# CONSULTANCY TO FACILITATE DIVERSIFICATION OF FUNDING PORTFOLIO OF WROs

# Terms of Reference

**Oxfam is a global movement of people working together to end the injustice of poverty.**

**That means we tackle the inequality that keeps people poor. Together we save, protect and rebuild lives. When disaster strikes, we help people build better lives for themselves, and for others. We take on issues like land rights, climate change and discrimination against women. And we won’t stop until every person on the planet can enjoy life free from poverty.**

**We are an international confederation of 20 organizations (affiliates) working together** **with partners and local communities in the areas of humanitarian, development and campaigning, in more than 90 countries.**

**All our work is led by three core values: Empowerment, Accountability, Inclusiveness. To read more about our values please click** [here](https://www.oxfam.org/en/explore/how-oxfam-fights-poverty)

***Oxfam is committed to preventing any type of unwanted behavior at work including sexual harassment, exploitation and abuse, lack of integrity and financial misconduct; and promoting the welfare of children, young people and adults. Oxfam expects all staff and volunteers to share this commitment through our code of conduct. We place a high priority on ensuring that only those who share and demonstrate our values are recruited to work for us.***

***Note:*** All offers of employment will be subject to satisfactory references and may be subject to appropriate screening checks, which can include criminal records and terrorism finance checks.

### **BACKGROUND**

Women’s Voice and Leadership-Pakistan (WVL-Pakistan), is a five-year, $8 million project funded by Global Affairs Canada (GAC) and implemented by Oxfam Canada, in collaboration with Oxfam in Pakistan. The project is part of GAC’s Women’s Voice and Leadership (WVL) Program, a global initiative to support the capacity and activities of local and regional women’s organizations and movements seeking to empower women and girls, advance the protection of women’s and girls’ rights, and achieve gender equality.

The project seeks to increase Pakistani women’s and girls’ enjoyment of human rights and to advance gender equality in Pakistan by strengthening the individual and collective capacity of women’s rights organizations (WROs), women’s rights activists, and coalitions within the women’s movement.

Over the course of five years (2019 to 2024), the project will work with 12 partner WROs that represent the country’s geographic and demographic diversity, that are inclusive of ethnic, religious, and linguistic minority groups, and that possess gender expertise in different thematic areas. Using a strategic combination of funding mechanisms and capacity-strengthening support, WVL-Pakistan will strengthen these organizations to be better managed and self-sustaining and to deliver programming that better meets the needs of the women they serve. It will also improve the ability of WROs and activists to work together more effectively to better influence gender-transformative policy.

WVL-Pakistan is built on three pillars that correspond to its three intermediate outcomes:

1. Improved management, programming and sustainability of local WROs in Pakistan, particularly those representing vulnerable and marginalized women and girls
2. Enhanced delivery of campaigns and programming by WROs to advance gender equality in Pakistan
3. Increased effectiveness of national and sub-national[[1]](#footnote-1) women’s rights platforms, networks and alliances to effect gender-sensitive policy change and implementation in Pakistan

**WVL -Pakistan has just moved into its implementation phase, of which a key component is Capacity Strengthening of its core partner which are local Women Rights Organizations, build on gender just values, practices, and principles, for their improved management, programming, and sustainability.**

### **SCOPE OF WORK:**

WVL- Pakistan through a very thorough and inclusive process, has selected 12 small and medium level Women Rights Organizations ( WROs) from four provinces and the federal territory of the country. These 12 organizations are core partners of the WVL project. Four WROs are located in the province of KPK, two in Sindh, three in Punjab, two in Balochsitan and one in Islamabad. Focusing on gender just principles, a reflective and reflexive space is provided to each of the WRO to analyze their organizational strengths and challenges in an intersectional way, through Capacity Assessment Tool for Gender Just Organizations (CAT4GJO). It is a guided self-assessment tool for WROs to begin a structured dialogue on existing capacity strengths, weaknesses, and gaps in their organizations as well as programming to advance gender equality and women’s rights. WVL partners are small to intermediate level women right organizations with diversified portfolios. During self-assessment process, these WROs identified some needs regarding developing resource mobilization / funding strategy and training to identify/diversify financial resources/portfolio as well as proposal development. The same is desired to be met under this work assignment.

