

TERMS OF REFERENCE

LOCAL CHAMPION EMPOWERMENT ON NON-STATE OWNED FOREST AREA IN SINTANG DISTRICT AND KETAPANG DISTRICT, WEST KALIMANTAN PROVINCE

UNDER

STRENGTHENING FOREST AREA PLANNING AND MANAGEMENT IN KALIMANTAN - KALFOR

(PROJECT ID: 00093330)

Title of Grant	Local Champion Empowerment Program in Non-state Owned Forest area (<i>Area Penggunaan Lain</i> -APL) in Sintang District and Ketapang District, West Kalimantan Province
Project Name	Strengthening Forest Area Planning and Management in Kalimantan (KALFOR Project)
Grant Duration	from 01/07/2021 to 30/06/2022
Work Location	Sintang District (West Kalimantan) and Ketapang District (West Kalimantan)
Supervisor	National Project Manager KALFOR Project

I. BACKGROUND AND EXPECTED OUTPUTS

BACKGROUND

The UNDP Indonesia and the Government of Indonesia collaborate to run a project entitled “Strengthening Forest Area Planning and Management in Kalimantan (KALFOR)”. The project is focused on the Kalimantan island. The island has suffered from habitat loss, habitat degradation, and overexploitation of biological resources and pollution. This is due to high demand on land or area for agricultural activities. Forest land conversion for palm oil production is blamed to be the highest portion in the process of forest land conversion. It is estimated that the conversion may exceed 9 million hectares, accounting for 26% of deforestation between 2005 and 2010. In the last 10 years, the average deforestation rate associated with palm oil production has been 300,000 ha/year. Expansion potential of oil palm plantation is estimated to be 24.5 million hectares of which 10.3 million hectares will be in Kalimantan up from the current planted area of 3.164 million hectares.

Researchers calculated that 47% of oil palm plantation development from 1990 to 2010 in Kalimantan was at the expense of intact forests, 22% at secondary or logged forests, and 21% at agro-forests, a mix of agricultural land and forests. Only 10% of expansion occurred in non-forested areas. It is estimated that by 2020, under current development scenario, 9,384,400 hectare of Kalimantan’s forest of which approximately 90% is forested lands with 41% intact forests would be converted, leading to massive carbon emissions.

Palm oil land areas have very low biodiversity values and their expansion causes near total loss of habitat value and habitat fragmentation and degradation, heavily impacting on biodiversity and ecosystem services on the island. Furthermore, oil palm monoculture contains lower biodiversity value due to the absence of the major components of forest vegetation, including forest trees, lianas and epiphytic orchids. Lower biodiversity value may result in women and poor families to lose their sources for food and herbal medicines from forest for their subsistence. Palm oil plantations were also reported to have caused water supply problems at downstream as a result of poorly managed water use and fertilizer and pesticide application. These threats pose not only a negative impact on biodiversity and ecosystem services, but also have a significant economic cost to the province of Kalimantan and the country more

broadly, from loss of natural capital. These are considered the underlying causes that include population growth, poverty, unclear land titles and tenure rights and weak natural resource governance.

In order to safeguard Kalimantan's globally significant biodiversity, it is critical for Indonesia to pursue a green economic growth path. Indonesia needs to define, plan for, and create a better balance between the development and management of major estate crops such as rubber, coffee, and oil palm, and the need for improved forest protection. Improvement in palm oil siting and forest landscape planning and management in Kalimantan is one of the most important components for achieving the green development vision. To address this issue, UNDP is working closely with the Ministry of Environment and Forestry (KLHK) to run the KALFOR project.

The KALFOR project is designed to develop and implement various approaches to enhance protection of forested areas in non-state owned forest land (APL), as well as lands within the convertible forest (HPK) category, both of which are subject to potential conversion (administratively and/or physically) to estate crops and other land uses. The project thus focuses on creating more effective land allocations and management of forest areas with high biodiversity and ecosystem services in the context of potential estate crops development in Kalimantan and particularly in the Heart of Borneo (HoB) area. Competing priorities between the country's targeted increase in palm oil production and associated growth and employment targets for the sector need to be reconciled with commitments at both national and international levels to reducing rates of deforestation, forest fires and associated GHG emissions and biodiversity loss.

