



TERMS OF REFERENCE

POST TITLE:	Individual Consultant on Financial Solution and Mechanism for the World Heritage Management
AGENCY/PROJECT NAME:	UNDP-GEF Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex (TIGER)
COUNTRY OF ASSIGNMENT:	Thailand

1) PROJECT DESCRIPTION

a) Project background and objectives

As of one of Thailand's most important biodiversity areas, the Huai Kha Khaeng-Thung Yai Naresuan (HKK-TY) World Heritage Site (WHS) consists of three contiguous protected areas - the Huai Kha Khang (HKK) Wildlife Sanctuary (HKK); the Thung Yai Naresuan East (TYE) Wildlife Sanctuary; and the Thung Yai Naresuan West (TYW) Wildlife Sanctuary. This Protected Area is considered by the Government of Thailand (GoT) as a critical tiger conservation landscape in Thailand.

The most significant threats to tigers survival in and around the Huay Kha Kaeng – Tung Yai Naresuan World Heritage Site (HKK-TYN WHS) includes: i) habitat degradation and fragmentation; ii) poaching of the prey that tigers depend on; and iii) poaching of the tigers themselves. These threats are further exacerbated by limited capacity and insufficient resources to effectively plan and administer the wildlife sanctuaries, and limited working relationship with enclave and buffer communities.

The long-term solution sought by the Government of Thailand for the HKK-TYN WHS is characterised by: (i) legally secure and effectively demarcated Wildlife Sanctuaries that are configured to ensure that forest habitats and forest species can persist in the wild; (ii) a mandated and fully accountable management institution that is responsible for the efficient and cost-effective management of these Wildlife Sanctuaries; (iii) individual Wildlife Sanctuaries that are sufficiently staffed, adequately resourced and sustainably funded to achieve their defined management objectives; and (iv) villages located in and around the Wildlife Sanctuaries in which communities are able to live in harmony with, and can sustainably utilise, the unique natural resources of the area.

The Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex Project is financially supported by the Global Environment Facility (GEF). The project objective is to improve management effectiveness and sustainable financing for Huai Kha Khaeng-Thung Yai Naresuan (HKK-TYN) World Heritage Site. It will also develop and implement mechanisms to incentivise surrounding communities living in an around the HKK-TYN to better protect the biodiversity of the World Heritage Site and to adopt more sustainable land use and creative management practises in the adjacent buffer areas.

The core project site is the Huai Kha Khaeng-Thung Yai Naresuan World Heritage Site (HKK-TYN WHS). The WHS is comprised of the Huai Kha Khaeng Wildlife Sanctuary (HKK) and two adjoining Wildlife Sanctuaries - Thung Yai Naresuan East (TYE) and Thung Yai Naresuan West (TYW). There are 14 formally recognised enclave villages located within the TYW (7 villages) and TYE (7 villages). These enclave villages, and the 29 villages in a 5km buffer zone to the east of HKK, will be the focus of complementary project interventions.

Project activities in the core area will be directed towards strengthening and scaling up existing best-practice management activities, and developing and testing innovative approaches to enforcement and compliance, in the HKK-TYN WHS. It will strive to reduce the direct threats to tigers and prey, improve effectiveness of wildlife sanctuary management, and enhance the use of data and information to support key management decision-making.

The project has been organized into three components and will be implemented over a period of five years (2015-2020).

The first Component of the project is directed towards strengthening and scaling up existing best-practice management activities, and developing and testing innovative approaches to enforcement and compliance, in the HKK-TYN WHS. It will strive to reduce the direct threats to tigers and prey, improve effectiveness of wildlife sanctuary management, and enhance the use of data and information to support key management decision-making.

The second Component of the project is focused on linking sustainable livelihood development in the enclave and buffer zone villages with specific conservation outcomes and improving economic links between the buffer zone and enclave villages and the Wildlife Sanctuary. It will seek to achieve these linkages by promoting incentives (including technical support and grant funding for sustainable livelihoods initiatives, ecotourism development and piloting a Wildlife Premium financing) for community-based sustainable forest management, environmentally-friendly agricultural practices, nature-based tourism and education and improved wildlife and habitat protection.

