Terms of Reference:
Carry out Technical Need Assessment (TNA) & develop a Capacity Building Action Plan (CBAP)

1. Background:
The Living Landscapes: securing High Conservation Values (HCVs) in the south-western Bhutan project seeks to achieve the long-term conservation of biodiversity and ecosystem services, and contribute to the country’s sustainable development. The High Conservation Values (HCV) is an approach first developed and promoted by Forest Stewardship Council (FSC) in 1999 for use in forest management certification and gained momentum for its larger use and used in agriculture and other natural resource management. It is a multi-beneficial approach that ensures the conservation of natural resources besides enabling sustainable use. It is defined as biological, ecological, social, or cultural values considered outstandingly significant at the national and regional levels. Through this project, the concept of HCVs will be integrated into the national land use planning system.

This project is a part of the International Climate Initiative (IKI) of the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) supports this initiative on the basis of a decision adopted by the German Bundestag. The IKI landscape project covers 9 dzongkhags in south-western Bhutan, namely Thimphu, Paro, Haa, Samtse, Chukha, Dagana, Tsirang, Sarpang, and Zhemgang constituting a total area of 9967.45 km² (equivalent to 996,745 ha), outside the protected areas and biological corridors. These areas are home to rich biodiversity including magnificent species which includes tiger, elephant, red panda, and hornbill and are also hotspots of human-wildlife conflicts and prone to other pressures such as forest fires and illegal activities.

By the end of the project period, it is envisaged to have integrated the HCVs approach into national land use zoning guidelines and also the national land use policy of Bhutan. Besides, at least 9 High Conservation Value Areas (HCVAs) will be established and managed in the 9 project landscape districts in south-western Bhutan to ensure the long-term conservation of biodiversity and ecosystem services. It aims to contribute toward improving the livelihood and enhancing the household income of the target communities in the project landscapes. The critical conservation-livelihood challenges such as human-wildlife conflict (HWC) and water-related issues will be key areas amongst others.

Overall Goal
Contribute towards Bhutan’s sustainable development goals through long-term conservation of biodiversity and ecosystem services, by securing HCV including biodiversity, ecosystem services, and cultural values in areas without legal protection status, in the nine south-western districts.

Outputs of the Projects:
1. Key institutional actors at the national in Bhutan engage in an integrated planning approach, incorporating data on High Conservation Values (HCV) in the planning processes across all sectors.
2. The technical and institutional management effectiveness of nine Division Forest Offices as key actors in the landscape is enhanced.
3. Local communities in the landscape benefit from reduced Human-Wildlife conflict, environmentally friendly livelihood strategies, and pilots for alternative income schemes.

2. Scope of Work:
The consultant will work to fulfill the stated outputs of this project, but particularly the output II: Technical and institutional management effectiveness of nine divisional forest offices as key actors in the landscape is enhanced. This assignment consists of three major components and are technical need assessment and develop a capacity building action plan.

3. Objectives of the consultancy
The consultancy is expected to deliver the following objectives to achieve the project goals and objectives:
1. Carry out comprehensive assessment of all the existing relevant documents for this consultancy
2. Carry out comprehensive assessment of the existing capacities in the Divisional Forest Offices (DFO), both in terms of HR, institutional capacity including infrastructure capacity
3. Develop capacity building action plan (CBAP) to achieve the objectives and deliverables of the IKI Living project

4. Methodology
Recognizing the above assignment, the consultant will conduct a critical review of all the documents related to the project, amongst others, the following.
1. The Project document,
2. The project ESMF document,
3. The Project Gender study report,
4. The National Interpretation on identification of HCVs,
5. The Guidelines for the preparation of the DFO management plan,
6. The Guidelines for mainstreaming gender into DFO Management plan,
7. The competency-based framework training for P level and S and SS level and any other relevant documents on HCVs as well as forestry and natural resources.

The review should educate and facilitate a thorough understanding of the project to enlist all the activities, knowledge and skills, and institutional capacity both in terms of human resources as well logistical necessities required during the project activities implementation to fulfill the aspired goal of the project.
The consultancy will focus on two broad and key themes, namely, Technical Need Assessment and development of Capacity Building Action Plan (CBAP)

4.1. Technical Need Assessment (TNA)
The capacity need assessment will be done by assessing and reviewing the technical and functional capacities of the existing capacity (by mapping to the staff strength, staff technical and functional capacity, and institutional capacity (in terms of equipment and logistic) at the DFO offices. Further, it should project the desired capacity of the DFO offices upon a thorough assessment of relevant documents and the requirements for project to deliver its deliverables. The consultant shall also identify specific desired technical and functional capacities to perform the functions based on the expected roles and responsibilities of the project. This exercise is best addressed by conducting a mind-mapping between the existing capacity vs. desired capacity and preparing a relationship diagram.

The consultant will also evaluate the technical need assessment of the DFO offices by understanding the functionaries (organizational and administrative) and institutional technical capacity in terms of human resources (map to the ideal staffing and level, portfolio division, etc.), enabling environment (assessment of institutional capacity) and institutional framework/arrangement. It is an exercise to identify, evaluate and prioritize technological means to facilitate in achieving the project goals. It should provide processes and strategies to educate gaps and suggest overcoming it.

The consultant is advised to conduct the capacity need assessment on site visiting every DFO office and identifying training needs (map the training to the knowledge and skills required) and ultimately draw up a training action plan for the specific DFO office in the IKI Landscape.

4.2 Capacity Building Action Plan (CBAP)
Based on the TNA and capacity gap assessment (conducted through interviews, focused group discussion, SWOT, and questionnaire survey etc) and understanding the functions and activities to be performed by DFOs which is validated through the workshop, the consultant shall identify priority key training or capacity needs and; then develop a CBAP in close consultation with the DFO staff, both at the field and at the Centre including Ugyen Wangchuck Institute for Conservation and Environmental Research (UWICER).

Note that the consultant shall conduct workshop to synthesize the training/capacity and technical needs and then identify and prioritize them.

5. Key partners/stakeholders
Key stakeholders will include officials from the Functional Divisions including UWICER and DFO (staff members) of both the IKI landscape as well as outside. However, it is recommended to mandatorily cover all IKI landscape divisions.
6. Deliverables
The following deliverables should be submitted to the Team Leader of Departmental Task Force Team for IKI Project (herein after referred 'IKI Team Leader'), formed within Department of Forests and Park Services and/or Technical Director of WWF Bhutan:

i. An Inception Report, which should be submitted within ten working days (14 days) upon accepting and signing the contract. The Inception Report shall outline key finding from the desk review, key areas where further interviews will focus on, methodology, and a draft work plan with timeline. The report shall not exceed 20 pages.

ii. Submit Draft Report which contains the following key components, including:
   - Outcomes of capacity gap assessment (existing capacity vs. desired capacity – detailing the required knowledge, skills and attitude)
   - HR and Technical (institutional and infrastructure) Need Assessment Report – recommendations on capacity strengthening and enabling environment.
   - Capacity Building Action Plan to enable strengthening capacities of DFOs to fulfil the project objectives

iii. Submit Final Report which contains the following key components, including:
   - Outcomes of capacity gap assessment (existing capacity vs. desired capacity – detailing the required knowledge, skills and attitude)
   - HR and Technical (institutional and infrastructure) Need Assessment Report – recommendations on capacity strengthening and enabling environment.
   - Capacity Building Action Plan to enable strengthening capacities of DFOs to fulfil the project objectives

iv. Consultant will submit all the data generated through this consultancy for validation and future use by the client.

v. The Consultant will submit and present a short monthly report to the IKI Team Leader, DoFPS or WWF Technical Director for monitoring the consultancy, its initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work program and travel.

vi. The Consultant will submit reports and minutes of the consultation meetings/workshops.
Note: The final report will have to be an original work and will be tested using plagiarism check.

7. Deliverables and timeline

The consultancy is for a period of 3 months (90 working days) spread over 4 months (120 days and the consultant shall deliver the following:

<table>
<thead>
<tr>
<th>SN</th>
<th>Deliverables</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inception report</td>
<td>10 working days after signing of the contract</td>
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<tr>
<td>2</td>
<td>Inception meeting</td>
<td></td>
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<tr>
<td>3</td>
<td>Draft report on TNA and Capacity Building Action Plan (CBAP)</td>
<td>80 days after the signing of the contract</td>
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<td>4</td>
<td>Stakeholder consultation meeting of the draft TNA and CBAP reports</td>
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<tr>
<td>5</td>
<td>Final report of TNA and CBAP</td>
<td>100 days after the signing of the contract</td>
</tr>
<tr>
<td>6</td>
<td>Final stakeholder validation meeting on TNA and CBAP reports</td>
<td>110 days after the signing of the contract</td>
</tr>
<tr>
<td>7</td>
<td>Final Report on TNA and CBAP</td>
<td>120 days after the signing of the contract</td>
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</table>

The copyright and ownership of the report/action plan shall remain with the WWF Bhutan and Royal Government of Bhutan. The consultant shall nevertheless be allowed to use/quote the report as a work reference.

8. The Consultant – qualifications, experience, skills, and requirements

The main competencies (knowledge and experience) required from the consultant are:
• Minimum of a post-graduate degree in the field of forestry, natural resources management, environment, climate change etc.
• Must have a minimum of 10 years of working experience in the field;
• Proven record in training needs assessment, capacity development assessment, capacity development strategy. Preference or added advantage will given to those with experience of similar assignments in the past;
• Excellent written and verbal communication skills in both English and Dzongkha;
• Past record of consultancy works and references.

9. Quality Assurance and Reporting

The consultant will work under the direct supervision of the Team Leader of the Departmental Task Force Team for the IKI Project, formed within the Department of Forests and Park Services with technical and advisory support provided by the Project Technical Director of WWF Bhutan. In ensuring the quality of the work undertaken, an inception meeting will be held between the IKI Team Leader and the consultant to agree on expectations, the scope of the work, and a specific work plan on the basis of an inception report. The regular briefing will be provided to the Team Leader IKI Landscape
as well as the Project Technical Director of WWF Bhutan to update on the progress as well as to discuss any issues which require decisions/guidance from them. Prior to the consultant concluding the work, a de-brief meeting will be held to discuss any further issues which require further follow-up.

10. Payment schedule
The payment for this consultancy is pegged to deliverables, as mentioned in section 6 above. The details are mentioned below:

<table>
<thead>
<tr>
<th>SN</th>
<th>Deliverables</th>
<th>Payment schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>On submission and acceptance of Inception report</td>
<td>30% of the contract amount</td>
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<tr>
<td>2</td>
<td>On conducting inception meeting</td>
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<tr>
<td>3</td>
<td>On submission and acceptance of the Draft TNA and CBAP report</td>
<td>30 % of the contract amount</td>
</tr>
<tr>
<td>3</td>
<td>On conducting stakeholder consultation meeting for draft report</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>On submission and acceptance of the Final TNA and CBAP</td>
<td>40% of the contract amount</td>
</tr>
<tr>
<td>5</td>
<td>On conducting the final stakeholder validation meeting</td>
<td></td>
</tr>
</tbody>
</table>

11. Financial proposal
The consultant should submit a financial proposal that includes a detailed breakdown of the total budget in Bhutan Currency. The proposed cost must include consultant remuneration including local travel costs, communication costs, and other costs if any. However, the consultant shall not include the cost of workshops/meetings for the staff. Such cost will be borne by the client.

The payment is subject to a tax deduction as per prevailing government rules.

Payment will be made according to WWF Bhutan norms.

12. Instructions for submission of bids

<table>
<thead>
<tr>
<th>Deadlines for submission of offers</th>
<th>4.00 pm on 29 August 2022</th>
</tr>
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<tbody>
<tr>
<td>Mode of submission</td>
<td>The proposal should be submitted in both printed and digital copy to Technical Director WWF Bhutan</td>
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<tr>
<td>Currency</td>
<td>Ngultrum</td>
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<tr>
<td>Language</td>
<td>English</td>
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<tr>
<td>Required documents</td>
<td>- Valid trade license</td>
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<td>- Valid tax clearance certificate</td>
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<td>- CV of the consultant</td>
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Applicable policies and processes

- The consultancy agreement will be as per WWF policies and processes.

13. Evaluation criteria

The proposal will be evaluated based on the following broad areas or criteria;

<table>
<thead>
<tr>
<th>SN</th>
<th>Criteria</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Qualification, experience, and expertise (based on CV)</td>
<td>Ratings or evaluation will be done based on qualification, working experiences and skills &amp; competency.</td>
</tr>
<tr>
<td>2</td>
<td>Technical proposal</td>
<td>The technical proposal will be rated based on responsiveness of proposal to this ToR, detailed work plan with timeline, and methodology to execute the task</td>
</tr>
<tr>
<td>3</td>
<td>Financial proposal</td>
<td>The financial proposal will be rated based on detailed cost breakdown and the quoted amount.</td>
</tr>
</tbody>
</table>