

**Terms of Reference for the Urban Futures call for Partners – Collaboration Grant**  
**Location: Bulawayo and Mutare in Zimbabwe****Call for Proposals****Date of issue: Monday 29 August 2023****Deadline for submission of Proposals: 4 September 2023****Funding Type: Sub-grant****Value: Maximum €63,870 per partner****1. General Information**

Hivos is an international non-governmental organization inspired by humanist values. Together with local organizations, Hivos seeks to contribute to a free, fair and sustainable world in which citizens - women and men - have equal access to the resources and opportunities for their development. Hivos works in partnership with others in Middle East, Africa, Asia, and Latin America on three impact areas: civic rights; gender equality diversity and inclusion and climate justice. Hivos believes in the creativity and capacity of individuals. For more information, see [www.hivos.org](http://www.hivos.org)

**2. Background and programme description**

Our food systems are not meeting the needs of people or the planet. Rapid urbanization will result in approximately 70% of the world's population living in urban areas by 2050. Cities account for 2% of the earth's surface yet consume nearly 80% of food, generating 70% of global emissions and 70% of waste. Urban food systems have a significant local and global impact on climate change, (youth-) well-being, and economic opportunity. Cities of 200,000 to 5 million are growing faster than megacities. These intermediary cities will host over 400 million new residents in the next 15 years.

Food system approaches recognize the need for the participation of diverse stakeholders to improve policy and program design and enhance commitment to implementation. A lack of transparency or consultation often means that, for example, public land is sold to private developers instead of allocated to citizen priorities such as green/food spaces. Many cities have created multi-actor platforms (such as Food Policy Councils, Citizen Assemblies, food forums, and 'change labs') to share perspectives, develop solutions and influence policy.

Through the Urban Futures Programme Hivos and the RUAF aim to contribute to more inclusive, climate-resilient urban food systems through the Urban Futures: Youth Action for Inclusive, climate-resilient cities project. We will stimulate locally driven innovations, support (young) change makers, and inclusive multi-stakeholder collaborations to drive systemic change.

**Urban Futures Programme**

Urban Futures (UF) is a 5-year global programme (2023-2027) at the intersection of urban food systems, youth well-being, and climate action. The first year of the project is

considered the inception phase in which we will gain a deeper understanding of the food systems in the cities selected with a particular focus on youth. In addition, during the inception phase, the programme will identify key partners and lead actors operating in the Food system space that we will collaborate with.

UF programme is funded by Fondation Botnar, managed by Hivos with the RUAF Global Partnership on Urban Agriculture and Food Systems, and local partners, networks, and experts. Urban Futures will operate in ten intermediary cities/ city regions in Colombia (Cali and Medellin), Ecuador (Manabi and Quito), Indonesia (Bandung and West-Manggarai), Zambia (Chongwe and Kitwe), and **Zimbabwe (Bulawayo and Mutare)**. These intermediary cities vary in size and have in common that they are rapidly growing and connect metropolitan and rural areas or different groups of cities within urban systems and manage flows of people, goods, capital, information, and knowledge. They each have a specific set of challenges and opportunities.

UF addresses innovative and inclusive food system approaches (multi-stakeholder involvement, city region food systems, see [www.ruaf.org](http://www.ruaf.org)) to improve access to sustainable, diverse, and nutritious food and ensure food security. Sustainable agriculture addresses the threat to livelihoods and food and nutrition security through crop failures resulting from climate impacts.

UF supports local partners and innovators, especially young people, in building more inclusive, climate-resilient urban food systems where youth (various age groups between 15 and 35) collaborate to voice their priorities, influence decisions, and seize opportunities in the food sector. We aim to achieve this through multi-stakeholder collaborations and locally-owned innovations. UF will establish inclusive structures that listen to partners while supporting flexibility, learning, and adaptive management.

