



TERMS OF REFERENCE

THE NIUE R2R PROJECT – CHIEF TECHNICAL ADVISOR (INTERNATIONAL CONSULTANT)

A. Project Title:

Application of Ridge to Reef Concept for biodiversity conservation, and for the enhancement of ecosystem services and cultural heritage in Niue (R2R Niue)

B. Project Description or Context and Background:

The project will enhance Niue's capacity to effectively create and manage protected areas for biodiversity conservation, sustainable use of natural resources, and safeguarding of ecosystem services. It focuses on the expansion of its protected estate on land and on its marine areas through a combination of community conservation areas and government-led protected areas. In Community Conservation Areas, both strict protection and sustainable use zones will be identified and planned carefully, using innovative protection tools recognizing that tenure over most land areas is vested in local communities. This project has been designed to engineer a paradigm shift in the management of terrestrial, coastal and marine protected sites from a site-centric approach to a holistic "ridge to reef" comprehensive approach. Through this approach, activities in the immediate production landscapes adjacent to marine and terrestrial protected areas will be managed to reduce threats to biodiversity and ecosystem services stemming from key production activities (e.g. tourism and agriculture). Additionally, the project also introduces the concept of connectivity between landscape and seascape in Niue. Terrestrial protected areas will include a landscape that links strictly protected community areas (tapu) to each other to enhance their integrity and to form a functional ecological corridor between them. Similarly, the creation of a Marine Protected Area at Beveridge Reef also satisfies the integrated and holistic approach promoted by the project by recognizing the link that is thought to exist between the Reef and mainland Niue through which the former serves as a source of recruitment for clams and other marine species that make up Niue's coral reefs.

The primary objective of the project is to strengthen conservation and sustainable use of land, water and marine areas and their biodiversity by building on their cultural heritage values through integrated national and community actions and this will be achieved through the following outcomes;

Outcome 1: *New community conservation and national protected areas established at different levels, thus reducing threats and improving biodiversity status of conservation areas through effective community management*

Outcome 1 identifies communities as the agents of management and monitoring. It comprises the major project interventions on the ground leading to protective measures at different levels and through different instruments thus reducing threats and improving biodiversity status. A large part of the work will be carried out primarily by empowering Village Councils and Communities as owners.



Outcome 2: *Strengthened community and cross-sectoral involvement of relevant national government departments to promote effective Ridge to Reef management by mainstreaming biodiversity and environmental concerns into plans and actions*

Outcome 2 is focussed primarily upstream at the central and local government levels and it targets institutional strengthening, capacity building and other foundational elements. At the local, Village Council level this Outcome seeks a stronger institutional foundation and enhanced capacities; likewise among central government functionaries. Institutional strengthening will be achieved through policy and regulatory reforms at central level but also through by-laws at Local Level. Capacities will be enhanced through the provision of expertise and know-how for land use planning and management, protected area management (including for eco-tourism), species protection and management, sustainability. Under this Outcome, the project will also make provision for information sharing, awareness raising, learning and outreach.

The project started implementation in April 2016 for a duration of 5 years to end in April 2021, however a 12-month extension has been approved for project to 20 April 2022.

UNDP is the GEF Implementing Agency (IA) and the Ministry of Natural Resources (MNR), is the project's lead Implementing Partner (IP) and responsible party.

The project is being nationally executed as per UNDP National Implementation Modality (NIM) procedures. According to UNDP guidelines on National Implementation Modality (2011), the Government is responsible for the management and delivery of programme activities to achieve project outcomes/outputs. Government regulations, rules and procedures therefore apply to project implementation to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP.

Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Multi-Country Office (UNDP-MCO) in Apia with support from the UNDP Regional Bureau for Asia-Pacific (RBAP) region in Bangkok

On behalf of the Government of Niue, UNDP is recruiting a Chief Technical Adviser for the Niue R2R project to provide technical and operational support to the Project Implementation Unit (PMU) and the Government of Niue for the implementation of the project

C. Scope of Works:

The Chief Technical Advisor (CTA) will be responsible for providing strategic direction and overall technical backstopping to the project and to support the PMU in the implementation of activities as defined in the Project document and in the Inception report. He/She will render technical support to the Project Manager (PM) under MNR, and to the Technical Working Group. He/She will work under the guidance of the Technical Working Group and report to UNDP to provide advice to the project management team and other consultants hired within the project.



