1.0 CONTEXT

IUCN, the Ministry of Agriculture (MOA) Tanzania, Ministry of Agriculture, Natural Resource, Livestock and Fisheries of Zanzibar, in collaboration with the Vice President’s Office (Environment), Sector Ministries and partners are working together to formulate a 5-year programme “Enhancing Adaptive Capacity and Climate Resilience of Vulnerable Smallholder Farming Communities and Agro-pastoral Systems in Semi-Arid Areas of Tanzania Mainland and Zanzibar - ECCRA” for submission to the Green Climate Fund (GCF).

The overall objective of this project is to enhance the adaptive capacity and climate resilience of the vulnerable smallholder farming communities in agro-pastoral farming system of semi-arid (SA) regions of Tanzania mainland and Zanzibar. The SA targeted regions are: two regions of Tanzania mainland (i.e. Manyara and Singida) and two regions in Zanzibar Island (Pemba Kaskazini).

This will be achieved through three distinct and closely interlinked components. Component 1; focuses on climate resilient landscape management planning that aims to address drivers of poor land use, land degradation and deforestation in the agricultural landscapes that contribute to the deteriorating integrity and health of the rangelands and as source of GHG emissions. Component 2: focuses on climate proofing selected agricultural value chains while harnessing synergies between adaptation and mitigation. This component also integrates the private sector through innovative business models. Climate services will provide essential information that will inform planning (Component 1), investments and decision-making (Component 2) thus helping minimize the adverse effects of climate change on the investments. Component 3: focuses on climate infrastructure and services; 4) Component 4 focuses on strengthening institutional capacities and interagency collaboration necessary for mainstreaming climate change considerations into planning and budgets thus ensuring sustainability of the interventions beyond a project life cycle. Special consideration will be given to the vulnerable groups (especially women, youth and disabled) and in catalysing private sector investments. The Ministry of Agriculture (MoA) and IUCN Tanzania will coordinate the project and executing partners to be involved in the implementation.

This Project is aligned to the country’s national development priorities as espoused in the key policy and strategic documents including, Tanzania Development Vision 2025, National Agriculture Policy, Climate Change Strategy, Agriculture Climate Resilience Plan, Agriculture Sector Development Programme II and the NDC. These policies are complemented and underpinned by AU Agenda 2063, AU’s Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods, Agenda 2030 on Sustainable Development and its associated SDGs and the Paris Agreement on Climate Change.

The project will directly contribute to the GCF’s strategic result areas for adaptation, namely: increased resilience of: health, water and food security to the impact of climate change; livelihoods of the most vulnerable people and communities; and ecosystem and ecosystem services. On the mitigation front, the project will contribute to reducing/avoidance of emissions from energy access and power generation and forestry and rangelands. Interventions of the project will reach 1,000,000 farmers as direct beneficiaries and up to 2,000,000 people as indirect beneficiaries. The direct beneficiaries will be 47 percent women and 53 percent men taking into account the youth population.
2.0 OBJECTIVE OF THE CONSULTANCY

The main objective of the consultancy is to update the concept note and formulate the feasibility study of the proposed project interventions that will inform development of the full proposal for the GCF funding for Tanzania.

In order to achieve this objective an international consulting firm is required to review and assess existing climate change adaptation studies for agricultural and farming sector in Tanzania, including studies on potential of ecosystem based adaptation measures to land resources in Tanzania context.

The preparation of the feasibility study will be guided by the Green Climate Fund requirements on its scope and focus. The feasibility study, in addition to the analytical chapters will include an executive summary and a chapter with recommendations for project interventions aiming to improve adaptive capacity and risk management of targeted rural communities in Tanzania. Furthermore, upon request from IUCN and/or project development Team Leader, the consulting firm will provide evidence of the technical feasibility of the proposal, assess capacity of executing entities/patterns, etc.

The firm will work with the project development Team Leader from Ministry of Agriculture and the IUCN Country Office, under overall technical guidance of the IUCN’s regional GCF advisor. The firm will also be responsible for convening meetings with key partners and stakeholders.

The main activities under the project preparation funding will include:
Activity 1. Development of an updated concept note and theory of change
Activity 2. Delivery of feasibility studies
  2.1 Primary value chains: sunflower and livestock
  2.2 Secondary value chain: common beans, sorghum (post-harvest), pearl millet
  2.3 Climate change rationale
  2.4 Alternative energy development
  2.5 Landscape characteristics of the study area (a) physiography, climatic/agro-ecological zones, drainage basins (b) Agro-economic/farming system zones
  2.6 Inventory of existing plans and potential/key stakeholders (potential private sector partners)
Activity 3. Preparation of an Environmental and Social Impact Assessment and gender analysis
  3.1 ESIA
  3.2 Gender analysis and action plan
Activity 4. Development of a Financial Model and Economic Analysis
Activity 5. Development of a Project Management Plan
Activity 6. Preparation legal arrangements
Activity 7. Draft the full proposal

3.0 CONSULTANCY SERVICE MAIN TASKS:

Activity 1: Revision of ECCRA concept note and theory of change

Under the coordination of MoA/MANLF and in close collaboration with the National Designated Authority (NDA) the VPO, IUCN and partners team, the Consultant will be responsible for revising and strengthening the draft concept paper, designing theory of change according to stakeholder input and GCF requirements and develop a log frame.

Main tasks are as follows:

- Task 1: Facilitate the generation of a cogent theory of change, results framework
- Task 2: Update the Concept note to encompass input from stakeholder consultations, GCF secretariat input and feasibility studies
Activity 2. Delivery of feasibility studies for climate resilient agricultural value chains in agropastoral system

The objectives of this study are:

a) To undertake the technical feasibility and design phase for the five value chains of the project (climate resilient production of sunflower, common beans, sorghum (mainland), pearl millet (Pemba) and sustainable livestock production);

b) Generate models of viable energy efficiency systems

c) To develop and agree on the commercial and management case for the four project components, including the project partnership and arrangements; and

d) To provide relevant financial and economic information to prove the technical and financial feasibility of the suggested investments.

The feasibility study will include vulnerability and risk mapping assessment for current and future sunflower, common beans, sorghum, pearl millet and livestock production in selected districts of Singida, Manyara, Pemba Kaskazini in Tanzania. A list of potential adaptation options to address the risks of current and future impacts from climate change on sunflower, common beans, sorghum and livestock production will be developed, and a short-listed set of programmatic components for the project, to be taken forward for full design and implementation will be agreed.

The study will also include landscape mapping as a base (to guide interventions) and produce a fully comprehensive analysis of impacts from climate change on land use management in the region(s) and propose a detailed plan for the adaptive management using a variety of cost effective measures.

It will also appraise the options and develop action plans for setting up and supporting alternative systems for energy generation to supplement natural biomass dependency. The assignment will also develop the options for the improved energy efficiency and reduced emissions.

Activity 3. Stakeholder Engagement, ESMS Assessment and Gender Analysis & Action Plan

i. Stakeholder engagement and ESMS assessment

The objective of this activity is to ensure compliance with the IUCN ESMS and with Tanzania’s and the GCF's environmental and social policies and regulations. It will entail the following:

a) Stakeholder Analysis

b) ESMS Screening – identification of potential adverse environmental and social impacts

c) Targeted environmental and/or social assessment, collection of social and environmental baseline data for the targeted regions and development of an environmental social management plan (ESMP) capturing identified impacts and respective mitigation measures

d) Development of safeguard tools depending on whether any of the four ESMS Standards has been triggered (e.g. Indigenous People Plan, Process Framework, Pest Management Plan etc.)

e) Stakeholder Engagement - structured and documented process followed during the assignment and development of Stakeholder Engagement Plan for the Project

f) Grievance Mechanism

Detailed ToRs are provided in Annex II

ii. Gender Analysis and Action Plan

Carry out a Gender Analysis. The specific objectives of the gender analysis are to:

a) Gather data on gender roles, power relations and a disaggregation of women’s and men’s specific interests, needs, and priorities

b) Provide recommendations on how women can participate equally and actively alongside men, and can gain maximum benefit from programme interventions and how the programme can contribute to the Government's gender equality agenda

c) Develop appropriate gender sensitive indicators that can be integrated into the programme framework.

Detailed ToRs are provided in Annex III.

Activity 4. Development of a Financial Model and Economic Analysis

The specific objectives of the study are to:
a) To develop a method for the Economic Appraisal, and Financial Model, setting out the input requirements as determined by the technical feasibility studies.

b) To undertake a detailed Economic Appraisal (EA) for each of the four components or sub-projects, and for the Project as a whole, drawing on the cost and benefit information collected by the technical feasibility studies. This will require close integration and working with the consultants for these work packages. The appraisal should also identify the distributional costs and benefits of the project.

c) To prepare a detailed Financial model (FM) for each of the four sub-projects, and the project as a whole, drawing on the cost and programming information from the feasibility studies, and collating the information on project and external finance and funding modalities.

d) To use the information of the two assessments above to complete the relevant sections of the GCF application template.

Detailed ToRs are provided in Annex IV.

**Activity 5. Development of a Programme Management Plan**

A Programme Management Plan (PMP) is required to ensure that the programme is managed in a coherent and efficient manner, risks are managed effectively and outputs are delivered to time and budget. It will provide detailed guidance for the PMU (and project partners) and cover project management, quality assurance, reporting and communication, coordination and phasing of activities, risk identification and tracking, cross learning and value for money. Effective programme management will eliminate gaps and duplication in service delivery, determine an appropriate division of responsibility and establish a framework for information sharing, component collaboration and joint planning. The PMP will provide a set of guidance notes for managers to ensure project management is executed effectively and the programme is on track to deliver against its targets.

The PMP will also include the initial design of the Monitoring, Evaluation and Learning (MEL) system. The M&E system will as much as possible be based on existing systems used by MoA and IUCN. Monitoring and data collection is crucial for the successful delivery of the project and the focus will be on building a responsive M&E system that provides almost real-time feedback to the PMU and the management team for each sub-project, to develop evidence-based implementation, a continual assessment of progress and draw lessons for the future.

Detailed ToRs are provided in Annex V.

**Activity 6. Preparation of legal arrangements**

Legal services are needed to review the approach to be adopted and to advise on the legal implications in the following areas of the programme:

a) Review of risk assumptions to evaluate how risks can legally be allocated in regard to land use planning and management, collection of local taxes from individual producers and safety monitoring.

b) Assess the financial management and accounting structures proposed to identify efficiency gains including taxation of revenues and accounting methods for depreciation of assets.

c) Identify licensing, permitting and other legal risks that need to be addressed and allocated to potential risk owners.

d) Identifying all contractual and commercial relationships in the course of conducting studies and subsequent implementation.

e) Ensuring all necessary approvals and permissions are obtained before commencement of tender process and relevant parties to sign the tender documents and contracts.

f) Confirming legality of budgeting assumptions and the management of revenue flows.

