

TERMS OF REFERENCE

Title of the consultancy: Review the Inspection Strategy and draw up the Functional Analysis of the Inspection Sector

Areas: National level

1. Context

Mozambique is endowed with a diversity of natural resources, habitats and species. To manage this diversity of resources, the National Administration of Conservation Areas (ANAC) was set up. It is the main body responsible for the supervision, monitoring and management of the conservation areas (ACs) and for supervising the partnerships established with NGOs in the framework of international cooperation. ANAC was set up in 2011 as a parastatal institution, and it is guided by its Statutes and by its strategic plan for the period 2015-2024.

To preserve the natural resources and to use them sustainably, a network of conservation areas (ACs) was established which covers about 25% of the surface area of the country. The conservation areas under the direct management of ANAC are the following:

- National Parks (9) - Quirimbas, Gorongosa, Mágoè, Bazaruto, Limpopo, Zinave, Chimanimani, Banhine and Gilé
- Special Reserves (3) - Niassa, Chimanimani and Ponta do Ouro
- National Reserves (2): Marromeu and Pomene
- Environmental Protection Areas (2): First and Second Islands, and Maputo
- Community Conservation Areas (3): Mitchéu, Tchuma Tchato and Chipanje Chetu

As for the areas that are not under the direct management of ANAC, we have 17 official hunting areas and 50 game farms.

In each of these conservation areas, there is a corps of wardens, generally consisting of a Head of Inspection and a variable number of wardens. The Head of Inspection answers to the Administrator of the AC. The hunting areas and game farms have their own teams of wardens, who are guided by a manager. In the community areas it is the Natural Resource Management Committee which manages the area, including its protection.

Protection and inspection activities are assisted by the Natural Resources and Environment Protection Police (PPRMNA), which was set up in 2013 with the mandate to protect the natural resources and

intervene, if necessary, inside the ACs when requested to do so, and outside them routinely. ANAC also coordinates with the Environmental Quality Agency (AQUA) for inspection actions in zones adjacent to the conservation areas.

To investigate crimes against wildlife, ANAC interacts and coordinates its activities with the Criminal Investigation Services (SERNIC).

In the fight against poaching and trafficking of wildlife products, through Article 63B of Law no. 5/2017 of 11 May, ANAC acts as an assistant to the Public Prosecutor's Office, and collaborates with the Attorney-General's Office of the Republic of Mozambique.

For the inspection of wildlife, the Conservation Areas coordinate their activities with the central level, through the Protection and Inspection Services, represented by a Director of Services. The sector has 2 departments, namely i) Protection and Inspection, and ii) Information and Research. Currently, the Protection and Inspection Service is responsible for managing the Dog Unit that is working at Maputo International Airport, and for the Unit of Coordination and Operations against Poaching in the region of the Greater Lebombo Conservancy (GLC). The Protection and Inspection Services are also responsible for investigation and action, in coordination with other authorities, on activities against the illegal trafficking of wildlife products domestically and internationally.

In addition to coordination with the corps of wardens of the ACs, and the law enforcement bodies mentioned above, the Inspection Services are responsible for coordinating the initiatives to strengthen inspection capacity with the cooperation partners at domestic and international level.

Mozambique, like various other countries, has recorded significant levels of illegal trade in products of wild flora and fauna, and cases of poaching of emblematic species, notably in areas located in frontier zones, exploiting the extensive terrestrial borders of the country.

In the context of the illegal trade in wild life products in the country, one notes the activity of organised criminals and crime syndicates with an international reach, connected to a complex chain of supply of these products which often links poor Mozambicans in remote rural areas to consumers of various nationalities and with the Asian market as the destination. These syndicates use the country as a corridor to export illegal wildlife products.

