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**Ethiopia Forestry Development**  
**Forest Sector Transformation Unit (FSTU)**  
**Terms of Reference for Assessing the State of**  
**Participatory Forest Management (PFM) in Ethiopia**

## GENERAL INFORMATION

**Services/Description:** Assessment of the effectiveness of Participatory Forest Management (PFM) in Ethiopia: Implication for reducing emission from deforestation and forest degradation.

**Project/Program Title:** REDD+ Investment Program

**Duty Station:** Addis Ababa

**Type of the Contract:** National Consultancy Firm

**Duration:** 90 working days

**Expected Start Date:** Immediately after signing the contract agreement

## I. BACKGROUND/ RATIONALE

Ethiopia's forests play a crucial role in ensuring environmental sustainability, mitigating the negative effects of climate change, and driving the national economy. Nevertheless, deforestation and forest degradation continue to be a salient issue in Ethiopia's forest sector. As such, the government of Ethiopia has been focusing on reducing drivers of deforestation and prioritized reforestation as a central tenant to their national Growth and Transformation Plans (GTP). Over the past 25 years, the scaling up of Participatory Forest Management (PFM) has informed national and local policies as a leading method to promote forest conservation and stimulate the green economy. The National REDD+ strategy, the Forest Sector Development Program, the Green Economy Strategy and the 10-Year Forest Sector Perspective Plan all consider PFM as one of their major interventions to sustainably manage forests.

Participatory Forest Management (PFM) is a forest management system that safeguards forests while respecting traditional users and including them in the management process. PFM stands in stark contrast to previous centralized approaches to forest management which restricted access to forest resources and relocated communities living in forest areas. While

there are many different designs, projects, and conceptualizations of PFM, the central tenant is the focus on community participation in forest management. This includes agreeing with government institutions or landowners on management plans and the sharing of responsibilities, costs and benefits between a given community and landowners.

PFM has been gradually evolving in Ethiopia from its conservation approach to active management by granting local communities legal rights to produce and market forest products on a sustainable basis and by giving priority to conserving forests. The PFM approach has expanded significantly, and the government is committed to scaling up the approach even further. According to a Farm Africa statistic, nearly 40% of the country's forest resources are now under some form of PFM. Based on PFM breath in Ethiopia, it is imperative to continue to refine the PFM policy development process by incorporating recommended factors and instruments for the successful implementation of PFM schemes and to ensure sustainable management of forests of the country.

Ethiopia has promoting PFM as one of the major approaches to implement its REDD+ strategy. PFM is envisaged to not only prevent deforestation and forest degradation but also to contribute to local food security, poverty reduction, and local empowerment. PFM has been lauded as a decentralized forest management technique that leads to both environmental and social improvements. However, PFM has several issues that need to be further assessed and addressed. There are several environmental concerns such as its scientific virtue as an approach for forest conservation, its effects on forest health and condition, its relevance for application in different forest types (dry forest vs moist forest; NTFP rich and NTFP poor forests, relatively smaller and large forests, in areas with dense population and sparse population, in areas with access to infrastructures or remote etc), its adequacy of silvicultural interventions undertaken for sustainable wood production, and its choice against competing approaches such as Biosphere Reserve and State controlled Protected Area Systems. There are also several social concerns such as its adequacy of livelihoods benefits, its capacity to sustainably motivate and engage the commitment of local communities, and its planning with respect to categorizing preserved and protected forest regimes limiting the allocation of forest to local communities.

Sporadic studies with limited scopes have been undertaken to evaluate the effects of PFM on forest conditions and improving livelihoods of local communities. There also has not been substantial studies on the enabling factors and conditions affecting the successful implementation of PFM in Ethiopia. This nascent body of work is not substantial enough to

draw generalized conclusions and findings from. It is thus imperative to undertake a comprehensive national assessment on the ecological and socio-economic performance of PFM as well as its potential to achieve objectives targets of the country. It is also necessary to review the experiences of other countries for developing a more scientific and effective approach for community-based forest management before Ethiopia embarks on the large-scale expansion of PFM. Therefore, the Ethiopian Forest Development (EFD) through Forest Sector Transformation Unit (FSTU) seeks to hire a national consulting firm to assess the effectiveness and efficiency of PFM implementation in Ethiopia and the enabling factor which lead to its successful and sustainable implementation.

The national-level evaluation is designed to assess the effectiveness of PFM in terms of various criteria including

- i. Patterns, trends in forest regeneration, conservation, and management,
- ii. Change in forest quality and area coverage,
- iii. Status and progress in emission reduction,
- iv. Status of awareness about sustainable management of forests,
- v. Progresses in building capacity of local communities to form new institutional arrangements that increase their participation in forest management,
- vi. Status in contributing towards social equity in terms of gender social inclusion minority ethnic groups, and
- vii. Increasing non-forest-based livelihood activities, diversifying income sources, increasing household income level, and building household assets

## **II. OBJECTIVES OF THE SERVICE/WORK**

The overall objective is to provide key insights and to develop policy recommendations for building on existing practices and improving PFM approach to boost economic, social, and environmental benefits of forests.

The specific objectives are to:

- Evaluate the overall processes of PFM scheme in Ethiopia, underline opportunities, challenges and lessons to draw to improve forest management in the future.
- Identify best practices that have made PFM successful (document success stories).
- Identify the factors that have hampered the implementation of PFM and provide recommendations for addressing the issues and constraints.

- Assess the perception of people about PFM in targeted and non-targeted areas.
- Review existing PFM implementation guideline being used in Ethiopia and develop a new standard guideline.
- Review the experience of other countries implementing REDD+ and document relevant experiences concerning the framework they use for carbon accounting in areas where PFM is implemented.

### **III. SCOPE OF The SERVICE/WORK**

The assessment should cover the following:

- Conduct a comprehensive review of the current literature on PFM and draw key lessons, success stories, challenges, opportunities that will inform future PFM schemes.
- Review the experiences of other countries in the implementation of PFM and draw themes and patterns from their findings that need to be integrated in Ethiopia's PFM implementation.
- Assess different PFM projects in Ethiopia and identify the factors that contributed to their success and shortcomings.
- Assess the social, economic, environmental implications of PFM as outlined in objectives through key informant interviews and surveys.
- Outline policy, legal and institutional and gaps which may impede the implementation of PFM and provide recommendations for improvement.
- Review and develop new standardized PFM implementation guideline that accommodates REDD+ requirements (safeguards, MRV, benefit sharing plan, etc.)
- Provide recommendations for the scaling up successful PFM practices and policies.

The assessment should answer the following key questions:

- Based on the stakeholders' perspectives, what are the major criteria/indicators to measure the success of PFM in Ethiopia?
- From the perspective of communities and government policymakers to what extent are the PFM projects successful? In what ways can they be improved?
- What are the key factors that make the PFM successful or unsuccessful in Ethiopia? (Such as forest condition, community dynamics, ownership status, market conditions, duration, and extent of support from external actors, the role of woredas, etc.)

- What are the key considerations (technical, social, institutional, financial, policy, etc.) to scale up PFM in Ethiopia effectively and efficiently and ensure its sustainability?
- How can PFM approach be modified/ customized to REDD+ requirements?

#### **IV.EXPECTED OUTPUTS/ DELIVERABLES**

The proposed assessment is expected to analyze the effectiveness of the current state of PFM in Ethiopia and outline enabling factors which improve its environmental and social efficacy.

The assignment is expected to produce the following deliverables.

- a) Draft inception report (IR), report outline (structure), and a revised inception report following the kick-off meeting.
- b) First draft report covering the issues/aspects outlined under the specific objectives and scope of work; and
- c) A final report based on feedback from a validation workshop. The validation workshop should involve key decision-makers, key stakeholders, and experts.
- d) A revised PFM guideline.

#### **V. METHODOLOGY/APPROACH OF THE SERVICE (WORK)**

The Consultancy Firm will carry out the under mentioned activities:

- Develop the Inception Report with clear methodology and present it for discussion with Ethiopian Forest Development/FSTU/ and UNDP during a kick-off meeting.
- Consult regional authorities, the private sector, research, academia, and stakeholders; including line ministries, private companies and NGOs working in the forestry sector, regional environment/forest institutions to gain insights crucial for developing a comprehensive understanding of the benefits and gaps of PFM in Ethiopia.
- Carry out participatory focus group discussions and interviews with stakeholders engaging in PFM projects.
- Document the social, economic, environmental implications (both positive and negative) gathered during interview and assessment stage.
- Carefully review the gaps/limitations and opportunities, contributions of the proposed improvements to PFM in Ethiopia.
- The selected Consulting Firm can suggest additional instruments and information that might be useful for the study. However, it must be agreed with the client before its application.

The Consultancy Firm will specifically undertake the following activities:

- **Initial discussions:** with Ethiopian Forest Development/FSTU and UNDP to discuss and determine the parameters of the TOR and to review the proposed work progress plan.
- **Literature review:** The Consultancy Firm will review existing academic literature, national development plans, and related documents to identify the current state of PFM and determine the best stakeholders to engage with for key informant interviews.
- **Consultative meetings (Key informant meetings, Surveys, etc.):** There shall be consultative meetings with relevant regional and national stakeholders concerning the effectiveness of PFM in improving forest conservation and socio-economic development.
- **Field observations:** the Consultancy Firm will organize field level observations as it is appropriate.

## VI. LOCATION, DURATION AND TIMEFRAME OF THE WORK /DELIVERABLES/OUTPUT

The consultancy work will be conducted in REDD+ PFM sites (SNNPR, Oromia, Gambella) and other sites where PFM was implemented in the country. Most of the stakeholders are located in the project sites but leading supporter/promoters are located in the capital city of the nation.

The work will be guided under the auspices of the FSTU. The Consultancy Firm will report to the Director of the FSTU or his delegate and will be expected to closely work with the REDD+ Secretariat Coordinator in the EFD.

### The Deliverables and Duration of Assignment

No	Deliverable	Expected Output	Duration	Location
1	<b>Implementation Plan</b>	Inception report including report outline, methodology, provisional report format, suggested annotated outlines of the deliverables. The inception report should include details of proposed approach for conducting the assessment.	10 calendar days after signing contract	N/A
2	<b>1<sup>st</sup> Draft Report</b>	Interim report	40 calendar days after presentation of inception report	N/A

	<b>Validation Workshop</b>	Present findings at a validation workshop	10 calendar days after submission of the draft report	Addis Ababa (tentative and subjected to change)
3	<b>Final report all including data</b>	Final report and revised PFM guideline	30 calendar days after validation workshop	N/A
<b>Total Working Days</b>			<b>90 working days</b>	

## VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- a) This consultancy work will be guided by FSTU. The Consulting Firm will report to the FSTU Director or his delegate and should closely work with the REDD+ Secretariat Coordinator.
- b) The necessary consultation meeting will occur on monthly basis as needed
- c) The Consultancy Firm shall have consultations with key Government Partners including the leadership of the Ethiopian Forest Development. The Consulting Firm shall also hold consultation with research and academia and other relevant stakeholders including regional environment/forest institutions to gain more inputs crucial for preparing the PFM assessment study.
- d) The Government partners shall play a role of facilitation and provision of information (answering questions to the surveys etc...). Research and academia will also play a part in providing relevant information and inputs to the consulting firm.

