

Terms of Reference

Organizational Assessment of the Key Actors in Environmental Management in Tanzania

Organization Profile

In 2005, Tanzania's *Environmental Management Act* (EMA) became effective. EMA provides the basic legal and institutional framework for sustainable management of the environment in Tanzania. It outlines principles for environmental management, and requirements for impact and risk assessments, prevention and control of pollution, waste management, environmental quality standards, and public participation, compliance, and enforcement. Tanzania's development partners (DPs), including Canada, are working closely the Government to support the EMA Implementation Support Program (EISP).

EMA defines the institutional responsibilities for environmental management in Tanzania. Two organizations share the primary central responsibility for environmental management in Tanzania. Essentially, the Vice President's Office/Division of Environment (DoE) is responsible for environmental policy making, and government environmental management, while the National Environmental Council (NEMC) is the technical entity responsible for enforcement of environmental law. DoE is responsible for the overall coordination of environmental activities, advising the government on the law and international environmental agreements. NEMC carries out environmental audits, surveys, researches, and reviews, recommends approval of Environmental Impact Assessments, and enforces compliance of the National Environmental Quality Standards. Both are overseeing and coordinating the implementation of EMA.

Broad Considerations

With support from Denmark, the Government of Tanzania has developed the EISP. Denmark is the lead donor on this initiative, with an estimated \$6 million in support over five years (starting in 2007). The overall goal of the EISP is an improved state of environment in Tanzania, contributing to growth and income poverty reduction, social well-being, and improved governance and accountability. The EISP will be government-

implemented, with DoE and NEMC as the primary implementing agencies (at least in the first phase).

CIDA is considering a contribution of C\$2M over 5 years starting in 2008 or 2009. Good environmental management is considered as a cross-cutting priority for CIDA's work in Tanzania, but CIDA does not envisage becoming a leading donor to the environment sector, and expects to rely primarily on the strong engagement of other lead donors such as Denmark. CIDA sees its planned support for the EISP both as a contribution to improved environmental management in Tanzania, and as an investment in mitigation of the environmental risk associated with CIDA's support for general and sector-specific program-based approaches, including budgetary support.

Reasons for Organization Assessment

The Government and donors are aware that DoE and NEMC have limited experience in the management of broad capacity-building programs such as the EISP. The Government, along with Denmark and Canada, have determined that at the outset of this program it would therefore be appropriate to undertake an organizational assessment of DoE and NEMC, primarily to establish their management capacity for EISP implementation, including any areas of weakness that might present a risk for management of program funds or achievement of results.

Earlier work commissioned by Denmark during the preparation of the EISP provides a good body of information on the new institutional arrangements for environmental management in Tanzania.

Scope & Focus

During its first phase, the EISP itself will focus on capacity building in the DoE, NEMC, and in selected key MDAs; concentrating on four main areas:

- Environmental Policy and Planning – preparation and dissemination of Environmental Management Act associated regulations, guidelines and manuals to implementing institutions;
- Environmental Assessment – reviewing and acting upon Environmental Impact Assessments and Strategic Environmental Assessments and conducting Environmental audits;
- Reporting, Monitoring, and Enforcement – Establishment of Central Information System and state of environment reports prepared and disseminated; Environmental tribunal established and effected;
- Environmental Information, Awareness, and Research – Increased awareness of the Environmental Management Act and Multilateral Environmental Agreements amongst all stakeholders.

In later phases, the project will broaden the focus to include Local Government authorities.

The OA will limit its analysis to the following key organizations (hereinafter collectively referred to as “the Organizations”):

- Vice-President’s Office-Directorate of Environment (DoE);
- the National Environment Management Council (NEMC);

The OA will consider:

- **External context:** administrative & legal, political, socio/cultural, economic, technological, economic, stakeholder, geographic
- **Performance:** effectiveness, efficiency, relevance, financial viability
- **Motivation:** history, mission, culture, values, incentives/rewards, priorities
- **Capacity:** strategic leadership, structure, human resource management, financial management, program/process management, infrastructure, technological capacities, inter-institutional linkages

The OA should focus will be on the following key issues:

a. Overall objective:

- i. Identify areas of overlap in functions, programs, etc. among the Organizations, in relation to EMA-related objectives and responsibilities.
- ii. Assess the effectiveness and results of the Organizations in relation to EMA-related objectives and responsibilities.
- iii. Assess the Organizations’ abilities, vis-à-vis their EMA-related objectives and responsibilities, to learn and take lessons into account, including its monitoring, documentation and planning systems, and staff and organizational learning.
- iv. Identify lessons and considerations to inform the development of the Organizations in relation to EMA-related objectives and responsibilities, for example in terms of areas of concentration, their human, material, physical and political resources

b. Evaluate the processes and mechanisms of programme design, planning, monitoring and review, in particular:

- i. Evaluate the ability of the Organizations to strategically focus programs and activities in relation to EMA-related objectives and responsibilities.
 - ii. Establish the extent and effectiveness of internal program management and reporting, including feedback mechanisms for monitoring and learning, in relation to EMA-related objectives and responsibilities.
 - iii. Comment on the extent to which overall strategy, program, budgets and activities are linked, and to what extent they can be seen to be strategic, effective and providing value in relation to EMA-related objectives and responsibilities.
- c. Provide a general assessment (to the extent currently possible) of the overall organizational, finance, and management (administration) systems in place, specifically:
 - i. Capacity of the Organizations to implement and achieve results (i.e. organizational structure, policies and operations including: human resources management, planning, reporting, and monitoring).
 - ii. Internal management practices (the degree of effectiveness and transparency of the organizations' governance systems in relation to EMA-related objectives and responsibilities)
 - iii. The Organizations' capacity to demonstrate sound management practices (decision making structure)
 - iv. Accountability with respect to expected results (outputs and outcomes) based on performance indicators, methods for reporting on performance and evaluation criteria
 - v. Management and coordination arrangements of the EISP
- d. Financial management and financial risk assessment:
 - i. Comment on the finance and administrative systems in place;
 - ii. Financial risk assessment (review of financial management practices, procurement practices, and independent audit reports)
 - iii. Track record in the use of donor funds.

- iv. Internal risk management strategy (risk assessment and risk mitigation practices in place, how the organizations responds to evolving risks).

Stakeholder Participation

The OA will provide for the involvement of key stakeholders. The Permanent Secretary (PS) of VPO and other key officials will be involved in the OA and consulted at important milestones during the process. It is intended that all decisions from the selection of the consultant through to finalization of the OA report will be made in consultation with the PS. Consultations will clarify the commitments, responsibilities and expectations of CIDA and other donors, the Government of Tanzania, and the Consultant. The Work Plan will be reviewed by the PS/VPO. The final report will be provided to the Government and Environment Development Partners as a draft for comments.

Accountabilities & Responsibilities

The CIDA Program Analyst in the Canadian High Commission will oversee the OA and be responsible for accountability and guidance throughout all phases of execution, and approval of all deliverables. The Canadian Consultant will be the Team Leader and have overall responsibility for: 1) the day-to-day management of operations, 2) regular progress reporting to CIDA, 3) collecting credible, valid information, 4) the development of findings, results and lessons, and, 5) the production of deliverables in accordance with contractual requirements. The Team Leader will report to the CIDA Program Analyst.

Organizational Assessment Process

The Organizational Assessment will be carried out in conformity with the principles, standards and practices set out in the “CIDA Organization Assessment Guide”.

Field Missions

The Lead Consultant will conduct a 3-5 day planning mission in mid-August, the purpose of which will be to coordinate with the local consultant, consult with key stakeholders, collect information, and agree on the focus of the OA. At the end of this brief mission, the Lead Consultant will produce a work plan for the OA itself.

The Lead Consultant will conduct another 2-3 week field mission in September, in order to conduct the OA itself (together with the Local

Consultant). The Consultant will make a presentation to key stakeholders on preliminary findings before departure from the field.

Preparation and submission of OA Report

The Lead Consultant will prepare an OA report that describes the assessment and puts forward findings, results and lessons learned. The presentation of results is to be linked to the key issues as agreed in the OA work plan. The Consultant will submit a draft OA report to the CIDA Program and PS/DoE for review within two weeks of returning from mission. Within two weeks of receiving comments, the Consultant will submit a final OA report (including an executive summary).

Deliverables

The Consultant will prepare: 1) a work plan, and 2) an OA report in accordance with requirements identified in the “CIDA Organization Assessment Guide” and addressing all the issues outlined above. 3.) A power point presentation for key stakeholders, with the main audience being the PS/DoE. These deliverables are to be prepared in English, and submitted in both hard copy and electronic formats by a date to be specified in the contract.

Work Plan

The Lead Consultant is to submit a draft work plan to the CIDA Program Analyst within two weeks of the conducting the initial field mission. Within one week of receiving comments, the Consultant will produce a final work plan.

Consultant Qualifications

An international Consultant will lead the OA. The OA will be carried out by a team of two senior consultants, with one individual being a resident national.

- a. The Canadian Consultant is expected to be:
 - A reliable and effective project manager with extensive experience in conducting OAs and a proven record in delivering professional results
 - Fluent in English
 - Fully acquainted with CIDA’s RBM orientation and practices
 - Experienced at working in Africa

- b. The local Consultant is expected to be:

- Experienced in OA
- Fluent in English and Kiswahili
- Knowledgeable about environmental management issues and organizations in Tanzania

Cost Projection

The basis for payment will be fixed costs plus per diem rates. The payment scheduled will be determined during contract negotiations and specified in the contract. CIDA's projections for the 'level of effort' required for this OA and the anticipated 'consultant-related costs' for carrying out this project are set out below:

Projected Level of Effort.

Activity	Number of Days	
	Canadian - Senior	Local*
Work plan preparation	7	7
Documentation review	5	5
Travel Time	5	-
Data Collection, field work analysis	17	30
Debriefing	1	1
Report Preparation	10	4
Total	45	47

* The local consultant will be contracted by the Canadian Cooperation Office

Projected costs.

Type of Cost	Cost (C\$)		
	Canadian Senior	Local*	Total
Professional fees			
-International -Senior \$800/day x 45	36000	-	36000
-Local - \$400 x 47		18800	18800
International travel	6000	-	6000
Local Travel	500	500	1000
Tanzanian visa	50	-	50
Hotel Accommodation \$ 160 x 24	3840	-	3840

Meal Rates(66 x 24)	1584	-	1584
Total	47974	19300	67274

* The local consultant will be contracted by the Canadian Cooperation Office