To strengthen the protection of wild life, since 2018 Mozambique has been implementing the GEF-6 project (known as ProBio), entitled Strengthening the Conservation of Globally Endangered Species in Mozambique, through improving the inspection of biodiversity and the expansion of community conservation units around the conservation areas. The project, in addition to actions to protect biodiversity, also directly supports the measures that help Mozambique implement undertakings in the framework of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

Attaining the goals laid down by ProBio to protect wildlife entails implementing the main Inspection pillars established in the Strategy of the Sector for fighting against poaching and the illegal trade in wild life products, which has been in force in the sector since 2016. It should be stressed that the guiding



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document reflects the main components advocated in the SADC' Strategy for Application of the Law in the fight against poaching (2016-2021).

Furthermore, in order to ensure better capacity to respond to the challenges of the conservation sector ANAC is undergoing restructuring. This has been accompanied by activities for institutional capacity building to strengthen ANAC's capacity to manage in an efficient and effective manner the network of Conservation areas in Mozambique.

In this context, it is intended to hire a consultant to **Review ANAC's Strategic Inspection Plan** and undertake a **Functional Analysis of the Inspection Sector** in order to meet the challenges the country faces in fighting against poaching and trafficking of wild life products, in alignment with the strategy in force in the SADC region.

It should be stressed that the inspection strategy in force has defined 8 guiding principles:

- Improvement of effective patrolling of the Conservation Areas
- Planning and management of Protection and Inspection
- Investigation and intelligence
- Cooperation between institutions at national and local level
- Regional and international cooperation
- Training, communication and awareness raising of the public in general, and of rural communities
- Revision and improvement of legal instruments for indicting offenders and bringing them to trial
- Establishing and maintaining an information system at conservation areas

2. Purpose of consultancy

2.1. In the context of the review of the Strategic Inspection Plan

a) To support ANAC in revising the Inspection Strategy. The strategy, among other aspects, should:

- Be aligned with the Strategy of SADC to apply the Law for Preventing and Fighting against Poaching;
- Be harmonised with the Security Plans (Plans to Prevent and Fight against Poaching and Trafficking of Wildlife Products) in force in the Conservation Areas;
- Be up to date in terms of the current dynamics of poaching in the country, and of the illicit trafficking of wildlife products nationally and internationally.

b) To draw up a plan of action to implement the Inspection Strategy. The plan should be realistic and in line with the current conditions in the Conservation Areas (AC's).

2.2. In the context of the functional analysis of the Inspection Sector



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- a) To support ANAC in undertaking a functional analysis of the wildlife inspection sector. Among other aspects, the analysis should:
 - Be aligned with the principles laid down at ANAC's inspection strategy in force
 - Be aligned with legal and other institutional instruments that may contribute to inspection in the AC's;
 - Respond to the challenges of protecting wildlife in the terrestrial and marine ecosystems and fighting the traffic in wildlife products.
- b) To draw up realistic guidelines, aligned with the current situation of ACs, as well as analysing projection scenarios over the medium and long term;
- c) To establish an integrated approach between the sectors within ANAC and cooperation with the bodies operating in the fight against crimes against wildlife

3. Specific Responsibilities:

In the context of specific tasks indicated below, the consultant should integrate approaches that allow mitigation of potential focus of corruption in the inspection sector in accordance with the available instruments, observing the priorities of the PQG (2020-2024) and good practices especially in the SADC region.

3.1. In the context of the review of the Strategic Inspection Plan

- a) To consult the various stakeholders who take part in the protection and inspection of natural resources, to establish and present a model for integrated inspection;
- b) To analyse the current inspection system, with a special focus on the legal instruments approved to improve and strengthen sustainability in the sector;
- c) To identify eventual signs of improvement or worsening of the situation of poaching in Mozambique, in the framework of the entry into effect of the new legal instruments and of all the institutional efforts to improve the legal framework;
- d) To describe and characterise the current inspection model, identifying the main obstacles and/or bottlenecks;
- e) To align the Inspection Strategy with the standards laid down in the Strategy of SADC of Applying the Law in Preventing and Fighting against Poaching;
- f) To propose mechanisms and measures to strengthen the inspection models and standardize the inspection system in force in the Conservation Areas;
- g) To harmonise the Inspection Strategy with the standards laid down in the Security Plans of the Conservation Areas;
- h) To draw up a realistic plan of action for implementation of the revised Inspection Strategy;
- i) i) Propose measures that contribute to the mitigation of potential focus of corruption in the law enforcement sector
- j) To facilitate a workshop to consolidate and validate the Strategy.



