

**Terms of Reference**  
**For**  
**Selection of NGO for Collaborative Forest Management Group formation, data entry,**  
**training etc. (Hill Sylhet)**  
**(Package no: SD-58A)**

**1. Background of the Project**

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

Component-1: Strengthening Institutions, Information Systems and Training

Component-2: Strengthening Collaborative Forest and Protected Areas Management

Component-3: Increasing Access to Alternative Income Generating Activities (AIGAs), Forest Extension Services and Trees Outside Forests (ToF)

Component-4: Project Management, Monitoring and Reporting

This project is designed to contribute in improving organizational effectiveness by adopting improved policy and regulatory framework including infrastructural development, management information system upgradation, capacity building of BFD officials and investing in degraded and denuded forest restoration and implementation of PA Management plan including habitat improvement of selected PAs in the hill forest and plain land sal forest and building green belt along the cost. This project will finance tree cover improvement in the ToF areas by technology transfer, training, research and innovation support and engage forest dependent communities in collaborative forest management practices. By and large the project will enhance wildlife and PA management practices and thereby improve forest conservation and wildlife protection in the country.

The Component-3 focuses on institutionalizing CFM through working with Collaborative Forest Management Committees (CFMCs) in the forest dependent communities and supporting CMC of selected PAs. The activities under this component will follow a Community Driven Development (CDD) approach to support the empowerment and livelihoods diversification of forest dependent communities with high level of poverty. These activities will be implemented up to 600 villages covering about 40,000 households from approximately 300 Forest Beat. Out of targeted households 5000 will be from selected PAs. A community approach will be used to provide training and financial support for asset creation. The activities will address the specific needs for women's economic empowerment through focus group discussions with the poorest women and female-headed households including small ethnic minorities.

As NGOs can play vital role for AIGAs, SUFAL project is planning to deploy seven (7) NGOs in seven different regions for successful implementation of Component-3. The NGOs will work under the supervision of respective Divisional Forest Officer (DFO) to mobilize, organize and provide necessary



trainings to the communities to prepare the AIGA plans, and support them during implementation. Each NGO will work in a cluster of Districts/Upazilas/Forest Beats for supporting collaborative forest and PA management. The NGO will provide technical Assistance throughout the implementation of the activities and help with the forward linkages to markets, banking and credit facilities where required.

**Community Operations Manual (COM)** (Available at SUFAL Project Tab of BFD website: URL: bforest.gov.bd) will elaborate the protocols for the implementation of AIGAs for forest dependent communities while PA management rule 2017 will be followed for implementation of AIGA for CMCs. The NGO partner will provide training and information to the communities on potential conservation focused income generation options. Each household or group of households willing and eligible to access fund will prepare a proposal for the activity of their choice, with the assistance of NGO partner. The AIGA fund will be managed by a CFM sub-committee in case of forest and a CMC in case of selected PA under the assistance of the NGO partner. The AIGA sub-committee with the help from the NGO partner will work to ensure that these decisions are participatory, inclusive and non-discriminatory, and transparent. Each group or household will be responsible for implementing AIGA with the assistance from NGO partner.

## 2. Objectives of Assignment

The main objective of the assignment is to identify forest dependent communities following Community Identification of Poor's (CIP) from forest conservation village, generate baseline information for preparing community profiling by feeding into the database, mobilize and organize participants in collaborative forest management. NGO will support to scale up through formation of new CMC in selected PAs and support in the formation of CFMC (local institutions), arrange capacity building training for sub-committee members of CFMC and make key members capable for running institutional functions and identify appropriate AIGAs following terms and conditions of community operation manual (COM). Each of the NGOs will work in close cooperation with concerned Range Officers and Beat Officers for awareness and leadership building of communities and engage them in forest patrolling for forest protection and conservation.

## 3. Scope of the Service

- Collaborate with concerned DPD/APD and DFO to ensure smooth planning and operation of NGO activities according to the scope of services outlined in this ToR for approximate 43 Forest Beats including selected PAs (Rema-Kalenga WS and Khadimnagar NP) in Sylhet Forest Division;
- Conduct baseline survey of communities to select Forest Conservation Villages (FCVs) of the beat and Selected PA for poverty profile of each the household to identify forest dependent communities through CIP, including their levels of dependence on forests, assets and liabilities for identification of individuals for identification appropriate AIGAs under SUFAL Project to ensure sustainable livelihood framework;
- Verify the direct drivers of deforestation of adjacent forest;
- Develop community mobilization plans for each of the FCVs for forest and CMC for PA, which will ultimately let the community acquire the knowledge and skill to handle funds not only for community benefits as grants, but also to recycle the funds among the mem/bers of their community to enhance their livelihood using AIGAs options. Prepare and implement annual plan in collaboration with DFO and his staffs;
- Train and develop systems of record keeping of funds and expenditures including auditing for communities;