From a gender and feminist approach, UF seeks to strengthen the feminist and transformational leadership capacity of youth groups, women's networks, and CSOs to amplify their voices for inclusive, rights-based, and just food systems. Recognizing that the socio-economic and political challenges that they face are interlinked and therefore, that the solutions to emerging challenges such as the climate crisis require an intersectional approach for the overall scaling of climate solutions, especially for youth and women.

### **Objectives of the Programme:**

A Theory of Change outlines the pathways of change in Urban Futures, leading to these objectives, and forms the basis for the technical approach:

- Influencing and supporting the development and implementation of transformative urban food policies through multi-stakeholder platforms and youth movements.
- Shaping new narratives that reimagine inclusive, climate-resilient cities to inspire behavior change and influence consumption patterns.
- Enabling young sustainable food entrepreneurs to flourish and increase financial flows towards inclusive, climate-resilient cities.

These are underpinned by cross-cutting priorities on (i) linking and learning (ii) gender equality and inclusion & (iii) technology and digitalization ( refer to Annex 1 below)

## **Target Group**

The main target group is Urban youth 15 to 35 years old, with focus on youth population groups most affected by Climate change (young- women, urban poor, people with disabilities, minority groups and other marginalized groups. The UF intervention plans to harness these diverse perspectives, alternative approaches and youth as key to ensure the voices of marginalized groups are heard.

Through a citizen agency and rights-based approach, the program will provide dedicated support (funding, training, safe spaces, etc.) to facilitate young people and other groups to claim their rights and ensure equitable access to resources. This work will be done in the cities by the local partners with input from the Regional technical consultant and local technical consultants from each country.

## **Specifics of Partner (1 Partner per city)**

The first year of the programme 2023 is the inception phase and Hivos is seeking local Partners based or with offices in the cities of implementation (Bulawayo and Mutare) to support in localizing the program framework and co-creating city strategies for the next 2 – 5 years working along other experts. Hivos will contract one lead partner per city and the partner must be based in the city of implementation. Partner will also work closely with the Regional and Local technical Consultants in each city **(refer to project brief Annex 2)**

## **3. Scope of Work for Local Partners (Refer to Annex 3)**

UF encourages applications from coalitions of local civil society actors (including formal and informal CSOs, CBOs, FBOs, grassroots organisations, local food & climate action champions, etc.) It is essential that coalitions include youth organisations among their partners.

### **The local partner organization in each city (s) will.**

- Lead the implementation of the Urban Futures programme in either Kitwe or Chongwe in building more inclusive, climate-resilient urban food systems where youth collaborate to voice their priorities, influence decisions, and seize opportunities in the food sector.
- Partner will also promote cross- sectional learning and interaction at regional and Global level.
- Manage funds at the local/city level, in a transparent and accountable way, with core city stakeholders, including the local authorities. Hivos will provide support and oversight. Activities in each city can be funded through various programmes and projects. Co-funding is encouraged. Specific grants will be earmarked for young people/youth organisations.
- Assist with Project implementation approval with relevant Government Ministries and key agencies
- Co- coordinate Project Launch with Hivos either at City Level or National Level
- Promote local ownership in design, implementation, and evaluation. Aim to ensure that the affected people play a central role in developing solutions, making

decisions, and implementing ideas. (Young) citizens have the right to participate in public life and make their voices heard.

