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Terms of Reference

International Individual Consultant (Team Leader) Conservation Management & Multi- Focal Areas , GEF
Project Development Specialist

Combating Poaching and the Illegal Wildlife Trade in Kenya Through an Integrated Approach Project

1. Background

In mid-2015, the Council for the Global Environment Facility (GEF) approved, as part of its "Programmatic Approach" titled *Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development*, a *Child Project Concept* for Kenya with UNDP as the selected GEF agency. The project has the following titles and reference: **Combating poaching and illegal wildlife trafficking in Kenya through an integrated approach; PIMS 5468: Kenya Wildlife Trade**. The project's target GEF funding is \$3.8M and it has been duly endorsed by the Government of Kenya.

The full project to be developed based on the Child Project Concept will be implemented by the Ministry of Environment, Water and Natural Resources, and Kenya Wildlife Service, with support from UNDP Kenya and key management agencies at the focal PAs and landscapes (within the Tsavo and Mara ecosystems; to be determined during the PPG phase).

The project's objective is to build Kenya's capacity for combating poaching and illegal wildlife trafficking, through increased capacity and coordination of key law enforcement agencies (for wildlife and general crime) at both national and site level, and support community co-management of wildlife in a landscape approach. This will be achieved through the delivery of three integrated components, including:

- Strengthening capacity for effective biodiversity and IWT governance in Kenya,
- Reducing poaching and illegal trade in threatened species [site level], and
- Establishing at least 2 new Community Conservancies in Tsavo and Maasai Mara ecosystems, with sustainable land management and livelihoods promotion.

2. Project Preparation Process

The project responds to national priorities and its PRODOC needs to be prepared in alignment with Kenya's national wildlife crime strategies (and particularly with consideration for the new strategy for combating poaching and illegal wildlife trade, to be developed during the project), and in close collaboration with key government partners in several institutions, financing partners, research entities, the private sector and in particular with the CSOs responsible for the management of targeted landscapes.

In order to prepare the required documentation for the final approval of the project, a Project Preparation Grant (PPG) provided by the GEF is being implemented with clear and realistic targets and deliverables.



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The GEF submission documentation to be prepared consists of a complete UNDP Project Document (PRODOC) and a CEO Endorsement Request form, to be duly filled in based on the PRODOC, which takes precedence. These two key documents are to be accompanied along with co-financing letters, indicator tracking tools for the applicable GEF focal areas and social-environmental risk screening, using UNDP's methodological procedure.

All PPG consultants share the responsibility of mobilizing co-financing and forging partnerships useful for the project. The consultant is expected to work as a team to implement the following activities:

PPG Activity 1: Review of current national capacity to combat illegal wildlife trade in Kenya

PPG Activity 2: Design of interventions to strengthen capacity at national and regional levels to successfully implement national strategies to combat wildlife crime

PPG Activity 3: Design of interventions in identified poaching hotspots to strengthen wildlife protection capacity through a landscape approach

PPG Activity 4: Assess baseline investment, project risk, develop the strategy, budget and consolidate the project documentation for submission

3. Description of responsibilities

3.1. Function as expert in capacity assessment and building in management and governance of wildlife resources, crime, intelligence (and other areas) at national and local levels, working in close collaboration with the other PPG consultants, with the main goals of ensuring that Kenya's capacity for combating wildlife crime and sustainably managing natural resources is maximized efficiently and effectively.

3.2. Function as the International PPG Team Leader/GEF Specialist, working in close collaboration with other PPG consultants, with the main goals of producing the overall GEF documentation, with the help of multi-disciplinary teams in each country, assuring the quality and timeliness of the process.

Specific tasks for the incumbent, which may or may not be explicitly mentioned above, also include:

- Review the Tracking Tools for completeness, analytical depth and consistency.
- Build into the FSP strategy (and establish the link with) the policy guidance contained in relevant policy documents.
- Assess technical feasibility, cost-effectiveness and incrementality of proposed FSP activities.
- Assess project risk and the sustainability of proposed FSP activities and recommend applicable measures to minimize and mitigate risk and to ensure sustainability.
- Provide specific recommendations for stakeholder engagement activities planned for the full project
- Define recommended project monitoring and evaluation indicators, aligned with the indicators in the overall Programme Framework Document for the IWT programmatic approach
- Prepare a budget for the project, indicating the inputs needed (consultants, contractual services, travel, etc.) in the applicable format.



