**Terms of Reference**

**Consultancy: Project Preparation Team Leader / Protected Areas Financing Consultant (International Position)**

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| **Location:** | Port Moresby, with travels to provinces of Papua New Guinea |
| **Type of Contract:** | Individual Contract (IC) |
| **Project:** | Sustainable Financing of Papua New Guinea’s Protected Area Network |
| **Languages Required:** | English |
| **Starting Date:** | To be agreed |
| **Duration of Contract:**  **Deadline for application:** | 75 working days throughout January-December 2017  24 March 2017 |

**Background**

The Government of Papua New Guinea - represented by the Conservation and Environmental Protection Agency (CEPA) - and the UNDP Papua New Guinea Country Office (CO) have developed a project concept for a Full-Sized Project (FSP) which seeks to support the development of more sustainable, long term revenue streams to fund the establishment and management of the system of protected areas in Papua New Guinea (PNG).

This FSP, titled ‘Sustainable financing of Papua New Guinea’s protected area network’, forms part of a modular approach to strengthening biodiversity conservation in PNG. This modular approach comprises three discrete but complementary GEF-funded projects, two of which are already under implementation. The first is the GEF-4 project, Community-based Forest and Coastal Conservation and Resource Management in Papua New Guinea project (2012-2018) which aims to develop and demonstrate community-based resource management and conservation models for communal landowners located in the Owen Stanley Range and New Britain island. The second is the GEF-5 project, Strengthening the Management Effectiveness of the National System of Protected Areas in Papua New Guinea (2015-2019) which is focused on supporting the establishment of the CEPA; facilitating the implementation of the PAP; and improving the planning and management of two demonstration conservation areas - YUS and Torricelli. It is expected that lessons and knowledge generated from the existing two projects will be integrated into the design of the new project so as to ensure complementarity and knowledge exchange between the three projects during implementation.

The Project Identification Form (PIF) for the FSP has been endorsed by the GEF Secretariat, and a Project Preparation Grant (PPG) approved. This PPG will support all the preparatory work required to draft and finalize all the documentation required by the GEF for CEO Endorsement. The preparatory work to be undertaken during the PPG phase will include: the collection and collation of key information; technical reviews and feasibility assessments; establishing the baseline and GEF incremental benefits for the project; the detailed design and costing of project outputs and activities; identifying the optimal management arrangements for the implementation of the project and project activities; clarifying stakeholder inputs and roles and responsibilities; and defining project performance indicators and targets. The PPG phase will be underpinned by a participatory approach, with regular consultation and working meetings with all key PPG stakeholders throughout the PPG phase. Specific attention will be given to gender issues by undertaking a gender analysis to ensure optimal involvement of women in, and beneficiation from project interventions.

The project PIF can be accessed at: <https://www.thegef.org/project/sustainable-financing-papua-new-guinea%E2%80%99s-protected-area-network>

**Objectives:**

The objective of this assignment is to lead on the preparatory work to prepare the final project documentation for submission to the GEF Secretariat. The Project Preparation Team Leader / Protected Areas Financing Consultant will be responsible to prepare the full package of project documentation for submission, comprised of: (i) UNDP Project Document (UNDP PRODOC) and its associated annexures including co-financing letters; and (ii) GEF CEO Endorsement Request (GEF CEO ER) and its associated annexures.

The drafting of the full project documentation will be conducted in close collaboration with Conservation and Environment Protection Authority (CEPA) of PNG and the relevant stakeholders to ensure collective agreement on the project results framework, multi-year work plan (and budget) and implementation arrangements (including the roles, responsibilities and accountability of the project partners and associated co-financing commitments).

**Duties and Responsibilities**

The Project Preparation Team Leader / Protected Areas Financing Consultant will be responsible for coordinating the work of all other consultants and experts, and will ensure the quality and timely preparation of all reports and documentation with three missions to PNG and home-based work. The consultant will carry out the following tasks:

1. Provide an overall technical guidance to the PPG team in relation to GEF requirements for project development, planning and monitoring;
2. As this project is part of a modular approach to strengthening biodiversity conservation in PNG, the team leader will be responsible to analyse lessons learnt from the existing two projects and integrate into the project’s design. The two existing projects are: 1) “*Community-based Forest and Coastal Conservation and Resource Management in Papua New Guinea” project (2012-2018)*, and 2) *“Strengthening the Management Effectiveness of the National System of Protected Areas in Papua New Guinea (2015-2019)”*.
3. With inputs from national and international consultants, develop the Situational Analysis (baseline situation) of the project proposal, including:

* A description of the enabling legal, regulatory and policy framework for biodiversity conservation and protected areas; and
* An analysis of the key project stakeholders, including a description of their roles and responsibilities (specifically as it applies to protected areas);
* Capacity assessment of CEPA including financial management capabilities (e.g., developing budgets; preparing financial policies and procedures; establishing financial controls; developing accounting systems; and facilitating financial reporting and auditing, etc.);
* A profile of the current system of protected areas (i.e. PA types, land tenure, governance, staffing, partnerships, state of management, state of biodiversity, threats and their root cause, etc.);
* An assessment of the current state of biodiversity (e.g. ecosystem processes, habitats, species, representativeness, resilience) in the protected area system;
* A description and costing of the ‘baseline scenario’ (or any ‘associated baseline projects’) for the protected area system covering the period of the project implementation (i.e. 5 years);
* A description of the progress in, and challenges to: (i) implementing the new ‘PNG Protected Area Classification System’ during the 5-year transition period identified in the PAP; and (ii) the ‘Protected Areas Proposal database’ for expansion of existing, or establishment of new, protected areas;
* Confirm and validate the selection of six protected areas preliminarily identified in the PIF through a stakeholder consultation including consultation with the customary landowners;
* A detailed profile of the six individual protected areas (map, type, extent, management capacity, state of planning and management, threats, opportunities, etc.) - and their surrounding communities (maps, villages, population by age and gender, social structures, land use, socio-economic indicators, development needs, etc.) - being targeted for project support;
* A baseline assessment for the METTs for the six targeted protected areas;
* An assessment of the roles and responsibilities of customary social structures, local and district government institutions and other partnering organisations in the planning and management of the six individual protected areas;
* The stakeholder consultations with the customary landowners and the indigenous communities should fully comply with the principles of free, prior and informed consent to fully take on-board their concerns and customary rights in the project design;
* Based on the report of the International Conservation Trust Fund Specialist, finalization of the detailed assessment of the current funding sources (income) for, and financial flows (expenditure) through the: (i) protected area system and (ii) six targeted protected areas; as well as determination of the 'financing gap' for the: (i) protected area system and (ii) six targeted protected areas; and
* Based on the report of the International Conservation Trust Fund Specialist, finalization of the baseline assessment for the Financial Scorecard for the protected area system.

1. The incumbent will be responsible for preparation of the final project documentation for submission to the GEF Secretariat. The full project documentation for submission will be comprised of: (i) UNDP Project Document (UNDP PRODOC) and its associated annexures; and (ii) GEF CEO Endorsement Request (GEF CEO) and its associated annexures. The activities to be undertaken in this component will include *inter alia*:

* Integrate all of the technical and consultation inputs (from Components 1-3 above) into the project documentation;
* Map the Theory of Change (TOC) for the project in an outcomes framework. This outcomes framework will then provide the basis for identifying what type of activity or intervention will lead to the outcomes identified as pre-conditions for achieving the long-term goal for the project.
* With reference to the TOC, describe the key management challenges, the magnitude of these challenges and their underlying root causes that the project seeks to address;
* With reference to the TOC, describe the project strategy, with an explanation of how it is expected to lead to change at the output level;
* With reference to the TOC, identify the key assumptions (internal and external) that will be critical for achieving the project outputs [Include a theory of change diagram showing the linkages between the development challenge and the immediate, underlying and root causes];
* With reference to the TOC, describe the planned interventions of the project, with an explanation of why those interventions are best suited to achieve the intended results;
* With reference to the TOC, describe the inputs (people, purchases, partnerships, etc.) that are required to deliver the project outputs;
* Describe how the project will work with partners to achieve results, and briefly map what other stakeholders and initiatives are doing to address the development challenge;
* Describe the project risks, and the measures that will be adopted to mitigate these risks;
* Identify the key stakeholders and outline a strategy to ensure that these stakeholders are engaged throughout the project implementation;
* Describe the approach to knowledge management for the project;
* Describe how the project investments will be sustained, and any arrangement to scale-up project results;
* Describe the cost-efficiencies and cost-effectiveness of the project strategy, outputs and activities;
* Describe the project’s governance, management and implementation arrangements;
* Complete the project Results Framework (i.e. Outputs and Output Indicators with baselines, targets and means of verification);
* Complete the Monitoring Plan and Evaluation Plan tables for the project;
* Prepare the Multi-Year Work Plan for the project (i.e. Outputs, Activities and Budget);
* Prepare the TORs for the Project Board/Steering Committee and key management positions;
* Address any STAP, GEFSEC and Council comments on the project;
* Prepare drafts of the UNDP PRODOC and GEF CEO ER for review and comments by national stakeholders;
* Revise and update the UNDP PRODOC and GEF CEO endorsement document for review by UNDP; and
* Revise and update the UNDP PRODOC and GEF CEO ER for submission to the GEFSEC.

The Project Preparation Team Leader / Protected Areas Financing Consultant is expected to deliver the following outputs:

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| **Deliverables/Outputs** | **Duration** | **TENTATIVE**  **Due Dates** | **Certifying Officer** |
| * Detailed mission plan with list of stakeholders and their roles, upon submission of which the first tranche to cover the costs of initial mission to Papua New Guinea is to be released; | 1 day | Upon signature of contract | Technical Specialist |
| During 1st Mission to PNG:   * Stakeholder consultations, including with the customary landowners and the indigenous communities fully compliant with the principles of free, prior and informed consent to fully take on-board their concerns and customary rights in the project design; | 15 days | March 2017 | Technical Specialist |
| * Detailed Situational Analysis (baseline situation) of the project proposal drafted. | 20 days | April 2017 | Technical Specialist |
| During 2nd Mission to PNG:   * The draft project documentation for submission to the GEF Secretariat. The full project documentation for submission will be comprised of: (i) UNDP Project Document (UNDP PRODOC) and its associated annexures; and (ii) GEF CEO Endorsement Request (GEF CEO) and its associated annexures. * Co-financing letters solicited, with support from UNDP CO, from all relevant stakeholders. * Project validation workshop with all relevant stakeholders conducted and workshop minutes prepared. | 24 days | June 2017 | Technical Specialist |
| * Final project documentation submitted to, and cleared by, the GEF Secretariat, i.e.: (i) UNDP Project Document (UNDP PRODOC) and its associated annexures; and (ii) GEF CEO Endorsement Request (GEF CEO) and its associated annexures. * The Project Preparation Team Leader will be responsible to coordinate responses (or respond independently) to all comments on the project documentation, from UNDP/GEF Regional Technical Advisor, and GEF Secretariat. * The payment for this deliverable will be released only upon final clearance of UNDP PRODOC and GEF CEO Endorsement Request and its associated annexures, by GEF Secretariat. | 14 days | July 2017 | Technical Specialist |

**Education and experience**

* Master’s Degree in environmental economics, natural resource management, or related social sciences;
* Minimum 10 years of demonstrable experience in the field of biodiversity conservation focused on conservation financing, protected areas management, protected areas financing, and biodiversity mainstreaming in development planning;
* Previous demonstrable experience of working with UN/UNDP and development partners in the design and implementation of recent GEF-funded projects;
* Ability to independently design and facilitate multi-stakeholder workshops;
* Good understanding and knowledge of environment sector financing issues in the Pacific region will be an asset;
* Knowledge of, and adherence to GEF’s principles and guidelines for engagement with indigenous peoples.

**Corporate Competencies**

* Demonstrates integrity by modelling the UN values and ethical standards;
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; and
* Treats all people fairly without fear or favour.

**Functional Competencies**

* Excellent speaking and writing skills in English are necessary;
* High level planning, organizational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet challenging deadlines;
* Analytical and problem solving skills of a high order, including the ability to formulate recommendations and advice senior management on tackling difficult scenarios;
* Leadership qualities, including the ability to make sound judgment, meet challenges constructively and creatively;
* Excellent interpersonal skills, including ability to establish strong cooperative relationships with senior government officials, civil society and donors.
* Ability to quickly adapt to change, and to remain calm under pressure; and
* Proven cross-cultural communication and the ability to function effectively in an international, multicultural environment.

**Evaluation**

Cumulative analysis

The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:

When using this weighted scoring method, the award of the contract may be made to the individual consultant whose offer has been evaluated and determined as:

a) Responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weighting; 70%

\* Financial Criteria weighting; 30%

Only candidates obtaining a minimum of 49 points in the Technical Evaluation would be considered for the Financial Evaluation. Interviews may be conducted as part of technical assessment for shortlisted proposals.

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| **Criteria** | **Points** | **Percentage** |
| **Qualification** |  | **10%** |
| * Master’s Degree in environmental economics, natural resource management, or related social sciences; | 10 |  |
| **Experience** |  | **50%** |
| * Minimum 10 years of demonstrable experience in the field of biodiversity conservation focused on conservation financing, protected areas management, protected areas financing, and biodiversity mainstreaming in development planning; | 15 |  |
| * Previous demonstrable experience of working with UN/UNDP and development partners in the design and implementation of recent GEF-funded projects; | 15 |  |
| * Ability to independently design and facilitate multi-stakeholder workshops; | 10 |  |
| * Good understanding and knowledge of environment sector financing issues in the Pacific region will be an asset; | 5 |  |
| * Knowledge of, and adherence to GEF’s principles and guidelines for engagement with indigenous peoples. | 5 |  |
| **Competencies** |  | **10%** |
| * Demonstrates integrity by modelling the UN values and ethical standards; * Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; and * Treats all people fairly without fear or favour. * Excellent speaking and writing skills in English are necessary; * High level planning, organizational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet challenging deadlines; * Analytical and problem solving skills of a high order, including the ability to formulate recommendations and advice senior management on tackling difficult scenarios; * Leadership qualities, including the ability to make sound judgment, meet challenges constructively and creatively; * Excellent interpersonal skills, including ability to establish strong cooperative relationships with senior government officials, civil society and donors. * Ability to quickly adapt to change, and to remain calm under pressure; and * Proven cross-cultural communication and the ability to function effectively in an international, multicultural environment. | 1  1  1  1  1  1  1  1  1  1 |  |
| **Technical Criteria** |  | **70%** |
| \*\*If necessary interviews shall also be conducted as part of the technical evaluation to ascertain best value for money. |  |  |
| **Financial Criteria – Lowest Price** |  | **30%** |
| **Total** |  | **100%** |

**Documents to be included when submitting Consultancy Proposals**

The following documents may be requested;

1. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
2. **Signed P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
3. **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment. A methodology is recommended for intellectual services, but may be omitted for support services *[Note: this is optional for support services*];
4. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. **The financial proposal must be submitted separately from other documents.** If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

**The P11 form and Template for confirming availability and interest is available under the procurement section of UNDP PNG website (**[**www.pg.undp.org**](http://www.pg.undp.org) **).**

**Lump sum contracts**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, living expenses, and number of anticipated working days).

**Travel**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed based on provision of supporting documentation.