



TERMS OF REFERENCE

CNF/2015/AM-009

KEY INFORMATION

Functional title	Consultant ¹ to conduct a feasibility study on establishing a centralized Agency for Protected Areas under the Ministry of Nature Protection of the Republic of Armenia
Duty station:	Home-based
Duration of assignment:	3 months
Starting date:	01 July 2015, or as soon as possible thereafter
Type of contract	Lump-sum
Level of engagement	N/A
Remuneration	Maximum EUR 5,000 gross, negotiable according to experience and detailed scope of work, including all expenditures
Application procedure:	A Letter of Motivation (in English and Armenian), including summary description of proposed approach (max. 3 pages), and Curriculum Vitae should be send to recruitment@caucasus-naturefund.org , citing reference number CNF/2015/AM-009
Application deadline:	COB Tbilisi, Georgia (UTC/GMT +4h) on 26 June 2015
For additional information:	Mr. Arman Vermishyan, CNF National Coordinator Armenia, at avermishyan@caucasus-naturefund.org Mr. Harald J.L. Leummens, CNF Project Manager Consultancies, at hleummens@caucasus-naturefund.org

BACKGROUND OF CNF

The Caucasus Nature Fund (CNF) is a conservation trust fund founded in 2007 with the support and encouragement of the German Federal Ministry for Economic Cooperation and Development (BMZ) through the German Development Bank KfW, Conservation International (CI) and WWF.

By providing long-term funding and management assistance to help meet the core needs for Protected Areas (PAs) in Armenia, Azerbaijan and Georgia, CNF supports the conservation of the unique flora, fauna and ecosystems of the Caucasus for future generations, while at the same time improving the lives of local people today.

CNF's support to PAs ensures that basic needs are met through supplements to operational and personnel expenses, and that capacities are strengthened to ensure an improved management of PAs in addressing poaching, logging and other illegal activities, in monitoring flora and fauna species diversity and the health of natural ecosystems, in education of the public, and in promoting tourism and sustainable development.

¹ Any proposal from a team of consultants or registered company will also be considered.



OUTLINE OF CONSULTANCY

According to the Armenia Law on Specially Protected Natural Areas (2006), the Ministry of Nature Protection (MNP) of the Republic of Armenia is the authorized State body with overall responsibility for biodiversity conservation and the sustainable use of natural resources. Within the MNP, the Division of Biodiversity Protection is, among others, responsible for sub-legislative normative-methodological environmental regulations on biodiversity protection and use as well as Specially Protected Areas. The Bio-resources Management Agency is, in addition to regulating the sustainable use of biological resources, also delegated with overseeing PAs - State Reserves, National Parks, and Natural Monuments. Several “State Non Commercial Organizations” (SNCO) have been established to fulfill the role of PA administrations (hereafter “PA Directorates”), responsible for on-the-ground PA operations. An SNCO may manage a single territorial PA or a complex of several PAs.

In practice, the direct management of existing PAs in Armenia is factually assigned to individual PA Directorates, established for the purpose of ensuring the conservation, protection, restoration and other established possible specific goals, including e.g. ecotourism. Under the overall supervision of the MNP, PAs are individually responsible for planning and implementation of appropriate measures, within the budgetary financial resources allocated by the MNP. Accordingly, individual PA Directorates use a diversified approach in establishing priorities of actions, including on assets maintenance, monitoring support, patrolling, ecotourism development, etc. Any procurement that according to state regulations needs to be conducted via a tender approach, whether assets, consumables, consultancy support or other, is conducted at the level of the individual PA, by means of a diversified process as deemed appropriate by the specific PA Directorate. As a result, PA management effectiveness is less than optimal, and subject to improvements in efficient use of resources, coordination and harmonization of approaches, etc.

In recent years the Government of Armenia, supported by CNF and other donor organizations, has initiated an investment program to strengthen the management capacity of selected PAs throughout the country.

At the level of individual PAs, CNF supports the process of developing targeted Management Plans for individual PAs in Armenia. These management plans describe in a structured and harmonized way the approaches and actions agreed to fulfill the overall goal and objectives of each PA. At the same time, CNF provides direct co-financing support to PAs, among others to help covering their operating costs, including maintenance costs. In Armenia, CNF support is provided to Dilijan National Park, “Khosrov Forest” State Reserve, Lake Arpi National Park, Gnishik Community Managed Landscape, and Zangezur PA.

Meanwhile, at the national level, the MNP has expressed interest in establishing a centralized authority under the MNP (hereafter “Agency of Protected Areas” or “MNP-APA”) which would accept responsibility for harmonizing issues of direct individual PA management as relevant, towards strengthening the overall management effectiveness of the Armenian PA system. This centralized authority is envisioned to coordinate and supervise overall decision making and practical joint implementation management of the Armenian PA network, while decision-making powers that refer specifically to a PA entity shall remain delegated to and vested with the individual PA Directorates. As a result, the MNP-APA shall serve to counteract diluted decision making, less-than-optimal management responsibilities, ineffective use of resources (financial, technical, human), etc. The envisioned organizational structure and assignment of responsibilities of the proposed MNP-APA could follow experiences of the Agency of Protected Areas under the Georgian Ministry of Environment and Natural Resources Protection (MENRP-APA).



In order to develop and negotiate the legislative implications as well as the appropriate institutional-administrative framework, the MNP envisions establishing a working group including representatives of its subsidiary structures, other relevant state authorities, as well as third-party stakeholder organizations.

In response to a request of the MNP of the Republic of Armenia, and awaiting the establishment of the working group, CNF herewith commissions the current consultancy assignment for a feasibility study to establish a baseline understanding of the need for a centralized MNP-APA, of the implications – positive and negative, if any – for management effectiveness of the country's PA system, based on current experiences with accordingly centralized PA management systems, specifically in Georgia.

As a result of the consultancy, the MNP of the Republic of Armenia, as well as CNF and other present and potential donors will receive founded guidance on the pros and contras, including specific recommendations for necessary legislative-institutional changes, towards establishing a centralized state authority for the overall management of PAs in Armenia.

SUMMARY SCOPE OF WORK

In close initial consultation with the MNP, the working group and other relevant stakeholders at the national, regional and local level, the directional fields of the assignment shall be further specified at project start. Preliminary the specific directional activities of the Consultant shall focus on:

- **Review the established system of PA management in Armenia**, including (i) financial allocations and management arrangements for expenditures; (ii) planning and implementation of plans, reporting on progress made; (iii) a SWOT analysis summarizing current strengths & weaknesses of the management effectiveness of the Armenia PA system.
- **Analyze the legislative-institutional and operational functionality** of the MENRP-APA in Georgia as reference for the Agency proposed for Armenia, including (i) legislative framework of responsibility and coordination, with the MENRP, relevant Ministries and state authorities, PA Directorates; (ii) financial arrangements; (iii) human resources; (iv) operationality, including tenders & procurement, financial management, report responsibilities, management oversight, etc.
- **Prepare the rationale on establishing the MNP-APA** as an effective, centralized structure of decision making and management of Armenia's PA system, including recommendations on legal status, necessary legislative changes, institutional-administrative structure, division of responsibilities between hierarchic levels of decision making, management arrangements, technical, financial and staff resources needed for the operational functioning of MNP-APA, etc.

KEY QUALIFICATIONS

- A Bachelor Degree in a discipline relevant to the current consultancy. A Master Degree will be considered as an advantage.
- At least 10 years of relevant professional experience.
- At least 7 years relevant experience with the public sector, preferably including on public financing, and institutional restructuring.
- Experience with Protected Areas and their authorities in the South Caucasus, preferably in Armenia.
- Excellent knowledge of / fluent in Armenian and English, knowledge of Russian will be considered an advantage.



ADDITIONAL INFORMATION

Any costs or expenses incurred in preparing the application are at the applicant's risk, and are not eligible for reimbursement by CNF.

The applicant is allowed to enter into subcontracts as considered needed. If the applicant envisions using subcontractors, then he/she shall bear full responsibility for the services these perform. The assignment of all activities to one or several subcontractors is not permissible. If subcontracts are envisioned, the application shall include a Declaration of Intent signed by all proposed subcontractors, describing the envisioned form of cooperation, lead consultant, division of work, etc. Before any contract with CNF can be signed, the applicant will be required to submit evidence of a formal signed agreement with all subcontractors, including a description of joint and individual liability.

The award of the contract will be based on an evaluation by the CNF Tender Commission, using information provided in the Letter of Motivation, including summary description of proposed approach (maximum 3 pages), and the C.V. on: (1) knowledge and understanding of the subject of the tender; (2) evidence of relevant experiences; (3) knowledge of and experiences with PA systems in the South Caucasus, specifically Armenia; (4) demonstrated capability to deliver against timetable; (5) financial expectation. The Tender Commission may also interview one or more applicants to assist in its evaluation process.

The Tender Commission reserves the right to cancel the procedure at any moment and not conclude any contract, without further notice to the applicants. It also reserves the right not to accept the lowest bid.

The Consultant will act as an independent contractor under a Consultancy Agreement with CNF. The Consultant will not be an employee of CNF, and accordingly will be personally responsible for the payment of his/her taxes according to relevant legislation.

Issuing of a contract with the selected Consultant will be, among others, based on the Consultant submitting a signed Declaration of Undertaking in accordance with accepted good practice of KfW.

Reporting under the contract shall be done in the English and Armenian languages. Any costs for translations of materials relevant to work described in this ToR shall exclusively be borne by the consultant.

Only short-listed candidates will be contacted.