



UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE

PREPARATION OF A PROJECT DOCUMENT AND CONTRIBUTING INPUTS FOR “COHERENT SDGS IMPLEMENTATION FOR SUSTAINABLE ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT (ENRM) AND MULTIDIMENSIONAL POVERTY REDUCTION” PROJECT

FOR THE GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA- UNDP-UN Environment POVERTY ENVIRONMENT INITIATIVE- TANZANIA PROGRAMME

1 GENERAL INFORMATION

Contract Type:	Individual Consultancy (National)
Location:	Dar es Salaam with travel to Dodoma (the new seat of some government officials/TAMISEMI) and selected regions and districts for consultations.
Languages Required:	English; Good command of Swahili desired
Duration of Assignment:	43 person days over a period of 3 months
Expected starting date:	28 June 2017
Completion Date:	31 September 2017

2 BACKGROUND

The current global UNDP-UNEP Poverty Environment programme is coming to an end in December 31 2017.

The focus of the current programme is to build government capacity to include pro-poor environmentally sustainable Environment and natural resource (ENR) use as a core objective in development policy, planning, monitoring and budgeting. The result that the programme seeks to achieve is: Improved ENR sustainability which maintains and increases the inclusive social and economic benefits from ENR and thus improves human well-being over time. For example, more sustainable fisheries maintains and improves yields which improve incomes and protein intake, thus contributing towards poverty reduction and food security.

The current programme has had significant success, including in Tanzania. However, it is recognised that despite impressive economic development in Tanzania as measured by GDP of average 6.2 over the last couple of years, poverty and inequalities persist and unsustainable environment and natural resource (ENR) use continues. It is also recognised that in ENR dependent LDCs, unsustainable ENR use contributes to the continuance of multidimensional poverty and also that poverty is a driver of unsustainable ENR use. Further, that over time unsustainable ENR use inhibits economic growth and development in a more general sense. It is also recognized that environmental degradation and

climatic variations affect women and men differently and that women face larger negative impacts of natural resource depletion and climate change.

These challenges are reflected in the adoption of the Sustainable Development Goals (SDGs) which prioritises poverty eradication and reduction of inequalities and which provide a framework to address poverty-environment issues in an integrated, multi-dimensional and cross-sectorial manner

In the case of Tanzania, the country's environment and rich natural resources are fundamental for the country's growth and social and economic development. However, the unsustainable use of the environment and natural resources is decreasing the economic and social benefits they generate and thus undermining the achievement of ENR related development goals such as economic growth, poverty reduction and food security, particularly in rural areas. In addition, gender-based inequalities in access to and control of productive and financial resources inhibit agricultural productivity and undermine resilience and sustainability efforts. Improving the sustainability of environment and natural resources use, increasing their utilisation in a sustainable manner and closing the gender gap would accelerate poverty reduction in a multi-dimensional manner. As indicated above, this is because sustainability maintains or increases the social and economic benefits generated from the environment and natural resources. (For example, improving the sustainability of farming practices improves soil nutrient levels, which improves agricultural productivity, food production and incomes; Sustainability fisheries maintains fish stocks and fish harvests).

The original Poverty-Environment Initiative Tanzania programme was a Government of Tanzania-UNDP Tanzania project under Vice-President's Office (VPO) that commenced in 2003. In 2005 UNEP joined the PEI Tanzania programme and it became the joint UNDP-UNEP supported PEI Tanzania programme.

The PEI Tanzania programme focused on supporting the Government to integrate ENR objectives into the National Strategy for Growth and Reduction of Poverty - Mkukuta I and II and supporting capacity development of key national institutions for poverty-environment mainstreaming at national and in six districts.

Subsequently the PEI Tanzania lead agency became the Planning Commission, and is embedded in the Poverty Eradication Division of the Ministry of Finance and Planning, reflecting the increased focus on strengthening the contribution of ENR to sustainable pro-poor economic growth and sustainable development. Recently, the PEI Tanzania programme was part of the drafting group for the Five Years Development Plan II (2016/17- 2020/210, which merged the FYDP and the Mkukuta planning frameworks into a unified planning framework that also includes SDGs localisation. PEI Tanzania is currently supporting the development of the FYDP II Implementation strategy and Poverty Monitoring Master Plan under Planning Commission (PC) and Poverty Eradication Department (PED) respectively in the Ministry of Finance and Planning. PEI Tanzania is embedded in the inclusive growth and sustainable development pillar of the UNDP CO and is part of the PEI Africa portfolio, which besides Tanzania consists of Mauritania, Mali, Burkina Faso, Rwanda, Malawi and Mozambique.

