



Empowered lives.  
Resilient nations.

## **Terms of Reference for Three Strategic Projects which creates synergies within landscape projects and multi-stakeholders whilst creating social enterprises, and supporting skill development and knowledge management**

### **Knuckles Conservation Forest and its Buffer Zone, Colombo Wetlands and Coastal Region from Mannar to Jaffna- Seventh Operational Phase of the Global Environment Facility Small Grants Programme Operational in Sri Lanka**

The United Nations Development Programme (UNDP) is the United Nations' global development network, on the ground in 178 countries. The Global Environment Facility Small Grants Programme (GEF SGP) implemented by UNDP is a financial mechanism that offers grant assistance to initiatives of Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs) that contribute to the environment.

The Seventh Operational phase of the SGP in Sri Lanka (OP-7) offers an opportunity to refine and broadly apply a community-based landscape approach, taking advantage of SGP experience in certain sectors and geographic regions and the well-developed civil society and market networks.

OP-7 builds upon the long-standing achievements of SGP in the country, specifically involving strengthening civil society organizations and improving socioeconomic conditions for local communities through implementation of participatory conservation, restoration, and sustainable livelihood interventions. OP-7 supports CBOs to develop and implement adaptive management projects based on, and reinforced by, global environmental and local sustainable development benefits. Community organizations' activities that promote climate change adaptation and mitigation, sustainable land management, including agro-ecosystem management and integrated water resources management, and biodiversity conservation, are supported and synergized to achieve results in the selected landscapes.

OP-7 will support communities in the target landscapes (Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar to Jaffna, and the Colombo Wetlands) using Strategic

Projects. These strategic projects aim at scaling-up successful technologies, practices or systems identified.

Objective: To build synergies within landscape projects (funded separately within landscapes) and government, non-government, and communities and also to establish social enterprises, and develop relevant skill sets and knowledge management (collating and disseminating information on projects in the landscape on good practices and lesson learnt) processes. Multi-stakeholders referred to here are the government, government agencies, civil society organizations, government, academia, and private sector.

.

The overarching goal of strategic projects is to build landscape synergies between the selected partners of OP-7 to . The key landscape multi-stakeholder headed by the Government Agencies (GAs) play a key role in this endeavor as this is the central platform that coordinates and advises on all activities in the landscape. The initiative expects that this central platform is conversant with the management plans that relate to GEF focal areas of Biodiversity, Land Degradation and Climate Change in the landscape so that all SGP community activities are in line with the overarching plan of the landscape. Once the central platform is updated, the overarching plan should be communicated to all stakeholders so that all are aware of the landscape mandate at the landscape level and how their project activities could contribute towards this plan.

The three strategic projects which aim at creating synergies will offer a comprehensive package of knowledge management solutions to all grantee partners of the GEF SGP OP-7 programme working in the three ecologically sensitive landscapes; the Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar to Jaffna, and the Colombo Wetlands. The OP-7 of GEF SGP advocates for sharing, documenting, and scaling project work so that this knowledge is shared within a wider audience. The results must be analyzed and documented by way of mapping in the Geographical Information System (GIS), conduct soil and water quality testing where required, case study writing, photo stories and documentaries etc.

Creating Social/conservationist enterprises, market linkages, value chain development, skill development and building social/conservationist enterprises or identifying the existing enterprises with potential for upgrade in the landscape, create market linkages, develop supply chains and value chains, identify skills gaps for social/conservationist entrepreneurship and develop skills of social conservationist entrepreneurs for long-term business partnerships and build skills for its long-term stewardship among the SGP grantees and communities is vital to ensure economic sustainability of the initiatives. Capacity building and creating market plans, financial documentation, innovative business ideas, product development and market value chains is important. Working together with the private sector, women's groups, youth, and persons with disabilities on collaborative work and synergies will be vital for this as well.