The CTA will coordinate the provision of the required technical inputs, including assisting in executing the implementation strategy, recruiting and supervising experts and technical advisors inputs, and ensuring coordination and leveraging resources from other initiatives in collaboration with the main executing partners namely Ministry of Natural Resources and Ministry of Social Services for the related project activity work

He/she shall evaluate and provide comments to, and endorse the acceptance of, the results and deliverables of the pertinent project activities, particularly on the level of achievement/realization of the committed targets of the project

The CTA will provide guidance and support on both strategic project matters, quality control of technical expertise and aspects of day-to-day management as required.

This document defines the responsibilities and tasks that the CTA is expected to assume over the remaining 15 months of project implementation. In addition, the TA shall submit a proposal at the beginning of every 2 months including the specific deliverables and working days that is planning to cover in the next 2 months, as well as a brief report indicating the deliverables provided and working days (timesheet) used during the previous month. That document will be discussed and, once it is cleared, will be used as the basic supporting document for the monthly payment.

The scope of work for the consultant will include, but not necessarily be limited to, the following key activities:

1. *Provision of technical advice and support during implementation*

- Provide technical expertise and strategic guidance to all project components, assuming quality control of interventions, and support the Project Manager in the execution of the project implementation plan and in the coordination for planned activities under the project as stipulated in the project document, inception report and work plan for the remaining timeframe of the project;
 - Provide technical inputs into the definition and work of the multi-stakeholder coordination mechanism at all levels and other relevant ongoing initiatives;
 - Give input and guide development of technical training packages for all target groups and provide a peer review function; in certain cases, carry out selected training events;
 - Advise on key policy and legal issues pertaining to the project;
 - Develop Terms of Reference for new consultants and sub-contractors that will be necessary for the implementation of the project, and assist in the selection and recruitment process; recommend best candidates and approaches, provide technical peer function to sub-contractors;
 - Provide technical supervisory function to the work carried out by the other technical assistance consultants hired by the project including assisting the PM in coordinating the work of consultants and sub-contractors, helping to ensure the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
 - Provide guidance to ensure that technical contracts meet the highest standards;
 - Advise and provide guidance to final activities including engagement in the Terminal Evaluation of the project.
- Develop a sustainability/exit strategy for the project.



2. *Project management and monitoring*

- Assist the Project Manager in the review and update of the Monitoring and Evaluation Framework and monitoring tools for the project and monitoring the technical quality of project M&E systems (including AWP, MYWPs, indicators and targets)
- Assist the PM to the evaluation of results and impacts of the Project Results Framework to date
- Provide guidance to the Project Manager in the preparation of other reports requested by donors and Government Departments, as required;
- Provide hands-on support to the Project Manager, project staff and other government counterparts in the areas of project management and planning, management of site activities, monitoring, and impact assessment;
- Provide guidance to the Project Manager in relation to preparation of the Project Implementation Review (PIR), technical reports, quarterly progress and financial reports for submission to UNDP, the GEF, other donors and Government Departments, as required;
- Provide guidance and training to PIU in updating of the GEF Tracking Tools prior to Terminal Evaluation mission

3. *Relationship building*

- This position will sit in Technical Working Group and be an expert advisor in liaising with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities and potential leverage of additional resources;
- Engage on and contribute to policy dialogues within MNR and other relevant agencies;

4. *Communication*

- Provide guidance on knowledge management, communications and awareness raising and on document lessons from programme implementation and make recommendations to the Project Board for more effective implementation and coordination of programme activities;
- Any other similar activity related to the Niue R2R Project related to section 1,2,3,4 above as requested by the UNDP Programme Manager for Environment and Climate Change and/or the Niue R2R Project Manager (MNR).

D. Expected Outcomes and Deliverables:

The CTA will be responsible for guidance and technical support to optimize the delivery of outcomes and outputs of the project towards its completion and Terminal evaluation until the closing of the project on the 20 April 2022. Tasks are described in the scope of work above. This will include support to the PMU in reporting, monitoring and evaluation of the project.

Specific deliverables and their timeline are as follows:

1. Inception assessment report on status of project activities and targets, including review of quarterly workplans with recommendations.
2. Support preparation and final submission of annual Project Implementation Reports (PIR) and Quarterly Progress Reports over the period.
3. Support preparation of workplans to be in line with project results framework outcomes and targets



4. Report on monitoring and evaluation Framework including recommendations on final means of verification for project targets
5. Exit and transition strategy for the Niue R2R project with the Ministry of Natural Resources
6. Preparation and final submission of Project Implementation Report (PIR2021) and Quarterly Progress Reports over the period
7. Preparation of Project Terminal Report in collaboration with Niue R2R PIU and project partners.
8. Completion of the GEF BD and IW tracking tools for project closure
9. Provide inputs to the Project Terminal Evaluation and support the preparation of the TE management response in coordination with UNDP and the Government of Niue

Deliverables/Outputs	Estimated duration to complete	Target due dates	Review and Approvals
Inception assessment report on status of project with recommendations	5 days	12 th Feb 2021 or 1 weeks after beginning of contract	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Revised R2R project procurement plan (2020-2021)	5 days	19 th February 2021	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Report on Monitoring & Evaluation Framework with recommendations	5 days	26 th February 2020	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Exit and transition strategy for Niue R2R project – with workplan	5 days	10 th April 2021	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Niue R2R Progress Quarterly Report (Q1-2021)	5 days	10 th April 2021	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Niue R2R Progress Quarterly Report (Q2-2021)	5 days	10 th July 2021	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Project Implementation Report (PIR 2020-2021)	10 days	10 th September 2021	MNR-Niue R2R Project Manager/UNDP ARR-ECC



Niue R2R Progress Quarterly Report (Q3-2021)	5 days	10 th October 2021	MNR-Niue R2R Project Manager/UNDP ARR-ECC
GEF BD and IW Tracking Tools for project closure	5 days	10th January 2022	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Niue R2R Progress Quarterly Report (Q4-2021)	5 days	10 th January 2022	MNR-Niue R2R Project Manager/UNDP ARR-ECC
GEF BD and IW Tracking Tools for project closure	5 days	10 th January 2022	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Terminal Evaluation and TE management response	10 days	10th April 2022	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Niue R2R Progress Quarterly Report (Q1-2022)	5 days	10 th April 2022	MNR-Niue R2R Project Manager/UNDP ARR-ECC
Final Project Terminal Report	10 days	10 th April 2022	MNR-Niue R2R Project Manager/UNDP ARR-ECC

**E. Institutional Arrangement:**

Home-based with time in Niue. While in Niue the consultant will be based in Niue R2R Project Office, Ministry of Natural Resources that will also provide logistical support and services to the contractor while in country.

The hired consultant will be under the supervision of the Niue R2R Project Manager/Director General MNR and work closely with the Ministry of Natural Resources and UNDP MCO.

The CTA will provide bi-monthly progress reports. The CTA shall submit a work plan to be approved at the beginning of each bi-monthly period specifying the deliverables and the required workdays to deliver. At the end of every 2 months, a report presenting the actual deliverables produced and workdays used, shall be prepared and submitted to the Niue R2R Project Implementation Unit and UNDP Samoa MCO. These documents (work plan and bi-monthly report) will be discussed at the end of every 2 months and will be used as the basic supporting documents for the bi-monthly remuneration payment.

All reports and documentation will be shared with the Niue R2R Project Manager and the UNDP MCO in a timely manner and outputs/deliverables will be reviewed within a week of reception for certified approval/acceptance

F. Duration of the Work:

The assignment is expected to last 140 working days in the duration of 15 months from the beginning of the contract. It is expected that the consultant will spend a maximum of 90 working days (up to 5 missions) in Niue if COVID-19 travel restrictions to Niue are lifted.

By the deadline for each deliverable, the consultant will need to work virtually if the travel restrictions are not lifted.

G. Duty Station:

The consultant will be home-based with travel to Niue as required.

H. Competencies & Qualifications of the Successful Contractor**Technical work Competencies Com**

- Strong expertise on environmental-related areas in the Niue
- Demonstrated experience in conducting gap analysis and prioritization of actions in the Niue government's national climate action policies and plans;
- Experience in designing and facilitating capacity building processes, consultations and coordination processes in Niue.



Partnerships Competencies

- Maturity and confidence in dealing with senior members of national institutions.
- Displays and understands cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Excellent written communication skills, with analytic capacity and ability to synthesize relevant collected data and findings for the preparation of quality analysis for the project proposal.
- Excellent coordination skills and result oriented collaboration with colleagues.

Results Competencies

- Promotes the vision, mission, and strategic goals of UNDP and government of the Niue.
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback.
- Good team player who has ability to maintain good relationships.

