TERMS OF REFERENCE (TOR)

AFRICAN DEVELOPMENT BANK GROUP

TERMS OF REFERENCE FOR

Preparation of GEF-funded project Abidjan Sustainable Urban Development project

Building Resilience for food security and nutrition in Chad's rural communities

Global Environment Facility (GEF) Project Preparation Grant (PPG) for Chad

Terms of Reference (TORs) for Project Preparation Consultancy

1. Background and baseline scenario

Africa's Sahel faces chronic food and nutrition insecurity, poverty and adverse habitats for agriculture and rural development. Severe food crises affecting millions of people in the region are recurrent and due mainly to a combination of short and long term causes, including recurring cycles of drought, poor harvests, high food prices and generally fragile ecosystems. Environmental degradation, coupled with inadequate governance and unfavorable climate, lie at the heart of the region's vulnerability.

Chad has three major agro-ecological zones: Saharan (north), Sahelian (center) and Sudanian (south). This diversity of bioclimatic zones is associated with a range of unique flora and fauna. A belt of land crossing the central Sahel area marks the point where rain-fed agriculture ends and rainfall becomes insufficient to cultivate crops without irrigation. The land in this area is marginal and the populations face critical difficulties for agro-sylvo-pastoral production. Due to the nature of the rains, modification of the land cover, and little investment in adaptive solutions, soil erosion and environmental degradation are widespread. The regions of Kanem and Bahr el Ghazal in the semi-arid Sahelian zone of Chad - the target regions of this project - have the highest level of food insecurity in Chad and the highest rates of malnutrition. Land degradation, with consequent loss of soil fertility, biodiversity and forest cover, is a major environmental challenge in Chad's Sahelian agro-ecosystems. The rate of land degradation in the Sahelian belt is of high concern given impacts on the natural resource base, which undermine the very assets upon which rural communities depend.

Pastoralists and farmers in Chad's Sahelian regions are competing for land and access to water which are putting increasing pressure on natural resources. The increased competition over progressively scarce resources creates both social land-use conflict and an endemic cycle of environmental degradation and poverty. Below are the primary environmental problems:

• Inappropriate farming practices, overgrazing, deforestation, and the pressures from a changing climate and growing population have caused extensive land degradation. Land degradation, and its extreme form desertification, have accelerated over the last thirty years. Continuous cropping, poor farming and land-husbandry practices, and wind and soil erosion are depleting the soil's native fertility and reducing crop yields. Due to growing population needs, fallow periods have significantly shortened resulting in degraded soil nutrient quality and natural regeneration is disturbed. Activities connected with mixed farming (bushfires, slash and burn cultivation, biomass burning) are additionally responsible for the emission of greenhouse gases (GHGs). In the past decades there has been a progressive expansion of the Sahelian climatic zone with a concurrent reduction of the Sudanian zone, resulting in greater aridity and reduced agricultural production.

• Forests cover roughly one quarter of Chad's land area and are mostly located in the southern regions. Ninety-five percent of the population relies on woodlands and forest resources for fuelwood to meet basic energy needs. High population density and pressure on resources have caused significant forest degradation, yielding an estimated 0.6% annual deforestation rate. Causes include illegal clearing of forest land for crops, expansion of land under cultivation, unauthorized tree cutting, expansion of farming and livestock herding, poaching, and uncontrolled bushfires. These practices add to Chad's net GHG emissions, reduce the fertility and carbon storage capacity of its soils and forests, and lead to desertification. The unsustainable use of woody species, exploitation of cultivable lands and wasting of pastoral spaces have critically endangered Chad's Sahelian tree steppe ecosystem and pose concerns for the sustainability of forests and pastureland.
• Water scarcity: Chad's enormous inland water resources, with the Chari River, Logone River and Lake Chad the most notable examples, have undergone significant desiccation over the past decades. Recurring droughts, declining vegetation surrounding watercourses, deforestation, and overgrazing are main contributors, drying up water courses and reducing the amount of quality pastureland.

• Lying at the convergence of four major continental ecological zones (West African Sahara, the Sahel, the Sudanian zone, and the Central African Forest), Chadian ecosystems are globally significant, providing critical environmental services to the country and the region. Chad is relatively rich in biodiversity although ecosystems that comprise permanent habitats, safe migration harbors, and assimilation zones for a multitude of unique species are highly fragile, ineffectively protected and risk serious and irreversible loss of biodiversity.

