



Request for Proposals (RFP)
Consultancy to provide technical support to the
site assessments of the Green List process in Namibia

IUCN ESARO, South Africa Country Office, Green List Programme

RfP Reference: **IUCN-2023-08-P03389-002**

Welcome to this Procurement by IUCN. You are hereby invited to submit a Proposal. Please read the information and instructions carefully because non-compliance with the instructions may result in disqualification of your Proposal from this Procurement.

1. REQUIREMENTS

- 1.1. A detailed description of the services and/or goods to be provided can be found in Attachment 1.

2. CONTACT DETAILS

- 2.1. During the course of this procurement, i.e. from the publication of this RfP to the award of a contract, you may not discuss this procurement with any IUCN employee or representative other than the following contact. You must address all correspondence and questions to the contact, including your Proposal.

IUCN Contact: Daniel Marnewick, Programme Coordinator, Daniel.marnewick@iucn.org

3. PROCUREMENT TIMETABLE

- 3.1. This timetable is indicative and may be changed by IUCN at any time. If IUCN decides that changes to any of the deadlines are necessary, we will publish this on our website and contact you directly if you have indicated your interest in this procurement (see Section 3.2).

DATE	ACTIVITY
14 th September 2023	Publication of the Request for Proposals
21 st September 2023	Deadline for expressions of interest
26 th September 2023	Deadline for submission of questions
29 th September 2023	Planned publication of responses to questions
5 th October 2023	Deadline for submission of Proposals to IUCN (“ Submission Deadline ”)
11 th October 2023	Clarification of Proposals
16 th October 2023	Interviews/presentations
23 rd October 2023	The planned date for contract award
25 th October 2023	Expected contract start date

3.2. Please email the IUCN contact to express your interest in submitting a Proposal by the deadline stated above. This will help IUCN to keep you updated regarding the procurement.

4. COMPLETING AND SUBMITTING A PROPOSAL

4.1. Your Proposal must consist of the following four separate documents:

- Signed Declaration of Undertaking (see Attachment 2)
- Pre-Qualification Information (see Section 4.3 below)
- Technical Proposal (see Section 4.4 below)
- Financial Proposal (see Section 4.5 below)

Proposals must be prepared in English.

4.2. Your Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [**IUCN-2023-08-P03389-002** – bidder name]. The bidder name is the name of the company/organization on whose behalf you are submitting the Proposal, or your surname if you are bidding as a self-employed consultant. Your Proposal must be submitted in PDF format. You may submit multiple emails suitably annotated, e.g. Email 1 of 3, if the attached files are too large to suit a single email transmission. You may not submit your Proposal by uploading it to a file-sharing tool.

IMPORTANT: 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 submitted documents. After the deadline has passed and within 12 hours, please send the password to the IUCN Contact. This will ensure a secure bid submission and opening process. Please DO NOT email the password before the deadline for Proposal submission.

4.3. *Pre-Qualification Criteria*

IUCN will use the following Pre-Qualification Criteria to determine whether you have the capacity to provide the required goods and/or services to IUCN. Please provide the necessary information in a single, separate document.

Pre-Qualification Criteria	
1	3 relevant references of clients similar to IUCN / similar work
2	Confirm that you have all the necessary legal registrations to perform the work
3	State your annual turnover for each of the past 3 years
4	How many employees does your organisation have who are qualified for this work?

4.4. *Technical Proposal*

The Technical Proposal must address each of the criteria stated below explicitly and separately, quoting the relevant criteria reference number (left-hand column).

Proposals in any other format will significantly increase the time it takes to evaluate, and such Proposals may therefore be rejected at IUCN’s discretion.

Where CVs are requested, these must be of the individuals who will actually carry out the work specified. The individuals you put forward may only be substituted with IUCN’s approval.

IUCN will evaluate Technical Proposals with regards to each of the following criteria and their relative importance:

	Description	Information to provide	Relative weight
1	Quality of technical approach	Explain how you will implement and meet the deliverables and objectives specified in the ToR.	30%
2	Expert specialisation & work experience	CV and relevant qualification(s)	25%
3	Demonstrated experience and expertise in similar assignments	Portfolios, reports, websites	30%
4	Work plan	Detailed work plan	15%
TOTAL			100%

4.5. Financial Proposal

4.5.1. The Financial Proposal must be a fixed and firm price for the provision of the goods/services stated in the RfP in their entirety.

4.5.2. Prices include all costs

Submitted rates and prices are deemed to include all costs, insurances, taxes (except VAT, see below), fees, expenses, liabilities, obligations, risk and other things necessary for the performance of the Terms of Reference or Specification of Requirements. IUCN will not accept charges beyond those clearly stated in the Financial Proposal. This includes applicable withholding taxes and similar. It is your responsibility to determine whether such taxes apply to your organisation and to include them in your Financial Proposal.

4.5.3. Applicable Goods and Services Taxes

Proposal rates and prices shall be exclusive of Value Added Tax.

4.5.4. Currency of proposed rates and prices

All rates and prices submitted by Proposers shall be in [currency].

4.5.5. Breakdown of rates and prices

For information only, the price needs to be broken down as follows:

	Description	Quantity	Unit Price	Total Price
1	Inception Report and Literature review of alignment between IUCN Green List standard, and associated IUCN standards and guidelines, with the existing Namibian policies and guideline for the Framework and Guidelines for the Development of Management Plans (Activity 7.1)	1		

2	Draft outlines, workshop materials and reports (Activity 7.2)	1		
3	Questionnaire for lessons learnt interviews and report (Activity 7.5)	2		
4	Revised Framework and Guidelines for the Development of Management Plans for Protected Areas and Conserved Areas and therein draft management plans template(s) for protected and conserved areas and associated process that will ensure alignment with the Green List standard. (Activity 7.1)	1		
5	Revised Management Plans for the five (5) and two (2) OECMs sites being assessed, including all relevant appendices. (Activity 7.3)	7		
6	Training materials, training and reports (Activity 7.4)	2		
7	Edited candidate submissions for five (5) and two (2) OECMs sites being assessed (Activity 7.6)	7		
8	Interviews and lessons learnt report (Activity 7.5)	1		
9	Closeout contract report	1		
	TOTAL			

4.6. Additional information not requested by IUCN should not be included in your Proposal and will not be considered in the evaluation.

4.7. Your Proposal must remain valid and capable of acceptance by IUCN for a period of 90 calendar days following the submission deadline.

4.8. *Withdrawals and Changes*

You may freely withdraw or change your Proposal at any time prior to the submission deadline by written notice to the IUCN Contact. However, in order to reduce the risk of fraud, no changes or withdrawals will be accepted after the submission deadline.

5. **EVALUATION OF PROPOSALS**

5.1. *Completeness*

IUCN will firstly check your Proposal for completeness. Incomplete Proposals will not be considered further.

5.2. *Pre-Qualification Criteria*

Only Proposals that meet all of the pre-qualification criteria will be evaluated.

5.3. *Technical Evaluation*

5.3.1. *Scoring Method*

Your Proposal will be assigned a score from 0 to 10 for each of the technical evaluation criteria, such that '0' is low and '10' is high.

5.3.2. *Minimum Quality Thresholds*

Proposals that receive a score of '0' for any of the criteria will not be considered further.

5.3.3. *Technical Score*

Your score for each technical evaluation criterion will be multiplied with the respective relative weight (see Section 4.4) and these weighted scores added together to give your Proposal's overall technical score.

5.4. *Financial Evaluation and Financial Scores*

The financial evaluation will be based upon the full total price you submit. Your Financial Proposal will receive a score calculated by dividing the lowest Financial Proposal that has passed the minimum quality thresholds (see Section 5.3.2) by the total price of your Financial Proposal.

Thus, for example, if your Financial Proposal is for a total of CHF 100 and the lowest Financial Proposal is CHF 80, you will receive a financial score of $80/100 = 80\%$

5.5. *Total Score*

Your Proposal's total score will be calculated as the weighted sum of your technical score and your financial score.

The relative weights will be:

Technical:	70%
Financial:	30%

Thus, for example, if your technical score is 83% and your financial score is 77%, you will receive a total score of $83 * 70\% + 77 * 30\% = 58.1\% + 23.1\% = 81.2\%$.

The top 3-proposals, after preliminary technical and financial evaluation, will be invited to an interview. The interview will only confirm and check statements made in the technical proposal, which may lead to re-scoring of the technical and financial evaluation if applicable.

Subject to the requirements in Sections 4 and 7, IUCN will award the contract to the bidder whose Proposal achieves the highest total score.

6. **EXPLANATION OF PROCUREMENT PROCEDURE**

6.1. IUCN is using the Open Procedure for this procurement. This means that the contracting opportunity is published on IUCN's website and open to all interested parties to take part, subject to the conditions in Section 7 below.

6.2. You are welcome to ask questions or seek clarification regarding this procurement. Please email the IUCN Contact (see Section 2), taking note of the deadline for submission of questions in Section 3.1.

6.3. All Proposals must be received by the submission deadline in Section 3.1 above. Late Proposals will not be considered. All Proposals received by the submission deadline will be evaluated by a team of three or more evaluators in accordance with the evaluation criteria stated in this RfP. No other criteria will be used to evaluate Proposals. The contract will be awarded to the bidder whose Proposal received the highest Total Score. IUCN does, however, reserve the right to cancel the procurement and not award a contract at all.