Support is also required to perform legal due diligence during appraisal and as the need arises to fully inform of all aspects of the relevant laws and local regulatory issues affecting its prospective investments. Detailed ToRs are provided in Annex VI.
**Activity 7. Reporting and proposal drafting**

The will produce the following reports:

1. Weekly updates to IUCN & MoA, MANLF (template)
2. Monthly Progress Briefs to IUCN & MoA, MANLF, Partners
   - Interim Report 1 – Final concept paper
   - Interim Report 2 – Climate resilient land use baseline/ Landscape map(s) of the project area (climatic zone/agro-ecological zone maps, agro-economic/livelihood/farming system zone maps)
   - Interim Report 3 - Sunflower, common beans, sorghum, livestock value chains feasibility study
   - Interim Report 4 – Alternative energy systems study
   - Interim Report 5 - ESMS Assessment and Gender Analysis
   - Interim Report 6– Financial model and Economic Analysis
   - Interim Report 7 - Programme Management Plan and Programme Implementation Manual
   - Interim Report 8 - Legal arrangements
3. Final Report, including: a) final summary of activities, b) lessons learned, c) recommendations, and d) audited expenditure report.
4. Draft proposal approved by IUCN, MoA/MANLF/Partners

**4.0 IMPLEMENTATION APPROACH AND METHODOLOGY**

Please include information on implementation arrangements.

**4.1. Tasks to be implemented**

Activity 1. Development of an updated concept note and theory of change

Activity 2. Delivery of feasibility studies and related baseline studies
   2.1 Primary value chains: sunflower and livestock
   2.2 Secondary value chain: common beans
   2.3 Alternative energy development
   2.4 Landscape characteristics of the study area (a) physiography, climatic/agro-ecological zones, drainage basins (b) Agro-economic/farming system zones
   2.5 Inventory of potential/key stakeholders (potential private sector partners)

Activity 3. Stakeholder Engagement, ESMS Assessment and Gender Analysis and Action Plan
   3.1 Stakeholder Engagement and ESMS Assessment
   3.2 Gender analysis and action plan

Activity 4. Development of a Financial Model and Economic Analysis

Activity 5. Development of a Project Management Plan including the implementation manual

Activity 6. Preparation legal arrangements

Activity 7. Draft the full proposal

**4.2. Methodology**

The consultant must propose in his offer a methodology (understanding of ToR, strategy, timetable of activities and statement of availability) based on the instructions given in the Terms of Reference.

1. **Understanding of ToR:** Any comments on the ToR for the successful execution of activities, in particular regarding the objectives and expected results, thus demonstrating the degree of understanding of the contract. Previous lessons learnt especially in execution of similar services in the region. Opinion on the key issues related to the achievement of the contract objectives and expected results. An explanation of the risks and assumptions affecting the execution of the contract.

2. **Strategy:** An outline of the approach proposed for contract implementation, a list of the proposed tasks you consider necessary to achieve the contract objectives, inputs and outputs.
3. **Work plan & timetable of activities**: Outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the contracting authority and taking into account travel time). The identification and timing of major milestones in executing the contract, including an indication of how the achievement of these would be reflected in any reports, particularly those stipulated in the Terms of Reference. The methodologies contained in the offer should include a work plan indicating the envisaged resources to be mobilised.

*Please note that the “understanding of ToR” and “strategy” of the methodology should not exceed 15 pages. Do not repeat/copy the ToR.*

4.3. **General principles**

IUCN, the accredited entity to the GCF will lead the implementation of the proposal development activities in collaboration with MoA Tanzania. The design phase will be implemented as a learning process. The systems developed during the design phase will adhere to GCF guidelines and environmental and social safeguards. Extensive field visits will be built into the design activities with all consultants conducting assignments in country and on site (in collaboration with the project committee) as required. The design phase will support the preparation of the full proposal to GCF. All activities will be undertaken from the perspective of strengthening the national capacity to implement the proposed programme. The approach to monitoring during this assignment will focus on building a responsive M&E system that provides real-time feedback to the design team coordinator and IUCN to develop evidence-based implementation and draw lessons for the implementation phase.

The Consultant will be responsible for the coordination of the consultancy processes. S/He will ensure the full responsibility of the management of consultant expert’s team, and will ensure good collaboration of each consultant’s expert with main key stakeholders and client/beneficiaries. The consultant is full responsible for the management of the full proposal writing processes.

The document should be clearly articulated, well-presented and has to provide any evidence based justifications and risk analyses that may strengthen the quality of the proposal based on high expertise in climate change mitigation and adaptation. The best available information shall be used taking into account the uncertainties of some studies which should be reflected. Consultant should ensure the use of high quality referenced data to justify adaptation needs and quantify and qualify impacts of intended adaptation actions if further data is needed over and above that which is already made available through partners (World Vision, CARE Tanzania, CIAT, TNC, TCSAA).

The consultant will develop interim products for review by the GCF Agency, IUCN-GCF experts and/or other relevant key stakeholders/experts. A product delivery schedule that will be set in the inception report will present, for each required deliverables, timeline and responsible for first production, review and final editing.

The IUCN-GCF consultative Team of experts will provide the consultant with all relevant background documents. The IUCN-GCF Team of experts and selected partners will be available for ongoing conversations, to clarify expectations with regard to the process and outputs. IUCN will be facilitating the communication between the selected consulting firm, and any relevant entities. The IUCN Team will lead engagements with the National Designated Authority (NDA) to receive NDA approval of the proposal prior to submission to the GCF.
4.4 Implementation plan

The expected implementation period is from November, 2019 - February 28, 2020.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
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<td>Activity 1. Development of an updated concept note and theory of change</td>
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<td>Activity 2. Delivery of feasibility studies</td>
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<td>Activity 3. ESMS Assessment and gender analysis / plan</td>
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<td>Activity 5. Development of a Project Management Plan including the implementation manual</td>
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<td>Activity 6. Preparation of legal arrangements</td>
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<td>Activity 7. Reporting and full proposal drafting</td>
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5.0 FINANCIAL PLAN

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<th>Description</th>
<th>Cost US$</th>
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<tr>
<td>Activity 1. Development of an updated concept note and theory of change</td>
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<tr>
<td>Activity 2. Delivery of feasibility studies/baselines</td>
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<tr>
<td>Activity 3. ESMS assessment and gender analysis / plan</td>
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<tr>
<td>Activity 4. Development of a Financial Model and Economic Analysis</td>
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<td>Activity 5. Development of a Project Management Plan including the implementation manual</td>
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<td>Activity 6. Preparation of legal arrangements</td>
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<tr>
<td>Activity 7. Reporting and development of draft proposal</td>
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<td>Management Fee</td>
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<td>Contingency</td>
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6.0 SELECTION CRITERIA

Following elements have to be described by the bidder in its technical proposal, among other:

- The general methodology describing main steps and processes of the consultancy;
- Outline /plan of each deliverable to be provided by the Consultant, such as for:
  - The revised concept note;
  - The feasibility study (including baseline, financial & economic appraisal);
  - Draft Full Proposal and its annexes based on drafts available. This includes reviewing the remaining annexes required by the GCF, including on gender, environment and social management framework and system, stakeholder engagement, etc.
- Presentation of the consultant team: composition, profile of each expert, role and task of each expert in this consultancy, and justification of adequacy of proposed skill and their complementarity with consultancy requirement;
- Investment (number of person-days) and schedule per activity/sub-activity of each expert of the consultant team;
- Table of deliverables and deadlines.
For information, table below present some of major action that are currently identified as needed to move from assessment to a draft proposal with relevant annexes. This list is not exhaustive and should be reviewed/improved by the Consultant, first in their technical proposal and secondly during the inception phase (confirmation/update).

1. Improve the rationale for the two regions in mainland and Zanzibar as selected locations –

2. Review & refine the key interventions in the updated CONCEPT NOTE. Strengthen the rationale for the interventions? Who would perform them? How? Using what financial mechanisms?

3. Strengthen the selection criteria to make the case for the field sites of focus & clearly state how this process would roll out over the project lifetime

4. Strengthen information on climate impacts in Semi-Arid regions of Tanzania, and how Interventions would increase resilience

5. Strengthen the Cross-Cutting Activities


7. Describe financial status and how the project/programme sponsor will support the project/programme in terms of equity, management, operations, production and marketing.

8. Ensure draft Implementation arrangements are aligned with the project design - who would do what.

9. Strengthen the narrative on how Implementation would work & consolidate a detailed Timetable

10. Co-financing: Ensure that Sources of Funds & Financial Instruments, by Intervention Activities are provided appropriately

11. GHG benefits need to be estimated: While the project proposal is not aimed at targeting mitigation targets of the GCF, the proposal will estimate GhG benefits

12. Improve Vulnerability to climate change & financing needs: needs to be strong, logical and specific case made that GCF $ spent would address climate impacts and resilience

13. Ensure Stakeholder engagement is strong and well documented

14. Describe the financial model and Financial and Economic Appraisal

15. Generate compelling Feasibility studies

<table>
<thead>
<tr>
<th>7.0 DELIVERABLES</th>
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<tr>
<td>The table below present deliverables and maximum deadlines of item 1. Bidders are invited to present alternative calendar in their technical proposal and justify.</td>
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<table>
<thead>
<tr>
<th>N°</th>
<th>Deliverable description:</th>
<th>Deadlines</th>
<th>Payment Instalment</th>
<th>% of total cost of item 1 to be paid</th>
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</table>
| 1  | **Inception report**  
  - Weekly updates to IUCN & MoA  
  - Monthly Progress Briefs to IUCN & MoA | 10 days after the beginning of the implementation | Installment 1 | 10% |
| 2  | **Updated Concept Note**:  
  - A working theory of change and comments from GCF Secretariat on the current draft | 5 days |  |  |

For information, table below present some of major action that are currently identified as needed to move from assessment to a draft proposal with relevant annexes. This list is not exhaustive and should be reviewed/improved by the Consultant, first in their technical proposal and secondly during the inception phase (confirmation/update).
3. **The technical studies and economic and financial feasibility study**
   - Climate vulnerability and socio-economic baseline
   - Sunflower, Common beans, Livestock value chains feasibility study
   - Landscape mapping
   - Stakeholder's mapping
   - Alternative energy systems study
   - ESMS assessment and gender analysis
   - Financial model and Economic Analysis
   - Programme Management Plan and Programme Implementation Manual
   - Legal arrangements
   - Capacity Development Plan for PMU
   - Final Report including: a) final summary of 60 days after the beginning of the implementation

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<tr>
<th>Deliverable</th>
<th>60 days after the beginning of the implementation</th>
<th>Installment 2</th>
<th>45%</th>
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4. **Full proposal and annexes for 1st submission to GCF**
   - Full proposal finalized and approved by IUCN, MoA and the NDA with a letter of no objection

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<th>Deliverable</th>
<th>90 days after the beginning of the implementation</th>
<th>Installment 3</th>
<th>45%</th>
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Note: each deliverable should be presented to and approved by the ad-hoc Steering Committee, which is composed by representative of NDA, MoA, IUCN and partners.