Education:

- Minimum Masters degree in Natural Resources Management, Environmental Sciences, Social Sciences related field is a requirement.

Experience:

- More than ten years of professional experience in management of environment related projects, with a good understanding of integrating gender and similar cross-cutting priorities;
- In-depth and proven knowledge as well as experience in the area implementation of development initiatives, policies and programmes relating to natural resource management, including impacts on environment related to human development and poverty reduction;
- Demonstrated experience in project development. Implementation and management;
- Proven experience in consulting at a senior level in related field;
- Proven practical experience of Results Based Management (RBM), with sound knowledge on LogFrame and Project Cycle Management (PCM);
- Strong skills in M&E;
- Experience on programmes funded and implemented by various development agencies;
- Experience working with communities, government and **NGOs**;
- Experience working in Niue;
- Excellent working knowledge of English and track record of producing communications and reports in English.

I. Scope of Bid Price & Schedule of Payments:

The financial proposal shall specify an all-inclusive daily fee including all foreseeable expenses to carry out the assignment. The CTA will be required to submit a Bi-monthly Report (including timesheet with dates



and number of working days effectuated in the period as well as an agreed workplan for the next 2 months, which will serve as the basis for payment).

The duration of contract is 15 months for maximum 140 working days.

The schedule of payment is monthly upon review and approval of the bi-monthly report and specific deliverables for the period, as per section D above. Refer to table below.

Deliverables	Estimated number of working days	Schedule for payment (due date)
Deliverable 1: Bimonthly report on advisory tasks, detailing deliverables provided including supporting documents, timesheet with dates and number of equivalent working days completed in the period and the following specific deliverable; <ul style="list-style-type: none"> - Inception assessment report on status of project with recommendations - Revised R2R project procurement plan (2020-2021) and draft workplan for 2021 - Report on Monitoring & Evaluation Framework with recommendations - Niue R2R Progress Quarterly Report (Q1-2020) Submission of workplan for the next deliverable	20 days	26 th April 2021
Deliverable 2: Bimonthly report on advisory tasks, detailing deliverables provided including supporting technical reports/documents, timesheet with dates and number of equivalent working days completed in the period and the following specific deliverables;	20 days	26 th June 2021



<ul style="list-style-type: none"> - Exit and transition strategy for Niue R2R project – with workplan - Niue R2R Progress Quarterly Report (Q2-2021) <p>Submission of workplan for the next deliverable</p>			
<p>Deliverable 3:</p> <p>Bimonthly report on advisory tasks, detailing deliverables provided including supporting technical reports/documents, timesheet with dates and number of equivalent working days completed in the period;</p> <ul style="list-style-type: none"> - Draft Project Implementation Report (PIR 2020-2021) <p>Submission of workplan for the next deliverable</p>	20 days	26 th August 2021	
<p>Deliverable 4:</p> <p>Bimonthly report on advisory tasks, detailing deliverables provided including supporting technical reports/documents, timesheet with dates and number of equivalent working days completed in the period and the following specific deliverables;</p> <ul style="list-style-type: none"> - Niue R2R Progress Quarterly Report (3-2021) - Final Project Implementation Report (PIR 2020-2021) <p>Submission of workplan for the next deliverable</p>	20 days	26 th October 2021	
<p>Deliverable 5:</p>	20 days	26 th December 2021	



<p>Bimonthly report on advisory tasks, detailing deliverables provided including supporting technical reports/documents, timesheet with dates and number of equivalent working days completed in the period and the following specific deliverable;</p> <ul style="list-style-type: none"> - Niue R2R Progress Quarterly Report (Q4-2021) - Draft 2021 Annual Workplan <p>Submission of workplan for the next deliverable</p>			
<p>Deliverable 6:</p> <p>Bimonthly report on advisory tasks, detailing deliverables provided including supporting technical reports/documents, timesheet with dates and number of equivalent working days completed in the period and the following specific deliverables;</p> <ul style="list-style-type: none"> - GEF BD and IW Tracking Tools for project closure - Draft Project Terminal Report including project sustainability plan - Terminal Evaluation Report management response incorporating all comments from UNDP and Government of Niue <p>Submission of workplan for the next deliverable.</p>	20 days	26 th February 2022	
<p>Deliverable 7:</p> <p>Bimonthly report on advisory tasks, detailing deliverables provided including supporting technical reports/documents, timesheet with dates and number of equivalent working days</p>	20 days	26 th April 2022	



completed in the period and the following specific deliverables; - Final Project Terminal Report incorporating all comments from UNDP and Government of Niue		
TOTAL	140 days	

The financial proposal shall specify an all-inclusive daily fee including all foreseeable expenses to carry out the assignment.