## VIII. PAYMENT MILESTONES AND AUTHORITY

The Consultancy Firm will indicate the cost of services for each deliverable (an all-inclusive lump-sum contract amount) when applying for this work. The organization will be paid only after the UNDP confirms the successful completion of deliverables as outlined below. The qualified firm shall receive the lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

<b>Installment of Payment/ Period</b>	<b>Deliverables or Documents to be Delivered</b>	<b>Approval should be obtained</b>	<b>Percentage of Payment</b>
1 <sup>st</sup> instalment	Upon submission and approval of Inception Report	UNDP and FSTU	20%

2 <sup>nd</sup> instalment	Following submission and approval of the 1 <sup>st</sup> draft assessment report after incorporating feedback from the validation workshop.	UNDP and FSTU	40%
3 <sup>rd</sup> instalment	Following submission and approval of the final assessment report and the updated PFM guideline	UNDP and FSTU	40%

## **IX. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS**

### **9.1 Minimum Professional/Organization Requirements**

The prospective Consulting firm is expected to meet the following minimum requirements:

- The firm must present an audited financial and performance report for consecutive 2 years showing satisfactory performance and a bank statement with positive fund balance to commence as well as continue the operation successfully and without delays.
- The firm must have at least 10 years of practical experience in forestry sector, 5 years of experience on PFM, engagement with relevant stakeholders, private sector capacity development, coordination of project and organizations.
- The firm and its experts need to have a minimum experience of working with diverse stakeholder including the private sector and government agencies. The experience has to be supported with a minimum of 2 or 3 statement of satisfactory performance.
- In-depth knowledge about the forest sector of Ethiopia, its challenges, opportunities, the need for change, & its role in sector transformation, innovation.
- The experts mobilized by the firm need to have extensive experience working in areas of PFM planning, implementation and reporting. The firm should submit CVs of at least three experts (Project Manager/Team Leader and 2 Senior Experts)
- Capability to deploy senior experts with good coordination, networking, communication, and presentation skills,
- Experience of preparing national working documents including experience in review of international experiences in the forest/natural resource sector.
- Knowledge of relevant sectors and access to stakeholders and relevant information sources at national level.
- Good facilitation and communication skills,
- Experience working with UN or other international organizations is beneficial,
  - a. Previous direct involvement in similar tasks related to PFM is an advantage



- b. Needs to mobilize experts with MSc degree or above and a minimum of 10 years' experience in their area of expertise.

The firm should assign at least three senior experts (including the team leader) with forestry, natural resource economics and sociology/anthropology background to carry out the task.

It is advisable if the firm assign more experts to meet deadline. One of them will also serve as **team leader** and **senior expert** will be answerable to the team leader. The experts to be assigned should have the following competencies

### **Professional Skills and Experience**

#### **9.2 Task Manager /Team Leader (1 Senior expert)**

##### **Academic Qualifications:**

- MSc degree in Forestry, Natural Resource Management, Forest Economics, Forest Ecology, Environmental Economics, Agricultural Economics,

##### **Experience:**

- Work experience of at least 10 years in Ethiopia in forestry, natural resources management, energy & environment research.
- A professional experience in having a good track record in conducting economic, environmental, social, and cultural assessments.
- Direct engagement in PFM planning, execution, monitoring, evaluation and reporting is a pulse.

##### **Competencies:**

- An in-depth understanding of the forestry sector,
- Robust understanding of the PFM and gaps in the country,
- Strong understanding of reduced emissions from deforestation and forest degradation, foster conservation, sustainable management of forests, and enhancement of forest carbon stocks and familiarity with the Ethiopian forest sector,
- Ability to plan, prioritize and deliver a variety of tasks on time,
- Ability to facilitate workshops and group interviews,
- Ability to provide constructive coaching and feedback for others,
- Ability to work in culturally diverse environments and handle sensitive issues with diplomacy and tact,
- Experience in leading team of experts
- Strong organizational skills
- Strong communication skills.

- Proficiency should be in English and other languages will be an added advantage

### **9.3 Senior Experts (2 experts)**

#### **Academic Qualifications:**

- A post- graduate degree in forestry or forest related disciplines such as natural resources economics, natural resource management, sociology/anthropology, MRV, Forest Inventory.

#### **Experience:**

- A minimum of 5 years of proven experience of working in forestry and related discipline, where direct experience in PFM is an addition.

