

**TERMS OF REFERENCE**

**Capacity Building and Monitoring Support for the Global Environment Facility (GEF) Small Grants Programme (SGP) funded projects in the Lower, Middle, Upper Zambezi, Kafue and Luapula landscapes.**

1. **Background**

The Global Environment Facility (GEF), Small Grants Programme (SGP) implemented by the UNDP, provides communities and civil society organizations in developing countries with grants to enable them implement projects in the focal areas of climate change, biodiversity, sustainable forest management, land degradation, international waters, and Persistent Organic Pollutants (POPs). These supported community-based projects, meet environmental objectives and simultaneously support poverty reduction and local empowerment objectives.

GEF, SGP prioritizes grant-making to poor and vulnerable communities as well as sectors such as those of women, indigenous peoples, youth, and persons with disabilities. As such, the programme proactively seeks to improve the capacities of these communities and the civil society organizations (CSOs)/Community Based Organizations (CBOs) that work with the communities. In this regard, it is essential that the CSO’s/CBOs receiving the grants have the capacity, skills and the right attitude needed to implement sustainable projects.

1. **Purpose and scope of work**

The overall purpose of the GEF SGP Capacity Development Grant is to “improve and strengthen capacity of communities and civil society organizations to address environmental challenges”. **The specific purpose of this grant is** **to support the capacity building and monitoring of the GEF SGP-funded community-based environmental projects in the Upper, Lower, Middle Zambezi, Luapula and Kafue landscapes.**

To achieve the above objective in the 5 landscapes, the GEF SGP would like to partner with one local NGO/CBO/CSO (not a private company) to support the capacity building and monitoring of grantees. This partnership is anticipated to support approximately 10-12 projects in the identified landscapes for a duration of 24 months. An extension of this agreement will be considered based on the number of projects to be supported beyond this period as well as availability of funding resources.

The scope of this support will include the following:

1. **Capacity Building:** The consulting organization will be required to hold physical trainings and workshops with the grantees. Simplified tools can be developed or adapted by your organization. The tools will have to be approved by the GEF SGP National Coordinator.
   1. **Trainings:** The organization will be required to conduct a basic capacity assessment of selected grantees to identify targeted capacity building needs within the following domains: project management, financial management and bookkeeping; administrative capacity and systems/tools, record keeping, procurement, communication, and entrepreneurship. This support should ideally be extended at the commencement of approved projects.
   2. **Mindset Shift Approach (MSA)– Workshops.** An essential ingredient in capacity-building is transformation that is generated and sustained over time from within; transformation of this kind goes beyond performing tasks to changing mindsets and attitudes. This is a critical component of the scope of work.

There has been a realization that negative, or dependency mindsets of some communities is one of the key constraints to the successful implementation of sustainable community-led initiatives that are aimed at addressing environmental issues and improving the livelihood of community members.

Following a series of sessions/activities the grantees should be assisted to shift their mindset to know and believe that they have the capability to tackle environmental challenges and improve their livelihood. The proposed workshops/sessions require practical and participatory methods with techniques suitable for adult learning. The methods and techniques should be practical, responsive, and applicable to the contexts in which the grantees operate.

* 1. **Monitoring of projects:** Many of the CBO’s strength is in ‘getting the job done’ and less with administrative paperwork or ensuring that this is done in accordance with the approved project plans and activities. In many instances, payments are delayed due to incorrect reporting or outstanding information from the grantees. It would thus be critical that a consulting organization extends this support to assist the grantees stay on track of project plans and timelines.

1. **Specific Tasks**

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| **Tasks** | **Expected outputs** |
| **Capacity Building**  **Trainings**   1. Conduct basic capacity assessment of selected grantees 2. Convene meetings/workshops with grantees and provide capacity building/training with the support of the GEF SG-NC   **Mindset Shift Approach (MSA) workshops**   1. Review and discuss the Mindset Shift Approach tools to be used with SGP NC (development of such tools is not required, the organisation may identify and decide to use and adapt existing tools). 2. Develop a plan on how the MSA workshops will be delivered during the duration of this assignment. 3. Avail a team of experts competent in capacity building, specifically using a Mindset Shift tool. 4. Undertake workshops using a Mindset Shift Approach to ensure transformative change occurs | * Capacity assessment report * Capacity building workshop conducted, and reports developed * Quarterly progress reports submitted to SGP-NC * Bi-monthly engagement with SGP to provide update on activities * MSA plan developed and implemented |
| **Monitoring**   1. Undertake periodic project site visits to provide technical assistance and monitor project progress according to respective work plans activities and in line with SGP guidelines. 2. Review financial and narrative reports developed by the grantees prior to submission to SGP NC. 3. Organize exchange visits to facilitate lesson learning and document to share with project grantees and stakeholders. 4. Conduct spot checks to ensure procurement, disbursement and any other usage of funds are compliant with SGP guidelines. 5. Develop (if necessary) simplified financial or record keeping tools to aid monitoring. | * Quarterly monitoring financial and narrative verification progress report developed. * Financial/record keeping tools developed. * Field visits undertaken * Annual lesson learning workshop conducted, and reports developed. |
| **Others**   1. Maintain strong working partnership and constant communication on all relevant issues with the SGP NC. 2. Facilitate consultations with local community leadership, government officials to promote consensus building, conflict resolution and cooperation and synergy. 3. Provide inputs into the revision and update of the Country Programme Strategy. 4. Foster linkages, cooperation and synergy with other projects planned or underway within the landscape with the government ministries, other donors, and NGOs. 5. Support the communication efforts of projects through developing short articles (at least 1 article per quarter, 3 paged). | * Project related email exchange * Country strategy programme input notes * Quarterly progress report submitted * Quarterly programme article |

**4.0 Reporting**

The organization will report directly to the SGP National Coordinator on implementation progress, challenges, opportunities, and any new developments that could have an impact on the projects and SGP programme in the landscapes. The organization may also be given an opportunity to appraise the NSC during committee meetings on implementation progress and receive or provide strategic guidance to the NSC.

**5.0 Budget**

The maximum grant amount for this assignment will be limited to **US$50,000** and a detailed budgetary estimate is required. The budget breakdown should be made in Zambian Kwacha quoting the prevailing exchange rate. Payment schedule will be as follows:

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| **Deliverable** | **Percentage Payable** |
| 1. Upon signing of Agreement | 20% |
| 1. Year 1-Q2: Upon approval of Quarterly Monitoring, Financial verification, Capacity building and MSA progress report | 25% |
| 1. Year 1-Q4: Annual Monitoring, Financial verification, Capacity building and MSA progress report | 25% |
| 1. Year 2-Q2: Upon approval of Quarterly Monitoring, Financial verification, Capacity building and MSA progress report | 20% |
| 1. Year 2-Q4: Annual Monitoring, Financial verification, Capacity building and MSA progress report | 10% |

**6.0 Period of services**

The assignment will last a period of 24 months from the date of signing of the Agreement by both parties.

**7.0 Proposal submission.**

We encourage organizations with experts in the field of capacity building and monitoring to apply (Attach CVs of team members). Organizations with a background in managing environmental projects (any of the SGP thematic areas) are encouraged to apply.

All interested organisations are requested to send their technical and financial proposals (using provided templates). The deadline for submission of proposals is **12th June 2023**. Proposal submission should follow **adherently the provided format for the technical proposal and detailed budget**and should be typed and submitted electronically to UNDP Zambia on the following email address [gef.zm@undp.org](mailto:gef.zm@undp.org)

Should you require clarification or additional information, kindly send an email to [gef.zm@undp.org](mailto:gef.zm@undp.org" \t "_blank) requesting for a short zoom meeting.