

## Terms of Reference

# APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT LEADERSHIP AND GOVERNANCE TRAINING FOR COMMUNITY STRUCTURES TOWARDS THE IMPLEMENTATION OF THE KNP GEF 7 BIODIVERSITY ECONOMY PROJECTS WITHIN THE GREATER KRUGER

## 1. BACKGROUND

### INTRODUCTION TO SANParks

SANParks was initially established in terms of the now repealed National Parks Act, 57 of 1976 and continue to exist in terms of the National Environmental Management: Protected Areas Act, 57 of 2003; with the mandate to conserve; protect; control; and manage national parks and other defined protected areas and their biological diversity (Biodiversity). As a public entity, SANParks is also governed by the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and it is listed as Schedule 3 Part A: 25 public entities.

Our Vision is to have a world class system of sustainable National Parks reconnecting and inspiring society. Our Mandate is to deliver on our Conservation Mandate by Excelling in the Management of a National Park System. Our Mission is to develop, expand, manage, and promote a system of sustainable national parks that represents biodiversity and heritage assets, through innovation and best practice for the just and equitable benefit of current and future generations.

## **INTRODUCTION TO GEF 7**

This GEF 7 project is supported by the World Bank and financed by the Global Environment Facility (GEF). The project aims “to leverage financial resources and improve capacity to implement the Biodiversity Economy and increase benefits from selected Protected Area landscapes to local communities”. The project will seek to transform South Africa’s wildlife economy to become inclusive and sustainable, supporting land reform beneficiaries and other communities in the project landscapes.

Biodiversity economy encompasses the businesses and economic activities that either directly depend on biodiversity for their core business or that contribute to the conservation of biodiversity through their activities. The biodiversity economy includes the wildlife economy, bioprospecting, and ecotourism and is implemented within biodiversity economic nodes (BENs)

The BEN concept is based on the following key objectives and result areas:

- Leveraging natural assets for development
- Exploiting locational advantage for economic development
- Creating enabling infrastructure to support sustainable development.
- Establishing commercial and pragmatic partnerships
- Empowering people with the necessary skills
- Instilling good governance and empowering capable institutions

The GK BEN through the GEF 7 Program aims to sustainably utilize the natural resources and cultural assets to grow a vibrant local economy for the benefit of the local people in a responsible, participatory, and equitable manner. The following communities have been identified for the GEF 7 project within the KNP GEF 7 node:

## Spatial orientation of KNP GEF 7 node



- Phalaborwa cluster – Doreen, Rhoda, Sheila, Paul
- Letaba ranch-Mthimkulu complex
- Mahumani & Ka-Sabulani
- Phalakovbeni
- Hlomela
- Nindindani
- Mahlathi
- Muyexe
- Shangoni
- Gidjana
- Bevhula



## 2. OBJECTIVES OF STUDY

The primary objectives of the Leadership and Governance Training are as follows:

- Provide accredited leadership and governance training for community structures.
- Strengthen governance at the community level to enable communities to fully participate in decision making, secure land tenure, manage and co-manage natural resources.
- Equip community leaders and structures with the skills to effectively manage and govern biodiversity economy projects.
- Foster a deep understanding of biodiversity conservation and stewardship and its role in sustainable economic development.
- Enhance the capacity of community leaders to make informed decisions regarding the utilization of natural resources.

Promote collaboration and participatory decision-making among community structures and members for the benefit of the overall biodiversity economy project.

Biodiversity governance is a key barrier to effective wildlife management outside the Protected Areas (PAs)s. Weak community leadership and governance has been identified as a gap that have impacts on the benefits and rights communities are able negotiate for and access. Moreover, a fractured relationship between community structures and community leadership can have significant and far-reaching effects on conservation efforts. A fractured relationship may result in short-term gains at the expense of long-term sustainability, as the community may not be invested in maintaining conservation practices over time. This training seeks to strengthen the

leadership and coordination capacity within communities, enable them to strategically and systematically engage in discussions around natural resource conservation on their lands.

The targeted communities have elected community Management Committees (MANCO), through a process facilitated by SANParks, comprised of representatives from existing community structures within each community. These Committees are entry points and working directly with the GEF 7 project teams. By investing in the development of community leaders, we aim to create a more resilient, empowered, and united community that will be equipped with the knowledge, skills and capacity to implement biodiversity economy projects and manage these projects post the GEF 7 project towards long-term sustainability.

### **3. AN OUTLINE OF THE TASKS TO BE CARRIED OUT (SCOPE OF THE SERVICES):**

- To appoint a qualified service provider to conduct Leadership and Governance Training for community structures towards the implementation of the KNP GEF 7 node in line with the overall GEF 7 outcomes.

