

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	National Senior Finance Expert for Biodiversity Finance Assessment and Planning
Cluster/Project:	Policy and Innovation
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home-based and UNDP Office and NCSD Office when needed
Contract Duration:	127 working days from February 28, 2019 to December 31, 2020.

2. Project Description

Preliminary research estimated that the global financial gap for biodiversity conservation ranges from US\$ 100 to 400 billion annually. In order to address this challenge, the Biodiversity Finance Initiative – BIOFIN – has been implemented since 2012. BIOFIN is a global programme that developed, piloted, and is continuously improving a methodology to measure existing biodiversity expenditure levels, assess future financial needs, and design comprehensive plans to use finance tools and solutions that increase financing, effectiveness and efficiency of biodiversity management in 30 countries.

BIOFIN's first phase (2012-2018) enabled full assessments and initial implementation of finance plan elements in target countries. Significant enhancement and scaling up of finance solutions is required in all countries to address the biodiversity finance challenge.

BIOFIN's second phase starting from 2019 aims to enable the 30 countries to complete the design and implementation of priority finance solutions and will allow a further 15 countries including Cambodia to undertake the assessments as well as create and implement their biodiversity finance plan. At the central level, knowledge management platforms will be expanded, and additional guidance produced for most valuable finance solutions.

In Cambodia, national teams are expected to work with the global BIOFIN team on the following activities under the second phase:

- **BIOFIN Inception Workshop and Report.** During the Inception Phase the national BIOFIN team is recruited, the Steering Committee established, an inception workshop is implemented and an inception report is produced and shared with stakeholders. Once operational, the national BIOFIN team carries out a first review of the national context, outlining available information and initiatives, identifying cooperation modalities with related initiatives and organising the inception workshop, a first introduction to a wider group of stakeholders and a first moment of active engagement, with the underlying purpose of starting to build a national vision on biodiversity finance. The inception report is developed to capture initial national level baseline information on biodiversity finance, describe recommendations from stakeholders made through the inception workshop, highlight adjustments made in national implementation arrangements and provide preliminary analysis for entry points to advance biodiversity finance in the country.
- **Biodiversity Finance Policy and Institutional Review (PIR).** The PIR enables participating countries to analyse current policies, institutions and existing finance mechanisms and tools associated with biodiversity and ecosystem services in order to evaluate their impact and effectiveness and to understand

key entry points and opportunities for effecting change. The first step includes identifying the existing national vision and key trends for biodiversity and sustainable development financing, and mapping sectoral interactions with biodiversity and ecosystem services. The PIR includes an inventory of existing financing mechanisms used for biodiversity, key subsidies that affect biodiversity, biodiversity related revenues and all associated laws and regulations. It explores how finance and economics can be used to address the main drivers of biodiversity loss. The PIR process is used to further clarify relevant stakeholders and their specific mandates, institutional arrangements and capacity related to the NBSAP and biodiversity finance. Existing economic valuation studies are reviewed and integrated into the analysis. Policy recommendations, including possible reforms of harmful subsidies and other incentives that contribute to continued biodiversity loss, can be incorporated in PIR and national planning strategies. Stakeholder engagement is ensured through a consultation workshop in the early stages and a validation workshop at the end to discuss the complete findings and recommendations.

- **Biodiversity Expenditure Review (BER).** The **Biodiversity Expenditure Review** helps countries to establish a firm baseline of historic and current biodiversity expenditure levels and future projections in comparison to the underlying institutional and policy vision and framework. The expenditure review is conducted with the public, private, and civil society institutions identified under the inception phase and the PIR. For each relevant biodiversity finance actor, budget, allocation and expenditure data are collected for the past 5-7 years. For each budget or expenditure the percentage that can be attributed to biodiversity and the target area of the expenditure is determined. The analysis will explore the relation of biodiversity expenditures to overall government budgets, stated policy objectives, GDP and jobs, NBSAP strategies and themes, etc. Historic trends are analysed and projections can be made about future financing under a business as usual scenario. The final report will provide very specific recommendations on (i) key sources of financing, (ii) possible re-alignment of expenditures; (iii) allocation or absorption issues; (iv) and other insights generated from the review. Stakeholder engagement is ensured through a consultation workshop in the early stages and a validation workshop at the end to discuss the complete findings and refine recommendations.
- **Financial Needs Assessment (FNA).** The FNA is a detailed realistic costing of key biodiversity policies and plans – generally focused on the National Biodiversity Strategy and Action Plan (NBSAP). This involves an estimation of the financial needs and a prioritisation of actions for biodiversity management across all sectors of government, NGOs and can include private sector investments. Existing financing for specific actions will be compared to estimated needs to develop a projected financing gap. The methodology includes reviewing and refining actions defined in the NBSAP and other major policies that require costing. For each of these costable actions, specific budget elements are calculated based on existing government budget categories and units. Stakeholder engagement is ensured through a consultation workshop in the early stages and a validation workshop at the end to discuss the complete findings and final recommendations.
- **Biodiversity Finance Plan (BFP).** The **Biodiversity Finance Plan** is a national strategy and plan for financing biodiversity addressing all possible dimensions of finance, including resource mobilisation, improving impact delivery, avoiding future expenditures and re-aligning expenditures towards biodiversity goals. The national experts will work closely with the global team to review a wide range of possible finance solutions, and establish an agreed upon approach to prioritise based on a variety of characteristics of each solution, including the financing potential, the legal context and socio-economic/gender impacts, while mapping barriers that currently prevent further financing. For a selected number of the most promising financing mechanisms a more detailed feasibility study will be carried out. A large national workshop involving a wide variety of stakeholders should be organised as a key element of the consultation process followed by a smaller workshop planned at the end to validate the strategy and its recommendations.

- **Implementation of Biodiversity Finance Solutions** – BIOFIN supports the implementation of biodiversity finance solutions that are identified during the course of the three main assessments – PIR, BER, and FNA – or elaborated in the Biodiversity Finance Plan. Under this output, support is provided to implement one or more priority solutions likely to show significant or relatively rapid results. The national BIOFIN team will prepare one or more proposals and submit these for review by the global BIOFIN team. The selected activities can include a wide range of finance solutions including the provision of technical or advocacy support for developing laws and regulations, revising taxes and fees, the identification of legal thresholds, removal or reduction of biodiversity harmful incentives, certification processes, public-private-partnerships, voluntary agreements, awareness raising campaigns, behaviour change through education and training measures etc. A list of finance mechanisms and solutions is provided on the [BIOFIN website](#).

3. **Scope of Work**

The core responsibilities of the Senior Finance Expert / Project Lead (Sr. Finance Expert) are:

- 1) to provide overall technical guidance and leadership at the national level;
- 2) to ensure high-quality delivery of all reports and outcomes of BIOFIN at the national level; and
- 3) to lead outreach and communication activities for BIOFIN.

S/he will be responsible to carry out the following activities and deliverables:

1) **Overall technical guidance and leadership**

The Sr. Finance Expert will be the overall leader and spokesperson of BIOFIN at the national level. He/she is expected to provide substantial technical expertise in assuring consistency of workstreams/studies, as well as quality assurance of national products and processes throughout the duration of the national project.

- In consultation with the National Project Coordinator, the UNDP Country Office and global BIOFIN team and supported by the Finance Assistant, elaborate/revise the work plans and budgets;
- Support the formation and management of the National BIOFIN Steering/Advisory Committee;
- Prepare the Inception Workshop and Report;
- Establish and maintain links with other national and international programmes (e.g. NBSAP) and projects including UNDP-GEF projects;
- Lead the process of capturing and documenting lessons from project implementation and make recommendations to the National Steering/Advisory (Biodiversity) Committee for more effective implementation of activities;
- Develop one or more proposals for finance solutions to present to the global BIOFIN team;
- Participate in all regional and global BIOFIN webinars and workshops where possible.

2) **Ensure high-quality delivery of all reports and outcomes of BIOFIN**

The Sr. Finance Expert will ensure high-quality delivery of all reports and outcomes of BIOFIN at the national level in close collaboration with the National Project Coordinator, the entire National BIOFIN Team, UNDP CO and the global BIOFIN team. These reports will include the Biodiversity Finance Policy and Institutional Review, the Biodiversity Expenditure Review, Financial Needs Assessment and the Biodiversity Finance Plan. All reports will be provided to the designated national government institute and, UNDP CO, and validated by the designated national government institute, UNDP CO and the global BIOFIN team.

In particular, the Sr. Finance Expert is expected to perform the following activities for each report:

- Research and write the sections on subsidies and financing incentives in the **Biodiversity Finance Policy and Institutional Review (PIR)**. This work also entails engagement with 2-3 key national

policy processes identified in the Inception or PIR stage (e.g. national development and sectoral planning and budgeting), provide inputs into budgets and other policy documents, and participate in related meetings to promote the adoption of BIOFIN methodology and recommendations.