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3.2. In the context of the functional analysis of the Inspection Sector

- a) To consult the various stakeholders who take part in the protection and inspection of natural resources, so as to establish functional collaboration approaches;
- b) To align the needs of the functioning of the inspection sector to meet current standards in the context of the Application of the Law in fighting crimes against wildlife;
- c) To standardise the inspection system in force in the Conservation Areas
- d) To consult at least 3 conservation areas on the ground. The principle of inclusiveness should be respected: that is, by including the three regions of the country (north, centre and south) whenever possible. The three areas should possess separate characteristics, and they must include one terrestrial conservation area, and one marine conservation area.
- e) To facilitate a workshop to consolidate and validate the results of the institutional analysis of the inspection sector.

4. Expected products

4.1. In the context of the review of the Strategic Inspection Plan, it is intended to draw up a strategy which reflects in detail the following aspects:

- a) Inspection strategy revised and consolidated with other inspection stakeholders;
- b) Report from the workshop for consolidation/validation of the strategy;
- c) Plan of action for implementation of the revised Inspection Strategy, with a calendar for implementation over the short, medium and long term;

4.2. In the context of the functional analysis of the Inspection Sector

- a) Report on the diagnosis (FOFA analysis and challenges) of the sector containing consolidated results of the analysis of its current structure considering the legal instruments, security plans, inspection strategy and specific regulations of the sector;
- b) Proposal of the standard model of the inspection system that is functional for the National Network of Conservation Areas, including, among other aspects:
 - Standard sector organisation chart for the inspection corps in the conservation areas, and skills-based technical profile;
 - Section organisation chart of the central inspection services and skills-based technical profile for the positions;
 - Model of hierarchy compatible with the function of inspection;
 - Communication mechanisms between the central level and the conservation areas, including the game farms and hunting areas;
 - Presentation of the technical profile for the sector positions at central level and in the ACs, according to the draft organisation chart;



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- c) Plan of action for establishing the model of the national inspection system for the National Network of Conservation Areas (ANAC-Headquarters and ACs) with a short, medium- and long-term implementation calendar;
- d) Proposal for an assessment system and incentives for the corps of wardens based on performance indicators.

5. Duration of the work:

The work will have the duration of 60 days distributed over a period of 4 months.

6. Dates and form of delivery of the work:

The final version of the work shall be delivered in electronic and digital format (in 3 copies)

7. Monitoring and supervision of the development of the activities:

The work shall be supervised and accompanied so as to guarantee its quality and alignment with the directives of ANAC, through in-person supervision, regular meetings (in person and by telephone) between the consultant and members of the ANAC-Inspection team and of the ProBio project and, also in sessions of ANAC's Board of Directors and Consultative Council of the Ministry of Land and Environment. A presentation in a workshop, seminar or technical meeting shall be held to validate the final product.

8. Profile required for the consultancy

8.1 Academic

- a) PhD or Master degree in sustainable natural resource management, biodiversity conservation or related areas.
- b) Master's degree in Political Science, Public Administration, Management, Public policies, Organizational Sociology, Economics, Organizational Psychology, Law or other similar fields;

8.2 Experience

- a) The team leader should have a proven history of at least 5 years with PhD or 10 years' with master degree experience, in the field of Application of the Law or Protection and Inspection of Wildlife (experience in the country is an advantage);
- b) At least 1 member of the team with specific training in the field of application of the law, political science or military science;
- c) At least 1 member of the team with specific training in sector planning, organizational management or management of human resources;



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- d) Familiarity with modern techniques and methods for monitoring, preventing and combatting poaching;
- e) Present references (at least 3) from similar work;
- f) The team must not include specialists who have been involved in illegal activity in any part of the world;
- g) Experience of work in the SADC region on similar tasks;
- h) Capacity to lead work teams, and openness towards responding positively to different and critical points of view concerning individual performance;
- i) Fluency in the Portuguese and English languages is an advantage.

