



**Commission des Forêts  
d'Afrique Centrale**

*Une dimension régionale pour la conservation  
et la gestion durable des écosystèmes  
forestiers*



*Empowered lives.  
Resilient nations.*

*Projet Régional - CBSP – Partenariat pour la conservation de la biodiversité :  
Financement durable des Aires Protégées dans le Bassin du Congo- PIMS 3447*

## TERMES of REFERENCES

**Terms of Reference for Appointment of Chief Technical Advisor for the UNDP/ GEF 'Regional Project "CBSP-Partnership for Biodiversity Conservation-Sustainable Financing for Protected Areas in the Congo Basin-PIMS 3447'**

<b>TITLE:</b>	International Consultant – Chief Technical Advisor
<b>SECTOR:</b>	Biodiversity
<b>LOCATION:</b>	Republic of Cameroon
<b>DUTY STATION:</b>	Regional Project offices in Yaoundé
<b>DURATION:</b>	<b>200</b> working days (6 field missions and home-based) until December 2019 with the following breakdown: (120 field mission days and 80 days home based) <b>Countries concerned:</b> Cameroon, Congo, Gabon, Equatorial Guinea, DRC, CAR
<b>STARTING DATE:</b>	February 2018
<b>CONTRACT PERIOD:</b>	Two years
<b>SUPERVISOR:</b>	Regional Project Coordinator and Executive Secretary of COMIFAC (Implementing Partner)

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**1. Project Title:** CBSP – Partnerships for Biodiversity Conservation: Sustainable Financing of Protected Area Systems in the Congo Basin

### **2. Project Description (Context)**

The Congo Basin countries have received support from the Global Environment Facility (GEF) to implement an approach and methodology to address the challenge of Protected Areas (PA) funding at the local, national and regional levels, through the regional project "CBSP – Partnership for Biodiversity Conservation - Sustainable Financing Mechanisms for Protected Areas in the Congolese Basin". The objective of this project is to build capacity, strengthen institutional frameworks and pilot mechanisms for the long-term financial sustainability of PA systems and associated ecosystems in six Congo Basin countries (Cameroon, Gabon, Guinea Equatorial Republic, Central African Republic, Republic of Congo & Democratic Republic of Congo). Achievement of this goal will be achieved through three inter-related and complementary outcomes: (i) Outcome 1: Establish and/or enhance legal, policy and institutional frameworks to support the funding of sustainable PA conservation, at regional and national levels; (ii) Outcome 2: Support the improvement of existing mechanisms and the creation of innovative mechanisms for the management and disbursement of PA revenues; (iii) Outcome 3: Strengthen business planning and put in place cost-effective management tools for PAs and associated landscapes.

The achievement of the results of this project will also contribute to the implementation of COMIFAC's Convergence Plan, in particular Component 3 dedicated to the conservation and sustainable use of

biological diversity. This Convergence Plan is recognized by all regional and international partners as the federating framework to guide actions and funding in the forest-environment sector in the sub-region. The six Congo Basin countries are home to nearly 25% of the world's remaining tropical forests and constitute an estimated carbon sink of 24-39 Gt. In addition, the Congo Basin is world-renowned for its flora and fauna, much of which exists nowhere else in the world. The flora in lowland forests is composed of more than 10,000 species of higher plants, of which 3,000 are endemic. However, funding for protected area systems put in place for the conservation and sustainable management of biodiversity in the Congo Basin does not meet expectations. Thus, they are highly dependent on government grants whose amounts are lower than the estimate of actual financing needs, and are generally short-term. In addition, the legal, political and institutional framework of the countries concerned is not always conducive to the development of new strategies for innovative financing at national or regional level. Combined with the lack of basic infrastructure, and limited technical knowledge in the Congo Basin countries, the ability to retain qualified staff and conduct basic management operations is compromised, which hinders long-term financial planning, selection and implementation of emerging sustainable financing mechanisms to support the effective management of PAs and biodiversity in the Congo Basin.

For a period of 5 years, this regional project will be implemented by a Project Management Unit under the coordination of the Central African Forests Commission (COMIFAC), in collaboration with the United Nations Development Program (UNDP).

COMIFAC is an intergovernmental organization created by the Heads of State of Central Africa. It is the sole forum for guidance, decision-making, monitoring, coordination and harmonization of sub-regional policies and initiatives for the conservation and sustainable management of forest ecosystems in Central Africa.

UNDP's experience in supporting sustainable management of ecosystems and biodiversity is based on a comprehensive strategic approach to maintaining and improving biodiversity and ecosystem services for sustainable livelihoods, food, water and health, enhanced resilience, conservation of threatened species and their habitats, and increased carbon storage and sequestration capacity by forests.

In order to carry out the activities referred to in this project, a Cooperation Agreement has been signed between UNDP and COMIFAC, and specifies the responsibilities of both parties in the implementation of this regional project.

It is within this framework that COMIFAC is seeking, in accordance with the framework for implementation of the regional CBSP project, an international consultant (for a fixed term) who will work for the regional project as Chief Technical Advisor. He/she will have expertise in environmental finance, law, economics and planning with experience working in the protected areas of the Congo Basin / Central Africa. He/she will be tasked with supporting the technical team and the regional coordination of the project (Management Unit) based in Yaoundé. The CTA will be recruited under the overall supervision of the Regional Coordinator and Executive Partner COMIFAC and will work closely with the regional technical team and national project teams in the 6 participating countries. He/she will be based in Yaoundé, Cameroon.

### **3. Scope of Work**

The Chief Technical Advisor (CTA) will be responsible for the technical quality control of projects and support through advisory and capacity building services that lead to overall regional project process.

He/she will support the Project Management Unit (PMU) and technical teams based in the 6 countries (Cameroon, Gabon, Equatorial Guinea, Central African Republic, Republic of Congo and Democratic Republic of Congo) in developing Annual Work Plans and an overall strategy for dynamic implementation of the project by providing an international perspective on sustainable financing of PA systems. He/she will support the provision and consolidation of the technical inputs required to achieve the results of the

regional project, through its 3 components. He/she will provide technical inputs, trainings, prepare/review of Terms of Reference and review the outputs and deliverables of consultants and other sub-contractors, build capacities and provide technical support to stakeholders to pilot integrated PAs sustainable financing mechanisms at the national and regional levels. In addition, he/she will support the work undertaken by other members of the project team in relation to knowledge management, communications and outreach, monitoring and evaluation, and training.

Duties and Responsibilities:

- a) Provide technical support and strategic assistance to the Regional Project Coordinator (Project Manager), national project teams and other government counterparts in the six (06) participants countries in the areas of regional project management and planning, management of site activities, monitoring, evaluation and learning, and impact assessment.
- b) Support the Project Manager (Regional Coordinator) in reviewing/assessing the work and deliverables of all consultants and sub-contractors, ensuring the technical quality assurance of the deliverables as well as the timely delivery of expected outputs.
- c) Support and / or strengthen the capacities of the regional project team (in Yaoundé) and (06) national technical teams on issues relating to:
  - Sustainable Financial Strategies and Sustainable Revenue Mechanisms for Protected Areas;
  - Disbursement mechanisms, accounting and financial analysis, business planning, sustainable allocation and financial management systems for protected areas;
  - Laws, policies and regulations for sustainable financing of Protected Areas;
  - Institutional roles and responsibilities for Sustainable PA Management;
  - Planning of viable activities in different categories of Protected Areas;
  - Piloting appropriate sustainable and sustainable financial management systems; and
  - Capacity building in support of sustainable financing for PAs.
- d) Provide high-quality technical expertise and advice in guiding the project's actions in order to achieve the expected results through its 3 components, in particular:
  - Improved Legal, Policy and Institutional Frameworks to support funding for sustainable PA conservation at the regional and national levels (Outcome 1);
  - Improvement of existing financing mechanisms and/or creation of innovative mechanisms for PA revenue management and disbursement (Outcome 2)
  - Strengthened business planning in PAs and putting in place cost-effective management tools (revenue generation) for PAs and associated landscapes (Outcome3).
- e) Support the Regional Project Coordinator in strategic coordination, planning and programming of project activities, both at the regional level and in participating countries.
- f) Support the Regional Project Coordinator in preparing Terms of Reference/Request for Proposals for consultants and sub-contractors, and assist in the selection and recruitment process;
- g) Support the Regional Project Coordinator in coordinating the work of all consultants and sub-contractors and ensuring an effective synergy among the various sub-contracted activities;
- h) Support the effective engagement of BIOFIN as a Responsible Party to the project.
- i) Assist the Regional Project Coordinator in liaison work and advocacy with regional project partners, donor organizations, NGOs (civil societies) and other groups to ensure effective coordination of project activities in the (06) participating countries.
- j) Work jointly with the Regional Project Coordinator to strengthen the technical capacities of the implementing partner (COMIFAC) and other partners including members of the Steering Committee, both at regional and national levels, to achieve the strategic outcomes of the project.

- k) Support the Regional Project Coordinator in documenting lessons from regional project implementation and make recommendations to the Regional and National Steering Committees for more effective implementation and coordination of regional project activities.
- l) Assist the Regional Project Coordinator in mobilizing staff and consultants in the conduct of a mid-term project evaluation, and in undertaking revisions in the regional project implementation and strategy based on the evaluation's results.
- m) Support the Regional Project Coordinator in preparing and revising regional project action plans, work plans and financial plans.
- n) Assist the Regional Project Coordinator in the preparation of the Combined Project Implementation Review/Annual Project Report (PIR/APR), inception report, technical reports, quarterly financial reports for submission to UNDP, the GEF, other donors and countries' Government Departments, as required:
  - Make available to the Regional Project Coordinator, the Project Management Unit and the Implementing Partner (COMIFAC) relevant technical elements (periodic technical reports) for the preparation of reports (Combined Review Report). Project Implementation / Annual Report (PIR / APR), start-up report, technical reports, Quarterly Operational Reports), for use by GEF and UNDP, and national partners.
- o) Advise personnel responsible for marketing and communication, for documentaries, TV spots, guidebooks and awareness campaign, and review all communications and awareness raising material produced for technical soundness, clarity and conciseness, etc.
- p) Provide technical support to develop and operationalize a Knowledge Management framework, including an online platform, and oversee the sharing of experiences and lessons learned with all stakeholders around PA financing activities both nationally and internationally.
- q) Compile lessons learned from the regional project implementation to share with members of the Steering Committee (both regional and national) and to make useful recommendations to enhance the quality of day to day monitoring of planned activities.
- r) Contribute to the efforts of the Regional Project Coordinator at the strategic level in advocacy, research and resource mobilization (including co-financing) and technical and financial partners (TFP).
- s) Act as workshop/working group facilitator upon request; and
- t) Perform other tasks as may be requested by the Regional Project Coordinator.

#### 4. Expected Outputs and Deliverables

The Chief Technical Advisor shall be remunerated in accordance with the following time schedule and deliverables approved:

	<b>Activity</b>	<b>Tentative date</b>	<b>Fee (%)</b>	<b>Means of verification</b>
1	Produce an approved assignment work plan	Feb - 18	8	Approved assignment work plan
2	Update the existing multi-year work plan for the remainder of the regional project	Feb- 18	4	Approved multi-year work plan
3	Provide TORs for the first set of missions in the first countries (starting by Cameroon) to review the current country situation analysis about PA financing, and work with national technical teams to identify new PA financing and approaches and mechanisms that can be implemented through the project (at	Mar - Apr 18	4	TORs for mission to participating countries to review current situation.  First report identifying new PA financing approaches and mechanisms that can be

	national/transboundary/regional levels). Highlight lessons learned, risk logs, risk management measures and compliance with logical framework.			implemented through the project.
5	Work with the newly recruited communication and awareness, and knowledge management Technical Specialists to identify an integrated Communications and KM Strategy and Action Plan for the regional project.	May -18	4	Approved KM, Communication and Awareness strategy submitted.
6	Provide timely technical inputs for the preparation of the Project Implementation Report	May - 18	4	Project Implementation Report submitted
7	Work closely with Regional Project Coordinator to provide technical inputs to inform planning for the proposed PAF Technical Workshop that will take place in June, and develop the Workshop Agenda and Follow Up Strategy. Support organisation and engagement of the 06 participating countries in the lead up to the workshop to ensure effective participation.	May -18	4	Technical assistance to support planning and implementation of planned PAF Technical Workshop for participating countries. Agenda, Engagement Strategy and Follow Up Action Plan submitted.
8	Provide technical leadership and inputs during the technical workshop (June 2018) and preparation of the report/recommendations. Facilitate sessions and ensure strong technical engagement of national teams.	May -18	4	Technical workshop Report approved
9	Lead the technical workshop with BIOFIN Team (Output 1.1.): Preparation of the Technical Workshop for June (with clear inputs from national teams)	May - 18	4	Technical report
10	Coordinate technical inputs from BIOFIN relating to PA financing to support delivery of Component 1 and 2	June-18	4	Technical report on PA Financing requirements of 06 participating countries
11	Lead closely with the regional project technical team the action plan to address issues related to output 1.1. in the 6 countries	Aug.-18	4	Action Plan submitted
12	Lead the technical team to address issue related to Output 1.2.: New / updated laws, policies and regulations required for sustainable financing of protected areas (to prepare & to propose the appropriate technical tools to address this output).	Sept - 18	4	Technical report submitted
10	Lead the technical team to address issue related to Output 1.3: Increased awareness and direct support for PA funding and PA financing mechanisms among public and corporate sector financial and economic decision-makers (to prepare & to propose	Dec. - 18	4	Technical report submitted

	the appropriate technical tools to address this output)			
11	Mission to 06 participating countries to review progress towards on outputs 1.1, 1.2 & 1.3: Country analysis of PA financing landscape (institutional, policy, financial, legislative, partners)	Feb - 19	4	Technical Report from each country
12	Submit the third mission report (2018) included issues related to the leading for the implementation of of activities across Components 1, 2 and 3 following the workshop, etc.	March - 19	4	Mission Report submitted
13	Lead the technical team to address issue related to output 1.4: Institutional responsibilities and commitments for PA revenue retention and distribution procedures agreed and operationalized at national level and in selected demonstration sites	Apr - 19	4	Technical Report submitted
14	Lead in close collaboration with national teams the preparation of appropriate tools (included for training & capacity building) for each country to address the issues related to output 1.4.	May - 19	4	Appropriate technical materials & tools for each country to address output 1.4.
15	Lead a special technical workshop (at regional office) for training national team on appropriate tools & materials to address issues related to output 1.4 in each of the 6 countries	Jul-19	4	Technical (workshop report) submitted
16	Lead in collaboration with BIOFIN technical backstopping to facilitate exchange of lessons learnt and experiences with other regional initiatives within BIOFIN (Technical support on remote basis, participation in regional workshop and organise webinars for exchange of experience) on output 1.5: Sub-regional-level 5-year conservation financing strategy focused on PAs, corridors and buffer zones approved at national (ministerial) and regional levels.	Oct-19	4	Technical report submitted
17	Mission to 06 participating countries to review progress towards on outputs 1.4 (Institutional responsibilities and commitments for PA revenue retention and distribution procedures agreed and operationalized at national level and in selected demonstration sites) & 1.5 (Sub-regional-level 5-year conservation financing strategy focused on PAs, corridors and buffer zones approved at national (ministerial) and regional levels)	Dec. - 19	4	National technical report submitted
18	Prepare & submit the fourth mission (2019)		2	Mission report submitted

19	Work closely with BIOFIN (Technical support on remote basis, participation in regional workshop and organise webinars for exchange of experience) and national teams to develop 7 PA financial mechanisms at national and transnational (issue related to output 2.1.) & 3 disbursement/allocation mechanisms (issue related to output 2.1.)	Feb.-20	4	7 PAF mechanisms & 3 disbursement /allocation mechanisms available at national and trans-boundary levels
20	Work in close collaboration with technical team to deliver output 2.3: PA managers and other stakeholders equipped to identify, plan for and implement new revenue generation and disbursement mechanisms and organise technical support to national team (on remote basis, and organise webinars/ Skype call for exchange) to address at national level issues related to output 2.3.	March. - 20	4	Technical Report submitted
21	Work in close collaboration with the technical team to prepare tools & materials for training national teams (during workshop) on needs necessary to address outputs 3.1, 3.2, 3.3, 3.4 & 3.5	March- 20	4	Technical report submitted
22	Lead the regional workshop to train technical team on tools & materials to address issues related to outputs 3.1, 3.2, 3.3, 3.4 & 3.5.	Apr.- 20	4	Workshop technical report on tools & materials available for each of the 6 participative countries
23	Prepare & submit terminal mission report.	May- 20	2	Terminal technical report submitted
	TOTAL		100	

## 5. Institutional Arrangement

The Chief Technical Adviser (CTA) will provide service to the Project Management Unit (PMU), and report to the Regional Project Coordinator (RPC). S/He will prepare an activity report every quarter, to be sent to the RPC and UNDP Programme Officer. All deliverables shall be approved by the RPC and UNDP, in close coordination with the implementing partner (COMIFAC).

## 6. Duration of the Work

The Chief Technical Adviser shall be for 200 working person days (06 field missions and home-based) until December 2019 with the following breakdown: 120 field mission days and 80 days home based.

## 7. Duty Station

During the field-based part of the assignment, the Chief Technical Adviser will be based at the PMU Office, Congo Basin -Regional Project Offices, Bastos, rue N° 1828 – Bâtiment 693 – P.O. Box 836 Yaoundé, Cameroon. The Chief Technical Adviser will also travel to the other participating countries as required.

## 8. Qualifications of the Successful Individual Contractor

### Education:

Postgraduate degree (Masters or PhD) in Environmental Science, Natural Resources Management, Social - Economic /Finance with specific expertise in Protected Areas' Integrated financing mechanism with a good understanding of conservation, sustainable use and management of Protected areas and terrestrial biodiversity; PhD is desirable but not a requirement.

#### Experience:

- At least 10 years of professional experience in conservation, sustainable use and management of terrestrial Protected Areas (PAs) & biodiversity associated;
- Minimum 5 years specific experience at international level in Integrated mechanisms for PA's sustainable financing & Management planning;
- Experience in PAs Management and Restoration will be an advantage;
- Experience in terrestrial Protected Areas management and planning will be an advantage;
- Experience in Sustainable Development will be an advantage.
- Demonstrable experience in implementing equivalent GEF or other multilateral donor-funded projects;
- Working experience with private sector and project national stakeholder institutions and agencies is desired;
- Experience with GEF Tracking Tools (financial scorecard and METT) is an asset;
- Experience in carrying out Training Needs Assessment is an asset;
- Knowledge of SIDS Biodiversity challenges would be an asset.
- Languages: (i) excellent knowledge of English (written and oral) / (ii) good knowledge of French (written and oral)/ (iii) basic knowledge of Spanish will be an asset.

#### Skills:

- Strong working knowledge of international best practice in relation to Protected Areas Financing and Management Effectiveness.
- Knowledge of policies and requirements for business planning and tools for cost-effective management and revenue generation through protected areas.
- Knowledge of legal, regulatory and institutional issues for protected areas management in developing countries (if possible in Central Africa; and knowledge of COMIFAC);
- Knowledge of Project Adaptive Management in the context of UNDP GEF;
- Good expertise in environmental management, finance, law, economy and planning in the Congo Basin (Cameroon - Congo - Gabon - Equatorial Guinea - RCA – DRC)
- Ability to effectively coordinate a complex multi-stakeholder (regional) project;
- Ability to train and work effectively with counterpart staff at all levels and with all groups involved in the regional project;
- Strong drafting/writing, presentation and reporting skills, excellent written communication skills;
- Strong leadership skills and capacity to innovate;
- Effective negotiator with excellent oral and presentation skills;
- Adaptive capacity and ability to work in multicultural environments, with respect for diversity and human rights.
- Fluency in both written and spoken English & French is required; knowledge of Spanish is an asset;
- Strong computer skills.

#### **9. Scope of Price Proposal and Schedule of Payments**

- a) The financial proposal, which is reserved for the actual costs due at the end of the Applicant's service, must indicate the overall cost of the requested service, for a maximum of 200 working days per year. This will include 120 working days at the regional project headquarters (based in Yaoundé but also travelling to the six countries covered by the project (Cameroon, Congo, Gabon, Equatorial Guinea, CAR and DRC) and 80 days home based (provider's home).
- b) The financial proposal must be made monthly corresponding to 120 days / work based in Yaoundé and 80 days / work based at home (home based) of the provider (at the appropriate rate for an

expertise / delivery of the required level) or a total of 200 days a year for a contract of 2 years at first.