- Provide technical support for the data collection, analysis, and conclusions of the **Biodiversity Expenditure Review (BER)**.
- Support the data collection, modelling, quality checking, and validation of the **Financial Needs Assessment (FNA)**.
- Develop a **Biodiversity Finance Plan (BFP)** according to the guidance provided by the global BIOFIN team and written guidance documents (especially the BIOFIN Workbook).
 - Develop an outline for the BFP for discussion with the UNDP CO and the global BIOFIN team.
 - Identify, screen and prioritize specific biodiversity finance mechanism and calculate how much revenue/financial contribution or impact each mechanism may generate;
 - Establish and include a detailed plan for implementing key financial mechanisms in the Biodiversity Financing Plan including a timeframe and budget;
 - Develop a draft of the Finance Plan based on the BIOFIN workbook and in line with recommendations from the national consultation workshop and submit for discussion to the UNDP CO and the Global BIOFIN team;
 - Finalise the Biodiversity Finance Plan through incorporating comments given by key stakeholders;
- Provide other inputs into policy development processes as per government requests/emerging opportunities (national/sectoral development plans/NBSAPs/legislation on biodiversity finance) and report on these inputs to the UNDP Country Office and the global BIOFIN team.

3) Project Outreach and Communication

The Sr. Finance Expert will lead outreach and communication activities for BIOFIN to national (Government, donors delegation, academia, etc.) and relevant international stakeholders, and the preparation of synthesis reports, policy briefs, press releases and briefing notes for Government, UNDP etc;

- Lead an extensive stakeholder consultation/engagement process for the development of all deliverables, involving actors from the public and private sector, civil society and academia;
- Engage national stakeholders and strongly position BIOFIN objectives and processes towards relevant government departments and partner institutions to catalyse transformational outcomes. Ensure the inclusion of organisations representing indigenous/woman/vulnerable groups where possible;
- Work with national and international counterparts, NGOs and other groups to ensure effective coordination and communication of BIOFIN project objectives, activities, and finance solutions and on data and information provision, expert review and verification;
- Discuss BIOFIN findings with a range of stakeholders and other related strategic planning projects to identify areas where collaboration can benefit from new insights generated through the BIOFIN Process and vice versa;
- Train or raise awareness with at least 30 national level colleagues on the basic concepts of biodiversity financing and work to develop the capacity level of government counterparts;
- Edit, print and publish a final Summary for Policy Makers or Policy Briefs (4);
- Publicise and promote the results and impacts of BIOFIN at the national level;
- Prepare detailed reports and analyses of national BIOFIN project results and impacts including in preparation for COPs and at project's end.

4. Final Deliverables:

The deliverables are included as follows:

1. **Inception Phase:** Inception/consultative Workshop, Inception Report
2. **Biodiversity Finance Policy and Institutional Review (PIR):** (I) Sections on subsidies and financing mechanisms of the PIR (II) Draft Report, (III) Initial and Final Workshops and workshop reports, (IV) Quality review with BIOFIN Global (V) Final validated report.
3. **Biodiversity Expenditure Review (BER):** (I) Draft analysis (II) Draft Report, (III) Initial and Final Workshops and workshop reports, (IV) Quality review with BIOFIN Global (V) Final validated report
4. **Financial Needs Assessment** (I) Draft analysis (II) Draft Report, (III) Initial and Final Workshops and workshop reports, (IV) Quality review with BIOFIN Global (V) Final validated report
5. **Biodiversity Finance Plan** (I) Initial Analysis (II) Draft Report, (III) Initial and Final Workshops and reports, (IV) Quality review with BIOFIN Global (V) Final validated report
6. **Finance Solution Implementation:** (I) Project proposal (s) for suggested activities, (II) ToR for additional consultants / service contracts, (III) Mid-term and Final Report on the results of implementation.
7. **Project Synthesis Report and Policy Briefs** (with recommendations to government)
8. **Policy Development:** Specific policy recommendations/papers for relevant national/sectoral policy processes.
9. Overall transformational process (outreach to government, steering committee, etc.)

5. Expected Outputs and Deliverables

The Sr. Finance Expert will be paid on a lump sum basis under the following installments. The consultant will be responsible for the travel expense of in-country missions and local travels.

Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Payment Amount	Review and Approvals Required
1. Upon the satisfaction of Inception Phase: Inception/consultative Workshop report	7 days	Within the 1 st week of March 2019	5%	UNDP Environmental Policy Specialist, Policy Specialist, Head of Policy and Innovation, and the government focal points
2. Upon the satisfaction of Biodiversity Finance Policy and Institutional Review (PIR): (I) Sections on subsidies and financing mechanisms of the PIR (II) Draft Report, (III) Initial and Final Workshops and workshop reports, (IV) Quality review with BIOFIN Global (V) Final validated report.	20 days	Within the 1 st week of June 2019	15%	
3. Upon the satisfaction of Biodiversity Expenditure Review (BER): (I) Draft analysis (II) Draft Report, (III) Initial and Final Workshops and workshop reports, (IV) Quality review with BIOFIN Global (V) Final validated report.	15 days	Within the 3 rd week of September 2019	10%	
4. Upon the satisfaction of Financial Needs Assessment , including: (I) (I) Initial Analysis (II) Draft Report, (III) Initial and Final Workshops and reports, (IV) Quality review with BIOFIN Global (V) Final validated report	15 days	1 st week of February 2020	10%	

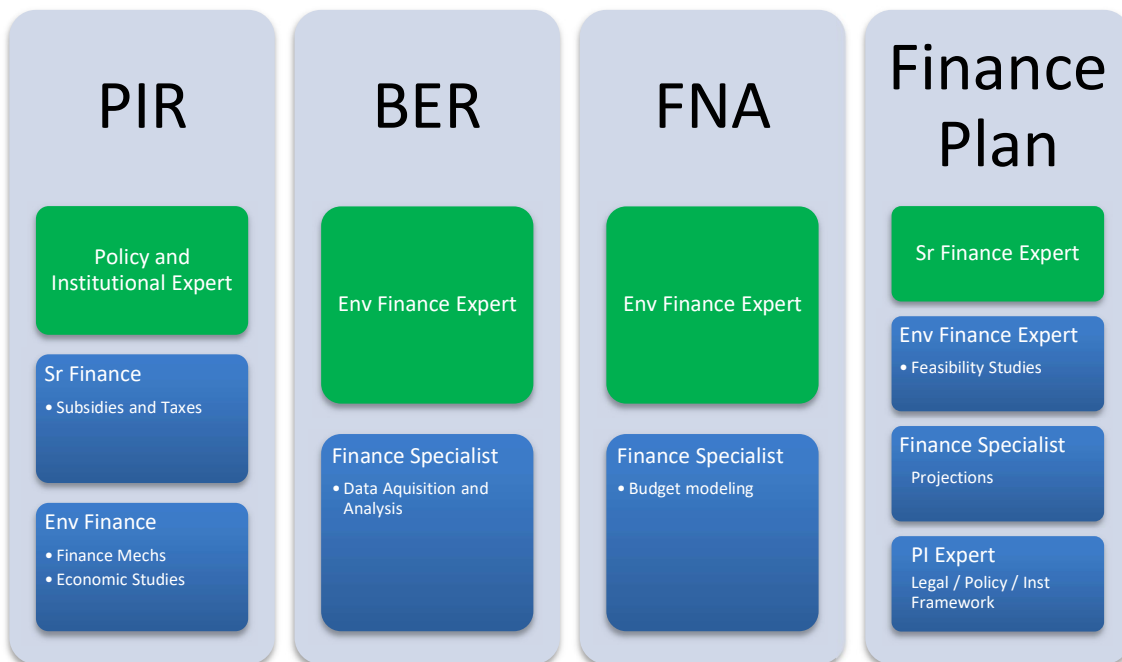
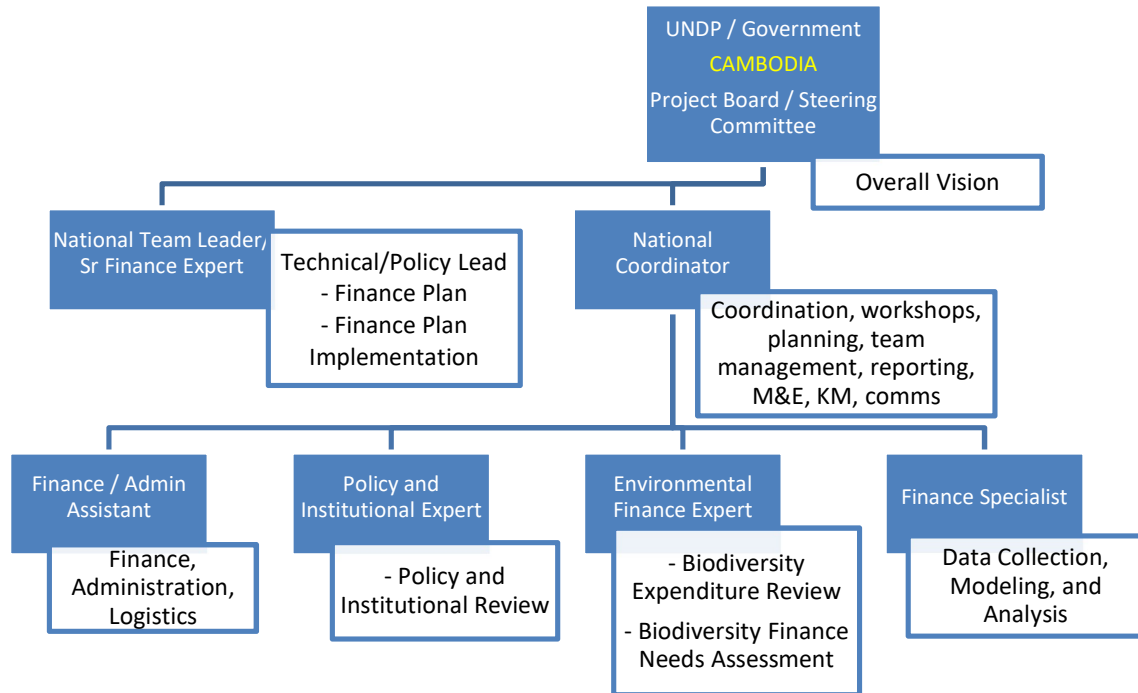
5. Upon the satisfaction of Biodiversity Finance Plan: (I) Initial Analysis (II) Draft Report, (III) Initial and Final Workshops and reports, (IV) Quality review with BIOFIN Global (V) Final validated report	30 days	1 st week of May 2020	30%	
6. Upon the satisfaction of Project Synthesis Report and Policy Briefs (with recommendations to government)	10 days	2 nd week of August 2020	10%	
7. Upon the satisfaction of Policy Development: Specific policy recommendations/papers for relevant national/sectoral policy processes.	15 days	2 nd week of October 2020	10%	
8. Overall transformational process (outreach to government, steering committee, etc.)	15 days	3 th week of December 2020	10%	
Total	127 days		100%	