The purpose of this training is to enhance the leadership and governance skills of community structures, ensuring effective implementation and management of biodiversity economy projects.

The scope of the work is around:

- Design and develop a comprehensive and accredited training curriculum/programme for community structures focusing on leadership and governance in the biodiversity economy context.
- Delivering training sessions to community members through interactive and participatory methodologies.
- Conduct/facilitate the training programme in the following languages: Xitsonga, Sepedi and English as relevant.
- Conducting assessments to measure participants' understanding and competence in leadership and governance.
- Issuing certificates of attendance and competence to participants who successfully complete the training program.

The training programme will cover the following areas:

- Leadership Skills Development: Training sessions on effective leadership, leadership values, ethics and morals, conflict resolution, communication, and decision-making.

- Governance and Decision-Making: Modules focused on community governance structures formulation and modus operandi, participatory decision-making processes, monitoring, evaluation and accountability mechanisms.
- Biodiversity Conservation: Training on the importance of biodiversity, sustainable resource management, and the role of communities in responsible conservation efforts. The training should also emphasize the concept of biodiversity stewardship, empowering community members to actively care for and manage local biodiversity.
- Economic Development: Sessions on exploring and leveraging biodiversity for sustainable and inclusive conservation-compatible economic activities/development, such as eco-tourism, non-timber forest products, agroecology, bioprospecting, wildlife economy etc.
- Convening community MANCO meetings and reporting back to the community structures they represent.
- Building trust and social capital, mobilizing communities and public participation, network building, developing communities of learning / practice.

The scope of the Leadership and Governance Training project covers the following areas within the GEF 7 footprint:

- Maseke
- Mashishimale
- Mthimkhulu
- Mahlathi
- Ndindani
- Hlomela
- Gidjana – Bevhula (Magona, Nghomu-Nghomu, Mashobye and Bevhula)

The GEF 7 project outcomes are anchored around inclusive conservation compatible rural economic development with key outputs including:

- Supporting multi-stakeholder platforms to develop a shared vision for biodiversity economy nodes on land use and economic development.
- Promoting and supporting SMMEs through incubation and value chain feasibilities, capacity building, and small grants programs (small business incubation).
- Strengthening governance capacity.
- Community stewardship.

Envisaged benefits to be built upon, include sustainable utilization of natural resources, improved ecological infrastructure, entrepreneurship opportunities in the biodiversity, wildlife, and tourism economy as well as in the service support sector; employment through “green jobs” and benefits from ecosystem services such as improved water availability and quality in rivers, improving grazing lands for domestic livestock, sustainable harvesting and beneficiation of plant products through bioprospecting and wildlife products as applicable.

#### **4. DUTIES AND RESPONSIBILITIES OF SERVICE PROVIDER**

- Provide a Technical offer including Methodology/Concept note (based on the project description outlined in these TOR); Description of governance of the project including roles and responsibilities of each member consultant team as per their CVs and experience, Indicate Project Workplan with key deliverables and timelines.
- Provide a Budget proposal.
- Develop a comprehensive Leadership and Governance Training program tailored to the needs of community structures.
- Develop leadership and governance training content/ materials.
- Review training programmes developed by previous GEF projects and associated partners within Greater Kruger Landscape, linked to leadership and governance, in order to incorporate lessons learnt through monitoring and evaluation and inform development of a relevant and impactful training course. Build upon developing communities of learning/practice at landscape level.
- Inception (at project start) and Closure meetings (at project end) with the KNP GEF 7 project team. Indicate expected inputs from the KNP GEF 7 node team.
- Deliver training sessions to identified community members (community MANCOs? through interactive and participatory methodologies.
- Facilitate group discussions, role-playing, and other interactive activities to ensure active participation.
- Assess and evaluate participants' progress throughout the training program.
- Provide and present Inception, Draft and Final reports as per agreed timelines at project commencement. The Final post training Report should include an overview of the training modules, training sessions, assessment results, participant feedback, and any identified areas for improvement and recommendations on Way Forward.
- Issue Certificates of Attendance and Competence to participants who successfully complete the training program.

- Furnish communication materials (course content and recommendations) for information sharing and learning as a result of the Leadership and Governance Training project.
- The service provider is responsible for own logistics as factored in and approved as per their Budget proposal.

