



## TERMS OF REFERENCE FOR DEVELOPMENT OF THE TRANSBOUNDARY MANAGEMENT PLAN FOR THE GREATER VIRUNGA LANDSCAPE (GVL)

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## 1. CONTEXTE

The Greater Virunga Transboundary Collaboration (GVTC), prior to the 2015 GVTC treaty, was a mechanism for strategic transboundary collaborative management of the Greater Virunga Landscape, set up by the national institutions in charge of wildlife conservation in the Democratic Republic of Congo (DRC), Rwanda and Uganda, respectively the Institut Congolais pour la Conservation de la Nature (ICCN), Rwanda Development Board (RDB) and Uganda Wildlife Authority (UWA). These institutions signed a Memorandum of Understanding in 2004 in order to formalize the cross-boarder collaboration initiated in late 1990s among the field personnel in the three countries and aiming at coordinating the monitoring of the population of the mountain gorillas that is striving within the Virunga Massif, shared by the three countries. Also this MoU expanded the objectives as well as the geographical scope beyond the gorilla habitat, to the entire Central Albertine Rift Region, also known as the Greater Virunga Landscape.

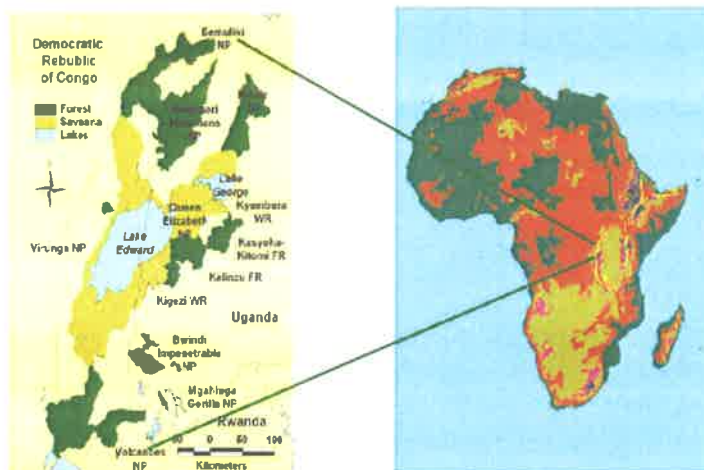


Figure 1: Location of GVL and its network of PAs

The Great Virunga Landscape (GVL) is richest part of the African continent in terms of vertebrate species. The GVL is home to some 5164 species of mammals (including 27 primates and 40 ungulate species), birds, amphibians, reptiles and plants. More than 50% of birds, 39% of mammals, 19% of amphibians and 14% of reptiles and plants of mainland Africa are found within this region. However, GVL faces a number of conservation threats and challenges including: the fragmentation of the landscape as a result of high human pressure, poaching and illegal trade of wildlife and wildlife resources;

conflicts between human and protected areas over resource use, crop raiding by animals; chronic insecurity and armed conflicts that have characterised this region over a long period; high level of poverty among the local populations; exploitation of natural resources including minerals, oil and gas; effects of climate change. The highlighted problems and challenges are of the transboundary nature, and GVTC was established to help providing solutions through:

- Coordination and Convening stakeholder partnerships and meetings respectively
- Information and information management/ clearing house
- Brokering/Mediation
- Monitoring and evaluation
- Acting as a warning Bell / early warning system and
- Implementation of some interventions (Diminishing portion of GVTC actions focus on pilot projects with more attention to other roles and functions)

The GVTC formalization process evolved in several steps through ministerial declarations as an expression of the three countries to strengthen this collaboration and was culminated by the

signing of a Treaty on 22 September 2015 in Kinshasa, DRC and which establishes GVTC as an interstate institution.

GVTC was established to achieve the following objectives as enshrined in the Treaty:

- To promote and coordinate conservation of biodiversity and other socio-cultural values within the Greater Virunga wildlife protected area network;
- To develop strategies for Transboundary management of biodiversity
- To promote and ensure coordinated planning, monitoring and evaluation of implementation of transboundary conservation and development projects;
- To promote and coordinate tourism development in GVL
- To secure sustainable funding for Conservation of GVL
- To enhance and harmonise the generation and sharing of knowledge, experience and best practices for evidence based decision making.

## **2. BACKGROUND TO THE TRANSBOUNDARY MANAGEMENT PLAN (TMP)**

Transboundary Collaboration requires adequate decision-making tools and the technical capacities to put in place participatory framework along effective management of the GVL's Protected Area Network. The development of GVTC is therefore one driven by the demand for effective management of GVL and the successes of this collaboration even before this was legally recognized through the Treaty signing. Its driving force originate from the on-the-ground challenges and the recognition by PA managers that GVL is one ecosystem, whose conservation should have a common approach but is hindered by barriers created by national borders. While at the national level, management plans for effective management of each protected area have been made, to a greater extent transboundary challenges have not been addressed in an orderly way. Due to collaborative efforts by GVTC, these challenges have been highlighted through regular chief wardens meetings, held twice a year and captured in both regional technical committee action plans, the 5 Year Transboundary Strategic Plan and the associated Success Plan. These later provide strategic orientations in order to achieve the Strategic objectives for the sustainable conservation of the GVL, while the GVL Transboundary Management Plan outlines what needs to be done in terms of concrete actions in order to implement those strategies at operational and ground level.

It has therefore been realized that the development of a transboundary management plan is a crucial precondition for effective landscape management. Based on the strength of GVTC's long term success of holding transboundary partnership meetings and the trust and confidence the partners have in GVTC coordinating transboundary implementation of transboundary conservation challenges, effective implementation of the management plan can be achieved.

## **3. THE ASSIGNMENT**

In this regard, GVTC intends to launch the process aiming at elaborating the GVTC 5 Year Transboundary Management Plan (TMP) that will serve as a guiding and operational document for implementing the transboundary process for an effective management of the GVL PAs network. This document, together with the TSP and SP will be central for the fundraising conference that GVTC intends to organize in the coming months. The elaboration of the GVTC

TMP shall be done through an inclusive manner, involving GVTC and partners / stakeholders in the Landscape.

### 3.1. Objectives of this Consultancy

The objective of the consultancy is to elaborate a TMP taking stock on the already existing plans and other technical reports addressing various management issues at GVL transboundary level. The elaboration process of the TMP should particularly be based on the existing GVTC Theory of Change that was used to explicitly articulate the assumptions and perceptions concerning the roles of GVTC and key outcomes to be achieved. This Theory of Change is also used to guide decisions, actions and assess accomplishments.

### 3.2. Specific Tasks

The specific tasks for this consultancy consist in:

- Review the national conservation and development plans and individual protected area management plans to capture both transboundary conservation and conservation compatible challenges that need to be addressed in the Transboundary Management plan. This review should gather not only data on status and proposed management of wildlife and natural resources, but also information on population, gender, conflict management, natural disaster management, disease surveillance. This activity will be also including institutional framework analysis to determine the formal and informal rules (discourse and rules of the game) and that affect transboundary conservation and the organisations involved.
- Involve GVL partners in development of the Transboundary Management Plan: the process should be as highly participatory as possible by bringing the key stakeholders together and sharing the results of the review in as the starting basis.
- Integrate other transboundary processes that GVTC has been involved in and including:
  - IWRM research and priority actions. GVTC has coordinated some technical institutions (OVG, INES and ITFC as the major partners) to collect hydrological data outside Virunga Massif, where such data has not been collected so far. In addition, GVTC coordinated the continuous monitoring of water quality and quantity in GVL and updating GVL hydrological database. The collected data formed the basis for development of the IWRM plan to be continued and spearheaded by the Water 4 Virunga Program. This IWRMP will be an integral component of the transboundary general management plans, reflecting that water has been observed to be one of the primary sources of transboundary conflicts as illustrated in the problem analysis section.
  - GVTC developed the GVL Climate Change Strategy. This will be included in the general management plan. While there are national climate change initiatives in place and some regional studies on climate change have been made. Climate change is known to influence weather patterns and change in temperatures, two factors that important for the conservation of critically endangered mountain gorillas whose only home is the afro-montane forests in GVL. Mountain gorilla conservation is central in conservation and peace and stability in the region. Climate change may reduce their habitat in terms of size and quality as well as increase their ranging outside the parks resulting into more wildlife-human conflicts that would further threaten their endangered positions. In the recent past, we have witnessed four mountain gorillas killed in the Virunga National park and one in Bwindi National park due to wildlife-human conflict arising from gorilla crop raiding.

- Develop regional Tourism plan: this plan is yet to be completed and shall build on the National tourism master plans, capturing the regional issues and opportunities. It will then be integrated into the Transboundary Management plan.
- Gender: GVTC commissioned a gender analysis study in the GVL during the Inception phase project ( May to July 2015) to benchmark GVTC's technical capacity to facilitate gender sensitive conservation and natural resource management practices, programmes and projects and ensuring common understanding of gender by all conservation and NRM stakeholders. GVTC initiated also a process to streamline gender aspects into the transboundary processes. The gender strategy and action plan of the GVTC will have to be integrated within the Transboundary Management.
- Integrate the GVL Zero Poaching Strategy: The underlying causes of wildlife crime may arise from local livelihood needs but it is driven by global demand and organized gangs operating internationally e.g. poaching of elephants for ivory. Fighting organized wildlife gangs requires the intervention of a wide range of stakeholder that cut across conservation, security, and customs and migration, prosecution, judiciary, PAAs etc and the PAAs to consider how to join forces and fight wildlife crime across borders.
- GVTC Communication Strategy (Plan) provides a framework for the actions to be implemented and the target audiences for various messages. Sustainable conservation action in the GVL also depends on the quality of information and the extent of awareness of the general public ("People can only protect things properly if they know them properly")
- The oil exploration phase has been reported successful in Uganda with about half of the proposed oil wells to be inside protected areas. The exploration of oil in Virunga National Park was suspended. The capacity of PAAs and their partners to monitor and mitigate likely negative impacts is limited by lack of sufficient data and information. Information and good practice sharing between countries is also limited by lack of information sharing protocols and lack of trust between agencies across borders. GVTC offers an opportunity, as a respected broker for PAAs and their partners to gather data, generate information and provide a mechanism for sharing it and dissemination of good practices across borders within the PAAs and its partners. GVTC, with support from Netherlands supported projects, had conducted specialized joint training for PAA staff from both Uganda and DRC and an exchange visit of DRC PAA staff to Uganda's areas of oil exploration within and outside of Murchison Falls National Park. Under the same project, GVTC has conducted a study to document existing and potential oil/geothermal projects, mapping their likely adverse negative effects on the biodiversity conservation and community livelihoods in the Greater Virunga Landscape.
- The Regional Technical Committees: as GVTC governance organs, the RTC play an important role as forum for technical discussion in matters affecting the TB processes such as the: law enforcement, landscape management, tourism, community conservation and empowerment. The RTC have elaborated their *modus operandi* as well as the Action plans. These should also be integrated into the TMP as channels facilitating exchanges and solutions for challenges for TB process.
- Propose implementation plan, estimates of required resources and

- Develop detailed budget estimates for the activities and budget justification including the costs related to the running of the secretariat
- Propose strategy for mobilization of the required resources and coordination of the partners and stakeholders in the future implementation of the TMP

The consultant will have to propose working methodology and plan.

### 3.3. Key Outputs

The key output for this consultancy are:

- A complete report on the Review of the TMP with relevant annexes in terms of maps, diagrams etc...
- All aspects of the analysis and planning recommendations shall reflect current dynamics within conservation planning.

### 3.4. Timeframe

The total duration of the consultancy shall not exceed 45 working days starting from the date of signing of the consultancy contract.

**Table 1: Proposed time framework for the achievement of the consultancy obligations**

Time	Deadline	Responsible entity
Deadline for submission	14 days after date of posting bid on GVTC website	GVTC
Date for evaluation:	7 days after closing date	GVTC
Date of feedback to successful bidder	2 days after evaluation	GVTC
Negotiation period	5 working days after date of feedback	GVTC & Consultant
Date of signing contact	Immediately after close of negotiation	GVTC & Consultant
Date of debriefing	Within the first 1 weeks after signing contract	Consultant
Date for submission of inception report	Within 1 month after debriefing	Consultant
Date for completion of works	As stipulated in the work schedule within the Contract.	GVTC

## 4. REQUIRED COMPETENCIES

- Advanced university degree (Masters or equivalent), preferably in Environmental/Natural resource Management, Development studies, social Sciences or another field related to the assignment.
- At least 3 years experience in strategic planning and business plan development with reputable organisations

- Excellent knowledge and application of the Theory of Change Approach to planning
- Justified work experience in the Central Albertine region with sound knowledge of challenges and opportunities for conservation in this Landscape
- Proven knowledge of Transboundary Natural Resource Management aspects
- Proven writing skills with ability to produce publishable reports

Note: All expected outputs / documents shall be done either in English or French, but with provision for translation in other language once approved.

## **5. ADDITIONAL CONDITIONS**

### **5.1. Services rendered by the organization**

The Greater Virunga Transboundary Collaboration (GVTC) will avail the entire pertinent management document to the consultant to be referred to, including the Transboundary Strategic Plan (TSP), Success Plan/Business Plan (BP), Anti-Fraud and Anti-Corruption policy, office space, and staff contribution where needed.

### **5.2. Reporting and Coordination**

The consultant will report to the GVTC Executive Secretary but coordinated by the Program Manager as a field activity supervisor to monitor compliance with the methodology and data quality requirements. The final product functionality description / process documentation report shall be in French and English using a format that shall be agreed upon by the consultant and GVTC.

### **5.3. Proposal Submission Requirements**

Interested consultants (individuals / firms / institutions...) are required to submit a proposal note with the following components:

a) Technical component that shall include among other things:

- A detailed description of the methodology to be used for performing the assignment;
- A clear and comprehensive work plan, outlining the major activities and implementation time schedule, and including activity scheduling giving details of commencement and completion of different activities;
- A clear demonstration of capabilities and expertise in carrying out the consultancy as detailed in these ToRs;
- Any comments or suggestions on the ToRs.

b) A financial proposal

This should provide details in costing of the required resources to perform this assignment with itemized budgets and explanatory notes.

The proposal should be limited to 10 pages in length (not including attachments), single-spaced, using a 12-Myriad Pro font.

#### 5.4. Deadline of submission

Proposals must be in both English and French and submitted whether in hard copy and/or electronically and addressed to:

GVTC Executive Secretary  
Nyarutarama Road, KG 9 AV # 60  
SDA Church, ERC Headquarters  
PoBox 6626 Kigali, Rwanda

[Use the following email addresses for electronic submission: [gmuamba14@gmail.com](mailto:gmuamba14@gmail.com)

With copy to:

[pruhumuriza@greatervirunga.org](mailto:pruhumuriza@greatervirunga.org); and [gkyomuhendo@greatervirunga.org](mailto:gkyomuhendo@greatervirunga.org)]

The closing date will be 14 working days from the date of publication of the call for bids. Bidder should ensure that bids are delivered timeously and to the collect address as indicated above. In case of late submission of the bid, that bid will not be considered for evaluation.

#### 5.5. Evaluation Criteria

Proposals will be evaluated using criteria summarized in the table below

CRITERIA	MAXIMUM POINTS
Criteria 1: Soundness of implementation strategy and methodology in achieving project objectives, including clearly defined expected results and quantifiable targets/benchmarks, including: <ul style="list-style-type: none"><li>• Level of understanding of the ToRs</li><li>• Clarity in the presentation of the bid</li><li>• Clarity of the chronology/planning of the proposed activities</li><li>• Relevance /suitability/soundness of the methodology to successfully carry out the assignment Logistics for a good and smooth administration of the assignment</li></ul>	30
Criteria 2: Relevant experience and competence of the proposed consultancy team: demonstrated capabilities and expertise in similar assignments	30
Criteria 3: Organizational capacity and experience in implementing similar consultancy or similar assignments	10
Criteria 4: Previous successful track record with donor funded programmes/ projects	5



Criteria 5: Cost reasonableness – a realistic budget in line with costs for similar activities in the region	25
<b>TOTAL</b>	<b>100</b>

Done in Kigali, 24<sup>th</sup> April 2017

Dr Georges MUAMBA TSHIBASU

Executive Secretary



