



TERMS OF REFERENCE

POST TITLE:	National Consultant (Team Leader) for training module on results-based budgeting for biodiversity management
AGENCY/PROJECT NAME:	UNDP/Biodiversity Finance Initiative - BIOFIN
COUNTRY OF ASSIGNMENT:	Home-based, Thailand

a. Project Description

The United Nations Development Programme (UNDP), in October 2012, launched the Biodiversity Finance Initiative (BIOFIN) as a global partnership seeking to address the biodiversity finance challenge comprehensively – building a good business case for increased investment in the management of ecosystems and biodiversity, with a particular focus on the needs and transformational opportunities at the national level.

The BIOFIN in Thailand conducted Biodiversity Expenditure Review (BER) 2016 - 2021 for Thailand. The key findings of BIOFIN reveal that Thailand had concrete biodiversity-related policies. Still, the budget allocation for biodiversity in 2016-2021 averaged only 13,000 million baht per year or 0.08% of the country's GDP and only 0.45% of the overall national expenditure budget in the same period. The BIOFIN in Thailand, together with diverse actors and experts, has developed the prioritised set of finance solutions for biodiversity, which are now undergoing implementation (2018 – 2025). Finance solutions that are the most promising and realistic were chosen and judged as significant in terms of 'Impact on Biodiversity' and 'Impact on Finance' as well as 'Likelihood of Success'.

Therefore, the objective of the Phase II extension (2018 – 2025) is to **support Thailand in implementing the Biodiversity Finance Plan at the national and sub-national levels**. The Plan looks forward to delivering a prioritised set of biodiversity finance solutions, seizing this opportunity to address thematic areas of intervention by recommending new partnerships and financing mechanisms for biodiversity investing. The prioritised biodiversity finance solutions in the Plan are complementary and offer a combination of system and site-level sustainable financing, policy changes, and other incentive mechanisms. In line with the Phase II extension, the Project aims to implement one of its five signature solutions – **Government Budget Finance Solution:**

Enhancing effectiveness and biodiversity impact of local budgets in Thailand. This finance solution will consolidate and/or amend policy guidelines in Thailand to allow Local Administrative Organisations (LAOs) to more effectively incorporate biodiversity protection considerations into their activities' planning, mainly through fiscal budget preparation. In this connection, there is a need for technical assistance and capacity development for the LAOs. Overall, the successful adoption of such guidelines will enable LAOs to produce sound budget justifications, utilise a local budget to increase the biodiversity impact, and achieve the Bio-Circular-Green (BCG) economy.

BIOFIN Thailand is working with the Royal Plant Genetic Conservation Project under Her Royal Highness Princess Maha Chakri Sirindhorn (RSPG), Department for Local Administration (DLA), and other key stakeholders in the Working Group (WG) of the Finance Solution – Results-based budgeting for Local Government Units on Biodiversity under the National Steering Committee of BIOFIN Thailand. Please see Annex I - the official designed order #2/2565 dated 29 April 2565.

On the consensus of the Working Group members, the newly designed training module on results-based budgeting (RBB) for biodiversity management will be piloted in five selected areas where the centres of excellence – under RSPG operation – are located in the Central, Northern, North-eastern, Eastern, and Southern regions of Thailand. Such RBB process in this context is a public administration approach that allocates resources such as human, financial, and technological (internal or external) towards achieving development results and benefits for biodiversity. The RBB process will incorporate policies, strategies, resources, and processes to improve decision-making, transparency, and accountability.

By introducing a training module on results-based budgeting for biodiversity management to the sub-national level, the BIOFIN will be able to enhance the budgeting and planning skills of government officials, staff of sub-national government units and other practitioners in applying results-based budgeting analysis through biodiversity lens in the policy-budget cycle.