#### **Competencies**

- Ability to undertake technical policy-focused research etc.
- Ability to work under pressure and to deliver in a timely manner without compromising quality standards.
- Strong communication skills.
- Strong presentation and facilitation skills.
- Excellent command on both written and spoken English is essential. Fluency in local language will be an added advantage
- Outstanding analytical and report writing skills in English.
- Positive and constructive approaches to work.

## **X.CRITERIA FOR SELECTING THE BEST OFFER**

Upon the advertisement Notice, qualified Consultancy Firm is expected to submit both the Technical and Financial Proposals. Accordingly, the firm will be evaluated based on Cumulative Analysis as per the following conditions:

- Responsive/compliant/acceptable as per the Instruction to Bidders (ITB) of the Standard Bid Document (SBD), and
- Having received the highest score out of a pre-determined set of proposed standard technical proposal evaluation specific to the solicitation ( see XIII below).

## **XI.LOGISTICAL SUPPORT**

UNDP will cover only the DSA of the experts in the consulting firm. It is the responsibility of the firm to arrange transport to the field and other consultancy service-related costs (meetings/workshops). These costs should be included in the financial proposal of the NC.

## **XII.CONFIDENTIALITY AND PROPRIETARY INTERESTS**

The consultancy firm shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent from the Ethiopian Forest Development/FSTU and UNDP Ethiopia Country Program. Proprietary interests on all materials and documents prepared by the consulting firm under the assignments shall become and remain the property of the Ethiopian Forest Development/FSTU.

### **XIII.PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION**

Below are the Standard Technical Proposal Evaluation Criteria along with respective allocated weight template for Requester's subsequent review.

<b>Summary of Technical Proposal Evaluation Forms</b>		<b>Score Weight</b>	<b>Points Obtainable</b>
<b>1</b>	Expertise of Firm / Organization	30%	300
<b>2</b>	Proposed Methodology, Approach and Implementation Plan	40%	400
<b>3</b>	Management Structure and Key Personnel	30%	300
<b>TOTAL</b>		<b>100%</b>	<b>1000</b>

<b>Technical Proposal Evaluation (FORM I)</b>		
<b>Expertise of the Firm / Organization</b>		<b>Points Obtainable</b>
<b>1.1</b>	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	<b>50</b>
<b>1.2</b>	<p>General Organizational Capability which is likely to affect implementation</p> <ul style="list-style-type: none"> <li>▪ The firm must have at least 10 years of practical experience in forestry sector, 5 years of experience on PFM, and REDD+, engagement with relevant stakeholders, private sector capacity development, coordination of project and organizations,</li> <li>▪ Experiences in coordination of project and organizations.</li> <li>▪ The consulting firm needs to have a good financial record and stability for minimum of 5 years and above. The firm must present an audited financial and performance report for consecutive 2 years showing satisfactory performance and a bank statement with positive fund balance to commence as well as continue the operation successfully and without delays.</li> <li>▪ The firm and its experts need to have experience of working with diverse stakeholder including the private sector, NGOs and</li> </ul>	<b>105</b>

