



## Call for Tender:

### **Training on organisational development for East and West African green NGOs**

For a hundred and twenty two years, **NABU (The Nature and Biodiversity Conservation Union)** has been promoting the interests of people and nature, drawing on its unwavering commitment, specialised know-how and the backing of 820,000 members and supporters. NABU is **Germany's oldest and largest conservation NGO** with its Headquarters in Berlin and 15 regional branch offices in almost every federal state of Germany. 2,000 volunteer groups around the country support NABU's work.

For some decades NABU is committed to international conservation, particularly in Africa, the Caucasus and Asia. Since 1999 NABU is contributing to conservation in Africa and has since gained a wide-range of experience and partners. Some of NABU's core topics cover the management and new establishment of protected areas in particular UNESCO biosphere reserves, ecosystem restoration and community-based resource and habitat management, biodiversity monitoring and conservation, local sustainable development for livelihood improvement, climate mitigation and adaptation, capacity development and environmental awareness as well as enhancing civil society structures for conservation and sustainable management.

'AfriEvolve - Capacity Development for Green NGOs in Africa' is a project led by NABU with financial support from BMZ and NABU (March 2021- December 2023). The aim of the project is to enable the six local East African and West African NGOs to use newly gained capacities for improved civil society cooperation and climate adaptation of smallholder agriculture. The project contributes to

- Increased capacities of partners through peer-to-peer learning
- regional cluster partners' collaboration, networking and political empowerment
- enhanced portfolio expertise in Climate-Smart Agriculture (CSA) benefiting local farmers in 6 countries

AfriEvolve is conceived as a pan-African co-support platform coordinated by NABU with six African green NGOs facilitating peer-to-peer learning exchanges and aiming to emulate capacity building among its members. The six partners have already collaborated to varying degrees within the BirdLife International network, some of them also on capacity building. BirdLife International is a global network of conservation organisations working to protect species, their habitats and global biodiversity, and to work with people towards sustainable use of natural resources. Two regional clusters (West and East Africa) have been formed covering each three organisations representing less/mid/more developed partners. The clusters are working in South-South exchange, peer-to-peer learning and mentoring for

enhanced capacity development at organisational and staff level and for increased regional political impact on green topics.

The project intends to further develop and build up capacities for organisational development of the target NGOs, particularly the weaker ones and to establish two strong regional (East/West Africa) civil society networks (clusters) under the coordination of stronger NGOs (NK, NATURAMA). Capacity gaps in the target NGOs are to be closed and mutual learning within the two clusters are facilitated. This assignment shall contribute to the increase of organisational development of all six NGOs. The cluster members are closely linked geographically, ecologically and politically, sometimes working in transboundary ecosystems or protected areas. Some are working together to some extent, have similar needs and challenges, and have clear strengths and experiences that can be of great value for learning from each other. All NGOs are strongly motivated to share their experiences on a larger scale both with NGO and government partners within their borders and with other like-minded NGOs at the regional level. Target group of the capacity building program comprises selected employees of all six NGO partners.

**NABU is therefore looking for experienced expert(s) in organisational development for NGOs and capacity building methodologies in international context to conduct a series of web-based training courses tailored to selected staff of six East and West African green NGOs.**

**Please send your offers electronically (PDF) in English or French by 15<sup>th</sup> of September 2021 to [vacancy@NABU.de](mailto:vacancy@NABU.de). The submitted offer should not exceed 10 pages and should contain convincing CVs of the offered expert/s.**



## APPENDIX A

### Terms of Reference (ToR)

#### **Training on organisational development for East and West African green NGOs**

“AfriEvolve - Capacity development for green NGOs in Africa”

Funded by the Federal Ministry for Economic Cooperation and Development (BMZ) and NABU

## 1. Background of the Project

NGOs often play a critical role: they are drivers of positive change in their countries and innovative approaches - even in crisis and emergency situations. They work to represent the interests and needs of local communities and minorities and to safeguard their natural livelihoods when these are threatened. Nevertheless, local NGOs in Africa often lead a difficult existence: national, restrictive NGO laws make it difficult for them to act politically and to raise funds for this (the phenomenon of "shrinking spaces"), and there is often a lack of political influence and a voice in relevant conservation decisions in the country, long-term funding for NGO structures and strategic networks at regional level for successful lobbying and advocacy work to steer compliance with and active implementation of international climate and conservation goals.