Tackling challenges of food and nutrition insecurity in the unique Sahelian context requires building resilience in structures and livelihoods, agricultural sector support and developing regional integration for tackling common problems. In order to find a lasting solution, the productive capacity of natural resources must be restored and enhanced alongside resilience. This can only occur through a solution that targets natural resources - land, forest, water - in a holistic way. Within this framework, AfDB's Program to Build Resilience to Food and Nutrition Insecurity in the Sahel (P2RS) has been designed with a 20 year timeframe to increase, on a sustainable basis, agro-sylvo-pastoral and fishery productivity in the Sahel. In addition to a regional component, select countries will implement their own national project. The baseline of the GEF project will be Project 1 of the P2RS which concerns seven countries of the Sahel most affected by food crises and, in particular, the Chadian component targeting Bahr el Ghazal and Kanem.

The AfDB baseline project seeks to eliminate structural causes of acute and chronic food and nutrition crises by helping vulnerable households to increase production and incomes; gain access to infrastructure and basic social services; and strengthen livelihood options. The strategy will be based on the development of stock breeding, irrigation schemes, markets for inputs, and agricultural and livestock products as well as enhancing the capacity of agricultural sector private, public and community institutions. To this end, the project will construct water and pastoral facilities in targeted rural districts and assist vulnerable households to enhance productivity by sustainably managing natural resources and improving market access. A value chain approach based on growth sub-sectors will be used to secure, store and increase access to and marketing of agricultural products. The AfDB baseline will be implemented over a five-year period through three components:

1. Rural Infrastructure Development: This component aims to improve the necessary production, processing and agricultural marketing infrastructure to increase the competitiveness of promising agricultural products and to strengthen the resilience of agricultural holdings in the Sahel. Main activities will center on the development of irrigation, pastoral, conservation/processing and marketing infrastructure, and basic social facilities.

2. Development of Value Chains and Markets: This component targets a sustainable increase in production, the productivity of the major agro-sylvo-pastoral systems and the strengthening of nutrition. Activities and capacity building will promote protection of natural and wood resources; development of the agriculture, livestock, fishery sub-sectors; improvement of market access and financing; strengthening of nutrition; and promotion of youth employment.

3. Program Management: The last component will define and implement an institutional structure for management and coordination of all aspects of the project, including procurement, monitoring and evaluation, and communication.

2. The GEF Project

The AfDB and GEF will jointly co-finance a larger project, with the main objective to enhance food security and nutrition through sustainable and resilient agro-sylvo-pastoral systems in the Sahelian regions of Chad. The GEF component's environmental objective is to help restore Chad's fragile ecosystems by enabling local communities and institutions to rehabilitate degraded lands and forests and to protect biodiversity. The project will generate environmental benefits through a number of GEF focal areas while simultaneously advancing the Government's main development objectives and its commitments under environmental conventions and poverty reduction strategies.

P2RS Project 1 will be financed from a Bank grant of USD 15 million and expected combined contributions from the government and beneficiaries of USD 2.6 million. GEF funding of USD 5.3 million has been secured to complement the AfDB project and strengthen on-the-ground activities in target regions based on securing environmental benefits at local and global scales. GEF funding will be multi-focal from the land degradation, biodiversity and sustainable forest management (SFM) focal areas.

Economic needs and increasing demographic pressure in Bahr el Ghazal and Kanem are encouraging conversion of forests, woodlots, and pastureland into land for cultivation. The last available areas of natural vegetation (marshes, prairies, but particularly woodlands) are being cleared, precipitating widespread degradation of habitats with consequent loss of native plant and animal species. Poor knowledge on environmental threats and lack of livelihood options lead to short-term strategies of extensive farming with no investment in regeneration and preservation. An approach will be sought that addresses the functional integrity of ecosystems and spans the whole array of natural assets.