Inception, deliverables and final reports will be produced in English (according to deadline set in point 6) in soft format (word files, excel files for table and graphics, and shapefile for maps, and in pdf format directly printable). Inception and final activity report will be provided additionally in 2 hard copies.

### 8.0 DURATION

The contract starts upon award notification. All tasks have to be achieved within a period of 90 calendars days from the awarding. Each order will set the deadline of respective tasks. The duration of the contract not go over the November 15th 2019.

### 9.0 REQUIRED EXPERTISE AND FIRM EXPERIENCE

Indicative team composition and number of person-days for this consultancy:

- A team leader to oversee the feasibility studies for agriculture, rangeland management and restoration
- Sunflower, Common beans and Livestock value chains specialist with climate change expertise
- Specialist in landscape mapping and sustainable land use planning with agro-climatology knowledge (agro-ecosystems/ecologist)
- Agro-economist specialist with climate change and agriculture experience
- Senior Economist with experience of economic and financial appraisal, and value for money assessment.
- Alternative energy specialist
- Private sector specialist
- M&E specialist
- A capacity development specialist
- Gender specialist
- Project and development manager
- Financial consultant
The consultant must complete the **table hereunder**. He must provide in his offer the **CV’s of the key experts proposed** for implementing this services contract. The CV’s (qualifications and experience of key experts) have to fulfil the profiles as requested in the ToRs. Each CV should be no longer than 3 pages.

<table>
<thead>
<tr>
<th>Name of expert</th>
<th>Proposed position</th>
<th>Years of relevant experience</th>
<th>Educational background</th>
<th>Specialist areas of knowledge</th>
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The experience required for a Firm (if the bidder is a firm)

- A list of main **similar services (elaboration of Funding Proposals for GCF) services** performed the last 3 years indicating the dates, client and details on the assignment.
- At least 1 relevant experience in the design of proposal and/or in management of similar programme in the domain of natural resources management / Climate change /Environment. Proven by a **certificate of good completion** from the Client indicating the date and name of the assignment.

**Availability of key experts**

By submitting this tender, the tenderer explicitly declares that the following key experts are available for the whole period scheduled for his/her input to implement the tasks set out in the Terms of Reference and/or in the methodology\(^1\). Key experts will not be replaced during the implementation of the contract without prior written approval by the contracting authority\(^2\).

<table>
<thead>
<tr>
<th>Key experts</th>
<th>From</th>
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<tr>
<td>Name:</td>
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Name and first name: ...........................................

Duly authorised to sign this tender on behalf of: ...........................................

Place and date: ...........................................

Signature: ............................................

---

\(^1\) Any expert working on another contract, where the input from his/her position to that contract could be required on the same dates as his/her activities under this contract, must not be proposed as a key expert for this contract under any circumstances. Consequently, the dates / period included by a key expert in his/her statement of availability must not overlap with dates on which he/she is committed to work as a key expert on any other contract.

\(^2\) In case of replacement, the expert’s qualifications and experience must be at least as high as those of the expert proposed in the tender.
Annex I: Agricultural value chains Feasibility Study Terms of Reference

1. Study objectives
The specific objectives of the study are to:
1. Review the baseline climate and socio-economic baseline scenarios
2. To undertake the technical feasibility and design phase for the components of the project.
3. To develop and agree the commercial and management case for these project components, including the project partner arrangements.
4. To provide relevant financial and economic analysis on the project components for input to the economic and financial appraisal of the project.

2. Methodology and Tasks
The Assignment will be carried out by a core team of consultants (or consulting company) in co-ordination with IUCN and MoA. The "core" team of consultants will undertake a desk-based review of relevant materials prior to site visits in Tanzania.
Following this, the main design phase should be undertaken. The suggested method for consultants and the task components are suggested below.

2.1 Component 1: Sunflower/Common beans/ Livestock value chain resilience

Scoping
The team should visit project sites for the scoping phase, and should include consultations with MoA, IUCN, other government/project partners, development partners, civil society, academic institutions and private sector partners and prepare a detailed work plan for the rest of the study. Before departure they will make a presentation to IUCN and Key Ministries on the key findings and a draft design of the programme.

Vulnerability and climate change analysis
This activity will undertake the vulnerability and risk mapping assessment for current and future sunflower/common beans/livestock production in Singida, Manyara and Pemba. It will:
- Collate historical climate data relevant for the areas;
- Collate current sunflower, beans, livestock production data for the regions and analyse the historical effects of climate variability on tea production (and if possible quality);
- Undertake a literature review of the potential response functions linking climate and sunflower, beans and livestock (production and quality), particularly in East Africa, as well as a review of the international impact on tea and Tanzania's comparative advantage under climate change;
- Review the latest future climate projections, and provide relevant metrics linked to the response functions for assessing the future risks of climate change.
- Develop a GIS based assessment of elevation data and overlay this with tea production areas (current and proposed) to understand current agro-climatic zones and the potential future shifts under climate change.
- Use this information to develop a risk map of current and future production areas in terms of current, short and mid-century periods for climate change.
- This information will provide a key input to the GCF application and should be consistent with the GCF guidance and the information required in section C.2.1 Baseline scenario (i.e. emissions baseline, climate vulnerability baseline, key barriers, challenges and/or policies).

Adaptation assessment
This task will develop a short-list of potential adaptation options to address the risks of current and future climate change, working within a framework of decision making under uncertainty1 and iterative decision making. This will focus on three types of interventions.

1. Immediate actions that address the current impact of climate variability and build resilience for the future. This involves early capacity-building and the introduction of low- and no-regret actions.
2. The integration of adaptation into immediate decisions or activities with long life-times, notably tea expansion plans. This should include analysis of decision making under uncertainty. It is recommended that potential concepts of portfolio analysis and robust decision making are included.
3. Early planning for the future impacts of climate change, noting the high uncertainty. This should include analysis of early actions to improve future decisions, and should include consideration of the value of information and option values.

As an example, the initial project proposal included discussion of sustainable sunflower, beans and livestock management, better weather information, insurance and small scale irrigation as potential options for the use of agronomy strategies for smallholder, and research and enhanced monitoring into climate trends and varietal choice.

The tasks will include:
- A review of the literature on potential options for enhancing sunflower, beans and livestock resilience.
- Discussion with sunflower, beans and livestock producers and the sector on potential options.
- An assessment of the timing and phasing of these options using the iterative framework above.
- To undertake technical review and feasibility assessment.
- To review the potential barriers to adaptation options.

At the end of this task, a portfolio of promising options – based on an iterative adaptive management framework – will be produced, i.e. a draft sunflower, beans and livestock resilience programme. This information will provide input to the GCF application and should be consistent with the GCF guidance and the information required, section C.2.1.3 Key barriers and challenges to addressing climate vulnerability and adopting low carbon development pathways.

**Establish and support producer associations or cooperatives**

This task will appraise the options and development action plans for setting up and supporting contract farming scheme for climate smart sourcing. It involves the following steps:
- Stakeholder consultations to ascertain current status and potential of such groups.
- Undertake a survey of existing associations and cooperatives within the project area.
- Assessment of the potential for the establishment of new associations or cooperatives.
- Undertake capacity needs assessment of interested existing or potential new tree growers associations or cooperatives.
- Market analysis of existing and potential new rangeland products.
- Assessment of available credit and micro-finance options and opportunities to support associations / cooperatives.
- Development of design and fully costed action plan for the establishment and support of farmer associations or cooperatives, to include but not necessarily be limited to:
  - Arrangements for compliance with institutional and regulatory requirements.
  - Economic analysis of options and opportunities.
  - Links to credit and micro-finance services.
  - Technical, financial and business advice and capacity strengthening support actions.
  - Assessment and articulation of options for the inclusion and prioritization of women and vulnerable groups in farmer associations of cooperatives.
  - Design of costed M&E framework for assessing association or cooperative performance.

**Facilitate private sector engagement in the production systems**

This task will design and produce an action plan for supporting the development of existing and establishment of new private sector in sunflower, beans and livestock value chains within the project area. It will entail:
- Consultations with national and local stakeholders to assess legal, regulatory and financial requirements and current sunflower, beans and livestock production system status.
- Appraisal of practicable high quality seed and provenance sources.
- Undertake capacity needs assessment.
- Economic analysis of sunflower, beans and livestock development and business opportunities, to include but not be limited to:
  - Market analysis of existing and potential new products and services.
  - Assessment of available credit and micro-finance options and opportunities to support associations / cooperatives.
- Potential for subsidies or other incentives for sunflower, beans and livestock development and management
- Available credit or micro-finance sources

- Development of design and fully costed action plan for support to private sector nurseries, to include but not necessarily be limited to:
  - Sunflower, beans and livestock Seed sourcing
  - Arrangements for compliance with institutional and regulatory requirements
  - Technical, financial and business advice and capacity strengthening support actions
  - Assessment and articulation of options for the inclusion and prioritization of women and vulnerable groups

Costed M&E framework

**Prioritization**

This task will agree a short-listed set of programmatic components for the project, to be taken forward for full design and implementation. This should identify 1 – 3 activities in each of the three interventions outlined above. The task will:

- Work with the economic appraisal and financial model team to undertake an economic cost-benefit analysis of the promising options. For longer-term options, this should include a light touch assessment using decision making under uncertainty techniques.
- Combine this information in a multi-criteria analysis that considers the urgency, practicality and feasibility of options, as well as the distributional and gender dimensions of the options.
- Discuss potential options with project partners and other stakeholders.
- Agree on the short-list of project components to take forward to implementation and discuss why these options represent the application of best practice and value for money.
- Discuss and agree the pilot locations.
- Undertake consultation and planning. This task will comprise a stakeholder analysis with key implementation partners and local groups, to ensure suitable locations are chosen for the interventions.
- To develop a costed M&E framework

At the end of this task, the project will have developed a techno-economic sunflower, beans and livestock resilience plan and have a detailed implementation plan.

This information will provide a key input to the GCF application and should be consistent with the GCF guidance and the information required for section E.1.1. Mitigation/adaptation impact potential, E.1.2. Key impact potential indicators, E.3.1. Environmental, social and economic co-benefits, including gender-sensitive development impact, E.6.5. Key efficiency and effectiveness indicators, F.2. Technical Evaluation and E.6.4. Application of best practices. The task will also need to provide the necessary information on costs and benefits for the overall study cost-benefit analysis, and the information for E.6.1. Cost-effectiveness and efficiency.

### 2.2 Component 2: Climate adapted farming system and land use management

To enhance climate-resilient agro-ecological systems, this component will design and implement a range of sustainable farming systems and rangeland restoration and management interventions for multiple uses and benefits. These include natural regeneration, diversification of drylands forest goods and services, protection of watersheds, reduced soil erosion and promotion of other benefits such as carbon sequestration, biodiversity, and direct and indirect ecosystem services (for example, fodder, NTFPs, nutrient and water cycling). The primary objectives of this sub-component, whilst strengthening local capacities and supporting private sector development, are to:

1. Increase the productivity of farmlands in changing climate scenario
2. Increase the range and alternatives of energy efficiency solutions
3. Increase and/or diversify other rangeland goods and services (including NTFPs and ecosystem services), and
4. Stabilise land cover and introduce erosion protection.
**Scoping**

This activity will review existing literature and key documents, and meet with key stakeholders, both government and potential implementation partners, to discuss the project. It will produce a detailed work plan for the design phase. There are multiple stakeholders and existing plans, policies and initiatives concerning rangelands, forestry, land use and watershed management within Tanzania and it is essential that the design of these elements fits within and supplements the national and local priorities and methodological landscape. Where practicable and effective the designs should utilise and build on existing information and best practice.

**Rangelands assessment and planning**

This task will supplement existing information to produce a fully comprehensive and costed rangelands management plan for targeted areas. It will entail among others:

- Consultation with communities/farmers/pastoralists establish clear and agreed management objectives
- Review and collation of existing inventory, use and management information
- Supplementation of the above with site surveys and assessments, to include as necessary soil analysis, land use land cover assessment, species and land capability classification
- Production of long term (20 year) land use management plan
- Production of costed operational 5 year land use management plan
- Assessment and articulation of options for the inclusion and prioritization of women and vulnerable groups in management

This information will provide a key input to the GCF application and should be consistent with the GCF guidance and the information required for section C.2.1 Baseline scenario (i.e. emissions baseline, climate vulnerability baseline, key barriers, challenges and/or policies), E.1.1. Mitigation / adaptation impact potential, E.1.2. Key impact potential indicators, E.3.1. Environmental, social and economic co-benefits, including gender-sensitive development impact, E.6.5. Key efficiency and effectiveness indicators, F.2. Technical Evaluation and E.6.4. Application of best practices. The task will also need to provide the necessary information on costs and benefits for the overall study cost-benefit analysis, and the information for E.6.1. Cost-effectiveness and efficiency.

**Improve the energy efficiency and reduce emissions agriculture, forest and land use change (AFOLU)**

This task will develop the options for the improved energy efficiency and reduced emissions for the overall dependency on biomass energy at the household level. The task will include:

- An initial site visit of existing operations with an indicative energy audit, to provide a baseline analysis and a baseline emissions profile. This information will provide input to the GCF application form section C.2.1 Baseline scenario (i.e. emissions baseline) and the analysis should be undertaken and described to be consistent with the form guidance.
- To prepare an initial report, based on the report and literature review, plus discussion with other international good practice examples, detailing the range of possible options for improving the emissions profile of the region from AFOLU and ancillary energy use (including the potential for the development of small solar). The consultants will be expected to consider a wide range of potential options, including technical options and changes in maintenance and operational practice, though some examples are available from previous studies in the region in Tanzania.
- To undertake an initial assessment of the costs of these options, including an assessment of their potential emission saving.
- To consult with the renewable energy providers on these potential options and discuss the feasibility and agree on a package of key options for implementation.
- Following this, to work up a costed analysis of the various preferred options, the emissions savings these will achieve and to develop relevant indictors. This should include the activity plan for the implementation of the option, the necessary staff training, capital and operation costs, etc. It should also work up in detail the emission benefits likely from the implementation.
The task results will form part of the GCF application and should be consistent with section E.1.1. Mitigation / adaptation impact potential, E.1.2. Key impact potential indicators, E.3.1. Environmental, social and economic co-benefits, including gender-sensitive development impact, E.6.5. Key efficiency and effectiveness indicators, F.2. Technical Evaluation and E.6.4. Application of best practices. This task will also need to provide the necessary information on costs and benefits for the overall study cost-benefit analysis, and the information for E.6.1. Cost-effectiveness and efficiency. This will involve close cooperation with the economic appraisal and financial model activities, working with the methodology developed by this team and collecting relevant data and analysis.

**Restore degraded land (farmlands, rangelands, watershed, and other communal lands) and introduce erosion protection Interventions**

This task will develop comprehensive landscape maps (with land units) to facilitate land use plans for the stabilisation of target rangelands and soil erosion protection using a variety of cost effective measures. It will entail:

- Consultation with national and district agricultural experts and local communities on zoning of land for agriculture, pasture, perennial crops/grasses and land use objectives
- Land stability, suitability and erosion assessment
- Appraisal of cost effective options, to include but not be limited to sunflower and common beans planting, low impact planting (such as bamboo and Vetiver grass, restoring permanent vegetative cover on steep slopes, e.g. grasses, shrubs etc., contour trenches, construction of terraces and check dams, tree planting on gully banks, groundwater recharge structures, percolation pits, ponds, sediment traps etc., agroforestry, shelterbelts)
- Production of fully costed management and action plans for farms, rangelands stabilisation and soil erosion control,
- Design and produce a costed plan for the establishment and capacity development of farmer associations, water user groups, including identification of suitable groups and interest parties, capacity needs assessment and appropriate capacity development actions
- Assessment and articulation of options for the inclusion and prioritization of women and vulnerable groups in the management and action plans
- Design of costed M&E framework

This information will provide a key input to the GCF application and should be consistent with the GCF guidance and the information required in section C.2.1 Baseline scenario, E.1.1. Mitigation / adaptation impact potential, E.1.2. Key impact potential indicators, E.3.1. Environmental, social and economic co-benefits, including gender-sensitive development impact, E.6.5. Key efficiency and effectiveness indicators, F.2. Technical Evaluation and E.6.4. Application of best practices. This task will also need to provide the necessary information on costs and benefits for the overall study cost-benefit analysis, and the information for E.6.1. Cost-effectiveness and efficiency. This will involve close cooperation with the economic appraisal and financial model activities, working with the methodology developed by this team and collecting relevant data and analysis.

**2.3 For all components**

**Environmental and social safeguards**

A separate safeguard assignment as well as gender analysis and mainstreaming assignment will be undertaken as part of another component. The consultants should, however, be in close coordination with the consultants identified for this component and if possible ensure that site visits can be done jointly.

**3. Team composition and required expertise**

The team should comprise the following key team roles (team members can combine roles if suitably qualified):

- A design team leader, with a strong track record in the delivery of Natural resources/Rural Development projects and in project design with previous experience of working in Tanzania.
- A component 1 design team leader (sunflower, beans and livestock resilience) with international expertise in the design and implementation of adaptation. Previous experience of working in Tanzania is required, preferably in the agricultural or livestock sector.
- A component 2 design team leader (sustainable farming systems and rangelands management) leader, with international experience in the design and implementation of agricultural systems development. Previous experience of working in Tanzania is required.
- An economist specialising in the impacts of climate change and adaptation, preferably with experience in the agricultural sector.
- An agricultural expert with experience in the design and integration of soil erosion control approaches within integrated land use planning. Previous experience in Tanzania would be preferable.
- A private sector specialist with experience in facilitating the development of small scale enterprises and cooperatives, and facilitating linkages with markets and credit institutions. Previous experience with working with cooperatives in Tanzania would be an advantage.

4. Reporting requirements
The consultant(s) will report to Government of Tanzania, IUCN, MoA. Other key contacts include: the World Vision, CARE and other sector specialists involved in the design. The Design Team Leader shall be responsible for overall delivery of the assignment i.e. the key outputs from programme design and appraisal and producing the full business case. The Team Leader shall be responsible to coordinate and manage inputs from other team members and will be a key contact person to. The Design Team leader shall report directly to IUCN and MoA on the overall delivery of this assignment and for all contractual issues.

5. Workplan and timetable
The consultant will need to familiarise her/himself with all aspects of the proposed programme interventions as well as the context in which it will operate. The Consultant is expected to review the relevant programme documents, and other sector- or country specific available materials (to be provided by the Design Team Leader) prior to starting the field work.

The overall assignment, including the completed (and accepted) final report must be completed by the end of October.

The consultant team shall be responsible for their own logistic arrangements e.g. travel, communication, accommodation etc. All relevant expenses should be covered from the contract budget.

6. Deliverables
The Consultant(s) will be responsible for the following deliverables:
- An inception phase report and work plan.
- A detailed design phase report for the components of the project with a descriptive and analytical report (in MS Word, Arial 12 Font) - which contains:
  - A summary of the key findings;
  - A detailed technical feasibility study
  - A programme of work covering the duration of the project, with a detailed work plan and budget
  - Arrangements for programme governance, management, operating and reporting procedures (including the commercial and management case for the three project components, including the project partner arrangements)
  - Relevant financial and economic information on the project components for input to the economic and financial appraisal of the project.
  - An M&E plan.
  - The list of stakeholders consulted (principles of choice, role ascription, date of consultation),
  - A description of the consultation techniques (tailored specifically per target group).
  - Present the findings of the study in a validation workshop (using Power Point – maximum of 10 slides).

The findings should be presented in a format that is helpful to the design team. The Consultant will provide digital photographs where appropriate.
Annex II: Stakeholder Engagement and Assessing and Managing Environmental and Social Risks
- Terms of Reference

1. Objectives of the assignment
The overarching objective of this assignment is to assist IUCN/MoA in ensuring that ECCRA is implemented in an environmentally and socially sustainable manner and in full compliance with the relevant safeguard systems - the Environmental and Social Management System (ESMS) of IUCN, the regulatory framework for environmental and social impacts of Tanzania and the environmental and social policies of GCF. The ESMS is aligned with globally recognized standards on environmental and social matters. With IUCN being an accredited agency to the Global Environment Facility (GEF) and to the Green Climate Fund (GCF), the ESMS has been rigorously examined by these two entities and found fully compliant with the entities' relevant policies. This assignment is therefore guided by the provisions of the IUCN ESMS, more specifically by the four ESMS Standards as well as the environmental and social risk assessment and management procedures laid out in the ESMS Manual and relevant ESMS Guidance Notes3, most notably the Stakeholder Engagement Guidance Note. The purpose of the latter is to ensure meaningful stakeholder engagement in the project during the formulation and design of the projects as well as during the project’s implementation and to ensure appropriate public disclosure of project relevant information.

2. Methodology and tasks
The assignment is composed of the tasks:

a) Stakeholder Analysis
The consultant will develop a stakeholder analysis in order to identify the project’s key stakeholders, assess their interest in the project, the ways in which these stakeholders may influence the project’s outcomes and how they might be impacted by project activities, positively or negatively. The analysis provides the foundation for planning stakeholder engagement throughout the project cycle – who should be involved in the preparation of the project and/or respective risk assessments, but also later during implementation and monitoring and evaluation of project results. The stakeholder analysis should describe stakeholders at relevant geographical scales (national, regional and local) and cover government, private sector and civil society organizations relevant to the project activities as well as social groups that are not formally organized. It is crucial to be specific about stakeholders and communities from the sites of field intervention and to ensure that no relevant groups are inadvertently excluded, e.g. marginalized, disadvantaged or vulnerable groups.

b) ESMS Screening
The Consultant will screen the project on potential adverse environmental and social impacts. Guided by the ESMS Screening Questionnaire the screening will elaborate on the following risk topics:

- Risks of infringing on human rights, including substantial and procedural rights
- Gender equality and risks (incl. gender-based violence)
- Risks of affecting vulnerable groups
- Community health and safety risks (including community risks from security personnel)
- Labour and working conditions
- Resource efficiency, pollution prevention and management of chemicals and wastes
- Risks from project design failing to take climate change into account
- Impact issues related to the four ESMS Standards:
  - Involuntary Resettlement and Access Restrictions;
  - Indigenous Peoples;
  - Cultural Heritage
  - Biodiversity Conservation and Sustainable Use of Natural Resources; and

3 Available at: www.iucn.org/esms
The Screening is scheduled at a point in time where the project design and its theory of change has been consolidated and interventions / activities and sites have been agreed by the relevant stakeholders. The ESMS Screening includes the completion of the ESMS Screening Questionnaire, the categorization of the project (low, moderate or high risk), the identification of potential impact areas and scope of a targeted environmental and/or social assessment, the decision whether Standards have been triggered and the identification of specific safeguard instruments to meet the requirements of the Standard. Particular attention should be drawn on the Standard on Indigenous Peoples. While the Government of Tanzania formally doesn’t recognize the existence of indigenous peoples, it is worth noting that the country has signed the UN Declaration on the Rights of Indigenous Peoples. The decisions whether or not the Standard might be triggered should be based on the IUCN’s definition of Indigenous Peoples (in particular the criterion of self-identification), consultations with respective groups present in the sites identified for field intervention and through consultations from social science experts in Tanzania; also practices or guidance of other relevant organizations including the African Commission on Human and Peoples’ Rights (ACHPR) and African Development Bank should be taken into consideration.

While the ESMS Screening Questionnaire generally provides for a two-step process (completion by project proponent and screening by IUCN ESMS Reviewer), for the purpose of this assignment these two steps are combined in one step and the consultants assumes the role of the IUCN ESMS Reviewer and prepares a draft Screening Report including the relevant decisions (categorization, etc.) described above). The draft Screening Report is reviewed and approved by a designated IUCN ESMS Reviewer. The IUCN ESMS Reviewer will ensure that the screening decision is compliant with the ESMS and comment in particular on the proposed scope of the targeted environmental and/or social assessment.

c) Targeted environmental and/or social assessment

Following the approval of the screening decision, the consult will carry out the risk assessments and propose mitigation measures which will effectively address the impacts. This step will involve conducting extensive consultations with of relevant stakeholders as identified by the stakeholder analysis, in particular of groups that have been identified as potentially being affected by project activities in line with relevant provisions of the IUCN Stakeholder Guidance Note. The purpose of consultation is not only to verify the nature and significance of the potential impacts from proposed interventions identified by the Screening but also to broaden the analysis and capture other concerns or impacts. The task further includes the collection of social and environmental baseline data for the targeted regions (Singida, Manyara, Zanzibar), relevant for the identified impacts using appropriate techniques to achieve the goals of the study.

All identified impacts need to be analyzed on significance, based on the impact’s expected probability and magnitude. Magnitude is considered a result of sensitivity of the receptor, expected severity of the impact, duration, scale and reversibility. To the extent possible the consultant will predict and assess the project’s likely impacts in quantitative terms, identify and estimate the extent and quality of available data, key data gaps, and uncertainties associated with predictions. Topics that do not require further attention should be specified.

The consultant will further recommend feasible and cost-effective measures to prevent or reduce significant negative impacts to acceptable levels and enhance positive impacts and provide design and the description of equipment and/or operational procedures (considered relevant) to respond to those impacts or to avoid or reduce the risks. The involvement of stakeholders and affected groups in these steps is key.

The consultant will provide an environmental social management plan (ESMP) that captures all identified impacts and respective mitigation measures (following the ESMP Guidance Note and Template). The ESMP:

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6 Available at: [https://www.iucn.org/sites/dev/files/esms_esmp_guidance_note_and_template.pdf](https://www.iucn.org/sites/dev/files/esms_esmp_guidance_note_and_template.pdf)
• Describes the identified mitigation measures in terms of feasibility, responsibilities, resources/costs, and institutional arrangements
• Propose capacity building measures for implementing partners and other stakeholders, where relevant,
• Sets up a plan for tracking progress of implementation and monitoring effectiveness of the ESMP including indicators, methods for measuring, frequency of measurements, responsibility of different actors and an estimation of the cost of monitoring
• Provide for monitoring emerging risks and making refinements of future management action, as required.

d) Development of safeguard tools
The Screening Report has determined whether any of the four ESMS Standards has been triggered including decision about specific requirements for managing associated environmental and social risks and the need to develop a standard-specific safeguard instrument (e.g. Indigenous People Plan, Process Framework, Pest Management Plan etc.). The ESMS Standards as well as relevant Guidance Notes\(^7\) are available to provide detailed guidance about these safeguard instruments and how they are developed. Again, conduction meaningful stakeholder engagement is a critical success factor for the development of these instruments.

e) Stakeholder Engagement

During project design
As described in the Stakeholder Engagement Guidance Note the consultations carried out during the project preparation phase need to be documented. A tabled format is generally a useful form of presentation. This should include details such as stakeholders, location and dates of any meetings undertaken to date; key issues discussed and key concerns raised; responses to issues raised, including any commitments or follow-up actions and reporting back to stakeholders. Particular importance should be given to document summaries of consultations carried out during the preparation of required safeguard tools. Where relevant, the scope of the consultations should be specified, e.g. indicating the number of individuals reached/consulted and disaggregated by gender (e.g. in community consultations).

During project implementation
Another important output of the assignment is the stakeholder engagement plan (SEP) that describes how the identified stakeholder will be further engaged during project implementation. The intention of the SEP is to catalyse and organize stakeholder engagement and assure that it effectively takes place. Deciding which stakeholders to continue engaging with during implementation (and the form of engagement) should be based on the stakeholder analysis and on the outcomes of the various consultation processes. Developing the SEP will consider the stakeholder’s interest in the project and their ability to influence the project and contribute to its success, as well as the potential likelihood of the stakeholder being affected by project activities. Engagement can take different shapes. Examples of engagement include active participation in key components of the project (including executing specific components), involvement in project monitoring and evaluation or inclusion in the project’s governance structure (e.g. steering committee).

IUCN encourages active participation of a wide range of stakeholders – particularly women (as individuals or groups), civil society organizations (CSO), representatives of the local communities and local groups, customary landowners, Indigenous Peoples and the private sector – in project execution. The selection of partners to execute different components of a project should be based on their background and experience in the area that the project is addressing as well as other relevant factors. Further guidance is provided in the Stakeholder Engagement Guidance Note.

f) Grievance Mechanism
IUCN has an institution-wide ESMS grievance and redress mechanism in place to address stakeholders’ complaints related to issues where IUCN projects have failed to respect ESMS principles, standards, and procedures. While the generic mechanism is described in a Guidance Note available on IUCN website\(^8\),

\(^7\) Available at: www.iucn.org/esms
\(^8\) Available at: https://www.iucn.org/sites/dev/files/iucn_esms_grievance_mechanism_guidance_note.pdf
the consultant will link the overarching system to a project-level grievance mechanism that takes into account particular conditions and audience of ECCRA stakeholders and their specific socio-cultural background, in particular at the level of the intervention sites. This project-level grievance mechanism needs to explain the processes for submitting grievances, recording, resolving and escalating grievances, as well as for providing feedback and monitoring any agreed corrective actions.

3. Reporting

3.1 Reporting requirements

The report will be based on the above terms of reference and will be submitted to IUCN/MoA in One printed copies, along with an electronic copy on CD, for evaluation and approval. The report will be presented to the public during consultative sessions involving relevant stakeholders for their views on the report. The following format is suggested for the report:

Executive summary
This concisely discusses significant findings (identified impacts, proposed mitigation measures and safeguard tools).

Introduction:
a. Background to the project
b. Objectives of the study
c. Methodology

Policy, legal, and administrative framework
This part discusses the regulatory framework for social and environment matters and natural resource governance relevant for the project; including laws or frameworks implementing the host country’s obligations under international law (e.g. international and regional treaties and conventions ratified by the host county).

Baseline data
This section assesses the dimensions of the study area and describes relevant physical, biological, and socio-economic conditions, including any changes anticipated before the project commences. It also takes into account current and proposed development activities within the project area but not directly connected to the project. Data should be relevant to decisions about project location, design, operation, or mitigatory measures. The section indicates the accuracy, reliability, and sources of the data.

