



IUCN Eastern and Southern Africa Regional Office

Terms of Reference: Consultant Develop the Regional Resource Hub (RRH) Sustainability Plan

1 INTRODUCTION AND BACKGROUND

The Biodiversity and Protected Areas Management (BIOPAMA) Programme is an initiative of the Organisation of the African, Caribbean and Pacific (OACP) Group of States funded by the 11th European Development Fund. The programme aims to assist the ACP countries in developing a framework for improving technical and institutional approaches to conserve biodiversity, particularly in protected areas, through regional cooperation and capacity building activities.

IUCN and the European Union's (EU) Joint Research Centre (JRC) jointly implement BIOPAMA. In line with BIOPAMA programme objectives, a Regional Resource Hub (RRH) for Biodiversity and Protected Areas was established at the Regional Centre for Mapping Resources for Development (RCMRD), the regional implementing partner of the programme in the Eastern and Southern Africa Region. The RRH hosts the Regional Reference Information System (RRIS), which works as a platform to facilitate exchange of data/information among decision makers and managers of protected areas and supports regional priorities for decision support products. One such product is a regional "State of Protected and Conserved Areas" (SoPACA) report which was developed in support of Eastern and Southern African countries in 2020 and another will be developed towards the end of the project.

The BIOPAMA programme is a six-year programme, now in its 4th year, beginning late 2017 and ending in 2023. The RRH developed under the BIOPAMA programme is intended to continue to operate beyond the end of the BIOPAMA programme. The work within the next years of BIOPAMA is to fully integrate the RRH into the host institution - RCMRD. Sustainability of the RRH is a means to continue to perform and deliver benefits to the primary target audiences after the funding from BIOPAMA terminates. This kind of sustainability includes

- a. Programmatic sustainability of the RRH – products and services offered e.g. continuous development of State of Protected and Conserved Areas (SoPACA) report, as well as tool development and capacity building in response to regional needs.
- b. Institutional stability – continued support for the work of the RRH within the organisation e.g. communication, human resources, computing and technological infrastructure.
- c. Financial sustainability – financing of recurrent costs i.e. steady flow of funds for outreach, staff time, day to day running of the RRH, development of new features, etc.

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2 OBJECTIVE OF THE CONSULTANCY

Working under the supervision of the BIOPAMA Regional Coordinator, the main objective of this consultancy is to develop a 10 year strategic plan for the sustainability of the Regional Resource Hub. This will take into account the current internal and external operating environment in order to enhance the RRH's effectiveness and sustainability in the area of policy and decision making in the Eastern and Southern African region comprising 24 countries

3 SPECIFIC TASKS

The consultant will work closely with the RCMRD, IUCN and JRC teams to assess the current status and situation of the RRH and develop the RRH sustainability plan according to requirements.

The following tasks are envisaged in order to deliver the required outputs of the consultancy:

- (i) Review existing documents relevant to the Regional Resource Hub development such as:
 - a. RRH Vision Document
 - b. RRH website, incl. the regional RIS (illustrating data, tools, knowledge products developed to date)
 - c. Other key RCMRD, JRC and IUCN documents (to be agreed).
- (ii) Engage with the project team to coordinate all deliverables:
 - a. Inception meeting (Skype) with the team to discuss the project and plans for the report;
 - b. Follow-up meetings (Skype) with the team to discuss the brief inception report and the detailed, annotated outline for the situation assessment and sustainability plan;
 - c. Meetings (Skype) with the team to discuss and review the content of the key outputs;
 - d. Meeting (Skype) with the team, after the review of the draft document(s), to agree the necessary revisions for the final document(s); and
 - e. Regular update meetings (Skype) with the team to discuss progress (as needed).
- (iii) Collect and collate relevant information on the current status and situation of the RRH, including information on
 - a. Programmatic activities
 - b. Institutional arrangement
 - c. Financial situation (budget and funding)
 through liaising with relevant stakeholders of the RRH (including the Host Institution (RCMRD), BIOPAMA Project partners IUCN and JRC, BIOPAMA Donor EC INTPA, Regional economic communities, governments, NGOs) to ensure comprehensive understanding of the current status and requirements;
- (iv) Compile, and edit for consistency, all material in the draft document(s) for review; and
- (v) Incorporate necessary revisions into the final document(s) and submit to the project team.

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4 EXPECTED OUTPUTS

The expected outputs from this consultancy include:

- a. An inception report detailing the methodology/ approaches and timelines associated with this consultancy assignment
- b. Summaries of stakeholder engagement meetings with the BIOPAMA partners (including regional economic communities, national stakeholders, IUCN, JRC, WCMC and others)
- c. A situation analysis of the RRH and its current set up that will inform a sustainability plan, through a SWOT, PEST and or other relevant analysis that gives a needs assessment report highlighting the status and gaps, covering both internal and external factors relevant to the organizational operating environment. The analysis shall contain
 - an overview of key areas of work of the RRH that will need to be maintained in the long-term (includes the RRIS, TFCA portal and the Blue Planet Hub). Also review OFESA links to RRH and possible stronger integration in future.
 - a stakeholder map outlining key stakeholders, and their roles, who are (or will be) contributing to and using the RRH,
 - an assessment of the existing organizational & leadership structure and human resources linked to the running of the RRH (includes JRC and IUCN support)
 - an assessment of current funding amounts and sources covering the costs of the RRH that includes current funding gaps or needs
 - a risk analysis to determine threats to long-term sustainability of the RRH (refer also to the RRH vision document)
- d. A detailed sustainability plan for the Regional Resource Hub for the next 10+ years, including proposals for effective programmatic, institutional and financial sustainability (aiming to sustain it for at least the next 10 years). This should include:
 - a Staffing plan to meet the requirements outlined in the situational context
 - a Budget for maintenance and development of the RRH (including tool and knowledge products development, capacity development and staffing needs as per point 1 above)
 - a Strategic plan to meet the budget outlined (e.g. member state contributions, donor funding, institutional funding, etc.) and steps to achieve this
 - a communications plan to engage with relevant stakeholders that will contribute to the programmatic content (data, tools, knowledge products, capacity development etc) and financing of the RRH (links to point above on strategic plan)
 - a Monitoring and reporting framework to enable effective tracking of the strategic plan
 - a plan for exploring new partnerships and identifying opportunities to be tapped into

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5 TIMEFRAME and LOGISTICS

The consultancy shall be conducted over a period of 5 months (up to a maximum of 40 days), starting 15th March 2021. The final deliverables must be submitted by 15th August 2021. Timeframes are aligned with the expected deliverable noted above. The project does not involve travel.

	ACTIVITIES	MONTH				
		1	2	3	4	5
1	Inception meeting with RRH team					
2	Submit inception report and work plan					
3	Liaise with RRH team (RCMRD, JRC, IUCN) via online meetings					
4	Engage other relevant RRH stakeholders via online meetings as relevant					
5	Provide a situational analysis					
6	Submit draft sustainability plan					
7	RRH team review deliverables					
8	Amendment to deliverables					
9	Monitoring and reporting framework					
10	Submit final report					

The consultancy shall be conducted as follows within an **overall contracting period of 5 months**:

- An inception report, 5 days
- Provide RRH situation analysis, 15 days
- Delivery of sustainability plan, 15 days
- Monitoring and reporting framework, 5 days

6 REQUIRED QUALIFICATIONS

The assignment should be carried out by a consultant with the following minimum qualifications:

- A minimum of a post graduate qualification in the field of Business Administration, Organizational Development and/ or management or in a related field;
- Minimum of 7 years of experience in strategic planning;
- Experience in organizational and change management;
- Good knowledge and or experience in biodiversity and/or protected and conserved areas management will be an asset;
- Experience with information systems, communication and human resources fields is desirable;
- Time management skills including an ability to meet deadlines;

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- g. Excellent technical skills in report writing and editing, with an eye for detail and the ability to synthesize information in a short and simple way;
- h. Excellent communication and facilitation skills;
- i. Excellent command of the English language and, ideally, also the French language;
- j. Highly motivated and committed to IUCN values of accountability, integrity, transparency, reliability and responsiveness.

7 CONFIDENTIALITY OF INFORMATION

All documents and data collected in the process of the consultancy will be treated as confidential and used solely to facilitate the consultancy assignment. All information to which the consultant shall receive access shall at all times be treated as the property of BIOPAMA and shall not be disclosed or saved where express permission has not been granted.

8 EVALUATION

The consultant will submit an Expression of Interest (EOI) to BIOPAMA which will be evaluated as follows;

- a. A suitability statement; including commitment to his/her availability for the entire assignment; 10%
- b. A detailed plan of work with tentative timetable of activities and products; 40%
- c. Detailed budget for consideration; considering the COVID-19 context, proposal should also consider virtual and remote mechanisms for implementation; 20%
- d. Updated curriculum vitae that clearly spells out qualifications and experience in relation to this assignment; 20%
- e. Contacts of three organizations that have recently contracted the consultant to carry out a similar assignment. 10%

If a company or group of consultants is applying, the proposal should include the following additional information:

- Person in charge of the consultancy
- Composition of the consultant team, specialty of each member (include CV)
- Each member's role and responsibility in activities/products in accordance with ToR

9 SUBMISSION PROCESS

An Expression of Interest (EOI) should be submitted and include the following:

- Suitability statement and detailed plan of work and timelines (align with timeframes provided above)
- CV of consultant;
- Budget;
- Please include in your detailed work plan any suggested changes or additions to the specific

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tasks under 3 above or the expected outputs under 4 above to ensure a quality product.

* Contractors established in non-EU OECD Member States, such as Australia, Canada, Chile, Israel, Japan, Korea, Mexico, New Zealand, Switzerland, United States of America, are not eligible to be awarded contracts for the programme funded by the 11-th EDF.

Please send your EoI with the reference “A sustainability plan for The Regional Resource Hub, Nairobi” to Christine Mentzel (Christine.mentzel@iucn.org) with a copy to (beryl.nyamgeroh@iucn.org) and Michael Ngugi (mkimani@rcmrd.org) latest by 28/02/2021. Contracting is expected to be concluded by the 12/03/2021 with work beginning in the week of 15/03/2021. The sustainability strategic planning exercise is expected to be fully completed by 15th August 2021.

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