

Terms of Reference Capacity Strengthening and Consortium Governance Support Partner for the Urban Futures Project

Duration July 2026 – August 2027

Call for Applications/Expression of Interest

Date of Issue: 22 May 2026

Deadline for Submission of Proposal: 21 June 2026

Funding Type: Consultancy

Contract Value: Euro 65,000

Location of Research: Zambia (Kitwe and Chongwe) and Zimbabwe (Bulawayo and Mutare)

1. Background to Hivos

Hivos is an international development organization guided by humanist values. Together with citizens and their organizations, we aim to contribute towards just, inclusive, and life-sustaining societies where people have equal access to opportunities, rights, and resources.

Our approach is solution-driven, and we build wider movements for change by amplifying and connecting voices that promote equality, sustainability, and human dignity.

2. Background to the Urban Futures Project

As of February 2024, Hivos, in partnership with the Botnar Foundation and local implementing partners in Zambia and Zimbabwe, officially launched the [Urban Futures](#) (UF) Project (2023–2027) in response to the growing implications of climate change, rapid urbanization, and food insecurity in urban areas.

The Urban Futures program aims to contribute to inclusive, climate-resilient cities and urban food systems where young people collaborate to voice their priorities, influence decisions, and seize opportunities in the food sector. It focuses on shorter, fairer, and more sustainable value chains that provide healthy, affordable, and attractive food options for all.

The project is implemented across 10 city-regions in five countries:

- Colombia (Cali and Medellín)
- Ecuador (Manabí-Manpanor and Quito-Chocó Region)
- Indonesia (Bandung and West Manggarai)
- Zambia (Chongwe and Kitwe)
- Zimbabwe (Bulawayo and Mutare)

In Southern Africa, Urban Futures works through Lead Partners and Consortium Partners who drive interventions at city-region level. The program brings together civil society, government, private sector, and communities to build more sustainable, inclusive, and climate-resilient urban food systems.

3. Background and Rationale

Urban Futures is implemented through multi-partner consortium structures across Zambia and Zimbabwe, bringing together Lead Partners and Consortium Partners working at city-region level. As the program has evolved, there is increasing recognition of the need to strengthen coordination,

communication, collaboration, accountability systems, and shared implementation practices across consortiums.

Program reflections and partner engagements have highlighted opportunities to further strengthen:

- Consortium governance and coordination mechanisms
- Internal organizational systems and documentation practices
- Financial planning, reporting, and budgeting processes
- Communication and collaboration between partners
- Leadership and coordination capacities among Lead Partners
- Mechanisms for collective learning, reflection, and adaptive management

The program therefore seeks to engage a Capacity Strengthening and Consortium Governance Support Partner to facilitate organizational strengthening, consortium coordination support, and regional learning processes across the Urban Futures program in Zambia and Zimbabwe.

The assignment is intended to support collaborative learning and organizational strengthening processes and is not intended to create a management or enforcement function over consortium partners.

4. Purpose of Assignment

The purpose of this assignment is to strengthen consortium governance, organizational systems, collaboration, and learning across Urban Futures partners in Zambia and Zimbabwe.

The assignment will support partners to improve coordination mechanisms, strengthen internal systems and communication practices, enhance collaboration among consortium members, and facilitate collective reflection and learning processes that contribute to more effective program implementation.

The assignment is not intended to provide management, enforcement, contractual oversight, or compliance enforcement functions over partners.

5. Objectives

The Capacity Strengthening and Consortium Governance Support Partner will:

1. Conduct a participatory assessment of consortium governance, organizational systems, and coordination needs among partners
2. Develop practical and tailored organizational strengthening plans for partners
3. Strengthen consortium governance and coordination mechanisms
4. Support partners to strengthen internal systems related to planning, budgeting, reporting, documentation, and communication
5. Strengthen leadership, collaboration, and coordination capacities among Lead Partners and Consortium Partners
6. Facilitate trust-building, communication, and conflict-sensitive collaboration processes
7. Provide ongoing coaching and accompaniment support to partners
8. Facilitate regional reflection, learning, and coordination meetings in 2026

6. Scope of Work

6.1 Capacity and Consortium Governance Assessment

- Conduct a participatory assessment of organizational systems, consortium governance, coordination mechanisms, and collaboration practices among partners
- Identify strengths, gaps, and opportunities related to governance, communication, planning, reporting, and coordination
- Assess partnership dynamics and learning needs

- Produce a Capacity and Consortium Governance Assessment Report

6.2 Development of Capacity Strengthening Plans

- Develop practical and tailored capacity strengthening plans for partners
- Design interventions responsive to different organizational capacities and consortium roles
- Develop practical tools, templates, and guidance materials to support implementation
- Develop implementation timelines and milestones

6.3 Consortium Governance and Coordination Strengthening

Support partners to:

- Clarify consortium coordination roles and communication channels
- Strengthen consortium governance structures and collaboration mechanisms
- Strengthen decision-making and accountability processes within consortiums
- Improve coordination and collaboration between Lead and Consortium Partners
- Strengthen leadership and facilitation capacities among Lead Partners

6.4 Organizational Capacity Strengthening

Support partners to strengthen:

- Internal planning and budgeting processes
- Reporting and documentation practices
- Organizational communication systems
- Knowledge management and continuity mechanisms
- Internal coordination and collaboration practices
- Staff onboarding and transition practices to reduce disruption from staff turnover

Compliance-related sessions may be facilitated as part of broader organizational strengthening processes, with technical guidance and policy clarification provided directly by the program team where required.

