

Government of the People's Republic of Bangladesh
Office of the Project Director
Sustainable Forests & Livelihoods (SUFAL) Project
Bangladesh Forest Department
Ban Bhaban, Agargaon, Dhaka-1207, Bangladesh

Terms of Reference

Regulation and Organizational Specialist
(Package:SD-16)

Background of the Project

Bangladesh Forest Department (BFD) under the Ministry of Environment, Forest and Climate Change (MOEFCC) has received an IDA loan of US\$175.00 million and GoB contribution of US\$3.90 million for a period of 5 years (01 July 2018 to 30 June 2023) to implement Sustainable Forests & Livelihoods (SUFAL) Project. The overall objective of the project is to improve collaborative forest management and increase access to alternative income generation activities for forest-dependent communities in targeted sites. This will be achieved by: (i) improving public sector management of forest resources and increasing participation of communities in forest conservation and restoration and, (ii) reducing direct dependence and exploitation of forest resources by offering alternative livelihood sources to dependent communities and improving the enabling environment for trees outside forests. Together, these will result in the eventual improvement of forest cover and ecosystem functions, coastline protection and increased employment opportunities for some of the poorest and most vulnerable communities, including women and small ethnic communities. The project will implement a number of activities which are grouped under following four components:

- Component-1: Strengthening Institutions, Information Systems and Training
- Component-2: Strengthening Collaborative Forests and Protected Areas Management
- Component-3: Increasing Access to Alternative Income Generating Activities (AIGAs)
Forest Extension Service & Trees Outside Forests (ToF)
- Component-4: Project Management, Monitoring, and Reporting

This project is designed to contribute in improving organizational effectiveness by adopting improved policy and regulatory framework including infrastructural development, management information system upgrade, capacity building of BFD officials and investing in degraded and denuded forest restoration and building green belt along the cost. This project will finance tree cover improvement in the ToF areas, technology transfer, training, research and innovation support and engage forest dependent communities in collaborative forest management practices. The project will also enhance wildlife and Protected Area management practices and thereby improve forest conservation and wildlife protection in the country.

✓

70

AN

ABE

Objectives of the assignment

A major objective of this assignment is to agree a vision for the operation of the Bangladesh Forest Department with relevant stakeholders and in alignment with government forest policy and priorities. Secondly, an agreed set of functions will be defined that underpin this vision statement. Thirdly, a sustainable organizational arrangement and roadmap, including staffing levels, will be agreed with MOEFCC and relevant decision-making ministries that best supports the efficient delivery of these functions paying due regard to relevant regulatory frameworks and policies.

Furthermore, the assignment will document work processes for the identified functions and elaborate on them in Standard Operating Procedures and manuals.

Scope of work

The consultant will carry out his/her tasks in accordance with accepted professional standards and best practices. In particular, the following tasks will be addressed:

- Review relevant documents and basic data to understand the current administrative structures, staffing, training levels, work processes, budgets and capacities of BFD;
- Analyze international best practice and trends in forest governance and administration, especially in light of increased community involvement;
- Through a series of (minimum three) workshops, consider:
 - ✓ current and draft policies and plans relevant to the forest sector, as well as emerging issues (including enhanced gender balance, climate change adaptation capacity, ecotourism and the importance of Trees Outside Forests to name but a few) and how these may be captured in a series of policy objectives;
 - ✓ the current range of BFD functions, and whether and how these may be changed in light of the policy objectives developed above;
 - ✓ work processes that could best support the agreed functions, including the adoption of simplified processes or technology to improve efficiency;
 - ✓ alternative organizational arrangements and expected workloads for delivering these functions (building in potential efficiencies). This to include as-is and draft proposed organogram, as well as other options that arise.
 - ✓ stakeholders' views on both functions and organizational arrangements.
- Review the regulatory framework and associated rules and policies relevant to the proposed options, making draft recommendations for areas of reform, including elimination of overlap with other institutions or inconsistencies between difference legislative acts or regulations;
- Compile a report with recommendations, including a multi-annual pathway toward realizing the desired organizational arrangement and what concrete steps may be taken to ensure BFD continues to respond in an orderly way to changing societal and government needs;
- Assist BFD in submitting the recommended option to the MOEFCC together with supporting documentation and financial implications and arrange presentation for discussion with the MOEFCC;
- Assist BFD to expedite the process of approval of all the developed documents including proposed organizational structure by initiating dialogue and consultation with the approving authorities and ministries;



- In light of agreed organizational arrangement, processes and staffing, review and update the current operational procedures and Forest Manual of BFD. This to be maintained in electronic 'wiki' format at BFIS Portal as well as being available to download and print;
- Any other task requested by the Project Director.

List of Reports and deliveries

1. **Inception Report:** This report is to be prepared and submitted to Project Director (PD) of SUFAL based on the consultant's in-depth understanding of his/her assignment and initial findings covering a detailed work plan, setting up of the methodology, outlining key issues to be covered, structure of deliverables; within 2 weeks from the commencement of the contract.
2. **Progress Reports:** A short report, to detail the progress made during the month, has to be submitted to the PD, SUFAL Project at end of every calendar month.
3. **Workshop findings:** a report on each of the workshops held, including documents to be circulated in a timely way to stakeholders between workshops to show progress being made and to facilitate feedback and consensus building
4. **Main report:** a report containing recommendations, including a multi-annual pathway toward realizing the desired organizational arrangement
5. **Revised operational materials:** (a) Updated Institutional Operational Procedure and (b) Forest Manual for forest administration and operations, in the form of an electronic 'wiki' hosted at BFIS portal, but also available as download for printing.
6. **Final Report:** Final report will be prepared and submitted to the Project Director of SUFAL one week before completion of assignment.

Data, Personnel, Facilities and Local Services to be Provided by the Client

The PD will provide necessary information as per requirement of the consultant. PD will also inform all cost centers to provide necessary data and documents as needed for the tasks assigned to the consultant

Institutional Arrangement

The consultant will be based at the SUFAL PMU in Dhaka and will report directly to the Project Director, SUFAL Project, BFD, Dhaka Bangladesh. The Individual Consultant will work closely with the Senior Organizational Specialist and in co-ordination with CTA (Chief Technical Advisor) and other consultants working at the PMU. The consultant is expected to undertake the activities (scope of services) mentioned in the TOR in order to achieve the stated objectives. Under this consultancy travels are being envisaged. However, travels necessary for the exigencies of services to achieve the desired objectives, may be under taken but with prior permission of the PD and in such cases only the actual costs will be reimbursement.

The deliverables will be submitted on time by the consultant to PD, SUFAL Project, BFD, Dhaka Bangladesh.

Duration: The duration of the assignment will be 18 months.



(This is not part of the TOR but will be included in REOI)

Educational qualification & experiences

- An advance (at least Master's degree); having degree in Forestry / Natural Resources Management will be an added advantage.
- Familiarity with government rules, regulation, working mechanism and procedures
- At least 15 years of work experience; working with the BFD will be an added advantage.
- Familiarity with the norms, bureaucracy and administrative set up of the Ministries and Departments of the Government of Bangladesh.
- Relevant experience in policy dialogue and advocacy.
- Experience in working with the ministries, GOB at 5th grade and above levels.
- Fluency in English and Bangla language is required.