Project description
This part concisely describes the proposed project activities and its geographic, ecological, social, and temporal context, including any offsite developments that may be required. It provides detailed information on the following:
- Location of the study area and description of the current use of the location, programme objectives and size;
- Description of activities related to all implementation stages;

Targeted environmental and social assessment
This part predicts and assesses all identified impacts on significance, based on the impact’s expected probability and magnitude. Magnitude is considered a result of sensitivity of the receptor, expected severity of the impact, duration, scale and reversibility. It contains a prediction in quantitative terms, to the extent possible, and identifies and estimates the extent and quality of available data, key data gaps, and uncertainties associated with predictions. For each identified impact, the consultant shall propose mitigation measures, summarized in form of a table.

Environmental Social Management Plan (ESMP) and Monitoring plan:
This section includes two components: Environmental Social Management Plan (ESMP) and monitoring plan following the ESMP Guidance Note.

Stakeholder Engagement
This section includes (i) a documentation of performed consultation and consultation methodology and (ii) a proposed Stakeholder Engagement Plan for the project implementation – both in accordance with the ESMS Stakeholder Engagement Guidance Note.

Grievance Mechanism
This part describes the project-level Grievance Mechanism and how it links up to the overarching institution-wide-wide Grievance Mechanism.

3.2 Report presentation and Deadlines
Draft report will be presented within 60 calendar days from the date of signing the contract by both parties. IUCN will have 8 calendar days to check the document and request some modifications on it. The modifications to be made on the document will be submitted to the consultant in writing and must be integrated during the editing of the final version. The final version of the report will be presented within 10 calendar days after submitting the comments to the consultant. IUCN will have 5 working days to check the documents. The consultant will have 5 days calendar to incorporate all comments from GCF. The Final version of the report will be presented in 2 printed copies and one CD.

4. Qualifications and experience required

4.1 Qualifications and experience required for the consultant

The consultant to be qualified for this study will have a vast experience in consultancy services with at least 2 references in environmental and social impact assessment studies in the context of conservation projects.

4.2 Qualifications and experience required for the key personnel

To realize this assignment, the selected consultant will recruit competent and qualified personnel with proven experience in similar services. Key personnel needed for this study will have the minimum qualifications below:

**Education:** At least master degree in the area of forestry, environmental sciences, natural resource management, social science or other closely related field;

**Professional experiences:**
- The team leader should demonstrate:
  - At least ten (5) year of relevant experience in environmental assessments, socio-economic analysis, environment and social safeguards and environmental and social impact assessments (ESIA);
  - Working experience in undertaking ESIA and designing mitigation measures for projects in the field of conservation, forest restoration, natural resources management or coastal ecosystems management;
  - Proven track record in facilitating participatory processes and engaging local communities;
  - Experience working in East Africa would be an advantage.
- Other team member(s) should demonstrate:
  - At least five (3) years of experience in environmental assessments, socio-economic analysis, environment and social safeguards and environmental and social impact assessments (ESIA);
  - Education background complementary to the field of the team leader;

**Notes:**
1. The consultant must attach the certificate of completion for each reference;
2. The key personnel must attach the CV, notified degree and completion certificate for each reference.

5. Reporting

The consultant will report directly to the IUCN/MoA Project Managers. Other key contacts and stakeholders will include, Tanzania Environment Management Authority, Ministry of Local Government, The Singida, Manyara and Zanzibar regions, the local community and any other relevant sector stakeholders. The work is expected to take place over 25 days:

- Documentation review and data analysis: 4 days
- Field visits and interviews with key respondents: 15 days
- Report preparation: 5 days
- Presentation: 1 day

7. Deliverables

The Consultant(s) will be responsible for the following final deliverables as a minimum:

a) A descriptive and analytical report (in MS Word, Arial 12 Font) as specified above
b) Validation workshop - Present a clear summary of the final findings of the study in a validation workshop (using Power Point – maximum 5 slides).

c) A report as outlined in section 5 above along with a consolidated summary report - for the purposes of knowledge sharing.

The findings should be presented in a format that aligns with and is complementary to the outputs of design team and presented in a validation workshop (using Power Point – maximum of 2 slides)
Annex III: Gender Analysis Terms of Reference

1. Objectives

The specific objectives of the gender analysis are to:

1. Improve the extent to which the programme design is informed by a thorough understanding of gender roles, power relations and a disaggregation of women’s and men’s specific interests, needs, and priorities;
2. Provide recommendations on how women can participate equally and actively alongside men, and can gain maximum benefit from programme interventions and how the programme can contribute to the Government’s gender equality agenda; and
3. Develop appropriate gender sensitive indicators that can be integrated into the programme framework.

The Consultant will:

1. Gather information on legal frameworks and mechanisms for promoting gender equality in Tanzania and make an assessment of the extent to which increased gender equality is currently being achieved in relevant (sub) sectors, such as agriculture, forestry, economic development in the public and private sectors;
2. In the regions, gather information on gender roles and the distribution of tasks, activities, and rewards associated with the division of labour and the relative positions of women and men in terms of representation and influence as well as access to and control over resources;
3. Map out women’s current role(s) in relevant value chains, such as sunflower, beans cropping and processing, rangelands products, including small stock and make recommendations for how these may be enhanced through the programme;
4. Identify current gender-differentiated access to existing income-generation and business opportunities, finance and capacity development and advise on how the programme can support increased access for women to programme supported income-generation and business opportunities, finance and capacity development;
5. Explain how climate change affects women and men from the target group in different ways, including their ability to recover from climate change impacts, and any opportunities that climate change might provide for greater gender equality and women’s empowerment;
6. Assess the different implications of planned programme interventions for women and men and advise on how project objectives can incorporate a gender dimension as well as identify activities that include:
   a) actions to ensure that the needs, interests and concerns of women as well as men are mainstreamed through all components of the project;
   b) capacity strengthening requirements for women and vulnerable men so that they can effectively participate in green growth job creation and business opportunities,
   c) gender sensitive/transformative approaches specific activities that address gender inequalities in all four project components and contribute to greater gender equality,
   d) measures to increase awareness of gender inequalities and support women’s full participation in decision-making and technical activities associated with climate adaptation;
7. Provide recommendations on how changes in gender relations can be monitored and evaluated using gender-sensitive indicators including, developing appropriate targets for male/female participation in programme activities;
8. Assess the capacity of institutions to address gender issues that are related to climate change and provide recommendations on how the institutional arrangements of implementing organisations can support gender equality;
9. Use the information above to suggest additional activities to be included in the work plan and budget, indicators and targets for the logframe, identifying the phasing and costing of additional inputs.

The target group for this study is the women and men living in Singida, Manyara and Zanzibar region in Tanzania and relevant government officials, private sector and NGO representatives.

2. Methodology
The Assignment will be carried out by a core team of consultants in co-ordination with IUCN/MoA. The “core” team of consultants will undertake a desk-based review of relevant. The team will then visit sites for the scoping phase, and should include consultations with IUCN and government/project partners, development partners, civil society, academic institutions and private sector partners. Before departure they will make a presentation to IUCN and Key Ministries on the draft design programme. The gender analysis should be conducted using participatory research methods and obtain qualitative information as well as quantitative data disaggregated by gender. The following research methods are proposed but the Consultant may suggest modifications as necessary.

- Review of relevant documents including: National Gender Policies, programme documentation, demographic surveys, social and poverty analyses, agriculture, livestock, employment and climate change documentation.
- Conduct focus group discussions activities and with women farmers and (separately) men’s farmer groups, women’s groups, and community leaders and community women and men in the target regions.
- Conduct interviews with selected men and women Government staff at district level (Agronomist Officers, Environment Officers, and Social Development Officers).
- Hold discussions with staff of other ministries.
- Hold discussions with private sector companies and NGOs working in the target area and agencies providing different rural services such as credit, inputs, and marketing.

The consultant will work with a local Gender expert and a Monitoring and Evaluation specialist.

3. Expertise required
The consultant should have:
- A post-graduate degree in social sciences or another relevant field,
- More than five years’ experience in conducting gender analysis and social research studies,
- Knowledge and experience on rural livelihoods projects,
- Strong communication skills (both written and verbal in English and Kiswahili),
- The ability to work in a team and the ability to liaise with many different groups at different levels such as policy makers, grass-root women’s organizations, field workers, technical experts, etc.,
- Cultural sensitivity and respect.

4. Reporting requirements
The consultant(s) will report to Government of Tanzania, MoA and IUCN.

The Team Leader shall be responsible for overall delivery of the assignment i.e. the key outputs from programme design and appraisal and producing the final report. This will include coordinating and managing inputs from other team members.

The Team leader shall report directly to the Design Coordinator on the overall delivery of this assignment.

5. Work plan and timetable
The consultant will need to familiarise her/himself with all aspects of the proposed project interventions as well as the context in which it will operate. The Consultant is expected to review the relevant project documents, and other sector- or country specific available materials (to be provided by the Design Coordinator) prior to starting the field work.

- The work is expected to take place over 12 days: Documentation review and data analysis 2 days; Field visits and interviews with key respondents 6 days
- Report preparation 3 days; Presentation 1 day. The work must be completed by **.

6. Deliverables
The Consultant will:
- Prepare a descriptive and analytical report (in MS Word, Arial 12 Font) which contains:
  i. a summary of the key findings, with appropriate options and recommendations and specific measures to be included in the proposed project;
  ii. the list of stakeholders consulted (principles of choice, role ascription, date of consultation),
  iii. a description of the consultation techniques (tailored specifically per target group).
- Present the findings of the study in a validation workshop (using Power Point).

The findings should be presented in a format that is helpful to the design team. The Consultant will provide digital photographs where appropriate.
Annex IV: Draft Economic Appraisal and Financial model Terms of Reference

1. Study objectives

The specific objectives of the study are to:

1) To develop a method for the Economic Appraisal and Financial Model, setting out the input requirements from the technical feasibility studies, and the methods and outputs from the study. This method will be summarised into guidance and circulated to the consultants responsible for each of the four feasibility studies. The method and outputs produced should produce information for direct use in the Green Climate Fund application process and therefore must follow the appropriate guidance for GCF applications and the information required for the GCF application form.

2) To undertake a detailed Economic Appraisal (EA) for each of the three components, and for the Project as a whole, drawing on cost and benefit information collected by the technical feasibility studies. This will require close integration to work with the consultants for these work packages. The appraisal should also identify the distributional costs and benefits of the project.

3) To prepare a detailed Financial Model (FM), including the costs of each component of the programme (with a breakdown by subcomponent) for the four programme areas, and the project as a whole, drawing on the cost and programming information from the feasibility studies, and collating the information on project and external finance and funding modalities. This task will include the development of the financial model.

4) To provide inputs to help the PMU work components and their role in developing the implementation manual for the project.