6.5 Partnership Collaboration and Communication

- Facilitate trust-building and collaborative reflection sessions
- Support conflict-sensitive communication and collaboration approaches
- Facilitate peer learning and exchange among partners
- Strengthen mechanisms for feedback, dialogue, and shared problem-solving

6.6 Coaching and Accompaniment Support

- Provide remote and in-person coaching support to partners
- Support follow-up on agreed organizational strengthening actions
- Facilitate reflective learning and adaptive management processes
- Document lessons learned and emerging good practices

6.7 Regional Reflection and Learning Meetings

Coordinate and facilitate a regional Urban Futures partner meeting bringing together Lead Partners, Consortium Partners, and Hivos.

- Facilitate program-wide reflection on consortium coordination and collaboration
- Facilitate shared learning and peer exchange across city-regions
- Support identification of priority organizational strengthening actions
- Facilitate relationship and trust-building among partners
- Coordinate planning and logistics for participation of Lead Partners and Consortium Partners

7. Expected Deliverables

- Inception Report and detailed workplan
- Capacity and Consortium Governance Assessment Report
- Organizational Capacity Strengthening Plans
- Facilitation materials, tools, and guidance resources
- Reports from organizational strengthening and learning sessions
- Documentation of coaching and accompaniment support provided
- Reports from the 2026 Regional Reflection and Learning Meeting
- Final Assignment Report with lessons learned and recommendations

8. Duration

Start Date: July 2026

End Date: August 2027

9. Geographic Coverage

Activities will be conducted in:

Zambia

- Kitwe
- Chongwe

Zimbabwe

- Bulawayo
- Mutare

10. Required Qualifications

Eligible organizations must:

- Be a registered non-profit organization in Zimbabwe or Zambia
- Have demonstrated experience in:
 - Organizational capacity strengthening
 - Consortium or partnership governance support
 - Facilitation of multi-stakeholder learning and reflection processes
 - Organizational development and systems strengthening
 - Partnership coordination and collaboration support
 - Facilitation and coaching methodologies
- Experience working with regional or multi-country programs is an advantage
- Strong facilitation and relationship management skills
- Ability to operate in both countries

11. Institutional Capacity Requirements

The organization should demonstrate:

- Experienced multidisciplinary team
- Expertise in organizational development, governance, facilitation, and partnership strengthening
- Proven experience supporting donor-funded programs
- Strong logistical and administrative capacity
- Ability to travel across project sites

12. Reporting and Coordination

The Capacity Strengthening and Consortium Governance Support Partner will work collaboratively with Urban Futures partners across Zambia and Zimbabwe and maintain regular coordination with the Urban Futures regional program team.

The partner will not have a supervisory, compliance enforcement, or contractual management role over consortium partners.

13. Evaluation Criteria

The Partners on the shortlist will be judged on the following criteria on the basis:

Evaluation Criteria	Description	Weighting
Compliance	Submission of valid tax clearance, company/organization registration documents in Southern Africa, with first preference in Zimbabwe or Zambia	5%
Quality and Relevance of the Proposal	Demonstrated understanding of the ToR and the Urban Futures partnership context. The proposal should clearly outline an appropriate methodology for assessing partner capacity gaps and delivering tailored capacity strengthening interventions in areas such as consortium governance, roles and responsibilities, reporting systems, and partnership coordination. The approach should be practical, participatory, and responsive to the needs of multi-partner consortium structures.	40%
Team Composition and Expertise	Qualifications and relevant experience of the proposed team in organizational capacity development, partnership and consortium management, financial compliance training for NGOs, and facilitation of multi-stakeholder learning platforms. Experience working with NGOs, donor-funded programs, and regional partners will be an added advantage.	15%
Samples of Previous Work	Evidence of previous work in organizational strengthening, partnership management training, financial compliance capacity building, or facilitation of learning and collaboration platforms. Samples may include training materials, capacity assessment reports, facilitation reports, or documentation of similar assignments.	20%
Budget	The proposed budget is realistic, clearly justified, and aligned with the scope of work. Costs should demonstrate value for money and efficient use of resources while covering all activities required to deliver the assignment, including assessments, trainings, facilitation of regional meetings, and reporting.	20%

14. Application Process

Interested consultants should submit:

1. Technical Proposal ([Annex 2](#))
2. Organizational profile

3. Evidence of legal registration
4. Relevant experience
5. Sample work
6. CVs of proposed team composition
7. Financial proposal ([Annex 1](#))

15. Submission

Submit applications to proposals.hubsaf@hivos.org by 21 June 2026 with the subject line: “**UF Regional Capacity Strengthening and Consortium Governance Support Partner**”

Annex 3: Urban Futures Southern Africa Regional Partners		
City/Region	Lead Partner	Consortium Partner(s)
Chongwe, Zambia	Consumer Unity and Trust Society (CUTS) International Zambia	1. Global Network Solutions (GNS)
Kitwe, Zambia	Copperbelt Health Education Project (CHEP)	1. Ndola Nutrition Organization (NNO) 2. One additional consortium partner currently under onboarding by CHEP
Mutare, Zimbabwe	Green Governance Zimbabwe Trust (GGZT)	1. Manica Youth Assembly (MAYA) 2. One additional consortium partner currently under onboarding by GGZT
Bulawayo, Zimbabwe	Bulawayo Vendors and Traders Association (BVTA)	1. African Food Revolution (AFR) 2. Green Hut Trust (GHT) 3. Unemployed and Vulnerable Foundation Trust (UVFT) 4. Lupane State University
Regional Research partner (Zambia and Zimbabwe)	Africa Institute of Environmental Law (AIEL) - Zimbabwe Environmental Law Organization (ZELO)	N/A
Regional Linking and Learning partner (Zambia and Zimbabwe)	TBA	
Chongwe/Zambia	TBA	
Note: The list above reflects the current Urban Futures Southern Africa partner structure as of May 2026 and may be updated as additional partners are onboarded.		