The Third Component of the project is directed towards raising the awareness in communities living in and around the WHS of the need to conserve, and the importance of protecting, the forest landscapes and associated wildlife. With the iterative recognition in these communities of the intrinsic value of the forest habitats and wildlife, work under this component will assist in strengthening the representation of the buffer and enclave communities in each of the Wildlife Sanctuary's Protected Area Committees (PACs). With improved community-based representation on the protected area governance, the project will assist in building the capacity (information, knowledge, skill) of each of the community representatives to assure a constructive and meaningful contribution to the co-management

of the wildlife sanctuaries.

The total GEF-supported funding for this project is US\$7,339,450, with the co-financing of US\$24, 234,427 from the Thai counterparts. The project implementation is led by the Department of National Parks Wildlife and Plants (DNP) and other key agencies including NGOs, in collaboration with UNDP

b) Context of the required services

A number of project's innovations have been developed for each project component. These innovations are not business as usual i.e. without the project, they would not be initiated. As approaching to the mid-term period, the project has to prepare for sustainability of such innovations beyond the project's life time. These innovations are:

- 1) Network Centric Operation System to provide real-time information and communication from core areas of protection to the decision makers
- 2) Establishment of the Regional Training Center on Wildlife Conservation and capacity building for rangers
- 3) Wildlife Research and Monitoring, with proven record of rare species inhabited in the World Heritage Site
- 4) Wildlife-based Ecotourism at the Buffer Zone of Huai Kha Kaeng Wildlife Sanctuary
- 5) Betterment of Community livelihoods that reduce threats to wildlife and the World Heritage natural resources

These innovations have justified the actions in priorities that will improve effectiveness of the World Heritage Site. The project provides the start-up financing for the above-mentioned initiatives and is seeking for a long-term financing mechanism to ensure the financial sustainability.

Looking into UNDP Programmatic portfolio, it comprises a number of projects within strategic framework of Inclusive Green Growth and Sustainable Development. One of the relevant projects in the portfolio is Biodiversity Finance (BIOFIN). At a broader level, BIOFIN's collaboration adds an economic and finance dimension to the conservation efforts of TIGER, thus contributing to maintaining the level of activities of this project beyond its Project timeframe. Primarily, financing mechanism will contribute to innovations introduced by the two of the Project's outcomes, namely (i) Strengthened on-ground conservation actions and wildlife protection and (ii) to create incentives and sustainable financing for wildlife Conservation & forest Protection.

Providing that BIOFIN is a tool box of financial solutions to be applied for TIGER innovations, the required services is to select the applicable tools to pilot the concept of voluntary contribution to conservation activities via the following (but not limited to) methodology:

- 1) *To estimate the non-use value of selected icon species in WEFCOM by using Contingent Valuation Method*
- 2) *To estimate the direct use value of selected landscapes in WEFCOM (appropriate valuation method to be selected once the target landscape has been agreed upon)*

- 3) *To justify fund flows and management of public donation to the priority of actions which contribute to save the icon species and landscapes of the World Heritage Site*
- 4) *identify investment scenarios for conservation activities that generate the highest social net welfare gain by using Cost Benefit Analysis*
- 5) *To analyze the economic dimensions of human-wildlife conflict and recommend appropriate financing mechanism that balances conservation needs with economic needs of local communities in the selected buffer zone areas.*

To assure the viability of the selected financial solution to come into implementation, institutional buy-in is crucial. The required services will also include stakeholder analysis, regulatory requirement, and advocacy work with the right decision makers.