8.3 Language

- Good command of written and spoken English; working knowledge of Portuguese will be a distinct advantage.

At least two consultants are required

9. Selection Process

The selection of the evaluation team will be done following UNDP procurement rules and regulations. UNDP will assess the consultants' profile, qualifications and skills to ensure high level consultants are recruited using the below evaluation criteria. Consultants are requested to submit a technical proposal describing the methodology and approach that will be used to conduct the assignment.

<i>Profile of the team of consultants</i>	<i>Max 100 points</i>
The consultants should have a proven history of at least 10 years' experience, in the field of Application of the Law or Protection and Inspection of Wildlife	25
Specific training in the field of application of the law, political science or military science;	20
Specific training in sector planning, organizational management or management of human resources	15



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Familiarity with modern techniques and methods for monitoring, preventing and combatting poaching	15
Experience of work in the SADC region on similar tasks; Capacity to lead work teams, and openness towards responding positively to different and critical points of view concerning individual performance;	10
Team management, process management and facilitation skills as well as excellent reporting and communication skills in English and Portuguese	15

10. Application of Evaluation Criteria

Individual consultants will be evaluated based on the cumulative analysis methodology (weighted scoring method), where the award of the contract will be made to the group of consultants whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation. Technical Criteria weight: [70%].

Financial Criteria weight: [30%]

Only a group of consultants obtaining a minimum of 70 points on the Technical evaluation would be considered for the Financial Evaluation.

Financial Criteria

The following formula will be used to evaluate financial proposal:

$p = y (\mu/z)$, where

- p = points for the financial proposal being evaluated;
- y = maximum number of points for the financial proposal; μ = price of the lowest priced proposal; z = price of the proposal being evaluated.

UNDP is applying a fair and transparent selection process that would consider both the technical qualification of Consultants as well as their price proposals. The contract will be awarded to the candidates obtaining the highest combined technical and financial scores.

UNDP retains the right to contact references directly.

Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.

Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN security directives set forth under dss.un.org

11. Schedule of payments

The following payment schedule is foreseen:

Key Deliverables	Payment schedule/amounts
Inception report with detailed methodology	20 % of total value of contract (upon approval of inception report)
Report from the workshop for consolidation/validation of the strategy Report on the diagnosis (FOFA analysis and challenges) of the sector containing consolidated results of the analysis of its current structure considering the legal instruments, security plans, inspection strategy and specific regulations of the sector; Proposal of the standard model of the inspection system that is functional for the National Network of Conservation Areas, including, among other aspects:	50 % of total value of contract (upon approval of report)
Final Inspection Strategy revised with the respective action plan consolidated with other inspection stakeholders;	30% of total value of the contract (upon submission of the final report)



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Final action plan for establishing the model of the national inspection system for the National Network of Conservation Areas (ANAC-Headquarters and ACs) with a short, medium- and long-term implementation calendar;

Final proposal for an assessment system and incentives for the corps of wardens based on performance indicators.

12. Approval

This TOR is prepared by:

A handwritten signature in black ink, appearing to read 'Lolita', is written over a horizontal line.

Name and Position

Lolita Hilário Fondo, Project Manager

20-August-2020

Date of signing

21-ago-2020

This TOR is cleared by:

Name and Position

Eunice Mucache, HoU, ENRRCC

20-August-2020

Date of signing

This TOR is Approved by:

A handwritten signature in black ink, appearing to be 'FR', is written over a horizontal line.

Name and Position

Francisco Roquette, Deputy Resident Representative

Date of signing