The global and national development contexts have evolved during the course of the current phase of the PEI Tanzania programme. For example, on the global front, the adoption of the Sustainable Development Goals (SDGs) and the growing acknowledgement that economic growth does not necessarily reduce poverty and inequalities adequately are key factors. Additionally, donor contributions have declined and disbursement modalities have changed – for example, direct budget support is less common. These changes present challenges and also opportunities.

In the case of the SDGs, the PEI integrated approach is highly applicable to their implementation. The PEI approach generates economic evidence to demonstrate the links between the environmental, social and economic pillars of sustainable development, demonstrating the need for integrated social-economic-environmental approaches to achieve development goals. The PEI includes a focus on supporting improvements to both horizontal and vertical integration for the design and implementation of national development plans. For example - Applying multi-sectoral approaches that transcend sectoral silos and facilitate integrated policies, programmes and budgets across government (horizontal integration) (E.g. ministries of planning/finance, environment, agriculture, fisheries working together to design and implement coherent policies and budgets);

Supporting improved coherence between national, sector and district level plans, strategies and their budgets (vertical integration). (E.g. Effective co-ordination mechanisms that ensure national, sector and district plans and budgets are consistent).

Globally, the PEI programme has identified that it needs to place more emphasis on the 'P' side of Poverty-Environment mainstreaming. More specifically on supporting governments to use ENR in a more sustainable manner that also reduces poverty in a multidimensional sense and secondly on supporting governments to ensure that poverty eradication and other development programmes do not result in unsustainable ENR use.

Further, the PEI has identified that it needs to focus more on supporting the implementation of p-e objectives included in national plans so that they improve peoples' lives on the ground. As PEI is not a project funding mechanism, this requires that the focus is on catalysing additional resources to implement P-E objectives from Government and donor resources, the private sector and development banks.

The reductions in donor funding poses challenges, as does the reduction in funds channelled through government mechanism. To address these PEI needs to ensure it focuses on value-added activities that generate good results, plus monitor and report on them.

In terms of the national development planning landscape in Tanzania, the key new factors since the current programme started are the adoption of the new FYDP II and in particular the prioritisation of Local Economic Development (LED). This prioritisation reflects the Government's commitment to accelerating implementation of development objectives in a manner that accelerates poverty reduction in a multi-dimensional sense at the sub-national level. The recent Kaberuka Process Report on Donors and Donor engagement and intention to revitalise development related dialogues are also examples of the evolving development landscape that need to be taken into account.

New Programme Focus

Consistent with the global recognition that a more specific focus on poverty eradication is required and the adoption of the SDGs, (which also focus on poverty eradication) the proposed new programme to succeed the PEI includes a clearer focus on poverty reduction, mobilising resources to achieve P-E objectives and support for implementation of the P-E nexus within the SDGs.

The three global objectives of the new programme are:

- Promoting policies and increased public and private investments in poverty eradication that improve environmental sustainability and increase climate resilience. (Note Investment includes financial resources from govt, donors, private sector, development banks, and foreign direct investments). (For example, supporting government to ensure that policy and budget allocations for increasing fish catches do not result in unsustainable fishing levels that over time reduce fish yields).
- Influencing decision makers to allocate more funding for environment and natural resource sustainability actions that will reduce poverty in communities through sectors and districts = poverty-environment objectives are financed and implemented. (For example, more funding for sustainable agriculture that will improve yields and incomes for smallholder farmers; Increased funding for clean energy that will reduce indoor air pollution. Note: The new programme should not include financing of pilot projects – rather, the focus is on catalysing increased resources from others for strategies, programmes and projects to address poverty-environment-gender challenges).
- Supporting the application of integrated poverty-environment approaches in national SDG planning and implementation so that sector and district development plans better include actions to promote poverty reducing sustainability. (For example, to promote integrated, cross-sector identification of programmes and projects at district level to implement SDG 14 and 15 in a gender sensitive manner (SDG 5) that contributes to SDG 1 and SDG2).

3	OBJECTIVE
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To prepare the Project Document and associated contributory documents for the new PEI Tanzania successor programme. The tentative name for the new programme is: **Coherent SDGs Implementation for sustainable ENRM and Multidimensional Poverty Reduction**. The focus is to be on poverty-environment-gender issues, with poverty defined in a multi-dimensional manner; with a strong focus at sub-national levels.

The associated contributory documents for the new programme are:

- Needs assessment
- Institutional and context analysis
- Problem tree analysis
- Solution/Objectives tree
- Theory of Change
- Concept paper for the new programme
- Project Document.

4 SCOPE OF WORK

The consultancy will consist of interlinked activities that contribute to the final product, the Project Document. These do not need to be prepared in a strictly sequential manner.

Study of Background Documentation.

It is necessary that the consultant gains a comprehensive understanding of the PEI Tanzania programme and the development context in Tanzania.

