

## **INCEPTION REPORT**

### **For the Provision of Human Resource and Financial Management Services**

**Project title:**

**Malawi Green Corps**

**Client:**

**UNDP Malawi**

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## Abbreviations

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|           |  |
|-----------|--|
| ADC       | Area Development Committee                       |
| CBO       | Community Based Organizations                    |
| CRS       | Catholic Relief Services                         |
| DFO       | District Forestry Officer                        |
| EHH       | Elderly Headed Household                         |
| FHH       | Female Headed Household                          |
| GOV       | Government                                       |
| IR        | Inception Report                                 |
| MFNR      | Ministry of Forestry and Natural Resources       |
| MGC       | Malawi Green Corps                               |
| PPEs      | Personal Protective Equipment                    |
| SESS      | Social & Environmental Standards                 |
| ToRs      | Terms of Reference                               |
| TRANSFORM | Transformative Adaptation for Climate Resilience |
| UNDP      | United Nations Development Programme             |
| VDC       | Village Development Committee                    |
| VNRMCs    | Village Natural Resources Management Committees  |
| FCRM      | Feedback, Complaints and Responses Mechanism     |
| MPP       | MEAL Policy & Procedures                         |

## Background Information

Malawi has been hit hard by the COVID-19 pandemic, and the crisis continues to deepen across the region. Measures to stem the spread of COVID-19 are exerting heavy economic damage on livelihoods, business, and job opportunities available to Malawians, especially youth. Multiple crises stemming from the epidemic are still unfolding, with a host of external and internal factors dampening Malawi's economy, access to public services, and health and education outcomes. Preliminary data indicates that Malawi's imports were 26 percent lower in April and May 2020 compared to period last year, with decreased demand from key trade partners weighing heavily on exports. Domestic factors are also contributing to Malawi's socio-economic crisis through increased risk aversion and social distancing policies. COVID-19 cases continue to rise due to increased community transmission, with secondary and tertiary effects of containment efforts constraining domestic economic demand and contributing to massive job loss, particularly among women, with up to a million jobs at risk by the end of 2020. Though projections are evolving as the crisis unfolds, Malawi's GDP growth is expected to decline sharply, aggravated by the country's large informal sector reliant on natural resources and high rates of poverty and food insecurity.

Malawi's COVID 19 preparedness and response policy actions aim at three objectives: protecting lives, protecting livelihoods, and protecting the future. Complementary to life-saving health interventions, the government is focused on supporting livelihoods during the economic slowdown while also scaling up investments to support broad-based recovery and resilience in the medium term. Protecting the future means addressing Malawi's ongoing vulnerability to climate and other exogenous shocks which have a strong impact on poverty, and which the COVID-19 pandemic is aggravating as a poverty-multiplier. Malawi is faced with persistently low resilience to disasters and economic shocks, and slow economic growth due to its high dependence on rain-fed agriculture, over-reliance on biomass for household energy, and widespread ecosystem degradation. In the face of widespread income loss owing to the pandemic, and in the absence of affordable alternatives, many poor communities are being forced to accelerate stress on already degraded forests, watersheds, and other ecosystems. Laying a foundation for a sustainable and green recovery, while addressing lost income and employment among its vulnerable youth population, presents Malawi with the opportunity to place green growth and nature-based solutions at the center of its pandemic response. A national Green Corps, as outlined herein, contributes to ongoing efforts by the Government of Malawi to safeguard and expand employment opportunities across the country, particularly for young women and men, while accelerating a green economic transition. The initiative also dovetails with ongoing efforts by UNDP to strengthen domestic networks of young climate champions and entrepreneurs in green business.

Aligned to the UN Decade on Ecosystem Restoration (2021-2030), the Malawi Green Corps project aims to provide youths with skills and opportunities for sustainable livelihoods through an approach that engages them in environmental management and ecosystem-based adaptation, while building their capacity and skills to take up and create green jobs themselves and/or enter the job market with a foundation in environmental restoration and innovation. The multi-phase Malawi Green Corps initiative envisages scale up through access to finance and technologies as well as upskilling and mentoring of youths as part of a long-term green economy process in Malawi. UNDP has contracted CRS to implement this project in close collaboration with the donor and Malawi government. This project builds on the existing partnership agreement between the Ministry of Forestry and Natural Resources and UNDP for the Transformative Adaptation for Climate Resilience (TRANSFORM) Programme. UNDP, the Government of Malawi, and CRS will jointly launch the Malawi Green Corps project to provide up to 2,000 youth aged 18 to 30 with employment opportunities.

The objective of the Malawi Green Corps is to provide youth with employment and on-the-job technical training to address youth unemployment and create a pathway to green jobs by linking with business incubation programmes being supported by GoM, UNDP, ILO, the EU, FCDO, Royal Norwegian Embassy, African Development Bank, and others. CRS will deliver training focused on forest restoration, high-quality tree planting and care, site management, tool safety, native plant species conservation, invasive plant identification, environmental advocacy and communications,

entrepreneurship, and other specialized topics to be agreed with the GoM to equip members of the Malawi Green Corps to conduct environmental restoration. CRS shall also deliver waste management capacity building trainings to enable MGC members to carry out waste management activities at identified waste sites. To ensure members learn from each other, CRS shall only engage youth groups that are registered and have prior experience in group dynamics and operations.

### **Outputs of the assignment**

The primary objective of the assignment is to deploy up to 2,000 youth (women and men) from existing environmental related youth groups to undertake environmental restoration of critical hotspots identified by the Government of Malawi. CRS will recruit the Malawi Green Corps members over the contract period and will capacitate them to perform on-site environmental restorations activities. CRS will supervise the Malawi Green Corps on a day-by-day basis under the overall monitoring of the Malawian Government and UNDP Malawi in collaboration with the partners of the existing Transformational Adaptation for Climate Resilience in Malawi (TRANSFORM) (TRANSFORM) initiative, supported by technical departments within the Ministry of Forestry and Natural Resources (MFNR). TRANSFORM project is currently being implemented in Zomba and Machinga districts. However, MGC project will be able to tap in available knowledge and expertise from TRANSFORM and utilize the existence of other government programmes like Zantchito and National Climate Resilience Innovation Challenge.

CRS, UNDP, The Ministry and District Councils will, in this engagement be expected to deliver the following four key outputs.

### **Output 1: Malawi Green Corps Launched**

As part of the launch process, UNDP will lead on the creation of a partnership agreement with the Government of Malawi and CRS for the delivery of objectives, including:

- identification and rehabilitation of environmental hotspots aligned to existing national priorities on waste management, forest and landscape restoration;
- Development of restoration plans with the youth and other relevant stakeholders confirmation of roles and responsibilities for district and community engagement;
- accountability and tracking system for salary payments (linked to national ID card);
- design and dissemination of online mentor and peer platform (to be co-supported by UNDP Acceleration Lab);
- M&E framework for measuring biophysical improvements in rehabilitated areas; and outreach and branding plan in line with existing government monitoring framework.
- There will be a formal national launch meeting of the MGC project to officially mark the start of the project to the nation.