Requirements

The Consultant(s) will conduct the following tasks:

1. To develop a method for undertaking the economic, financial analysis that is consistent with the information needed for the GCF application and discuss and agree this with Government of Tanzania.

2. To circulate guidance note, and provide guidance to the technical feasibility teams (low carbon hub team, and the agricultural feasibility team) on the cost, benefit and financial information needed for the assessment.

3. Economic Appraisal (EA)

To undertake an economic assessment (ex ante) of each sub-project and for the Project as a whole. This is expected to include a cost-benefit analysis, including non-market values (where possible), and to follow the methodology proposed in this ToR. This task is expected to be undertaken in close partnership with technical design teams.

4. Financial Model (FM)

To undertake a cash flow based Financial model indicating the sources of finance and different project components (GCF finance, private sector leveraging) the modality of finance (grant, concessionary loans, etc.) transfer of finances, expenditure flows and timetable or each sub-component. This task is expected to be undertaken in close partnership with technical design teams.

5. To describe the financial elements of the subprojects and the Project so as to be consistent with the GCF application process (e.g. GCF application sections B.1, B.2, B.3):
   - an integrated financial model that includes a projection covering the period from financial closing through final maturity of the proposed GCF financing with detailed assumptions and rationale; and a sensitivity analysis of critical elements of the project/programme.
   - a description of how the choice of financial instrument(s) will overcome barriers and achieve project objectives, and leverage public and/or private finance.
   - a breakdown of cost estimates for total project costs and GCF financing by sub-component in local and foreign currency and a currency hedging mechanism.
   - a breakdown of cost/budget by expenditure type (project staff and consultants, travel, goods, works, services, etc.) and disbursement schedule in project/programme confirmation (term sheet).

6. To provide information on co-financing, leveraging and mobilized long-term investments (mitigation only) consistent with the GCF application process (section E.6.2. in GCF application)
   - To estimate the expected volume of finance to be leveraged by the proposed programme and as a result of the GCF’s financing, disaggregated by public and private sources (E.6.5 in GCF application).
• To provide the co-financing ratio (total amount of co-financing divided by the GCF’s investment in the project/programme) and/or the potential to catalyze indirect/long-term low emission investment.

7. To provide information on financial availability consistent with the GCF application form (section E.6.3)

8. To specify the expected economic and financial rate of return with and without the Fund’s support, based on the analysis conducted; and describe financial viability in the long run beyond the Fund intervention

9. To provide economic and financial justification (both qualitative and quantitative) for the concessionality that GCF provides, with a reference to the financial structure proposed, consistent with the GCF application form (section F1)

10. To provide input to the PMU team and their development of the implementation manual, in providing relevant information of use for the financial accounting, disbursement methods and auditing, consistent with the GCF application form (section F.4).

11. To provide input to PMU team and their development of the implementation manual, in their role to develop financial systems and procedures for the whole Project management and delivery in a way that is consistent with the requirements of the GOR and donors.

12. To collect supplementary data where necessary for the EA and FM mainly through interviews in country, but also through a review of the existing national literature.

12. To produce a report containing the EA and FM for each of the four sub-projects by using one common methodology and outline (as proposed in this ToR).

13. To provide information in a format and following the relevant guidance for sections of the GCF application template (namely subsections of B, E and F)

14. To prepare 2 XLS documents for each sub-project, with calculations of the EA and FM respectively.

2. Methodology
The following research methods are proposed but the Consultant may suggest modifications as necessary.

Determination of the project cost (par component and sub-component)

2.1 Economic Appraisal (EA)
For the EA, the Consultants will conduct a (ex ante) cost-benefit analysis (CBA) based on the economic costs and benefits generated by the project from the point of view of society as a whole over a period of 5 years. The analysis will be undertaken for three discount rates, 12% (the GoT official rate) and two other (lower) rates (following guidance from the GCF and IUCN).

The Consultants will review the following input and output requirements from the technical feasibility studies, namely:

1. Economic co-benefits
   • Amount of government’s budget deficits reduced
   • Amount of foreign currency savings
   • Diversified livelihoods and increased incomes
   • Growth of competitive low carbon industries
   • Sustained productivity of a climate resilient sunflower, beans and livestock value chains
   • Reduced losses and costs associated with disaster response and rehabilitation costs from extreme weather events

2. Social co-benefits
   • Increased productive and adaptive capacity of individuals, households and communities
   • Reduced impact of climate-related shocks on food security of target households
   • Increased skills within the rural workforce
   • Reduced dependency on agriculture
   • Reduced poverty levels with associated reduction in morbidity rates
   • Reduced number of deaths, injuries, livestock losses and damage to housing from extreme weather events
   • Increased access to low cost, low carbon housing
   • Increased access to renewable energy sources
Improved nutrition from diversified, climate resilient agriculture
Vulnerable households including women headed households benefit from employment in new industries and affordable, low carbon housing

3. Environmental co-benefits
- Stabilised slopes and reduced erosion
- Increased productivity and diversity of rangelands/forest products
- Increased surface and agro-forestry cover
- Improved soil quality, water retention capacity and increased agricultural productivity
- Improved biodiversity and preservation of ecosystem services in critical watersheds
- Reduced emissions from substitution of locally available construction materials for carbon intensive imported steel and cement, the use of efficient cookstoves and solar power.

Use the above inputs, and others where applicable, the consultant will also conduct an economic assessment of the program (ex ante) of each sub-project and for the Project as a whole. This is expected to include an indicative cost-benefit analysis, including non-market values (where possible). The final output will include a qualitative and quantitative assessment of the project that determines the following items: Economic IRR and Economic NPV of the project, with and without concessional financing.

2.2 Financial Model
A separate Financial Model (FM) should be developed for each sub-project and for the Project as a whole.
The Consultant will use information from the technical feasibility teams to build a financial model.

The Financial model should indicate the sources and uses of finance (GCF finance, private sector leveraging) the modality of finance (grant, concessionary loans, etc.) expenditure flows and timetable. This task is expected to be undertaken in consultation with IUCN/MoA and use information from the technical studies.
The Financial model will need to show for each subproject and for the Project as a whole:
- Sources of finance divided by semi-annual (cashflows) and modality of finance;
- Financial conditions attached to each source of finance (tenor/duration, times of disbursement, interest rates etc.);
- Expenditure items divided by semi-annual (casflows and item description);
- Capital and operating expenditure items arising in projects could include amongst others:
  - Staff
  - Investment costs e.g. construction costs, materials etc.
  - IT costs
  - Fixed assets
  - Equipment
  - Overheads
  - Operating costs
  - Maintenance costs

Cash flows should be expressed in financial (current and expected) terms, i.e. including any interest rates, taxes, subsidies, inflation etc.
The model will need to break down expenditure items by funding sources.
In addition to the model, qualitative work will need to contain specific information pertaining the use of GCF funds and relevant for the GCF application process/forms, as follows:
- A description of how the choice of financial instrument(s) will overcome barriers and achieve project objectives, and leverage public and/or private finance
- A breakdown of cost estimates for total project costs and GCF financing by sub-component in local and foreign currency and a currency hedging mechanism.
- A breakdown of cost/budget by expenditure type (project staff and consultants, travel, goods, works, services, etc.) and disbursement schedule in project/programme confirmation (term sheet).
To estimate the expected volume of finance to be leveraged by the proposed programme and as a result of the GCF’s financing, disaggregated by public and private sources (E.6.5 in GCF application).

To provide the co-financing ratio (total amount of co-financing divided by the GCF’s investment in the project/programme) and/or the potential to catalyze indirect/long-term low emission investment.

To provide information on financial availability

To specify the expected economic and financial rate of return with and without the Fund’s support, based on the analysis conducted, and describe financial viability in the long run beyond the Fund intervention.

To provide financial justification (both qualitative and quantitative) for the concessionality that GCF provides, with a reference to the financial structure proposed.

To describe the sub-projects financial management and procurement processes, including financial accounting, disbursement methods and auditing.

The financial model will need to include details of all financial arrangements agreed or to be agreed with third parties for the realisation of the sub-project, including time of disbursements, financing conditions (e.g. interest rates), penalty schemes etc. for each financing tranche.

3. Team composition and required expertise
The team should comprise the following key team roles (team members can combine roles if suitably qualified):

- One senior Economic/Financial consultant who will co-ordinate the work and work closely with the consultants working on each subproject study, and with the PMU.
- A senior environmental economist with experience of the valuation of non-market benefits of environmental projects, experience of valuing the economic costs of climate change, and experience of applying decision making approaches for uncertainty for adaptation (ROA, RDM and PA).
- An economic consultant with experience of cost-benefit and financial cost analysis of rangelands/forestry projects.
- Agribusiness expert (Entrepreneurship)

The team leader should have the following expertise:

- At least Master degree in Economics or Business Planning.
- At least 5 year-experience in work in developing countries. Past experience in East Africa would be highly valued.
- Past experience in cost-benefit analysis, financial planning assessment applied to investment projects in developing countries.
- Excellent communication and team-working skills.

4. Reporting requirements
The consultant(s) will report to the IUCN/ MoA Government of Tanzania.

5. Workplan and timetable
The consultant will need to familiarise her/himself with all aspects of the proposed programme interventions as well as the context in which it will operate. The Consultant is expected to review the relevant programme documents, and other sector- or country specific available materials (to be provided by the Design Team Leader) prior to starting the field work.

The work is expected to take place over the duration of the overall project components, so that the task aligns with the technical feasibility studies.

The overall assignment, including the completed (and accepted) final report must be completed by the end of August.

6. Deliverables
The Consultant(s) will be responsible for the following deliverables:
1) An initial scoping and methodology report, 3 weeks after contract signature.
2) A descriptive and analytical report (in MS Word, Arial 12 Font) which contains:
i. An Economic Analysis for each sub-project (so 4 in total), developed by using the Methodology presented in this ToR (to be used as outline), and including specific measures (e.g. collection of data) to be included in the proposed project;

ii. A Financial Model + annexes for each subproject

iii. A summary doc summarising EA, and FM for the Project as a whole

iv. Relevant sections of GCF application form and supplementary information completed.

v. The list of stakeholders consulted (principles of choice, role ascription, date of consultation);

vi. A description of the consultation techniques (tailored specifically per target group).

vii. List of references.

3) An initial draft of these will be produced 1 month in advance of the end date. Following comments, the final report and material should be produced by the end of August.

4) Two Excel documents for each sub-project showing the calculations for the EA, and FM respectively.