In this regard, BIOFIN Thailand seeks to engage a National Consultant (Team Leader) to lead the tasks on (i) developing a training module, (ii) conducting validation workshops, and organising a series of Training of Trainers (ToT) workshops on results-based budgeting for biodiversity management in those mentioned above five selected areas.

b. Specific Objectives

The objective of the assignment is to develop the training curriculum and knowledge inventory on the results-based budgeting for biodiversity conservation for local government in Thailand. The specific objectives are:

i) Review the existing document and information regarding the financial decentralisation and the local government budgeting system in Thailand. This includes the review of available documents from relevant stakeholders such as The Biodiversity Finance Initiative Workbook 2018, The Biodiversity Finance Policy and Institutional Review, The Biodiversity Expenditure Review, The Financial Needs Assessment, The Biodiversity Finance Plan for Thailand, Framework or Programme established in Project titled “Sustainable Management Models for Local Government Organisations to Enhance Biodiversity Protection and Utilization in Selected Eco-regions of Thailand”, Work Manual for Local Biodiversity Resources Database by Royal Plant Genetic

Conservation Project under Her Royal Highness Princess Maha Chakri Sirindhorn (RSPG), Department of Local Administration (DLA) Training Curriculum;

- ii) Conduct Training Needs Assessment (TNA) and validation workshops for each Centre of Excellence;
- iii) Develop a set of training curriculum (i.e., training methodology and training pedagogy) and training materials based on the review of existing information and the information from TNA;
- iv) Conduct Training of the Trainers (ToT) for each Centre of Excellence.

c. Scope of work

The National Consultant (Team Leader) will develop training curriculums identified by the Working Group of the Finance Solution on Results-based budgeting for Local Government Units on Biodiversity based on the "Training Needs Assessment for results-based budgeting for biodiversity conservation in Thailand". These training curriculums, training guidelines, and materials will be developed as a reference and used by the Local Administrative Organizations to deliver the training to the local authorities. The National Consultant (Team Leader) will utilise the findings from the "Report on Training Needs Analysis" and "Validation Workshop Report (Pilot Testing)". The National Consultant (Team Leader) will conduct a Training of Trainers (ToT) Workshop on results-based budgeting for biodiversity management. The National Consultant (Team Leader) will use their equipment to complete the assignment.

Intellectual Property:

All information collected for the advocacy report on the assignments and outputs produced under this Contract shall remain the property of the UNDP, which shall have exclusive rights over their use. The products shall not be disclosed to the public nor used in whatever format without written permission of UNDP in line with the national and International Copyright Laws applicable.

Within this context, the National Consultant (Team Leader) will perform the following tasks:

Task 1: Conduct a desk review and stocktaking of all available inventory of knowledge assets relevant to the results-based budgeting for biodiversity management

The National Consultant (Team Leader) is expected to conduct and review available documents and information, including in-house documents relevant to Thailand's local government budgeting system for biodiversity conservation. This includes reviewing the local government budgeting structure and the financial decentralisation of local government. The documents and information can be retrieved through key documents such as The Biodiversity Finance Initiative Workbook 2018, The Biodiversity Finance Policy and Institutional Review, The Biodiversity Expenditure Review, The Financial Needs Assessment, The Biodiversity Finance Plan for Thailand, Framework or Programme established in Project titled "Sustainable Management Models for Local Government Organisations to Enhance Biodiversity Protection and Utilization in Selected Eco-regions of Thailand", Work Manual for Local Biodiversity Resources Database by Royal Plant Genetic Conservation Project under Her Royal Highness Princess Maha Chakri Sirindhorn (RSPG), Department of Local Administration (DLA) Training Curriculum) and others.

Task 2: Conduct Training Needs Assessment (TNA) and validation workshops for each Centre of Excellence - in Central, North, Northeast, East, and South

Based on consultations with the Project and the Working Group of the Finance Solution – Results-based budgeting for Local Government Units on Biodiversity, the National Consultant (Team Leader) is expected to undertake a training needs assessment of five selected Centres of Excellence to identify gaps in the present situation and desired outcome in the TNA workshops, target surveys, interviews, observation, and secondary data. Based on TNA workshops and validation workshops, the National Consultant (Team Leader) is expected to produce reports on training needs analysis for each Centre of Excellence.