**Key Audiences:** Within the scope of this consultancy assignment, there is a well-defined audience for trainings on proposal development and techniques to diversify financial resources/portfolio (fund raising). comprising representatives from program, MEAL and donor liaison.

### **SPECIFIC OBJECTIVES OF THE ASSIGNMENT:**

1. To build common understanding of WROs on resource mobilization and diversification of funding portfolio using training methodology
   1. To layout resource mobilization / funding plan for small to mid-level WROs while engaging them in training
2. To impart technical skills on developing a quality proposal focusing on women rights

### **APPROACH AND METHODOLOGY:**

1. As a principle, the entire assignment should follow the approach of inclusivity, engagement, shared thinking and agreements between the consultants/consulting firm and WROs. A top down approach at any stage of the work / methodology is strictly discouraged. The center of this assignment is 12 WROs and therefore requires to be engaged actively. It will be recognized while extending expertise through this constancy that the all knowledge and training materials are developed up to the level of understanding of WROs. It is encouraged to use local examples from within the social context. Similarly use of translated materials, audio-visual techniques and use of other interactive means are highly encouraged. Focus should also be made to engage WROs in mapping existing local as well as national/international opportunities both in public and private sector. A mentoring role of the consultant/Firm is therefore desired.

To achieve the objectives of this assignment, the proposed methodology is as follows;

1. **Strategize training plan for WROs training on diversification of funding sources/resource and training execution :** The consultant(s)/Firm are required to do a quick assessment of the existing funding scale and profile of the organizations and build a training methodology which engages them in opening their understanding of the diversification of funding sources from various ends (local as well as external). The consultant is desired to employ a training plan, layout training contents for training and method along with other information sources. A tailored made training module is also desired. The consultant/Firm may devise an offline/online methodology to do this training. The plan will be shared with Oxfam and approved before execution.
2. **Development of resource mobilization / funding raising plan:** Building on the training knowledge on resource mobilization, the consultant will engage WROs to lay out a resource mobilization / fund raising plan during training. The plan will lay out broadly some funding pockets existing nationally and internationally comprising conventional and unconventional funding sources. Each WRO will later elaborate the plan by adding some further local resource channels / sources available to them at district, provincial or national level
3. **Training(s) on Proposal Development:** The consultant(s)/Firm is desired to impart one training on proposal development engaging WROs where technical tools to develop a participatory, gender responsive proposal. The technical proposal should elaborate it further in terms of training contents, methodology and use of training materials. Development of a tailored made training module is desired under this objective.
4. **Documentation and report writing:** The training process, results and reflections will be captured in report form using the training data / information. The training analysis and learnings will also help develop funding raising plan for each WRO which will be submitted along with the completion report.

**Important Note: The technical proposal should describe Consultant(s)/Firm understanding on safeguarding. Please elaborate in the proposal about essential measures to ensure safeguarding standards during execution of this assignment.**

**While the above stated process must, at minimum, be included in the assignment, additional methods can be proposed, and the consultant/consultancy firm is expected to employ gender just approaches to respond to the capacity strengthening needs. If selected, the successful consultant/consultancy firm will be responsible for expanding on this methodological plan, integrating inputs from Oxfam in Pakistan (OiP) and Oxfam Canada, and finalizing this methodological plan as part of the deliverables of the assignment.**

### **DELIVERABLES**

During the period of the consultancy, the consultancy firm/consultant will be responsible to produce following key deliverables. It is important to mention here that the financial proposal should be strictly based on these deliverables and all payments will be attached to the satisfied completion these deliverables. It includes

1. Providing a detailed inception report along with work plan and timeline after thorough understanding of the needs and knowledge of WROs about resource mobilization/fund mobilization and diversification of funding portfolio.
2. One comprehensive report of training on diversification of funding portfolio / fund raising techniques at local and higher level along with resource mobilization / funding plan
3. One comprehensive report of training on proposal development
4. Final report as Project Completion Report (PCR).

