



FORESTRY DEVELOPMENT TRUST
UENDELEZAJI MISITU TANZANIA

Terms of Reference for

Capacity Building Consultancy on Business Skills Development for Start-ups

February 2020

Background

The Forestry Development Trust (FDT) is an independent institution established in 2013 by the Gatsby Charitable Foundation, with a Memorandum of Understanding with the Ministry of Natural Resources and Tourism. The Trust aims to transform the commercial forestry sector in Tanzania by facilitating changes at the sector level that will enhance and build competitiveness, inclusiveness and resilience. The Trust works with central and local government, local and international partners, and all levels of commercial forestry tree growers, focusing on:

Genetic Resources: is responsible for the design and implementation of the Tree Improvement Programme (TIP). Intended as a long-term collaborative R&D initiative, the TIP seeks to conduct research on new species of trees, disseminate information between stakeholders, and enable the domestic production and sale of improved planting material. This will increase genetic diversity and quality of planting material in Tanzanian forestry through inclusive arrangements whereby even small farmers can access improved seedlings, strengthening the competitiveness by driving a step change in productivity and increasing resilience of the sector in the face of changing market forces and threats of pests and disease. Key developments in the last year have been the establishment of breeding populations with key partners that are the first step towards locally produced improved seeds.

Tree Grower Services: focuses on service provision to small-scale tree growers – specifically tree nurseries, seed suppliers, contractor services and the provision of advisory with the aim of driving woodlot productivity and quality gains. Over time, C2 has moved from direct delivery of farmer training towards facilitating other actors and has managed to build the capacity of a seed supplier to now directly import and distribute improved seed to nurseries and retail outlets.

Markets: focuses on increasing the value that growers receive at harvest, facilitating upstream improvements in value chains and catalysing the development of new/evolving value chains. Having lagged behind the components focused on productivity, C3 is now in a position to pilot a set of interventions to drive increased value for growers with the development of marketing services, and to increase total value added to the sector by catalysing investment in processing.

Policy: straddles other components to drive a more conducive policy and enabling environment. It is doing this through a focus on sustainable institutional arrangements for tree improvement (C1), advocating for private and public roles in support of input supply and planting (C2), and supporting stakeholders to influence policy and regulations affecting the sector competitiveness (C3), most recently through the National Forest Policy and the eucalyptus pole value chain.



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The trust interventions are designed and implemented using the Gatsby approach which essentially looks at the sector conditions that support the sector to become competitive, inclusive and resilient. This model which is an adjustment of Porter's Diamond framework includes: market demand conditions, firm structure and rivalry, availability and quality of local service and input providers, government commitment and sector governance and production factors (land, labour, capital) and the extent of coordination within the sector.

It is estimated that there are about 3,000 Tanzanian medium tree growers who have invested in tree planting. Despite the scale and amount of money invested in these plantations/woodlots, majority of them are of low quality due to:

- Limited knowledge, information and capacity of majority of the Service providers
- Unrealistic expectation of return on investment among medium tree growers which end u discouraging more investment in management of their plantations/woodlots
- Low client's confidence and trust on existing service provision
- Poor documentation and lack of contractual agreement which are legally enforceable among service providers
- Lack of distinct business development and management capabilities among service providers entity
- Lack of viable service bundling model

FDT is taking different initiatives to address the above constraints and one of them being supporting capacity building of five (5) graduates who are aspiring to become commercial forestry service providers. The support includes capacity building on both technical and business development skills.

Purpose of Terms of Reference

The purpose of these Terms of Reference is to outline the assignment of the consultant, with a focus on tasks and responsibilities and expected deliverables of the assignment. The consultant is expected to provide detailed technical proposal highlighting how they will execute the tasks in the terms of reference.

Purpose of the Assignment

FDT is seeking to engage a consultant to design and deliver a business development and entrepreneurship management training and mentorship for FDT supported interns and their start-ups. It is expected that the training will build the five-business start-up's capacity in the following areas:

- Business planning and development
- Business laws, ethics and regulations
- Service marketing
- Customer management



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Scope of the Assignment

The assignment is divided into three phases:

Phase I: Designing the training course,

Phase II: Delivering the training course and

Phase III. Providing mentorship and support for three days per month over a period of three months. The training course shall be in English and the Consultant is expected to undertake the following tasks:

Phase one: Training design

1. Develop and submit with proposal a detailed training module covering the topics listed in the purpose of the assignment
2. Submit a detailed workplan for the training

Phase two: Training delivery

3. Launch and run the training sessions for the 5 FDT supported business start-ups
4. Agree post-training KPPIs which will be assessed in the course of the 3-month mentorship period

Phase three: Mentoring and support

5. Provide mentoring and support to the 5 FDT supported business start-ups for four days per month (two days travel and two days actual field support) over a period of three months
6. Prepare and submit final report at the completion of the training

Deliverables

The Consultant will complete the following deliverables which are aligned with the specific tasks above:

1. Prepare and submit a detailed proposal that will align with the specific tasks listed in this ToR. The proposal will describe and justify methodology and implementation of the proposal. The proposal should include training modules, budget and work plan timelines and detailed matrix of employees who will be involved in the project.
2. Final report



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Period of performance

The agreement will be effective during the period from 09th March to 30th May 2020 guided by the timeline indicated in the table below:

Due dates	Activity description
25. 02. 2020	Submission of proposal
09. 03. 2020	Award of contract
12. 03. 2020	Design of training course
13. 03. 2020	Review of training course with FDT
21. 03. 2020	Training delivery
23. 03. 2020	Training Evaluation
25. 05. 2020	Mentoring and support
30. 05. 2020	Submission of final report to FDT

Rights of Data ownership

The ownership of all reports, research, data, intellectual property, and work products developed or used under this Agreement rests with Forestry Development Trust and must be delivered or returned to Forestry Development Trust upon request at the conclusion of the Agreement. The Consultant agrees not to publish or make use of any such materials without the prior approval in writing of Forestry Development Trust

Proposal submission and reporting

Proposals should be submitted as Microsoft Word documents to Baraka.Ntiruhungwa@forestry-trust.org and emmanuel.sangalali@forestry-trust.org with the subject line “**BDS Consultancy**” by 25th February 2020. Any queries regarding the terms of reference should be directed to the same three contacts and subject line.

A main contact person will be assigned by Forestry Development Trust to coordinate and approve logistical support for the whole period of this contract.