

**LEAP – Policy Development Initiative
CALL FOR APPLICATIONS**

1st Edition | Sustainable Production and Consumption | 2019/2020

Application Form and Regulation available at gulbenkian.pt

Inquires: leap@gulbenkian.pt

The Calouste Gulbenkian Foundation is launching LEAP – Policy Development Initiative, in partnership with ICPA - International Centre for Policy Advocacy and IES - Social Business School.

The main goal of LEAP is to improve the capacity of various professionals – from academia, Public Administration, and civil society organizations – to inform public policy, and to enable a wider discussion on evidence-informed policy-making in Portugal. In its first edition, LEAP will accept applications on policy issues directly related to **Sustainable Production and Consumption**.

LEAP will focus on improving participants' ability to conduct public policy research and analysis, that is, to do in-depth research and analysis of a local policy issue with the purpose of clearly defining the cause(s) of the problem, analysing potential alternative solutions and finally, putting forward their analysis and a policy recommendation to the community of opinion leaders and decision makers with the aim to influence an upcoming decision in this issue area.

This initiative provides an opportunity for selected participants to be supported by the Calouste Gulbenkian Foundation in conducting policy research, writing policy documents and engaging in advocacy of policy recommendations.

The remainder of this Call for Applications is structured as follows:

- 1) Program description**
- 2) Priority policy research areas**
- 3) Eligibility**
- 4) Being a LEAP participant**
- 5) Mentors**
- 6) Application procedure**
- 7) Selection process**

1. PROGRAM DESCRIPTION

LEAP is a 10-month long capacity-building and policy development program (September 2019 - June 2020) that will support participants to build their practical policy skills and insights and empower them to better engage in such processes in the future.

Through the programme, participants will work on their own policy research project and be supported and mentored in a step by step manner through the process of research, analysis/writing and advocacy. Policy development-oriented workshops and soft skills training sessions at key moments in the process will provide participants with the knowledge and insights that will enable them to work autonomously on their projects, with the support from methodological instructors, thematic mentors, and their policy area group of participants.

Through this process participants will produce several outputs instrumental to their policy goals – and sharpen their soft skills to increase their future impact.

It is important to note that this initiative has a 2-stage selection process:

- 1) in the **pre-selection stage**, 20-22 candidates are selected to participate in the first Workshop on Policy Research Design at the Gulbenkian Foundation on 10-12 September 2019, after which they will develop competitive research proposals, based on their initial research outline;
- 2) in the **final selection stage**, 12-15 participants will be invited to carry out their research and continue to be involved in LEAP, based on the quality of their policy research proposals and engagement in the first workshop.

The following table illustrates this selection process and the key stages that follow:

1. Application	
<ul style="list-style-type: none"> • LEAP Call for Applications released & Submission • 20-22 LEAP Candidates selected & informed 	17 June – 31 July 2019
2. Competitive LEAP Participant selection stage	
<ul style="list-style-type: none"> • <i>Policy Research Design Workshop</i> • Candidates produce and get feedback on draft policy research proposal • 12-15 Participants selected based on redrafted research proposal 	10 Sep 2019 – October
3. Policy research, analysis & writing stage	
<ul style="list-style-type: none"> • Research stage – 12-15 Participants begin research • <i>Policy Writing & Analysis Workshop</i> • Participants produce and get feedback on 2 drafts of policy study • 2 soft skills training sessions 	Nov 2019 – May 2020
4. Advocacy development stage	
<ul style="list-style-type: none"> • Participants produce and get feedback on 2 drafts of policy brief & associated advocacy plan • <i>Policy Advocacy Workshop</i> & Stakeholder Feedback Sessions 	May - June 2020

<ul style="list-style-type: none"> • Participants submit 1st draft Policy Brief • Participants submit final Policy Study 	
5. Closing/opening event	
<ul style="list-style-type: none"> • LEAP – Policy Development Initiative: Sustainability Conference (1-day event) 	July 2020

2. PRIORITY POLICY RESEARCH AREAS

The Calouste Gulbenkian Foundation will support applications for policy research that contributes to meet the objectives of the Gulbenkian Sustainability Program of promoting:

- Sustainable Production in Portugal, by enabling patterns of production that minimise the use of natural resources and toxic materials as well as of emitted waste and pollutants throughout the life cycle of products and services.

