

Terms of Reference for an Institution to provide Demand Based Organisational Strengthening of Civil Society Organisation (CSO) Grant Partners

1. Background

ZGF's mission is to strengthen local communities and civil society capacities to unlock and utilise available and untapped resources for sustainable development. To date, ZGF has supported 188 organisations, ranging from well-established CSOs and emerging CSOs to community-based organisations across all provinces of Zambia, through a total of 262 grants awarded and built relationships with an estimated 400 CSOs and CBOs over the past 15 years as well as 17 communities. In 2017, ZGF ventured into working directly with communities in an effort to strengthen the community-led development approach as a way of reducing communities' dependency syndrome from external support. At community level, ZGF's specific role is to help revive the community philanthropy ethos, empower communities to become active partners in defining and shaping their development by tapping into their own resources, help develop community structures, strengthen community leadership, facilitate civic self-organisation, and link communities to interested stakeholders.

Civil society organisations (CSOs) play a critical role in advancing development, governance, accountability, and community-level service delivery. However, many CSOs face capacity gaps that limit their effectiveness, sustainability, and ability to scale impact. To address these challenges, there is a need for a qualified institution to provide on-demand organisational strengthening support tailored to the evolving needs of CSO partners.

2. Objectives

The purpose of this assignment is to engage an institution capable of providing comprehensive, high quality, and demand-driven organisational strengthening support to CSOs. The institution will work closely with CSO partners to assess capacity needs and deliver targeted interventions that enhance operational efficiency, governance, strategic planning, programme management, and sustainability.

The primary objectives of the assignment are to:

1. Strengthen the organisational, technical, and leadership capacities of CSO grant partners.
2. Provide customised capacity development support to grant partners based on assessed or expressed needs.
3. Enhance grant partners' ability to design, implement, monitor, and report on programmes effectively.
4. Support grant partners to strengthen governance structures, accountability systems, and stakeholder engagement.
5. Build long term sustainability of grant partners through improved resource mobilisation, financial management, and institutional systems.

3. Scope of work

The selected institution will carry out the following tasks as will be required from time to time:

3.1 Capacity Development Interventions

6. Provide targeted support in the following areas (as required by grant partners):

a) Governance & Leadership

- Board development and governance frameworks.

b) Strategic & Programme Management

- Development of strategic plans
- Project cycle management (design, implementation, M&E)
- Results-based management

c) Financial Management & Compliance

- Budgeting and financial planning
- Grant and donor compliance
- Internal controls and risk management

d) Human Resource Systems

- HR policies and procedures
- Performance management systems
- Staff development frameworks

e) Communications & Advocacy

- Communication strategies
- Advocacy planning
- Stakeholder engagement

f) Sustainability & Resource Mobilisation

- Sustainability plan development
- Proposal development and fundraising
- Partnerships and network strengthening
- Business development strategies

3.2 Mentorship and Coaching

- Provide ongoing mentorship to grant partner teams.
- Facilitate learning exchanges, peer-to-peer sessions, and technical clinics.

3.3 Knowledge Products

- Develop training manuals, toolkits, templates, and guidelines.
- Document best practices, lessons learned, and success stories.

3.4 Reporting & Monitoring

- Submit periodic progress reports.
- Track improvements in organisational capacity using agreed-upon indicators.

4. Deliverables

The consultant will be expected to deliver the following:

3.2 Mentorship and Coaching

- Provide ongoing mentorship to grant partner teams.
- Facilitate learning exchanges, peer-to-peer sessions, and technical clinics.

3.3 Knowledge Products

- Develop training manuals, toolkits, templates, and guidelines.
- Document best practices, lessons learned, and success stories.

3.4 Reporting & Monitoring

- Submit periodic progress reports.
- Track improvements in organisational capacity using agreed-upon indicators.

4. Deliverables

The consultant will be expected to deliver the following:

No.	Deliverable	Timeline
1.	Inception report: outlining methodology, workplan, and tools.	Two weeks after contract signing
2.	Analyse Capacity Assessment Reports: for each grant partner (Use existing assessments)	One month after contracting
3.	Tailored Capacity Strengthening Plans for each grant partner	One month after contracting
4.	Training and Coaching Sessions delivered as per demand	Per demand. This will be monitored through the ZGF monitoring visits.
5.	Submit semi-annual progress reports to ZGF: documenting results and achievements.	Every six months
6.	Develop knowledge products: training manuals, toolkits, templates, and guidelines in collaboration with the grant partners.	As per capacity provided
7.	Submit a final consolidated report: summarising progress, outcomes, and recommendations.	One month after end of contract.

5. Duration and Coordination

The assignment shall commence no later than **March 2026 and be completed by March 2027** with flexibility to respond to the evolving needs of grant partners.

The institution will work in close collaboration with ZGF through the Head of Programmes and the Manager, CSO Development, and, from time to time, share updates on progress with ZGF. The institution will maintain close communication to ensure alignment with project goals.

6. Competencies and expertise (qualifications)

The institution must demonstrate:

- A minimum of 5–10 years' experience supporting organisational capacity development for CSOs.
- Proven expertise in governance, financial management, operations, and programme management.
- Experience working with CSOs in Zambia.
- A multidisciplinary team of experts with strong facilitation and coaching skills.
- Ability to deliver high-quality, demand-based support in a timely manner.

7. Ethical Considerations

The institution must adhere to:

- Safeguarding and protection policies
- StP principles
- Confidentiality of CSO assessments and internal information
- Conflict-of-interest disclosure

8. Payment terms

The institution will submit a detailed cost proposal, including:

- Professional fees
- Coordination and operational costs

Payment will be made upon completion of agreed deliverables and submission of satisfactory reports.

9. Application Process

If you are interested in applying for this assignment, please submit the following:

Main proposal (maximum 5 pages of A4):

1. Your name (Institution or Organisation)
2. Supporting statements as to how you fulfil the profile and competencies listed in these Terms of Reference
3. A description of your proposed approach and methodology
4. Two examples of relevant previous work, ideally of a comparable nature/scale
5. Team composition, including roles and responsibilities
6. CV(s) of team member(s) (max. 2 pages per person)
7. Budget breakdown including: Professional fees, Coordination and operational costs (local travel, materials).
8. The name, job title, organisation, and email address of two independent references

Proposals must be submitted by **Friday, 13th February 2026, at 17:00hrs** to stpzambia@zgf.org.zm with the subject "**Capacity Building Consultancy Application**".

It is the responsibility of the applicant to ensure that their application is complete and meets the requirements laid out in these Terms of Reference. Failure to comply may lead to your proposal being rejected.

Shortlisted applicants will be invited to discuss their proposals in more detail with the ZGF.