



**THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR
PRESIDENT OFFICE FINANCE AND PLANING**

BOOSTING INCLUSIVE GROWTH FOR ZANZIBAR PROJECT (BIG Z)

**TERMS OF REFERENCES FOR A SOCIAL SPECIALIST FOR BOOSTING
INCLUSIVE GROWTH FOR ZANZIBAR (BIG-Z)**

PROCUREMENT PLAN CODE NO : TZ-POFP-274916-CS-INDV

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1. Project Background

The Government of the United Republic of Tanzania has applied for financing from the World Bank towards the cost of the Boosting Inclusive Growth for Zanzibar (BIG Z), Integrated Development Project and intends to apply part of the proceeds for eligible payments under the contract for Consultancy Services to Support Implementation of BIG Z for which these Terms of Reference are issued, through President's Office, Finance and Planning (POFP).

The BIG Z is the World Bank (WB) supported integrated development project with the main objective of increasing access to improved living conditions and service delivery in targeted areas in Zanzibar and to enhance institutional capacity of the government. The BIG-Z Project adopts an area-based integrated development approach to deliver systematic solutions, with the activities organized into four main areas namely (a) investments in infrastructure and basic services as well as various support programs to improve the livelihoods of residents in core urban areas, fast-growing urban areas, and towns or villages, (b) focusing on institutional development and capacity building, including municipal finance, information and communication technology, and urban management, as well as enhancing the enabling and regulatory environment for development, (c) financing the direct costs of the project management and operation of the project to ensure smooth implementation of activities, and (d) supporting contingent emergency responses to address situations that may require urgent assistance, considering the increasing climate risks in Zanzibar, particularly the risks of flooding.

The project will be implemented in both Unguja and Pemba and will cover Zanzibar city and selected gateway villages and town councils. It will enhance the capacities of government institutions responsible for urban development and bring benefits to businesses in these areas and the entire population, as well as visitors and investors.

The project implementation considers the involvement of the main stakeholders, including different ministries and agencies as well as the local governments and villages. The four key ministries are President's office, Regional Administration, Local Government and Special Department (PO-RALGSD), Ministry of Infrastructure, Communication and Transport (MoICT), Ministry of Tourism and Heritage (MoTH) and the Ministry of Land and Housing Development (MoLHD) who will oversee overall project progress and ensure that project objectives and timelines are met.

The BIG Z is a follow up project from ZUSP. Following the substantial outputs and positive outcomes of ZUSP, the Revolutionary Government of Zanzibar (RGoZ) requested for successive support from the World Bank to continue and scale up the interventions in Zanzibar with BIG Z project. The project is to be implemented for five (5) years from 2021 to 2026 and will include four components as follows:

a) Area-Based Integrated Urban and Infrastructure Development:

This component finances investments in infrastructure and basic services as well as various support programmes to improve the livelihoods of local residents in three types of areas in Zanzibar: (a) urban core, (b) fast-growing urban areas, and (c) towns/villages. The component is composed of three subcomponents, as follows: i) Urban Core Revitalization

and Mobility Improvement, including the integrated redevelopment for Michenzani area as well as the mobility and public space improvement for the Stone Town; ii) Upgrading and Management of Fast-Growing Urban Areas, including the improvement of urban infrastructure and services in the three selected neighborhoods of Unguja as well as the investment and technical assistance for improving solid waste management in both Unguja and Pemba; iii) Integrated Local Area Development (LAD) for Towns and Villages, including integrated investments to improve infrastructure and services in the three selected villages of Unguja as well as urban upgrading interventions for the town and district councils in Pemba.

b) Strengthening Institutions for Urban Management and Encouraging Innovation: This component focuses on institutional development and capacity building, including municipal finance, Information and communication technology, urban management, and enhancing the enabling and regulatory environment for development with three subcomponents: 2.1 Institutional Strengthening and Use of Technology in Governance; 2.2 Urban Planning, Management, Municipal Finance, and Regulation; and 2.3 Feasibility studies and detailed design for future urban upgrading and mobility improvement projects.

c) Project Management, Monitoring and Evaluation:

This component finances the direct costs of the management and operation of this project to ensure smooth implementation of all project activities in accordance with the Bank's policies and guidelines. It will support the borrower in the areas of project coordination, supervision, financial management (FM), procurement, monitoring and evaluation (M&E), communication, audits, quality assurance and preparation and supervision of implementation of the safeguards instruments, preparation of related surveys, including through the provision of training, operating costs, goods and services for the required purpose.

d) Contingent Emergency Response: This Contingent Emergency Response Component (CERC) is included under the project for situations of urgent need of assistance, as project-specific CERC. Given the increasing climate risks in Zanzibar, particularly the risks of flooding, CERC will allow the RGoZ to request the Bank to rapidly reallocate project funds to support response and recovery by funding eligible list of activities in the aftermath of a disaster. This component will have no funding allocation initially and will draw resources from other categories with unallocated expenditure in the case of activation. If an Immediate Response Mechanism (IRM) is established, this component will serve as an IRM CERC to allow the reallocation of uncommitted funds from the project portfolio to the IRM Designated Account (DA) to address emergency response and recovery costs, if approved by the Bank.

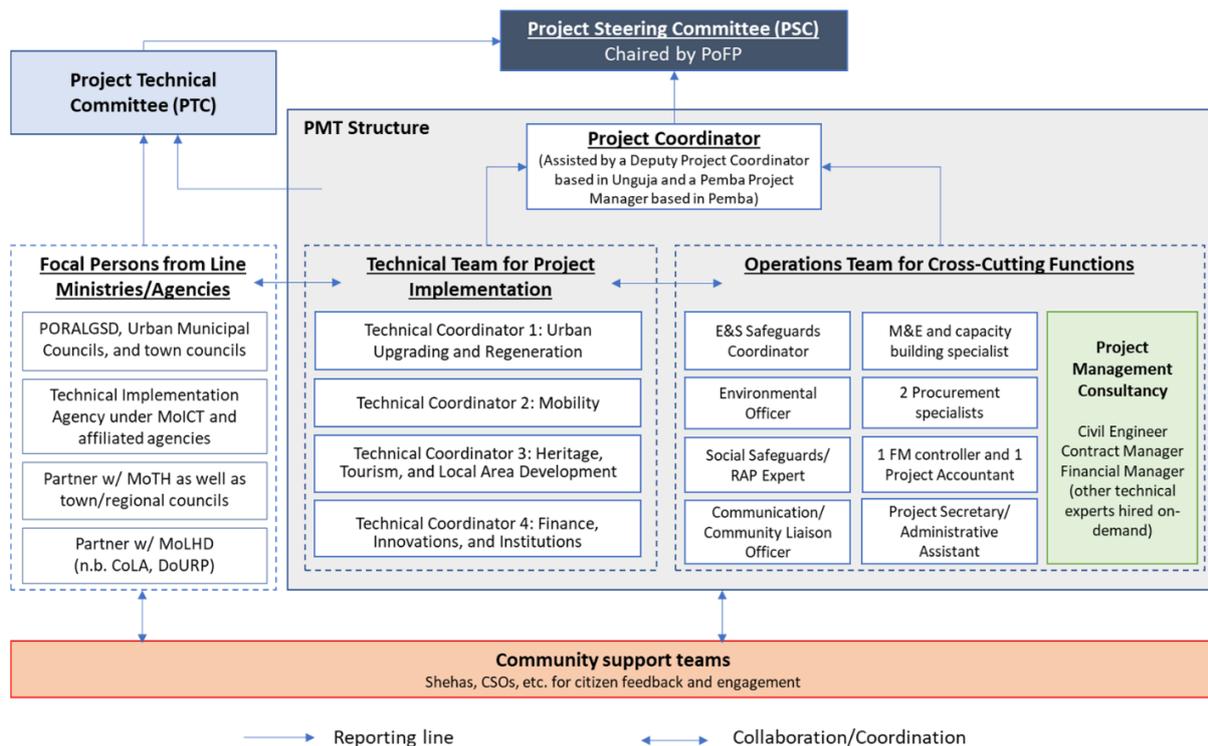
2. Project Implementation Structure

To achieve the Big-Z development objectives it is fundamental to consider the cross-sectoral and multi-institutional nature of the project. The Project management structure will be composed of a Project Management Team led by a Project Coordinator with one Assistant Coordinator in Unguja and Project Officer in Pemba with a multi-sectoral technical team (twelve 12 members) and support units in Administration, Procurement, Finance and Environmental and Social Safeguards. PMT has been established under the President Office, Finance and Planning (PoFP) to manage BIG-Z on a day-to-day basis. There is a Steering Committee whose members are the Principal Secretaries from the line Ministries and a

Technical Coordination Committee at the Director level to provide effective oversight, and give strategic guidance to the PMT.

