

Options and scenarios of voluntary commitments  
in the Agriculture and Forestry sectors in dryland ecosystems in Kenya

## NOTICE OF CALL FOR CONSULTANTS



ambition for biodiversity

**BIODEV**  
2030



### **Mainstreaming biodiversity into key economic sectors**

**Title:**

**Identifying options and scenarios of voluntary commitments for biodiversity in the Agriculture and Forestry sectors in dryland ecosystems in Kenya**

Proposing associated strategies to mobilize economic actors

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## I. Background and rationale

Recent scientific knowledge points to the acceleration of the loss and decline of biodiversity and ecosystem services. It underlines the more than ever plausible risk of mass extinction of species in the next few decades, if urgent measures are not taken globally and within states. [The 2019 Intergovernmental Platform on Biodiversity and Ecosystem Services \(IPBES\) Global Assessment of Biodiversity and Ecosystem Services Report](#) estimates that one million plant and animal species are currently threatened with extinction. The health of the ecosystems on which we depend and on which all other species depend is degrading today at an unprecedented rate. This situation weakens livelihoods, food security, health and quality of life worldwide and poses economic and financial risks. It is anticipated that the accelerated loss of biodiversity and ecosystem services will have significant consequences on economies and society in general. The poorest and vulnerable populations are increasingly at risk to be exposed to disasters and to the consequences of a loss of natural capital on which they depend for their subsistence and resilience.

With the aim to reverse the curve and promote more sustainable and resilient economies, the International Union for Conservation of Nature (IUCN) is collaborating with Expertise France and WWF-France to implement the BIODEV2030 initiative. Funded by the French Development Agency (AFD), the project strives to mainstream biodiversity into key economic sectors in 16 pilot countries (8 operated by IUCN, 8 operated by WWF). At country level, the project aims to foster ambitious scientific commitments and clear accountability mechanisms that bring about change. The two-year project shall create the conditions for a national dialogue involving stakeholders around strategic economic sectors, relevant to the country economy and biodiversity. This dialogue will aim to catalyze concrete national and sectoral voluntary commitments to reduce pressures on biodiversity over the next decade so as to halt the decline in biodiversity by 2030 and restore biodiversity by 2050.

The **project's strategy** to halt the decline of biodiversity by 2030 and support its restoration by 2050 intends to address the root causes of biodiversity decline following a "3D" approach:

- Identify and rank the major anthropogenic causes and the sectors responsible for the decline of national biodiversity during a "scientific Dagnostic" phase. This diagnostic should allow national stakeholders to identify two priority sectors for the rest of the project on a scientific basis, as well as possible levers of action to be considered;
- Create the conditions for a "multi-stakeholder Dialogue" with the aim to obtain the commitments of two key sectors by country to reduce their pressures on biodiversity over the next ten years with measurable objectives. Stakeholders will be encouraged to commit to its biodiversity preservation, on a voluntary basis and with science-based objectives;
- "Disseminate" and spread the approach to encourage all stakeholders to make voluntary sectoral commitments to halt the loss of biodiversity by 2030 and demonstrate the effectiveness of these contributions for biodiversity.

In each country, the project will support a constructive dialogue based on a scientific assessment and a diagnostic of national and sectoral threats to biodiversity based on the various data available. The project will also establish a community of practice at the level of each country in order to operate the science-decision-making interface effectively with a view

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to building a coherent and cross-sectoral national agenda to achieve the objective by 2030. To this end, national and regional workshops, the IUCN World Conservation Congress in 2021 in Marseille, France (from 3 to 11 of September 2021) and the fifteenth meeting of the Conference of the Parties (COP 15) to the Convention on Biological Diversity (CBD) in 2021 in China (first part on 11 to 15 of October 2021 and second part 25 April – 22 May 2022) will offer many opportunities for sharing experiences, disseminating good practices and showcasing initiatives from “champion” countries, with the aim to inspire an even broader mobilization.

