**Terms of Reference for** **Capacity Needs Assessment of Civil Society Organizations to engage in the improvement of the Forest Governance in Mozambique**

**Background**

Civil society organizations are the key way through which the citizens or communities and the public can hold their governments accountable. In order to achieve good governance and enhance transparency, accountability, participation of civil society, strong mechanisms, laws and institutions needed to be established and strengthened at all levels (UNDP, 2014). CSOs have a comparative advantage of non-bureaucratized and responsive structures and a willingness to address sensitive issues. However, overall the civil society capacities at the grassroots, provincial and national levels remain a slow and inactive driver for social accountability processes.

In Mozambique, illegal logging and timber trade has been increasing dramatically in the last 10 years. The harvesting of timber has reached 800,000 m3 of logs far above the allowable cuts estimated at 640.000 m3 of logs (Egas, 2015). However, there is no Government political will to change the scenario and the levels of corruption involving Government elites and well as local leaders has been growing without any control. On the other hand, CSOs in Mozambique are unable to make pressure to the Government to change and demand the implementation of the approved legal framework either because there is very limited number of CSOs involved in the forest sector or due to limited technical and scientific knowledge to actively participate and influence forest Governance in Mozambique. Hence, to achieve gender equality and equal participation of citizens with emphasis to the representation of women in leadership and decision making, Civil Society Organizations (CSOs) capacities need to be strengthened.

WWF has been awarded a funding by the Sida through the Embassy of Sweden to implement a project proposal on "Forest Governance in Mozambique: the urgency of the moment" aiming to focus on illegal logging and timber trade. The project proposal consist of 4 pillars, namely (a) an assessment of the losses that the Country incur socially, economically and environmentally if we maintain the status quo of from illegal logging and illegal timber trade – that will serve as an argument for the civil society work – and a subsequent development of a proposed strategy to improve tax collection and reduce the income loss from illegal logging and timber trade, (b) the strengthening of civil society with capacity and mechanisms of performance and monitoring and (c) a public communication and awareness campaign that expose facts and information about seriousness of illegal logging in order to reduce the current typical public apathy, and d) the demonstration of the impact of adopting good practices of sustainable forest management in national and local economy by engaging with responsible private companies while at same time building critical mass of companies to make a stronger voice. The project proposal includes a forwarding of funds to CSOs in Mozambique to implement different components of the project.

To ensure that the CSOs that are involved the project implementation have the appropriate organization e technical capacity assessment of Civil Society organizations will be carried out aiming at analyzing the capacities of CSOs in the different thematic areas of Forest Governance in order to ascertain their strengths and weaknesses. The assessment will focus on the CSOs that are member of the Forest Forum and have been working in the forest sector for the recent years. The project document has already been presented to the forest forum members and inputs have been provided included the expressed interest to support the capacity needs assessment. This Terms of Reference have been drafted by WWF MCO and have received contributions from the members of the CSO Forest Forum.

**Overall organization of the assessment**

This capacity assessment is conducted by WWF Mozambique Country Office (WWF MCO) with participation of the CSOs that are members of the CSOs Forest Forum to: i) to enable WWF MCO to decide on feasibility, scope and size of the support that it is commensurate with the implementation capacity in the sector, ii) to establish more firm collaboration modalities between several actors in the sector, based on a joint understanding of capacity and capacity constraints, iii) . An external consultant will assist WWF MCO in conducting an assessment and will to do the practical work of creating spaces for exchanges, collecting data, assemble viewpoints, suggest interpretations and prepare analysis.

**Project Objectives**

**Overall objective**

The overall objective of the assessment is to enhance the capacity Civil Society Organizations in Mozambique to actively participate in the good forest governance. The aim is to facilitate Civil Society Organisations (CSO) capacity development to participate in planning, monitoring and advocacy for effective development of legal framework, decision making and implementation of laws.

**Specific Objectives**

The specific objectives of this assessment include the following:

1. Assess the socio-economic, politico-cultural and legal environment in which CSOs operate in Mozambique
2. Examine the strengths and weaknesses of the CSOs in regards to capacity and operations.
3. Identify the capacity gaps that need to be strengthened in the skills development training.
4. Identify Information gaps in regards to participation and implementation of good forest governance.
5. identify and develop realistic, feasible and time-bound capacity development strategies, based on the capacity assessment, that can be implemented in the full-term project;
6. Document lessons learned during the course of facilitating this initiative.

**Activities and Expected Results**

**Activities**

The Consultants’ team is expected to undertake the following tasks:

1. Facilitate consultations with CSOs, government and relevant stakeholders to gather information and describe the ‘overall environment and context within which CSOs operate in Mozambique.
2. Facilitate consultations with individual and or group of CSOs (as appropriate) to gather relevant information on the following:

* Vision, Mission and Goals (VMG), Legal Status, Infrastructure and Internal governance structure, Inputs and Resources, including amount of time to mobilize resources and options when there are delays in disbursement of funds, Strategy, Organisational Culture and Climate, Manpower and Human Resource Management, Programmatic focus and Area(s) of Operation, including gender, looking at both internal policy and programming.
* Areas for cooperation, potential duplication or possible competition for resources should be identified, Systems and Processes, Outputs and Performance, External relationships, particularly with donors, government counterparts, partners, networks, end users, Resource Mobilisation strategies, constraints and implications of these strategies, Capacity development activities and sources of capacity development, Capacity to use ICT and to inform internally and externally, Efficient use of funds and prevent duplication of efforts

1. Assess the CSO capacity to engage with media (tv, radio, ICT etc)
2. Facilitate *Capacity Assessment of CSOs including self-assessment*.
3. Based on the results of the capacity assessment ‘formulate a Capacity Development Plan’.
4. Analyse, consolidate and present the results of the analyses in workshops involving CSOs, WWF and other relevant development partners
5. Document the results of the initiative by capturing ‘*Lessons Learned’* during the course of facilitating the capacity assessment and formulation of capacity development plan. In line with the oral tradition in Mozambique, qualitative evidence should also be collected through people telling their own stories.

**Expected outputs**

The major expected outputs from this assessment include:

1. Report on the Capacity needs Assessment of CSOs with clear components on the following areas: governance structures, human resources, program delivery, resource mobilisation, financial management and administration and external relations, monitoring and evaluation)
2. Capacity Development Plan Strategy.
3. An Integrated Document on the Capacity Assessment and Strategy for Developing Capacities of CSOs in Mozambique.
4. Lessons Learned in Conducting Capacity Assessment and Development.

**Selection Criteria**

Qualified consultant is expected to:

* Excellent oral, written, communication and reporting skills
* The team members must have background in social sciences and management with extensive experience and knowledge in conducting institutional capacity assessment, strategic management, organization development and audit;
* Have team members with extensive working experience and in depth knowledge of Civil Society Organizations especially in Mozambique
* At least one team member must have experience is media issues (audio/ print/ AV). Experience in media CSO interface will be an advantage
* Excellent group facilitation skills honed by actual experience in facilitating similar initiatives in other countries and in Mozambique
* Possess in-depth understanding and knowledge of the Mozambique context.
* Ability to deliver the report on time

**Methodology**

At the end, the methodology of the assignment will be defined by the consultants. Meanwhile interviews with different civil society organisations and key respondents as well as focus group discussions with CSOs members are recommended.

**WWF Support**

WWF MCO will provide the consultants with all existing reports and background information to enable the consultant to carry-out its assignment smoothly.

**Time Frame**

The assignment is expected to last for 25 working days.