**TIMELINE**

The duration of the assignment will be across 3-months, the starting date 10 March, 2021 and should not go beyond 10 June 2021.

**OXFAM IN PAKISTAN AND CONSULTANT RESPONSIBILITIES**

**Oxfam in Pakistan :**

* OiP will brief the consultant on the requirements and will organize regular progress monitoring meetings, discussions and debriefs.
* OiP will provide the consultant/ consultant firm’s access to the relevant documents i:e WVL project objectives, gender-just principles etc.
* OiP will connect consultant/s to the partner WROs /focal persons at the partner organizations.
* OiP will provide feedback on the detailed execution for comments to be incorporated by the Consultant.
* OiP designated staff will coordinate with the Firm around meeting timelines, quality deliverables and payments.

**The Consultant / Consulting Firm :**

In addition to deliverables;

* The consultant / consulting firm will coordinate with WROs to have a detailed understanding of their current funding landscape.
* The consultant will share a detailed work plan and will ensure a detailed inclusive need assessment.
* The consultant will incorporate feedback on proposed inception plan / report and strategy documents
* The Consultant will submit training reports along with documented evidences and analysis
* The consultant will ensure effective and efficient communication with OiP during whole assignment by regular sharing of progress, update with OiP team including timely sharing of challenges through meetings, debriefs and reports.
* The consultant will abide by the agreed timeline of the project.
* **The consultant / consulting firm will submit the financial proposal aligned with the deliverables of the assignment. All costs relating to Consultancy Fee and offline training workshops including boarding lodging of trainers and participants will be budgeted under the proposed Financial Proposal.**
* The consultant will make use of Oxfam’s Consent Forms during the assignment and will submit the signed hard and soft copies to Oxfam, before the completion of the assignment.

### **ELIGIBILITY and HOW TO APPLY**

### **QUALIFICATIONS**

* Extensive work experience and proven track record in working to advance gender equality and women’s rights in the Pakistan context
* Demonstrated skills of developing fundraising plans for small to mid-level organizations
* Extensive work and proven record in Capacity Building of small to medium level organizations on proposal development and resource mobilization techniques
* Experience acting as a ‘critical friend’ to support small organizations to identify their own strengths and priorities for further capacity development need
* Knowledge of gender just principles and approaches to work with women rights organizations.
* Excellent analytical and report writing skills
* Knowledge and understanding of safeguarding
* Excellent command of oral and written English
* Other languages spoken in Pakistan (Urdu, etc) will be considered a strong asset.

### **SCHEDULE OF PAYMENTS**

10% on signing of the contract

30% after submission of the finalized methodological plan, work plan and timeline, and training modules and its approval by Oxfam in Pakistan.

40 % after execution of training(s) and submission of training report and fund-raising plans.

20% submission of PCR and approval by Oxfam

### **PROGRESS CONTROLS AND PAYMENT INSTALLMENTS’**

The consultant will prepare and submit the Inception report which will have detailed methodology and the work plan for the complete assignment.

The consultant will be available for progress sharing meetings, discussions and debriefs to key and relevant Oxfam staff in Pakistan.

1. Tax will be deducted at source as per government laws of tax deduction.

**COPYRIGHT**

The above assignment will have Oxfam’s sole ownership and copyright, but partner (s) can replicate the Tool with acknowledgment to Oxfam. The organization or consultant will have to get Oxfam’s written permission to use these reports, otherwise, it would be illegal.

**TERMS AND CONDITIONS**

* The selected consultants should be flexible to incorporate necessary changes in designing methodology to best suit the objectives.
* Upon being selected, the consulting firm/ consultant (s) will sign a contract with the Oxfam in Pakistan to undertake the assignment
* No additional support services or cost reimbursement will be provided outside of the amount agreed upon in the contract.
* If any consultation/meeting/visit in person is planned, will be part of the approved budget. No additional cost will be paid by Oxfam for this purpose.

The proposal should include:

* A detailed proposal with comprehensive methodology and results along with detailed budget and work plans.
* Relevant work experience of the individual/institution. Sample reports of previous similar work or verifiable weblinks or references of people who can verify with no ambiguities.