In Kenya, the BIODEV2030 project is implemented by the IUCN program in close collaboration with the Ministry of Environment and Forestry (MoEF), which will politically support the country's voluntary commitments to the global framework of biodiversity for the post-2020 period.

In the first step of the project (finalized), **an assessment report based on scientific data identified the main threats to national biodiversity** and the related economic sectors with greatest impacts in Kenya. Results of the assessment were reviewed and discussed by national stakeholders who identified 2 sectors for the “dialogue” phase of the project: the agriculture and forestry sectors. During a virtual multi-stakeholder dialogue on “*Sub-sectors Selection under Agriculture and Forestry for Mainstreaming Biodiversity into Economic Sectors*” in Kenya held on 29<sup>th</sup> July 2021, the participants agreed that the BIODEV2030 project adopts **a landscape approach focusing on dryland ecosystems**. More than 80% of the land area in Kenya is arid and semi-arid and land degradation and land conversion due to agricultural expansion into marginal lands is a major threat to biodiversity in such ecosystems but also for sustainable livelihoods. **Agriculture (crops and livestock) and wood harvested from dryland forests were identified as major sectors of focus** for mainstreaming biodiversity into economic sectors in Kenya.

In the second step of the project starting with this study, **a situation and strategic analysis of 2 to 3 economic sub-sectors in Kenya’s dryland ecosystems** (*to be selected among the main sub-sectors analysed by consultants in a preliminary analysis detailed below*) **will be carried out**, for which IUCN is recruiting a team of consultants. The study shall take stock of the sub-sectors, their value chain, their actors and their impacts, and identify existing good practices and possible strategies for future voluntary commitments by stakeholders in the sub-sectors in favor of biodiversity. The analysis shall identify options for the sectoral objectives and trajectories needed to reverse the erosion of biodiversity, in order to support the achievement of National Biodiversity Strategies and Action Plans (NBSAPs) and of the post-2020 global framework targets. Outputs of the study will be used to launch the multi-stakeholder dialogue phase of the BIODEV2030 project.

IUCN’s regional office for Eastern and Southern Africa is currently implementing a Green Climate Fund project titled “*Towards Ending Drought Emergencies: Ecosystem Based Adaptation in Kenya’s Arid and Semi-Arid Rangelands*” (TWENDE). The objective of this project is to reduce the cost of climate change induced drought on Kenya’s national economy by increasing resilience of the livestock and other land use sectors in restored and effectively governed rangeland ecosystems. The outputs from this project such as the feasibility study, can be used to inform the BIODEV2030 sub sector analysis. Specifically, the feasibility study highlights the main threats of climate change to the livelihood of communities living in Arid and Semi-Arid Lands (ASALs) of Kenya and provides baseline information for the project.

## **II.Goals**

### **Overall objective:**

Identify the opportunities, constraints and possible scenarios of voluntary commitments by economic actors in 2 to 3 sub-sectors (to be identified among agriculture crops -possibly wheat and flowers -, logging and forestry and livestock production) to reduce their pressures on biodiversity in Kenyan drylands.

### **Specific objectives:**

**1.Provide evidence-based analysis to support the selection of 2 to 3 priority sub-sectors** of the major sectors to be discussed by stakeholders during the inception phase of the study. The consultants will be expected to develop a preliminary analysis building the rationale to support the final selection of sub-sectors to maximize positive impact on biodiversity:

**-Agriculture:** wheat and flower production systems have been proposed by stakeholders but other relevant crops will have to be assessed to consolidate the rationale for selection of 2 to 4 crops;

**-Forestry, logging and wood harvesting:** the preliminary analysis shall help understand the drivers of the current systems of dryland forests exploitation (both legal and illegal) that cause deforestation, to define which subsector would have the potential to be mobilized in the dialogue phase of BIODEV2030;

**-Livestock:** pastoralism and agro-pastoralism are important features of dryland ecosystems. Therefore, the relevance of selecting the livestock sector and considering its possible interactions with agriculture and forestry / wood harvesting for biodiversity will have to be assessed.

**2.Identify the direct and indirect pressures on biodiversity associated with the selected sub-sectors** (type, geographical area...) that the commitments should aim to reduce.

**3.Map the actors, their institutional context and their interactions:** Make an analytical synthesis of the institutional context at the national and county level (state structure, policy, plan, governance and strategies of the sectors, etc.), actors and companies (internal institutional policy, codes and programs of CSR...) and relevant civil society organizations for each selected sector and respective sub sector.

**4.Opportunities:** identify the factors and practices external and internal to the actors and companies of the selected sectors and sub sectors which are favorable to the reduction of pressures and to voluntary commitments by actors in favor of biodiversity.

**5.Constraints:** identify the factors external and internal to the actors and companies of the selected sectors and sub sectors which are unfavorable to the reduction of pressures and to voluntary commitments by actors for biodiversity.

**Output:**

**i) In the inception phase, develop a preliminary analysis of the 3 major sectors to validate the choice of sub-sectors in dryland ecosystems:**

- **Agricultural expansion:** Using statistics on dry land agriculture among other sources of data and knowledge, identify which crops or agricultural systems (sequence of crop through time (called “rotation”) are expanding the most in terms of production and cultivated areas and thus contributing to land conversion in the drylands of Kenya.

For each of the 2 to 4 most important crops, identify the areas of production, the main actors involved in their value chains (including the main companies and clients including farmer groups or associations), identify and discuss the main agricultural practices (so beyond land conversion, i.e. when growing the crop (for example uses of chemical inputs, etc.)) that should be changed to enhance biodiversity conservation. The relative importance of each crop for the economy of Kenya can also be mentioned.

Based on this analysis, suggest, in the inception report, the crops and value chains that should be considered for the rest of the consultancy. The final choice of the priority value chains to be considered in the rest of the analysis will be taken by IUCN based on the inception report.

- **Logging and forestry system:** Using statistics, facts and forestry system knowledge, characterize the different systems of dryland forest exploitation (commercial and artisanal - including possibly wood harvested for charcoal production) in order to identify 1 to 3 systems relevant for BIODEV2030.

-**Livestock system:** Using statistics, facts and livestock system knowledge, characterize the different systems of livestock exploitation (commercial and artisanal, organization of the sector) in the dryland ecosystems. Based on this analysis, suggest, in the inception report, whether livestock should be considered for the rest of the consultancy and for the dialogue phase of BIODEV2030. The final choice of whether livestock has to be considered in the rest of the analysis will be taken by IUCN based on the inception report.

The degree of organization (structure of the value chain, existence of representatives) of the sub-sector is a key criterion to consider for selecting a sub-sector in order to deliver voluntary commitments within the timeframe of the project.

**(ii) For each selected subsector, identify and describe 2 to 3 possible scenarios of voluntary commitments ranged by level of ambition, highlighting their underlying logic in a synthetic way (i.e. problem addressed, extent of expected change, quantitative and monitorable objectives, solutions / practices to be implemented for achieving such a change, and possible milestones on a 10-year trajectory). Each possible commitment should include at least i) quantified objectives, ii) trajectories (i.e. milestones) and iii) well described changes in current production practices.**

(iii) **Recommend possible strategies for successful mobilization of stakeholders of target sub-sectors for the dialogue phase**, based on the mapping of actors, their identified opportunities and constraints, their identified interests, motivations, and suggest possible accountability and monitoring mechanisms.

### **III.Expected results / Deliverables and Calendar**

The consultancy will take place in the 4<sup>th</sup> quarter of 2021. The contract that will be offered will last two months with 45 man-days (full time equivalent). The consultancy will be carried out in accordance with a clear and precise work schedule proposed by the team of consultants and approved by IUCN. The main products and deliverables expected from the consultants are:

**A.** Inception Phase: An inception report which should be produced after the start of the assignment and must be validated by IUCN before the continuation of the study. The inception phase and inception report will be organized in 2 parts and will include:

**Part 1:** a logical demonstration relying upon facts, statistics and expert knowledge to support the choice of (i) the sub-sectors (preliminary analysis of agriculture crops, forest logging systems and livestock) (ii) the justified selection of a set of counties

**Part 2:** for each selected sub-sector

- (1) the mapping and selection of a reasonable number of actors and stakeholders to be consulted, as well as the approach and the questionnaires to consult them;
- (2) a preliminary set of assumptions regarding possible constraints and opportunities facing each of those actors to commit voluntarily to change their practices to reduce the pressure on biodiversity (those assumptions will then be tested during the interviews with actors)
- (3) a preliminary overview of what one scenario for one selected sub-sector could look like.

An **inception meeting** will be organized with the project multi-stakeholder forum together with MoEF to share the preliminary analysis of the sub-sectors and counties and choose the 2 to 3 priority sub-sectors for BIODIV2030. During the **inception meeting**, participants will review and approve the methodology, share their feedback/inputs and ensure all relevant actors are identified. During this meeting, the consultants will share the sources and references already used and those envisaged to complete the study and also propose a method for reporting the results.

**B.** A provisional analysis report should be produced. The report will be organized by sub-sector and prepared according to the structure and format discussed after the start of the consultancy work. The consultant will integrate the IUCN feedback into the new version of the provisional report.

**C.** A workshop to review, amend and enrich the report with stakeholders will be organized after the integration of IUCN comments on the provisional report by the consultant. The team of consultants will be required to participate, present their analysis during the workshops and prepare a synthesis report of the proceedings.

**D.** A final report, should be produced. Its length is approximately 50 pages without appendices, it is divided in 2 parts (outline provided) and it integrates all the comments of IUCN and the relevant feedback received during the stakeholder engagement workshops.

#### **IV. Elements to take into account in the consultancy approach**

The findings of this study will help inform formal discussions with the stakeholders about their possible voluntary commitments. It will also help in the development of a strategy to accelerate and support multi-stakeholder discussions and negotiations, which will take place in the dialogue phase of the BIODEV2030 project.

**Scope in term of sectors:** The study should focus on the sub-sectors in drylands selected after the inception phase of the study. The priority key actors to be consulted within the framework of this consultancy work include members of the government institutions from selected sub-sectors, research and academic institutions, private companies and representatives of actors in the targeted value chains, trade associations, civil society organizations working on business commitment and communities representative, etc. focus group discussions with selected local actors can complete the analysis. The list of stakeholders to be consulted will be discussed with IUCN.

**Scope in term of geography:** drylands cover 23 counties in Kenya. Given the relative short timeline of the BIODEV2030 project and of this study, a selection of a few counties representative of the threats to biodiversity triggered by the selected economic sub-sectors can be proposed by the consultants.

**Note:** Emerging outputs from the TWENDE project such as the feasibility study will be used as a reference point for the subsector analysis. For instance, the feasibility study provides baseline information on the main threats of climate change to the livelihood of communities living in ASALs of Kenya and identifies key governmental institutions in the ASALs.

#### **Method:**

- 1. Role of interviews and focus group consultations:** Interviews with actors and stakeholders will be critical for this consultancy in order to identify scenarios of possible voluntary commitments that will be discussed during the multi-stakeholder phase. Emphasis should be placed on understanding the readiness of actors to make voluntary commitments and on what scale, as well as the conditions potentially necessary to encourage them to embark on improvement paths over the next decade. This understanding of the actors, their potentially divergent interests and possible balance of power will indeed be critical to properly prepare the dialogue phase. It will make it possible to identify possible points of convergence and arguments allowing commitments to emerge. As actions in favor of biodiversity can often be associated with co-benefits in terms of climate change mitigation, actions and commitments made for the climate can serve as an entry point to identify actors ready to commit.
- 2. Assessment of pressures from sub-sectors to design scenarios of voluntary commitments :** going beyond the diagnostic report (first phase of the BIODEV2030



project), the consultants should propose a clear analysis of the main (2 to 4) current and potential pressures caused by practices and decisions of sectors and economic actors on biodiversity, so that i) scenarios of voluntary commitments in each sub-sector are well designed and discussed and ii) future multi-stakeholder discussions based on this analysis can be oriented towards practices to be changed to efficiently contribute to threat reduction / habitat restoration.

**3. Analysis of the characteristics of the sectors to propose strategies to make those scenarios happen: for each sub-sector and each scenario of voluntary commitment,** the consultancy will analyse constraints, levers and opportunities for actions in favor of biodiversity for the next decade. The use of SWOT, maps, charts and other useful strategic analysis tools to provide a synthetic overview of the challenges in place is strongly recommended.

#### **Cooperation with IUCN:**

- A kick-off meeting will be organized between IUCN and the consultancy team to set the frame of the analysis and align on the vision, priorities and approach based on the consultant's proposal;
- An inception meeting will be organized with IUCN to share the results of the preliminary analysis;
- A second inception meeting will be organized with Kenya stakeholders to validate the selection of sectors for the rest of the consultancy and collect inputs and feedback;
- The inception report will have to be approved by IUCN after the inception meeting with stakeholders before the consultants start interviews (point 1.4);
- The interviews and focus groups discussions will be organized in collaboration with IUCN;
- The consultants are available to design and participate in the stakeholder workshops;
- The consultants are available to integrate comments and suggestions of changes in the provisional versions of the reports.

**Final report:** BIODEV2030 involves a large number of countries. For consistency and comparability purpose, a draft outline of the final report will be provided to national consultants in the different countries.

#### **V.Consultant Profile**

Those who are authorized to apply for this call for proposals are individuals or teams of consultants with multiple skills (including in private companies management, biology and agronomy, sustainable development, sociology, economics) and showing a great experience in the field of environmental policy in Kenya at the national, county and local levels, and the management of biodiversity and community management of natural resources. They must have very good work experience in the dryland ecosystems focusing on agriculture and dryland forests.

The maximum number of consultants for this study is set at four: a head of consultancy with diverse skills and three other consultants with skills respectively in agriculture (crops and

livestock) and in dryland forests. All the consultants who will be proposed must imperatively be part of the assignment under penalty of cancellation of the contract.

### **Qualifications / Experience / Expertise**

The head of consultancy must have the following qualifications and expertise:

- At least an MBA, or a Masters in economics, business management, sustainable development, environment and sustainable management of natural resources.
- At least 10 years of consulting or advisory experience in the areas of expertise targeted by the assignment for agriculture and dryland forests, in particular:
  - Advisory support on national sectoral policies and strategies;
  - Consulting in business strategies;
  - Advisory support in the field of value chains, particularly in the sectors targeted by the consultancy;
  - Advisory support in terms of sustainability and corporate environmental and social responsibility;
- At least 5 years of experience in support and advice in integrating biodiversity conservation and sustainability into sectoral policies and/or business strategies and investments;
- Demonstrated expertise in the sectors and industries targeted by the consultancy, namely agriculture and dryland forestry with a track record of providing recommendations driving change;
- Proven ability to engage with a variety of stakeholders and capture the diverse perspectives of Ministers, policy makers, business leaders, trade association, NGOs, local communities, indigenous peoples, etc;
- Proven experience and capabilities in facilitating multi-stakeholder processes;
- Excellent verbal and written communication skills in English.

The composition of the team is left to the choice of the candidates. The qualifications and experiences of the team members shall serve the methodological approach proposed by the tenderer. Nevertheless, team members are expected to demonstrate the following qualifications and skills:

- Hold higher education qualifications in economics, business management, sustainable development, environment and sustainable management of natural resources, social sciences;
- Proven experience of the sectors targeted by the consultancy;
- A good knowledge and experience in the policies and strategies related to the sectors targeted by the consultancy;
- Good knowledge and experience in business and biodiversity issues, of CSR procedures and incentives for companies to take care of the environment;
- Good knowledge of sectoral and multisectoral economic dynamics and their implications for biodiversity;
- Experience in engaging in multi-stakeholder discussions.

### **VI. Composition and submission of tenders**

Consultants wishing to carry out this evaluation must send by email, no later than **21st October, 2021 (inclusive) at 23:59 p.m. EAT**, an offer consisting of:

- (i) Letter of submission;
- (ii) CV of the consultants (Maximum 4 pages);

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- (iii) Technical offer detailing the added-value of the methodology vs. existing analysis and a timeline (Maximum not exceeding 5 pages);
- (iv) Financial offer in a separate file.

Bidders must submit their proposal by email to: [catherine.mungai@iucn.org](mailto:catherine.mungai@iucn.org)

The subject of the email should be **"Strategy for the Engagement of Stakeholders in Biodiversity Conservation in Kenya"**. Electronic copies must be submitted in PDF and MS Word and bidders can submit multiple emails (suitably annotated - for example, email 1 of 3) if the attached files are deemed too large for a single transmission email.

Submitted documents must be password protected so that they cannot be opened and read before the submission deadline. Please use the same password for all documents submitted. Once the deadline has passed and no later than **October 22, 2021 at 4:00 p.m. EAT**, send the password corresponding to the same email address as the one used to submit your proposal. This will ensure a secure submission and opening process. Do not send a password before the deadline for submission of the proposal. Proposals must be prepared in English.

Applicants should note that there will be a withholding tax deduction of 5% for Kenyan residents and 20% for non-Kenyan consultants.

## **VII. Evaluation of offers**

Technical offers will be evaluated on the basis of the below criteria. Any score of the technical offer lower than 70 will be eliminated and the financial offer will not be opened. The service provider will be selected on the basis of the quality / cost ratio. A four-step procedure will be adopted for the evaluation of proposals. The technical evaluation will be conducted first, followed by the financial evaluation. Offers will be ranked using a combined technical / financial rating system, as described below.

Verification of the conformity of the offers received:

The conformity of the offers will be checked on the presence of

- The consultant's CV
- Copies of the consultant's diplomas.

### **Analysis of technical offers**

The technical offers will be evaluated according to the following criteria based on the information provided in the submitted proposal:

- Methodology and work plan 35%
- Experience in the targeted economic sector 25%
- Experience in designing recommendation to decision-makers 25%
- Knowledge of Kenya's biodiversity policy 10%
- Fluency and ability to work in the English language 5%

Any score below 70 is eliminatory.

### **Opening and analysis of financial offers**

After determining whether the financial proposals are complete and free from calculation errors, the evaluation committee will convert the prices denominated in various currencies

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into the single currency specified in the Specific Data. The official seller price used for this purpose will be the price from the source indicated in the Specific Data and in force on the date of submission of the proposals. The lowest-priced financial proposal (Fm) will receive a financial score (Nf) of one hundred (100) points, the following formula being used for the calculation of the other financial scores:  $Nf = 100 \times Fm / F$  (F being the price of the financial proposal converted into the single currency).

**Analysis combines financial and technical offers**

Finally, the proposals will be ranked according to their combined technical (Nt) and financial (Nf) ratings, with the following weights applied to arrive at an overall rating (NG):

- T = weight given to the technical proposal, ie 0.80;
- F = weight given to the financial proposal, ie 0.20;
- T + F = 1
- NG = (Nt x T%) + (Nf x F%)