



Terms of Reference

Consultancy for workflow mapping for WWF-Norway's grant management

1. Background

WWF-Norway's grants portfolio has been growing in numbers and size during the past years. As part of the organization's work to further professionalize its management of both public and private sector grants, a process to consider procurement of a comprehensive grant/project management system is initiated. Early 2025, WWF-Norway engaged a consultant for mapping of needs and proposing recommendations for improved grant management solutions. Based on this process it is decided that the organization conducts a grant management workflow mapping by the end of September.

2. Purpose and objective

WWF is seeking a consultant to conduct a full lifecycle workflow mapping for WWF-Norway's grants management. The mapping must capture all stages from the pre-award phase, the award phase, implementation phase and close-out phase, and include data points for the lifecycle.

The overall aims of the consultancy are that:

- 1) the organization gains a clear and comprehensive understanding of how its current processes function in practice;
- 2) any inefficiencies, bottlenecks, and areas of overlap and/or gaps are identified for improvement of processes.

This shall provide a strong factual basis for determining next steps in defining what kind of a digital system that can be fit for purpose for the overall improvement of the organization's grant management. This process will also lay the foundation for the structuring of necessary preparations for the organization's new Norad grants expected from 2026.

3. Methodology and process

WWF is seeking a consultant with previous experience from similar processes. WWF would like for the consultant to do the following:

- Initial desk review of current internal guidelines and donor requirements for current grant portfolio in order to obtain an adequate foundation for the mapping process.
- Undertake a step-wise assessment of grant cycle process management, practices, mandates and functions through interviews and/or group discussions across the various teams involved (programmatic/administrative/financial) in any of the stages of a grant lifecycle.
- The assessment shall highlight critical questions about tasks/steps (streamlined and/or self-tailored), staff involved, frequency, type of information/reports, as well as benefits and

challenges, pertaining to the various phases of a grant cycle in the organization. It must also take WWF Network and partnership aspects into consideration.

- Map and analyze to what extent WWF-Norway's current IT/financial/CRM systems support the steps and processes of the grant management.

The consultant will work with a cross-sectional working group, consisting of members from the Conservation Design and Impact (CDI) Team, the Finance and Administration Team, international advisers across the various thematic areas/programs, as well as other departments where relevant.

4. Outputs and deliverables

- Narrative report presenting critical areas in the main workflows in the grant cycle management, including clear recommendations for improvements;
- The report shall include coherent graphic flowchart(s) demonstrating the total steps and procedures that need to be in place to ensure sufficient quality and control in grant management and reporting;
- The report shall include an assessment/overview of the extent to which WWF-Norway's current IT/financial/CRM systems support the steps and processes of the grant management;
- Recommendations on workflow improvements may also include observations and recommendations related to organizational structuring.

5. Requirements of the consultant

Qualifications & Experience include:

- Demonstrated solid experience from development-related grants/financial management;
- Solid understanding of accountability and reporting requirements for public sector funding, and Norad's requirements in particular;
- Demonstrated experience from systems and integration mapping;
- Excellent communication skills in English and fluency in Norwegian;
- Solid facilitation and project management skills;
- Computer literacy and experience with grants and financial systems in the NGO sector.

6. Timeframe/duration

June - September 2025.

The consultancy will require 15-20 working days in the period June - September 2025. It should be noted that availability of staff in WWF-Norway will be limited in July and any proposed work during this month must therefore be limited to document review. The consultant must be available for work in Oslo and be available for regular in person interaction at WWF's office, in addition to virtual meetings.

7. Applications

The application shall clearly demonstrate qualifications and experience according to the above requirements and can also include a suggestion for the methodology and process going beyond the outline above.

Applications should be submitted by **C.O.B. 11 June** to tender@wwf.no with a copy to lsnesrud@wwf.no and ensure include the following:

- Maximum 1-page cover letter detailing how the applicant meets the requirements;
- CV with details of relevant experience and achievements;
- Daily rate in NOK, inclusive of all applicable taxes;
- Confirmation of how many days/hours the consultant can commit to in the period June–September 2025;
- Relevant references.

Any questions or queries can be directed to Liv Snæsruð via lsnesrud@wwf.no