Six target NGOs Nature Kenya (NK), Nature Uganda (NU), Nature Tanzania (NT), NATURAMA (NAT), SOS Forêts (SOSF) and Ghana Wildlife Society (GWS) represent an exhaustive range of green NGOs in Africa. All target NGOs implement different approaches to conservation and income generation, depending on the country, the characteristics of the habitat, the local population living there and the local challenges. Although the challenges and framework conditions are often similar, the NGOs can hardly exchange with each other due to lack of opportunities and financial constraints; there are no opportunities to learn from each other. All six target NGOs work at the focal point between biodiversity and resource conservation in and around protected areas and the pressing need of local people to ensure their daily survival. In particular, land use of all kinds leads to permanent conflicts between local communities and the respective protected area management, and increasing pressure on wildlife, forests, water bodies and other habitats. The effects of climate change, with heavy weather phenomena such as heavy rainfall, frost, extreme dry spells with consequential effects such as erosion, are already exacerbating poor harvests, crop failures and thus poverty and dependence of people on the natural resources of their environment. The consequences of the Covid 19 pandemic also increase poverty and the already existing pressure, as jobs and other income from tourism in protected areas are lost. The way forward here is the conversion of land use to sustainable forms of use that are geared to the impacts of climate change, summarised as CSA. The FAO (Food and Agriculture Organization of the United Nations) defines CSA as "an approach that helps guide actions needed to transform and reorient agricultural systems to effectively support development and ensure food security in a changing climate". CSA has three main objectives: to sustainably increase agricultural productivity and incomes; to adapt to climate change and build resilience; and to reduce and/or eliminate greenhouse gas emissions wherever possible. CSA is an approach for developing agricultural strategies to ensure sustainable food security under climate change conditions. CSA provides means to help stakeholders from local to national and international levels identify agricultural strategies that suit their local conditions."

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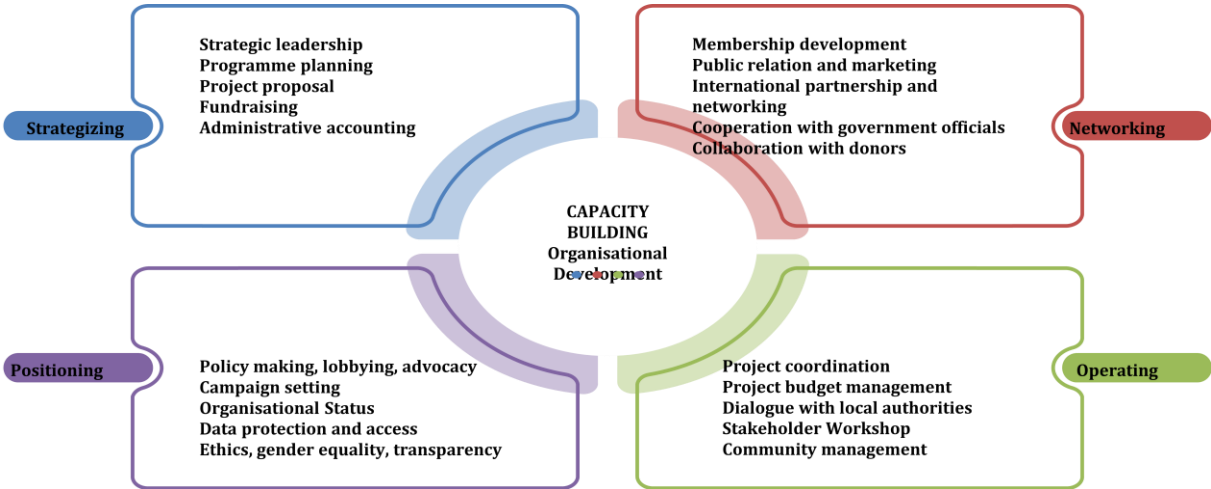
AfriEvolve is conceived as an pan-African co-support platform coordinated by NABU with six African green NGOs facilitating peer-to-peer learning exchanges and aiming to emulate capacity building

among its members. The six partners have already collaborated to varying degrees within the BirdLife International network, some of them also on capacity building. BirdLife International is a global network of conservation organisations working to protect species, their habitats and global biodiversity, and to work with people towards sustainable use of natural resources. Two regional cluster (West and East Africa) have been formed covering each three organisations representing less/mid/more developed partners. The clusters are working in South-South exchange, peer-to-peer learning and mentoring for enhanced capacity development at organisational and staff level and for increased regional political impact on green topics.

**2. Background of the Assignment**

The project intends to further develop and build up capacities for organisational development of the target NGOs, particularly the weaker ones and to establish two strong regional (East/West Africa) civil society networks (clusters) under the coordination of stronger NGOs (NK, NATURAMA). Capacity gaps in the target NGOs are to be closed and mutual learning within the two clusters are facilitated. This assignment shall contribute to the increase of organisational development of all six NGOs. The cluster members are closely linked geographically, ecologically and politically, sometimes working in transboundary ecosystems or protected areas. Some are working together to some extent, have similar needs and challenges, and have clear strengths and experiences that can be of great value for learning from each other. All NGOs are strongly motivated to share their experiences on a larger scale both with NGO and government partners within their borders and with other like-minded NGOs at the regional level.