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- Prepare a draft response to comments received from the GEF Secretariat, Council members and STAP on the Child Project Concept and the Programmatic approach.

Other tasks will include:

- Carry out a critical review of the two Child Project Concept and of PPG tasks, to ensure that all consultants will be producing the needed products for composing the PRODOC and GEF documentation.
- As applicable and in line with each consultant's capabilities, the team leader will assign specific short studies as part of other consultant's tasks, studies that are needed to develop baselines and targets for the outcome indicators in the PIF. The Incumbent will otherwise decide to carry out these short studies out him/herself, if not possible to obtain the needed data. Indicators should be aligned with the indicators in the overall Programme Framework Document for the IWT programmatic approach.
- Mobilizing co-financing for the project.
- Proposing partnerships with CSOs, research centers or private sector partners with an interest in the multi-focal area approach and related themes.

Co-lead, with other PPG consultants, the implementation of the following PPG Activities for the Kenya PRODOC:

- 1.2) Comprehensive review of current capacity to combat wildlife crime in Kenya at national level
- 1.3) Review of current effectiveness of law enforcement efforts in selected sites

3.3. Lead the implementation of the following PPG activities:

- 1.1) PPG Inception workshop
- 1.4) Capacity assessment of site-level capacity to combat wildlife crime with a landscape approach
- 2.1) Design activities to strengthen national capacity (Component 1 of Project)
- 3.1) Design activities to strengthen law enforcement within Tsavo and Mara ecosystems (Component 2 of project)
- 3.2) Finalize plans for establishment of conservancies in Tsavo and Mara (Component 3 of project)
- 4.4) Leverage the project's co-financing
- 4.5) Compose relevant and required chapters in the PRODOC for national validation
- 4.6) PRODOC Validation Workshop
- 4.7) Completion of project documentation in view of submission to the GEF

4. Deliverables



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Specific Deliverables for which the incumbent will have lead responsibility include the following:

4.1: Conservation Capacity Management deliverables

Deliverable 1: Assessment report of wildlife crime-related strategies implemented in Kenya, financial resources needs, Kenya's legal and policy framework for wildlife protection, capacity of key institutions to combat wildlife crime (including transboundary) and any implementation gaps or duplications, current storage and sharing of wildlife-crime related information, current security of the government's ivory stockpile – to include recommendations for strengthening all of the above.

Deliverable 2: Assessment report of site-level capacity to combat wildlife crime in selected areas, including maps of poaching distribution data and assessment of investment needs.

Deliverable 3: Contribution to assessment report of site-level capacity to combat wildlife crime in selected landscapes through taking an integrated, landscape approach to wildlife protection and sustainable development.

Deliverable 4: Contribution to design of national-level interventions based on national capacity assessment, including the design and costing of developing a national strategy to combat poaching and illegal wildlife trade; closing any loopholes in legislation; development of the structure of a Ministerial Committee on Wildlife Security and a National Wildlife Crime Unit incorporating all key institutions; design of a national information storage and sharing system for wildlife crime; a capacity building programme for key wildlife crime law enforcement staff.

Deliverable 5: Contribution to design of site-level interventions to strengthen law enforcement capacity, including structure of WTFs, increased involvement of private sector and communities, increased capacity of rangers and other ground-level law enforcement officers. To include technical and training resources required for improved anti-poaching and WTFs.

Deliverable 6: Contribution to design of landscape-level interventions to improve wildlife protection in key landscapes, supporting particularly capacity needs for income generating activities as well as general management, governance, financial and technical capacity to operationalize the conservancies. To include training resources and plans as necessary.

Deliverable 7: Contribution to relevant chapters of the PRODOC.



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4.2: Multi-focal area GEF project development deliverables

Specific Deliverables for which the incumbent will have lead responsibility include primarily the UNDP Project Document, to be delivered in English, plus the respective GEF CEO Endorsement Request, approved by the relevant agencies, and including (but not limited to) the following groups of deliverables:

Deliverables 1) Background, draft core strategy

Key chapters in the PRODOC Situation Analysis following a logical structure and typical presentation in a PRODOC (refer to TOR annex 3), including a detailed analysis on the barriers to achieving the long-term solution proposed in the project:

- Introduction
- 1.2. Context and problem being addressed (refer to PRODOC structure template for sub-chapters herein)
 - Barrier Analysis and Long Term Solution
 - Baseline Analysis (financial part subject to refining)
 - Stakeholder Analysis
- Critical review of project outcomes and outputs in close collaboration with UNDP-GEF RTA and CO EFP.
- Participation in the inception workshop