	<p>government agencies. The experience has to be supported with a minimum of 2 or 3 statement of satisfactory performance.</p> <ul style="list-style-type: none"> <li>▪ In-depth knowledge about the forest sector of Ethiopia, its challenges, opportunities, the need for change, &amp; its role in sector transformation, innovation</li> <li>▪ Capability to deploy senior experts with good coordination, networking, communication, and presentation skills,</li> <li>▪ Experience of preparing national working documents including experience in review of international experiences in the forest/natural resource sector.</li> <li>▪ The firm must have at least 5 years of practical experience in forestry sector, knowledge on PFM, engagement with relevant stakeholders, private sector capacity development, coordination of project and organizations.</li> <li>▪ Good facilitation and communication skills,</li> <li>▪ Experience working with UN or other international organizations beneficial (previous work in PFM is advantageous)</li> </ul>	
<b>1.3</b>	Relevant experience with Local & International NGOs, including UNDP	<b>15</b>
<b>1.4</b>	Quality assurance procedure,	<b>25</b>
<b>1.5</b>	<p>Relevance of:</p> <ul style="list-style-type: none"> <li>- Specialized Knowledge in forest sector especially in PFM</li> <li>- Experience on Similar Programme / Projects</li> <li>- Experience on Projects management</li> </ul>	<b>120</b>
	<b>SUB TOTAL</b>	<b>300</b>
<b>Technical Proposal Evaluation (FORM II)</b>		
<b>Proposed Methodology, Approach and Implementation Plan</b>		
<b>2.1</b>	To what degree does the Proposer understand the task (PFM)?	<b>30</b>
<b>2.2</b>	Have the important aspects of the task been addressed in enough detail?	<b>25</b>
<b>2.3</b>	Are the different components of the project adequately weighted relative to one another?	<b>20</b>
<b>2.4</b>	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	<b>55</b>
<b>2.5</b>	Is the conceptual framework adopted appropriate for the task?	<b>65</b>
<b>2.6</b>	Is the scope of task well defined and does it correspond to the TOR?	<b>120</b>

2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
<b>SUB TOTAL</b>		<b>400</b>
<b>Technical Proposal Evaluation (FORM III)</b>		
<b>Management Structure and Key Personnel</b>		
3.1	<b>Task Manager/Team Leader</b> General Qualification Suitability for the Project	
	<b>- Leadership/coordination Experience</b> <ul style="list-style-type: none"> <li>• Practical coordination works/experience in forestry sector, forest regeneration, conservation and management, private sector capacity development,</li> <li>• Experience in coordination of project and organizations.</li> <li>• Experience of preparing national working documents including experience in review of international experiences in the forest/natural resource sector</li> <li>• Experience in leading team of experts</li> <li>• Capacity to facilitate and communicate with different stakeholders</li> </ul>	50
	<b>- National experience in the Topic</b> <ul style="list-style-type: none"> <li>• 5 years' National experience in the REDD+ initiatives, PFM and knowledge of forestry sector</li> <li>• A professional experience in having a good track record in conducting economic, environmental, social, and cultural assessments</li> <li>• An in-depth works in the forestry sector</li> <li>• Experience in PFM implementation in the country</li> </ul>	50
	<b>- Educational preparation and professional experience in the area of specialization-</b> <ul style="list-style-type: none"> <li>• Academic background in Forestry, Natural Resource Management, Forest Economics, Forest Ecology, Environmental Economics, Agricultural Economics and MRV</li> <li>• Professional experience in the area of specialization</li> </ul>	50
	<b>- Reporting and Publication Experiences</b> <ul style="list-style-type: none"> <li>• Experience in preparing terminal reports</li> <li>• Experience in preparing scientific reports</li> <li>• Experiences in preparation of manuals, magazines, policy briefs etc</li> </ul>	50
<b>SUB TOTAL</b>		<b>200</b>
3.2	<b>Senior expert</b> General Qualification Suitability for the project	
	<b>- Educational preparation and professional experience in the area of specialization</b>	50

	<ul style="list-style-type: none"> <li>• A post- graduate degree in forestry or forest related disciplines. Economics, natural resource management, MRV, agricultural economics, Forest Inventory,</li> <li>• Minimum of 5 years' experience of Educational and professional experience in forestry and related discipline</li> <li>• Ability to undertake technical policy-focused research</li> </ul>	
	<b>- Reporting and Publication Experiences</b> <ul style="list-style-type: none"> <li>• Experience in preparing terminal reports</li> <li>• Experience in preparing scientific reports</li> <li>• Experiences in preparation of manuals, magazines, policy briefs etc</li> </ul>	<b>50</b>
	<b>SUB TOTAL</b>	<b>100</b>
	<b>Aggregate</b>	<b>1000</b>

**This TOR is approved by:** [indicate name of Approving Manager]

**Signature:** \_\_\_\_\_

**Name and Designation:** \_\_\_\_\_

**Date of Signing:** \_\_\_\_\_