Terms of Reference for National Consultant for Project Formulation
Policy Framework Capacity and Conservation Needs Assessment (National)

Consultancy Period: 100 days over period from September 2013 to end of March 2014

Project Title: Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania

Other Executing partner(s): Tanzania Forest Services (TFS)
GEF Focal Area(s): Biodiversity
Duty Station: Home-based with frequent travel to the project sites

The United Nations Development Programme (UNDP) Tanzania in collaboration with the Tanzania Forest Services (TFS) seek to engage a qualified Forest Biodiversity Conservation and Protected Areas Management Specialist (national) to lead national consultants and ensure necessary information for project formulation under the guidance of the international consultant are timely generated. The specialist will lead implementation of Activity 1 and Activity 2 as outlined in the PPG, while contributing to and coordinating inputs from local consultants contributing to the delivery of interim tasks as per PPG and respective TOR. The Consultant would also collaborate very closely with a Team Leader (international) whose main deliverables are:

**Deliverable 1:** Funding proposal for a Full Sized Project Proposal under UNDP GEF

**Deliverable 2:** CEO endorsement proposal to be submitted for endorsement to the GEF

The other two local consultants with separate TOR but work closely with the “Forest Biodiversity Conservation and Protected Areas Management Specialist” as well as the Lead International Consultant includes:

- Natural Resources Economics and Financing Specialist
- Community participation and gender specialist.

The Forest Biodiversity Conservation & PA Management Specialist is required to produce two deliverables as follows:

- **Deliverable 1:** Policy Framework and Institutional Capacity Review of Tanzania Forest Services
- **Deliverable 2:** Conservation Needs Assessment and Forest Nature Reserve Consolidation Planning

**Project Background:**

The project to be developed aims to increase the effectiveness of the Forest Nature Reserves (FNR) network in Tanzania in protecting biodiversity and ensuring the long-term ecological, social and financial sustainability. The focus will be on the 11 gazetted and proposed Nature Reserves on mainland Tanzania (More details in the Project Identification Form). The long term solution underpinning the GEF application is to build the management effectiveness, reduce anthropogenic pressures and secure biodiversity status of these Protected Areas (PAs). The project will develop capacity and financial innovations to sustain management practices across these areas. In this context consultant will assess the institutional capacity of the Tanzania Forest Services (TFS) including its decentralised management system (zonal units). The TFS will be assessed with respect to its: (i) roles, functions and responsibilities in the forest PA system and forest PA site management and implementation and biodiversity monitoring and management; (ii) roles, functions and responsibilities in forest area management and in particular management capacity and needs for Forest Nature Reserves (FNR); (iii) organisational structure of TFS management including reporting, decision-making functions, the
administrative links between TFS headquarters, its zonal offices and FNR site management, financial flows, as well as human resource management including staff performance management systems and staff incentive provisions; (iv) capacity constraints, strengths and weaknesses in the forest PA system, and forest PA site and forest area management for biodiversity conservation, with a focus on Forest Nature Reserves. In addition, the consultant will examine the conservation needs of Tanzania’s Forest Nature Reserves at zonal management level, as well as at the target site levels, assessing the biodiversity status, and the current system for biodiversity monitoring and management in the FNR. Through extensive consultations, the consultant should generate stakeholder consensus on a long-term conservation vision for conservation of the Forest Nature Reserves network in Tanzania, identify strategies for achieving the conservation goals, define the management systems that are required and determine the clear roles and responsibilities of the FNR system in ensuring these goals are met within the project timeframe. The consultant will ensure information is availed in a timely manner to the Lead International Consultant who will be putting together the UNDP/GEF proposal so that main deliverables of the PPG are provided to UNDP for subsequent finalisation. Specifically Forest Biodiversity Conservation & PA management Specialist, will:

- Liaise closely with the Tanzania Forest Services, associated zonal management units and Forest Nature Reserves managers ensuring their full participation and inputs into the PPG process;
- Act as the primary counterpart for the international consultant, organising meetings and consultation sessions, and providing necessary data, information and analysis for international consultants under all the PPG activities including full compilation of the GEF BD-1 Tracking Tools (METT and financial sustainability scorecard);
- Draft situation analysis, including analysis of threats, barriers and baseline activities
- Develop details of project budget
- Provide guidance to other national consultants, and coordinate activities and inputs of executing agencies and partner organisations;
- Ensure the soundness and appropriateness of the project plan based on the reality and issues on the ground;
- Ensure full stakeholder consultation including communities in the target landscape so as to ensure project ownership and full participation in implementation through generating buy-in on the project contents;

Under Interim Deliverable 1 (Policy and Institutional Review), the specialist will:

- Review policy and legal framework in relation to the conservation area and forest area management, as well as in relation to the natural resource dependent sectors, identifying contradictions or critical gaps which may hamper the progress of implementation, and suggest measures to remove the barriers.
- Review conservation regulations, identifying gaps/conflict and recommendations for harmonisation and improvement,
- Review of PA system and site management structure including reporting, decision making functions and financial flows, as well as a SWOT analysis of existing institutional frameworks against conservation and sustainable development objectives;
- Identify gaps and recommendation on measures for strengthening and rationalising institutional arrangements and elaborate new institutional models for demonstration at the target FNR;
- Review the existing staff profile, identifying gaps and making recommendations for priority capacity building needs;
• Conduct assessment on the status of existing FNR management plans and recommend concrete steps for development of park management plans for all the parks in an integrated manner;

• Review the in-service training plan and materials for FNR management and recommendation for improvement and a mechanism for institutionalizing and financing the in-service training plan, including realistic suggestions on possible incentive schemes;

• Apply the capacity development scorecards for Tanzania Forest Services and other appropriate agencies

• Define the stakeholder roles, functions and/or responsibilities in the conservation area and forest area management, their influence on, and importance in, the implementation of the proposed project; their capacity constraints, strengths and weaknesses in supporting or implementing project activities, in view of identifying the capacity development needs of the different stakeholder groups to ensure the sustainability of project investments beyond the term of the project.