Deliverables 2) Fully-fledged strategy and indicators, budget, safeguards, articulation of benefits and other related PRODOC chapters: *To be delivered by 31 Jul 2017, along with a refinement of deliverables in group #1*

- Fine-tuning of the project's baseline, including of the status quo and of the baseline finance.
- Detailed descriptions of project outcomes, outputs and activities, with deliverables, timing, cost estimates (where possible and applicable), and proposed implementation responsibilities.
- Definition of project indicators and their hierarchical and logical organization within the Strategic Results Framework (log frame), with their baseline and, where possible, target values duly assessed (aligned with the indicators in the overall Programme Framework Document for the IWT programmatic approach).
- Inclusion of selected UNDP 'Strategic Plan: Integrated Results and Resources Framework' (SP IRRF) Output and Indicator(s) – Output 1.3 or Output 2.5 (see UNDP guidance) – on cover page of PRODOC, ensuring alignment of project indicators to the SP IRRF indicator
- Overall project budget(s), in required formats and with detailed budget notes (in excel).
- Summary of local, national and global biodiversity benefits of project.
- TOR for envisaged knowledge products.
- Gender, Replication Sustainability considerations.
- Analysis of project risks and corresponding mitigation measures.
- Cost effectiveness analysis.
- Application of UNDP's Environmental and social screening of UNDP supported, GEF/LDCF/SCCF/NPIF financed projects (format and examples to be provided by UNDP-GEF RTA)
- Project Monitoring and Evaluation Plan.



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The following PRODOC chapters completed in English:

- 2.1 Project Goals, Outcomes and Outputs (and activities)
- 2.2 Gender Considerations and Project Benefits, including Innovativeness, Sustainability and Replicability
- 2.3 Risks & Safeguards
- 2.4 Cost Effectiveness
- 6.1 Indicator Framework (log frame)
- Indicative procurement plan for project implementation (to be finalized by the Country Office)

Deliverables 3) Conclusion of the incrementality analysis, fine-tuning of log frame, institutional anchoring, TOR and response to comments: *To be delivered by 31 October 2017, along with co-financing letters*

- Capacity assessments of partners checked for quality control.
- All the remainder PRODOC chapters completed, including the following:
 - 3.1 Implementation Arrangements
 - 4.1 Monitoring and Reporting
 - 4.2 Links to relevant templates and M&E learning resources
 - Standard chapters (5.1 Legal clause; 5.2 Audit Clause; 5.3 Communication and visibility requirements)
 - 7. Total Budget and Work plan (with notes and in excel)
 - 8. Project Fit (building from PIF)
 - Essential project annexes:
 - TORs for consultants and service providers
 - Tracking Tools
 - List of PPG Studies
 - Incremental reasoning
 - Links and synergies with other initiatives
 - Strategy for stakeholder engagement
- Methodology developed and applied to determine the dollar value for the In-Kind contribution to be made by non-governmental organisations within the target landscapes
- Co-financing effectively mobilized, with all letters checked and totals calculated, plus non-English letters duly translated (in collaboration with other PPG consultants).
- Participation in the validation workshop, when essential PRODOC content in French is validated through stakeholder feedback.
- All previously completed PRODOC chapters adjusted on the basis of feedback, in particular all elements of Log frame (chapter 6.1) fine-tuned, with confirmed indicators' baseline and targets.
- UNDP CO supported for the final negotiations on the management arrangements for the Full Project, in view of capacity assessment results.
- Response to comments from GEF Secretariat, STAP and Council members.
- CEO Endorsement Tables completed in Excel.
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5. Recruitment and reporting modalities

UNDP Kenya will be responsible for the selection and recruitment of the PPG consultant in consultation with the UNDP-GEF Regional Technical Adviser (RTA). Quality assurance and technical advice for the full project development will be provided by the UNDP CO and GEF RTA at the Addis Ababa Regional Service Centre. A PPG working group will be established to guide, review and endorse PPG outcomes. The Ministry of Environment, Water and Natural Resources will chair the Working Group, supported by KWS. Regular consultations (working meetings) will be carried out among key PPG stakeholders to ensure that the PPG phase delivers the full-size project document in line with UNDP and GEF requirements.