The project intervention is focused on three pilot provinces: West Kalimantan, Central Kalimantan, and East Kalimantan. The project aims to strengthen the capacity of the Ministry of Environment and Forestry (MoEF) and other key government institutions such as the National Planning Authority (Bappenas), the National Land Board (BPN), and provincial/district governments as well as relevant sub-national government institutions to protect areas with retained forest cover from conversion to other land-uses including estate crops. The project is structured into four components, with each component comprising a complementary suite of two to three outputs:

- i) Component 1: Mainstreaming of forest ecosystem service and biodiversity considerations into national, provincial, and district policies and decision-making processes for forest area planning and management;
- ii) Component 2: Strengthened and expanded implementation of best practises in the estate crops sector in maintaining biodiversity and ecosystem services in four target landscapes in Kalimantan;
- iii) Component 3: Creation of incentives system to safeguard forests, including biodiversity and ecosystem services, from estate crops sector;
- iv) Component 4: Knowledge management and Monitoring and Evaluation (M&E).

EXPECTED OUTPUTS

Concrete practices designed to consider and take account of biodiversity and ecosystem services and local community issues including gender are to be mainstreamed into policies and practices for forest area planning and management and into land allocation decision-making for strategic plantations/commodities siting. At community level, the dynamics of a community is often influenced, if not driven, by individuals, regarded as local champion, who are capable of understanding local issue and offering solution as well. For an improved decision making and livelihood of people on the ground, the role of local champion is vital in terms of addressing people's welfare. Local champion needs to be enhanced so as to bring about broader impact both to their own community and potentially to neighboring villages and communities.

UNDP works on poverty elimination and also against discrimination. As part of the UN system, KALFOR works for the elimination of discrimination against women and girls; empowerment of women; and achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and

peace, and security. The above-mentioned key points are in line with UNDP to support countries to deliver the Sustainable Development Goals (SDGs) by working on four priority areas as follows:¹

1. Removing structural barriers to women's economic empowerment, including unpaid work

UNDP's work focuses on approaches that transform legal, policy and social norms to create a sustainable impact on women's economic empowerment. This requires investing more in gender-responsive infrastructure, implementing policies that support equal redistribution of unpaid care and domestic work, equal access to assets and land and other such approaches. For example, the Inclusive and Equitable Local Development Programme (IELD) is a joint UNDP, United Nations Capital Development Fund (UNCDF), and UN Women Programme that addresses the structural impediments women face when entering the labour market. The programme identifies and designs a local pipeline of investable projects, women-led enterprises and gender-responsive businesses that are large enough to have a transformative impact on the livelihoods of women. IELD then unlocks domestic public and private capital and mitigates risk through the provision of seed capital, grants, loans and collateral guarantees.

2. Preventing and responding to gender-based violence

UNDP works closely with governments and national and local institutions to address gender-based violence (GBV), one of the major impediments to both gender equality and sustainable development. In particular, UNDP supports efforts to ensure justice for survivors of sexual and gender-based violence (SGBV) in crises and non-crises contexts by improving the skills and knowledge of police officers, judges, prosecutors, court administrators and military and religious leaders. For example, in the Democratic Republic of the Congo, UNDP, the United Nations Population Fund (UNFPA) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) worked together on a programme to prevent SGBV that led to an 88 percent decrease in SGBV cases and improved women's access to justice by 33 percent. In addition, UNDP's programme "Ending Gender-Based Violence and Achieving the Sustainable Development Goals" tests and implements approaches to prevent and effectively eliminate GBV and generate lasting, transformational change.