## **5. KEY COMPETENCIES**

The Service provider is required to have the following key competencies:

- In-depth knowledge and understanding of leadership theories and practices, governance frameworks and applications thereof, and best practices.
- Knowledge of inclusive conservation-compatible rural economic development.
- The service provider must demonstrate gender sensitivity and inclusivity throughout the training process, ensuring the representation of women in all aspects of the training.
- Certifications or accreditations in leadership and governance training will enhance credibility.
- Appropriate post-graduate qualification in the field of Business/Economic development, Training and skills development qualifications in Leadership and Governance for the project Lead(s)
- Minimum 5+ years of relevant experience in the fields of Business/Economic development, Community/Rural economic development applied within the fields of environmental, protected areas, biodiversity sectors. Demonstrate Training and Skills Development experience in Leadership and Governance
- Strong facilitation and presentation skills to effectively convey complex concepts and engage participants.
- Ability to adapt training methods to diverse learning styles.
- Be able to interact with a wide range of stakeholders and cultures, especially rural communities.
- Experience of working within the Greater Kruger region is advantageous.
- Excellent verbal and written competency in Sepedi, Xitsonga and English
- Proven track record of leadership and governance.

The service provider should describe how and why they are the best entity that can deliver these requirements with focuses aimed at their track record, financial position, certification and accreditation, personnel, etc.

## **6. REQUIREMENTS**

- The training service provider must be accredited by the relevant accreditation bodies for leadership and governance training.
- The provider should provide proof of accreditation along with their proposal.

## **7. DELIVERABLES**

The following are the key deliverables:

- Inception meeting with GEF 7 team including a detailed training program outline.
- Training materials including PowerPoint Presentation, handouts, pre/post-tests, feedback/evaluation forms, etc. as well as a list of the training materials' sources.
- 5-days of training on Leadership and Governance.
- Assessment tools and methods to evaluate participants' competence.
- Certificates of attendance and competence for successful participants a month after completion of the training.
- A high quality and comprehensive Final training report and presentation that includes the aggregated findings of the pre/post-tests, feedback/evaluation forms and recommendations on way forward a month after completion of the training .

At the conclusion of the training program, participants are expected to:

- Demonstrate improved leadership and governance skills.
- Showcase an understanding of biodiversity conservation principles and their practical application.
- Collaborate effectively in community decision-making processes.
- Propose and initiate sustainable economic development projects aligned with biodiversity principles.

## **8. TRAINING TIMELINE**

The training program is expected to be conducted over a period of 5 working days.

## **9. CONTRACT PERIOD**

The work should be completed within 6 months of signing of the contract.

The work is expected to commence upon contract finalization and be completed before October 2024. Exact dates will be agreed with the selected firm.

## **10. Contract type and OTHER INFORMATION:**

A Lump-Sum Contract type will be used for the project, wherein, the contractor/Consultant agrees to perform the scope of services for a fixed contract amount. Payment percentages or amounts may be linked to the completion of contractual milestones or determined as a percentage of the value of the work to be done.

The work should be completed within SIX months from the Inception meeting. Payments will be made once a deliverable has been completed and signed off by the project management unit. The dates and timeframes are subject to change and will be discussed and agreed on during the inception meeting and Project Management meetings.

**11. BUDGET**

Interested training service providers are invited to submit a detailed budget proposal, including all costs associated with the training.

**12. ASSESSMENT CRITERIA**

Evaluation of proposals will be done according to the following criteria (sufficient information should be provided):

To claim points in the functionality evaluation, bidders must provide documentation proof to support their claims regarding the following core competencies or areas:

#	Criteria	Submission Requirements	Weight
1	Organizational experience	<p>Service providers should submit reference letters of previous similar work conducted. Trainee certificates will need to be submitted, and experience would need to reflect previous assignments.</p> <p><b>The reference letters must be signed, and contact details of the author must be provided. Letters not meeting this requirement won't be considered.</b></p> <ul style="list-style-type: none"> <li>• Five (5) references and above in the past 5 years = <b>30 points</b></li> <li>• Three (3) to Four (4) references in the past 5 years = <b>20 points</b></li> </ul>	30

		<ul style="list-style-type: none"> <li>• One (1) to Two (2) relevant references in the past 5 years = <b>10 points</b></li> <li>• 0 = <b>0 points</b></li> </ul>	
2	Capacity and technical skills	<p>The service provider is required to provide CV's and qualifications of the facilitators based on the specific training that the service provider is applying for.</p> <ul style="list-style-type: none"> <li>• More than 10 years' experience= <b>30 points</b></li> <li>• 5-10 years' experience = <b>20 points</b></li> <li>• Less than 5 years' experience= <b>10 points</b></li> </ul>	30
3	Proposed project plan and methodology	<p>The service provider should provide a detailed training programme or manual based on the key areas identified.</p> <ul style="list-style-type: none"> <li>• Satisfactory = <b>40 points</b></li> <li>• Good= <b>30 points</b></li> <li>• Fair = <b>20 points</b></li> <li>• Poor = <b>10 points</b></li> <li>• Non submission = <b>0 points</b></li> </ul>	40
		<b>TOTAL</b>	<b>100</b>