

## **TERMS OF REFERENCE**

### **Individual Contractor**

#### **1. Assignment Information**

<b>Assignment Title:</b>	International forest policy specialist to develop a national policy for production forests
<b>Cluster/Project:</b>	Policy and Advocacy
<b>Post Level:</b>	Senior Specialist
<b>Contract Type:</b>	Individual Contractor (IC)
<b>Duty Station:</b>	home-based and non-home-based (Phnom Penh)
<b>Expected Place of Travel:</b>	Phnom Penh
<b>Contract Duration:</b>	70 days, and from August 31 2017 to January 31, 2018

#### **2. Project Description**

During the last decades, Cambodia has undergone a rapid rate of deforestation with the forest cover change from 57 % in 2010 to 47% in 2014 (RGC). Cambodia has now approximately 8.5 million ha of forest (RGC 2014). Since 2007, the Royal Government of Cambodia (RGC) has supported REDD<sup>1</sup> as a crucial national strategy to tackle the alarming rates of deforestation and forest degradation in the country and to improve the livelihoods of forest dependent communities. These National REDD+ efforts have been led by the Forestry Administration and Fishery Administration of the Ministry of Agriculture, Forestry and Fishery (MAFF) as well as the Ministry of Environment.

At present the MAFF governs more than 1 million ha of forests reserved for production while the Ministry of Environment governs about 7 million ha of forests reserved for conservation. Given that the domestic and regional demand for forest products such as timber, fuelwood, Non-Timber Forest Products (NTFPs) has been rapidly growing, the sustainability of the Cambodia's forests crucially depends upon whether forests reserved for production would continue to meet the demand. This points to the critical need to enhance productive capacities of forests in supplying forest products.

In this context, in 2017, the Forestry Administration made a decision to formulate a national strategy for production forestry, in order to improve the capacity of existing production forests, and to promote sustainable forest management in a manner to contribute to national REDD+ efforts.

The proposed production forestry strategy is envisaged to provide clear visions and key objectives of the production forests of Cambodia and to present concrete strategies and actions for further improved performance of the production forests. As shown in Table 1: proposed draft content of the policy document, the strategy is likely to build upon the following concrete strategies.

1. Strengthen or create an enabling policy and legal framework
2. Promote productivity and sustainability of forests
3. Strengthen Institutional Capacity and Collaboration
4. Promote stakeholder participation, awareness raising, and capacity development
5. Ensure sustainable financing for production forestry

UNDP was requested to provide technical assistance to elaborate these measures based on comprehensive and strategic assessments of existing forest resources, institutional capacities, governance structures, and opportunities and costs.

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<sup>1</sup> REDD+ refers to reducing emissions from deforestation and forest degradation, and foster conservation, sustainable management of forests, and enhancement of forest carbon stocks.

**Table 1. Proposed draft content of strategy**

<p align="center"><b>PRODUCTION FORESTRY AND SUSTAINABLE FOREST MANAGEMENT STRATEGY</b>  <b>Implementing Agency: Ministry of Agriculture Forestry and Fisheries (MAFF)</b>  Draft TABLE OF CONTENTS</p>	
<b>BACKGROUND INFORMATION</b>	
- <b>Overview</b> (social, economic, environment status of Cambodia)	
- <b>Regional and International</b> (key regional/international conventions/agreements/ include bilateral and multilateral agreements that Cambodia ratified/signed)	
<b>VISION</b>	
<b>MISSION</b>	
<b>GOALS, OBJECTIVE</b>	
<b>SCOPE and SCALE</b>	
<b>STRATEGIC FRAMEWORK</b>	
<b>Strategic Analysis</b>	
• <b>Production forestry rationalization:</b>	
○ Status of forest land management, uses and tenure rights	
○ Current demand and supply of timber, fuelwood and Non-Timber Forest Products (NTFPs) (household and industrial uses at small medium, and large scales)	
○ Challenges/issues on timber/fuelwood/NTFPs [demand and supply]	
• <b>Institutional analysis:</b>	
○ Alignment with National Development Goals and Priorities	
○ Institutional mandates related to production forestry and sustainable forest management	
○ Analysis of existing policies, laws and regulations which related to production forestry and sustainable forest management	
• <b>Potential benefits from the implementation of this strategy:</b>	
○ Environment (biodiversity, carbon benefits, and reduce pressure over the utilization of the resources in the protect areas.)	
○ Socio-economic (household benefits, contribution to the national economy, and meeting future requirements of Cambodian people for a range of forest related ecosystem services (timber, fuelwood, NTFPs etc)	
○ Governance (increase stakeholder participation, transparency on forest/timbers flow/market, promote Timber legal assurance system)	
○ Finance (identification of short and long-term financing options to sustain production forestry)	
<b>Strategic Objective</b>	
<b>Strategy</b>	
1. <b>Strengthen or create an enabling policy and legal framework</b>	
a. Policy to promote public and private sector/individual investment in forestry	
b. Policy to promote sustainable fuelwood/NTFPs production and its market chain	
c. Program for the Endorsement of timber/fuelwood (NTFP; allowed by law) Certification (Timber legal assurance system- i.e EU Forest Law Enforcement, Governance and Trade (FLEGT), ASEAN multilateral and bilateral agreements.	
2. <b>Promote productivity and sustainability of forests with links to pilot initiatives</b>	
a. Implementation of reforestation/afforestation/restoration through state own plantation (more than 100 ha), small holder plantation (less than 5ha) and medium scale plantation	
b. Support for community based production forestry (community forestry, small farmer/holder forestry)	
c. Effective monitoring of Economic Land Concessions, and Social Land Concessions	
d. Support for Public and Private Partnership forestry (large/medium scale private investment in forestry, and individual investment in forestry) e.g. Korea and Japan	
e. Promotion of agroforestry (promote agricultural/livestock production forestry/fuelwood)	