The consultant should submit all the deliverables of satisfactory quality by the target due dates. The failure to meet the set due dates and quality may result in the immediate revoke of the contract.

6. Institutional Arrangement

The Sr. Finance Expert will perform his/her task under the supervision of the UNDP CO Team, including Environmental Policy Specialist, Policy Specialist and global BIOFIN team. S/he will liaise with the BIOFIN National Project Team, as shown in BIOFIN national team structure below.

BIOFIN NATIONAL TEAM STRUCTURE



Roles of Sr. Finance Expert (The Project Lead)

- The Sr. Finance Expert will be the overall leader and spokesperson of BIOFIN at the national level. He/she is expected to have senior experience and to provide substantial technical expertise in assuring horizontal integration and consistency of workstreams/studies, as well as quality assurance of national products and processes throughout the duration of the national project;
- Act as principal technical contact for national BIOFIN implementation with the global BIOFIN team with regards to all questions and issues that arise during national implementation;
- Provide key technical leadership on all finance issues and assure horizontal integration and consistency of work streams/studies;
- Provide technical support to the national BIOFIN team to complete BIOFIN deliverables in a consistent and high-quality manner;
- Ensure drafts of all work are sent to the global BIOFIN team regularly to provide backstopping and assure feedback is adequately integrated into national reports;
- Facilitate outreach activities to national (Government, donors delegation, academia, etc.) and relevant international stakeholders, and the preparation of synthesis reports, policy briefs, press releases and briefing notes for Government, and UNDP;
- The Senior Finance Expert will report to UNDP Country Office (CO) and the Global BIOFIN Team.

Roles of National coordinator

- Be responsible for the overall management of in-country activities;
- Ensuring a proper workplan and budget is in place and implemented within set timelines, with an effective national team and strong partnerships;
- Work closely with the Sr. Finance Expert to ensure implementation mechanisms;
- Establish such as a National Steering Committee and technical working groups are established and meet regularly, that all planned workshops, technical studies and other activities are organised in a timely manner, and that they meet expected quality standards.