Individual objectives to be achieved within the life time of this project were agreed with the four smaller/ mid-sized NGOs NU, NT, SOS Forêts and GWS, based on their capacity development needs. Overall, the following capacity needs have been compiled: (1) Project planning and implementation (incl. financial management, human /indigenous rights), (2) organisational management/ development (financial/ personnel) incl. strategic planning/ management and leadership incl. board leadership, (3) fundraising/ enlargement of project portfolio/ cooperation with major donors, (4) targeted policy support and advocacy work at national and regional level, (5) public relations/ marketing/ campaign work, (6) cooperation with volunteers/ environmental education. The following figure categorises the training needs:



Target group of the capacity building program comprises selected employees of all six NGO partners. The partner NGOs have agreed to send selected staff members (more than 2 and at all levels of the organisation) to the NGOs' needs-based trainings, who will then be assigned to train other colleagues. In this way, the knowledge is meant to benefit all staff members and at the same time is

anchored in the organisation in the best possible way. At the same time, they point out that the employees are given the opportunity to use the knowledge to build their own organisation and best develop ownership. Knowledge building should also take place at all levels and be incorporated into organisational strategy development and planning, thus ensuring sustainability.

This assignment is expected to significantly contribute to the following project indicators:

- At least two (NT, SOS Forêts) of the six NGOs make use of their strengthened capacities and have increased the number of their externally funded projects by at least one by the end of the project or have adopted at least one binding planning and strategy document each for long-term financing/organisational development.
- By the end of the project, the staff of NU and GWS (35% and 30% women respectively) had used their newly gained capacities to develop a long-term financing concept, which was approved by the board of directors.
- NT staff have independently developed at least one project proposal and submitted it to donors for funding.
- By the end of the project, the SOS Forêts staff had independently developed an organisational development strategy including a fundraising plan; this was adopted by the board of directors.

**NABU is therefore looking for experienced expert(s) in organisational development for NGOs and capacity building methodologies in international context to conduct a series of web-based training courses tailored to selected staff of six East and West African green NGOs.**

### **3. Objective of the Assignment**

The Contractor has been commissioned for this assignment. The assignment is part of the project 'AfriEvolve - Capacity development for green NGOs in Africa'. The place of project implementation is Kenya, Tanzania, Uganda, Burkina Faso, Ghana und Côte D'Ivoire and on-line.

The **overall objective** of the assignment are increased capacities of all partners, but in particular the smaller/ weaker ones, for organisational development for enhanced performance and standing as conservation NGOs in Africa.

The **specific objectives** of the assignment are (1) to develop and prepare training courses tailor-cut to the target group, (2) to implement the web-based trainings, so that a maximum knowledge gain is achieved for the participants and (3) supervise/ monitor the partner organisation for implementation (tutoring).

### **4. Specific tasks and responsibilities**

Specific tasks and responsibilities include at least the following:

- 1) Series of **web-based trainings** on different contents (see 2.) for selected staff of six African NGOs (French/ English)
  - Review NABU project and BirdLife International documents
  - Consult with NABU for assessing knowledge gaps and required training
  - Develop target-group oriented web-based e-learning package (training courses with PowerPoint slides or similar programmes, training manuscript, other training material)

and schedules with application-oriented exercises based on the above listed topics and needs of each NGO

- Conduct at least 13 web-based trainings of 2 to 4 hours in English and French (translation available for live training) and record those as e-learning tool
- Tutor participants throughout the course and supervise where required
- Assess the participants' knowledge at the end of the training and issue certificates
- Conclude and submit final report on performance of capacity development for each partner incl. submission of all training and tutoring materials

All materials will be compiled into the "AfriEvolve capacity building toolbox" that will be freely available online for upscaling purpose.

### 5. Deliverables and Timing

#	Item	To be delivered by
1.	Set up team and draft work plan incl. training content and schedule for submission to NABU	20 <sup>th</sup> September 2021
2.	Review literature and do briefings/ consultations	throughout
3.	Develop web-based training package and submit for feedback to NABU	30 <sup>th</sup> October 2021
4.	Conduct trainings and tutoring	1 <sup>st</sup> November to 28 <sup>th</sup> February 2021
5.	Compile comprehensive well structured e-learning package and submit to NABU for feedback	15 <sup>th</sup> March 2021
6.	Incorporate amendments and submit final report to NABU	31 <sup>th</sup> March 2021

### 6. Working Arrangements and Reporting

The Contractor shall closely consult with NABU Headquarters, direct contact person at NABU's Headquarter in Berlin is the Project Coordinator (Samuel Fournet, E-Mail: samuel.fournet@NABU.de) and the Project Assistant (Maik Jerusalem, E-Mail: Maik.Jerusalem@NABU.de). Working and reporting language is English. NABU and the AfriEvolve consortium partnership will

- provide translation if required
- organise the scheduling of the trainings and ensure participation
- provide background information on the project and on the CSA pilot project region

The Contractor is expected to

- develop professional web-based training material focussed on the target group (selected staff of all six partner NGOs)
- develop and submit a final report and all learning materials no later than 4 weeks after end of assignment
- assess level of learning (test) and issue certificate for participation to each participant

### 7. Duration, timing and required experts

The assignment will start on September 15, 2021 and end on March 31, 2021.

## **8. Contracting and payment**

The ToR is part of the contract. The payment will be organized as stipulated in the contract.