



TRAINING NEEDS ASSESSMENT

Request for Proposal

OBJECTIVE

To conduct a Training Needs Assessment that will serve as the foundation for a capacity building program that focuses on strengthening the skills, professionalism, and abilities of middle-management across all departments in Garamba National Park, Haut-Uele, Democratic Republic of Congo.

GENERAL CONTEXT

Garamba National Park (GNP), a UNESCO World Heritage site, situated in the northeast corner of the Democratic Republic of Congo (DRC) on the border with South Sudan, is one of Africa's oldest and most biologically significant national parks. Designated in 1938, the Park's vast ecosystem spans an area of 5,133 km^2 , encompasses dense forest and savannah and is home to the largest population of elephants, four species of pangolin and the only surviving population of Kordofan giraffe in the DRC.

Garamba is located in the transition zone between the dense tropical forests of the Congo Basin and the forested grassland of the Guinea-Sudano savannas. Within the southern sector of the park, grassland savannah is interspersed with pockets of forests, while further north the vegetation thickens and mixed woodland of dense, dry forests coexists with riverine and swamp forests.

The three main hunting areas as they are historically known, or Domaines de Chasse (DCs), which surround the Park are predominantly dense bush savannah, mixed deciduous woodland and forests. The DCs (Azande, Gangala na Bodio and Mondo Missa) lie to the west, south and east of the Park respectively, taking the total area under Garamba's management, referred to as the Garamba Complex (GC), to 14,760 km^2 . The Area of Operations (AO) is comprised of the GC, plus a 50 km buffer zone that encompassed the entire complex, excluding any territory outside of the DRC. The Area of Interest (AOI), is comprised of the Periphery and extends far beyond it, into West Nile in Uganda, western South Sudan, eastern Central Africa Republic (CAR), southern Chad, South Darfur, East Darfur and the disputed territory of Kafia Kingi. The capacity of this area composes both domestic and regional dynamics that significantly impact the biodiversity of Garamba and must be properly addressed as part of a larger regional approach.

In order to protect the key species of the GC and ensure the security of the surrounding communities in this rich yet incendiary landscape, African Parks Network (APN) took responsibility for the management of the Greater Garamba Complex in partnership with local communities and the Congolese Institute for Nature Conservation (ICCN) in 2005. The mandate was renewed in 2016 for a period of 10 years at which time GNP was recognised as a legal entity in the DRC and began to operate under the name of African Parks Congo (APC).

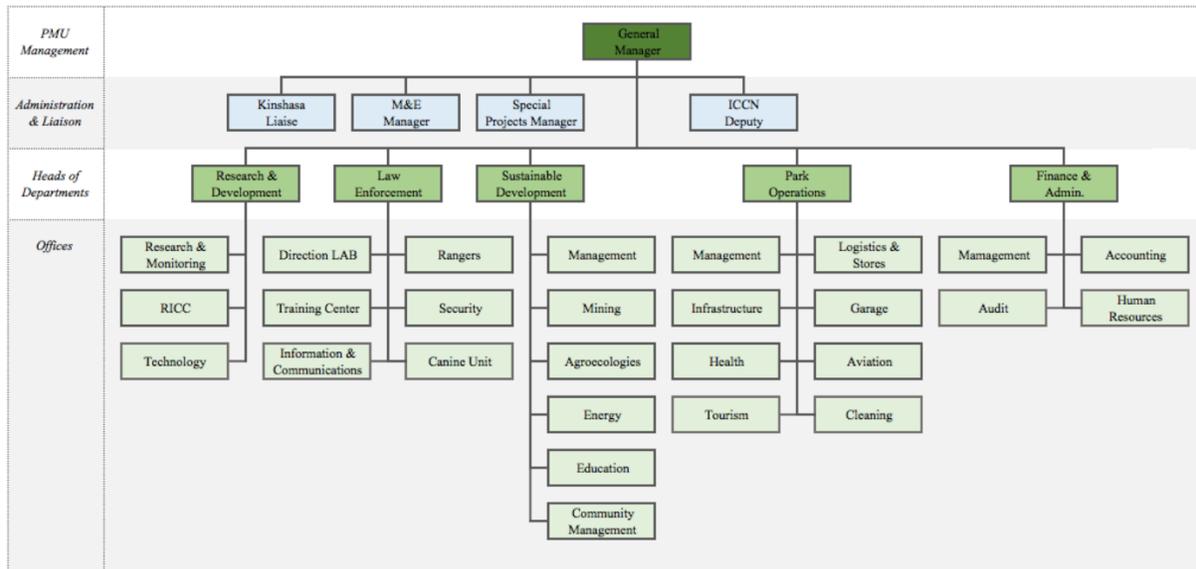
The aim of this Public-Private partnership is to restore security to the Park and its communities through intensive and extensive law enforcement, and foster community and stakeholder engagement in areas beyond the Park's borders with the overall purpose of GNP's mandate to implement sustainable Park management that is focused on sound conservation practices throughout the Garamba Complex (GC) to keep the incredible diversity of the Park's habitats, and biodiversity intact for future generations.

MANAGEMENT STRUCTURE

The General Manager (GM) is the overarching authority for the Garamba Complex, reporting to the APC Board. The GM works with an ICCN appointed Assistant Manager and is supported by five Heads of Departments: the Operations Manager (responsible for aspects related to the management and infrastructure of the Park); the Sustainable Development Manager (responsible for aspects related to sustainable development in the Periphery); the Finance and Human Resource Manager (responsible for all financial, administrative and human resources aspects of the Complex); the Law Enforcement Manager (responsible for all security related aspects in the Complex), and the Research and Development Manager (responsible for ecological research, technology development and regional awareness).

By the end of 2019, Garamba National Park will employ 28 expatriates and 506 Congolese Nationals.

ORGANIZATIONAL CHART



SCOPE OF WORK

Garamba National Park, with the generous support of USFWS, is requesting the service of a consultant to conduct a Training Needs Assessment (TNA) to define the current training capacity requirements of its employees and to identify areas that broaden the Park’s current initiatives, with a specific focus on middle management within the five key departments: Park Operations, Finance and Administration, Research and Development, Sustainable Development, and Law Enforcement (excluding Ranger Training, only administrative and management proposals will be considered). The goal will be to establish a holistic and coherent capacity building program that focuses on strengthening the skills, competencies, and abilities of national personnel.

Specific Objectives

- Undertake desk research and analyse all necessary documents and training materials to fully understand the ground situation and existing policies;
- Carry out stakeholder analysis to bring out the roles and responsibilities of key players;
- Carry out a “gap” analysis to identify gaps in the trainings being imparted. Map out the issues and identify the priorities in line with the objectives of this project;
- Assist the GNP management team in organizing and facilitating TNA workshops;
- Identify specific technical and functional capacities required for employees to perform the functions based on the expected roles and responsibilities as defined by management;
- Identify priority key training needs and develop a training plan for medium-term (5 years) for GNP staff in close consultation with the Management team;
- Provide recommendations regarding enabling environment and institutional framework and arrangements which would impact utilisation of acquired skills;
- Provide recommendations on capacity strengthening needs including the ideal staffing

level;

- Provide recommendations on the training plans and training resources required to build capacity.

Key stakeholders to be interviewed will include:

- General Manager
- Director of Finance and Administration
- Special Projects Manager
- Heads of Department (Park Operations, Finance and Administration, Research and Development, Sustainable Development, Law Enforcement)

The following deliverable shall be submitted to GNP Management:

- An inception report which includes resource and data requirements, work plans, and a draft programme;
- A draft report, including:
 - Outcomes of capacity gap assessment (desired skills and existing capacity);
 - Training Action Plan;
 - Recommendations on capacity strengthening and enabling environment;
 - A proposed package for manual and procedure (materials, presentation, programme, technical approaches, SOPs);
- Presentation of the findings to stakeholders and validation of assessment;
- Final Report, which will incorporate any inputs and comments received from GNP Management and other stakeholders. The report must be submitted in French and English.

COMPETENCIES

The main competencies required from the international or national consultant are:

- Proven record in training needs assessment, capacity development assessment, capacity development strategy in Africa, preferably in the Democratic Republic of Congo.
- Knowledge and understanding of conservation strategies and processes.
- Excellent written and verbal communication skills in French and English. Fluency in French and English is a requirement.

QUALITY ASSURANCE

The consultant will work under the direct supervision of the General Manager with technical and advisory support provided by the Special Projects Manager and members of Human Resources.

In ensuring the quality of the work, an inception meeting will be held between the management

team and the consultant to agree on expectation, scope of the work, and a specific work plan on the basis of an inception report.

Regular briefing will be provided to the General Manager, the Special Projects Manager, and Human Resources to update on the progress as well as to discuss any issues which requires further discussion and guidance. Prior to the consultant concluding the work, a de-brief meeting will be held to the closing of the TNA report.

RFP INSTRUCTIONS

All proposals received by the deadline will be reviewed for responsiveness to the specifications outlined in this RFP document. The policy of APN requires that the contracted agency should provide objective and impartial advice and at all times hold the Organization's interests paramount, strictly avoid conflicts with other assignments or their own organizational/corporate interests and act without any consideration for future work. APN requires that agency participating in donor-financed projects adhere to the highest ethical standards, both during the selection process and throughout the execution of the assignment.

DEFINITION OF THE RFP

The purpose of the RFP is to receive Technical and Financial proposals for 'Training Needs Assessment (TNA) for capacity building in Garamba National Park with a focus on national talent and middle and upper management. More specifically —To obtain detailed written proposals from agencies regarding their proposed work plan, implementation schedules, proposed methodologies, selection of the sample size and approaches to be utilized for TNA of GNP's capacity building program. The budgetary requirement along with heads for undertaking the various activities mentioned in the technical proposal.

The specific objectives of the TNA:

- Undertake desk research and analyse all necessary documents and training materials to fully understand the ground situation and existing policies;
- Carry out stakeholder analysis to bring out the roles and responsibilities of key players;
- Carry out a “gap” analysis to identify gaps in the trainings being imparted. Map out the issues and identify the priorities in line with the objectives of this project;
- Assist the GNP management team in organizing and facilitating one TNA workshop;
- Identify specific technical and functional capacities required for employees to perform the functions based on the expected roles and responsibilities as defined by management;
- Identify priority key training needs and develop a training plan for medium-term (5 years) for GNP staff in close consultation with the Management team;
- Provide recommendations regarding enabling environment and institutional framework and arrangements which would impact utilisation of acquired skills;
- Provide recommendations on capacity strengthening needs including the ideal staffing

level;

DURATION

The project duration will be defined by the applicant. The project and all expenditures must conclude by December 31, 2019.

TECHNICAL PROPOSAL SUBMISSION FORMAT

Applicants are expected to review, understand, and comply with all aspects of this RFP. Failure to do so will be at the applicant's risk. Each applicant shall furnish the information required by this RFP. The applicant shall sign the proposal and print or type its name on the Cover Page of the technical proposal.

Technical proposals should be specific, complete and presented concisely and should demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. Therefore, the agency should submit their technical proposal as follows:

- a. Brief description about the organization;
- b. Methodology and technical approach;
- c. Realistic work plan with timeframe;
- d. CVs of key persons;
- e. Past experience in similar nature of assignment (demonstrated experience of having worked closely and/or in partnership with conservation organizations in Africa and specifically the Democratic Republic of Congo at both macro and micro level — documentary evidences to be attached in this regard;
- f. Financial proposal;
- g. Three (3) references;
- h. Cover letter in the following format:

To, John Barrett, General Manager, Garamba

CC: Sarah Vigliotti, Special Projects Manager, Garamba

Date:

Nagero, Haut-Uele, DRC

Subject: Proposal for National Capacity Building Training Needs Assessment (TNA) in Garamba National Park

We, the undersigned, offer to provide our services, in accordance with your Request for Proposal dated 13 April 2019 and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal.

We hereby declare that all the information and statements made in these Proposals are true and we accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake that we understood all the terms and conditions given in this RFP document, and if our Proposal is accepted, to initiate the services related to the assignment not later than the date indicated in contract award letter. We understand you are not bound to accept any Proposal you receive and the decision of the evaluation committee formed under your management will be final.

Financial Summary		
<i>Nº</i>	<i>Description</i>	<i>Amount</i>
<i>Grand Total</i>		

The details/break-up of the aforesaid expenditure should be presented separately

Sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Agency:

Address:

SUBMISSION TERMS

- 1) All proposals should be appropriately marked and submitted no later than Friday, May 24 at 12:00 pm GMT+2 and emailed to Sarah Vigliotti, sarahv@africanparks.org, with the subject line: RFP TNA Capacity Building for Garamba National Park_[INSERT NAME OF ORGANIZATION OR PARTY]
- 2) In the Financial Proposal the rates should be indicated clearly, both in figures and in words in USD. The rates quoted should be inclusive of all taxes. No additional amount will be paid for taxes, over and above the quoted rates.
- 3) The rates quoted should remain valid for a period of six (6) months from the date of opening of the tender.
- 4) The Financial Proposal should not exceed the amount of US\$50,000.
- 5) All activities and expenditures must be completed within the 2019 calendar year.
- 6) The proposal should be submitted in English.

