



RESHAPING OUR INTERACTION WITH THE ENVIROMENT

Terms of Reference for Consultant to Conduct an Institutional Capacity Assessment of 5 CSOs in Cameroon

1. BACKGROUND

Within the framework of Cooperation for the Implementation of the SIDA-funded Civil Society Support Project *“Green Heat of Africa (GHoA) Cameroon, Civil Society 2014-2015*, some CSOs recently entered into a partnership with the World Wildlife Fund Cameroon Country Programme Office (WWF-CCPO). Among other outcomes, partnering CSOs are expected to be engaging more effectively in policy dialogues regarding the management of natural resources.

In order to deliver on this promise, the institutional and technical capacity of the CSOs must be strengthened. On behalf of all participating CSOs, EGI is seeking the services of a qualified and experienced consultant to conduct an institutional capacity assessment of all five (5) CSOs concerned.

All correspondence and/or inquiries regarding this call must be addressed by email to the attention of John Manyitabot **TAKANG**: john.takang@engov-institute.org

The TOR can equally be downloaded from the EGI website at: www.engov-institute.org under the Rubric: Open Calls for Proposals.

2. Context and Justification:

The role that civil society organizations (CSOs) play in development cannot be overemphasised. According to UNDP, CSOs can trigger and catalyse broad-based mobilization and create bottom-up demand that fosters responsive governance. Moreover, civil society advocacy can facilitate the participation of poor and vulnerable populations in the design and implementation of development policies and programmes, thereby enhancing the delivery of basic social services, such as access to basic natural resources. Civil society organizations also play a critical watchdog role in public life, holding state actors accountable for the management of public office.

In the specific context of the SIDA-funded Green Heart of Africa (GHoA) Project, CSOs are seen as key partners, who can contribute to improving and increasing conservation benefits, and who can take responsibility for natural resources management.

CSOs in Cameroon face serious challenges that reduce their ability to perform the functions described previously. In addition to financial constraints; lack of technical capacity of staff,

inadequate material needs of CSO, fund-chasing and lack of strategic orientation are some of the issues with which CSOs are plagued.

Depending on the way it is performed, and the timing and context of it, an institutional capacity assessment (ICA) may have multiple effects such as: enhancing self-mobilisation of staff and managers so that they speed up and energize their own capacity development (CD) efforts.

On the other hand, an ICA could create fear of internal restructurings, loss of power or loss of rent-seeking opportunities for of some staff, who individually and collectively may build up counter-strategies to work against future CD/change.

No matter how it is performed though, an institutional capacity assessment (ICA) is a critical and necessary intervention in the life of the CSO involved.

These ToR have been developed to conduct the institutional capacity assessment of five CSOs in Cameroon: Assembly of Youths for a Sustainable Environment and Development (ASYOUSED) Limbe, Community Action for Development (CAD) Bangem, Environmental Governance Institute (EGI) Buea, Food and Rural Development Foundation (FORUDEF) Buea and People Empowering People (PEP Africa International) Limbe.

3. Goal and Objectives of Assignment

The overall objective of the consultancy assignment is to conduct an institutional capacity assessment of each participating CSO, and to work with the individual CSOs to establish an institutional capacity development plan as well as a technical capacity development plan for CSO staffs.

The objectives are as follows:

- Assess the institutional capacities of five CSOs
- Based on the assessment findings, develop an institutional capacity building plan for each of the five CSOs
- Make concrete recommendations for updating the institutional capacity assessment tool developed by WWF UK

4. Expected Activities and Outputs:

The selected consultant will need to work directly with each participating CSO to produce the following:

- a) Prepare and present an inception report (inception workshop)
- b) A field visit to conduct an institutional capacity diagnosis of each of five (5) CSOs
- c) Organize a restitution workshop with all participating CSOs
- d) Prepare the institutional capacity development plan of each of five (5) CSOs for the next two (2) years.
- e) The capacity assessment tool updated and approved.
- f) The institutional capacity of five CSOs documented.

- g) An institutional capacity building plan to address key capacity gaps of five (5) CSOs developed and approved in a participatory manner for the next two (2) years (2015 and 2016).
- h) Consultation with the Project Manager at WWF-CFP based in Limbe and the respective thematic leaders for each participating CSO.

5. Methodology

The methodology to be used is that provided in the capacity assessment tool developed by WWF UK, but the consultant should in addition; bear in mind the critical need to propose CSOs with the following characteristics:

- Fit the mission of each CSO and the WWF Cameroon relevant thematic areas
- Demonstrate long-term accountability to their members, communities and donors
- Are genuinely 'not-for-profit.'

Within the context of this assignment, the thematic areas to be considered are the following:

- Protected areas
- Livelihoods
- Education for Sustainable Development (ESD)
- Youth Entrepreneurship
- Business and Industry (B&I)

6. Deliverables

The deliverables of the assessment are:

- a) Inception report including a detailed plan of action with a detailed framework of activities, methodology to be applied, schedule etc.;
- b) Five (5) CSO specific detailed diagnostic reports
- c) Five (5) CSO specific action plans
- d) Improved capacity assessment tool developed by WWF UK;
- e) A capacity assessment report for each CSO assessed in agreed format;
- f) Five (5) CSO specific institutional capacity building plans validated in a participatory manner with each of the CSO;
- g) A report detailing the experiences, lessons learned and recommendations to EGI and the other four assessed CSOs.

7. Profile of Consultant

The consultant should show proof of the following:

- Holder of at least a University Degree in management, development studies or equivalent (plus organizational profile);
- At least 5 years of experience in institutional analysis;
- Fluency in English;
- Good analytical, writing, and reporting skills.

Team members may not be required fulltime, but must be available for the study proper and during feedback workshops to each relevant CSO. Any deviation in the methodology, scope, personnel or budget from that accepted in the consultant's contract must be approved in writing by EGI before such change takes effect. The lead consultant/Institution

contracted for the assessment is ultimately responsible for the expected deliverables and their quality.

8. Timeframe for the assignment

The assignment will start immediately after signature of the contract and all outputs and deliverables are expected on or before 15 December 2014 and in line with the timeframe below.

S/N	Task	Deadline
1	Inception report approved	November 24
2	Updated institutional capacity assessment tool approved	December 1
3	Capacity assessment reports approved	December 8
4	A validated CSO institutional capacity building plan submitted	December 12
5	Consultancy report per CSO and approved by each CSO	December 17

9. Offer of Service

The technical offer should include the following:

- Comments demonstrating understanding of the Terms of Reference;
- A clear statement describing why the consultant is a suitable candidate;
- Outputs of at least two similar assignments;
- Brief curriculum Vitae of team members, highlight experiences relevant for this assignment;
- A clear methodology/procedure for implementing the assignment;
- A work plan that provides a breakdown and a logical sequencing of activities, including timeframe;
- A description of the deliverables;
- A detailed budget (consultancy fees, travel costs, subsistence allowances, activity costs, etc.), including rates (hourly and/or man days) and time spent by each team member on each assignment.

Bids should be submitted in sealed envelope to:

Environmental Governance Institute (EGI)

Buea

PO Box 211, Buea, South West Region

Clearly mark on the envelope or subject of the email: *Special call for tender – CSO Institutional analysis*

10. Key contact person

Coordination and supervision of this assignment will be provided by the Knowledge Management Coordinator, while the approval of deliverables will be done by the Executive Director, Environmental Governance Institute (EGI).