2) SCOPE OF WORK

The scope of work or expected deliverables of the IC will comprise:

- 1) Feasibility of Wildlife Conservation License Plate as the financing solution to mobilize funds that will be channeled to protection and conservation efforts of the World Heritage Site's main predator icon species, i.e., the tiger project's flagship. The purchase of these conservation license plates would be voluntary and offers a channel for vehicle owners to contribute. Rationale of the voluntary financial support will be justified by valuation of the flagship species and willingness to pay for the conservation effort. The financial solution includes financial flows management, structural design for the establishment of the Trust Fund, and advocacy for policy support with legal settlement.
- 2) Financial solution for habitat restoration of rare species in the land encroached by mono-crop farming. Economic incentives (as the offset of cost – benefits) offered in the compensation package of relocation will ensure community's willingness to move out. Valuation of wildlife premium to the importance of the World Heritage Site will determine extent of financial support from which fund flows are derived. The solution includes a business case of win-win measures for wildlife habitat restoration and human resettlement. Financing mechanism for those measures then, will be driven by visionary investment of the private sector/corporates with an end result in no net loss to biodiversity of the World Heritage Site.
- 3) Business case for investment in wildlife friendly activities initiated by the Tiger project. These comprise Wildlife-based ecotourism of which benefit sharing contribute to resolve human-wildlife conflict. Since the World Heritage Site stands to benefit from wildlife-based initiatives as to generate sustainable revenue for the buffer zone management, the business case will provide the basis for public budget allocation and private investment for the sustainable financing of the World Heritage Management. The business case has to justify rationale for conservation (valuation and investment gaps), a roadmap and milestones of all feasible solutions, and net gain of investment, ready as the working paper to advocate potential supporters.

3) EXPECTED OUTPUTS AND DELIVERAB

Deliverables/ Outputs	Content	Target Due Dates	Review & Approval
1	- Work plan of deliverables key milestones of the process	30 Sept 18	PM/CO
2	Conceptual paper of the followings: - Rationale (initial valuation assessment) for wildlife conservation represented by flagship species of Tiger, to which the fund flow from Wildlife License Plate contribute - Fund flows mechanism and the governance set up (legal & institutional) - Defined conservation measures and Beneficiaries	31 Dec 18	PM/CO/ DNP
3	- Report on Financial Solution 1 'Legal and Institutional Framework for Wildlife Conservation License Plate - Proposed Options for Management of Generated Revenues'	31 Mar 19	PM/CO/ DNP/ Biofin
4	- Report on valuation assessment of WEFCOM's Keystone Species and Ecosystems Services.	31 Aug 19	PM/CO/ DNP
5	- Report on Financial Solution 2 "Wildlife habitat restoration and human resettlement", driven by visionary investment of the private sector/corporates with an end result in no net loss to biodiversity of the World Heritage Site.		PM/CO/ DNP/ Biofin
6	- Cost –benefit analysis of "Potential Financing options and Mechanism for investment to reduce human-wildlife conflicts with alternative livelihoods"	31 Mar 2020	PM/CO/ DNP/ Biofin
7	- Business case for wildlife-based initiatives as the model of the buffer zone management, which provides the basis for public budget allocation and private investment towards sustainable financing of the World Heritage Management.		PM/CO/ DNP

4) INSTITUTIONAL ARRANGEMENTS

The IC will work under the guidance and supervision of the UNDP Programme Specialist, Inclusive Green Growth and Sustainable Development Unit, UNDP Thailand. On regular basis, the Project Manager will work closely with the consultant to ensure the progress of activities.

Substantive information and guidance to the consultant will be provided by the core team of implementing partner i.e. DNP, in particular, on sites of the Wildlife Sanctuary and Research Station. Also, from community outreach team who will provide basic data and accessing to selective group of community champions.

The following coordination activities between the consultant and Project Management Unit is required to ensure expected deliverables to be in line with the project's objectives and overall work plan.

- Regular monthly email or phone updates of the services, sharing work experiences, challenges encountered & possible solutions;
- Organize bimonthly face to face meetings between TIGER-Biofin team, or when necessary, for efficiency and effectiveness of results.
- Progress and final reports shall be presented to the Project Board and updated according to the most recent milestone of the work plans/activities.

5) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

Contract duration is 19 months, from 27 September 2018 till 31 March 2020 with maximum 220 days of work. It should be noted that the last few weeks of the contract should be planned for closing-out period.

Duty Station: DNP Wildlife Conservation Division in Bangkok and the project field office in Huai Kha Kaeng Wildlife Sanctuary.

