embedded in other priorities. Given that Danida is already funding resilience initiatives (through ActionAid and others), we can assume that the guess is that they would be open to continue this. Also, the urgency of the problem (and the spotlight that is currently on it) can be an impetus for institutional donor focus of this area.

The same goes for Democracy, Human rights and freedom of expression that Norad does not have as a specific area, although it is crosscutting and embedded in other priorities.

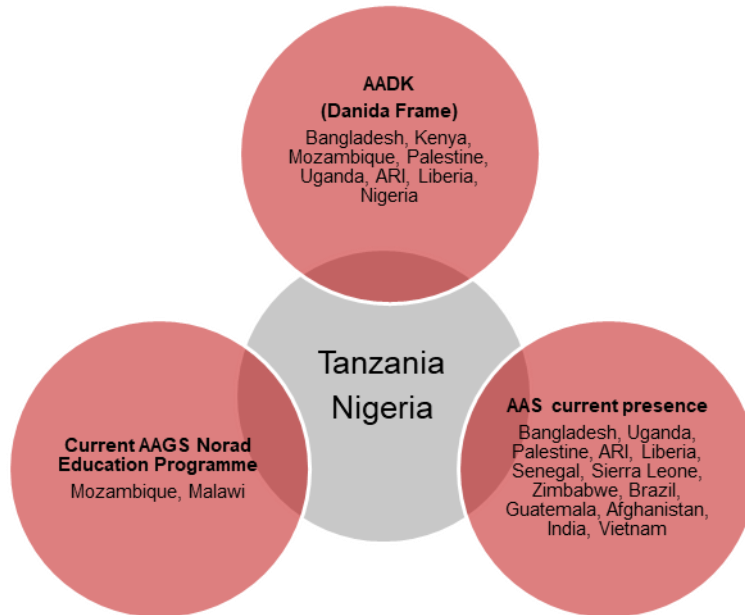
Commonalities: The geographical focus of Sida, Danida and Norad

The three donors coincide their geographical focus areas mainly on the African continent, but also in several countries in Asia. It is interesting to note that both Sida and Norad have continued presence in Latin America, which is fairly unusual among institutional donors as most are phasing out.



ActionAid geographical presence by country (Sweden, Denmark, Norway)

Presence is spread with Tanzania and Nigeria being the geographical commonalities of the three.



Model of programmatic complementarity:

While ActionAid Sweden and Denmark, and the Norad programme, have different strategical priorities, three areas stand out as joint focus areas of AASweden, AADenmark and the Norad programme, with potential of joint programming:

- Humanitarian. Suggestion: implement an emergency fund with women leading as focus, already initiated and managed by ActionAid Sweden, but with donors (institutional/governmental, corporates and more) from all Nordic countries contributing. Possibility to focus on protection and disaster resilience.
- Defending democracy/strengthening civil society. Suggestion: to continue and include Norway in the joint work already initiated by ActionAid Sweden and ActionAid Denmark.
- Resilience (environment and climate change): Suggestion: Develop multi-country programmes with global impact to enhance resilience before climate change. Linking with humanitarian work through disaster resilience.