- Train communities to be capable to self-select members for participating in collaborative forest and PA management, ensuring adequate gender balance, representation from ethnic minorities, deprived groups, etc. as outlined in COM and PA Management Rule 2017 respectively;
- Advise, educate, train and support communities in forming collaborative forest management committees (CFMCs) and CMCs where appropriate, which will undertake different functions related to their involvement in collaborative forest and PA management and collection of repayments from borrowers;
- Identify and support the design and implementation of conservation focused alternative income generating activities (AIGAs). Help community members in planning proper use of funds borrowed from the project for a viable and relevant income generating activity, including analysis of and linkages to markets and banking/credit facilities;
- Train and educate the communities in procuring goods and services, financial management, accounting and auditing for project-related activities;
- Train and educate the community in participating in meetings, recording the meeting minutes, following up on decisions taken, etc. in connection with the building of more sustainable approaches to collaborative forest and PA management and the protection of natural resources;
- Educate, train and help the community on keeping close liaison with local beat and range offices and if required on approaching the DFO's office;
- Collaborate with Community Mobilization Officer (CMO) while implementing field activities;
- Maintain record of activities for periodic reporting of NGO activities including progress reporting;
- NGO will have to ensure the capacity building of the sub-committee members satisfactory to DFO and PD to transfer fund to communities for utilization of AIGAs;
- Besides these, the NGO will be obliged to undertake any other actions as desired by the APD/DPD/PD/DFO, in writing, that has relevance to the task assigned, but not explicitly mentioned in this TOR.

#### 4. Transfer of knowledge (Training)

While under taking the activities as stated under "scope of services" of this TOR, the NGO will undertake targeted capacity building exercises and transfer technology and know-how to the communities to make them capable of identify and implement AIGAs, including accounting and auditing for their proper use. By organizing training or demonstrating technology, community will be benefited (Example, Tissue culture based nursery or plus tree selection for quality seed production etc.)

#### 5. Deliverables

The following table describes the deliverables of this assignment, which are the outputs of the activities specified under Scope of Services.

**Note:** T0 = Date of commencement of the Contract; M = Month

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SL. #	Deliverables (which could be developed along the following core information below)	Submission Deadline (T1, T2, ....., TN)
5.1.	<b>Inception Report:</b> 1. Work Plan 2. Assessment of the project objectives 3. Problems encountered 4. Organogram of the project team and the project management structure	T1 = T0 + 1 M
5.2	<b>Baseline survey of communities for selection of Forest Conservation Villages (FCVs) and CMCs as appropriate</b> 1. Progress of FCVs 2. Baseline Survey Data 3. Selection methodology of FCVs and scale up of CMC 4. Community Profiling through data entry	T2 = T0 + 3 M
5.3	<b>Deliverable includes following two outputs:</b> <b>A. Training plan and module of training activities</b> 1. Training Plan 2. Training Module <ul style="list-style-type: none"> <li>• financial management, accounting and auditing for project-related activities</li> <li>• procurement</li> <li>• Others</li> </ul> <b>B. Identify poor for alternative income generating activities (AIGAs)</b> 1. Poor's database 2. Selection methodology of AIGA members 3. List of AIGA members	T3= T0 + 5M
5.4	<b>Deliverable includes following two outputs:</b> <b>A. 1<sup>st</sup> Phase Progress of AIGA/Others Training/Workshop of CFMC and CMC where appropriate</b> 1. COM implementation 2. Types and Descriptions of Training Conducted 3. List of Trainee <b>B. 1<sup>st</sup> Phase Progress of Organization and arrangement of Community meetings</b> 1. List of meetings 2. Compiled resolutions of Community meetings 3. Outcomes of Community meetings	T4 = T0 + 10 M
5.5	<b>Deliverable includes following two outputs:</b> <b>A. 2<sup>nd</sup> Phase Progress of AIGA/Others Training/Workshop of CFMC and CMC where appropriate</b> 1. COM implementation 2. Types and Descriptions of Training Conducted 3. List of Trainee <b>B. 2<sup>nd</sup> Phase Progress of Organization and arrangement of Community meetings</b> 1. List of meetings 2. Compiled resolutions of Community meetings 3. Outcomes of Community meetings	T5 = T0 + 15 M
5.6	<b>Deliverable includes following two outputs:</b> <b>A. 3<sup>rd</sup> Phase Progress of AIGA/Others Training/Workshop of CFMC and CMC where appropriate</b> 1. COM implementation 2. Types and Descriptions of Training Conducted	T6 = T0 + 20 M