### **Output 2: Recruitment and Mobilization of Green Corps Cohorts**

Recruitment of youth will prioritize localizing economic benefits to host communities and districts, with preference to engaging workers living adjacent hotspot areas. Leveraging UNDP's partnership with Malawi's National Registration Bureau (NRB), biometric national ID cards will be used by the service provider to validate targeted or selected youth and ensure transparency of labor inputs and remuneration. CRS has adopted recruitment guidelines in line with recommendations from the relevant government entities and UNDP. The guidelines have incorporated gender, disability, and income-poverty considerations. CRS will consistently apply health and safety protocols, including those for COVID-19 as well as protection safeguards for vulnerable people in all project sites (refer to annex 1 for health & safety protocol). In line with the approved budget CRS will procure and provide project personnel with protective equipment (PPEs) as part of its procurement plan. Based on the findings and recommendations of the social and environmental report commissioned by UNDP, CRS

will collaborate with government to ensure that the recommendations are incorporated in the design and implementation of MGC project sites. The CRS environmental advisor and waste management consultant will provide strategic and technical guidance to the project team to ensure that the project follows Governments' and UNDPs' Social and Environmental Standards (SES). CRS shall also make references to the social and environmental screening recommendations prior to the implementation of the project.

### **Output 3: Restoration of Environmental Hotspots**

Up to 5,000ha of degraded land will be restored by the Malawi Green Corps, including through clean-up of illegal dump sites containing non-hazardous waste. Recyclable materials will be diverted from the waste stream for repurposing, recycling and/or sale, providing further job and income generation opportunities. This initiative will provide skills and opportunities for sustainable livelihoods through an approach that engages them in environmental management and ecosystem-based adaptation while building their capacities and skills to take up and create green jobs themselves. For instance, if MGC members are trained in making compost manure, they will be able to sell and generate income. Plastic wastes may be sold to companies for recycling-MGC members with capacity to utilize wastes for repurposing shall be linked to like-minded organizations and individuals for business ventures. CRS will be proactive & resourceful in ensuring that best practices on recycling for economic benefit is benefiting the MGC members. Afforestation and reforestation of degraded sites will focus on vulnerable watersheds and maximize use of fast-growing indigenous species of trees, shrubs, and grasses suitable to the sites, with linkages to ongoing integrated watershed management and land restoration initiatives being delivered through government and development partners, including ecosystem-based adaptation initiatives financed through the GEF. For example, Green Corps members may work in similar locations to participants in the national social protection programme to ensure that restoration efforts are complementary and may link to lake and river basin interventions under the existing TRANSFORM initiative. Attention will be paid to reaching the targeted hectareage in line with the respective budget allocations. It is expected that some unit areas will require more person days than others to be satisfactorily conserved or treated.

### **Output 4: Youth Skills Development and Peer Learning**

In parallel with Output 3, and through technical partners such as the Ministry of Forestry and Natural Resources and district councils, CRS will ensure members of the Malawi Green Corps benefit from peer learning, transfer of employable skills, and opportunities for youth engagement in environmental networks and coalitions. Members of the corps will also receive training in social accountability, sexual and reproductive health and rights, and civic engagement to take advantage of opportunities from CRS and/or other available training. Gender mainstreaming will also feature prominently by offering equal opportunities to young women and men to join the Green Corps, while also delivering protection and gender equality training including on SGBV and HIV/AIDS, to all members.

## **Understanding of the requested service and corresponding design**

The scope of the project is derived from the RFA, the proposal that was submitted by CRS to UNDP and the contract document signed between CRS and UNDP. In implementing the project, CRS has aligned its approach to deliver on the project scope as outlined by the four pillars: pillar 1- Selection of MGC Personnel; pillar 2- Orientation and Training of MGC Personnel; Pillar 3- Administration and management of MGC human resources and pillar 4- Administration and management of payroll funds through contract duration of recruited personnel. This section outlines the approaches and methodologies that CRS shall use to deliver a high quality, reliable service to UNDP and the Government of Malawi as a key project partner.

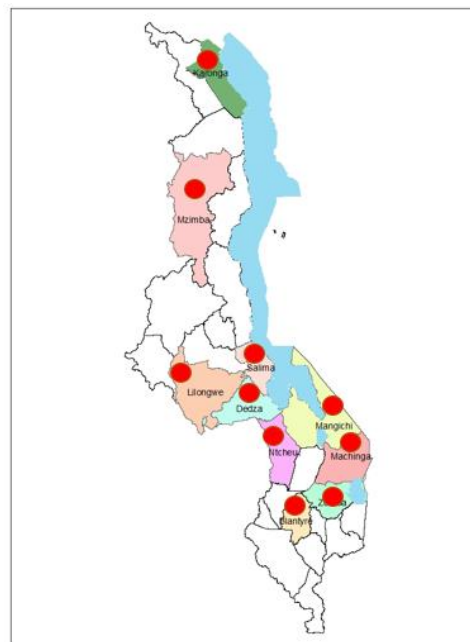
### **Start-up phase: District selection and coordination**

For CRS to start the delivery of services in line with the 4 project pillars, operational district and hotspot selection are crucial in the design of the delivery of the services. As a result of pre-start-up consultations between relevant stakeholders from the Government of Malawi, in particular the

Ministry of Forestry and Natural Resources and Department of Environmental Affairs, the following 10 Districts have been selected: Blantyre, Dedza, Karonga, Lilongwe, Machinga, Mangochi, Mzimba, Ntcheu, Salima and Zomba.

To streamline effective services delivery, CRS has paired the selected district as follows. Each pair will be assigned one dedicated field officer in support of the district level operations:

- Karonga – Mzuzu (North)
- Lilongwe – Salima (Central)
- Dedza – Ntcheu (Central)
- Mangochi – Machinga (South)
- Zomba – Blantyre (South)



**FIGURE 1: MGC PROJECT AREAS**

Following this pairing exercise and the assignment of a dedicated field officer, CRS will work with existing district level structures or where necessary coordinate the set-up of District level project management committees, with support from UNDP and Government of Malawi. The District level committees where applicable will have minimum representation by CRS, the District Youth Officer, and the District Forestry Officer, with additional District level representation as and when required. The committees are open to voluntary representations by national level government officials and UNDP. The main task of the committees will be to oversee project and implementation and to guide the District level hotspot selection and prioritization process and oversight of the youth selection and recruitment process. Periodically, the district level project management committees will inform and update the District Environment sub-Committee on progress of the activities.

In total the project will recruit youth groups where up to 2,000 youth will be selected. There will be a total number of 56 restoration sites or hotspots from across the 10 selected Districts depending on the final agreement with the District councils and the Department of Environmental Affairs (EAD). Hotspots will be selected based on merit of each site, with preference for sites with high impact in terms of land restoration and civil safety concerns in the case of waste management sites. In light of this, it is likely that this will translate in an uneven distribution of sites per District at the end of the service delivery contract.

CRS will apply a staggered start-up approach to ensure solid service delivery and a learning process while upscaling the youth deployment across districts and multiple cohorts. This resulted in the following staggered approach of selected district for the total service delivery cycle of deploying 2,000 youth across 56 hotspots (project sites) in the 10 selected Districts.

Phase I: Cohort 1, -> Lilongwe, Dedza and Salima

Phase 2: Cohort 2 to 6 -> all 10 Districts

The first phase focusing on 3 districts will be used to understand processes and activities in recruitment, deployment, implementation, and monitoring in the selected 3 districts. From the second phase, we will cover all 10 districts. Hotspot planning will take close consideration of the forestry seasonal calendar. This shall demand proper sequencing to allow overlaps that do not compromise the quality of our service delivery to all the sites. CRS and the district coordination teams shall properly plan and ensure that activities are not affecting the overall strategy. In this regard CRS shall ensure that all startup activities in the selected districts are completed immediately after rolling out restoration activities. This will ensure that all seasonal interventions are running almost concurrently in all the selected districts.



Based on the outlined understanding of the selected Districts, the District coordination structure, hotspot selection and prioritization process, as well as the staggered implementation approach the service delivery of the 4 project pillars is lined out below.

### **Pillar 1: Selection of MGC Personnel**

CRS will identify up to 2000 youth across a maximum of 6 phases in 10 districts of Malawi. In collaboration with government through district councils, CRS will be responsible for all identification, recruitment, onboarding, and capacity building of the selected youth. In this regard, CRS shall ensure appropriate personnel are identified according to the eligibility provided later in this report.

CRS will ensure that the recruitment process is competitive. Based on the recommendations by the Government of Malawi and UNDP during the project pre-start-up phase, youth will be selected from the existing network of youth groups at District level. The DYO will be requested to support and submit details of relevant, functioning youth groups in proximity of the selected hotspot.

CRS will ensure adherence to the eligibility criteria, and will collect applicants' basic biographic information such as, full names of applicants, ID details, active contact information, gender, age, physical address etc. CRS shall treat and maintain all personal details as confidential unless consent is provided otherwise. CRS shall ensure personal credentials are only for the purpose as outlined in this inception report.

### **District Entry Approach**

CRS & Government through relevant department will introduce the project at district level. The project will conduct a series of meetings with different stakeholders as follows:

- Meetings with District Forestry Officer, Environmental Development Officer, and District Youth Officers to brief them on the overall strategy for selection of beneficiaries and hotspots and the activities to be implemented by the project.
- District Environmental Sub-Committee (DESC) meeting will be convened to brief them about the project, which will be followed by District Executive Committee (DEC) meeting. The DC/DPD will be briefed about the project and the formation of the district project coordinating committee, selection criteria for youth groups, and selected hotspots where and when it is necessary. The DESC will facilitate a call for DEC meeting to appreciate and appraise the project's overall strategy in achieving its objectives
- Project introduction will be made at DEC level with a briefing on the project and the formation of the district project coordinating committee, selection criteria for youth groups, and selected hotspots. The role of the DEC will be to provide technical guidance of the implementation of the project in the respective councils. It is expected that all the concerns related to the project will be discussed and addressed at that level before proceeding with the project. CRS & government shall ensure that all necessary discussions and resolutions at DEC level are documented and implemented
- Using existing district level structures CRS will be engaging different stakeholders for different roles and responsibilities throughout the project implementation. Among key roles of these stakeholders are:
  - Provision of data and information on the selected hotspots in their area
  - Provide information on the existing initiatives and other relevant data in the mentioned hotspots
  - Review overall strategies for the interventions including prioritization of sites and group selection
  - Support problem solving and oversight in accountability for the project interventions and sustainability

- Attend periodic review meetings at sites together with project staff to assess progress and help in fastening implementation
- Joint development and monitoring of site-specific sustainability plans
- Support community mobilization campaigns, information dissemination, recruitment, training of the cohort members and the project management at district level
- Review project reports with Project Officers and ensure project is implementation is transparent at all levels

### Set-up of the District Coordination Committee

The project will make use of the District Environmental Technical Sub-Committee (DESC) to spearhead implementation of the project at district level (an already existing structure). Where the committee is not available, a Coordination committee comprising the District Forestry Officer, Environmental Development Officer, District Youth Officer, Land Resource Conservation Officer, and CRS Technician will be formed. The committee will oversee the implementation of the project at District level and in particular coordinate the selection and prioritization of the hotspots. ToR for the District Coordination Committee will be developed where applicable.

### Community Entry Approach based on selected hotspots

Upon selection of specific District level hotspots, CRS will coordinate the introduction of the project and approach at local level using the existing community level structures.

The Traditional Authority and Area Development Committees will be briefed on the project through the Area Executive Committee and the project coordinating team. Group Village Headmen from the selected sites will be part of these briefings to ensure all recruitment and related issues are explained and resolved before onset of the project.

Furthermore, CRS and Coordination committee will ensure that all Village Development Committees, VNRMcs around the selected hotspots are sensitized on the project and all related concerns are resolved before proceeding with the project implementation.

### Recruitment of MGC group members and Supervisors

CRS, with support from the district coordination committee, will identify and recruit youth from existing youth groups in close proximity to the hotpot for engagement in forest management, landscape restoration or waste management of the respective site. The criterion for selecting the groups is as follows:

#### Primary criteria for youth group selection

- The youth group should be registered with the District Youth Office and provide proof of registration (e.g., recommendation reference from the District Youth Office)
- The youth group should have a clear administrative and operational structure
- The youth group members should be aged between 18- 35 years old with a well-balanced representation of girls and boys, and or inclusive of people with disabilities (preferably included in their management structure)
- The youth group should be in operation and preferably have experience in working on environmental related interventions, social protection initiatives, youth entrepreneurship and agricultural related
- Members of the youth group should be from within 5km radius of the identified hotspot, if insufficient youth is identified within this radius this can be expanded in order to reach sufficient qualifying youth groups.
- Potential youth group members should have a National Identification Document.
- Youth group members who meet the above requirements will undergo a medical fitness test.

Note that the programme will register groups for engagement. However, participants will be considered as individuals and receive a direct temporary employment contract from CRS.

## Selection criteria for individual youth group members

Members from the selected groups will be subject to confirmation after thorough verification of the following:

- Age group (>18 ≤35)
- Availability of National Identification document
- Medical fitness for work under the provided conditions
- Not formally employed or doing formal business
- Not attending any form of formal education

However, where other individual criteria are in conflict with groups ability to operate, special consideration will be made in support of the groups' interests and existence.

The project will consider the following additional criteria in cases where group members of selected youth groups are more than what the hotspot in reference can accommodate. Priority will be given to:

- Strive for a 50/50 gender balance
- Female Headed Households
- Chronically ill Headed Household
- Disabled
- Those eligible for Social Cash Transfer
- Group level quota will be considered if we have more eligible youth groups for a particular hotspot

## Recruitment of On-Site Supervisors

The Project shall shortlist and interview 3 potential candidates for the position of On-site Supervisors. Shortlisted candidate shall be selected based on the following qualifications and experiences:

- At least minimum experience with land restoration and NRM work
- Highest level of education in the cohort
- Previous engagement on leadership position (community, school etc.)
- Volunteerism experiences (lead farmer, community change agents)

## Pillar 2: Orientation and Training of MGC Personnel

The selected youth to be deployed in a specific hotspot will enroll for a general orientation and induction program, as well as hotspot specific training, either on natural resource management and forestation, or on waste management.

