

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

Senior Organizational Specialist
(Package:SD-15A)

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. 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 to improved 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. By and large the project will enhance wildlife and PA management practices and thereby improve forest conservation and wildlife protection in the country.



Objectives of the assignments

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, propose and pursue 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, including Forest 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;
- Survey international best practice and trends in forest governance and administration, especially in light of increased community involvement and collaborative forest management;
- Through a series of (minimum three) participatory workshops, discuss and seek participant input to reach a common understanding on:
 - the overall vision for the operation of the Bangladesh Forestry Department
 - current and draft policies and plans relevant to the forest sector, as well as emerging issues (including enhanced gender balance, climate change mitigation and 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 overlaps with other institutions, gaps or inconsistencies between difference legislative acts or regulations;
- Compile a report with recommendations on the desired institutional arrangement. A system of balanced incentives for BFD staffs will be explored to reward good performance, including collaboration with communities;
- Assist BFD in submitting the recommended options 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. **Draft Main report:** a report containing recommendations on desired organizational arrangement, required regulatory reforms, refined processes and performance management system, for review by the BFD and World Bank.
5. **Main Report** which addressed all the comments received from review by the BFD and World Bank
6. **Revised operational materials:** (a) Updated Institutional Operational Procedure and (b) Forest Manual for forest administration and operations (SOP), in the form of an electronic 'wiki' hosted at BFIS portal, but also available as download for printing.
7. **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 Project Director (PD) will arrange to provide necessary information as per requirement of the consultant. PD will arrange office space, and provide secretarial services to the consultants. PD Office will also arrange field trips as needed for collecting necessary data for the preparation of reports and networking with the ministry.

Institutional Arrangement

The consultant will be based at the SUFAL PMU in Dhaka and will work closely with and report directly to the PD, SUFAL Project, BFD, Dhaka Bangladesh. The Individual Consultant will work closely in co-ordination with Chief Technical Advisor, Regulation and Organizational Specialist and with other consultants working at the PMU. 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 approval from the PD and in such cases only the actual costs will be reimbursed.

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

Duration:

The duration of the assignment will be 12 months spread over 18 months.

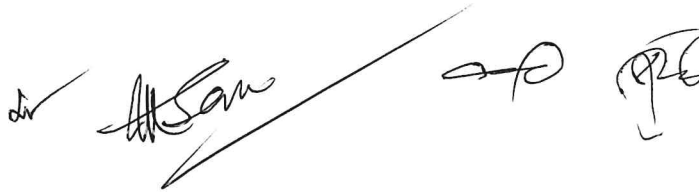




(This is not part of the TOR but will be included in REOI)

Educational qualification & experiences

- An advanced degree, at least Master's degree in any subject;
- PhD degree in the related field will be considered as extra qualification
- At least 20 years of work experience in the Government of Bangladesh including 5 years (at least) of experience in senior level position.
- 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.
- Excellent understanding of GOB administrative government rules, regulation, working mechanism and procedures
- Fluency in speaking and writing English is required.

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