

UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE -TO DEVELOP A BUSINESS AND INVESTMENT FRAMEWORK FOR PROTECTED AREAS MANAGERS IN BELIZE

A. Project Title

The Biodiversity Finance Initiative (BIOFIN)

B. Project Description

In 2016, the Government of Belize adopted its medium-term development strategy, the Growth and Sustainable Development Strategy (GSDS). Within the GSDS, the Government of Belize highlighted the role of biodiversity management as a critical success factor in acquiring Sustainable Development. This action created a positive and enabling environment for the implementation of Belize's newly developed Biodiversity Strategy and Action Plan (NBSAP) and more specifically the National Protected Areas Policy and System Plan which serve as a road maps for achieving our Biodiversity goals and targets by maximizing the potential of protected areas which serve as Belize's main conservation tool.

In Belize, PA's are the main management tool for biodiversity protection and conservation. PA landscapes cover approximately 36.6% of the national territory and 19.8% of the marine environment. The management of these areas are challenged by financial constraints to acquire and deploy resources for their effective management. A study to develop a Financial Strategy for the Protected Areas System, conducted in 2010 by the UNDP (in collaboration with The Nature Conservancy), found that a funding gap of US\$10.2 million for a basic scenario and US\$ 19.4 million for an optimal scenario existed between current investment and funding needed to operate optimally. The analysis carried out for this strategy, clearly shows that the level of funding is insufficient to sustain management activities.

The Belize National Protected Areas System (NPAS) is primarily financed by the Protected Areas Conservation Trust (PACT) and extra-budgetary sources (grants). PA's however generally face persistent budgetary shortfalls due to the management entity's dependence on donor/grant financing to meet recurrent/operating costs and fluctuation within the tourism industry. For long-term effectiveness of the NPAS, it is critical for PA's to achieve financial sustainability through the growth and diversification of site-level revenue streams, and a reduction on the dependence on external sources (grants).

In this regard in 2016 financial assistance was received from the Biodiversity Finance Initiative (BIOFIN), to quantifying the biodiversity finance gaps and develop a National Biodiversity Finance Plan for Belize. This Finance plan identified sustainable financing mechanisms for implementing the National Biodiversity Strategy and Action Plan and other relevant national policies and frameworks relating to biodiversity.

Also building on recommendations of the Sustainable Financing Strategy for Belize's National Protected Areas System, the GoB via the BIOFIN Project, seeks to strengthen financial sustainability of PA's through the development and implementation of a National Business Framework for Protected Areas. This framework will allow PA administrators and managers to identify and implement business solutions and plans to generate new, and/or additional revenue streams to aid in covering operational costs as well as support resilience against financial shocks.

C. Scope of Work

Under the guidance of the UNDP and the Biodiversity Finance Initiative the contractor will be responsible to fulfill the following functions:

- i. Development of a Business Planning and Investment Framework for PA's in Belize to guide the development and piloting of business enterprises and revenue generation options within PA's consisting of:
 - a) Assessment of the assets, products or services to be developed
 - b) Assessment of the benefits and values to be derived from the business models to ensure both conservation and socio-economic values are acquired.
 - c) Market identification - this will entail assessment of which markets are most suitable for products and services.
 - d) investment assessment – initial screening/identification of potential investors in PA's with feasible and sustainable business opportunities.
 - e) Assessment of current and required capacities and programs to deliver on/execute business and investment models/plans.
 - f) Assessment of revenue, management and investment models to ensure sustainability.
 - g) Provision of technical guidance on the implementation of appropriate strategies.
 - h) legal/policy and regulatory framework recommendations to enhance/develop an enabling environment for improved business and financial management practices in PA's.
- ii. Ensure engagement of all relevant stakeholders by conducting consultation sessions prior, during and validation phase of this consultancy.
 - a) Conduct at minimum 3 site assessments which will inform the National framework.
- iii) Coordinate closely with the National Biodiversity Office, Forest and Fisheries Departments, the Association of Protected Areas Management Organizations, and the Protected Areas Conservation Trust for the collection of site-level and national level data.
 - a) Coordinate and update the GOB and BIOFIN project team on the consultancy progress.
 - b) Close coordination with local governments, indigenous groups, women groups, communities, and any others group to be impacted by business implementation.