Despite agriculture being difficult in the Sahel, there is potential for increasing agro-ecosystem productivity through natural regeneration, irrigation, and land restoration alternatives such as crop diversification and agro-forestry. Building on Chad's potential, the objective of the GEF project is to better enable stakeholders to restore and maintain the productivity of natural assets and biodiversity within fragile ecosystems. Activities will aim to promote a cross-sectoral approach to local economic development, environmental management, and resilience that simultaneously addresses climatic challenges. Through interventions aimed at complementing the P2RS, the GEF project will assess, pilot, and sustain needed investments in integrated natural resources management (INRM), capacity building, and knowledge. The aims are to implement sustainable land and water management practices (SLWM) and ecosystem conservation measures to reduce vulnerability at household level, to strengthen management and planning of natural resources for the consequent protection of biodiversity, and to diversify livelihoods focusing on crop and agro-forestry systems. All activities will be underlined by a critical consideration for the resilience needs of people and ecosystems. Three components are envisioned:

Component 1 – Enhancing agro-sylvo-pastoral productivity in drylands
The first component aims at intensifying agro-sylvo-pastoral systems and sustainable farming, spanning the full array of resources needed in a Sahelian dryland landscape: land, water, and livestock. Agro-sylvo-pastoral systems will be enhanced through needed rural infrastructure and by investing in soil fertility and water conservation. Activities will focus on promoting innovative and site-appropriate SLWM, improved agricultural technologies and inputs (e.g. crop diversification, drought and flood resistant crops and seeds), and the development of alternative income options aimed at ensuring food security while preserving the environment. Techniques for improving soil fertility and increasing woody biomass will be adopted more widely and consistently through SFM, agro-forestry, and dissemination of knowledge.

Main outcomes:

1.1 Improved agricultural, rangeland and pastoral production in support of food security and resilience

1.2 Improved agro-pastoral technologies and access to production assets for enhanced livelihoods and reduced vulnerability
1.3 Improved forest management and/or reforestation generate sustainable flows of agro- and forest ecosystem services

Component 2 – Promoting integrated ecosystem management for enhanced resilience and biodiversity conservation
The second component will focus on scaling up an integrated landscape approach to the preservation of land, forests and biodiversity for enhanced resilience, well-being and conservation. Better land use planning will sustain better management of environmental resources and protection of locally unique ecosystems. Activities will target informational needs and landscape planning, in particular targeting community associations and decentralized staff. Knowledge and capacity will be strengthened through targeted awareness-raising and outreach programs for the benefit of beneficiaries, NGOs and decentralized authorities. Considerations for biodiversity conservation will be a prime component, with support given to strengthen and promote local actions in conservation and integrated use of resources at the local level. The enabling environment for environmental planning and monitoring within the regions must also be strengthened given weak governance of natural resources and decentralization processes in Chad.

In the project target regions are two ecoregions of interest: the Sahelian acacia savanna and Lake Chad flooded savanna. Efforts will be undertaken to identify and develop conservation schemes and piloting new community incentive mechanisms to manage and use biodiversity in a sustainable manner. The project will identify and pilot a number of biodiversity conservation activities in the project target regions. In particular, these will focus on the planned SLM and SFM areas. A regulatory system will be identified and implemented to support biodiversity conservation in the ecoregions, including community based NRM plans that address biodiversity, a possible certification scheme for forest products, and establishing a PA system for Chad's Sahelian acacia savanna or Lake Chad flooded savanna ecoregions. Enhanced information and data on biodiversity of global importance will be an additional activity covering the Sahelian region.

Main outcomes:
2.1 Enhanced integrated landscape planning for habitat resilience and preservation
2.2 Enabling environment enhanced through mechanisms for the conservation of land, woody biomass and biodiversity

Component 3 – Knowledge, Monitoring & Evaluation (M&E)
The GEF project will support targeted environmental awareness and capacity building focused on enhancing integrated landscape management and agro-sylvo-pastoral planning. Assessments will directly feed into the design, development, and monitoring of SLFM activities and micro-projects under Component 1. The component will have a strong emphasis on M&E, thereby also taking stock of innovative SLFM technologies and the dissemination of best practices on improved Sahelian farming and biodiversity conservation to stakeholders. Through participatory processes, facilitators and project implementers will better assess community capacities and design specific training and outreach programs with greatest effectiveness. Due to the fragile nature of its resource base, a better understanding of the region's ecological biodiversity and conditions is needed. Technical analyses will feed into the design of the site-specific technology package and measures to ensure biodiversity conservation and sustainable use are integrated into planning.

