

TERMS OF REFERENCE (TOR)

GREATER KRUGER STRATEGIC DEVELOPMENT FRAMEWORK - AN INSTITUTIONAL FRAMEWORK AND PARTNERSHIP STRATEGY, WITH SPECIFIC REFERENCE TO THE KNP LAND CLAIMANTS AND GREATER KRUGER COMMUNITIES

Application Deadline: 11 November 2018

Category: Professional Services

Type of Contract: Company

Languages Required: English

Expected Duration of Assignment: 10 months

BACKGROUND

The project, *Improving Management Effectiveness of the Protected Area Network*, is funded by the Global Environment Facility (GEF) with the South African National Parks (SANParks) as the Implementing Partner. The Project is supported by the United Nations Development Program (UNDP) South Africa Country Office with the objective of assisting the Government of South Africa to overcome barriers to expand the national protected area estate. The high level project objectives will result in 1.) increased representation of globally important terrestrial habitats currently under-represented in the protected area system; 2.) improved management effectiveness through integrated interventions in buffer zones; and 3.) strengthening the financial sustainability of the expanded protected area network by optimizing and diversifying revenue streams through cost efficiencies.

Of concern in South Africa's protected area network, is the need for capacity building of land claimants and post-settlement beneficiation support, as well as for broader community development support in general. Of the fifteen (15) lodged land claims, the first Kruger National Park (KNP) land claim settlement agreements were signed with communities of Muyexe, Madonsi-Nwadzekudzeku, Ndindani, all in Greater Giyani municipality, Mahashi, Mhlanganisweni (Hazyview municipality), Ngirivane-Mathebula (Bushbuckridge municipality) on the 21st May 2016. Most of the land that has been claimed is within the boundary of the KNP jurisdiction.

With these TOR, UNDP, on behalf of SANParks, seeks to appoint a Service Provider to develop the Greater Kruger Strategic Development Framework (GKSDF) that will reflect a shared vision amongst stakeholders, and serve as an integrated institutional and partnership framework. The GKSDF will have at its centre, the KNP land claimants and Greater Kruger communities, in order to result in a more enabling and more sustainable land use and partnership environment.

The Greater Kruger, for the purpose of the scope of work, is delineated as the KNP including the local municipalities bordering the KNP and the catchment areas feeding the KNP and adjacent land use areas. The scope of work therefore covers the land claim settlement communities, and the broader Matsulu/Mhethomusha area (south-western part of KNP), Sabie River and Sabi Sands Wildtuin areas (communities between Mkhulu and Belfast, and communities surrounding Sabie Sand Wildtuin), and Makuya-Mutale area (Pafuri Region),

SCOPE OF WORK

The scope involves layers of work that will ultimately result in the development of the GKSDF. Its development will require the participation of a range of stakeholders primarily in the immediate local 'buffer' adjacent to the KNP, but also from the local municipal and the broader catchment areas within the K2C and Vhembe biosphere catchment areas, amongst others. The scope of work will:-

- Determine the vision for the Greater Kruger;
- Set the principles for an interlinked socio-ecological and economical system and acceptable limits of change;
- Inform the stakeholder profiling and subsequent institutional review, alignment and strengthening of Greater Kruger structures; and
- Explore scenarios and development options, including beneficiation opportunities to the KNP land claimants and other pilot community groups.

Underpinned by the provisions set out in the KNP Management Plan, the envisaged GKSDF will be multi-institutional and multi-sectoral. The GKSDF will reflect shared values and interests, and will aim to deliver cooperation and collaboration at various levels, and with a range of partners with mutual interest in conservation and environmental management, socio-economic beneficiation, safety and security, transboundary access, pursuit of collective funding and financing opportunities. The GKSDF will seek to achieve this through leveraging and capitalising on collective opportunities which includes joint buying-power, lobbying for legal and/or policy reforms, joint destination marketing, and socio-economic beneficiation.

A comprehensive body of information already exists which will guide the development of the GKSDF, and which will be shared with the Service Provider. This project will therefore largely review and consolidate this body of information, as well as engage with external and internal stakeholders. The specific areas of work that will culminate in the GKSDF area are, inter alia:

- Programmes and institutional arrangements
- Stakeholder engagement and communication strategies
- Implementation plan
- Funding streams
- Database system
- Governance Guidelines
- Monitoring and Evaluation

The above are summarized as five deliverables in Table 1 below.

Further details and contextual information can be requested from UNDP.

IMPLEMENTATION AND REPORTING

The Service Provider will be appointed through UNDP procurement processes. The deliverables (summarised in Table 1) will be reported to a multi-stakeholder technical reference body (Advisory Group) especially formed and designated for the purpose of the development of the GKSDF. The Advisory Group

will be led SANParks. UNDP will be responsible for the administration associated with contract management and payments; SANParks will provide written approval on the content, quality and time-frame of deliverables against which payments will be rendered.