- c) The financial proposal must not include the travel expenses of the service provider, (i) from his home base in Yaoundé, nor (ii) from Yaoundé (Regional Office) to the six (06) countries covered by the project (including Cameroon, Congo, Gabon, Equatorial Guinea, RCA and DRC).
- d) Each financial proposal must only correspond to the daily cost of consultant services payable upon receipt and approval of deliverables.
- e) Undertake not to charge any additional costs related to the logistics (office and medium of the regional project) during the mission period or the Provider is based at the headquarters of the regional project (in Yaoundé, Cameroon) as well as at the Home based of the Provider.
- f) The rate of payment will be based on completion of deliverables as per section 4 above.

### 10. Recommended Presentation of Offer

The following documents are requested:

- a) Duly completed **Letter of Confirmation of Interest and Availability**
- b) **Personal CV or P11**, indicating all 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 offer: Brief description** of why the individual considers him/herself as the most suitable for the assignment (including his/her experience using GEF Financing's Protected Areas Scorecards and Tracking Tools), and a **methodology** on how he/she will approach and complete the assignment;  
**Financial Proposal** must indicate the overall cost of the service (supply of service). To help compare bids, each financial proposal will include a detailed breakdown of the amount, including (supported by a breakdown of costs at section 4):
  - A daily fee.
  - Travel and mission expenses both in Cameroon and in the other 5 countries participating in the regional project should not be included in the financial offer and will be fully supported (when the time comes) by the appropriate budget of the Regional Project.

### 11. Criteria for Selection of the Best Offer

Individual consultants will be evaluated based on the following methodology:

#### Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) Responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Short-listing criteria:

Criteria	Max. Point
Education (university degree at the Master II level (minimum), in Environmental Science, Natural Resources Management, Social - Economic /Finance with specific expertise in Protected Areas' Integrated financing mechanism.	10
Relevant international experience in PA Financing and Management (with professional experience in Environmental/PA Finance)	10
Relevant technical experience in Protected Areas planning and management across all categories (with a good knowledge of international best practices in this area)	10
Relevant experience in PAs Management and Financing in the Congo Basin / Central Africa area	5
Experience in working with multi stakeholders GEF projects	5

Relevant experience in project management, budget administration	5
Experience using GEF Protected Area Tracking Tools	5
Experience in undertaking Training Needs Assessments	5
Experience in working with a variety of stakeholders, including Governments and Private Sector	5
Language (English is mandatory/French is highly desirable/Spanish is useful)	5
Suitability of technical approach	5
<b>TOTAL max.</b>	<b>70</b>

Candidates scoring 45 or above will be short-listed and called for a competency-based interview.

The financial offers will be evaluated giving the lowest price proposal 30 marks and marking the other more expensive proposals reverse proportionally to the cheapest offer.

The final scoring of short-listed candidates will take into account the interview score and the financial score:

Criteria	Weight	Max. Point
• Interview score	70%	70
• Financial score	30%	30

The candidate ranking highest shall be selected.

Deadline and place of submission of applications:

Applications must be online and / or sealed with the words "International Consultant - Specialist in Sustainable Financing Mechanisms for Protected Areas & Associated Biodiversity - Congo Basin" and must be received no later than 30, November 2017 at 5 pm. (Online: [procurement.cameroun@undp.org](mailto:procurement.cameroun@undp.org), Or at the following address:

**Madam Resident Representative**

United Nations Development Program (UNDP)  
N ° 1232 Mellopolis Building, 1794 Street, Ekoudou, Bastos  
B.P. 836, Yaoundé Republic of Cameroon  
Tel : (237) 222 20 08 00/222 20 08 01

**L. Approval**

**This TOR is approved by:** Penny Stock, RTAs UNDP/GEF: le 19/12/17 (see email)

**Prepared by:** Aline Malibangar, Regional Coordinator – *PIMS 3447 - Congo Basin PAs sustainable financing.*

Date of Signing: 15/12/2017

Signature: