

# Terms of reference



Empowered lives.  
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## GENERAL INFORMATION

**Title:** Chief Technical Adviser – Protected Area System Planning and Management Strengthening Expert  
**Project Name :** Enhancing the Protected Area Network in Sulawesi (E-PASS) for Biodiversity Conservation  
**Reports to:** Regional Technical Advisers for Biodiversity and Ecosystems & National Project Director (NPD) of the E-PASS Project/Director of Biodiversity Conservation, Ministry of Forestry  
**Duty Station:** Home based  
**Expected Places of Travel (if applicable):** Indonesia  
**Duration of Assignment:** From 1 Sept 2014 to: 31 Aug 2017

## REQUIRED DOCUMENT FROM HIRING UNIT

<input checked="" type="checkbox"/>	TERMS OF REFERENCE
8	<b>CONFIRMATION OF CATEGORY OF LOCAL CONSULTANT , please select :</b> (1) Junior Consultant (2) Support Consultant (3) Support Specialist (4) Senior Specialist (5) Expert/ Advisor <b>CATEGORY OF INTERNATIONAL CONSULTANT , please select :</b> (6) Junior Specialist (7) Specialist (8) Senior Specialist
	APPROVED e-requisition

## REQUIRED DOCUMENTATION FROM CONSULTANT

<input checked="" type="checkbox"/>	CV
<input checked="" type="checkbox"/>	Copy of education certificate
<input checked="" type="checkbox"/>	Completed financial proposal
<input checked="" type="checkbox"/>	Completed technical proposal ( if applicable )

### Need for presence of IC consultant in office:

- ☒ partial (maximum two times in a year upon discussion with supervisors and consultant)  
☐ intermittent (explain)  
☐ full time/office based (needs justification from the Requesting Unit)

### Provision of Support Services:

Office space: ☐ Yes ☒ No  
Equipment (laptop etc): ☐ Yes ☒ No  
Secretarial Services ☐ Yes ☒ No

If yes has been checked, indicate here who will be responsible for providing the support services: N/A

Signature of the Budget Owner:

## I. BACKGROUND

Sulawesi (17.46 million ha) is the world's 11th largest island that has a remarkable globally significant diversity of terrestrial flora and fauna with an impressive variety of forest ecosystems, and supports high rates of endemism and species-level biodiversity. Despite such efforts, Sulawesi's biodiversity remains severely threatened and fast degrading due to a number of human-induced threats. Protection and management of existing protected areas (PAs) has not been adequate to prevent extensive encroachment and damage within PA boundaries, whilst natural areas beyond PA boundaries have been even more rapidly degraded as a result of logging, conversion, mining, fire and hunting. The long-term solution to conserving Sulawesi's biodiversity is an improved PA system that is well integrated into its surrounding landscape, with the capacities and financial resources to safeguard biodiversity from existing and future threats. The objective of EPASS is to strengthen the effectiveness and financial sustainability of Sulawesi's PA system to respond to existing threats to globally significant biodiversity. This objective will be achieved through three interconnected components: (1) Enhanced systemic and institutional capacity for planning and management of Sulawesi PA system; (2) Financial sustainability of the Sulawesi PA system; and (3) Threat reduction and collaborative governance in the target PAs and buffer zones. The project is implemented by the Directorate General of Forest Protection and Nature Conservation (PHKA) of the Ministry of Forestry. The project specifically focuses on Lore Lindu (217,992 ha) and Bogani Nani Wartabone (287,115 ha) National Parks and Greater Tangkoko Conservation Area (8,665 ha), which are some of the most important sites for terrestrial biodiversity in Sulawesi.

In order to ensure sound technically robust outputs and outcomes of the project, the international Chief Technical Advisor (CTA) is recruited to provide part-time technical support to the project throughout the duration of the 5-year project. CTA will be an expert in protected area system strengthening who has a wealth of experiences both at the PA system and site levels in achieving transformational and sustainable enhancement of protected area system for conservation of globally significant biodiversity.

The CTA will be responsible for providing overall technical backstopping to the Project, in order to ensure project's technical direction and achievements of planned outputs and outcomes. S/he will render technical support to the Project Director, Project Manager, PA agency staff and other government counterparts. The CTA will coordinate the provision of the required technical inputs, review and preparation of Terms of Reference, and provision of technical support to assure the outputs of consultants and other sub-contractors meet expected standards. The CTA will be an experienced expatriate. S/he will report directly to the National Project Director.

## II. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

The CTA will:

- Provide technical and strategic assistance to the Project Director, Project Manager and other counterparts in areas of project management and planning, in particular the development of biennial work plans, monitoring progress, providing quality assurance for outputs, and ensuring that annual and mid-term project targets will be met;
- Lead the Sulawesi PA system consolidation planning and realignment process, including coordination of experts, leading of consultations, preparation of technical documents, management of political negotiation processes, support for gazettement of new conservation areas in order to improve spatial arrangement of the Sulawesi PA system;
- Lead the support for strengthening capacity of Ministry of Forestry to fully operational the "Resort-based management" system for implementation in the national PA system, in close collaboration with the Ministry officials and national experts;
- Lead the support for establishing an island-wide system for biodiversity, key species and habitat condition monitoring system;
- Provide support for strengthening PA site operation and address existing threats to biodiversity with the specialist teams charged with supporting PA site management

strengthening in the target PAs.

- Bring international experiences to project planning and implementation to ensure that full use is made of global and national lessons learned, and that best practices are used to achieve the project goal of enhancing the effectiveness of the PA system to protect biodiversity;
- Support the Project Manager in preparing Terms of Reference for consultants and sub-contractors, and provide assistance in the selection process;
- Support the Project Manager in coordinating the work of all consultants and sub-contractors, ensuring timely and quality delivery of expected outputs, effective synergy among the various sub-contracted activities, and integration of project outputs into Government work;
- Provide technical support for management of site activities, monitoring, and impact assessment, as well as technical support in the areas of biodiversity conservation strategic planning, protected area planning and collaborative management;
- Assist and advise PHKA in key strategic and policy issues related to biodiversity, protected areas, institutional strengthening processes, and appropriate monitoring and evaluation systems and knowledge management systems;
- Assist the Project Director and Project Manager with technical input in preparation of the inception report, Combined Project Implementation Review / Annual Project Report, GEF Tracking Tools (Management Effectiveness Tracking Tool and Financial Sustainability Scorecard) and technical reports for submission to UNDP, the GEF, other donors and the Government, as required;
- Assist the Project Director and Project Manager in mobilizing staff and consultants in the conduct of a mid-term project evaluation, and in undertaking revisions in the implementation programme and strategy, based on evaluation results;
- Provide capacity building support to PHKA staff and PA managers;
- Assist the Project Director and Project Manager in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities, national and provincial project managers, as well as local, national and international complementary projects and programmes;
- Support the Project Manager in documenting lessons learned through implementation of the project and assist in making recommendations to the Project Steering Committee for more effective implementation and coordination of project activities;
- Produce policy briefing papers and technical reports to support decision-making processes, advocacy and knowledge management; and
- Perform other tasks as may be requested by the Project Director and Project Manager.

### III. FINAL OUTPUTS

The expected final cumulative outputs over the 3 (three) years from this assignment are:

- High quality project inception reports, semi-annual reports and annual progress reports and mid-term tracking tools.
- Capacity of the Ministry of Forestry strengthened to fully operationalise the “Resort-based management” system for implementation in the national PA system.
- PA site operation is strengthened to address existing threats to biodiversity.
- Spatial arrangement of the Sulawesi PA system improved based on the terrestrial PA system consolidation plan and integration of the plan into the provincial land use plans. The new areas will be gazetted.
- An island-wide system for biodiversity, key species and habitat condition monitoring system established.

Success is measured based on the project indicators.

#### IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

##### I. Academic Qualifications:

At least a Master's degree on natural sciences, environmental studies or related field.

##### II. Years of experience:

- At least 15 years of professional and practical experience in conservation planning, PA system strengthening, PA system and site planning and management in multiple countries including Asian countries;
- Excellent knowledge of international best practice in PA planning and management, and conservation in general
- Demonstrable experience in the implementation of multilateral donor funded and/or government funded international development projects, with strong skills in monitoring and evaluation;
- Demonstrable experience in project organization and ability to serve as effective negotiator and facilitator.

Professional experiences in Indonesia in relevant field is an advantage.

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##### III. Competencies:

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- Strategic technical and intellectual skills in the substantive area with global dynamic perspectives;
- Leadership, innovation, facilitation, advocacy and coordination skills;
- Ability to manage technical teams and engage in long term strategic partnership;
- Entrepreneurial abilities and ability to work in an independent manner;
- Ability to work effectively in a team, with good relationship management skills ;
- Strong managerial and coordination skills, including ability to coordinate the development of large, complex projects;
- Demonstrated ability to operate effectively in a highly complex organizational context;
- Ability to maintain high standards despite pressing deadlines;
- Excellent communication (both oral and written) and partnership building skills with multi-dimension partners and people, skill for conflict resolution and negotiation;
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- Excellent written communication skills including the ability to prepare clear technical and management reports as well as make presentation;
- Proficient in English language, both spoken and written, understanding Bahasa Indonesia would be an advantage although not a requirement.
- Good knowledge of Indonesia's environmental and socio-economic context is an advantage

#### IV. EXPECTED RESULTS

The CTA is expected to serve the project for three years from 1 September 2014 to 31 August 2017 with a total of 24 weeks inputs (8 weeks per year). The contract will be renewed biannually based on performance. The CTA will be home-based, but will be required to travel to Indonesia and will need to travel to related project sites as necessary approximately no more than 30 working days.

Schedule of payment will be in accordance with the timetable noted below:

Deliverables/ Outputs	Target Due Dates	Review and Approvals Required
<ol style="list-style-type: none"> <li>1. Project inception report with updated Strategic Results Framework; Project Implementation Plan; Annual Work plan and budget; Risk analysis review and update; Full ToR for any technical inputs (consultancies, sub-contracts etc.) at least for the first two years.</li> <li>2. Operational strategy/guidelines to improve capacity of the Ministry of Forestry to fully operationalise the "Resort-based management" system.</li> <li>3. Technical guidelines for Protected Area site operation to address existing threats to biodiversity.</li> </ol>	<p>25 Nov 2014 (Payment 20%)</p>	<p>Regional Technical Advisers for Biodiversity and Ecosystems; National Project Director (NPD) of the E-PASS Project/Director of Biodiversity Conservation, Ministry of Forestry</p>
<ol style="list-style-type: none"> <li>1. Review/evaluation of the operational strategy/guidelines on the "Resort-based management" for implementation in the national PA system.</li> <li>2. Evaluation on the implementation of the Technical guidelines for Protected Area site operation.</li> <li>3. Semi-annual report – quality assurance.</li> </ol>	<p>30 June 2015 (Payment 15%)</p>	
<ol style="list-style-type: none"> <li>1. Technical guideline on Spatial arrangement of the Sulawesi PA system.</li> <li>2. An island-wide system developed for biodiversity, key species and habitat condition monitoring system.</li> <li>3. Semi-annual report – quality assurance.</li> <li>4. Draft policy brief.</li> </ol>	<p>1 Dec 2015 (Payment 15%)</p>	
<ol style="list-style-type: none"> <li>1. Semi-annual report – quality assurance.</li> <li>2. GEF Annual Project Report/Project Implementation Review 2016.</li> <li>3. Final policy brief.</li> <li>4. Sulawesi PA System Plan finalised and agreed to by stakeholders</li> <li>5. Review and technical inputs on key project publications particularly for donor and decision makers (will be agreed later).</li> </ol>	<p>31 July 2016 (Payment 15%)</p>	
<ol style="list-style-type: none"> <li>1. Semi-annual report – quality assurance.</li> <li>2. Updated Biodiversity Tracking Tool for mid-term review</li> <li>3. The island-wide system for biodiversity, key species and habitat condition monitoring system operationalised</li> <li>4. PA system plan implementation started.</li> <li>5. Recommendations and lesson learned from the implementation of the technical guidelines on Spatial arrangement of the Sulawesi PA system &amp; RBM.</li> </ol>	<p>30 Nov 2016 (Payment 15%)</p>	
<ol style="list-style-type: none"> <li>1. Quality and timely completion of the mid-term review.</li> <li>2. Management response to the the Mid-term Review's Recommendations and implementation plan development.</li> <li>3. Semi-annual report – quality assurance.</li> </ol>	<p>1 May 2017 (Payment 10%)</p>	
<ol style="list-style-type: none"> <li>1. Results sheet/ short story on project key success and/or challenging.</li> <li>2. GEF Annual Project Report/Project Implementation Review 2017.</li> <li>3. Evaluation of the Management response to the MTR's recommendations.</li> </ol>	<p>31 Aug 2017 (Payment 10%)</p>	

4. PA System plan.		
5. Sulawesi biodiversity condition monitoring and PA system plan operationalised		