The BIG-Z places the highest emphasis on ensuring that project planning and implementation is fully sympathetic to the needs of partner communities and their social, environmental and physical situations. To this end, close collaboration with community leaders and groups is central to all project initiatives (including local government officials, project Affected Person (PAP) *shehas* and other community leaders/representatives, civil society organizations (CSOs), citizen groups, etc.). In Big-Z, the interests, concerns and development challenges of Zanzibar urban communities will continue to set the project development agenda. Facilitating this communication – Big-Z/RGoZ/communities – and ensuring community inputs feed through to project planning and implementation, is the fundamental task of PMT within Big-Z, particularly the communications and community engagement entity.

Figure 1: Big-Z Organogram



3. Objective of the Consultancy

The objective of the consultancy is to provide strong technical assistance and coordination on all Social safeguard issues within the BIG-Z project, including, implementation, supervision and monitoring of Resettlement Action Plan (RAP), communication with BIG-Z PAP and other stakeholders using Stakeholder Engagement Plan and other guidelines issued by both RGoZ and World Bank. This will include managing the day-to-day tasks for resettlement activities, as well as developing an overall strategic approach to resettlement and social development for urban infrastructure projects in Zanzibar.

4. Scope of Work

This TOR is prepared to search for a candidate to be hired as a Senior Social Specialist working on the Project Management Team (PMT) for the Boosting Inclusive Growth for Zanzibar. Under this assignment, the Social safeguard specialist will be required to take on the responsibility of all Social aspects of the project including coordination and preparation, implementation, supervision, and monitoring of all Social tasks under BIG-Z project.

The Expert Consultant will be responsible for the provision of support services for the preparation, implementation, monitoring, and evaluation of social safeguards instruments as well as social development for the project. The safeguard instruments include Resettlement Action Plans (RAPs/ARAPs) and accompanying livelihood restoration programs, Stakeholder Engagement Plan (SEP), Grievance Redress Mechanism (GRM) as well reviewing/advising on social aspects of Environmental and Social Impact Assessments (ESIAs) and Environment and Social Management Plans (ESMPs). The key aspects of these instruments include resettlement compensation, community participation and decision making, social inclusion, influx of laborers in the area seeking jobs and resulting impacts on the community, child labor, gender, vulnerable peoples, etc. The Consultant will work closely with the PMT's Environmental and Social Safeguard Specialists and Community Liaison Officer as well as the project engineers, procurement officers, etc.

The Consultant is expected to lead a new approach to resettlement for the BIG Z team, which in the past has relied upon consulting firms (generally engineering firms) to prepare RAPs/ARAPs. Experience in the project has shown this approach to be ineffective and costly in terms of financial resources and time, and quality of RAPs has been low which has resulted in project delays.

The BIG Z PMT is therefore interested in carrying out RAPs internally and training up local staff in preparing and implementing RAPs. The Consultant will be expected to lead this effort to handle resettlement issues more effectively in BIG Z activities.

5. Specific tasks

Specifically, the Social Safeguard Specialist is required to undertake the following tasks:

Task 1: Leadership and Project Management

- a. The consultant will be expected to form and lead a team of local technical specialists as needed to prepare and implement RAPs, livelihood restoration programs, M&E, and overall social development issues. This could include forming a pool of specialist consultants and government officials with expertise including community engagement, valuation, surveyors, GIS, social development, livelihoods, vulnerability assessments and housing.
- b. The Consultant will determine a budget for the resettlement team and work with the BIG Z PMT to ensure budget resources are available to carry out the work
- c. The Consultant will determine any physical goods (e.g., office equipment, field equipment, IT equipment, etc) needed and develop a budget and specifications and work with the BIG Z procurement team to tool up the safeguard team.
- d. Write Terms of Reference as needed for consultants and services needed to carry out RAPs and coordinate with the BIG Z procurement team and participate in technical evaluation teams when necessary.
- e. Coordinate with the Community Liaison Officer to ensure that public consultations on project activities and the resulting views are adequately integrated in the preparation of the RAPs and designs reviews.
- f. Together with the Community Liaison Officer serve as a bridge between the project affected people and PMT and build a strong, constructive, and responsive relationships essential for the successful implementation of socially acceptable projects.