CRS has developed a comprehensive orientation training package that will support MGC members, and supervisors to carry out their role effectively.

The first step will be a full-on induction of the youth cohort. CRS shall conduct comprehensive induction training for the MGC & Supervisors immediately after acceptance of the offer letters. The induction shall run in line with cohort recruitment processes. CRS will focus on the following areas for the induction program:

- Payroll administration & management
- Medical cover assistance and on-site medical emergency assistance (first aid)
- Sexual harassment policy
- Compliance to UNDP's SES policy
- MGC Grievance redressal mechanism
- MGC Complaint & feedback mechanism

The process of the induction program is further detailed under pillar 3.

Subsequent to the induction training, CRS will enroll the cohort in a hotspot specific training. There are 2 main modules depending on the nature of the hotspot.

MGC members and supervisors shall undergo a tailor-made training depending on the nature of their activities. These trainings will be introduced after completion of the induction program. CRS has pulled various resources on land restoration, watershed management, forestation, and waste management, which have been consolidated to form part of the generic curriculum for the MGC project. Materials from government department, forestry, land resource and public works have also been adopted to form part of this curriculum.

The generic version for the training will be delivered in distinct packages depending on the nature of the hotspot:

### Package I: Land restoration and forestation hotspots

Land restoration and forestation are seasoned interventions. This requires activities to be planned in line with forestry & land resource calendar. In view of this CRS together with the forestry department will ensure that planning for the restoration activities is adequately done. The training packages land restoration has been adapted from government forestry practices to isolate key activities that are designed to provide the MGC members with skills to embark on the restoration activities and to prepare them to enter future green businesses. Ideally, this package will provide basic knowledge and skills in nursery establishment that will enable MGC members to embark of green businesses on raising seedlings for sale. At group level MGC members may provide tree planting & post management services to individuals and organizations with private land as a business model. This initiative, while long term but has potential to promote land restoration activities in cities and district councils where we have bare lands and homestead pavements. By the end of the training, MGC members will have skills in the following areas:

#### Introduction to Forestry

- a. (Agroforestry, nursery establishment, and management, species-site matching, basic silviculture, orchard establishment and management, natural regeneration management)
- b. Practical sessions

#### Introduction to Forest Landscape Restoration

- a. (Participatory Net Planning, catchment management components, designing catchment treatment, tools & safety)
- b. Practical sessions

#### Introduction to Business & Financial Literacy

- a. Assessing business environment (constraints & opportunities)
- b. Developing business ideas (factors to consider)
- c. Savings for start-up capital
- d. Setting up a business
- e. Developing a business plan

### Package II: Waste Management hotspots

Waste management initiatives have potential to provide the youth with green business opportunities if we ensure proper capacity building and capital investment. This module will introduce the MGC members to green business mindset that empowers them to critically reflect on the solutions for clean environment whilst generating business ideas. By the end of this module the MGC will have knowledge in waste cleaning as a business model for their future engagement. Below is the proposed course outline that takes the MGC members through waste production to management processes. By the end of the training, MGC members will have skills in the following areas:

#### Introduction to waste management

- a. Defining wastes
- b. Types of wastes (focusing on solid non-hazardous)
- c. Sources of wastes
- d. Defining waste management
- e. Methodology in waste management

- f. Techniques in carrying out waste management
- g. MGC objectives
- h. Potential areas for training for MGC members (market oriented)
- i. Practical sessions (These shall include sorting, repurposing & recycling)

#### **Introduction to Business & Financial Literacy**

- a. Assessing business environment (constraints & opportunities)
- b. Developing business ideas (factors to consider)
- c. Savings for start-up capital
- d. Setting up a business
- e. Developing a business plan

Availability of UNDP Accelerator lab will add value to the trainings and ensure MGC members are equipped with knowledge and skills in waste businesses. CRS shall also engage services of a waste management expert to support the project in technical areas and capacity building of the staff so that they are able to support the members sufficiently. During waste management activities the consultant will be

### **Pillar 3: Administration and management of MGC human resources**

This section describes our process including tools and approaches of managing the MGC youth cohorts. The process flows from pre-testing and medical screening to contracting, induction and payment to contract termination.

#### **MGC youth pre-testing and medical screening**

CRS will manage the recruitment of the MGC youth members through a competitive process. Those who are selected will undergo an orientation training with an assessment at the end. This will ensure that suitable and capacitated candidates will engage in the tasks. During the orientation training the prospective members will be given a pre-test to find out their level of literacy in general and comprehension of environmental management, conservation or waste management depending on the characteristics of the hotspot. A record of their performance will be kept while they undergo a comprehensive orientation program.

Those who pass the test will be required to undergo a medical assessment. The medical assessment is aimed at screening the medical fitness of potential MGC Members and determine if there are any pre-existing medical conditions that may affect the member's ability to work or screen out those with conditions that may get worse due to the nature of the work to be performed. For the medical tests, we will invite a district medical practitioner to conduct the medical assessment on site during induction of successful MGC members. This will help facilitate the process instead of asking every member to provide the certification. CRS and the medical practitioner shall hold debriefing meetings with those that may not be medically fit for the tasks, respecting the privacy of the patient. The medical practitioners shall provide direct feedback and ensure all concerned members are aware of the actions taken. Those who pass the medical assessment will be given contracts and be allowed to proceed to the contracting stage.

#### **MGC youth contracting**

CRS will offer Temporary Employment Contract to the MGC members and On-site supervisors as guided by CRS policy. Among the key elements of the contractual agreement, CRS shall offer MGC members monthly stipends, as well as a medical cover and a workplace injury cover allowance. The hired members will be expected to perform the services with highest standards of professional and ethical competence and integrity. The Temporary Employees shall not, during the term of this employment and after its expiration, disclose any proprietary or confidential information relating to the services, this Contract or the Employer's business or operations without the prior written consent of the Employer. Any studies, reports, or other material, graphic, software or otherwise, prepared by the Temporary Employee for the Employer under the Contract shall belong to and remain the property of the Employer. This contract will be terminated by CRS if it is established that the Temporary

Employee does not deliver the desired services or for other justifiable reasons. Any necessary changes, including early termination of the contract, will be in writing after consultation between the Employer and the Temporary Employee. Implications of these will be discussed by both parties before changes are made.

The contract duration will be dependent on the nature of work to be conducted at the selected site. Contracts will cover the pre-defined duration of the work in the respective hotspots and shall not exceed a total 4-month period. Contract template has been annexed to this report for reference (annex 2).

### Cohort induction process

The MGC youth members induction process will be key in ensuring that employment relationships remain professional, transparent, and constructive after contracting arrangements are concluded with the MGC members. The induction programme shall provide comprehensive information on the project and how issues will be handled by the all-project stakeholders including the youth members.

Human Resource and compliance issues as well as CRS obligations in the management of the payroll and relationship with the MGC members shall be part of the induction programme. It will detail out project implementation schedule, goals, required processes, and protocols. MGC members shall fully understand the health & safety protocols, sexual harassment policy, work tracking processes, stipends payment processes, grievances handling, exit signing off procedures, and possible opportunities following the completion of a cohort phase.

We will start by ensuring that project goals, objectives, and protocols are well explained to the members and what is expected of them throughout the contract period. The expectation is that members will be able to internalize the project concept and ensure its objectives are met.

While the goal of the project is to train the members and ensure they complete assigned tasks, the project will focus on mentorship for possible linkages to green business opportunities beyond the project. Members shall be encouraged to look beyond the payments and explore opportunities for future growth. These mentorship arrangements will help MGC members and CRS to build relations that are based mutually beneficial.

Regarding the employment contract, the induction program will focus on the following areas:

- Length of the contract, what happens if you are not abiding by the terms laid out in the contract, what happens at the end of the contract (exit plan, payment slips, disclaimer forms, graduation & certificates)
- Specify that payments of stipends are purely based on actual amount of work done
- Briefing on relevant documentation for payment purposes e.g., signing in daily attendance register and timesheets
- Members to provide valid and active mobile phone numbers/accounts and ensure they all subscribe Airtel money services. This means that all MGC members should strive to acquire an active sim-card after successfully being recruited and trained.
- Fixed stipend payment dates and how to lodge a complaint when you are missed out on the payment
- Payment to be processed until receipt of all necessary and correctly filled field documents (Daily attendance register, timesheets)
- Outline causes for possible delays and how communication protocols should be handled in case of prolonged delays
- Signing of payment schedules after receipt of payment
- Process of mobile money payments via Airtel money and issues of transaction fees

- Clarifications around tax-exempt status of the remuneration

### Monthly payment process through Airtel money services

CRS will set up an Airtel Money Service Account for administration of MGC members' payroll. CRS shall be responsible for the management of the account with Airtel Malawi. CRS shall prepare wage earnings for each MGC member monthly after collection of relevant documentation from the respective hotspot and individual MGC members performance.

CRS shall prepare the payroll after collection MGC member attendance registers and work output summaries from all the sites. The Project Manager will approve the list and allow finance team to verify all the details and prepare the wage earning for each MGC member. After verification of the details, CRS Finance department will prepare the payment and upload it in the established Airtel Money portal.

After payments, finance will run a report to check the portal for bouncing transactions, wrongful payments, and take required actions to rectify them. All complaints related to the payment at this stage will be addressed.

All transaction costs (withdrawal charges) pertaining to the monthly stipends will be covered by CRS. This is to ensure that MGC members receive the total amount equivalent to the number of days worked at the agreed daily labor rate.

### Employment termination

All MGC contracts will have a pre-defined end date based on the estimated workload of the respective hotspot in which the youth member is enrolled for restoration works. Hence, no formal communication on the termination of the contract will take place as all youth members will have received this information during the induction program, as explained above.

Youth are stimulated and supported to link with potential external opportunities for possible mentorship and businesses opportunities, specifically in the green economy.

In the case were there should be a need for a graduation ceremony after completion of the phase, CRS in close collaboration with UNDP and relevant government officials shall agree on how these will be handled.

### Personnel welfare and medical support

Safety & health, and reporting protocols will be explained to all contract holders and ensure that members are able to abide to them during the induction program. CRS has developed a safety matrix that members will access onsite. This matrix will contain information on what members shall do in case of an accident and contains general health and safety information relevant at the site. Health & safety Matrix has been attached (see annex 1).

CRS has developed a welfare package for the MGC personnel that will be included in the monthly payment for the services rendered by the MGC youth member. A monthly amount of 7,500 MWK will be added to the payroll which is intended for MGC members to cover any medical expenses and other accidental related costs during their employment by CRS at a respective project site. Provision for this medical and accident allowance is made in the MGC member temporary employment contract, which at the moment is still under review by our lawyer. The draft contract is attached to this report. Please refer to annex 2.

All MGC members shall be provided with personal protective equipment to ensure all health and safety concerns are addressed such as gloves. COVID-19 preventive measures including but not limited to mandatory wearing of masks, handwashing, observing physical distances, maintaining a smaller number of members per task, shall be enforced in all sites during the entire contract period.

Occasionally, CRS shall invite government hospital practitioners for provide information related to public health and safety, awareness on HIV/AIDs, SGBV and sexual & reproductive rights for the MGC



members. This will help inform MGC members to take the right decisions related to sexual and reproductive health.

All MGC site supervisors will be given an orientation on first aid. This is aimed at ensuring the provision of first aid service in the event of a minor accident on site. Each site will have a first aid kit and the onsite supervisor will be assigned the responsibility for it. The first aid keeper will ensure the security of the box and CRS will replenish the contents that have been used up from time to time.

### Coordinate and monitor the human resource component in close consultation with the UNDP Labour Specialist based on the Labour Management Procedures

The CRS Human Resource team will coordinate with the labour Specialist at UNDP for guidance on technical, human resource, legal and financial aspects. The working relationship will include the sharing of work plans and reports, conducting joint site visits, collaborating during MGC group member recruitment and joint handling of grievances. This coordination will establish a platform where ideas, laws, policies and plans from CRS, Malawi government and UNDP will be shared to ensure harmony in the management of the MGC members recruited for the project.

### Grievance procedure

CRS has a draft Feedback, Complaints and Responses Mechanism (FCRM) operating guidelines committed to quality programming by placing those that it serves at the center of every initiative. FCRMs are two-way communication systems designed specifically to gather and respond to feedback from the communities in which CRS works.

There are three main ways in which grievances can be reported and tracked in this project. Firstly, the FCRM has provisions for a national call center with toll free line that will soon be used to report and escalate issues for the whole CRS project portfolio in Malawi. CRS shall optimize use of this toll-free line to report and address MGC member concerns during and after recruitment. The CRS Call Center will escalate all MGC issues and ensure relevant personnel responds in time.

Apart from the national hot line, CRS shall also use existing community-based grievance reporting structures available in all districts that are programming social cash transfers and public works. However, areas that are actively implementing this feedback mechanism, CRS shall ensure work with local structures to ensure these mechanisms are strengthened. In this regard, Project Officers with support from local structures ensure that MGC related complaints are pulled out, documented, analyzed and feedback is given to all the concerned. All grievance issues can be reported to a dedicated CRS complaints hotline during working hours. The MGC member will be able to call for free and talk to a designated counselor who will record the complaint and refer it to the Human Resource Section for immediate redress. The Toll-Free number for this complaint address system will be made available to the MGC members.

Lastly, Grievances during working hours can be reported to On-site Supervisor who will record it in an Accident and Incident reporting form (see annex 3). The MGC members will have wider range of reporting alternatives. For instances grievances that concerns the Onsite Supervisors may be reported through the hotline or area grievance committee. All incidents and accidents will be summarized every week in a weekly Grievance Tracking Summary sheet (refer to annex 4). The On-site Supervisors will address grievances at that level and provide feedback. Depending on the nature and magnitude of the grievance, On-site Supervisor will address it or escalate it to the Onsite Technician (CRS Project Officer) for further action. Unless the grievance is resolved at Supervisor and Project Officer's level it will be escalated to the Program manager for further action. Please refer to annex 5 for an overview of the Grievance Redressal Mechanism Flow Chart. CRS shall maintain a database of all complaints and reports periodically to UNDP capturing resolutions and statistics for all the complaints and its nature.

Furthermore, CRS's policy on safeguarding stipulates the standards for all CRS staff regarding their moral and legal obligations to treat all people with respect, to actively prevent harassment, abuse, exploitation, and human trafficking. To ensure MGC members are protected from any form of abuse



CRS shall ensure that relevant communication channels are available during recruitment and implementation of the project. CRS staff shall maintain standard levels of communication open to allow reporting of any incidence during onsite activities. MGC members shall be encouraged to be proactive in upholding their rights and views throughout the period of engagement. Among key principles CRS staff shall ensure opinions of the members are not suppressed, their arguments are respected and addressed, and respect everyone based on common rules and values.

#### **PILLAR 4: ADMINISTRATION AND MANAGEMENT OF PAYROLL FUNDS THROUGH CONTRACT DURATION OF RECRUITED PERSONNEL**

CRS will be responsible for administration and management of payroll funds throughout the contract duration. This will be done through established processes & procedures with proper checks and balance according to the CRS financial management policy and procedures. Using CRS financial procedures and experience working with short term employments, CRS shall ensure maintaining accurate and updated financial management information at all times.

To ensure efficiency in the management of the payroll, CRS has development the following procedures to facilitate smooth operations:

- CRS will open and maintain a dedicated bank account with the sole purpose of managing funds for the MGC payroll.
- CRS shall offer contracts to the successful MGC group members before engaging them in the activities. The contract will be binding based on the outlined expectation between the parties. The contract agreement will be accepted upon signature. This will form the basis for engagement and any subsequent applicable transactions. CRS shall ensure that the contract details are explained to the MGC members, and any issues related to the agreement are resolved before signing.
- All MGC members shall be required to provide official personal details. These will be collected from MGC Member registration form provided for in the annex 6. As explained above under this agreement CRS will adopt mobile money salary payment method. This will require all MGC members to be active users of the mobile money services. Those that do not have the services will be supported to do so because that will be the only option for receiving stipends. CRS will make sure that all MGC members have submitted accurate and official contact details.
- CRS shall always review all the financial processes before effecting payments. This will include accuracy in mobile money numbers, ensure that all numbers are properly linked to each member and verification of transfer amount. CRS will create and maintain database where MGC members information will be kept. Until all the verification, checks and balances are done, payments shall not be administered. CRS has a corporate agreement with Airtel Malawi, and it shall use this opportunity to management the payroll for the MGC members
- On monthly basis CRS finance staff will also be running a report in the airtel money portal to check the transactions that have gone through and apply any subsequent actions thereafter.
- CRS understand issues of funds bouncing back in the system occur from time to time. The finance team will ensure all issues of bouncing back in the system are tracked and rectified accordingly. All steps will be followed to ensure all systems delays are dealt with in a timely manner.
- Total monthly payment to each respective MGC member will be based on the actual number of days worked. This means all amount paid to the MGC members will be prorated based on work outputs captured from a weekly output summary (refer to annex 7). CRS finance team will receive reports from the Project Technicians at the end of every month, which will be

verified by the HR team. The reports shall include approved consolidated daily attendance sheets and task completion status reports for every MGC member and hotspot.

- The finance will consolidate all the verified reports from different sites. They will use this consolidated information to calculate MGC members total wage earnings and any deductions if applicable and effect payments.
- The total calculated wage earnings for all the members will be reviewed for accuracy and payment will be processed and uploaded in the airtel portal for payments to be made to members.
- To ensure checks and balances, and avoidance of delays, finance team and Project Technicians will work hand in hand to verify all the information about the payroll. All emerging payroll related issues will be resolved before developing and administering the payroll.
- Digital messages will be sent to all MGC members after receipt of their payment, confirming their monthly allowance. These will serve as an official pay slip.
- CRS finance and administration staff will, depending on need & urgency of the matter at hand, be visiting the sites to address any administration and payroll related complaints from members. This will reduce piling up of issues which may affect the project in the long run.
- At the end of every cycle of cohort, finance and admin will ensure that all MGC members sign off acknowledging receipt of all the payments for the entire contract period (refer to annex 8). This will provide confidence for a successful completion of the program at every site.
- CRS compile a satisfactory performance report at the end of every phase. The report shall cover among others, the total number of engaged members, total amount of funds disbursed. The report will be shared with the government and UNDP. This will be used to appraise the project for future improvements and management of similar programming.

For purposes of compliance on financial policies & procedures, CRS shall keep comprehensive financial transaction records. This will be used for audit purposes and future project references.

## **Project Sustainability Strategies**

### **Startup consultation meetings**

By conducting joint planning meetings at the onset of the program with MGC members, local leaders, local structures (ADC, VDC, VNRMC, market committees) and community members on the sustainability of proposed project interventions initial incentives for sustainability are put in place.

During the meeting, CRS will learn from the community the existing initiatives around environmental restoration and build on the plans VNRMCs already have, while aligning the same to project interventions. Community members will be encouraged to participate through community contribution in environmental restoration initiatives and learn some new skills from the MGC members for continuity.

These startup consultation meetings will have the following outputs which will contribute to the overall sustainability of the project:

- Vision map for the community developed. The community should visualize how they want their area to be in the medium to long term, with respect to environmental restoration.
- Sustainability plans agreed and shared. Community members will formulate/strengthen existing plans with action points on how activities will continue after project life.

- VNRMC monitoring plan developed. A practical monitoring plan for VNRMCs will be produced for use during the project life and beyond.

### Development of partnerships and local linkages

The project will conduct mapping exercise for stakeholders in line with project interventions. This will ensure good collaboration and coordination. The project will enlighten MGC members on various green business initiatives available. MGC members will be grouped based on their areas of green business interest, receive the appropriate trainings, and link them to available partners that best provide the services. For example, MGCs that will be doing waste management will be linked to the district councils to provide waste management services in different marketplaces. They can also be linked to households to manage household waste at a cost. Individual groups will take a leading role in these initiatives.

The project will provide or link groups to trainings in entrepreneurship, green business, savings and loan groups, land restoration and waste management. This will empower MGC members to provide land restoration/waste management services to households and institutions at a fee to sustain their livelihood.

Participating youth groups and members will be encouraged to consider group business ventures in green economy. This will their existence and organizational structures to constitute business plans that are feasible based on their line of business ventures. The MGC members will be encouraged to utilize their monthly stipends for consolidating startup funds for these businesses.

### Mobilize local and external resources

The project will encourage MGC groups and communities to use locally available resources for the project (i.e., use of hoes from their homes, use of locally sourced seeds and seedlings). However, the project will procure seedlings locally to economically empower groups that are already in green initiative businesses. The project will ensure groups that are closer to the sites are given needed support for this initiative. The project will also link communities to other relevant stakeholders for mobilization of some external resources. For example, materials needed for bee keeping, machinery for waste management, equipment for production of energy saving cooking stoves.

## Reporting

### Monthly narrative reporting

Under this agreement, CRS shall provide a monthly narrative progress report that will highlight overall achievements for each set deliverable. Progress on performance milestones, operations, issues, and results will form part of the narrative. The report will summarize numbers and size of rehabilitated sites, post-restoration management agreements with communities and districts, volume and composition of waste clean-up, incubation of young entrepreneurs, trainings conducted, knowledge networks, environmental awareness benchmarks and all detail youth cohort recruitment, induction, contracting and payment. Please refer to annex 9 for a draft monthly report format. We welcome further inputs into this template.