The cost of travel for mission will be arranged by UNDP. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed based on provision of supporting documentation.

J. Recommended Presentation of Proposal:

Complete proposals must be submitted by **25 January 2021**. Incomplete applications will not be considered and only candidates for whom there is further interest will be contacted. Proposals must include:

- **Letter of interest and availability** specifying the available date to start and other details (**Annex I**)
- **CV or P11 form** indicating all past experience from similar projects, as well as the contact details (email and telephone number) and at least three (3) professional references (most recent) Annex II
- **Methodology, statement of capabilities addressing the evaluation criteria** of why the you consider yourself the most suitable for the assignment,
- **3 Recent References (within the past 12 months) – or list 3 at least 3 referees and contacts**
- **Financial Proposal** specifying the daily rate in US Dollars and other expenses, if any (Annex III)

Proposals using the forms for submission (annexes I, II & III) plus methodology, are to be submitted ONLINE via jobs.undp.org link https://jobs.undp.org/cj_view_job.cfm?cur_job_id=96247



Email submissions are not allowed and will not be accepted but only queries about the consultancy can be directed to the UNDP Procurement Unit procurement.ws@undp.org

K. Evaluation Criteria

The consultant will sign with UNDP an Individual Contract or a Reimbursable Loan Agreement (with an employer).

The assessment of proposals will be in accordance with the combined total weighting of the evaluation criteria as per below of:

- 70% for Technical; and
- 30% for Financial.

Technical Evaluation Criteria will be based on the information provided in the CV and relevant documents that are to be submitted as evidence to support the above required criteria.

- Only the top 3 candidates that have achieved a minimum of 70 points (70% of 100 points) from the review of education, experience and language will be deemed technically compliant and considered for the financial bid. The top three candidates may be invited for personal interview to validate the assessment.
- The financial proposal shall specify an all-inclusive daily fee. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal must additionally include a breakdown of this daily fee exclusive of travel costs (including all foreseeable expenses to carry out the assignment). Due to the current pandemic, the bidder is required to provide a separate costing for each mission to Niue if travel restrictions are lifted. This can be highlighted in the financial proposal.

Applicant receiving the Highest Combined Score and has accepted UNDP's General Terms and Conditions will be awarded the contract.

The technical competencies will be assessed as per follows:

Education:

- Minimum Masters degree in Natural Resources Management, Environmental Sciences, Social Sciences related field is a requirement (**20 points**).

Experience:



- More than ten years of professional experience in management of environment related projects, with a good understanding of integrating gender and similar cross-cutting priorities **(15 points)**;
- In-depth and proven knowledge as well as experience in the area implementation of development initiatives, policies and programmes relating to natural resource management, including impacts on environment related to human development and poverty reduction. **(10 points)**
- Demonstrated experience in project development. Implementation and management; **(10 points)**
- Proven experience in consulting at a senior level in related field **(5 points)**;
- Proven practical experience of Results Based Management (RBM), with sound knowledge on LogFrame and Project Cycle Management (PCM) **(10 points)**;
- Strong skills in M&E **(10 points)**;
- Experience on programmes funded and implemented by various development agencies **(5 points)**;
- Experience working with communities, government and NGOs **(5 points)**;
- Experience working in Niue **(5 points)**;
- Excellent working knowledge of English and track record of producing communications and reports in English **(5 points)**.

L. Annexes to the TOR

Annex I - Offeror's Letter to UNDP Confirming Interest and Availability for the Individual IC

Annex II – P11 Form

Annex III – Financial Template

Annex IV – UNDP General Terms and Conditions for Individual Contractors

Annex V – UNEG Code of Conduct for Evaluation in the UN System

Annex VI - [Niue R2R Project Document¹](#)

Annex VII - [Niue R2R Project Mid-term Review Report²](#)

M. Approval

This TOR is approved by:

Signature _____

¹ https://www.ws.undp.org/content/samoa/en/home/operations/projects/environment_and_energy/niue-ridge-to-reef.html

² <https://erc.undp.org/evaluation/evaluations/detail/9498>



Name and Designation	Yvette Kerslake, ARR – Environment and Climate Change Unit
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Date: 11 January 2021