SL. #	Deliverables (which could be developed along the following core information below)	Submission Deadline (T1, T2, ....., TN)
	3. List of Trainee <b>B. 3<sup>rd</sup> Phase Progress of Organization and arrangement of Community meetings</b> 1. List of meetings 2. Compiled resolutions of Community meetings 3. Outcomes of Community meetings	
5.7	<b>Deliverable includes following two outputs:</b> <b>A. 4<sup>th</sup> Phase Progress of AIGA/Others Training/Workshop of CFMC and CMC where appropriate</b> 1. COM implementation 2. Types and Descriptions of Training Conducted 3. List of Trainee <b>B. 4<sup>th</sup> Phase Progress of Organization and arrangement of Community meetings</b> 1. List of meetings 2. Compiled resolutions of Community meetings 3. Outcomes of Community meetings	T7 = T0 + 25 M
5.8	<b>Deliverable includes following two outputs:</b> <b>A. 5<sup>th</sup> Phase Progress of AIGA/Others Training/Workshop of CFMC and CMC where appropriate</b> 1. COM implementation 2. Types and Descriptions of Training Conducted 3. List of Trainee <b>B. 5<sup>th</sup> Phase Progress of Organization and arrangement of Community meetings</b> 1. List of meetings 2. Compiled resolutions of Community meetings 3. Outcomes of Community meetings	T8 = T0 + 30 M
5.9	<b>Deliverable includes following two outputs:</b> <b>A. 6<sup>th</sup> Phase Progress of AIGA/Others Training/Workshop of CFMC and CMC where appropriate</b> 1. Finalization of COM implementation 2. Types and Descriptions of Training Conducted 3. List of Trainee <b>B. 6<sup>th</sup> Phase Progress of Organization and arrangement of Community meetings</b> 1. List of meetings 2. Compiled resolutions of Community meetings 3. Outcomes of Community meetings	T9 = T0 + 35 M
5.10	<b>Draft final Report of the assignment</b> (which will include core information of all outputs listed in the deliverables etc.)	T10 = T0 + 35.5 M
5.11	<b>Final Report of the assignment</b> (will include all outputs listed in the deliverables, responses against the reviewers' suggestions/comments/remarks/queries on the draft final report).	T11 = T0 + 36 M

### 6. Reporting Arrangement

The following table describes the reports of the assignment under **Scope of Services**.

**Note:** T0 = Date of commencement of the Contract; M = Month



SL. #	Report Name	Report Format and Quantity	Submission Deadline (T1, T2, ....., TN)
1.	Quarterly Progress Report	Softcopy (PDF) – 1 Hardcopy – 3	T1 = T0 + 4 M, 8 M, 12 M, 16 M, 20 M, 24 M, 28 M, 32 M
2.	Financial report of the annual expenditures		T2 = T0 + 13 M + 25 M + 36 M
3.	Report on procurement of goods and services procured by the communities		T3 = T0 + 13 M + 25 M + 36 M

#### 7. Data, personnel, facilities and local services to be provided by the client

The PMU will provide necessary information from available secondary sources as per the requirements of the NGO. PD will also inform all cost centers to provide secondary data if available and documents as needed for NGO.

#### 8. Team Composition

##### Key Expert

The NGO will feature at least the following three key experts, along with any other experts and support staff members needed to accomplish the assignment:

##### a. Field Coordinator (36 person months)

###### (a) Academic Qualification

- Graduate in Forestry/Botany/Zoology/Management/Economics/Social Science.

###### (b) Work Experience:

- 05 (five) years' experience in working with community/group formation/field level coordination.

##### b. Forestry and Biodiversity Specialist (08 person months)

###### (a) Academic Qualification

- Graduate in Forestry/Botany/Zoology/Wildlife Biology/Ecology/Natural Resource management.

###### (b) Work Experience:

- 05 (five) years' experience in forestry/biodiversity/wild life conservation.

##### c. Livelihoods Specialist (16 person months)

###### (a) Academic Qualification

- Graduate in Social Science/Forestry/Economics/Geography/Botany/Zoology/Management/Agriculture.

###### (b) Work Experience:

- 05 (five) years' experience in livelihood promotion /poverty reduction.

Total estimated key expert input is **60 person months**.

##### Non-key expert:

In addition to key professional staff, the following non-key staff may be required to deliver the service in accordance to the TOR. Indicative non-key staff is a guideline for the consultant. However, the consultants are free to make their own estimate to propose non-key staff.

- Field Facilitator (one for five forest beats)
- Accountant
- Enumerator

#### 9. Institutional Arrangements

The selected NGO has to arrange own office space at a suitable location in relation to the areas they are serving and arrange community office at each village on rental basis. Selected NGO will engage three key experts and other necessary staffs to perform for achieving the objective of the assignment. NGO will ensure periodic reporting including monthly and quarterly progress reports, training completion report, monitoring report and financial report to the PD with a copy to concerned DFO and DPD/APD of the project. The NGO staffs will work in close cooperation with Range Office and Beat Offices and follow CMO and PA Management Rule 2017. NGO can take support from concerned forest division for selecting resource persons for arranging capacity building training. The NGO is expected to undertake activities according to the scope of works mentioned in the TOR in order to achieve the stated objectives.

**10. Duration of the assignment**

Expected duration of the assignment is 36 months from commencement date of the contract.

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