6.4. IUCN will contact the bidder with the highest-scoring Proposal to finalise the contract. We will contact unsuccessful bidders after the contract has been awarded and provide detailed feedback. The timetable in Section 3.1 gives an estimate of when we expect to have completed the contract award, but this date may change depending on how long the evaluation of Proposals takes.

7. CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT

7.1. To participate in this procurement, you are required to submit a Proposal, which fully complies with the instructions in this RfP and the Attachments.

7.1.1. It is your responsibility to ensure that you have submitted a complete and fully compliant Proposal.

7.1.2. Any incomplete or incorrectly completed Proposal submission may be deemed non-compliant, and as a result you may be unable to proceed further in the procurement process.

7.1.3. IUCN will query any obvious clerical errors in your Proposal and may, at IUCN's sole discretion, allow you to correct these, but only if doing so could not be perceived as giving you an unfair advantage.

7.2. In order to participate in this procurement, you must meet the following conditions:

- Free of conflicts of interest
- Registered on the relevant professional or trade register of the country in which you are established (or resident, if self-employed)
- In full compliance with your obligations relating to payment of social security contributions and of all applicable taxes
- Not been convicted of failing to comply with environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection
- Not bankrupt or being wound up
- Never been guilty of an offence concerning your professional conduct
- Not involved in fraud, corruption, a criminal organisation, money laundering, terrorism, or any other illegal activity.

7.3. You must complete and sign the Declaration of Undertaking (see Attachment 2).

7.4. If you are participating in this procurement as a member of a joint venture, or are using sub-contractors, submit a separate Declaration of Undertaking for each member of the joint venture and sub-contractor, and be clear in your Proposal which parts of the goods/services are provided by each partner or sub-contractor.

7.5. Each bidder shall submit only one Proposal, either individually or as a partner in a joint venture. In case of joint venture, one company shall not be allowed to participate in two different joint ventures in the same procurement nor shall a company be allowed to submit a Proposal both on its behalf and as part of a joint venture for the same procurement. A bidder who submits or participates in more than one Proposal (other than as a subcontractor or in cases of alternatives that have been permitted or requested) shall cause all the Proposals with the bidder's participation to be disqualified.

7.6. By taking part in this procurement, you accept the conditions set out in this RfP, including the following:

- It is unacceptable to give or offer any gift or consideration to an employee or other representative of IUCN as a reward or inducement in relation to the awarding of a contract. Such action will give IUCN the right to exclude you from this and any future procurements, and to terminate any contract that may have been signed with you.
- Any attempt to obtain information from an employee or other representative of IUCN concerning another bidder will result in disqualification.
- Any price fixing or collusion with other bidders in relation to this procurement shall give IUCN the right to exclude you and any other involved bidder(s) from this and any future procurements and may constitute a criminal offence.

8. CONFIDENTIALITY AND DATA PROTECTION

- 8.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information you submit to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate your Proposal in line with the procedure explained in this RfP, and for the maintenance of a clear audit trail. For audit purposes, IUCN is required to retain your Proposal in its entirety for 10 years after the end of the resulting contract and make this available to internal and external auditors and donors as and when requested.
- 8.2. In the Declaration of Undertaking (Attachment 2) you need to give IUCN express permission to use the information you submit in this way, including personal data that forms part of your Proposal. Where you include personal data of your employees (e.g. CVs) in your Proposal, you need to have written permission from those individuals to share this information with IUCN, and for IUCN to use this information as indicated in 8.1. Without these permissions, IUCN will not be able to consider your Proposal.

9. COMPLAINTS PROCEDURE

If you have a complaint or concern regarding the propriety of how a competitive process is or has been executed, then please contact procurement@iucn.org. Such complaints or concerns will be treated as confidential and are not considered in breach of the above restrictions on communication (Section 2.1).

10. CONTRACT

The contract will be based on IUCN's template in Attachment 3, the terms of which are not negotiable. They may, however, be amended by IUCN to reflect particular requirements from the donor funding this particular procurement.

11. ABOUT IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 1,000 staff with offices in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and

analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools, and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organizations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

www.iucn.org

<https://twitter.com/IUCN/>

12. ATTACHMENTS

Attachment 1 *Specification of Requirements / Terms of Reference*

Attachment 2 *Declaration of Undertaking (select 2a for companies or 2b for self-employed as applicable to you)*

Attachment 3 *Contract Template for self-employed and company*

Attachment 1



TERMS OF REFERENCE: CONSULTANCY TO PROVIDE TECHNICAL SUPPORT TO THE SITE ASSESSMENTS OF THE GREEN LIST PROCESS IN NAMIBIA

1. OVERVIEW

The International Union for Conservation of Nature (IUCN) helps the world find pragmatic solutions to the most pressing environmental and development challenges. The institution's work focuses on valuing and conserving nature, ensuring effective and equitable governance of its use, and deploying nature-based solutions to global challenges on climate, food, and human development. IUCN supports scientific research, develops and disseminates conservation 'knowledge products', manages field projects demonstrating practical interventions all over the world, and brings governments, non-governmental organizations (NGOs), civil society organizations (CSOs), the United Nations (UN), and the private sector together to develop policy, laws and best practices. IUCN is the world's oldest and largest global environmental organization, with more than 1,200 government and NGO members and almost 11,000 volunteer experts in some 160 countries. IUCN's work is supported by over 1,000 staff in 45 offices and hundreds of partners in the public, NGO, and private sectors around the world. IUCN Eastern and Southern Africa Regional Office (ESARO) covers twenty-four countries in the Horn of Africa, Eastern Africa, Southern Africa and the Western Indian Ocean Islands.

2. INTRODUCTION

2.1. These terms of reference are for the procurement of services for a consultancy firm, herein the consultant, to:

2.1.1. Review the Framework and Guidelines for the Development of Park Management Plans in Namibia accordance with the requirements of the IUCN Green List Standard and other IUCN standards and guidelines.

2.1.2. Further, update the current management plans for site being assessed in the North-East Region (i.e., Nkasa Rupara, Mudumu, Bwabwata, Khaudum and Mangetti National Parks and two (2) OECMs in the Khaudum-Ngamiland Wildlife Dispersal Area (WDA) in accordance with 2.1.1 above.

2.1.3. Develop a training manual and train authority representatives and site managers on management planning of protected and conserved areas, in accordance with 2.1.1 and 2.1.2 above.

2.1.4. Provide editorial assistance to the candidate submissions in respect of the IUCN Green List Standard for Protected and Conserved Areas for five (5) and two (2) OECMs sites being assessed.

2.1.5. Collect, collate and write up all lessons learnt through the implementation of this consultancy.

2.2. The selection and contract award procedure is governed by the IUCN Policy on Procurement of Goods and Services, prepared by IUCN and available on the [link](#).

3. GENERAL BACKGROUND

3.1. IUCN is supporting the implementation of the IUCN Green List of Protected and Conserved Areas, or 'Green List' certification in Zambia (Ministry of Tourism and Arts) and Namibia (Ministry of Environment, Forestry and Tourism) in collaboration with Chinese partners (Chinese Academy of Forestry and National Forestry and Grassland Administration, China) with the financial support by the German Federal Ministry of Economic Cooperation and Development (BMZ). Green List represents a global standard for fair and effective protected area management and certifies best-practice for area-based conservation for the 21st Century. It provides a benchmark for participating sites, and systems, to verify their contribution to national and global biodiversity targets and Sustainable Development Goals (SDGs). Thereby supporting African engagement in improving the quality of protected and conservation areas to gain experience on the implementation of the Kunming-Montreal Global Biodiversity Framework (GBF).

3.2. The Namibian Ministry of Environment, Forestry and Tourism (MEFT) is participating in the Trilateral Cooperation Project (Germany, China, Zambia and Namibia): *Fair and effective protected area management for sustainable development – working together towards global standards* (April 2023 – March 2024) funded by BMZ, with China (NFGA), and Zambia (MoTA). The project is implemented by IUCN through its Eastern and Southern African Regional Office based in Pretoria, South Africa. IUCN ESARO have the technical lead and responsibility of the implementation of the IUCN Green List certification process and overall responsibility of coordinating the different implementing partners in Namibia and Zambia.

3.3. The project aims at improving the quality of protected area management and governance through the implementation of the adapted 'IUCN Green List of Protected and Conserved Areas' to Namibian context and circumstances. A certified 'Green List' site is characterized by the four (4) components of the IUCN Green List Standard: (i) *Good governance*; (ii) *Sound design and planning*; (iii) *Effective management*; and (iv) *Successful conservation outcomes*.

The overall objective of the Trilateral Cooperation Project is to ensure that at least 10 PCAs in Zambia and Namibia benefit from guidance and capacity development to acquire international recognition for their improved conservation status, benchmarked to a rigorous IUCN Green List standards for good governance and effective management.

During *Phase 1* of a period of 14 months, preparation and implementation of the IUCN Green List assessments took place. *Phase 2* identified and started to address the gaps of the assessments and to improve governance and management of the selected protected and conserved areas (PCAs). The current *extension of Phase 2* (12 months) will allow for the consolidation of site assessments, site improvement, lesson sharing and documentation, and

policy influencing. The first phases of the project in Namibia were concentrated in the North-East Region with pioneer sites being: *Bwabwata, Khaudum, Mudumu, Nkasa Rupara (formerly Mamili) and Mangetti National Parks* within the Kavango-Zambezi Transfrontier Conservation Area (KAZA TFCA).

3.4. Proposed Milestones for *Phase 2 extension* (April 2023 - March 2024) - ‘Consolidation’, are that:

- At least ten (10) PCAs in Zambia and Namibia have finalized their self-assessments, developed a site roadmap for improvements, and have taken concrete steps to improve the quality of their management and governance on the way to meeting the Green List Standard, including for example capacity development and training, improved management planning and monitoring, or improved biodiversity monitoring, ultimately improving their site assessment index score;
- At least two (2) sites in Namibia and in Zambia have been committed and engaged, and identified and assessed as ‘other effective area-based conservation measures’ (OECMs), and have used the Green List assessment tool to analyze the strength of management, governance, planning and conservation outcomes, towards meeting the Green List Standard;
- Using the governance guidance developed in Phase 2, assess and strengthen equity and rights of the Candidate sites;
- The two (2) African cooperation countries integrate the IUCN Green List quality standards into their national PCA systems and planning and expenditure frameworks, and continue to the regional dissemination of experience;
- The revision of the Green List standard and the updating of the Green List User Manual at the global level will incorporate the lessons learned in the two (2) cooperation countries. These lessons will be captured in the Green List publication (capturing lessons learnt and case study experiences) and submitted to the Global Green List Management Committee and the Standard Committee;
- The two (2) African cooperation countries share lessons learnt from the Green List process with the broader African Community of Practice (CoP), and with the global Green List Pathway. These lessons will be shared through 2x workshops, Green List newsletter and ten (10) PANORAMA solutions;
- Advocate for the Green List Standard to be recognized as a key indicator for monitoring the CBD GBF Target 3 implementation and measuring and reporting ‘equitable and effective’ area-based conservation in the second edition of the State of Protected and Conserved Areas in Eastern and Southern Africa.

4. BACKGROUND TO THE CONSULTANCY

4.1. Foremost, the existing management plans for Nkasa Rupara, Mudumu, Bwabwata, Khaudum and Mangetti National Parks covers the period from 2020/2021 until 2029/202030 financial year. These management plans were developed as per the Framework and Guidelines for the Development of Park Management Plans (2018). Further, as per the framework and guidelines for development of park management plans, park management plans are to be reviewed every five years by the MEFT, from the date on which the Minister approves a specific management plan for a park. Based on this framework, the above Management Plans

are due for review in 2025/2026. During the review of the park management plans, lessons learnt and new issues arising will be incorporated into the updated versions as part of adaptive management.

4.2. Secondly, the existing Framework and Guidelines for the Development of Park Management Plans was developed in 2018 and provides guidelines and a format for how park management plans should be prepared and operationalized by the MEFT. This framework in accordance with the proposed Wildlife and Protected Areas Bill has prescribed components a park management plan should contain including the process of preparing and approving park management plans. Besides the arrangement or chapters of the park management plans: (i) Foreword; (ii) Preface; (iii) Abbreviations and Acronyms; (iv) Definitions; (v) Table of Contents as follows: (1) Overview of the park; (2) Purpose; (3) Park Management Objectives; (4) Zonation; (5) Landscape connectivity; (6) Management of Natural Resources and special sites; (7) Adaptive management; (8) Regional Conservation, park neighbours and resident relations; (9) Prospecting and Mining; (10) Tourism development and management; (11) Infrastructure; (12) Administration and management; and (13) Operational and Annual Work Plans etc.

4.3. Thirdly, the framework considers several policies, legislation and guidelines, *amongst others*,

4.3.1. Legislation:

- Nature Conservation Ordinance (Ordinance 4 of 1975)
- Nature Conservation Amendment Act (Act 5 of 1996)
- Nature Conservation Amendment Act (Act 3 of 2017)
- Controlled Wildlife Products and Trade Act (Act 9 of 2008)
- Controlled Wildlife Products and Trade Amendment Act (Act 6 of 2017)
- Environmental Management Act (Act 7 of 2007)
- Inland Fisheries Resources Act (Act 1 of 2003)
- Regulations made in terms of Nature Conservation Ordinance 4 of 1975
- Environmental Impact Assessment Regulations: Environmental Management Act
- List of activities that may not be undertaken without Environmental Clearance Certificate: Environmental Management Act
- Ministry of Environment and Tourism, 2019. Draft Wildlife and Protected Areas Management Bill
- Treaty between the Government of the Republic of Angola, the Government of the Republic of Botswana, the Government of the Republic of Namibia, the Government of the Republic of Zambia, and the Government of the Republic of Zimbabwe on the Establishment of the Kavango Zambezi Transfrontier Conservation Area

4.3.2. Policies and Guidelines:

- National Guidelines for the Zoning of Protected Areas in Namibia (2019)
- National Guidelines for Monitoring for Management of Protected Areas in Namibia (2021)
- Namibian Integrated Management Plan for KAZA TFCA (2015-2020)
- KAZA Master Integrated Development Plan
- Fire Management Strategy for Namibia's Protected Areas (2016)
- National Policy on Protected Area's Neighbours and Resident Communities (2013)
- National Policy on Tourism for Namibia (2008)
- National Policy on Tourism and Wildlife Concession on State Land (2007) and other guidelines on tourism development in the North-East Parks

- National Policy on Community Based Natural Resource Management (2013)
- National Solid Waste Management Strategy (2017)
- Revised National Policy on Human Wildlife Conflict Management (2018)
- National Policy on Prospecting and Mining in Protected Areas (2018)
- Master Maintenance Plan – A Strategy to sustain the Ministry’s Infrastructure (2018)
- Land Use and Development Plan for the Managed Resource Use Zone of the Bwabwata National Park (2020/2021-2029/2030)
- Wildlife Corridors of the Zambezi Region: “A Strategy for their maintenance, conservation, socio-economic development and Human Wildlife Conflict Management (2021)
- National Elephant Conservation and Management Plan (2021/2022-2030/2031)
- Mudumu National Park Biodiversity Monitoring Framework and Training Manual
- Others

4.4. Further, all the five updated management plans are to be based on the recently reviewed and updated framework and guidelines for development of park management plans. These provide guidelines and format for how park management plans should be prepared. To capture lessons, challenges, best practices and implementation gaps, there is a need to undertake a rapid end of plan evaluation.

4.5. Nevertheless, at the heart of the IUCN Green List Standard are its four (4) components, seventeen (17) criteria and fifty (50) indicators that attempts to ensure that ‘Green List’ sites *(i) demonstrate equitable and effective governance recognizing rights-holders and stakeholders, (ii) have clear, long-term conservation goals and objectives, based on a sound understanding of their natural, cultural and socio-economic values and context, (iii) are managed effectively in accordance with a long-term management strategy to manage the site’s ecological condition and associated threats within the social and economic context of the site not foreclosing effective and fair enforcement of laws and regulations, and management of access, resource use and visitation, and (iv) demonstrate successful conservation outcomes of its natural and associated cultural and ecosystem services values within the framework of regional or national social and economic objectives.*

4.6. Therefore, a consulting firm, herein the consultant, composed of relevant experts will be contracted to facilitate workshops with MEFT and partners with the aim of updating the existing Framework and Guidelines for the Development of Park Management Plans developed in 2018 and compile managements plans for protected and conserved area sites being assessed with the aim of meeting the Green List standard requirements for governance, design & planning, management and conservation outcomes in protected and conserved areas; and develop training manuals and train authority representatives and site managers on management planning of protected and conserved areas. Additionally, the consultant will assist to provide editorial assistance to candidate submissions of sites currently being assessed. Lastly, the consultant will collect, collate and write up all lessons learnt through the implementation of this consultancy.

5. INSTITUTIONAL ARRANGEMENTS

5.1. The Trilateral Cooperation Project is being implemented by IUCN.

- 5.2. The project-executing agency for the IUCN Green List Trilateral Cooperation Project in Namibia is the MEFT of the Republic of Namibia through the Directorate of Wildlife and National Parks (DWNP).
- 5.3. The MEFT recruited a National Coordinator and Site Mentor who is supported by IUCN ESARO.
- 5.4. The Consultant will be supervised by MEFT Director of DWNP and IUCN Technical Team for technical work in so far as sections **4.1** to **4.6** for **4.8** above. The MEFT's and IUCN Technical Team will refer to the IUCN ESARO in Pretoria, South Africa for procedural advice as and when necessary.
- 5.5. For this assignment the consultant/s shall work closely with the IUCN Green List Trilateral Cooperation Project Management Team headed by the Deputy Director of North-East Regions based in Rundu supported by the National Coordinator of the IUCN Green List Trilateral Cooperation Project for Namibia.
- 5.6. The Programme Officer for IUCN ESARO who is part of the IUCN Technical Team will supervise the consultant in terms of the technical work and contractual matters in so far as section **4.7** for **4.8** above.

6. OBJECTIVES OF THE CONSULTANCY

- 6.1. Revise the Framework and Guidelines for the Development of Management Plans developed in 2018 and therein develop draft management plans template(s) for protected and conserved areas, and associated process for conservation planning and management for protected and conserved areas in Namibia.
- 6.2. Facilitate workshops, presenting the revised Framework and Guidelines for the Development of Management Plans for Protected and Conserved areas and therein draft management plans template(s) for protected and conserved areas, and associated process to the MEFT, DWNP, IUCN Green List Trilateral Cooperation Project National Coordinating office, IUCN ESARO and Partners.
- 6.3. Using the revised Framework and Guidelines for the Development of Management Plans for Protected and Conserved Areas and therein draft management plans template(s) for protected and conserved areas:
 - 6.3.1. Facilitate workshops and
 - 6.3.2. Compile management plans for five (5) and two (2) OECMs sites being assessed and their associated monitoring frameworks for the sites' natural and cultural values and associated ecosystem services.
- 6.4. Using management plans for five (5) and two (2) OECMs sites being assessed,
 - 6.4.1. Develop training manuals and
 - 6.4.2. Train authority representatives and site managers on management planning of protected and conserved areas.
- 6.5. Collect, collate and write up all lessons learnt through the implementation of this consultancy to feed into the master lessons-learnt developed by the National Coordinator of the IUCN Green List Trilateral Cooperation Project.
- 6.6. Provide editorial assistance to the candidate submissions in respect of the IUCN Green List Standard for Protected and Conserved Areas for five (5) and two (2) OECMs sites being assessed.

7. SPECIFIC ACTIVITIES

7.1. Revise the Framework and Guidelines for the Development of Management Plans developed in 2018 and therein develop draft management plans template(s) for protected and conserved areas, and associated process for conservation planning and management for protected and conserved areas in Namibia:

- a. Consult with MEFT, DWNP and National Coordinating Office of the IUCN Green List Trilateral Cooperation Project, IUCN ESARO and partners on the current processes surrounding management planning in Namibia.
- b. Analyse the IUCN Green List standard requirements, and associated IUCN standards and guidelines for a revised Framework and Guidelines for the Development of Management Plans for Protected and Conserved Areas and therein draft management plans template(s) for protected and conserved areas and associated process as well as any other relevant trends toward effective conservation management.
- c. Develop a Framework and Guidelines for the Development of Management Plans for Protected and Conserved Areas and therein draft management plans template(s) for protected and conserved areas for use in Namibia.
- d. Present and discuss the revisions of the Framework and Guidelines for the Development of Management Plans for Protected and Conserved Areas and therein draft management plans template(s) for protected and conserved areas to the MEFT, DWNP and National Coordinating Office of the IUCN Green List Trilateral Cooperation Project, IUCN ESARO and Partners.

7.2. Facilitate workshops, presenting the revised Framework and Guidelines for the Development of Management Plans for Protected and Conserved areas and therein draft management plans template(s) for protected and conserved areas, and associated process to the MEFT, DWNP, IUCN Green List Trilateral Cooperation Project National Coordinating office, IUCN ESARO and Partners:

- a. In consultation with MEFT, DWNP, National Coordinating Office of the IUCN Green List Trilateral Cooperation Project and IUCN ESARO, invite key role players to a management planning workshop that intends to train the team on the utilization of the revised Framework and Guidelines for the Development of Management Plans for Protected and Conserved areas and therein draft management plans template(s) for protected and conserved areas, and associated processes.
- b. Facilitate the workshop in a suitable site in Namibia for up to 2 days.
- c. Produce post workshop report.

7.3. Using the revised Framework and Guidelines for the Development of Management Plans for Protected and Conserved Areas and therein draft management plans template(s) for protected and conserved areas,

7.3.1. Facilitate workshops and

7.3.2. Support MEFT through the compilation of management plans for five (5) and two (2) OECMs sites being assessed and their associated monitoring frameworks for the sites' natural and cultural values and associated ecosystem services:

- a. Identify and brief relevant role players in baseline data required for planning process.
- b. Ensure data readiness for workshops.
- c. Facilitate workshops with relevant stakeholders.

- d. Coordinate compilation of the relevant Management Plans for the five (5) and two (2) OECMs sites, including a site-specific monitoring framework and
 - e. Draft a training manual for management planning.
 - f. Support MEFT in finalizing and publishing revisions for five (5) and two (2) OECMs sites management plans with their site-specific monitoring framework and the training manual for management planning.
- 7.4. Provide training to the authority representatives and site managers, and partners on the revised management plans and their associated monitoring framework using the training manual:
- 7.4.1. Identify relevant authority representatives and site managers required to undergo training.
 - 7.4.2. Ensure training material readiness with prior and post training monitoring and evaluation plan / matrix / questionnaire / survey for training workshops pitched to the authority representatives and site managers.
 - 7.4.3. Facilitate two training workshops with relevant authority representatives and site managers, respectively.
 - 7.4.4. Write up a post-training workshop report.
- 7.5. Write up lessons learnt from the project.
- 7.5.1. Collect lessons learnt through stakeholder interviews using a pre-approved survey questionnaire.
 - 7.5.2. Write up all lessons learnt and feed into a master lessons-learnt document for Namibia, coordinated by the National Coordinator of the IUCN Green List Trilateral Cooperation Project.
- 7.6. Provide editorial assistance to the candidate submissions in respect of the IUCN Green List Standard for Protected and Conserved Areas for five (5) and two (2) OECMs sites being assessed.

8. DELIVERABLES:

We require the following deliverables:

Deliverable Description	Consultancy Days	Deadline
Inception Report and Literature review of alignment between IUCN Green List standard, and associated IUCN standards and guidelines, with the existing Namibian policies and guideline for the Framework and Guidelines for the Development of Management Plans (Activity 7.1)	5 days	October 2023
Draft outlines, workshop materials and reports (Activity 7.2)	10 days	15 November 2023
Questionnaire for lessons learnt interviews and report (Activity 7.5)	1 day	15 November 2023
Revised Framework and Guidelines for the Development of Management Plans for Protected Areas and Conserved Areas and therein draft management plans template(s)	10 days	30 November 2023

for protected and conserved areas and associated process that will ensure alignment with the Green List standard. (Activity 7.1)		
Revised Management Plans for the five (5) and two (2) OECMs sites being assessed, including all relevant appendices. (Activity 7.3)	25 days	31 December 2023
Training materials, training and reports (Activity 7.4)	10 days	31 January 2023
Edited candidate submissions for five (5) and two (2) OECMs sites being assessed (Activity 7.6)	7 days	31 December 2024
Interviews and lessons learnt report (Activity 7.5)	10 days	29 February 2024
Closeout contract report	5 days	29 February 2029

9. REQUIREMENTS AND/OR CRITERIA

- 9.1. Education – Good academic profile (degree in a relevant subject; PhD level preferred, but not essential provided the candidate has strong relevant skills, experience and publications)
- 9.2. Work Experience – 15+ years of nature conservation-related work, including protected area management and community-based natural resource management, or 10+ years in conservation with other related natural resource management experience relevant to the consultancy.
- 9.3. Technical understanding of Frameworks for Management Plans of protected and conserved areas including their monitoring frameworks.
- 9.4. Relevant experience in the drafting of Management Plans for protected and conserved areas including their monitoring frameworks.
- 9.5. Relevant experience of providing training in nature-conservation related disciplines.
- 9.6. Technical understanding of the IUCN Green List of Protected and Conserved Areas and associated IUCN standards and guidelines.
- 9.7. Publications of peer reviewed publications or editorial experience in nature conservation-related journals or disciplines.
- 9.8. Language Proficiency – Fluency in written and spoken English is a must, fluency in another national language is an added advantage
- 9.9. Technical understanding of the cultural context in which protected and conserved areas situated will be an added benefit.
- 9.10. Core Competencies:
 - 9.10.1. Transparency: Able to build trust and contribute to informed and responsible decision-making by carrying out his/her work in a transparent manner; provides clear guidance to ensure that objectives and desired measurable results are understood by members of the team;
 - 9.10.2. Inclusiveness: Understands and accepts cultural diversity, and provides a tolerant, positive, and supportive working environment that fosters respect for diversity, demonstrates the ability to work in a multicultural, multi-ethnic environment, and to maintain effective working relations with people of different nationalities and cultural backgrounds;

9.10.3. Professionalism: Promote the organization's interests, objectives, and values diligently and professionally;

9.10.4. Accountability: Takes responsibility for individual and collective actions.

10. REQUIRED EXPERIENCE:

- 10.1. Experience in conservation / natural resource management in Namibia.
- 10.2. Ability to manage consultancies timely, facilitate collaboration across multiple organisations, and organise and manage workshops, trainings and meetings;
- 10.3. Strategic planning and programme development experience;
- 10.4. Excellent writing skills;
- 10.5. Direct experience working in and on protected / conserved areas or a related field (social engagement and participatory management processes would be a bonus), preferably in the region;
- 10.6. Excellent understanding of the trends and latest developments, priorities, challenges of and opportunities for protected area management and the different protected area management models, including of national parks, Natural World Heritage sites, community conserved areas and conservancies, nature reserves, PPPs etc., and the direct and indirect links with the wider landscapes;
- 10.7. At least five years in management and administration of consultancies in the field of biodiversity conservation, natural resources or environmental management;
- 10.8. Previous experience engaging and working with a wide range of conservation and natural resource management practitioners - from field to senior government manager levels, and other key stakeholders including communities;
- 10.9. Demonstrated ability to work as part of a team and communicate in a cross-cultural environment;
- 10.10. Experience in capacity-building activities related to biodiversity conservation and protected and conserved area management;
- 10.11. Experience with sustainability standards / certification an advantage;
- 10.12. Good computer skills, including use of databases;
- 10.13. Excellent English writing skills;
- 10.14. Practical field experience in protected and conserved area management in the region will be considered an added advantage.