And/or

- Sustainable Consumption in Portugal, by encouraging consumption patterns that prioritise the choice of products and services that use less materials, last longer and generate less waste, and that take these aspects into account in the purchase, use and re-use of products as well as in their sharing.

Applications should focus on one of the following three policy areas (described in detail further below) related to Sustainable Production and Consumption:

1. *Making food production and consumption more sustainable in Portugal*
2. *Expansion of irrigated farming versus water scarcity in Portugal*
3. *A more sustainable future for Portuguese fisheries*

For each priority policy area, several research questions are proposed as *suggestions* for potential applicants to consider addressing in their policy research outline, which should be submitted as part of their application. Proponents may choose a specific research question and entry point, area/region, stakeholder group, sector, from where to develop their policy-relevant research, and should *not* address all the questions suggested.

Applications that focus on other policy areas, besides the three priority ones, will also be considered by the Calouste Gulbenkian Foundation, if they are aligned with the overall objectives of the Gulbenkian Sustainability Program, and address a policy issue that is particularly relevant, challenging and that requires policy action.

1. *Making food production and consumption more sustainable in Portugal*

Food is one of the top 3 dimensions of the lives of Europeans in terms of environmental impact, along with mobility and buildings. In Portugal, though there is growing attention paid to the environmental impact of food production and consumption, there is no coherent, strategic approach to this problem, which is dispersed through different policy areas: climate change (e.g., how agricultural practices will have to shift to meet carbon neutrality ambitions),

agriculture (e.g., ongoing discussions about the upcoming Common Agriculture Policy, food waste reduction and prevention), environment (e.g., how farming practices affect biodiversity and/or deplete scarce water resources, and organic waste collection and treatment) and health (e.g., concerns about pollution resulting from the use of pesticides and fertilizers). Interventions to deal with the environmental impact of food production and consumption in Portugal can be envisioned at different stages of the food value chain (production, processing, distribution, consumption, disposal), involving a wide range of actors (farmers and fishers, food industry, distribution, retailers, consumers, waste management authorities, etc.).

Main research questions:

- What are the main environmental impacts of food production and consumption in Portugal? In which sectors and regions are these impacts most significant?
- Are these impacts originated mostly externally (e.g., Common Agricultural Policy, imports of food produced unsustainably), or internally (e.g., local agricultural practices, marketing strategies that displace food waste to the consumer)?
- Which ones should be prioritized to improve the sustainability of food production and consumption in Portugal?
- How can health and agricultural policies be reconciled to create synergies?
- How can CAP be shifted to support more sustainable farming practices?
- And how can food consumption be a driver for more sustainable food production in Portugal?

2. Expansion of irrigated farming versus water scarcity in Portugal

Water is the world's largest natural resource but only 3% is freshwater, a third of which is available to farming and citizens. The sustainable management of water is therefore a global imperative. In Portugal, and contrary to common knowledge, it is agriculture, and not households, that are responsible for the largest share of water use (75-80%). About half of farms in the country use a combination of rainfed and irrigated farming. Recently, important investments were made to increase the area dedicated to irrigated farming, which is more productive and profitable than rainfed. Irrigated areas, which currently account for 13-15% of the country's farmed area and 5% of the national territory, will be increased by 54.000 hectares (i.e., 10%) by 2022 through the implementation of the National Irrigation Program (2018-2022). Irrigated farming holds the promise of increased productivity and economic returns, and of reviving underpopulated rural areas. However, such expansion raises concerns about: water scarcity in an increasingly warmer planet; decline in soil quality resulting from intensive irrigated agriculture expanding to rainfed farming areas often not suitable for irrigated farming; degraded/inefficient irrigation infrastructure, and the high costs of building new infrastructure. While some argue that irrigated farming will be needed for rainfed crops in a water scarce/warmer climate scenario, others argue that irrigated farming will only exacerbate water scarcity.