CRS shall also embed in a narrative on the human resource component noting feedback registry on complaints registered, reported absenteeism, harassment reports, issues resolved, referrals and status quo; onsite health & safety issues noting recorded injuries and how they were managed, whether any compensations were made or processed; labour turn over statistics citing number, percentage and reasons consolidated from all the sites; All challenges and resolutions, lessons, observations, and recommendations will form part of this monthly report.

### Financial reporting & Invoicing

For the provision of the services, in line with the total cost contract agreement, CRS will submit invoices to UNDP as per the deliverable schedule as per the provisions in the contract. The template for the invoice is attached. Please refer to annex 11.

The unlocking of the deliverable in reference for which the invoice is submitted, is detailed in the narrative report. CRS is available to provide any additional proof or expenditure, including related to the human resources component and proof of procured and distributed items, to substantiate the achievement of the deliverable and in support of the invoice.

MGC financials shall be subjected to audits as required by the donor and reported to UNDP within 6 months after the expiration of the contract. To ensure compliance to this requirement, CRS shall ensure all financial transaction records on performance and systems are retained and documents and kept safely for a period of up to 5 years after the expiration of the contract. CRS shall ensure full accessibility and cooperation during any forthcoming audits within the stipulated time.

Please note that the actual payroll component of the MGC members is governed by a separate agreement. Daily rates shall not change during the duration of the process and any reporting requirements related to the payroll component are detailed in this separate agreement.

## Monitoring, Evaluation, Accountability & Learning

| Key Performance Indicator Matrix  |  |   |                                       |                        |
|---|--|---|---------------------------------------|------------------------|
| Key Performance Indicator   | Purpose and indicator area   | Means of Verification                       | Frequency                             | Responsibility *       |
| <b>Output 1: Malawi Green Corps Launched</b>  |  |   |                                       |                        |
| 1. Number of environmental hotspots identified for rehabilitation   | To determine the number of hotspots to be rehabilitated by MGC members during the project period                                   | List of environmental hotspots              | Pre-deployment                        | CRS (service provider) |
| 2. Checklists developed for roles and responsibilities for district and community engagement provided and confirmed | To establish the nature of roles and responsibilities required for district engagement guiding project startup and implementation  | District entry TORs, Community action plans | During recruitment and pre-deployment | CRS (service provider) |
| 3. M&E framework developed for measuring biophysical improvements in rehabilitated areas                            | To set up a monitoring and evaluation framework for tracking progress indicators and assessing the performance of the MGC project. | KPI matrix                                  | Inception phase                       | CRS (service provider) |

| <b>Output 1: Recruitment and Mobilization of Green Corps Cohorts</b>  |  |   |  |                        |
|---|--|---|--|------------------------|
| 1. Number of youths recruited and participating in MGC cohorts  | To understand the number of youths reached by the project with respect to gender parity and inclusion of youth with other health conditions and vulnerabilities. | Registration form, certificate of fitness   | During recruitment and pre-deployment                | CRS (service provider) |
| 1. Checklist of recruitment guidelines finalized and utilized by the service provider and Government of Malawi. | To determine the guidelines and criteria for selecting MGC members   | MGC recruitment criteria, MGC members temporary employment contract   | During recruitment and pre-deployment of each cohort | CRS (service provider) |
| 2. Checklist of health and safety protocols utilized and applied during implementation of the MGC               | Tracking complaints, accidents, effectiveness, and efficiency of grievance redress mechanism pertaining to HR issues.  | Grievance form, MGC safety and health protocol,<br><br>Incident/Accident form, Grievance tracking summary, hotline, monthly report. | Regular basis  | CRS (service provider) |
| 3. Number of PPE procured for MGC members   | Tracking the procurement of PPE for MGC members in relation to their respective environmental restoration activities.  | Invoice and receipts from procurement, procurement report   | Periodically   | CRS (service provider) |
| 4. Number of PPE distributed and utilized by the MGC members  | To track the number of PPE distributed and utilized by MGC members at their respective workplaces  | Hotspot inventory form, MGC item receipt acknowledgement form, monthly report.  | Periodically   | CRS (service provider) |
| <b>Output 2: Restoration of Environmental Hotspots</b>  |  |   |  |                        |
| 1. Size of degraded land restored by MGC members in hectare   | To understand the size of land restored through project activities with respect to the project's hectare target.   | Hotspot rehabilitation/restoration summary, hotspot maintenance summary, monthly report   | Monthly  | CRS (service provider) |
| 2. Volume of recyclable materials diverted from waste stream for repurposing, recycling, and/or sale            | To understand the amount of waste recycled out of total waste diverted from waste streams  | Waste recycling form, hotspot rehabilitation/restoration summary  | Monthly  | CRS (service provider) |

|  |  |   |   |                        |
|--|--|---|---|------------------------|
| 3. Number of jobs and income generating opportunities provided by waste recycling  | To track the number of jobs and income generating activities provided by waste recycling opportunities   | Monthly report, evaluation surveys  | At the end of each cohort phase             | UNDP                   |
| 4. Number of sites/vulnerable watershed afforested and reforested  | Tracking the number of sites/vulnerable watershed afforested and reforested through MGC interventions  | Hotspot rehabilitation/restoration summary, hotspot maintenance summary, monthly report | Monthly                                     | CRS (service provider) |
| <b>Output 3: Youth Skills Development and Peer Learning</b>  |  |   |   |                        |
| 1. Number of online mentor and peer platforms designed and disseminated  | To establish the number of online mentor and peer learning platforms available to MGC members  | Monthly reports   | Regular basis                               | CRS (service provider) |
| 2. Number of youths benefiting from peer learning, transfer of employable skills, and opportunities related to environmental networks and coalitions   | To track the number of youths benefiting from peer learning, transfer of employable skills, and opportunities related to environmental networks and coalitions | Monthly reports   | Regular basis                               | CRS (service provider) |
| 3. Number of corps/youths trained in social accountability, sexual and reproductive health, and rights, SGBV, HIV/AIDS, and civic engagement (CRS does not have direct influence for this indicator) | Tracking the number of youths trained in social accountability, sexual and reproductive health, and rights, SGBV, HIV/AIDS, and civic engagement               | Training registration form, training report, monthly report                             | During recruitment and pre-deployment       | UNDP                   |
| 4. Percentage of youths graduated from MGC developing and pursuing nature-based businesses (CRS does not have direct influence for this indicator)   | Tracking the number of MGC graduates developing and pursuing nature-based businesses   | Monthly report, evaluation surveys  | Monthly and at the end of each cohort phase | UNDP                   |
| 5. Number of the graduated youths/corps initiated MSME start-  | Tracking the number of MGC graduates initiating MSME start-ups following MGC project interventions   | Evaluation surveys  | At the end of each cohort phase             | UNDP                   |

|   |   |                    |                                 |      |
|---|---|--------------------|---------------------------------|------|
| ups (CRS does not have direct influence for this indicator)   |   |                    |                                 |      |
| 6. Number of MGC members accessing finance for their businesses (CRS does not have direct influence for this indicator) | To track the number of MGC members accessing finance for businesses following MGC project interventions | Evaluation surveys | At the end of each cohort phase | UNDP |