Task 2: Updating Project Resettlement Policy Framework

The BIG Z RPF shall provide guidance in preparation of all RAPs under the project. The PMT is interested in different approaches from cash compensation for future projects, and the

Consultant is expected to lead a strategic effort to engage stakeholders and develop options for resettlement that reduce compensation costs and emphasize in-kind compensation, resettlement housing, land-for-land arrangements, livelihood enhancement, etc.

This task should:

Review past RAPs, RAP monitoring reports, and meet with key stakeholders involved with preparing and implementing RAPs to understand the background and lessons learned including reviewing RAPs that were prepared during the project preparation ie RAP for Michenzani Corridor.

- a. Prepare supplementary RAP whenever needed or whenever required
- b. Undertake a consultation process with stakeholders to develop procedures and options for alternatives to cash compensation, including resettlement housing, land-for-land compensation, livelihood restoration, etc.
- c. Update the entitlement matrix, grievance procedures, institutional arrangements, etc to guide preparation of new RAPs
- d. Handle the review and clearance process with the World Bank

Task 3: RAP preparation and implementation

Resettlements need to be planned for a given sub-project under BIG Z project. The typical approach has been planned for paying cash compensation without proposing alternatives to PAPs such as in-kind compensation, livelihood enhancement programs, and/or land-for-land arrangements.

- a. Updating of Michenzani Corridor RAPs or preparing its supplementary RAP whenever needed.
- b. The Consultant will assume the role of team leader for preparing and implementing Resettlement Action Plans, including forming teams to prepare the RAPs/supplementary RAP and valuation reports, consultations, and coordination with detailed engineering design consultants.
- c. The Consultant will develop clear work plans for each RAP
- d. Lead field planning and coordination with the project engineers, provide logistical arrangements, verification, and post-verification follow-up, etc.
- e. Work with PAPs, local authorities, etc., in ensuring effective delivery and implementation of RAPs and Livelihood Restoration Programs
- f. Ensure compliance with World Bank safeguard policies and quality control of RAPs and valuation reports prior to sending to World Bank for review and clearance, ensuring that RAPs meet international standards
- g. Where needed, prepare Terms of Reference, and manage contracts for independent monitoring of RAP implementation.
- h. Develop a system for RAP monitoring in the field and regular updates with PAPs, including preparation of monthly RAP monitoring reports.
- i. Mitigate resettlement fraud through oversight, advice, and guidance.
- j. Ensure livelihood restitution measures for relocated households or those losing land are effectively implemented as designed (in case of displacement)
- k. Assist in assessing training needs of Project Affected Persons, draw training plan and strategy and facilitate resettlement stakeholders where applicable.
- l. Organize and carry out consultation processes with PAPs and local government officials, including maintaining the already-functioning RAP committee structure and making any improvements to this structure as needed
- m. Maintain regular contact and close cooperation with resettlement-affected persons to ensure effective resettlement measures delivery and adherence to adequate protection and resettlement standards. This includes keeping an up-to-date database of all PAPs, their details and their status.

- n. Coordinate with other PMT Staff and ensure that the social related work is well integrated within the overall schedule of project activities, e.g. compensation prior to civil works, etc.
- o. Perform other tasks and responsibilities related to the environmental and social issues as requested by the Project Coordinator from time to time.

Task 4: Social Development Issues

- a. Review bidding documents and civil works contracts to ensure that social issues are included and comply with World Bank policy and Zanzibar law, and adequate resources are budgeted e.g. for HIV/AIDs awareness, training for workers on code of conduct, community consultation, etc.
- b. Review inception reports, monthly supervision reports, and design work to ensure that social issues are adequately addressed and consultation processes have been undertaken.
- c. Review Terms of Reference, proposals and contracts for supervision consultancies to ensure that adequate expertise is on the consultant team, resources are allocated to monitoring social issues, and the consultant's approach to social impacts is sound.
- d. Develop guidelines for supervision consultants and contractors on community sensitivity, worker codes of conduct, HIV/AIDs awareness, etc. These guidelines will be used for the drafting of TORs and bidding documents, evaluation committees, and the PMT when mobilizing consultants and contractors in explaining expectations for their conduct in the field.
- e. Together with the Safeguard Specialists and the Community Liaison officer, coordinate the functioning of the Grievance redress mechanism. This includes reviewing comments and complaints from project - affected parties on environmental and social impact issues and recommend actions to resolve problems.