Main research questions:

- Under which conditions (ecological, economic, social) should irrigated farming be promoted in Portugal, taking climate change also into account?
- How will the expansion of irrigated farming affect water resources?
- How can its negative environmental impacts be mitigated?
- How adaptable to different contexts (different regions, cultures, soils) will these measures be?
- How does irrigated farming compare with rainfed farming in terms of impacts on water resources and the environment in general (e.g., carbon footprint due to imports)?
- How will expanded irrigated farming affect regional and culture diversity in terms of food production, national food sovereignty and the sustainable development of rural areas?
- How can a sustainable and efficient use of water in agriculture be promoted in Portugal?

3. A more sustainable future for Portuguese fisheries

Marine fisheries were historically an important economic sector in Portugal. Though this activity declined substantially in the last 50 years due to multiple factors, being currently a rather small contributor to GDP, it still has significant socio-economic importance in many coastal communities, providing inputs to the national canning industry and fresh seafood to local and national markets. However, Portuguese fisheries face several sustainability challenges, at the biological and economic levels. From the biological point of view, some commercial fish stocks – most notably the Iberian sardine stock – are overfished, resulting in fishing restrictions; others experience high levels of bycatch, resulting in significant amounts of discards, i.e., fish wasted at sea; recreational fisheries also have an impact on marine fish stocks, but this is not accounted for in fisheries management. From an economic point of view, fishers' incomes have been declining, most significantly in the early 1990s, and at a slower rate since then; some fleet segments receive disproportionately large amounts of harmful subsidies, i.e., those that increase fishing capacity.

Main research questions:

- How can the biological and economic sustainability of Portuguese fisheries be ensured?
- Which fleet segments generate (or fish stocks suffer) the most and less significant environmental impacts?
- And the lowest and highest economic returns?
- How can such impacts be reduced while providing decent revenues?
- How can interventions in different fleet segments and/or fish stocks be prioritized?
- How can the upcoming Common Fisheries Policy be shaped to improve the sustainability of Portuguese fisheries?

- And which measures can be implemented at the national level to improve the sustainability of Portuguese fisheries?
- How can more sustainable seafood consumption be a driver for more sustainable fisheries?

3. ELIGIBILITY

Eligible participants are those who:

1. Have a good domain of the English language, as the working language of LEAP is English;
2. Hold a post graduate degree (a “licenciatura” degree if graduated before the Bologna harmonization process, or a master’s degree if graduated afterwards);
3. Ideally have 5 to 20 years of professional experience, preferably in a field related to Sustainable Production and Consumption;
4. Are currently employed in Public Administration, civil society organizations (CSO) or academia in Portugal, independent of their citizenship status;
5. Have proven ability to conduct research, i.e. in-depth knowledge of an issue and skills to do research on it. Research experience includes, but is not limited to, research done as part of a postgraduate degree;
6. Are not participating on another national/international fellowship/scholarship for the duration of LEAP.

4. BEING A LEAP PARTICIPANT

How you will benefit from LEAP

By being a LEAP participant, you will join a nascent network of policy-minded professionals in Portugal that can contribute to public policy-making processes in an informed, structured and decisionmaker-oriented way.

Throughout LEAP you will explore and learn to carry out policy research on a policy issue chosen by you, while enjoying:

- practical guidance from methodological instructors from ICPA – International Centre for Policy Advocacy;
- insights from soft skills trainers from IES – Social Business School;
- access to the knowledge and contact network of thematic mentors, invited by Gulbenkian;
- opportunities for advancement and professionalization for you and your organization;
- joining a growing community of policy professionals in Portugal;
- the Gulbenkian national and international expert network in the field of Sustainable Production and Consumption.

Your investment in LEAP

LEAP participants are expected to dedicate on average one day per week to work on their policy research, in addition to participating in policy development workshops and soft skills training sessions.

The methodological workshops will take place at the Gulbenkian Foundation:

- 10-12 September 2019, Policy Research Workshop
- 4-7 February 2020, Policy Writing and Analysis Workshop
- 2-5 June 2020, Policy Advocacy Workshop

Additionally, and depending on the specific needs of selected participants, 2-3 days of soft skills training will be scheduled once LEAP has started. A final public conference will take place in July 2020, bringing together outgoing LEAP participants and incoming LEAP candidates to the 2nd edition.

LEAP participants are committed to fully attend and actively participate in all phases of LEAP, as well as to complete all assignments in a timely manner. Specifically, LEAP participants are expected to:

- carry out policy research according to the approved policy research proposal;
- participate in all three workshops, the assigned soft skills training and the final conference;
- submit the required versions (in English) of the following outputs:
 - A **policy research proposal**, detailing how a selected policy problem related to Sustainable Production and Consumption will be researched;
 - A **policy study**, to inform about possible options to tackle the selected policy problem;
 - A **policy brief**, to be used as an advocacy communication tool for a selected policy option;
 - and an **advocacy plan**¹, detailing how the participant will use the policy brief to inform the policy decision-making process.

Our investment in you

Besides ensuring the delivery of LEAP with its partners from September 2019 to June 2020, the Calouste Gulbenkian Foundation will provide each participant with a monthly stipend in the amount of 350 € (three hundred and fifty euro), to cover the time participants will dedicate to their policy research and previously agreed eligible research expenses directly related to conducting policy research (such as in-country travel, accommodation, books and publications purchasing), and attending relevant events.

5. MENTORS

¹ Civil servants may prepare a different type of document, e.g. a public participation plan for a transparent, real-life, evidence-informed policy decision-making process.

A thematic mentor will be assigned to each thematic group of participants. Mentors are experts in policy analysis and public administration with extensive experience in policy work and policy advocacy. Mentors will advise participants in the course of the implementation of their research proposals. More specifically mentors will:

- provide guidance to participants in his/her specific policy field;
- enable the access of mentored participants to his/her professional network, as appropriate;
- review and give feedback on policy documents at different stages;
- liaise with the LEAP team about the progress of work and status of participants.

6. APPLICATION PROCEDURE

The Gulbenkian Foundation welcomes applications from professionals working in academia (researchers, professors), in Public Administration (civil servants), and in civil society organizations (NGOs, business associations, think-tanks).

Applications should be submitted **in English**, and consist of a completed application form, available [here](#), to which the following documents should be uploaded:

- Detailed CV (max. 4 pages)
- A policy research outline (2-page overview of the policy research you are proposing to do)
- Motivation letter (max. 2 pages), answering the following three questions:
 - Why are you applying for the programme?
 - How could you benefit from the programme?
 - How does the programme fit into your medium-term career plans?
- Employer's consent on participation in the Program².
- 2-3 references.

The deadline for submitting applications is **15 July 2019 by 5 pm**. Applications should be submitted in English through an online form available here: <https://gulbenkian.pt/en/grant/leap-policy-development-initiative/>.

Any inquiries should be made to the Calouste Gulbenkian Foundation at leap@gulbenkian.pt.

7. SELECTION PROCESS

All completed applications submitted in English will be assessed by the selection committee against the eligibility criteria defined in the Regulation. Applicants may be contacted for an interview at the Gulbenkian Foundation between 16-30 July 2019. Up to 22 individual applicants will be selected as LEAP candidates to attend the first workshop in September 2019.

All applicants will be notified of the result of their application by 31 July 2019.

² It can be submitted in Portuguese.