Main outcomes:
3.1 Lessons learned captured and knowledge disseminated
3.2 Project impact monitored and evaluated

3. Objective of the assignment

A Firm will be hired to assist AfDB and other national partners in the formulation of the comprehensive and detailed GEF CEO Endorsement document for the Project which will include the detailed activities,

results based logical framework, and costing. The Project Document shall successfully pass through the review and endorsement processes of the participating country partners, GEF and the AfDB. The assignment involves consulting various stakeholders and potential project beneficiaries to define the detailed activities to be financed by the GEF.

The Firm shall ensure that the Project design is fully aligned with national strategies, the GEF vision and focal area objectives, and relevant AfDB strategies, including the Bank's Ten Year Strategy (2013-2022), Gender Strategy, and Chad's Country Strategy Paper. The Project design must be consistent with the GEF Strategy on Land Degradation (particularly programs 1 and 4), Biodiversity (program 9), and SFM (program 2).

The GEF CEO Endorsement Document is a full project preparation document including tracking tool per focal area for the GEF CEO's endorsement following the template provided by the GEF Secretariat (http://www.thegef.org/gef/guidelines_templates). The document should be aligned to the Project Identification Form (PIF) (i.e. the concept note) and adequately respond to comments, reviews and concerns provided by the GEF Secretariat and the GEF Scientific and Technical Advisory Panel (STAP). The CEO endorsement document will need to clearly respond to the feedback provided. Relevant documents will be shared with the Firm upon hiring. The project shall also be complementary to relevant ongoing baseline activities as mentioned in the PIF and to be further explored by the Firm. As the financing sources are mainly from GEF and the AfDB, the Firm will clearly state the components and sub-components that will be financed by each partner, keeping in view the relevant eligibility criteria of the designated focal area strategies.

4. Scope of Work

The Firm is ultimately responsible for the delivery of the full and final approved documents to the AfDB. The scope of activities shall include - but not be limited to - the following tasks:

- Liaise closely with the AfDB project team and national stakeholders, particularly Chad's Ministry of Environment and Agriculture, in developing the Project Document(s).
- Review the AfDB and GEF guidelines for development of Project Documents and existing project reports and results, in particular the approved GEF PIF, to ascertain the appropriateness of the proposed components, results and interventions, as well as costs, procurement and implementation arrangements.
- Assess the institutional capacity (human resources, tools, systems and constraints) for project implementation at regional, national and local (districts and communities) levels. Outline the role of each implementing stakeholder, as well as capacity building required at each level. Assess the prevailing (non-) awareness regarding sustainable NRM practices among potential target communities and document these.
- Contribute to the preparation of national workshops, including the inception workshop, and other consultation activities in the project preparatory phase if and as necessary.
- Literature review and initial data collection: Carry out an inventory of existing information on policies, laws, regulations and governance systems for natural resources; biodiversity and relevant interventions; current agricultural practices and strategies, and other information relevant to the formulation and implementatoin of the project. The studies shall cover the technical feasibility of the interventions and explore alternatives in technical approaches for the project. Additionally identify information and capacity gaps to undertake specific activities, such as assessing biodiversity and conservation needs in the regions of Kanem and Bahr el Ghazal and possible response mechanisms. The data collection and analyses will inform the project design to include sustainable land and forest techniques, including incentives for communtity adoption of INRM and conservation practices.
- Institutional and coordination analysis and mechanisms: Profile the structure of the agriculture sector and analyse causal factors and impacts of unsustainabel land use practices and climate change. Understand the range and possible roles of various stakeholders, and define the project institutional coordination mechanism and implementation arrangement.