5) Present the findings of the study in a validation workshop (using Power Point – maximum of 10 slides). The findings should be presented in a format that is helpful to the design team and is compatible with the requirements of the GCF application process and forms.
Annex VI: Development of Project Management Plan Terms of Reference

1. Objectives
The specific objectives of the assignment are to:
1. Review existing GoT/MoA and IUCN operating procedures for managing large programmes in Tanzania;
2. In consultation with key stakeholders including MoA and IUCN, the Consultant will prepare a detailed Programme Management Plan (PMP) that will include among others:
   - Outline of objectives and a programme description
   - Detailed description of the institutional arrangement for programme delivery including an organogram, composition of the steering committee, the PMU and specific roles and responsibilities the PMU and key partners responsible for delivery of the sub-projects within the programme, supervision of contractors and documentation and reporting standards, the division of responsibility between the PMU and the firms delivering the sub-projects within the programme as well as the use of call down consultants
   - Prepare a detailed Project Implementation Manual (PIM) that will include among others:
     o Outline of objectives and a programme description
     o Define the main principles and approaches during implementation;
     o Define the principles and systems of project management for implementation including an organogram, staffing compliments, composition of the steering committee, the PMU and specific roles and responsibilities the PMU and key partners responsible for delivery of the sub-projects within the programme, supervision of contractors and documentation and reporting standards;
     o Identify relevant external organisations that the PMU will work with;
     o Define a division of responsibility between the PMU and the firms delivering the sub-projects within the programme;
     o Outline the project implementation process including the use of call down consultants under framework contracts, partner organisations
     o Outline the financial management procedures including organisation of bank account and statements, procurement and accounting procedures/documentation, audit, Procurement Plan, Tendering procedures, Submission of requests for payment, eligibility of expenditure etc., prepare templates for procurement including long lead items, locally produced materials, material reception and positive ID procedures etc.
     o Outline the programme reporting including procedure for preparation and submission of Programme Progress Reports, Content of the Programme Progress Reports, prepare template for meeting minutes, monthly report, gateway review etc.
     o Outline of programme closure procedures, Retention of documents, Exit strategy, ownership of project results
     o Define the main principles and approaches of Monitoring and Evaluation (M&E) and knowledge management including a workplan and budget, reporting, mid-term and final reviews and audits as well as determine specific procedures for data capture and management, metrics for data analysis; and reporting requirements: and
     o Define the expected environmental and social impacts and develop a system for tracking and mitigating.
   - Outline the co-ordination arrangements including identifying potential barriers to coordination and developing actions and strategies to facilitate coordination, describing an appropriate mechanism to ensure effective organisation and management of projects and sub-components, joint workplan development and management, reporting and decision making structures, information sharing and management, follow up and follow through on coordination decisions, and effective communications (meetings, progress tracking etc.), this will also include developing MOUs with partner organisations.
   - Outline quality assurance/control and oversight procedures to ensure the highest professional standards in delivering outputs as well as cost effectiveness and efficiency.
   - Submission of requests for payment, eligibility of expenditure etc.;
3. Assess **capacity needs** of MoA/GoT with respect to adopting and applying all aspects of the PMP during implementation and prepare a capacity development plan if necessary;

4. Propose additional activities where needed to be included in the work plan and budget, indicators and targets for the logframe, identifying the phasing and costing of additional inputs.

All key members of the design team will be involved over the entire design period, coordinated by Design Coordinator. The PMP will be attached to the Full Proposal, to be submitted to the GCF.

2. Methodology

The Assignment will be carried out by a professional consultant in co-ordination and consultation with IUCN. The consultant will undertake a desk-based review of relevant materials prior to visiting sites. The Consultant will then visit for the scoping phase, and should include consultations with MoA and government/project partners. Before departure s(he) will make a presentation to IUCN and Key Ministries on the draft PIM.

The following methods are proposed but the Consultant may suggest modifications as necessary:

- Review relevant documents,
- Conduct interviews and discussions with key informants, and
- Compile PMP.

3. Expertise required

The consultant should have:

- A post-graduate degree in project management, business studies, finance or another relevant field,
- More than ten years’ experience in project management,
- Knowledge and experience on procurement and accounting procedures,
- Knowledge and experience on M&E and management systems,
- Familiarity with ESIA processes, and
- Strong communication skills (both written and verbal in English),

4. Reporting requirements

The consultant will report to Government of Tanzania, MoA and IUCN. The Consultant shall be responsible for overall delivery of the assignment i.e. the key outputs from programme design and appraisal and producing the final PMP. This will include coordinating and managing inputs from other team members as needed.

The Consultant shall report directly to the Design Coordinator on the overall delivery of this assignment. For all contractual issues, the contractor will report to Y.

5. Workplan and timetable

The consultant will need to familiarise her/himself with all aspects of the proposed project interventions as well as the context in which it will operate. The Consultant is expected to review the relevant project documents, and other sector- or country specific available materials prior to starting the field work. The work is expected to take place over 20 days:

- Documentation review and data analysis 4 days
- Interviews with key respondents 4 days
- PMP preparation 30 days
- Presentation 1 day

The work must be completed by 15th July 2016.

6. Deliverables

The Consultant will:

a) Prepare a high quality professional and user friendly PMP and PIM (in MS Word, Arial 11 Font).

b) Present the PMP and PIM at a validation workshop

c) The funding proposal, which must be submitted in English, has to include all sections that are listed in the GCF Funding Proposal Template available on the GCF website [http://www.gcfund.org/operations/resource-guide.html](http://www.gcfund.org/operations/resource-guide.html).

The findings should be presented in a format that is helpful to the design team.
Annex VI: Legal Services to support Programme development - Terms of Reference

1. Tasks of the consultant

1.1 Project feasibility
Legal services are needed to review the approach to be adopted and to advise on the legal implications in the following areas of the programme:

- Review of risk assumptions to evaluate how risks can legally be allocated in regard to land use, collection of taxes from producers.
- Review of project assumptions and whether they are legally viable, e.g. management of rights and benefits and whether there might be legal limitations to how various stakeholders can be treated.
- Assess the financial management and accounting structures proposed to identify efficiency gains including taxation of revenues and accounting methods for depreciation of assets.
- Identify licensing, permitting and other legal risks that need to be addressed and allocated to potential risk owners.
- Identifying other contractual and commercial relationships in the course of conducting studies and subsequent implementation.
- Ensuring all necessary approvals and permissions are obtained before commencement of tender process and relevant parties to sign the tender documents and contracts.
- Confirming legality of budgeting assumptions and the management of revenue flows.
- Assessing risk allocation approaches to ensure that they correspond with private sector appetite and lender requirements. This should be done before bidding to avoid failure of the bidding process and the costly and reputational damage to the programme.
- Assessing that approaches will conflict with available or required procurement, contracting and financing structures as established and governed by Tanzania Public Procurement Authority (RPPA).

The legal consultant will advise on the tender process including the following tasks:
- Advice on applicable procurement requirements
- Advice on mechanisms to maximize competition while avoiding unrealistic bids.

1.2 Legal Due Diligence
Perform legal due diligence on the matters set out below during appraisal and as the need arises to fully inform all aspects of the relevant laws and local regulatory issues affecting its prospective investments. Issues likely to be of interest are:

- Confirmation of the regulatory framework applicable to the Programme;
- Necessary approvals and consents for Loans as applicable;
- Due diligence on the status of the Borrower and all its subsidiaries and affiliates as applicable;
- Confirmation of the relevant legal issues arising from the Programme, and such other issues as tax, conflicts of law, recognition of foreign, environmental matters, creditor’s rights, and bankruptcy and insolvency issues;
- Preparation of a legal due diligence report; and
- Any other matter relevant to the Project.

Outline and prepare Project Documents required for Review and Negotiation of the proposal:

a) Some of the documents the consultant is expected to prepare will include the following:
b) Loan Agreement(s);
c) Closing Documents and Disbursement
d) Drafting and updating of closing checklists, including analysis of status of conditions of disbursement; and
e) Attention to satisfaction of conditions of disbursement.

2. Methodology
The consultant team will develop a work plan that allows for the following:
- Close consultation with all key relevant stakeholders (in Singida, Manyara and Zanzibar regions)
- Community consultation throughout the process.
- A clear approach that will facilitate good client and stakeholder involvement and decision making throughout the design process.
3. Team composition and required expertise
The assignment requires the following expertise:
1. Academic background and education in law;
2. At least 5 years of working experience;
3. Good knowledge of the legal procedures as governed by the Tanzania legislation, especially the legal framework under which Government institutions operate;
4. Experience in working with Multi-lateral Organizations procedures and/or with other International Financing Institutions is a plus;
5. Proven working experience in the fields of contract law;
6. Advanced PC skills and sound knowledge of the MS Office package: MS Word, Excel, Outlook, Power Point;
7. Strong analytical and inter-personal skills
8. Good capacity to communicate with people having different backgrounds and positions as well as with local and national authorities;
9. Excellent command of spoken and written English is a must.
10. Relevant experience of projects in Tanzania is preferred.

4. Reporting requirements
The consultant will report directly to the IUCN/MoA Project Manager. Other key contacts and stakeholders will include Ministry of Justice, Tanzania Public Procurement Authority (TPPA), Tanzania Revenue Authority, Tanzania Housing Agency, The Singida, Manyara and Zanzibar District, the local community and any other relevant sector specialists.

5. Workplan and timetable
The consultant will need to familiarise her/himself with all aspects of the proposed programme interventions as well as the context in which it will operate in order to identify opportunities/entry point for legal services. The Consultant is expected to review the relevant programme documents and other sector or country specific available materials prior to starting the field work.
The legal consultant will identify and guide the work that needs to be done in close consultation with the programme manager but not to exceed 10 days to be completed by end November 2019 at the latest.

6. Deliverables
The Consultant(s) will be responsible for the following final deliverables as a minimum:
   a) A descriptive and analytical report (in MS Word, Arial 12 Font) which contains:
      i. A summary of the key findings, with appropriate options and recommendations and specific measures to be included in the proposed project;
      ii. The list of stakeholders consulted (principles of choice, role ascription, date of consultation),
      iii. A description of the consultation techniques (tailored specifically per target group).
   b) Guidelines - Legal documents that provide substantive legal guidance to engagements of consultants including legal advisory materials;
   c) Validation workshop - Present a clear summary of the final findings of the study in a validation workshop (using Power Point – maximum 5 slides).
   d) Consolidated summary report - for the purposes of knowledge transfer and dissemination of lessons learned.

The findings should be presented in a format that is helpful to the design team and presented in a validation workshop (using Power Point – maximum of 2 slides)