D. Expected Outputs and Deliverables

A Business Planning and Investment framework for Protected Areas practitioners and accompanying operational strategies and management structure.

The consultant will receive payment based on the submission and acceptance of the Deliverables. The candidate shall quote his/her services on a Deliverable basis. Missions not foreseen shall be paid to the consultant as per IC Rules and Principles.

Deliverable	Payment %	Expected time to complete	Due Date
Project inception report, including initial review of national circumstances	15	2 Weeks	Nov. 20, 2020
First progress report, including location audit examining investment needs and opportunities	25	4 Weeks	Dec. 22, 2020
Second progress report, including the draft business model & pre-feasibility review of Financial Mechanisms	30	5 Weeks	Jan. 26, 2021
Business Planning and Investment Framework for PA's in Belize and project completion report which summarizes the project highlights, learning,	30	6 Weeks	Mar. 9, 2021

innovations, and recommendations including detailed guidance on activities to be undertaken to effectively apply the framework			
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E. Institutional Arrangement

The contractor will work under the overall guidance of the UNDP and the BIOFIN team with direct supervision provided by the UNDP Environmental Program Analyst and Project Coordinator.

The contractor is required to submit biweekly progress reports.

UNDP will not provide any facility during the project duration. It will however provide support in logistics arrangement, through the PMU of the BIOFIN, especially at the onset of the project.

F. Duration of the Work

The consultancy is estimated at 120 working days over a period of four month. (November 2020 -February 2021)

G. Duty Station

Home-based. The consultant may be required to travel to Belmopan for consultations meetings but, it is expected that most consultation with national partners and other relevant stakeholders, will be carried out virtually.

H. Qualifications of the Successful Individual Contractor

- a) Provision of this service requires experts with a master's degree or equivalent in business development, investment, finance, economics, and marketing and community development,
- b) Relevant expertise in environmental management, natural resource or protected area management would be considered an asset.
- c) Proven established experience networking and partnering with various stakeholders such as government, non-governmental organizations, and local communities.
- d) At minimum 5 years working experience in business development.
- e) A proven track record in business development, investment, planning and implementation.
- f) Experience in technical report writing on ecosystem services.
- g) Excellent organizational and time management skills.
- h) Outstanding communication, interpersonal and leadership skills.

I. Scope of Price Proposal and Schedule of Payments

Financial Proposals should be presented as a Lump Sum Amount. The lump sum amount must be "all-inclusive" and the contract price is fixed regardless of changes in the cost components.

J. Recommended Presentation of Offer

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or P11**, indicating all past 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) **Technical Proposal**, including a Brief description of why the individual/company considers him/herself as the most suitable for the assignment and a methodology on how they will approach and complete the assignment.
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

K. Criteria for Selection of the Best Offer

The evaluation criteria to select the best offer will be Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%; or

L. Submission of Application Package

Proposals are required to submit by email or in 1 sealed envelope clearly labeled RFP: **Consultancy to Develop A Business and Investment Framework For Protected Areas Managers In Belize.**

United Nations Development Programme
Attn: Procurement Associate
3rd Floor, Lawrence Nicholas Building, Belmopan
Cayo District, Belize, C.A.
Tel: (501) 822-2688, 0467, 4228
Email: procurement.bz@undp.org

M. Approval

This TOR is approved by

Signature	<i>Diane Wade Moore</i>	
Name and Designation	<u>Diane Wade-Moore</u>	<u>Programme Analyst</u>
Date of Signing	<u>22-Oct-2020</u>	