- a. Review published and grey literature on previous and ongoing relevant programmes and projects, including PEI technical reports as well as PEI annual reports and evaluations with a view to familiarize with identified achievements, lessons learned and initiatives and identify opportunities for accelerating progress and up-scaling best practices as well as potential areas of collaboration/complementarities with other projects;
- b. Review national and sub-national Government development plans (previous and present), sector strategies and budgets, and progress reports, and UN documents (UNDAP, CPD etc.) with a view of identifying gaps and opportunities for a future poverty-environment-gender mainstreaming programme; based on the review identify how the proposed new PEI project could better be aligned to relevant national development plans etc and contribute to the key development objectives.
- c. The above will substantively assist preparation of the needs assessment.

Inception Report

- d. This will detail the consultants' understanding of the TORs, including proposed work methodology, outline of content of final report, list of literature (requested documents), list of institutions / individuals (public and private sector / CSOs) to meet at national and sub-national levels etc., including detailed Workplan, indicating the timetable for the tasks to be conducted.

Needs Assessment

- e. Conduct a needs-assessment with relevant institutions and sectors in order to identify remaining and additional p-e-g mainstreaming needs for achievement of the P-E-G elements of the SDGs, National, Sector and local development plans. This should include horizontal and vertical co-ordination mechanisms for planning and budgeting. ***Use the UNDP-UNEP PEI Needs Assessment guidelines.***

Institutional and Context Analysis

- f. Prepare an institutional and context analysis (ICA) using the UNDP format. An ICA identifies and analyses key institutions, institutional processes, decision-makers and other key stakeholders and the incentives and constraints they face relevant to the success of a programme or project. It should also identify relevant initiatives by Government and development patterns taking into account the present development context and political economy situations in the country

Problem Tree Analysis

- g. Prepare a problem-tree analysis using the UNDP guidance to identify the root causes and major effects of problems. The problem tree analysis should identify the full range of causes and within

this full range identify causes which the new programme can realistically address or significantly contribute towards addressing.

Solutions/Objectives Tree

- h. The 'problem tree' should be converted into a 'solutions/objectives tree' by rephrasing each of the problems into positive desirable changes. In this way, root causes and consequences are addressed in the proposed solutions.

Theory of Change

- i. Prepare a project theory of change using UNDP theory of change guidance and the theory of change for poverty-environment mainstreaming beyond 2017, to inform and form part of the draft project document. This should include drivers of change and assumptions.

New Project Concept Paper

- j. Prepare a concept paper for the new programme for supporting GoT to implement the pro-poor ENR dimension of the SDGs and existing and future national, sectoral and local development plans. This should include: Development Challenges; Objectives; Strategy; Outcome, Outputs and indicative Activities and gender should be mainstreamed into all components applying sex-disaggregated data and gender analysis. While it should not include a complete results framework nor a complete multi-year work plan, it should include a programming framework with outputs, output indicators, and planned (proposed) activities. It should refer to the needs assessment and ICA, but does not need to reproduce them.
- k. It should set out the suggested roles of the key MDAs, LGAs, Private sector, CSOs, UN and other development Partners.

Draft a Project Document.

- l. Based on the above, draft the project document. This must follow the UNDP template. i.e include the following 1) Development Challenges (covers achievements to date, gaps, demand / problem to be addressed); 2) Strategy of the proposed project; 3) Results (including a RRF); 4) Partnerships; 5) Governance and management arrangements, and should comply with UNDP quality standards.

5 METHODOLOGY

This will consist of a mix of desk studies (such as review of the existing PEI reports, studies, and sector plans and strategies), consultations / interviews (e.g., with MDAs, LGAs and other key partners-public and private, CSOs and women and men farmers) and analysis. The consultant will submit more detailed proposed methodology and workplan as part of the inception report.

The Consultant, in collaboration with PEI Tanzania and UNDP Country Office, should ensure full consultation with, and facilitate participation by key representatives from MDAs, UNDP and other key partners and stakeholders throughout the elaboration of the assessment and concept.

A list of key documents and policies related to the assessment will be provided at the time the contract is signed.

6 DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED TRAVEL

DURATION OF ASSIGNMENT

The assignment will comprise 43 person days for the consultant over a maximum period of 3 months. The final agreed documents (assessment and concept) will need to be delivered by end of September 2017.

- Desk review of relevant documents – 5 person days
- Inception Report - 5 person-days
- Needs Assessment - 5 person-days
- Institutional and Context Analysis - 5 person-days
- Problem Tree - 3 person-days
- Solutions/Objective Tree - 3 person days
- Theory of Change - 2 person-days
- Writing up of the Concept - 5 person-days
- Drafting of the PRODOC - 10 person-days

DUTY STATION AND EXPECTED TRAVEL

Dar Es Salaam with travel to Dodoma (the new government seat) with scheduled travel to Dodoma (the new government seat) and selected regions / districts for consultations. Travel to regions and districts are included in the above timetable.