The Service Provider shall submit deliverables which clearly present work undertaken outlining activities and outputs thereof. Any proposed deviations from the original project implementation plan shall be explained to the Advisory Board and UNDP in writing and be approved by the UNDP Senior Management and partners. The deliverables must be submitted in electronic format. All such materials shall become the property of the UNDP and its partners, and no document may be reproduced, copied or distributed

DELIVERABLES, TIME-FRAMES AND PAYMENT

The Service Provider is explicitly required to be pro-active in mandatory reporting to the Advisory Group on progress and validation at the start and completion of each deliverable. This implies active engagement with the Advisory Group at the mandatory Inception meeting, as well as prior to, and after each deadline by which the deliverables are due. With the exception of the Inception meeting, all other meetings with the Advisory Group could take place via per email, skype or telco, or otherwise as agreed with Advisory Group in a manner that is cost and time-respective. The purpose of the contact meetings with the Advisory Group is to ensure coherence. The content and structure of all the reports, particularly Deliverable 3 (Stakeholder Consultation Report) and Deliverable 5 (GKSDF) must be pre-agreed with the Advisory Group.

The Service Provider is expected to execute all the deliverables stipulated in this TOR within the payment schedule and agreed time-frames.

A comprehensive body of information to guide this project already exists, but it requires consolidation and review, as well as engagement with external and internal stakeholders. For this reason, it is expected that the work can be readily completed within ten months from the Inception meeting.

A complete information pack of documents required to undertake this project will be provided before the mandatory inception meeting schedule to take place no later than two weeks after contracting between UNDP and the Service Provider.

Deliverable 1 (Draft Inception Report) and Deliverable 2 (Final Inception Report)

The Inception Report should detail the approach, methodology, workplan, activities, and timeframes of this project. The Inception Report will be informed by fundamental planning documents annexed to it. These include the following documents:

- Stakeholder Mapping: stakeholder profiling and stratification will guide the design and approach of focus group and stakeholder meetings, workshops and other consultation processes;
- Stakeholder engagement and communication strategy; and
- Desktop Synthesis of existing information: this is essentially a review document that will also identify gaps, risks and assumptions. Consult reference material, and obtain further desktop material as consulted with the Advisory group and other relevant stakeholders.

Some suggested criteria for stakeholder profiling may include the following: relevance, statutory, strategic, capability, capacity, influence/power, and existing projects/programmes within the Greater Kruger footprint such as conservation network/structures, KNP and relationships specific to KNP and its neighbours; traditional authorities, CPAs, land owners/claimants, local and district municipalities, NGOs, funders; government (National, Provincial, Local), GLTFCA, biospheres (K2C and Vhembe), private sector, and fora such as People and Parks, Water fora, community park fora, etc.

The stakeholder engagement and communication strategy should be done in accordance to two phases with Phase 1 focused on the consultation process (focus group and public workshops) and Phase 2 focused on guiding implementation in pilot clusters and with key focus groups, e.g. Greater Kruger land claimants.

The desktop synthesis of existing information relates to the status quo and the current state of affairs (as related to the NDP, PGDS, Vision 2030, IDP, and pertinently listed to the conservation network, associated catchment, rural development) to deliver on the PGDS/NDP, the KNP and the broader protected area management outcomes. Other aspects to take account of in the desktop synthesis includes socio-economic information (profiling, business plans, market analyses, business development opportunities linked to the protected area network etc.); environmental aspects; land audit; spatial analysis; business studies, especially business SMMEs linked to conservation area network; political economy; policy layers; comparative analysis for similar international experiences, land use guidelines, (zonation, SDFs, IDPs, other development and planning aspects); legislative review; educational facilities linked to the protected area network (including recommendations of further opportunities).

The inclusion of a spatial 'Greater Kruger Integrated Development land use map' is required.

Deliverable 3: Stakeholder Workshops and Stakeholder Consultation Report

Using the Inception Report as a basis, the Service Provider will conduct Stakeholder Consultation workshops which will be co-planned with SANParks and the Advisory Group. The Stakeholder Consultation workshops will solicit the views and inputs of at least nine focus groups (land claimants, People and Parks, conservation areas in Greater Kruger, NGOs, Business and Tourism sector, Traditional authorities & DRDLR, Provincial, District and local government, K2C and Vhembe biospheres), aiming for approximately 40 participants per focus group, as well as the Greater Kruger Community fora (100 participants per meeting, in total eight public fora meetings).

The findings and recommendations arising from these consultation workshops will be presented in a Stakeholder Consultation Report bearing recommendations, findings, needs, action plans, and so forth. Additional focus group workshops might be identified if supported by other co-funded programmes, and the findings should be included in the further recommendations.