- f. Promotion of sustainable NTFPs harvesting and production (including improve technology in processing, marketing.)

### **3. Strengthen Institutional Capacity and Collaboration**

- a. Enhance capacity of research institutions (national, regional and international cooperation)
- b. Build and enhance national and subnational capacities for forest monitoring (e.g. forest inventory)
- c. Build and enhance national and subnational capacities for forest law enforcement

### **4. Promote stakeholder participation, awareness raising, and capacity development**

- a. Encourage stakeholder in production forestry and sustainable forest management
- b. Promote public awareness raising
- c. Developing capacity of farmers/private/government on sustainable production forestry/marketing/processing technology that link to policy reduce deforestation (NRS)

**PLANNING** *(the planning will set clear medium and long-term milestones of each strategy to be measured in the M&E section)*

#### **INSTITUTIONAL ARRANGEMENT**

Roles and responsibilities in implementing the strategy

#### **FINANCIAL RESOURCES**

- a. Financing sources to implement the strategy
- b. Mechanism to promote resources mobilization
- c. Operational and Administrative cost
- d. Resources management and flow (i.e fund management)

#### **MONITORING AND EVALUATION**

Mechanism to monitor the strategy (participatory, web-based monitor, reporting based, or whether include third party, or using current government monitoring system, using National Forest Monitoring System and National Forest Inventory)

#### **CONCLUSION**

### **3. Scope of Work**

The main task of the Consultant is to develop a national strategy for production forestry in cooperation with a working group of the production forestry of the Forest Administration. The Consultant will perform the following specific tasks:

1. Develop a workplan and time schedule for this assignment
2. Review other countries' production forestry strategies and review/revise the proposed content and structure of a national strategy in consultation with a working group on production forestry
3. Conduct strategic assessments related to production forests including:
  - Review of production forest status
  - Institutional analysis
  - Potential benefits from the implementation of this strategy

This assessment should draw on available literature, review of statistics, data, maps related to production forestry and interviews with relevant government officers and stakeholders.

4. Develop draft action plans for the following interventions with identification of possible pilot initiatives to demonstrate quick-wins based on consultations with the working group. This work should consider not only about productivity but also about the sustainability and competitiveness of the production forests relative to illegally harvested forest products (e.g. strategies to replace illegal forest products that are currently the source of woodfuel for garment factories or charcoal).
  1. Implementation of reforestation/afforestation/restoration through plantation
  2. Support for community based production forestry

3. Effective monitoring of Economic Land Concessions (ELCs), and Social Land Concessions (SLCs)
  4. Support for Public and Private Partnership forestry
  5. Promotion of agroforestry (agricultural/livestock production forestry/fuelwood)
  6. Promotion of sustainable NTFPs harvesting and production
5. Prepare and present a power point presentation of main contents of the strategy focusing on the results of strategic assessments and the proposed action plans to receive feedback from the working group on production forestry and UNDP
  6. Develop **the first draft strategy** which includes all the contents presented in Table 1 incorporating feedback from the working group and UNDP
  7. Organization of subnational consultation workshop (s)
    - Organize a subnational consultation workshop to present and discuss the first draft. The consultant will be responsible for 1) preparing the meeting agenda, invitation letters and distribution materials, 2) identifying key stakeholders for production forests, 3) preparing presentations to introduce the main contents of the strategy and receive comments from stakeholders, and 4) prepare a workshop report.
  8. Develop **the second draft strategy** incorporating comments received from the participants of subnational workshop(s) and the working group
  9. Organization of a national validation workshop
    - Organize a national validation workshop to present and discuss the second draft. The consultant team will be responsible for 1) preparing the meeting agenda, invitation letters and distribution materials, 2) identifying key stakeholders for production forests, 3) preparing presentations to introduce the main contents of the strategy and receive comments from stakeholders, and 4) prepare a workshop report.
  10. Develop a final draft strategy incorporating comments received from the participants of the national workshop, a working group and UNDP

#### 4. **Expected Outputs and Deliverables**

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1	Workplan to conduct the assignment	3 days	September 5, 2017	Reviewed by Policy Specialist/Technical Specialist and Forestry Administration  Approved by UNDP Senior Policy Advisor
2	Presentation on a revised content and structure of a national strategy drawing on other countries' production forestry strategies (if any)	3 days	September 10, 2017	
3	Strategic assessments related to production forests	12 days	September 30, 2017	
4	Draft action plans for the following interventions based on consultations with the working group <ol style="list-style-type: none"> <li>1. Reforestation/afforestation/restoration through plantation</li> <li>2. Community based production forestry</li> <li>3. Mentoring of ELCs and SLCs</li> <li>4. Public and Private Partnership forestry</li> </ol>	17 days	October 20, 2017	

	5. Agroforestry 6. Sustainable NTFPs harvesting and production			
5	Presentation of main contents of the strategy focusing on the results of strategic assessments and the proposed action plans to receive feedback from the working group on production forestry	5 days	October 31 2017	
6	<b>The first draft strategy</b> which includes all the contents presented in Table 1 incorporating feedback from the working group and UNDP	10 days	November 15, 2017	
7	Subnational consultation workshop (s) and a workshop report summarizing comments	5 days	November 25 2017	
8	<b>The second draft strategy</b> incorporating comments received from the participants of subnational workshop(s) and the working group	5 days	December 5, 2017	
9	A national validation workshop and workshop report summarizing comments	5 days	December 15	
10	<b>A final strategy</b> incorporating comments received from the participants of the national workshop and a working group and UNDP	5 days	December 31, 2017	
<b>Total # of Days</b>		70 days		

## 5. **Institutional Arrangement**

### Roles of the international consultant

- The consultant shall work with a policy specialist, a FCPF technical specialist, a national project advisor and REDD+ coordinator throughout the assignments
- The consultant shall work under and have regular meetings with focal point(s) from the forestry administration
- The consultant shall report on/submit the above deliverables to forestry administration as well as to UNDP Cambodia for comments.
- The consultant needs to maintain regular communication with UNDP Country Office as and when problems emerge during the consultancy period, especially if they affect the scope of the job.

### Roles of the Forestry Administration (FA)

- FA will oversee the nature of work and work plans of the consultancy

### Roles of the REDD+ Secretariat

- The REDD+ national coordinator will assist the consultant throughout the assignments, coordinating meetings
- The REDD+ Secretariat will organize regular meetings for concerned stakeholders to invite the working group (or an advisory group).
- The REDD+ Secretariat will lead the organization of an inception workshop and meetings. This includes preparation of agenda, participant lists, booking venues, sending invitation letters, preparation of banners, inviting speakers.

### Roles of the UNDP Country

- The County Offices will review the deliverables for payment release

## 6. **Duration of the Work**

Person-days for the total assignment is 70 days. The assignment period is expected from August 31st, 2017 to January 31st, 2018.

## **7. Duty Station**

The duty stations for this assignment are home country and Phnom Penh with at least 2 trips to Cambodia with a minimum number of stays in Phnom Penh for 40 days. Travelling costs in Phnom Penh will be covered by the consultant.

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the Basic Security in the Field (BSIF) training

(<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>) prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge. i

## **8. Minimum Qualifications of the Individual Contractor**

<b>Education:</b>	Master degree in forestry, natural resources management, or other relevant discipline
<b>Experience:</b>	<ul style="list-style-type: none"> <li>At least 12 years of working experiences in the forestry sector</li> <li>Prior experience in formulating a forestry policy at the national level working with government counterparts as well as representatives from development agencies in developing countries. Working experience in the South-East Asia Region is an advantage</li> </ul>
<b>Competency</b>	Proven ability to formulate clear, succinct strategic policies and action plans, including resource mobilization for government agencies in the field of forestry (assessed by a sample policy document developed by a Consultant)
<b>Language Requirement:</b>	Fluency in written and spoken English

## **9. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor**

As part of transparency, ToR must bear the general criteria, which will be used in

<b>Technical Evaluation Criteria</b>	<b>Obtainable Score</b>
Master degree in forestry, natural resources management, or other relevant discipline	20
At least 12 years of working experiences in the forestry sector	25
Prior experience in formulating a forestry policy at the national level working with government counterparts as well as representatives from development agencies in developing countries. Working experience in the South-East Asia Region is an advantage	30
Proven ability to formulate clear, succinct strategic policies and action plans, including resource mobilization for government agencies in the field of forestry (assessed by a sample policy document developed by a Consultant)	25
<b>Total Obtainable Score:</b>	<b>100</b>

## **10. Payment Milestones**

The consultant will be paid on a lump sum basis under the following installments.

<b>N</b>	<b>Outputs/Deliveries</b>	<b>Payment Schedule</b>	<b>Payment Amount</b>
1	Upon satisfactory completion of deliverable #1	September 5, 2017	10%
2	Upon satisfactory completion of deliverable #2, #3, #4	October 30, 2017	30%
3	Upon satisfactory completion of deliverable #5, #6 and #7	November 30, 2017	30%
4	Upon satisfactory completion of deliverable #8, #9	December 15, 2017	20%
5	Upon satisfactory completion of deliverable #10	January 31, 2018	10%

## **11. Annexes**

- 1.** To be added
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