3. Promoting women's participation and leadership in all forms of decision-making

UNDP's work focuses on increasing women's participation and leadership in a broad range of institutions, including parliaments, political parties, public administration, judiciary and the private sector. For example, in Montenegro UNDP's efforts to empower women in political parties resulted in the establishment of the cross-party Women's Political Network, which leads advocacy on women's political participation and contributed to an increase in the representation of women in the national Parliament from 17 to 24 percent. In addition to efforts to increase the number of women candidates, UNDP also works to address structural barriers to women's leadership through support of gender equality laws and quotas and aims to strengthen women's empowerment and leadership in the workplace through the Gender Equality Seal for Private and Public Enterprises.

4. Strengthening gender-responsive strategies in crisis (conflict and disaster) prevention, preparedness, and recovery

UNDP works to improve integration of gender equality issues in conflict prevention, disaster preparedness and crises response, and advance the women's peace and security agenda. For example, in Colombia UNDP has worked with national partners to help survivors of sexual violence rebuild their lives. In addition, the regional programme SEESAC (South Eastern and Eastern Europe Clearing House for the Control of Small Arms and Light Weapons) has advanced gender equality in security sector reforms in the Western Balkans. It established the Women Police Officers Network in South Eastern Europe, a regional advocacy mechanism that brings together high-ranking women police officers, and also helped institutionalize Ministry of Defense gender focal points,

¹ https://www.undp.org/content/dam/undp/library/gender/UNDP_GES_2pager_060219.pdf

who advance policy reforms to improve the recruitment and retention of women in the armed forces and make the institutions more responsive towards gender issues.

Empowering women to participate fully in economic life is essential to building strong economies, establishing just societies, and achieving Sustainable Development Goal (SDG) 5 for gender equality and women's empowerment and several other SDGs relating to inclusive growth, decent work, ending poverty, reducing inequality, and revitalizing the global partnership for sustainable development. Ensuring women's participation and leadership and inclusion of their needs, experiences, and skills in the economy requires intentional actions and commitments from both the public and the private sector.

During its course of work plan implementation, KALFOR has identified that local champion, either male or female, is key in people's livelihood as they may take role to drive dynamics of community towards improving their livelihood and at the same time protecting non-state owned forest area. In relation to this, KALFOR/UNDP is looking for a qualified contractor (NGO/CSO) to carry out Local Champion Empowerment on Non-state Forest Area in Kalimantan.

II. KEY ACTIVITIES AND PERFORMANCE TARGETS

The proposed activities should demonstrate how to strengthen the capacity of the local community champion including women living surrounding Non-state owned Forest Area (APL). This may be conducted through knowledge sharing, guidance, and capacity building. In addition, framework of businesses managed by local community needs to be improved especially at the project pilot sites. The framework includes, among others, business practice and operation, access to market and financing, and regulatory enabling condition.

At the minimum, the proposed activities are expected to:

1. Increase the capacity and collaboration of local community organization(s) with emphasis on women group to support community to minimize changing function of forest ecosystem into other uses particularly in non-state owned forest area. This includes facilitation to improve livelihood that relies on non-timber forest product.
2. Increase the capacity of the local community champion to provide quality inputs for the decision-making process of the government.
3. Develop standardized training packages/modules on local champion empowerment that can be delivered online and offline. The selected NGOs/CSOs might use local resources and tools to assess/review, facilitate/promote adoption, implementation, and monitoring-evaluation of the local community/champion.
4. Organize capacity building/trainings on local champion empowerment (online and/or offline when the situation allows) targeting the existing community groups including women groups (e.g. Bumdes, KWT, PKK, Majelis Ta'lim ibu-ibu, etc.). The target beneficiaries of the trainings also includes women-headed household (*perempuan kepala keluarga*) in the KALFOR pilot project sites.
5. Provide support (mentoring) for pilot activities at community level to improve livelihood of those relying on non-state owned forest area. This includes identification of type of livelihood practice up to implementation of pilot activities to address issues on the ground and bring about concrete results for improved livelihood.
6. With the support of KALFOR, the selected NGOs/CSOs will also need to conduct engagement and coordination with the local government to ensure a smooth implementation of the program.

The proposed activities should target on local community champion, with particular target of women champion. In this regard, the selected NGOs/CSOs shall focus its efforts on undertaking activities as follows:

Task 1. Develop a strategic 1-year Workplan for local community entrepreneur empowerment activities emphasizing roles of local champion

- 1.1. Overarching concept for local community entrepreneur activities
- 1.2. Clear and achievable target and clearly defined stakeholders involved in each area
- 1.3. Strategic activities and key milestones

- 1.4. Clear needs assessment approach (may include web-based survey)
- 1.5. A plan of activities to ensure the oversight of the proposed activities is guaranteed in terms of scope and quality
- 1.6. Roles of stakeholder(s) and KALFOR are clearly defined

Task 2. Conduct Needs Assessment of local community including women-based organization at village pilots (incl. Women-Headed Household, Women entrepreneur, women champions, KWT, PKK, Majelis Taklim Ibu-ibu, BumDes, Koperasi)

- 2.1. Conduct a needs assessment on livelihood and its potential improvements at 7 (seven) villages at district pilots Sintang, Ketapang and conduct gap analysis (potential strategic focus areas include: financial knowledge, pitching, fundraising, capital raising, connections to markets, and digital literacy and social media). The assessment shall identify local champion that may be instrumental in enhancing community's livelihood. The assessment should also capture gender aspects from access, participation, control, and benefit perspectives.
- 2.2. Present results of the needs assessment and gap analysis for improved livelihood and strategic recommendation from which capacity building and training program will be developed. The analysis and recommendation should address roles of local champion and gender equality.
- 2.3. Present a clear strategy what trainings materials and approaches that need to be developed.

Task 3. Develop toolkits/training materials and conduct training at community level

- 3.1 Develop approach for community entrepreneurship training.
- 3.2 Develop training materials including practical toolkits for community entrepreneurs. Note: Needs of each village may be specific based on results of the needs assessment, e.g. marketing of non-timber forest product, post-harvest product packaging and promotion, product certification, etc. The training materials and toolkits should be made easily accessible and implementable for the audience [including web-based version].
- 3.3 Conduct Training of Trainers (ToT) primarily to local as well as gender champions of the 2 (two) district pilots. Topic of the ToT includes, among others, business organization, gender integration, etc. (estimate: 20 participants from each district that will become trainers for training at community level; minimum 30% of the ToT participants shall be women).
- 3.4 Conduct training on community/ household entrepreneur to improve skills based on results of the need assessment at the 7 (seven) villages. Topics of the training, among others, include (i) entrepreneurship, (ii) business plan development, (iii) digital literacy for implementation of e-commerce, (iv) social media for business purpose, (v) networking, (vi) fund raising, including proposal development, access funding at 2 (two) district pilots (estimate: 30 training participants in each village; minimum 30% of the participants shall be women).
- 3.5 The selected NGO/CSO shall develop indicators and assess effectiveness of the training, e.g. through UNDP Gender measurement/assessment or using another tool. The proposed tool shall be consulted with and approved by KALFOR/PKTL.

Task 4. Institutional Strengthening of community organization capacity

- 4.1 Establish/strengthen community, including women-based organization/forum through technical assistance on how to run a good organization and administration, improve leadership, and develop networking in each district.
- 4.2 Create activities which will enhance collaboration among community-based organizations across villages, e.g. among KALFOR-assisted villages in a district. This may include Focus Group Discussion (FGDs) and coordination meetings among community-based organizations to discuss the effective way to coordinate, e.g. what each organization is doing and integrate the intervention to get greater impact in non-state owned forest area, how to receive support from government, how to have wider access to mainstream media. In particular, local/gender champion in each area needs to be strengthened and be given opportunity in taking their roles in this activities.

- 4.3 Create activities which will strengthen the capacity of community-based (incl. women-based) organization on preventing non-state owned forest are from totally being deforested. This may include strengthening the network among youth and women-based organizations.
- 4.4 Create activities that will increase the capacity of local and/or women champions to provide better inputs to government counterparts (village, district, provincial government). Included in this activities is mainstreaming into village planning (Musrenbangdes, RPJMDes, RKPDes, APBDes processes) so that lessons learned from implementation of various activities may be institutionalized into formal planning and budgeting process to build and strengthen sustainability.
- 4.5 The selected NGOs/CSOs shall work in a collaboration with multi-stakeholder forum including KPH, related local government agencies (e.g. Dinas Pemberdayaan Perempuan dan Anak), and gender focal point in each district. Not only is the collaboration for coordination, but also for potential joint program and/or adoption for their programming.