6. Duration of Consultancy

The assignment is expected to take **40 working days**

7. Program of Work

The consultant shall split time to cover the work schedules as follows:

Activity	Timeframe (Days)
Preparation / Inception report	2
Conservation management deliverables 1-7	5
Team leader deliverable 1	10
Team leader deliverable 2	10
Team leader deliverable 3	8
Revision and finalization	5
Total	40

8. Competencies

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Leverages multi-disciplinary, institutional knowledge and experience
- Creates and cultivates networks of partners to promote UNDP's image
- Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses



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- Leverages different experiences and expertise of team members to achieve better and more innovative outcomes
- Strong analytical and writing skills
- Ability to communicate effectively in order to communicate complex, technical information to both technical and general audiences
- Skills in negotiating effectively in sensitive situations
- Skills in achieving results through persuading, influencing and working with others
- Skill in facilitating meetings effectively and efficiently to resolve conflicts as they arise

9. Required Skills /Experience and ratings

- Master degree in a relevant field such as social sciences, biodiversity, land use management and ecosystem services (preferably with socio-economic background) and with professional specialization in issues of biodiversity and ecosystems management. **(max. 10 pts)**
- At least 15 years of overall professional experience, with incremental responsibilities, preferably with some experience in the UN system. **(max. 10 pts)**
- At least 7 years of experience and in-depth knowledge of biodiversity and ecosystems management issues in the context of research, project design or oversight international level, is an eliminary requirement. (max. 10 pts)
- Demonstrated track record in preparation of documents, project proposals, evaluation reports and, preferably also, publications within the theme of biodiversity services and land-use is highly sought qualification for this position **(max. 20pts)**
- Knowledge of wildlife crime issues, policies and programs in Eastern Africa is desirable. **(max. 10 pts)**
- Specific experience with GEF project development, with a demonstrated track record in preparation of PRODOCs, is an eliminary requirement. **(max. 15 pts)**
- Excellent mastery of written English is an eliminary requirement. **(max. 10 pts)**
- Good working level of Kiswahili will award 2/3 of max points for this aspect, while excellent skills in written Kiswahili will award full point **(max 15 pts)**

10. Duty station and expected places of travel

The consultant may be required to travel for purposes of data collection. UNDP will cater for the travel costs out of Nairobi where such trips are deemed necessary after consultations.

11: Remuneration

- The successful consultant will be paid on UNDP terms and condition for the relevant contract modality.
- Payment will be done against a disbursement schedule as outlined in the contract and based on receipt of clearly defined deliverables as follows:
 - Inception report: **10%**



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- Submission of draft conservation management report: **25%**
- Submission of draft Prodoc: **45%**
- Completion and clearance of the report: **20%**
- Transport for field work and DSA will be provided to the consultant while in the field

12. Application Submission Process

Submission must be online following the instruction given on the website

Please submit the following to demonstrate your interest and qualifications. Please note that all the documents below must be submitted as one PDF file.

- P11 (required), indicating all experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- Personal CV (optional)
- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided [see link further down];
- Financial proposal (All-inclusive daily fee): Interested individuals are kindly requested to submit an all-inclusive daily consultancy fee;
- Travel: All envisaged international travel costs must be included in the financial proposal in a separate line, though not the cost of in-land travel, which will be handled directly by the UNDP Country Office.

Application Evaluation Process:

Individual consultants will be evaluated based on the Cumulative Analysis methodology [weighted scoring method], where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation.

Technical Criteria weight; [70%].

Financial Criteria weight; [30%].

Only Individual Consultants obtaining a minimum of 70% of the obtainable 100 points in technical evaluation would be considered for the Financial Evaluation.

Technical Evaluation Criteria:

- Adequacy of Profile (Max 100 points)



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APPLICATION PROCESS

Duty Station

Nairobi, Kenya.

Application process

Interested and qualified candidates should submit their applications which should include the following:

1. UNDP Personal History Form (P11)
2. Detailed Curriculum Vitae
3. Proposal for implementing the assignment
4. Offeror's letter to UNDP

Qualified candidates are requested to email their applications to consultants.ken@undp.org to reach us not later than **COB on Thursday, 30 March 2017**

Please quote **"Team Leader-Project Development Specialist"** on the subject line.

ANNEXES

ANNEX 1 - TERMS OF REFERENCES (TOR)

ANNEX 2 - IC PROPOSAL FORM

ANNEX 3 - P11 TEMPLATE

ANNEX 4- OFFEROR'S LETTER TO UNDP

ANNEX 5 - INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

UNDP applies a fair and transparent selection process that will consider the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.