Expected places of Travel:

The consultant is expected to travel to pilot sites as indicated below.

1. Huai Kha Kaeng Wildlife Sanctuary, Uthaitani province

Travel and accommodation cost is included in the contract and will be paid by the consultant.

6) DEGREE OF EXPERTISE AND QUALIFICATIONS

The IC should have the following expertise and qualifications.

I. Academic Qualifications:

- Bachelor's degree in Social Sciences, Economics, Laws, or related fields.

II. Experience:

- At least 7 years of experiences in environmental governance
- Experience as the team leader of multi-disciplinary expertise in economic valuation of environmental assessment, management design and policy advocacy
- Experience in integrating environmental assessment into environmental legislation and institutional setting
- Familiar with the Thai institutional context and protocol
- A proven record working on international cooperation projects
- Good writing and communication skills

III. Language:

- Good command of English both spoken and written.

7) REQUIRED DOCUMENTS

Interested individual consultant must submit the following documents/information to demonstrate their qualifications. Please group them into **one (1) single PDF document** as the application only allows to upload maximum one document:

- a) **Letter of Confirmation of Interest and Availability and financial proposal** using the template provided in Annex III. Note: National consultants must quote prices in Thai Baht.
- b) **Personal CV or P11**, 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.
- c) **Conceptual framework** in English on how it intends to deliver the services outlined in the ToR.

Incomplete proposals may not be considered. The short-listed candidates may be contacted, and the successful candidate will be notified.

8) CRITERIA FOR SELECTION OF THE BEST OFFER

Individual consultant will be evaluated based on the following methodology: Cumulative analysis

The award of the contract shall 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 set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest

priced proposal received by UNDP for the assignment.

Criteria 1 Relevance of Education – Max 10 points

Criteria 2 Relevant experience as the team leader of multi-disciplinary expertise in economic valuation of environmental assessment, management design and policy advocacy -Max 30 Points

Criteria 3 Relevant experience integrating environmental assessment into environmental legislation and institutional setting – Max 20 points

Criteria 4 proven record of work in advocating for change in the Thai institution – Max 20 points

Criteria 5 Relevant experience in international cooperation projects - Max 20 Points

Only candidates obtaining a minimum of 70% of the total technical points would be considered for the Financial Evaluation.

9) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

☐ NONE

☒ PARTIAL

☐ INTERMITTENT

☐ FULL-TIME

10) PAYMENT TERMS

The technical specialist must send a financial proposal based on **Lump Sum Amount**. The total amount quoted shall be all inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, chemical substances costs and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per below percentages:

Payment Schedule	Deliverables/ Outputs	Content	Target Due Dates
1 st Payment 10%	1	- Work plan of deliverables key milestones of the process	30 Sept 18
2 nd payment 30%	2	Conceptual paper of the followings: - Rationale (initial valuation assessment) for wildlife conservation represented by flagship species of Tiger, to which the fund flow from Wildlife License Plate contribute - Fund flows mechanism and the governance set up (legal & institutional)	31 Dec 18

		- Defined conservation measures and Beneficiaries	
3rd payment 20%	3	- Report on Financial Solution 1 'Legal and Institutional Framework for Wildlife Conservation License Plate - Proposed Options for Management of Generated Revenues'	31 Mar 19
4th payment 20%	4	- Report on valuation assessment of WEFCON's Keystone Species and Ecosystems Services.	31 Aug 19
	5	- Report on Financial Solution 2 "Wildlife habitat restoration and human resettlement", driven by visionary investment of the private sector/corporates with an end result in no net loss to biodiversity of the World Heritage Site.	
5 th payment 20%	6	- Cost –benefit analysis of "Potential Financing options and Mechanism for investment to reduce human-wildlife conflicts with alternative livelihoods"	31 Mar 2020
	7	- Business case for wildlife-based initiatives as the model of the buffer zone management, which provides the basis for public budget allocation and private investment towards sustainable financing of the World Heritage Management.	

11) ANNEXES TO THE TOR

Tracking tools of TIGER project's Result and Resources Framework
Feasibility Study of the Wildlife-based Ecotourism