- Work in consultation with local district authorities to develop and document criteria for selecting target communities, conducting stakeholder consultations and identifying district-level project beneficiary sites. Identify target areas and communities that will benefit from the project activities and assess income diversification opportunities in selected communities. Assess the land tenure system and land use rights in the project areas.
- Environmental and social analysis: Undertake an analyis of the potential environmental and social impacts of the proposed technical interventions. Develop a comprehensive risk assessment, including mitigation and monitoring measures. Assess relevant ongoing baseline activities and interventions in Chad, considering the economic, environmental, health, gender and social impacts of current land use practices.
- Stakeholder analysis and consultations: Prepare a stakeholder analysis for the project, as well as a gender analysis. Stakeholder consultations should comprise Government ministries and departments, decentralized authorities, AfDB local project staff, subsistence farmers and other beneficiarues, community leaders, CSOs, and other. During baseline program identification, broad-based consultations were held and a participatory approach was followed throughout the formulation process. This approach will be continued during project document finalization. The project targets the most vulnerable households, subsistence smallholders and pastoralists. It will promote collaboration with households and farmer organizations that are most exposed to environmental degradation. Partner national and civil society organizations will be engaged at identification and implementation stages to define needs and carry out relevant project activities.
- Do a gender analysis which assesses: (i) gender disparities that may affect the feasibility and success of the project; (ii) opportunities within the project to improve women's access to basic services, economic opportunities and decision making; and (iii) specific components or other mechanisms to ensure that both women and men participate in and benefit from the Project.
- Coordinate with other donor or other projects/programs in the target area and with national and district stakeholders, including the exploration of partnerships, synergies and complementarities.
- Technical options and activities: The Firm shall identify and describe in detail the range of technical options to enhance agro-sylvo-pastoralism in the project area, as complementary to the baseline project activities, and biodiversity conservation measures. All should be underlined by a clear consideration for climate change vulnerability based on impact analysis. The preparatory work, data collection and analytical activities outlined above will provide the basic elements to develop the project components. The analyses and studies will help define and propose measures to improve existing environmental and agricultural approaches and disseminate water resources management and forest conservation tools that will bring local, regional and global environmental benefits. The activities should aim at sustainably intensifying land uses through best management practices to achieve multiple gains simultaneously, including increased food production, reduced biodiversity loss, reduced GHG emissions, enhanced adaptation to climate change and variability, and inclusive broad-based economic growth.
- Monitoring and Evaluation framework: A framework for M&E will be developed early on to identify relevant indicators and monitoring procedures. The M&E/assessment plan shall include the analysis and monitoring of land degradation trends and associated socio-economic and biodiversity impacts. Include gender indicators in the M&E plan.
- Develop the project's methodology, implementation plan, and implementation arrangements. This will include the Results Framework for the project interventions with due consideration of alternatives for each of the outcomes and outputs identified in the PIF (based on data collection, lessons learned from previous efforts and stakeholder consultations), and update outcomes, outputs, indicators and related risks.
- Recommend measures to foster sustainability of the Project's outcomes, which will seek to ensure that interventions towards long-term sustainability of the project achievements are included in the logical framework.

- Plan and budget project activities for learning mechanisms, Knowledge Management, communications and awareness building at community and national levels.
- The Firm will need to place emphasis on the potential and difficulties of the targeted agro-ecological Sahelian zone and the need to accelerate adoption of technology packages and diversification of livelihoods that build the resilience of ecosystems and livelihoods in the face of resource degradation and changing climatic patterns.
- In sum, ensure that the CEO Endorsement Document:
    - is aligned to the PIF, sufficiently elaborates and clarifies the PIF, and addresses issues raised in the GEF Review Sheet concerning the PIF;
    - adequately demonstrates cost effectiveness;
    - clearly articulates how sustainability will be ensured and relevant risks mitigated;
    - clearly outlines and confirms the co-financing;
    - includes a budgeted M&E plan with information for relevant indicators and baseline data to facilitate project M&E;
    - includes a logical framework and implementation schedule for major activities;
    - includes an institutional analysis of the implementing agencies;
    - presents opportunities to improve the enabling environment, local investments and cross-cutting elements in a comprehensive way;
    - outlines mechanisms for sharing best practices and lessons among partners/projects within the program and beyond;
    - takes into account gender concerns; and
    - adopts design principles fostering replicability through up-scaling of learning and mainstreaming into decision-making processes.

5. Timeframe and Deliverables

The Consultant Firm will be contracted by the Bank for a maximum period of 10 staff-months, starting from (date TBC), while the estimated duration of the service contract is four (4) months. The Consultant will provide additional clarification information as required by the GEF and AfDB up until the final approval.

Expected outputs and deliverables:

- Inception report: 2 weeks after contract signature. The report sets out the work plan for the project design phase, consultations needed and budget lines. It shall not exceed 25 pages.
- Monthly progress reports which will briefly cover (in no more than 4 pages): i) summary of main activities, ii) ongoing studies, surveys, consultations and field work, iii) issues and concerns related to any consultancy works, iv) next two months planned activities, and v) conclusions.
- The final Project Preparation Report, which will set out the achievements of the project design phase, stakeholders that were consulted, lessons learned, project design and budget spent.
- Preparation of the GEF CEO Endorsement document: 4 months after contract signature.
- Final GEF CEO's Endorsement document following review by the Bank and the government: 4 months after contract signature.
- The Firm will provide additional clarification and information as required by the GEF Secretariat up until final endorsement of the project by the GEF CEO.

The assignment is primarily home based but the Firm/project team will undertake a mission(s) to Chad as necessary. In-country travel will be required to facilitate interaction with various stakeholders and to project target locations. The Firm will be responsible for its own required equipment, logistics, and communications.

The Firm will report to the task managers of the project, both of the AfDB and in Chad's Ministry of

Environment and Agriculture, on day-to-day issues pertaining to the technical execution of the assignment. The expert team will also consult with the departments responsible for agriculture, forestry, environment and water resources in Chad. The Bank will be responsible for the overall administration of the contract(s).

The Firm has an obligation to undertake the studies in accordance with international best practice, including assessing compliance with national laws and regulations in the country as well as to ensure that the studies meet requirements of the African Development Bank and other international partners. Of key concern are the Bank's Safeguard Policies; see:

http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/December_2013_-_AfDB%E2%80%99S_Integrated_Safeguards_System__-_Policy_Statement_and_Operational_Safeguards.pdf

6. Requirements

Firm

The consulting firm must be registered in a member country of the Bank and should have been in existence for at least five years. The firm must have:

- Demonstrated track record in preparing integrated NRM projects in Sub-Saharan Africa, particularly in the Sahel. Previous experience with developing GEF projects will be a clear advantage.
- Demonstrated experience in preparing resilience and alternative livelihood projects for social development based on sustainable ecosystem management.
- Able to commence activities within a short time period following conclusion of the contract.

Project Team

The consulting firm will field an appropriate team with qualified members, both international and national, to produce deliverables as outlined above. The team should include at least four (4) key experts, including the team leader, with general qualifications described below. The firm is welcome to propose additional experts for efficient implementation of the assignment.

The team should consist of a primary project manager and have expertise in the following fields, inter alia: agriculture and/or agronomy, food security and livelihoods, natural resources management, SLM and SFM, biodiversity conservation, climate change, community and social development, gender, M&E and procurement specialist. It is up to the Firm how to respond to these needs.

1.3 Qualifications for Key Experts

Individual experts shall have at least ten years of specific relevant experience and a track record of preparing international organization or Multilateral Development Bank funded projects. Specific experience in the development and implementation of GEF and/or AfDB funded projects will be a clear advantage. A proven record of relevant experience in Sub-Saharan Africa, particularly Sahelian Africa and/or in Chad, will also be an added advantage.

The consulting firm will propose the following list of experts with excellent oral and written communication skills in French. A knowledge of English is an asset except for Team leader who must be bilingual.

Team Leader/Project Manager/NRM expert

- Advanced degree in natural resources management or related field (e.g. ecology, forest management, agronomy, animal science) with a good understanding of resilience and climate change impact on the agriculture sector;
- Minimum of 8 years working experience in areas related to environmental and social management in a development context;

- Experience in leading international teams and working experience with multilateral institutions to design projects in the NRM sector. Experience in preparation of GEF financed project will be an asset;
- Experience building the institutional capacity of national and local-level government counterparts;
- Proven ability to lead multidisciplinary teams in a challenging environment is required;
- Demonstrated experience undertaking environmental risk and vulnerability analysis in Africa;
- Experience in institutional capacity assessment, reforms and design of capacity development programs with experience in the agriculture sector;
- Knowledge of principles and practices of gender and experience in integrating gender equality into projects;
- Excellent oral and written communication skills in French and good knowledge of English

Agriculture Specialist

- Advanced degree or equivalent in agronomy, agricultural engineering, hydrological engineering, livestock management, natural resource management, or related field with a good understanding of climate change impact on the agricultural sector;
- Minimum of 8 years working experience in agricultural projects in a developing country context;
- Extensive field experience in developing and implementing land restoration projects. Familiarity with local native plant species and experience with integrating management of agricultural resources with preservation of native plant communities (i.e., agro-forestry, rangeland and/or native plant communities adjacent to cultivated land);
- Proven ability to think strategically and conduct dialogue on rural development, natural resource management and agricultural policies, while maintaining a strong sense of realism with regard to in-country conditions and competing demands for resources;
- Experience in measuring, analyzing and interpreting agricultural data, and in land-use planning.
- Experience in the Sahel, with international teams and multilateral institutions;
- Excellent oral and written communication skills in English or French.