*\*Certain indicators (marked UNDP) are beyond the scope of the service delivery contract between UNDP and CRS. Since they are part of the wider framework of activities and engagement with the youth by UNDP they are included in this framework for informational purposes only. CRS shall not report on these indicators directly as no data will be collected and shall rely on UNDP to ensure that these indicators that have no direct activities are supported throughout the life of the project.*

Further to the indicator framework, data collection and monitoring for the project will employ, among others, real time data to review and analyze performance and progress. This will be done using GIS tools to capture satellite images in collecting baseline and progress images of hotspots before and after interventions. In addition, mobile phones will be used with CommCare application to collect real time data. Onsite supervisors will be trained on the use of CommCare for data collection. Among key MEAL support to the project, CRS shall train and coach site-based supervisors on MEAL and how to collect quality data for the project key performance indicators. Among the key responsibilities, CRS shall continue to:

- Provide onsite support during/immediately following treatment periods
- Collect site-specific monitoring data
- Conduct regular joint monitoring visits with UNDP and GoM to observe site-based activities
- Prepare user-friendly dashboards/summaries of project and site-specific data for different audience
- Promote and manage feedback and response mechanisms, including the hotline
- Analyze data on complaints and responses to identify trends and ensure follow-up
- Facilitate mechanisms for peer exchange and learning among site-based supervisors
- Conduct end line satisfaction survey with MGC members
- Conduct end line key informant interviews

To ensure timely production and delivery of monthly & milestone reports, CRS MEAL has developed a monthly & Milestone reporting Schedule (refer to annex 14).

All data collection forms have been developed to collect data on specific indicators. All data collection forms have been annexed for reference. CRS has also developed non KPI forms to track inventories for all materials delivered to sites and individual MGC members. Please refer to annex 21 & 22.

CRS shall also capture details on training participants & location during tailor made trainings. These will help to quantify how many members have been trained in specific areas. Please refer to annex 23.



## **Risk Management Matrix**

CRS understands that risks associated with this kind of project implementing are inevitable and requires checks and balance to keep them minimal. In view of this CRS has developed a Risk Management Matrix that identifies potential risks and possible remedies. This will help to implement the project with caution.

The matrix looks at each key activity in the work plan and its possible associated risks. The probability of its occurrence, its impact on the programming and the degree of its impact and what should be done to reduce its impact. The matrix also outlines possible measures that need to be put in place to counteract on the risks. This will provide a planning tool for avoidance of project delays and failure.

The risk management matrix will be updated on site weekly to identify new risks and how they may be avoided, mitigated, transferred, or accepted.

The initial risk matrix has been annexed in this report. Please refer to annex 24.

## **Environmental and Social Safeguards**

In line with human rights-based approach and the initial Environmental & Social Impact Assessment conducted, the Malawi Green Corps project will also target the disadvantaged youth from the selected youth groups, physically challenged, vulnerable, the poor as well as youth living with HIV. This initiative will provide skills and opportunities for sustainable livelihoods through an approach that engages them in environmental management and ecosystem-based adaptation while building their capacities and skills to take up and create green jobs.

To promote gender equality and women's empowerment, the Malawi Green Corps project will prominently offer equal opportunities to young women and men to join the Green Corps, while also delivering protection and gender equality training including on SGBV and HIV/AIDS mainstreaming, to all members. The recruitment of MGC members will strive to attain the 50:50 gender balance. CRS will ensure that a robust grievance redress mechanism that includes sexual harassment and other forms of work-place related gender harassments is put in place.

To ensure sustainability, the project will use existing local governance structures both at district and community levels which will be involved in planning, monitoring, and review. Additionally, the project will leverage on existing environmental youth groups that are registered with district councils. Regarding resilience, the youth will attain entrepreneurial and financial literacy skills that will help them engage in green businesses. Afforestation and reforestation of degraded sites will focus on vulnerable watersheds and maximize use of fast-growing indigenous species of trees, shrubs, and grasses suitable to the sites, with linkages to ongoing integrated watershed management and land restoration initiatives being delivered through government and development partners, including ecosystem-based adaptation initiatives financed through other projects.

To strengthen accountability to stakeholders the project will work together with the Government of Malawi, specifically the Ministry of Forestry and Natural Resources, Ministry of Youth and Sports, and the Ministry of Labour, and targeted districts and city councils. Through the Ministry of Forestry and Natural Resources, the project will ensure members of the Malawi Green Corps benefit from peer learning, transfer of employable skills, and opportunities for youth engagement in environmental networks and coalitions. At the district level, the project coordination committee will be formed whose responsibility will be to oversee the overall implementation and ensure quality of service delivery. CRS will submit monthly reports to district implementation taskforce, and detailed quarterly

reports to UNDP. Furthermore, at community level, the project will be aligned to existing catchment management plans that are owned and implemented by catchment management committees and VNRMCs. Monthly review meetings will be held with VNRMCs where project progress will be discussed.

As the project will be implementing conservation activities on degraded lands e.g., swales, continuous contour trenches, among others, possibilities are there that water may overflow to one direction causing soil erosion. This risk will be minimized by using line levels in the design of the contour trenches so that they are well aligned at a contour. Furthermore, the project will ensure that stone bunds are furnished with enough spillways to minimize possible flooding that could arise from insufficient spillways. For the absorption pits, there is a low risk that small animals might fall into the pits and die therein. This risk will be mitigated by digging pits with one side slanting to permit animals to move out easily.

## **Work plan**

Annual Work Plan has been attached. Please refer to annex 10.

## **List of Annexes**

Annex 1\_MGC Health Safety Protocol .pdf

Annex 2\_MGC members temporary employment contract.pdf

Annex 3\_Accident\_Incident reporting form.pdf

Annex 4\_Grievance tracking summary.pdf

Annex 5\_Grievance Redressal Mechanism flow chart for MGC.pdf

Annex 6\_MGC Member registration Form.pdf

Annex 7\_Weekly output summary.pdf

Annex 8\_MGC Member Cash Receipt Signing Off Sheet.pdf

Annex 9\_Monthly report format for Project Officers.pdf

Annex 10\_MGC - Annual Workplan.pdf

Annex 11\_UNDP INVOICE - 08.15.21.pdf

Annex 12\_Data Flow Map.pdf

Annex 13\_Key Performance Indicator Matrix.pdf

Annex 14\_ Monthly & Milestone Reporting Schedule.pdf

Annex 15\_Maintenance summary.pdf

Annex 16\_Watering schedule for tree nurseries.pdf

Annex 17\_Watering schedule for planted trees.pdf

Annex 18\_Monthly tree survival tracking sheet.pdf

Annex 19\_Nursery establishment record.pdf

Annex 20\_Hotspot rehabilitation restoration summary.pdf

Annex 21\_Hotspot inventory form.pdf

Annex 22\_MGC item receipt acknowledgement form.pdf

Annex 23\_Training registration form.pdf

Annex 24\_MGC Risk Management Matrix.pdf