Task 3: Develop a results-based budget planning training curriculum with detailed modules for biodiversity conservation for Local Administrative Organizations

Based on stock-taking inputs and TNA workshop results, the National Consultant (Team Leader) is expected to develop a training curriculum, detailed modules, and materials customised for each Centre of Excellence. The curriculum will contain learning outcomes, methodology, and a training itinerary. The focus of the training curriculum is on Local Administrative Organizations, and the budget preparation at the level of local government, which includes but is not limited to context analysis, policy analysis, budget analysis, monitoring and evaluation, results-based budgeting strategies, results-based budgeting tools, and decision making by the local governments. In close consultation with the Working Group of the Finance Solution – Results-based budgeting for Local Government Units on Biodiversity, the National Consultant (Team Leader) is expected to conduct a validation workshop (pilot testing) to finalise the training curriculum, detailed modules, materials, and an evaluation form to assess feedback from the training participants. The Validation Workshop Report must be presented to the Project and the Working Group of the Finance Solution – Results-based budgeting for Local Government Units on Biodiversity for final approval.

Task 4: Conduct a Training of Trainers (ToT) workshop on the results-based budgeting for biodiversity management in each Centre of Excellence

The training of trainers (ToT) aims to create a pool of trainers who will provide training in Local Government Organisations. The ToT will ensure that the developed training curriculum, modules and materials are standardised and practical. The National Consultant (Team Leader) is expected to collaborate closely with the Working Group of the Finance Solution – Results-based budgeting for Local Government Units on Biodiversity as the technical lead along with other key stakeholders and train selected trainers from five Centres of Excellence. The National Consultant (Team Leader) will work closely with the project team in delivering the Training of Trainers (ToT). The National Consultant (Team Leader) is expected to develop two evaluation forms to collect information at the beginning and feedback at the end of training from trainees participating in the training.

d. Duration of Assignment, Duty Station, and Expected Places of Travel

- Contract duration is from **1st September 2022 to 30th August 2024 (24 months), for a maximum of 120 working days**. It should be noted that the last few months of the contract should be planned for the closing-out period.
- The National Consultant (Team Leader) will be required to work under a **home-based modality in Thailand with expected duty travel to the centres of excellence - under RSPG operation – located in the central, Northern, North-eastern, Eastern, and southern regions of Thailand** for conducting Training Needs Assessment (TNA) workshops, Validation Workshop (Pilot Testing), and Training of Trainers (ToT) Workshop are agreed upon by the BIOFIN.
- Target date of commencement of the work and expected completion date: as indicated in the Expected Outputs and Deliverables

PRESENCE REQUIRED ON DUTY STATION/ UNDP PREMISES

☒ NONE ☐ PARTIAL ☐ INTERMITTENT ☐ FULL TIME

The consultant is not required to be present at UNDP premises unless there are meetings with the National BIOFIN team, which both parties need to agree upon in advance. The consultant shall, therefore, be responsible for arranging a workplace without any further extra costs to UNDP. For any logistics support, which must be approved by the National BIOFIN Project Manager, the consultant is responsible for their own expense for commuting from/to the data collection fields. No further costs from what has been agreed on in the contract shall be posed to UNDP.

e. Expected Outputs and Deliverables

Deliverable	Output	Target Due Dates
1 st Deliverable	Submission of Inception Report The inception report contains a detailed work plan outlining key tasks, workflow, output, delivery timeline, consultation plan, and data analysing process. The inception report must be presented to the project team for endorsement before finalisation by the Working Group.	Within one month after contract signature.
2 nd Deliverable	Training Needs Assessment (TNA) Workshops and Validation Workshops conducted The TNA workshops and validation workshops will be held in five selected Centres of Excellence. The reports on training needs analysis contain a methodological note, training experience, training needs, and recommendations for training. The reports must be presented to the project team for endorsement before finalisation by the	Within five months after contract signature

3 rd Deliverable	Validation Workshop Report including Training Curriculum and Training Materials The draft of the detailed training curriculum, modules, guidelines and training materials must be submitted for comment to the project team before the working group's finalisation. To finalise the training curriculum, the validation workshop (pilot testing) will be held with relevant stakeholders to present, discuss, and validate the final draft of the training curriculum, module, and materials. The validation workshop report must be presented to the project team for endorsement before finalisation by the Working Group.	Within twelve months after contract signature
4 th Deliverable	Training of Trainers (ToT) workshop conducted The ToT will be held for training fifteen trainers from five Centres of Excellence (three from each). The report of the ToT with all presentations of modules and guidelines must be presented to the project team for endorsement before finalisation by the Working Group.	Within eighteen months after contract signature
5 th Deliverable	Submission of Final Report The final report includes the selected training topics, training curriculum development, modules, guidelines, and training materials.	Within twenty months after contract signature

f. Key Performance Indicators and Service Level

- The performance of the consultant will be evaluated based on the quality of deliverables, the relevance to the areas of scoping described, and the applicability of insights and knowledge obtained from the tasks;
- If the consultant does not meet the required service level, the UNDP/BIOFIN Thailand will not certify the payments for the deliverables. Ultimately, if the deliverables are not met as per specifications, the contract may be terminated as per UNDP Procurement rules and regulations.

g. Institutional Arrangement

A Biodiversity Finance Coordinator of UNDP Thailand will lead the implementation of this finance solution. The National Consultant (Team Leader) will act as the focal point to coordinate

with the Biodiversity Finance Coordinator of UNDP Thailand. The National Consultant (Team Leader) will work closely with the Biodiversity Finance Coordinator. He/She will report to the BIOFIN country project manager. The National Consultant (Team Leader) will have to interact with UNDP Thailand officers and other BIOFIN national team members during the technical consultation sessions. He/she will have to regularly report to the Working Group via meetings and/or reporting modalities.

h. Degree of Expertise and Qualifications

The consultant assigned for this assignment shall demonstrate the relevant qualifications and experiences required to deliver quality results for this assignment, including data analytics. The professional qualifications of a consultant are as follows:

- o Minimum master's degree preferably in Economics, Finance, Environment, Social sciences and/or other related fields;
- o At least three years of professional experience working in the area of training, especially in a national and sub-national training context;
- o At least three years of relevant professional experience developing government budget planning guidelines or training curricula;
- o Proven experience in developing the manual, training modules/curriculum, training documents or similar publications on budgeting training;
- o Proven experience in collecting and analysing quantitative and qualitative.
- o In-depth knowledge of the development of training curriculum and local budgeting system in Thailand;
- o Experience in developing a ToT course in the field of local budgeting is a significant advantage;
- o Expertise in gender approaches in data collection and data analysis will be added advantage;
- o Excellent communication and management skills; preferably with experience in working effectively in a multi-cultural environment;
- o Able to work collaboratively as a team;
- o Familiar with local government institutions and communities;
- o Experience working with major international organisations or the United Nations is desirable;
- o Proficiency in either English or Thai, both in writing and speaking, is required.

i. Criteria for Selection of the Best Offer

Individual consultants will be evaluated based on the following methodology:

Cumulative Analysis: The candidates will be evaluated through the Cumulative Analysis method. When using the weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

Responsive/compliant/acceptable; and

Having received the highest score out of a weighted combined technical evaluation of desk review and interview (70%) and financial criteria (30%). The financial score shall be computed as a ratio of the evaluated proposal and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation (70%)

Criteria 1: Relevance of Education – Max 5 points

- Minimum master's degree preferably in Economics, Finance, Environment, Social sciences and/or other related fields

Criteria 2: Relevance of work experience – Max 30 Points

- At least three years of professional experience working in the area of training, especially in a national and sub-national training context

Criteria 3: Relevance of experience in the area of specialisation – Max 25 Points

- At least three years of relevant professional experience developing government budget planning guidelines or training curricula