Roles of national consultants

1. Policy and Institutional Expert

- Deliver the Biodiversity Finance Policy and Institutional Review (PIR), following guidance provided through the current BIOFIN Workbook in collaboration from the national BIOFIN team, the government, key stakeholders, and the BIOFIN Global team;
- Provide horizontal inputs to all other national BIOFIN outputs, including the Biodiversity Expenditure Review, Finance Needs and Gap Assessment, and Biodiversity Finance Plan;
- Provide feedback on the methodological approach to BIOFIN;
- Play a leading role in the preparation and write-up of the PIR under the BIOFIN process together with Government counterparts and the Sr. Finance Expert.

2. Environment Finance Expert

- Be responsible to complete the Biodiversity Expenditure Review (BER) and the Biodiversity Finance Needs Assessment (FNA) following the guidance provided by the current version of the BIOFIN Workbook in close collaboration with the Sr. Finance Expert and with detailed data and analytical support provided by the Finance Specialist;
- Provide input to all other national BIOFIN outputs, including the Policy and Institutional Review, Biodiversity Finance Needs Assessment;
- Develop detailed feasibility studies for priority finance mechanisms in the Biodiversity Finance Plan;
- Contribute to the Summary for Policy Makers and provide input to the feedback on the BIOFIN methodological framework.

3. Finance Specialist

- Be responsible to support the Environmental Finance Expert and the Sr. Finance Expert with the data collection, analysis and other aspects to complete the Biodiversity Expenditure Review (BER) and the Biodiversity Finance Needs Assessment (FNA) following the guidance provided by the current version of the BIOFIN Workbook;
- Also provide input to the feedback on the BIOFIN methodological framework.

Roles of the GSSD advisors

- Supervise the BIOFIN national team to deliver for the nature of work and work plans effectively;
- Provide quality assurance for the services that the service provider ensures the desirables of consultants are delivered timely with high quality in accordance with BIOFIN procedure.

Roles of the UNDP Country Office

- Provide overall quality assurance for this consultancy;
- will review deliverables for payment release based on agreed schedule and satisfactory performance;
- Support the NCSD BIOFIN team to execute the project workplan;
- Together with the project lead, update the BIOFIN global team on the progress of the project.

Roles of UNDP/BIOFIN regional Team

- Provide backstopping management and technical input on the project implementation and budget management in accordance with the BIOFIN methodological framework and the BIOFIN Workbook.
- Provide technical support and connect with other BIOFIN project experts and national teams

7. Duration of the Work

The assignment is for a total of **125 working days** from February 28, 2019 to December 31, 2020.

8. Duty Station

The Sr. Finance Expert will be home-based and in UNDP Country Office and NSCD office when needed.

9. Minimum Qualifications of the Individual Contractor

Education:	Master's degree in finance, business administration (MBA), economics, environmental economics, environmental finance or a closely related field, or equivalent relevant work experience.
Experience:	<ul style="list-style-type: none">• At least 5 years of experience in the management or review of public finance, conservation finance or environmental finance.• Experience in working with international and national experts and institutions.• Exposure to environmental issues or biodiversity desirable, but not required.• Previous experience designing sustainable financing for Ecosystem Services, climate change, and biodiversity or protected areas in the region is an asset.
Competencies:	<ul style="list-style-type: none">• Excellent organizational skills.• Strong analytical, writing and communication skills.• Excellent financial and budgetary skills.• Ability to prepare publications, reports and presentations.• Ability to manage and work with a multidisciplinary and multicultural team.• Strong motivation and ability to work and deliver under short deadlines.• Focuses on impact and result for the client and responds positively to critical

	feedback. <ul style="list-style-type: none"> • Sound understanding of key software packages (MS Office), especially advance speed sheets for financial data analysis • Good command of English and Khmer • Able to work independently with little or no supervision. • Familiarity with government planning and public budgeting processes strongly desired.
Language Requirement:	Fluency in written and spoken English and Khmer

10. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Technical Evaluation Criteria	Obtainable Score
Master's degree in finance, business administration (MBA), economics, environmental economics, environmental finance or a closely related field, or equivalent relevant work experience.	20
Minimum 5 years of experience in the management or review of public finance, conservation finance or environmental finance. Previous experience designing sustainable financing for Ecosystem Services, climate change, and biodiversity or protected areas in the region is an asset.	30
Experience in coordinating a team and working with international and national experts and government institutions	20
Demonstrated abilities in financial and economic analyses and excellent command of excel software	30
Total Obtainable Score:	100

11. Approval

Signature:

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Name:

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Title/Unit/Cluster:

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Date:

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