The three strategic projects will be considered as stand-alone projects. One awardee will be selected per landscape (please indicate your preference of landscape in the proposal) to undertake the above work for a period of approximately 3 years from the date of commencement. The selected organizations will undertake the following indicative tasks:

### **Task I: Landscape Synergies amongst landscape projects and multi stakeholders**

- i. Conduct a situation analysis with relevant stakeholders of the communities and analyze available natural and financial resources in the landscape and develop necessary linkages and synergistic actions
- ii. Based on the outcomes of such analysis, prepare an investment plan to address the needs identified
- iii. Group the grantees that are conducting similar activities (eco-tourism, agricultural production etc.) and collaborate with other entities for wider up-scaling in the landscape with the assistance of the capacity development grantees
- iv. Document progress throughout the 3-year period and create active synergies between the CSOs, government, academia, private sector, youth and disadvantaged groups
- v. Engage with key stakeholders in the project landscapes, identifying key gaps to address for strengthening the multi-stakeholder landscape governance platforms and prepare updated terms of reference for the platforms, promoting equitable representation and participation by women and other marginalized groups.
- vi. Convene regular meetings of the multi-stakeholder landscape governance platforms, discussing landscape strategies, linking with complementary initiatives, facilitating capacity building, organising awareness campaigns strategically, include women champions/advocates in convening strategic planning workshops, etc.
- vii. Advocate and assist local government units in mainstreaming the multi-stakeholder platforms into local governance structures.

### **Task II: Knowledge Management**

- i. Update the Knowledge Management Strategy for the SGP Country Programme in Sri Lanka.
- ii. Train CBOs (including women and other marginalised groups) on collecting and documenting information gained through implementation of community projects.
- iii. Develop case studies for community development projects undertaken in each landscape(10-12 per landscape)
- iv. Produce consolidated knowledge projects highlighting best practices on adaptive management for landscape resilience, capturing learning from other complementary

- initiatives, and including at least 2 case studies highlighting the role of women from the community projects developed in the landscape.
- v. Disseminate case studies and other knowledge products among relevant stakeholder groups through appropriate communication techniques, including print media, social media and other local media outlets, stakeholder gatherings, and exchanging good practice and lessons regarding gender-responsive community projects, partnership building, etc.
  - vi. Maintain a database of information and indicators of each project to assist in annual monitoring reports such the Project Implementation Report (PIR) and Annual Monitoring Report (AMR)
  - vii. Create a knowledge bank of photo stories and impact stories for each project
  - viii. Facilitate and coordinate the generation of GIS maps of the land use in target landscapes
  - ix. Collect background information and assist in preparing project level reports presentations in any form
  - x. Preparation of visibility and promotion items of the landscape
  - xi. Disseminate information on the project amongst all stakeholders
  - xii. Prepare newsletters in the required language and WhatsApp groups for the landscape
  - xiii. Organize knowledge fairs and information dissemination forums for the landscape (2 per landscape)

### **Task III: Social Enterprise Creation**

The GEF SGP understands a social enterprise as any business venture created to address a social or environmental problem while earning income through commercial activities. A significant portion of profit or surplus of the social enterprise must be reinvested to support its social mission.

- i. Conduct a needs assessment and identify the potential for social enterprises and income generation in target landscapes through SGP and other means. Please be mindful that a social/conservationist enterprise must have measurable social and environmental (biodiversity and conservation) impact goals, have a clear impact assessment and reporting methodology, have financial objectives, be financially sustainable and must re-invest a portion of profits generated.
- ii. Create community and stakeholder-led enterprises in the selected landscapes by linking community level small grant projects and enabling their collective access to fair trade and/or new markets, increasing effective distribution of community products, improving marketing strategies (business model innovation and new technologies) and improving quality of community products and attain Participatory Guarantee System (PGS) or Good Agricultural Practices (GAP) certification, wherever possible.
- iii. Match existing organizations (based on the business objectives and business models) to create social enterprises

- iv. Support the creation of social/conservationist enterprises in eco-tourism, Agri-products and other local non-Agri products
- v. Provide aid and mentorship for social enterprise creation
- vi. Engage with research and academic institutes delivering skills training to CBOs on innovative approaches and techniques on market-based solutions
- vii. Provide training and assistance on quality control, marketing, eco labeling, providing linkages of agricultural products for grantees
- viii. Pair social enterprises with existing organizations to meet the need for resources
- ix. Engage government, private sector, donor agencies and other partners to provide technical assistance and co-financing for community interventions
- x. Identify community communicators and other allies at local, national and regional levels to promote the dissemination and promotion of products by the social enterprises
- xi. Promote at least 5 - 6 social enterprises in different marketing networks per landscape
- xii. Create market linkages, value chains, cooperation with the private sector, business plans, SGP products, sales outlet, Fairs
- xiii. Link grantees to international business/enterprise/community/CBO networks and competitions
- xiv. Identify and train local champions in the target landscapes, with emphasis on inclusion of women, youth and persons with disabilities to help facilitate the implementation of the landscape strategies.
- xv. Through support from strategic partners, facilitate CBOs and NGOs in identifying and fostering potential partnerships to upscale successful interventions, considering various models and learning from earlier SGP interventions.
- xvi. Where an organization does not wish to transform itself completely into a social/conservationist enterprise, an arm of the organization must be developed as a social enterprise to ensure that the social and environmental goals of a social enterprise are met.

#### **Task 4 - Policy Forum**

- i. Advocate for policy reform at community, divisional, provincial, national and SGP program levels through liaising with key stakeholders and convening stakeholder workshops, inviting local and national government officials, financial institutions, donor agencies, civil society, private sector, and research-academic institutes
- ii. Based on the evaluations portfolio results and lessons learnt, prepare policy briefs to the CBOs, government, UNDP and the GEF advance the enabling environment for incentivizing participatory approaches
- iii. Document good practices and lessons learnt and have policy forums so that the information can be directed towards policy decisions

## Terms and Conditions

### 1. Eligibility

Proposals can be sent by registered Non-profit organisations such as registered Non-governmental Organisations , Civil Society Organisations, Non-profit Academic Organizations and Universities. Organizations that cannot furnish a valid registration shall be subject to disqualification (NGOs registered under the National Secretariat for Non-Governmental Organizations must maintain an “active” status. This [link](#) can be used to verify the status.)

### 2. Selection

The selected and non-selected applicants will be notified by writing. Non-selected applicants by the National Steering Committee (NSC) of OP-7 of GEF SGP have a period of 2 weeks from the date of notification on the selection to raise questions regarding the selection process (*if any*) to GEF SGP secretariat in writing. Concerns raised after the deadline on the selection process shall not be entertained by the secretariat. The decision made by the NSC is considered final.

### 3. Deliverables and schedule

Please refer to the proposal format.

### 4. Language

Training programmes and other communication programmes with the community should be conducted using suitable languages relevant for the landscape (English and Sinhala/Tamil based on the landscape)

### 5. Budget

The maximum amount per grant award for the project will be limited to USD 75,000 with applicants required to provide a detailed budgetary estimate. The budget has to be submitted in local currency considering currency rate fluctuations. The project proposal should include all financial costs to be borne by the prospective grantee for executing the project.

### 6. General

It is a mandatory requirement by the grantee to ensure timely delivery of outcomes of the assignment despite unforeseen situations. The grantee should be equipped with IT facilities to conduct online training including other contingency mechanisms to face economic crisis and pandemic situations in the country.

### 7. Grievance Redress Mechanism

A grievance redress mechanism has been established under the OP -7 programme. The NSC of OP- 7 of GEF SGP is the final authority to make decisions on any grievance as per the approved Grievance handling mechanism of the GEF SGP channeled through GEF SGP secretariat via email or post.

## **Submission of Project Proposal**

Submission of project proposals, inclusive of a budget and timeline should be completed and sent to: GEF SGP secretariat by 21st November 2022 via email or post.

The following documentation can be accessed online to obtain further information:

- b. [Operational Phase 6 Landscape strategy – Colombo Wetlands](#)
- c. [Operational Phase 6 Landscape strategy- Knuckles](#)
- d. [Operational Phase 6 Landscape strategy- Mannar](#)
- e. Operational Phase 6 cases studies from the Colombo Wetlands
- f. Operational Phase 6 case studies from Knuckles