Biodiversity Specialist:

- Advanced degree in biodiversity conservation or related field (e.g. forestry or wildlife management biology, zoology, ecology, forestry, NRM) with a good understanding of key conservation concepts and applications;
- At least seven years of work experience in biodiversity conservation in developing country contexts related to ecosystem conservation, protected areas, etc.;
- At least five years of technical experience in conservation, preferably working at the intersection of biodiversity and agriculture or climate change;
- Familiarity with technical approaches of environmental NGOs and donors for biodiversity conservation;
- Experience in program design and implementation of biodiversity conservation strategies is preferred;
- Experience in the Sahel, with international teams and multilateral institutions;
- Excellent oral and written communication skills in English or French.

Financial, Procurement, and Monitoring Specialist

- Advanced degree in finance or accounting; certification in accounting;
- At least 5 years of experience in financial management of Donor funded and trust fund management projects;

- Post graduate training in Procurement or Financial Management, and familiarity with international public procurement practices;
- Experience in the procurement process, particularly public procurement and familiarity with Multilateral and or Bilateral funded Projects;
- A high level of interpersonal and management skills and ability to work with teams at all levels.

Together, the expert team should meet the following requirements:

- Advanced degrees relevant to environment and natural resources management with a thorough understanding of social, environmental and institutional dimensions in rural settings;
- A minimum of 10 years working experience of which at least 8 in areas related to ecosystem management (particularly in dryland contexts) and community development;
- At least 8 years working experience in the context of Integrated Natural Resources Management (INRM), with some experience in the Sahel;
- Practical experience regarding dryland ecosystems and associated governance, agriculture and biodiversity Projects financed by the GEF and/or other donors/financiers;
- Understanding of climate change vulnerability and impacts in Africa, particularly the Sahel;
- Demonstrated experience in Sub-Saharan Africa and familiarity with the geopolitical context of Chad;
- Demonstrated understanding of community land practices in Chad and the Sahel;
- Experience in developing sustainable (modernized) NRM practices;
- Experience in community development including community mapping and needs assessment for agriculture, livestock, gender and livelihood support programs;
- Expertise in food security and nutrition;
- Knowledge of principles and practices and experience in integrating gender equality into projects;
- Experience in the development of strategies for engaging stakeholders (particularly rural communities) in the implementation of agro-ecosystem management projects;
- Experience with national planning processes, multi-stakeholder platforms or expert networking in environment related context in relation to sustainable development;
- Familiarity with land use planning, forest management and forest ecology;
- Experience in conducting and preparing Environmental and Social Impact Assessment reports and conversant with AfDB's safeguards procedures;
- Experience in developing Result Frameworks and M&E plans;
- Proficiency in English or French with adequate working knowledge of the other; Arabic also an advantage;
- Demonstrated competence and skills to successfully develop project proposals, particularly in fields such as ecosystem-based management, sustainable agriculture, biodiversity conservation, and related fields;
- Sound knowledge on project and results framework development, including financial components;
- Strong technical report writing, data acquisition and analysis skills;
- Strong interpersonal skills and ability to establish and maintain effective working relationships with people of different backgrounds and cultures, also at the local community level;
- Excellent communication skills and reporting with ability to express ideas clearly, concisely and effectively, both orally and in writing.

7- Implementation schedule

The estimated duration of the assignment is 4 months. An indicative implementation schedule and deliverables are given in the table below.

	Month									
	1		2		3		4		5	
1. Inception report	X									
2. Stakeholder inception workshop	X					X				

3. Climate risk assessment		X								
4. Draft proposed activities		X								
5. Knowledge management and monitoring & evaluation (M&E) framework					X					
6. Draft project appraisal report (Bank template)				X						
7. Detailed procurement plans, methods disbursement schedule including Waste management component				X						
8. Detailed implementation arrangements and alignment with AfDB baseline project				X						
9. Draft GEF CEO's endorsement document (GEF template) including Tracking tool						X				
10. Review by stakeholders in country (validation workshop)							X			
11. Review by the Bank and GEFSEC								X		
12. Addressing GEFSEC and Bank								X		
13. Final GEF CEO endorsement document								X		