TERMS OF REFERENCE
Consulting Organization – Pilot Project Implementation, Local Capacity Building

1. POSITION:
CONSULTING ORGANIZATION FOR PILOT PROJECT IMPLEMENTATION - GEORGIA

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

2. REPORTING RESPONSIBILITIES:\(^1\):

<table>
<thead>
<tr>
<th>Direct Reporting Line</th>
<th>Reporting Area</th>
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<tbody>
<tr>
<td>ENPI/FLEG IUCN Program Consultant – South Caucasus</td>
<td>Issues pertaining to the IUCN ENPI-FLEG program implementation in Georgia, with respect to activities associated with strengthening of capacity of local communities for revenue collection from utilization of timber and non-timber forest products in a sustainable manner.</td>
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<tr>
<td></td>
<td>All administrative issues pertaining to these Terms of Reference.</td>
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3. LOCATION – Georgia

4. DURATION – 10 months

5. STARTING – October 2010

6. BACKGROUND

The 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 also support the

\(^1\) 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.
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

## 7. TASKS

### 7.1 General

In close collaboration and general supervision of the ENPI-FLEG Program Consultant – South Caucasus the Consulting Organization will be responsible for implementation pilot activities in specific regions of Georgia associated with strengthening of capacity of local communities for revenue collection from sustainable utilization of timber and non-timber forest products. This will also include responsibility of the Consulting Organization for capacity building of local population in planning, management and implementation of small scale projects related to legal use of timber/non timber forest resources.

### 7.2 Specific tasks

- **Defining scope of work and methodology**

At the initial stage of the implementation of pilot activities the Consulting Organization should:

- Define scope and nature of suitable activities to be implemented in pilot regions;
- Identify pilot projects to be implemented in each pilot region (one project in each region, 4 projects in total; could be different depending on specifics of regions);
• Identify specific geographical locations for the proposed projects (based on 4 regions identified in the “Assessment of the Impact of Illegal Logging and Unsustainable Forest Practices on the Rural Population of Georgia” conducted by Vasil Gulisashvili Forest Institute);
• Consult experts from Vasil Gulisashvili Forest Institute on the local level projects recommended in their above mentioned study;
• Prepare methodology and working strategy for implementation of each of the projects; (4 projects)

- **Conducting research and preparation of the working plans**

• Consulting Organization will be responsible for conducting marketing study for each project to be implemented and preparation of the economical justification, including those for revenue accumulation among local groups/organizations;
• Identification of the local groups/organizations working on/interested in implementation of the project related activities on local level;
• Preparation of the working plan with identified local groups/organization for implementation of the projects.

- **Implement 4 pilot projects in collaboration with identified local organizations in each pilot region**

- **Local capacity building and consultancy**

The Consulting Organization will be responsible to identify and plan activities aiming to the capacity building of the local partner organizations including:

• Provide guidance to partner local groups/organizations in management, marketing and financial issues in order to ensure effective and timely implementation of projects;
• Provide consultancy to partner local groups in establishing (if required) local institutional structure for implementation of projects;
• Provide trainings to small groups of people, involved in implementation of the projects, in each pilot region in project planning, management, basic accounting, etc.;
• Provide support to local partners in certification related issues: e.g IMO Certificate, EU Certificate, FSC Certificate, State Certification, etc…
• Support local partners in product development, branding, packaging, marketing, distributing, revenue collecting and reinvesting, etc..

- **The Consulting Organization will be responsible for ensuring long-term sustainability which means accumulation of the revenue from the pilot projects for enlargement of local businesses**

- **Prepare inception, draft final and final reports on the implemented pilot projects and local capacity building activities**
• Prepare inception report which will include identification, methodology and planning of activities as well as results of the marketing studies;
• Prepare final report with executive summary in English on the completed activities.
• Collaborate with FLEG Consultants in preparation of presentation materials, briefs, publications for web-site and press-releases summarizing methodology, implementation process and received results.
• Present projects during FLEG conference in Georgia and possibly during regional conference.

- **Project planning, assessment and reporting**
  • Provide accurate information and advice to the Program Consultant in a timely fashion so that all required technical and financial reports can be submitted;
  • In concert with the Program Consultant, facilitate monitoring and evaluation of project progress, impacts and lessons.

- **Program Communications**
  • Work with the Program Consultant and the other IUCN Consultants to clearly communicate results, success stories and key messages from project;
  • During external communications use requirements of Guidelines for external communications prepared by the Joint Communications Team, also upon approval from the Program Coordinator, participate in implementation of the country-specific Monitoring & Evaluation plan and communications strategy for the Program;
  • Cooperate with other co-implementing organizations (WB and WWF) for clear, consistent ad efficient communications.

- **Other**
  • As instructed by the Project Consultant, carry out any other appropriate associated work that may be requested to effectively perform the Program activities.

**8. QUALIFICATIONS**

The position requires an organization with minimum 5 years experience in implementation of income generated small scale projects in the field of forest and natural resources. Key experts should have at least 5 years of relevant professional experience. The following specific qualifications must be met:

• A Masters or higher degree in a discipline that is relevant to economic, business management or forest and natural resource management;
• Practical experience in implementation of income generated small scale projects preferably in the field of forest and natural resources;
• Knowledge and understanding of marketing and market related issues in Georgia;
• Knowledge and understanding of the current forest management and governance issues in Georgia;
• Established partner relations with local groups/organizations in the regions of Georgia will be an asset;
• Proven project work at international, national and local levels, including some supervisory experience;
• Experience in providing quality technical reports;
• Highly developed communication skills, including the preparation of high quality reports and the delivery of presentations;
• Ability to work under pressure, sometimes with extended hours, and to meet tight deadlines without compromising the quality of outputs;
• Knowledge of IUCN’s work globally and regionally is an asset;
• Computer literacy;
• Fluency in oral and particularly written English is an asset;
• Cultural awareness and sensitivity to gender issues;
• Availability and willingness to travel.