Task 5: Data management

- a. The Consultant will develop a management information system/data base for project affected people, in order to track all PAPs, before, during and after the RAPs are carried out. The consultant could do this themselves or, if necessary, develop a scope of work for an outside consultant to undertake the work.
- b. Explore opportunities to use technology in RAP preparation and implementation to improve data management and accuracy, including use of tablets in the valuation exercise, and GIS to map all affected properties

Task 6: Institutional Capacity Building

- a. The consultant will assess capacity within PMT and relevant institutions for RAP preparation and implementation and develop annual capacity building plans
- b. The consultant will mentor colleagues and junior staff in resettlement processes, including global best practices and the practicalities of preparing and implementing RAPs and RPFs
- c. Develop and implement a "learning-by-doing" approach to build capacity for RAP preparation and implementation
- d. Coordinate with World Bank to facilitate training in Tanzania and internationally on RAPs and other safeguard issues, including south-south knowledge exchanges and take initiative where innovative learning opportunities exist
- e. Capture lessons learned and highlight successes and challenges, and present these during World Bank missions.

6. Required Expertise

This position requires a seasoned professional with extensive experience with resettlement in complex infrastructure projects. The consultant should be motivated to improve government systems, mentor staff, and work with communities.

The individual consultant for conducting the assignment should have the following qualifications:

- 1) At least Master's degree in social management, Social Work or a related field in Social Sciences
- 2) At least 5 years' experience of conducting similar exercise
- 3) Sound technical knowledge of Social issues aspects
- 4) Experience working on the preparation, implementation, monitoring, and supervision of safeguards documents, such as RAP, SEP, RFP, GRM, ESIA, ESMF and ESMP,
- 5) Experience and knowledge on resettlement activities.
- 6) Experience on working with World Bank-financed projects and familiarity with World Bank safeguards policies and guidelines is highly valuable
- 7) Familiarity and experience with contextual challenges in the geographic location(s) where the project activities will take place.
- 8) Experience / records that show the consultant has done similar/related assignments.

7. Output

For the duration of the assignment, the consultant will ensure that all resettlement-related documents are well prepared, adequately implemented and mainstreamed in the BIG Z activities. With this assignment, Social Specialist must make sure that all Social documents/reports are well prepared, adequately implemented and mainstreamed in the BIG Z activities. During implementation, the consultant will deliver the following:

- i. Prepare (In collaboration with Safeguard Specialist) detailed Annual Implementation Plans for RAP, SEP and ESMPs composed of activities, time frame, responsible agency and budget.
- ii. Annual resettlement capacity building plan
- iii. Updated Resettlement Policy Framework
- iv. Resettlement Action Plans prepared for all subprojects involving physical and/or economic displacement
- v. Management information system developed for RAP implementation
- vi. Provide data and narrative inputs on resettlement performance and issues in PMT's Quarterly and Annually Progress and Monitoring Reports.
- vii. Prepare progress report of the capacity building

8. Time Frame

Duration for the assignment is 24 months working full time in Zanzibar. The contract may be extended for another 24 months, given satisfactory performance of the consultant.

9. PMT Support

- i. The client will provide space for day-to-day office work and secretarial services such as printing and photocopying,
- ii. Whenever possible and within the competence, the client shall facilitate to access information, data, and reports to be used for the execution of the consultancy service.

- iii. The Client will assist the Consultant to obtain formal consent from Authorities or persons having the right or power in connection with execution of the assignment.
- iv. The PMT will provide logistic support for site visits and follow up within country

10. Reporting

The consultant will be engaged to carry out the services described above and will work closely and report to the Safeguard Coordinator and project Coordinator. The duty station of this consultant will be in Zanzibar, within the PMT office. He/She will be responsible for quality control of all office submitted by safeguard specialists.

11. Payment Schedule

Under this Time Base Contract, payment will be done on monthly remuneration bases for the entire contract duration. The consultant will be entitled with annual leave.