Deliverable 4: Implementation Report

The Implementation Report will have the following remit:

- Institutional review which will address re-structuring requirements, including processes to enable this, with a focus on making recommendations for capacity development within key institutional structures;
- Implementation plans per pilot area, cluster, and for the overall Greater Kruger;
- Updating of a dynamic database reviewed and updated, including spatial interface (current database at the SAWC);
- Briefing notes on existing and emerging funding opportunities (funding programmes/investor strategies, and implementation mechanisms linked to other GEF PA bids, KNP investor strategy, GEF 6 and other Regional/National funding programmes);
- Monitoring, evaluation and learning framework from pilot/project sites to Greater Kruger level developed and workshopped at implementation clusters; and
- Governance guidelines standardized for application at pilot, cluster and Greater Kruger level.

Deliverable 5: Greater Kruger Strategic Development Framework (GKSDF)

This will draw in Deliverables 1-4 above. This deliverable will need to include a spatial representation of such a 'Greater Kruger master plan'.

Table 1: Payment schedule against deliverables.

Deliverable	Description	Schedule	Payment
	Inception meeting with Advisory Committee	Within two weeks after contracting	
Deliverable 1	Draft version. Inception Report with three annexes (Stakeholder map, Communication strategy; and Status Quo report)	Within 10 weeks after Inception meeting	10%
Deliverable 2	Final version. Inception Report with three annexes (Stakeholder map, Communication strategy; and Status Quo report))	At 10 weeks after Inception meeting	10%
Deliverable 3	Workshops conducted; and an overall Stakeholder Consultation Report produced	Before 01 May 2019	30%
Deliverable 4	Implementation Report	Before 01 June 2019	30%
Deliverable 5	GKSDF, drawing in Deliverables 1-4 above	Before 01 August 2019	20%

CONFIDENTIALITY

All information, discussions, documents, material and reports that arise from this project must be regarded as confidential by the Service Provider. Only UNDP as the contracting party, or its partner, South African National Parks (SANParks), shall have the right to make public the results of this project.

COSTS

Venues for Advisory Group meetings will be located in Pretoria, Hoedspruit, Skukuza or White River. Stakeholder Consultation workshops will be conducted within the entire KNP buffer area (eight workshops). Costs for venue hire associated with Stakeholder Consultation workshops and Advisory Group meetings will be covered by the Advisory Group. The Advisory Group will convene, facilitate and arrange the logistics for Stakeholder Consultation workshops and Advisory Group meetings. Costs associated with stakeholder attendance of workshops is not for the cost of the Service Provider. The Service Provider's own costs to stakeholder workshops and Advisory Group meetings will be only for transport and accommodation throughout, and for accommodation in Pretoria. The budget associated with this TOR must include all costs, and the total should be all inclusive of VAT.

CONTRACT PERIOD

The project should be completed within 10 months of the Inception Meeting. The Inception meeting will be held no later than two weeks after contracting.

QUALIFICATION OF SERVICE PROVIDER

The Service Provider (Team Leader) should have at least 10 years experience, and Masters or an equivalent, in tourism, environmental management, land use and spatial planning, business development, environmental education, cooperative governance or political economy. The individual (s) should have a

proven track record of projects and instances of a comparable nature to the requirements of this TOR.

CRITERIA FOR SELECTION

Selection will be based on a combined scoring method, where the approach to the work, qualifications and experience (Technical proposal) will be weighted a maximum of 70% and combined with the price offer (Financial proposal) which will be weighted a maximum of 30%. Using UNDP's procurement rules, the selection of the successful Service Provider will aim to maximise the overall qualities in required areas of competence.

The selection will take the following criteria into consideration:

Cooperative governance - 30 points; Business development - 20 points; Environmental management – 20 points; Tourism – 10 points; Land use, spatial planning and data management - 10 points; Environmental education - 10 points

RESPONSE FORMAT

To facilitate the analysis of responses, all interested parties are required to prepare their response in accordance with the instructions outlined in this section.

All proposals should be electronically generated.

Applicants are required to submit the following:

- A Technical Proposal: (i) Letter of Interest, stating why you consider your service suitable for the assignment and (ii) a brief methodology on the approach and implementation of the assignment, including broad time-frame (phases), and well-defined deliverables in relation to the scope of work, the costs per deliverable(s);
- Personal CVs of team members. CVs must highlight required experience as indicated above;
- All-inclusive financial proposal indicating consultancy fee (South African Rand) and a breakdown of expenses (unit price together with any other expenses) related to the assignment. The proposal must incorporate all travel costs anticipated for the company to achieve the required deliverables;
- In addition to the above the Service Provider must include separate logistics budget for implementation which will cover non-technical service costs.

Technical or financial enquiries relating to the application can be sent to **procurement.za@undp.org**

Applicants are required to submit the above documents to **procurement.za@undp.org** on or before the **11 November 2018** with the subject line: **Job Title and Reference Number**.