



TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF National Consultant

GENERAL INFORMATION

Services/Work Description: Development of standard operations procedure for protected areas

Project/Program Title: Enhanced Management and Enforcement of Ethiopia's Protected Area Estate Project

Post Title: Development of standard operations procedure

Consultant Level: **Level C** (Senior Specialist)

Duty Station: Addis Ababa

Expected Places of Travel: 1) Southern Regional state in Chebera Churchura, Mago and Omo National Parks, 2) Tigray Regional state in Kafta Sheraro National Park, 3) Ethio Somali and Oromia Regions in Babile Elephant Sanctuary

Duration: 60 working days distributed over two months

Expected Start Date: Immediately after Signing the Contract and/or indicate range of months the consultancy assignment will commence

I. BACKGROUND / PROJECT DESCRIPTION

Driven by low risk and high profitability, the trade in wildlife products and live animals continues to flourish. Ethiopia has been identified as a key transit (as well as source) country for wildlife products and live animals. The proposed project is seeking to implement solutions that will counter the threats to biodiversity and overcome the barriers to effective management of protected areas and to combatting illegal wildlife trade. It seeks to achieve the project's objective: to build Ethiopia's capacity for biodiversity conservation through increased effectiveness of protected area management and implementation of measures to reduce Illegal Wildlife Trade (IWT) and poaching. The objective will be achieved through the implementation of three project components. Component 1: Protected area management and biodiversity conservation. This component will focus on demonstrating how effective management of protected areas in Ethiopia can be achieved by targeting a small number of protected areas, given that the selected pilot sites are those

protected areas in which key target species (elephants and big cats) are found. Component 2: Implementation of anti-trafficking measures. This component will focus on improving different aspects of law enforcement so as to increase the deterrent to illegal wildlife trafficking. Component 3: Landscape approach to forest and agro-biodiversity conservation. This component focuses on realizing the value of agro-biodiversity for the country and specifically for people living in the vicinity of the protected areas targeted in Component 1. Finally, Component 4 Knowledge Management, Gender Mainstreaming, and M&E: Lessons learned from the project via active participation of all stakeholder groups in the project implementation, gender mainstreaming and M&E will be made available nationally and internationally to facilitate the fight against IWT. Ultimately, the project will contribute to long-term impacts or global environmental benefits including: i) the recovery of wildlife populations in project sites Ethiopia, specifically targeting elephants, lions and cheetahs: these were selected as GWP flagship species to measure the success of the proposed project, and ii) there is no loss of habitat and agro-biodiversity. This project forms part of the GEF Programmatic Approach to Prevent the Extinction of Known Threatened Species, and falls under the GEF Programme Global Partnership on Wildlife Conservation and Crime Prevention For Sustainable Development (9071). Under this programmatic framework, with the coordination through the programme steering committee, coordinated knowledge management and cross-fertilization of the individual regional and national projects will be assured.

Context of the required services

One of the outcomes of the project is to ensure improved protected area management effectiveness in order to deliver enhanced protection in the targeted protected areas. The management of protected areas should be assisted by pertinent tools and system for proper operationalization of planned activities. The human resource requires clear guidance and procedures to perform their routine activities. Apart from using consistent systems of day to day operations, protected area staff will have the skills of using various types of tools and equipment. This will create a convenient environment for the overall management of protected areas and will help managers easily coach workers under them and they will be able to monitor their implementation performance. Similarly it enables protected area managers to increase delivery of quality results within planned schedule and reduced cost. A manual of standard operating procedures (SOPs) will be developed (with the participation of protected area managers) that will describe the different management systems and will guide the day-to-day work of protected area managers and their members of staff. The manual will be designed such that it is adaptive (both by site and through time) and can be amended and updated on a regular basis.

Specific Objectives

- i. Assessment of the existing operation systems and the gaps and limitations identified**

- ii. Identify areas of operation that require the development of standard operation procedures ;
- iii. Develop a standard operation procedure manual for selected protected area operations as described on in section ii above.

II. SCOPE OF THE WORK

The results to be achieved by the consultant include;

The contractor will work with close contact with UNDP CO, the Ethiopian Wildlife Conservation Authority (EWCA), Southern Nations, Nationalities and People's Regional State (SNNPRS) bureau of culture and tourism, the PMU and the respective protected areas offices.

The major tasks expected to be accomplished by the contractor include but not limited to:

- Site visit and evaluation of day-to-day activities of the targeted Protected areas,
- Analysis of the current operations in the respective protected areas
- Consultative meetings and interviews with EWCA HQs personnel, staff of protected areas, relevant regional authorities and other key stakeholders or partners of conservation,
- Review of best practices from other places within the country and from abroad
- The SOP manual will be developed within the framework of the current working policies, strategies, laws, regulations and guidelines.
- Identify required materials, equipment, software, and other systems to do protected area operations,
- A completed SOP manual on the various issues of protected area management that include but not limited to; a) human resource systems, b) the maintenance of infrastructure, capital assets and equipment, c) the use of equipment and tools, d) law enforcement plans and implementations g) data management and reporting, and h) financial management i) ecological monitoring etc.

The study will be conducted for the five project sites, namely: Chebera Churchura, Omo, Mago and Kafta Sheraro National Parks and Babile Elephant Sanctuary. The consultant also need to visit Southern Nations, Nationalities and People's Regional State bureau of culture and tourism, Partners for the project sites, key stakeholders of the project sites and Ethiopian Wildlife Conservation Authority headquarter. An inception and validation workshop is need before and after the assignment respectively.

III. EXPECTED OUTPUTS AND DELIVERABLES

- a. List down the outputs and specific deliverables in sequence, corresponding to the work and their corresponding target delivery dates.
 - i. Inception Report
 - ii. Draft report
 - iii. Organize the draft report review workshop
 - iv. Draft Final Report
 - v. Organize national validation workshop on the final report

vi. Final Report

b. If feasible, a table similar to the one below is desired in order to clearly summarize the above details:

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception report	5 days	UNDP, PM, Project Coordinators, M&E specialist
2	Draft SOP manual report	30 th day	Program specialist, PM, PC, EWCA management
3	Validation Workshop	35 th day	Key stakeholders
4	Final Draft Report	50 th day	
	Final validation SOP manual report	45 th day	Key stakeholders
4	Final SOP manual report	60 th day	UNDP, PM, PC, EWCA management

IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- The consultant will report to UNDP Co and the Enhanced management of protected Area Project Manager Project Management Unit (the project manager, the project coordinator and the M&E officer).
- The consultant is expected to communicate with UNDP, interact and collaborate with EWCA's director general, protected areas coordinating directorate director, planning directorate director, development and conservation directorate director, human resources administration and development directorate director, protected areas wardens, experts, chief scouts, scout heads, other scouts, supporting staff at all levels and partners working with protected areas such as Born free foundation, heads of regional bureau and other key stakeholders around protected areas.
- Upon the request of the consultant the project may provide technical assistances. The project will not commit anything related to transportation and DSA.

V. LOGISTICS AND ADMINISTRATIVE SUPPORT

The consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and will cover all logistic expenses.

VI. DURATION OF THE WORK¹

- The total expected duration of the assignment is two months from contract signature
- The inception report is expected within five days of contract signature.
- Draft document is expected within 30 days of the contract signature.
- Final document is expected within 60 days of the contract signature.

VII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

a. Academic Qualifications:

A minimum of Master's degree in Protected area management, wildlife management, natural resources management, conservation biology, environmental sciences and at least 10 years of experience in the area of natural resources management/protected areas management.

b. Years of experience:

- At least 10 years of experience in the area of natural resources management/protected areas management, strategic planning and 3 years of experience in consultancy service in similar areas.

c. Functional Competencies:

- Practical experience in protected area management and conservation of natural resources, analytical skills, leadership skill, team work and knowledge of working in hardship places is advantageous.

d. Language and other skills:

- Excellent knowledge of English, including the ability to set out a coherent argument in presentations and group interactions;
- Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, project staff); and
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

e. Compliance of the UN Core Values:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Important Note:

The Consultant is required to have the abovementioned professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

VIII. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	100
▪ Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal	40	40 pts*
▪ Academic background	10	5 pts**
▪ Experience in similar consultancy projects	20	5 pts **
Financial (Lower Offer/Offer*100)	30%	30
Total Score	Technical Score * 70% + Financial Score * 30%	

* **It is mandatory criteria and shall have a minimum of 50%**

Regarding the rest criteria, you may select **from the following or include which is/are relevant evaluation criteria as per the ToR and fix allocated weightage corresponding to each criterion. Examples:

- a. Minimum educational background as per the requirement in the ToR
- b. Minimum 5 years of experience in similar consultancy projects and/or IC contracts
- c. Ability to discharge the consultancy service within the timeframe as per the ToR
- d. **Competency-based Interview** which allow to evaluate individual competencies in terms of language proficiency; analytical and comprehension skills; presentation skills; confidence; problem solving skills; teamwork ability, managerial ability, . . .
- e. Other criteria that help to objectively evaluate the required knowledge, skills, behaviors, . . . of prospective consultants

IX. PAYMENT MILESTONES AND AUTHORITY

- Specify the key outputs or milestone activities for which payments will be made, the corresponding percentage of the contract price that will be paid per milestone/output, including all the conditions/documentations required prior to the release of any tranches of payment.

[For example:

The prospective consultant will indicate the cost of services for each deliverable in US dollars **all-inclusive² lump sum contract amount** when applying for this consultancy. The consultant will be paid based on the effective UN exchange rate (where applicable), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
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² The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st Instalment	Completion of agreement and inception workshop		25%
2 nd Instalment	First Draft	"	25%%
3 rd Instalment	Submission of final draft	"	50%

X. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating quotations whose contents are uniformly presented and to facilitate their comparative review, a prospect consultant is given a proposed *Table of Contents*. Therefore prospective Consultant Proposal Submission must have at least the preferred contents which are outlined in the IC Proposal Submission Form incorporated hereto.

XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

This TOR is approved by: [indicate name of Approving Manager]

Name:

Designation:

Signature: _

Date Signed: