

Terms of Reference

NCSA Phase II: National Capacity Needs Assessment of Central
Government institutions for effective implementation of Multi-
Lateral Environmental Agreements

1. Background

In order to fulfil its obligations under Rio and non-Rio Multi-lateral Environmental Agreements (MEAs), government of Botswana in partnership with the United Nations Development Programme (UNDP) and the Global Environment Facility (GEF) is undertaking a National Capacity Self-Assessment (NCSA) project in support of implementation of the conventions. Accordingly, the study shall focus on the following MEAs and associated Protocols: UN Framework Convention on Climate Change; the Vienna Convention for the Protection of the Stratospheric Ozone Layer; UN Convention to Combat Desertification and Drought and the UN Convention on Biological Diversity; CITES; Ramsar Convention; POPs and the Basel Convention.

Botswana's Vision 2016's pillar of an informed and educated nation indicates that the Government of Botswana is committed to implementing its functions through competent officers – the basic building blocks of all institutional and systemic constructions. Moreover, the National Conservation Strategy (NCS) of 1990 and the Environment Keynote Paper for National Development Plan IX both articulate that capacity building and continued formal and on-the-job training are paramount to increased ability to sustainably manage the environment and natural resources (NCS sec 7.11 and Keynote Sec 4.7). The two documents also recognise that the Private Sector, Non Governmental Organisations (NGOs) and Community Based Organisations (CBOs) are important partners in development and therefore also need capacity development (NCS Sec 7.9 and Environment Key Note Paper Sec 4.5.2).

UNDP defines capacity as “the ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner”. The NCSA project focuses on capacity at the following levels:

- *Individual Capacity*: refers to specific attributes enabling individuals to perform functions, make decisions and ensure these are implemented in an effective, efficient and sustainable manner.
- *Institutional Capacity*: refers to institutional levels, focusing on the overall performance and functional capabilities of an organisation, access to finances, information, technology, infrastructure and other resources, its organizational structure and its ability to adapt to change.
- *Systemic Capacity*: is concerned with the creation of “enabling environments”. This includes policies and plans, economic, regulatory and accountability frameworks within which institutions and individuals operate. Relationships and processes between institutions, both formal and informal, as well as their mandates, are important

An assessment of district level capacity to implement these conventions was completed in March 2008. The NCSA project now seeks to begin work on the final phase of the project. This second phase requires the identification, analysis and prioritization of capacity constraints to the effective implementation of MEAs by especially central

government institutions, and training needs at the individual, institutional and systemic levels.

2. Scope of the consultancy

Supported by findings from the first phase, this study is expected to objectively reveal Botswana's capacity to effectively implement the obligations deriving from the ratification and accession of binding global environmental conventions mentioned above. Specific objectives of this Phase II of the NCSA project are:

- 1) To conduct a capacity needs assessment of central government institutions and non state implementing agencies (National NGOs and private sector);
- 2) To identify linkages and other crosscutting issues amongst conventions with respect to capacity and resource needs;
- 3) To produce a Capacity Development Action Plan and specific Training Plans for Central and local government, CBOs, NGOs and Private sector based on both the district and central level capacity assessments.

The exercise will be discharged through an approach that draws from the available capacity within the Department of Environmental Affairs of the Ministry of Environment, Wildlife and Tourism, with specialised technical input acquired for specific tasks.

To enhance opportunities for hands-on delivery of the programme and ownership of the findings within the DEA, the project team will consist of the NCSA Project Coordinator (as Team Leader), the Component Manager for Environmental Governance of the ESP, two officers from DEA's Policies and Programmes Division as well as two independent Consultants with expertise in Environmental Management and Human Resources Management. The Team Leader will assume overall project management responsibilities to ensure synergy in the delivery of all outputs.

The Team will carry out the assignment according to the extended ToR and workplan detailed in Annex 1 while specific inputs required from the Environmental Management Expert and a Human Resources Management Specialist are detailed in the next section.

The Project Team will periodically report to a Reference Group/project board to be chaired by the Director of DEA.

3. Terms of Reference for the Expertise input

Under the supervision of the NCSA Project Coordinator (as Team Leader) and within the framework of the extended TOR for the NCSA Phase II Project Team, the Environmental Management Expert (EM) and a Human Resources Management Specialist (HR) shall be responsible for the following specific tasks in Table 1.

Table 1: Specific Activities to be undertaken by contracted Environmental Management expert and Human Resources Management specialist

Main Activity	Sub Activities	Specialised input	Number of days required for the effort
1. Assess whether the primary and secondary duty bearers identified by the DEA Team are aware of MEA obligations and activities required from them.	Assess extent of role clarity and/or MEA domestication as it relates to implementation and enforcement of MEA activities across all primary and secondary stakeholders in central government	EM	5days
	Determine the level of willingness to take responsibility and provide leadership in ensuring that relevant MEA obligations and activities are fulfilled.	EM	5days
2. Assess whether identified primary and secondary duty bearers have the necessary human resources to meet the specific obligation, i.e.,	Bearing in mind that MEWT institutional structure and the MEA Implementation Strategy have not yet been officially endorsed identify, analyse and gauge the effectiveness of extant institutional and accountability structures for the implementation and coordination of MEAs.	HR	5days
	Assess the skills (hard and soft) and output based competency levels of focal points/desk officers, primary and secondary stakeholders to effectively implement activities prescribed by MEAs	HR	5days
	Assess effectiveness of staff skill deployment vis-à-vis MEA implementation amongst primary stakeholders	HR	2 days
	Assess whether staff complement (numbers) is sufficient to implement activities as identified.	HR	2days
3. Assess the pattern and efficacy of participation at regional Technical committees and COP meetings		EM	2days
4. Based on international best practise, recommend the most suitable institutional and/or accountability structure for the effective implementation and coordination of MEAs		HR	2days

Table 1: Specific Activities to be undertaken by contracted Environmental Management expert and Human Resources Management specialist

Main Activities	Sub Activities	Specialised input	Number of days required for the effort
5. Identify and prioritise the capacity development needs required to effectively implement MEA obligations at all levels within central government		HR & EM	8days
6. Generate recommendations for capacity enhancement at all levels		HR & EM	4days
7. Identify linkages between conventions and generate recommendations to enable rationalisation of capacity and efficient resource allocation during implementation; i.e. Duplications/synergies		EM	2days
8. [Using findings of both Phase I and Phase II assessments, and working closely with the DEA Team] , develop a comprehensive Capacity Development Programme and Training Action Plan for effective implementation and coordination of MEAs at the district and central government levels		HR & EM	10days

4. Methodology

The Project Team shall adopt an approach which will include but will not be limited to the following steps:

- 4.1. Literature review of all relevant documents – See suggested list on Annex1
- 4.2. Design MEA and respondent specific questionnaires and other research instruments/tools e.g. SWOT analysis.
- 4.3. Key Informant Interviews using an adaptation of LFA with following categories: Relevant Activity/intervention, key implementing agency/(ies), Required capacities Status of implementation, current capacity constraints and gaps and recommendations for effective implementation for each MEA at the systemic, institutional and individual levels.
- 4.4. Focused Group Discussion of the LFAs above per MEA at individual departmental level
- 4.5. Further Analysis and narrative description of findings

5. Key Deliverables for the NCSA Phase II - Project Team

- 5.1. Inception report
- 5.2. Draft Consolidated Needs Assessment Report (Needs Assessment Result Matrix and Narrative Report of the Needs Assessment Results)
- 5.3. National Focal Points/Desk Officers' workshop to discuss Needs Assessment matrix and the narrative report
- 5.4. Draft Capacity Development Programme and Training Action Plan (informed by both Phase I and Phase II assessment results)
- 5.5. Multi-stakeholder Workshop to present and discuss consolidated findings
- 5.6. Final Consolidated NCSA Phase II Needs Assessment Report

6. Duration and remuneration

- 6.1. The consultancy is expected to take 3 months beginning 01st June 2008 and ending 1st September 2008.
- 6.2. Each Consultant will be engaged for 30 man days at the rate of P2,500 per day.

7. Qualifications of the Consultants

7.1 Expert input for identified tasks (see Table 1) will be delivered through the services of two independent Consultants typified below:

A. Environmental Management Expert:

- A minimum of a Masters Degree in a relevant discipline such as Environmental Science, Environmental Management or Environment and Development;
- Minimum Five years work experience in the environmental management sector;

- Proven extensive knowledge of environmental roles and responsibilities of government and civil society organizations;
- Working experience with Government and Civil Society Groups in Botswana,
- Proven extensive knowledge of Multilateral Environmental Agreements.

B. Human Resources Management Expert:

- A minimum of a Masters Degree in a discipline such as Human Resources Management or Public Administration
- Proven extensive experience in Skills Assessment, Capacity Development and Training;
- Minimum 5 years experience in institutional/ organisational development and change management
- Experience with Government and Civil Society Groups in Botswana
- Experience working with Environmental Institutions in Botswana and Southern Africa region an added advantage.

8. Submission of the CVs

Interested and qualified consultants shall submit an updated CV indicating core area of expertise and experience and using the format included in Annex 4 to the following address:

**Energy and Environment Unit
UNDP Botswana
UN Place
Plot 22, Khama Crescent
P.O. Box 54
Gaborone
Tel. +2673952121
Email: luca.perez@undp.org**

Your submission, clearly marked “**Consultancy on Capacity Needs Assessment for effective Implementation of Multilateral Environmental Agreements – Phase II**”, shall be received by UNDP Botswana no later than 16:00hrs (GMT+2:00), Wednesday 28 May, 2008.

ANNEX 1: Extended Terms of Reference for the NCSA Phase II Project Team

1. Identify and prioritise the MEA obligations relevant to Botswana (5days) –DEA TEAM
2. Based on the priorities in (1) synthesise the obligations into activities that the country needs to undertake (5days) – DEA TEAM
3. Calculate annual cost estimates for successful implementation of activities per MEA – (2days) - DEA TEAM
4. Identify activities that are meant to be implemented by central government institutions (2days) – DEA TEAM.
5. Identify activities that can best be implemented by para-statal, NGOs, CBOs and private sector indicating the enabling environment required for such participation (3 days) – DEA TEAM
6. Indicate the implementation status of each activity identified in 2 above citing constraints and barriers to successful implementation (5days). DEA TEAM
7. Generate a list of all primary and secondary stakeholders (duty bearers) in the implementation and enforcement of activities in (2) above within central government (1day) – DEA TEAM.
8. Assess whether the identified primary and secondary duty bearers are aware of the MEA obligations and activities required from them i.e. 10days). – DEA TEAM/CONSULTANT
 - Assess extent of role clarity and/or MEA domestication as it relates to implementation and enforcement of MEA activities across all primary and secondary stakeholders in central government (
 - Determine the level of willingness to take responsibility and provide leadership in ensuring that relevant MEA obligations and activities are fulfilled.
9. Determine which primary and secondary duty bearers have/have no legal authority to perform the role implied by a specific MEA obligation. (3days) – DEA TEAM
10. Assess whether identified primary and secondary duty bearers have the necessary **human resources** to meet the specific obligation, i.e.,
 - Bearing in mind that MEWT institutional structure and the MEA Implementation Strategy have not yet been officially endorsed identify, analyse and gauge the effectiveness of extant institutional and accountability structures for the implementation and coordination of MEAs (5days). CONSULTANT
 - Assess the skills (hard and soft) and output based competency levels of focal points/desk officers, primary and secondary stakeholders to effectively implement activities prescribed by MEAs (5days). - CONSULTANT/DEA
 - Assess effectiveness of staff skill deployment vis-à-vis MEA implementation amongst primary stakeholders (2 days) - CONSULTANT
 - Assess whether staff complement (numbers) is sufficient to implement activities as identified in (2) above (2days) – CONSULTANT
 - Assess historical patterns and efficacy of participation at regional Technical committees and COP meetings (2days)
11. Assess whether identified primary and secondary duty bearers have the necessary **financial resources** to meet the specific obligation. (3days)- CONSULTANT

12. Based on international best practise, recommend the most suitable institutional and/or accountability structure for the effective implementation and coordination of MEAs (2days). - **CONSULTANT**
13. Identify and prioritise the capacity development needs required to effectively implement MEA obligations at all levels within central government (8days) - **CONSULTANT**
14. Generate recommendations for capacity enhancement at all levels (3days). – **CONSULTANT/DEA**
15. Identify linkages between conventions to enable rationalisation of capacity and efficient resource allocation during implementation; i.e. Duplications/synergies (2days) - **CONSULTANT**
16. Identify formal and informal on the job training opportunities and institutions offering such training for skills augmentation in the work of MEA implementation (3days) – **DEA TEAM**
17. Using findings of both Phase 1 and Phase II assessments, develop a comprehensive Capacity Development Programme and Training Action Plan for effective implementation and coordination of MEAs at the district and central government levels (10days). - **CONSULTANTS**

ANNEX 2: List of suggested documents for the Literature review excise

- National Capacity Self Assessment Project Document
- NCSA Phase I Report (2008)
- MEA Implementation Strategy (2007)
- Environmental Support Programme Project Document
- MEWT Communication Strategy
- Environmental Keynote Papers for NDP 9 & NDP 10
- National Development Plan IX and District Development Plans 6
- Waste Management Strategy
- Training Plans within MEA implementing agencies
- National Policy on Natural Resources Conservation and Development (1990)
- Biodiversity Add on Project
- NGO Strategy on the Environment 2003-2007 including Strategic Plans for Forestry and Veldt Product
- Okavango Delta Management Plan
- Urban Environment and Wildlife (2002)
- Models for Capacity Building in Environmental Information Systems in Sub Saharan Africa
- Necessity for coordination (Nkambwe,1999)
- Revised Biodiversity Strategy and Action Plan Report (2007)
- Biodiversity Stock take Report (2003)
- State of Environment Report (2002)
- Final Report of the Review of the Community Based Natural Resources in Botswana Vol. I Main findings (2003)
- UNCCD National Action Plan (2006)
- Technology Needs Assessment on Climate Change (2004)
- First National Communication on Climate Change (2001)
- 2nd Communication on Climate Change
- The National Implementation Plan for the Stockholm Convention
- National Environmental Education Strategy and Action Plan
- District/Urban State of the Environment Framework
- Draft POPs NIP

ANNEX 3: LIST OF ACRONYMS

Basel	Convention on the Transboundary Movement of Hazardous Waste and their Disposal
CBD	Convention on Biological Diversity
CBO	Community Based Organisation
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
DEA	Department of Environmental Affairs
EM	Environmental Management
ESP	Environmental Support Program
GEF	Global Environment Facility
HR	Human Resources
NCSA	National Capacity Self-Assessment
NCS	National Conservation Strategy
NGO	Non Governmental Organisation
MEAs	Multilateral Environmental Agreements
MEWT	Ministry of Environment, Wildlife and Tourism
NIP	National Implementation Plan
SADC	Southern African Development Community
POPs	Convention on Persistent Organic Pollutants
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change
UNCCD	United Nations Convention to Combat Desertification

Curriculum vitae

- 1. **Family name:**
- 2. **First names:**
- 3. **Date of birth:**
- 4. **Nationality:**
- 5. **Civil status:**
- 6. **Education:**

Institution (date from-date to)	Degree(s) or Diploma(s) obtained:

- 7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing

- 8. **Membership of professional bodies:**

- 9. **Other skills:**

- 10. **Present position:**

- 11. **Years within the firm:**

- 12. **Key qualifications** (relevant to the assignment):

- 13. **Specific experience in the region:**

Country	Date from - Date to

14. Professional experience (selected):

Date from - date to	Location	Company	Position	Description

15. Other relevant information (e.g. Publications, etc.):