Profile of the individual consultant or team (Name, Designation, Educational Qualifications etc), and must provide CVs with the signature of each team member. A signed affidavit from the team members’ that they will remain available for the assignment’s duration as proposed by the firm and the complete proposed team will participate in all meetings as and when called on by Oxfam.

Previous work / experience and knowledge about Safeguarding or any training on Safeguarding.

* The selected firm/organization/ individuals will be responsible for the submission of progress updates report to Oxfam in Pakistan.

**ASSESSMENT AND SELECTION OF THE PROPOSALS**

The proposals for this assignment will include both technical and financial proposals. The technical proposal should not include any financial information. Both proposals must be presented in English.

**TECHNICAL PROPOSAL**

Agencies/firms/ individual consultant(s) qualifying the best technical proposal must score 70% out of total scores of 100. Scores will be distributed by specific criteria. The criteria for selection of technical proposal include the following:

* Clarity of the technical proposal
* Adequacy and delineation of the proposed work plan in responding to the Terms of Reference.
* Specific experience of the organization related to the assignment that will include the total experience of the agency, as well as experience in similar assignments.
* Qualification and competency of the consultants/team members for completing the deliverables

**FINANCIAL PROPOSAL**

Financial Proposal will be reviewed only for the agencies scoring 70 % out of 100 in the technical proposal. The financial proposal will be awarded on the lowest cost basis but in considering the following criteria:

* The financial proposal should include a component-wise budget.
* Has relevance and consistency with the technical proposal.

**EVALUATION**

From the time the bids are opened to the time the contract is awarded, if the selected organization wishes to contact Oxfam in Pakistan on any matter related to the proposal, it should do so in writing. Any effort by the organization to influence Oxfam in Pakistan in the evaluation, proposal comparison or contract award decisions may result in the rejection of the proposal.

* The evaluation committee appointed by Oxfam in Pakistan as a whole, and each of its members individually, will evaluate the proposals based on their responsiveness to the Terms of Reference. Each responsive proposal will be given a technical score. Proposal(s) will be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated below.
* Only agencies receiving responsive marks (70 and above marks during the evaluation of the technical proposal) will have their Financial Bids opened for evaluation.
* The evaluation committee will determine whether the Financial Proposals are complete (i.e. whether they have budgeted all items of the corresponding Technical Proposals). The Evaluation Committee may invalidate any proposal if it is determined that significant budgetary mistakes or omissions undermine the integrity of the proposal.

**AWARD OF CONTRACT**

The contract will be awarded to organizations following completion of the task including negotiations if necessary. The organization may be required to provide additional information and or amend its proposal. The aim is to reach an agreement on all points for contracting. The selected organization/consultant (s) is expected to commence the assignment on the date and at the location as specified in the TOR.

Negotiations will include a discussion on the proposed methodology, staffing, costing, any suggestions made by the organization(s)/individuals to improve the Terms of Reference. Oxfam in Pakistan and the consultant(s)/organization(s) will then work out final terms of reference, staffing, logistics, and reporting. The agreed work plan, cost and final terms of reference will then be incorporated in the contract paper.

**CONFIDENTIALITY**

Information related to the evaluation of proposals and recommendations concerning awards shall not be disclosed to the organizations who submitted the proposals or to other persons not officially concerned with the process until the winning organization has been awarded the contract.

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# PROPOSAL SUBMISSION PROCESS:

Interested consultants and firms should submit their detailed financial and technical proposals in line with the above TORs by **23th February, 2021.** The proposal should be addressed to:

Email ID: **oxfampak@oxfam.org.uk**

**Note:**

**Please mention the consultancy title “FACILITATE DIVERSIFICATION OF FUNDING PORTFOLIO OF WROs” in the subject of email. If we receive any anonymous (without mentioning title) emails, we will not consider it for further evaluation.**

**Please make sure that total budget in the financial quotation is inclusive of taxes.**

**Please share the financial and technical proposal as an attachment in the email, don’t use any cloud storage service.**

1. For this project, “sub-national” is understood to mean the provincial, district, and local level. [↑](#footnote-ref-1)