- Facilitate co-designing local strategies and coalitions for inclusive, impactful change processes. If possible, already in the inception phase. This includes identifying, building or supporting existing or new multi-stakeholder platforms, with a core team in each city.
- Develop, monitor and coordinate work plans and reports aligned to the city action plan (on urban food systems and youth), the M&E plan, and on the Local ToC, along the main pathways:
- Influencing and supporting the development and implementation of transformative urban food policies through multi-stakeholder platforms and youth movements. Multi-stakeholder platforms seek to co-create, document and advocate for local solutions, linking and strengthening existing social and grassroots movements around the ToC topics.
- Shaping new narratives reimagining inclusive, climate-resilient cities to inspire behaviour change and influence consumption patterns.
- Enabling young sustainable food entrepreneurs to flourish and increase financial flows towards inclusive, climate-resilient cities.
- Support and build the capacity of local organizations on the ToC, working with young people and the urban food systems approach, as well as on Gender and Inclusion, with a focus on Youth.
- Develop adequate procedures, for fund management, project monitoring (in collaboration with Hivos), evaluation and learning, and reporting both to project leads, as in various accessible forms, to city stakeholders.
- Support and coordinate partner learning communities and (participatory/youth-led) research to produce actionable learning that improve delivery and support adaptive management, with the support of Hivos.
- Adapt, develop, and coordinate Local Advocacy and Lobbying programme, supporting other local organisations in line with the UF Global Advocacy Strategy.
- Involve (youth-led) media in and support capacity building of youth involvement for collaboration, campaigns & advocacy, and open data for transparency and accountability.
- Support, or co-create incubator/accelerator hubs (on urban food) and digital offer for youth and women-led businesses including strategy, finance, marketing, technical skills and small seed funding.
- Travel for Global Strategy Meeting and contribute to the development of the Global City Plan/ Strategies.
- Represent the local authorities, Urban Futures in national, regional and international networks (with Hivos, RUAF and Botnar) and events. This includes City peer learning, including in Milan Urban Food Policy Pact (<https://www.milanurbanfoodpolicypact.org/>).

#### **4. Partner Criteria**

- Are locally registered (at city level, or at national level but with presence or demonstrated activity at the city level), non-profit, with a presence in City of implementation (Bulawayo or Mutare)

- Coalitions, networks, consortiums, and alliances with at least one locally registered non-profit organization in Zimbabwe with sufficient operational and financial management experience.
- With an organisational strategy and goals, aligned with that of Hivos, RUAF, Fondation Botnar and with the Urban Futures Programme.
- A clear policy regarding youth, and youth actively involved in the organisation will be an asset.
- Coalition and Lead Applicant with a clean human rights record.
- Sufficient mechanisms to monitor project expenditures and to prevent misapplication of funds.
- With a proven track record of successful projects on working in cities with Multi-actor platform, Urban Food, Youth, Climate Resilience, Climate Justice, Gender, and relevant topics, preferably in the selected city.
- Well established contacts and proven experience in working with local authorities and city actors.
- With track record on developing and advocating for locally shaped innovations and solutions.
- With ability to link to and mobilize larger networks or capacity to access, mobilize, convene, and influence power holders.
- With experience in supporting micro-enterprises, business hub, incubators or local (urban) economic development.
- Preferably also good donor relations (proven by projects and a variety of donors that can leverage to raise additional financing).
- It is requested to provide reports/manuals/documents proving the experience with relevant projects, and to provide a sample of evaluation documents.
- Reflects a diverse perspective and intersectionality approach which will enhance participation and strengthen the wider Food Systems transformation and Climate Justice movement.
- Led by or who work with youth, women groups, persons with disabilities, or other excluded groups.
- Willing to collaborate with other actors to influence stronger impacts and to build capacity over time and jointly develop and implement a capacity strengthening plan.
- The capacity to pre- finance activities when necessary in case of disbursement delays

## 5. Evaluation Criteria

Criteria	Score
<b>1. Quality of Proposal</b> <ul style="list-style-type: none"> <li>• Clear aim and objective: the proposal is instrumental and/or strategic in contributing to the UF ToC (see annex 3)</li> <li>• Context analysis of selected City: the extent to which the proposal defines the problem and objectives, and shows an understanding of the role of Youth in Food Systems Transformation</li> <li>• Expressed 4- 5-year vision for your city in terms of project Goal and how you think we can get there.</li> <li>• Advocacy and lobby: campaign strategies and the degree to which the project</li> </ul>	40%

<p>potentially influences the stakeholders to implement new procedures and policies</p> <ul style="list-style-type: none"> <li>• Innovation: the degree to which the project/coalition provides clear innovative methods to enhance civil society participation in urban food systems transformation and climate action.</li> <li>• Knowledge brokering: how the project plans to use the available knowledge and package relevant information in easily accessible formats, to reach key stakeholders to support evidence-based decision-making.</li> <li>• Intersectionality approach: adopts a diverse, gender-equality and rights-based perspective to climate action and advocacy.</li> <li>• Clear Communication Strategy and M+ E plan</li> <li>• We have a strong preference for proposals that are designed from an intersectional point of view. This means projects should aim to work with more than one of the above groups to address overlapping vulnerabilities and/or forms of discrimination.</li> <li>• Plans for linking and learning trips and workshops</li> <li>• Clear presentation of City Strategic ideas in PowerPoint</li> </ul>	
<p><b>2. Organizational Representation, Capacity, Experience and Team Expertise</b></p> <ul style="list-style-type: none"> <li>• Rightsholder representation (youth): the degree to which the organization involves, represents, and potentially amplifies the voices of vulnerable and marginalized groups and communities</li> <li>• Collaboration with other partners</li> <li>• Local and National presence: works in or able to work in the selected cities</li> <li>• 2 References</li> <li>• Team Resumes and Expertise portfolio</li> </ul>	30%
<p><b>3. Quality of Budget Plan (Annex 5)</b></p> <ul style="list-style-type: none"> <li>• Appropriate allocation of funds</li> <li>• Ensure budget allocation for in country learning trips, including 1 regional Trip and one Global Team Meeting</li> <li>• Provision of supporting documents to fill in template provided</li> </ul>	20%
<p><b>4. Compliance (Organization Registration and Tax Certificate)</b></p>	10%

Applications will be assessed based on eligibility or threshold criteria (minimum standards must be met), the quality of the proposal and the quality of the applicant organization or lead party of the coalition.

## 6. Application and Selection Process

Process	Timeline / Duration
1. Candidates for each city will submit proposals and budget	4 September 2023

2. Screening of Applications	4 – 8 September
3. Top 2 Selected Candidates per city will be invited to Clarification Meeting and will be expected to present the PowerPoint presentation meetings	11 September – 12 September
4. Due Diligence of Selected Partners (Onsite visits)	1- 4 Days per city (September)
5. Contracting	October
6. Disbursement of Funds (This is Disbursed in 3 tranches and aligned to deliverables)	October

### **7. Duration of the assignment**

The estimated duration of the assignment will be from **1 October until 31 March 2024**. The Sub- grant will be for period of 6 months with the possibility of a **3 to 4-year extension upon review of performance partner and quality of deliverables**.

### **Existing Key Activities and Timelines**

- 1.** City Assessment Research (to be led by Technical Consultant but partners will support)
- 2.** Theory of Change Workshop (Toc) (Coordinated by partners and co – facilitated Hivos and Technical Consultants) - October
- 3.** Management of Working Groups/ local meeting to design programme and refine Toc and City strategic Plan (will work closely with technical consultants)
- 4.** Development of City Strategic Plan
- 5.** Partner Capacity Building Trainings
- 6.** Submission of Work Plan for 2024 - by December
- 7.** Project Launches (City or National Level)
- 8.** Global City Strategy Meeting (International trip)

### **8. Requirements and submission**

#### **Candidates**

To express interest in this opportunity, submit:

- Submit Organizational Profile including CV /Resume demonstrating relevant experience of team and portfolio of previous work. At least 2 references will be required.
- A detailed Proposal (Template in Annex 4)
- A detailed budget (Template in Annex 5)
- Review Excel Partner Assessment (Annex 6)
- Submit a PowerPoint presentation of your how you envision developing a 4- 5 City Strategic Plan for your City that meets the project goals (maximum 6 slides).

- In proposal Indicate which city you are bidding for either Mutare or Bulawayo
- Preference will be given to cities based in cities of implementation
- Applicant must be able to Pre- finance at programme activities where necessary

Interested applicants, please submit your proposals and the above-mentioned documentation via email to **proposals.hubsaf@hivos.org** by **4 September 2023 by end of day**. Please reference the application **UF Zimbabwe Partner (city) e.g. UF Zimbabwe Partner (Mutare)**.

## Annex 1: Project Outcomes

### **Outcome 1: Inclusive youth-friendly urban food policies and strategies are developed and implemented, with decision-makers held to account**

1. Multi-stakeholder platforms: Establish or strengthen existing MSPs, including youth focus. Where necessary this may be more than one platform e.g. formal policy platform with the council, and a smaller safe space on youth advocacy, activism and entrepreneurship. Expected outputs include: New/updated food strategies/manifestos/policies/investments (city level, feeding into national) - each city should prioritise (youth) inclusion and climate resilience; Monitoring framework, owned by the city, to track progress.

2. Movement building, advocacy, transparency and accountability: funding youth, activists, CSOs and

coalitions of diverse perspectives to support a movement that demands the right to participate in decision-making and holds decision-makers to account.

3. Capacity strengthening on: (i) Food systems approach to increase awareness and reduce siloed

working e.g. training planning department on integration of food; (ii) Youth leadership and advocacy to empower young people & groups (iii) Organisational strengthening & financial management to ensure strong partners who can sustain outcomes.

4. City peer learning & 'race to the top': exchange at national/regional level (including using existing projects and networks), as well as international (e.g. MUFPP).

### **Outcome 2: New narratives on inclusive, climate-resilient cities inspire behaviour change and improve consumption patterns**

1. Workshops with young people to co-create vision of their city and develop compelling narratives to inspire change.

2. Arts, creative, (digital) media and cultural events/campaigns connecting people emotionally to food and community, including:

- o Food festivals/events celebrating local healthy food, culture & producers

- o Gastronomy movement activities e.g. with celebrity chefs, cooking shows

- o Online/offline collective action by youth, influencers, activists to amplify narratives

3. Behaviour change campaigns:

- o Evidence-based demand creation/awareness & reshaping food environment to promote healthy

local food

- o Media/journalist/editor trainings on food systems issues & opportunities

### **Outcome 3: Increased public and private financial flows to inclusive, climate-resilient food systems**

1. Strengthen and support incubator/accelerator hubs on their food sector and digital offer for youth and women-led businesses including strategy, finance, marketing, technical skills and small seed funding.
2. Networking, marketing support and link to digital platforms to directly connect local producers/SMEs with consumers.
3. Advocacy to improve entrepreneurial ecosystem and support for youth and women entrepreneurs (e.g. ease of doing business, public procurement, access to finance)
4. Youth-led campaigns to reimagine food & agriculture (job) opportunities.
5. In relation to Outcome 1 and 2, regulations that include finance streams to inclusive food systems transformation (including financing formal and informal activities, preferential procurement, etc.).

#### **Cross-cutting activities**

1. **Linking and learning** - share successes, challenges and best practices between for actionable learning and adaptive management:

- o Facilitation of dynamic, inspiring (peer) learning communities and knowledge exchange
- o Research - contribute to strong evidence base and generate (youth-led, participatory) research
- o Participatory monitoring and evaluation

2. **Gender equality & inclusion** - training partners/stakeholders on gender and inclusion; dedicated funding for youth and women's groups and safe spaces for collaboration; GEDI-friendly processes and grantee selection criteria including indicators. At governance level we will set up inclusive Advisory Groups.

3. **Technology & digitalisation** - we will use or promote digital tools and skills to increase engagement and wellbeing of youth e.g. for collaboration, campaigns & advocacy and use open data for transparency and accountability. We will partner with civic tech actors where relevant to support activities and ensure digital safety and security.

#### **Annex 2**

Detailed Project Brief (includes Project Strategy, \_Partner Roles, theory of Change Workshop)

#### **Annex 3**

Terms of Reference (Scope of work)

#### **Annex 4**

Proposal Template

#### **Annex 5**

Budget Template

**Annex 6:** Partner Assessment Tool