1. POSITION: Consultant organization to conduct assessment for developing the Forestry Institutional Reform Strategy in Moldova (FIRSM)

Project title: “Improving Forest Law Enforcement and Governance (FLEG) in the European Neighbourhood Policy East Countries and Russia”

2. REPORTING RESPONSIBILITIES:

Direct Reporting Line: ENPI/FLEG IUCN Program Consultant Moldova

Reporting Area: Issues pertaining to the IUCN ENPI-FLEG regional program implementation, with respect establishing baseline data relating to public awareness about FLEG, stakeholder commitment, national ownership and capacity, knowledge sharing.

All administrative issues pertaining to these Terms of Reference.

3. LOCATION – Chisinau, Moldova

4. DURATION – 4 months

5. START / END – March 2012 / June 2012

6. BACKGROUND

This European Commission financed European Neighbourhood and Partnership Instrument – Forest Law Enforcement and Governance (ENPI-FLEG) program will promote the development of improved forest law enforcement and governance arrangements in seven targeted countries: Armenia, Georgia, Azerbaijan, Moldova, Ukraine, Belarus and Russia. The program’s core funding is provided through a grant agreement from the European Commission to the World Bank. The program is being undertaken as a partnership among the World Bank, IUCN and WWF. Each of the three partnered program implementation organizations will be responsible for its own set of specified activities and deliverables. Three broad categories of stakeholder groups will be targeted by the program: government (line departments, parliamentarians, local authorities and the judiciary); civil society (NGOs, community organizations and forest-dependent communities); and the private sector (particularly timber companies). The program will define the policy, legal, institutional and economic obstacles to improved forest governance (including the control of illegal logging); test pilot innovative approaches to overcoming these obstacles; enhance the capacity of key stakeholders to implement forest governance reforms; and disseminate the lessons learned at national, regional and global levels. The program will

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1 Direct reporting lines indicate those staff members providing direct supervision. Additional reporting lines indicate accountability for particular functions or areas of work. Consultation, information sharing and other relationship lines are not indicated, as they are likely to be numerous.
also support the other regional Forest Law Enforcement and Governance official processes being organized by the World Bank and will contribute to the EU FLEGT Action Plan.

The program’s purpose is to contribute to ensuring that improved forest governance arrangements are in place in the forest sector and closely linked sectors through effective implementation of the ENA FLEG Ministerial Declaration (St. Petersburg Declaration 2005), involving governments, civil society and the private sector.

The program’s specific objective is to contribute to legal and sustainable forest management and utilization practices and improved local livelihoods in the six ENPI East countries plus Russia.

The program’s results will be:

- **Result 1:** Increased awareness and commitment of key stakeholders on FLEG
- **Result 2:** Effective national and regional FLEG action processes in place
- **Result 3:** National ownership and capacity increased
- **Result 4:** Improved regional and sub-regional collaboration and knowledge sharing
- **Result 5:** Effective engagement of key trading partners
- **Result 6:** Continuation of the formal official ENA FLEG process
- **Result 7:** Sustainable forest management practices implemented

For more details on the ENPI FLEG Program, please see [www.enpi-fleg.org](http://www.enpi-fleg.org)

### 7. TASKS

#### 7.1. General

Under the direct supervision of the ENPI-FLEG IUCN Program Consultant in Moldova and the PCT (CPCs form World Bank and IUCN), the Consultant Organization will conduct an assessment for developing the forestry institutional reform strategy in Moldova (FIRSM), including:

- Analyzing national forestry policy in a way that the social-economic and environmental needs of the country/society are considered for the presumable reforming strategy (e.g. sustainable local development, forest ecosystem functions and services, protection of biodiversity, climate change adaptation, recreational and cultural values, educational aspects etc.);
- Formulating the possible structural / institutional transformations in order to rationalize resources redistribution (financial, human, technical, administrative) for an improved forest management;
- Analyzing preconditions and needs for stakeholders involvement on a shared vision on forests and other forest vegetation, regardless their ownership;
- Providing cross-sectoral cooperation for the FIRSM, involving central public authority for forestry/hunting, ministries (Environment, Finance etc.), local public authorities, NGOs, so that the needs of stakeholders will be fully embedded in the concept of FIRSM;
• Ensuring that the opinions of various stakeholders are taken into consideration, and an appropriate analysis of key-target population about possible reforming is undertaken;
• Developing, under direct guidance from the PCT and WB international consultants, the draft of FIRSM Concept and Action Plan document (set of documents) that will identify the strategic objectives and actions necessary to ensure the rationalized and effective transformation of the forestry sector.

7.2. Specific tasks

7.2.1. Identifying the subsectors and organizing an expert team in accordance with the country’s needs and conditions of the national forestry sector, such as:
   • Forest administration (State/Governmental, Community and Private)
   • Forest management / Forest Planning
   • Forest harvesting and commercial activities
   • Hunting, fishing and tourism
   • Environment, water and protected areas
   • Human Resources and Education

7.2.2. Provide technical capacity for the team of experts covering the identified sub-sectors in order to be able to coordinate the strategy formulation in the 6 identified sub-sectors;

7.2.3. Participate in the inception workshop session of the process together with the sector working groups and the international consultants in charge with the guidance of the process;

7.2.4. Collect submissions after the launch session in order to improve strategy formulation process;

7.2.5. Assess, for every of the identified forestry-subsectors, the current status of: a) the forest policy and institutional settings, including the perspective of community/municipal (non-government) and private sector stakeholders; b) existing forestry financial management and the potential for new financial opportunities of the forestry sector;

7.2.6. Ensure, for every of the identified forestry sub-sectors, the participation of other stakeholders in the analysis and discussions aiming to formulate the sub-sectors policy and strategy. For every identified forestry sub-sector, it should include key stakeholders involved in the day by day activity within the sub-sector, representatives of relevant institutions at national and local level, civil society, etc.

7.2.7. Coordinate and facilitate the working groups activity to undertake: (a) the internal analysis of the sub-sector (strengths, weaknesses, present specific capacity, desired capacity, etc.); (b) the external analysis of the sub-sector (present and future national and international trends, opportunities, critical facts – present and future, etc.); (c) formulate the policy for every identified sub-sector in a common frame that should allow the integration. The structuring of the discussions within the sub-sectors working groups should: (i) ensure that all members of the group had equal opportunity to express their views; (ii) encourage the respect for differences in opinions and views; (iii) mitigate possible conflicts and facilitate the groups towards consensus; (iv) avoid of one person in the group dominate the discussion; (v) facilitate the working groups coordinators to extract as much technical information as possible from the group and introduce in into the policy formulation process;

7.2.8. Summarize, paraphrase, clarify and formulate outputs of the sub-sector working groups and report the results to the sector working group;
7.2.9. Participate in the integration and harmonization process at sector working group demand;

7.2.10. Participate in the final workshop/round table/session for draft FIRSM presentation;

7.2.11. Support the sector working group and the international consultants with local technical information and other kind of assistance through the process as required.

8. EXPECTED DELIVERABLES
- Reports (one per every sub-sector as stated in 7.2.1.) regarding the sub-sector assessment, policy and strategy formulation for the FIRSM, by the end of May 2012;
- Analysis of the opinion of stakeholders/key-target population (governmental, local authorities, private sector etc.) about their possible involvement/place in such transformation, by the end of May 2012;
- Proposals/views for institutional structuring of forestry sector, by the end of May, 2012;

9. QUALIFICATIONS
The position is suitable for any legal organization (NGO, Research Institutes, Logistical Company, Firm etc.) with qualifications in forestry issues, preferable in developing forest strategies and policies, and ideally with such expertise applicable for the Republic of Moldova.
The Consultant organization should be able to demonstrate technical capacity by providing at least 6 local key experts as follows:
- Expert in Moldovan forest administration (State, Community and Private)
- Expert in Moldovan forest management/forest planning
- Expert in forest harvesting and wood/timber marketing
- Expert in hunting, fishing and tourism
- Expert in environment, water and protected areas
- Expert in Human Resources and Education (preferable in Forestry)
All the experts should fulfil the following requirements
- University degree in a discipline that is relevant to the targeted forestry-sub-sector;
- At least 5 years of relevant experience in the targeted forestry sub-sector;
- Familiarity with their sub-sector current experiences, key policy issues, human, capital and technological requirements as premises for reforming the forestry sector;
- Former participation in projects related to institutional reform in Moldova will be an asset.
The Consultant organization should have sufficient experience in national, regional and international projects related to forestry, ideally in the Republic of Moldova. Excellent knowledge of the forest management issues in Moldova is essential.

10. IMPLEMENTATION ARRANGEMENTS
A forest sector working group will be established under the Agency “Moldsilva” to guide the preparation and implementation of the technical and logistic assistance for FIRSM. This forest sector group will be assisted by a team of two international consultants hired by the World Bank to guide the process of preparing the FIRSM in the Republic of Moldova. The logistical support, venue and other actions related to the transparency of the preparatory process (round table, seminars etc.) will be provided by the ENPI FLEG Program.