• Based on the above assessment, develop: (i) a detailed profile of institutional analysis identifying clear roles in project implementation; (ii) recommendations for institutional/agency capacity development activities to strengthen oversight capacities; (iii) a detailed partnership involvement strategy and plan for various agencies in the project implementation phase; and (iv) a description of the project governance and implementation arrangements.

Under Interim Deliverable 2 (Conservation Needs Assessment), the specialist will:

• Assess existing protected areas, identifying conservation goals, priority threats and problems of each FNR

• Assess the socio-economic context that has impact on biodiversity management in Tanzania’s Forest Nature Reserves;

• Compile a PA landscape profile for the four target sites through desk top studies as well as field-based research and stakeholder consultations, to cover critical information gaps, likely including: (i) an analysis of threats to biodiversity in the priority landscapes; (ii) policy, social, regulatory, socio economic, institutional, technical and knowledge barriers to establishment of the ecological linkages and effective management of the landscapes; (iii) the developmental context (key business sectors, socio-economic development, political environment) and its current and future impacts on the biodiversity conservation in the landscapes; (iv) the government and partners’ baseline activities, as well as complementary activities by various partner organisations; (v) the spatial distribution, and conservation status of permanent reserved forests and protected areas; (v) the spatial extent and development of satellite images and maps of the proposed priority landscapes; (vi) conservation and economic development plans, projects, programmes and initiatives affecting or impacting on the proposed project activities; (vii) a review and establishment of baseline information for each of the priority landscapes; (viii) Apply the Management Effectiveness Tracking Tools in each of the target PAs in close consultation with the executing agencies and stakeholders

Management and Institutional Arrangements
The Forest Biodiversity Conservation & PA management Specialist shall work closely with the Lead International Consultant as well as the client (UNDP and TFS) and in close collaboration with other two national consultants. She/he will receive guidance from the Lead International Consultant; specifically regarding quality assurance on the deliverables; i.e. 1. Policy Framework and Institutional Capacity Review of Tanzania Forest Services and 2: Conservation Needs Assessment and Forest Nature Reserve Consolidation Planning
The expected frequency of progress reporting will be agreed with the Lead International Consultant but preferably monthly. Estimation on lead time for the International Consultant or Project Implementing Partners to review outputs, give comments, approval/acceptance of outputs is within a working week.

The consultant may make field visits to consult with key stakeholders in the project areas as appropriate. UNDP will coordinate field visits during the field Missions. In general, the methodology will be consultative in nature with a two-way communication maintained between the experts and stakeholders.

**Required Competencies**
- Strong leadership and entrepreneurial skills
- Strong research and analysis skills
- Proven ability to plan, organize and effectively implement activities
- Ability to coordinate and work in teams and work in complex environments
- Proven experience in participatory processes and in facilitating dialogue between Government, Development partners, private sector and civil society
- Good writing and communication skills
- Understanding of GEF functioning and procedures
- Knowledge of U.N. implementation procedures and core values
- Previous experience with GEF funded projects formulation a distinct advantage

**Qualifications and Experience:** At least Masters Degree or equivalent in environment and natural resources management, with experience in research, project planning, implementation, Monitoring and Evaluation coupled with vast knowledge and experience in Environment and Institution building. The expert shall work in close collaboration with other members of the project team under the overall management and guidance of an international consultant.

**Duration of the assignment:**
It is envisaged that the consultant shall work for 100 working days over a period from September 2013 to end of March 2014.

**Expected deliverable and proposed time schedule:** This will be discussed and coordinated closely between the consultants and the lead International Consultant in close consultation with the client. The final deliverable will be in February 2014 following stakeholder workshop and comments received in January 2014.

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<tr>
<th>Expected outputs/Deliverable</th>
<th>Target due dates</th>
<th>Payment %</th>
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<tbody>
<tr>
<td>Submission of Inception report indicating plan to deliver the assignment</td>
<td>15th September 2013</td>
<td>15%</td>
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<tr>
<td>A comprehensive draft report (specific templates would be agreed at the beginning of the assignment with the Lead International Consultant) the two Deliverables</td>
<td>December 2013</td>
<td>20%</td>
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<tr>
<td>Draft final report on Conservation Needs Assessment and Forest Nature Reserve Consolidation Planning</td>
<td>Mid February 2014</td>
<td>40%</td>
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Mode of Offers:
Potential offerors should submit a written offer with the following documents:

a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
b) Brief description of why you consider being the most suitable candidate for the assignment, and a brief description of methodological approach and how you propose to complete the assignment.
d) Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. Kindly, ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. The documents are to be sent via email to icprocurement.tz@undp.org by 05th Sept 2013. All questions and queries regarding the offer should be sent to tenders.tz@undp.org.

Criteria for Selection of the Best Offer:
The offers will be evaluated by using Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%;