Criteria 4: Technical Proposal/ Port Folio - Max 10 Points

- The candidate demonstrates documents of 2 similar trainings conducted in the last 5 years

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Financial Evaluation (30%)

Based on the formula, financial proposals from all technically qualified candidates will be scored out of 30 marks. The maximum marks (30) will be assigned to the lowest financial proposal. An award of the contract shall be made to the consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of the set of weighted: technical criteria (70%). And financial criteria (30%). The financial score shall be computed as a ratio of the evaluated proposal and the lowest priced proposal received by UNDP for the assignment.

j. Price and Payment Terms

The consultant must send a financial proposal based on **the Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all cost components required to perform the deliverables identified in the TOR, including professional fees and any other applicable cost incurred by the IC in completing the assignment. **The travel cost is separate from the lump sum payment and will be borne by UNDP.** Travels will be authorised by UNDP as and when required. Travel and reimbursement will be administered in compliance with UNDP Duty Travel Policy and reimbursed in actual amount but not exceeding quotation from UNDP approved travel agent/ UNDP daily allowance rate. The contract price will be fixed output-based regardless of the specified duration extension. Payments will be made upon completion of the deliverables/outputs and as per the below percentages.

The consultant shall then be paid in the lump sum contract amount upon certification of the completed tasks satisfactory, as per the following payment schedule:

Instalment of Payment/ Period	Deliverable or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
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1 st Instalment	Upon approval of the Inception Report (Estimated level of efforts 12 days).	Project Manager, UNDP	10%
2 nd Instalment	Upon approval of the Reports on Training Needs Analysis and Validation Workshops (Estimated level of efforts 24 days).	Project Manager, UNDP	20%
3 rd Instalment	Upon approval of the Validation Workshop Report, including Training Curriculum and Materials (Estimated level of efforts 36 days).	Project Manager, UNDP	30%
4 th Instalment	Upon approval of the Training of Trainers (ToT) Report (Estimated level of efforts 24 days).	Project Manager, UNDP	20%
5 th Instalment	Upon approval of the Final Report (Estimated level of efforts 24 days).	Project Manager, UNDP	20%

In general, UNDP shall not accept travel costs exceeding the value of an economy class ticket. Should the consultant wish to travel in a higher class, he/she should do so by using their resources. When signing the contract, the travel costs shall be included in the total amount agreed upon between UNDP and the consultant. If unforeseeable duty travel is not anticipated in this TOR, payment of duty travel costs, including tickets, lodging, and terminal expenses, should be agreed upon before travel between the BIOFIN Manager and the consultant. Upon completion of the duty travel, a mission report will be submitted with other supporting documents for approval. Travel costs shall be reimbursed at actual but not exceeding the quotation from the UNDP-approved travel agent. The provided living allowance will not exceed UNDP Living Allowance rates.

k. Recommend Presentation of Offer

Instructions to Applicants: Click on the "Apply now" button. Input your information in the appropriate Sections: personal information, language proficiency, education, resume and motivation. Upon completion of the first page, please hit "submit application" tab at the end of the page then the uploading option for the required document will be available.

Interested candidates must submit the following documents/information to demonstrate their qualifications. Please group them into **one (1) single PDF document**:

1. Duly accomplished **Letter of Confirmation of Interest and Availability with a financial proposal in Thai Baht** using the template provided by UNDP. Suppose an Offeror is employed by an organisation/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under the Reimbursable Loan Agreement (RLA). In that case, the Offeror must

indicate at this point and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

2. **Personal CV (or P11)**, Indicates all past experiences from similar projects, the candidate's contact details (email and telephone) and at least three (3) professional references.
3. **Technical Proposal/ Port Folio** – Brief description of the systematic creation of positive training courses. (Maximum of 2 pages).

****Failure to submit the above-mentioned documents or Incomplete proposals shall result in disqualification.**

****Please group all your document into one (1) single PDF document as the application system only allows to upload maximum one document.**

The short-listed candidates may be contacted, and the successful candidate will be notified.