7 DELIVERABLES

Deliverables should be succinct, of high quality, and of a standard. All deliverables should be in English.

- Inception report
- Needs Assessment
- Institutional and Context Analysis
- Problem Tree
- Solutions/Objective Tree
- Theory of Change
- Draft Concept paper for the new programme
- Finalised Concept paper following incorporation of stakeholder feedback (Max 20 pages)
- Draft PRODOC for the new programme
- Finalised PRODOC following incorporation of stakeholder feedback

Note: Needs assessment to Theory of change components can be prepared as a combined effort and feed into the Concept paper preparation so specific delivery days are not set out.

8 MANAGEMENT/ REPORTING

1. The consultant will report through the PEI Tanzania team to UNDP Country Office with consultations with GoT (Ministry of Planning and Finance – PED and PC), with technical back-up from PEI Africa Regional Manager

2. Draft and final reports to be provided to PEI Tanzania Team, UNDP Country Office, UNDP-UN Environment PEI Africa.
3. PEI Tanzania, Ministry of Planning and Finance, UNDP Tanzania and PEI Africa will provide technical advisory support, provide necessary background and project documentation, provide substantive input to methodology design, and detailed comments on draft reports

9	REQUIRED QUALIFICATIONS
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- i. Advanced degree in economics, development studies, Environment/Natural Resources Management or similar
- ii. Minimum 10 years work experience in related fields such as poverty-environment mainstreaming, design and implementation of Poverty Reduction Strategies, project design, monitoring and evaluation, cost-benefit analysis and associated methodologies, and strategic planning; socio-economic analysis
- iii. Experience in poverty focused data analysis and management of environmental issues;
- iv. Familiar with participatory rural appraisal techniques and other assessment techniques;
- v. Demonstrated experience in gender-responsive programming, gender analysis and/or gender mainstreaming;
- vi. Extensive familiarity with SDGs including the goals themselves, indicators and targets as well as ways in which the goals relate to each other and the general development context in Tanzania.
- vii. Experience in undertaking situational analysis using tools such as causality analysis/problem tree, capacity gap and stakeholder analysis.
- viii. Experience in formulating result based development projects and programmes using templates being used by UN agencies.
- ix. Experience in monitoring and evaluating development projects financed by multilateral development institutions (World Bank, ADB, etc...) and across a diverse list of sectors and thematic areas.
- x. Facilitating dialogues, partnerships development (public and private) for development effectiveness and resources mobilisation. Especially good networking with government counterparts
- xi. Most recent experience in developing joint UNDP-Government projects with concrete examples of recent PRODOCs
- xii. Excellent communication skills, reporting with ability to express ideas clearly, concisely and effectively, both orally and in writing;
- xiii. Strong policy research and analysis especially in the area of economics, poverty reduction and economic development (examples of publications and policy briefs need to be highlighted)
- xiv. Strong interpersonal skills with ability to work under pressure;
- xv. Experience in institutional coordination and harmonisation;

xvi. Fluency in English, knowledge of Swahili an advantage.

All reporting must be in English.

10 CRITERIA FOR SELECTION OF THE BEST OFFER

Offers received will be evaluated using a Combined Scoring method, where the qualifications and proposed methodology will be weighted 70%, and combined with the price offer, which will be weighted 30%.

Criteria to be used for rating the qualifications and methodology:

Technical evaluation criteria (total 70 points):

- Minimum 10 year work experience in related fields such as poverty-environment mainstreaming, design and implementation of Poverty Reduction Strategies, socio-economic analysis, environment and natural resource management; extensive familiarity with SDGs, undertaking situational analysis using tools such as causality analysis/problem tree, capacity gap and stakeholder analysis [25 points];
- Extensive experience in designing results-based projects and programmes and applying results-based management methodologies and tools used by UN Agencies, experience in monitoring and evaluating development projects financed by multilateral development institutions and across a diverse list of sectors and thematic areas Examples to be submitted with the proposal [25 points];
- Experience in gender-responsive programming, gender analysis and/or gender mainstreaming [05 points];
- Proposed methodology, including undertaking situational analysis using tools such as causality analysis/problem tree, capacity gap and stakeholder analysis [15 points].

Only candidates obtaining a minimum of 49 points in the Technical Evaluation will be considered for the Financial Evaluation.

Financial evaluation (total 30 points):

All technically qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals receive points according to the following formula: $p = y (\mu/z)$

where:

- p = points for the financial proposal being evaluated
- y = maximum number of points for the financial proposal
- μ = price of the lowest priced proposal
- z = price of the proposal being evaluated.

Approved by:

Signature: _____



Name: Amon Manyama

Designation: Programme Specialist and Head of Programmes

Date: _____