Note: local and gender champion shall be part of 4.1 through 4.5 activities.

Task 5. Facilitation of pilot activities

- 5.1. Provide support (field tutorial) for implementation of pilot activity in each village based on the needs assessment and upon completion of training program for local community including local/gender champion. Pilot activity at village may vary from a village to another.
- 5.2. The facilitation may range from selection of product/commodity (may include non-timber forest product), cultivation/production, and post-production activities, e.g. marketing so that the supply chain of a product is complete from producer (community), distribution, up to consumer.

Note: pilot activities shall include/engage woman-based organization, woman entrepreneur, women-headed household

Task 6. Draft Issue Briefs Development

- 6.1 Develop at least 3 (three) issue briefs from each district to accelerate uptake of local entrepreneur practices and entrepreneurship ecosystem (including housewife, young entrepreneurs, social and commercial accelerators, investors, etc.)
- 6.2 Develop concept note of smart investment entrepreneurship for scaling up of local community livelihood practices that rely on non-state owned forest area in each district.

Performance Target

INDICATOR(S)	DATA SOURCE	BASELINE	MILESTONES			
			Period 1 Q3 2021	Period 2 Q4 2021	Period 3 Q1 2022	Period 4 Q2 2022
1. Needs assessment is developed	Desk review, data collection (survey, interview)	TBD	The assessment covers the two KALFOR districts			
2. Training materials and other capacity building programs are developed	Activity reports	TBD	As identified in the needs assessment			
3. ToT for community training are conducted (30% participants are women)	Activity reports	TBD		20 ToT participants from each district that include local/gender champions		
4. Trainings for community are conducted (30% participants are women)	Activity reports	TBD		First batch; 30 participants from each village	Second batch; 30 participants from each village	
5. Institutional strengthening of community-based capacity is conducted	Activity reports	TBD		Various activities as identified in the needs assessment	Various activities as identified in the needs assessment (cont'd)	
6. Facilitation of pilot activities	Activity reports	TBD		Piloting of village level activities	Piloting of village level activities (cont'd)	Piloting of village level activities (cont'd)
7. Issue briefs and concept notes are developed	Activity reports	TBD				Issue briefs and concepts note are developed

III. LOCATION AND TARGET BENEFICIARIES

The selected NGO/CSO will work to cover 2 (two) districts which are Sintang and Ketapang, West Kalimantan Province. The location of intervention will be at the village pilots of the KALFOR Project asfollow:

Village	District
1. Ensaid Panjang Village	Sintang District
2. Bangun Village	Sintang District
3. Sungai Buluh Village	Sintang District
4. Sungai Kuri Village	Ketapang District
5. Riam Bunut Village	Ketapang District
6. Pangkalan Suka Village	Ketapang District
7. Tanjung Pasar Village	Ketapang District

IV. IMPLEMENTATION ARRANGEMENT

In order to carry out the task smoothly and ensure that the outcome is in line with the objective as mentioned on the TOR, the selected CSO/NGO/university shall:

1. Coordinate closely with KALFOR Project, e.g. for travel arrangement, meeting stakeholders, training, etc.
2. Follow the COVID-19 protocol as required by the UN regulation for conducting activities during the COVID-19 pandemic situation.
3. Implement the KALFOR's Free-Prior-Informed Consent (FPIC) guidelines.
4. Coordinate closely with other activities being implemented in the field (Note: by the time the selected NGO/CSO/university is conducting field activities, e.g. survey or training, at the same time another CSO/NGO/university might be implementing another KALFOR's activity(ies) in the same village/community) As such, the selected NGO/CSO/university shall coordinate with KALFOR's Regional Facilitator. The selected NGO/CSO will be responsible to maintain regular communications with Regional Facilitators of the KALFOR Project in each district.
5. Maintain regular communication with KALFOR to provide regular feedback on implementation progress, results, challenges, and bottlenecks (if any); as well as collaborate with UNDP to facilitate regular or ad hoc monitoring visit.
6. As briefly mentioned in related tasks above, ensure that 30% of participants of training (ToT, community training), FGDs, and other similar activities are women.
7. After the contract signing, the Project will conduct a kick-off meeting which will be attended by the selected grant recipient, Directorate General of Forestry and Environmental Planning of MoEF as the Project Implementing Partner and PMU UNDP KALFOR as well stakeholders from Provincial, District and Sub District area of locus of KALFOR Project.
8. Project provide the following document for desk review for the selected CSO for initial assessment:
 - a. [Final Report Baseline HCV Ketapang_English](#)
 - b. [Final Report Baseline HCV Sintang_English](#)
 - c. [Development of Free, Prior and Informed Consent \(FPIC\)Guidance and Action Plan for Implementation of KALFOR activities](#)
 - d. [Gender Strategy and Action Plan for KALFOR Project](#)

V. ELIGIBILITY AND SELECTION PROCESS

The grant recipient (civil society or non-governmental organization, academia) with experience in:

- Minimum 5 years and strong understanding in community entrepreneurship and development, community livelihood, gender issues and mainstreaming, advocacy and working with local government agencies.
- Proposed personnel shall include a team leader and technical specialist on village livelihood/supply chain, gender, and local government planning/advocacy, while administrative staff may include finance and administration staff, and other field as required.

shall complete and submit the Grant Proposal in accordance with UNDP's Low Value Grant Proposal Template (**ANNEX A**) and the Request for Information (RFI) From CSO/NGO (**ANNEX B**) by email to: bids.id@undp.org Attention to: Laksmi Banowati, cc: Laksmi.banowati@undp.org and agus.hernadi@undp.org.

The grant recipient is required to prepare the Financial Proposal and should be maximum amounting USD 70,000 equivalents to Indonesia Rupiah (IDR) 1,012,900,000 (UNORE April 2021). The Grant proposal, Request for Information (RFI), financial proposal with complete supporting documents shall be received by UNDP no later than 17:00 hours, 3 May 2021, Jakarta Local Time and should you required further information clarification, kindly communicate with the contact person identified above as the focal point for this requirement. The queries related to proposal submission can be conveyed until 3 May 2021.

All grant proposals shall be subject to grant selection processes, which consist of a Pre-screening against the selection criteria and Full Review by the CSO Steering Committee.

The Selection Criteria are as follows:

- a) Method (30%): proposed methodology, workplan, approach, timeline, completeness of deliverables.
- b) Identity (20%): registration status, having a specific status as necessary, etc.
- c) Capacity (20%): specialized knowledge and experience on similar engagement, standard operating procedure, financial report (audit report if available).
- d) Utilization of resources (15%): financial SOP, realistic budget for how funds will be spent (in accordance with UNDP standard cost: UN Harmonized Cost Rates, etc.).
- e) Submission Requirements (15%): ideas presented including any requirements with regards to utilization of resources, reporting, duration, and other formal criteria.

VI. REPORTING

The selected NGO/ CSO shall provide a finalized work plan prior to implementation. The selected NGO/CSO shall provide:

- 1. Monthly report
- 2. Milestone report (based on payment tranches)
- 3. Final report be written in Bahasa Indonesia and English

The monthly progress report in cumulative updates on implementation progress, results against targets, challenges and mitigation, gender targeting, changes introduced during the implementation on the ground (if any), within 7 days following the end of the month. The reports shall be provided with relevant evidence and supporting documents such as attendance lists, Minutes of Meeting (MoM), high resolutions photos documentation, media coverage, etc. to support the activities reported.

At the end of assignment period, the selected NGO/CSO shall submit a comprehensive narrative and financial completion report. Completeness of the reports and timeliness of the reporting will be looked at prior to payment requested by the selected NGO/CSO.