

Terms of Reference (ToR) for Local Consultant(s) to develop Program Operational Manual (POM)

Assignment Title: Development of Program Operational Manual (POM)

Type of Consultant: Local (Individual)

Duration: 30 Days

Location/duty station: RSPN Head Office, Thimphu

1. Background

RSPN is one of the oldest citizen-based Non-Governmental Environmental Organizations (NGO) established in 1987 with an aim to conserve the country's pristine natural heritage and rich biodiversity. In the past 35 years since its inception, RSPN had made a considerable stride in the area of nature conservation, local community livelihood enhancement and increasing resilience to climate change based on active and mutual partnership between the RSPN and its partners: donors, foundations, government agencies and local communities. The work of RSPN is guided by the vision of its strategic plan, which is characterized by six thematic areas such as (1) Species and habitats conservation (2) Wetlands and freshwater (3) Climate change mitigation and adaptation (4) Waste and pollution (5) Sustainable livelihoods and (6) Environmental education. The thematic areas are closely intertwined with the country's Five-Year Plan, emerging national priorities and Sustainable Development Goals.

Drawing inspiration from the vision of its strategic plan, RSPN is embarking on strengthening its goodwill and mutual partnership with Climate Finance and other relevant multilateralism. Along this line, RSPN is working towards accessing climate finance directly for the country through direct access modality and gaining accreditation with Adaptation Fund (AF) as the first National NIE NGO and with the Green Climate Fund (GCF) as a Delivery Partner (DP). RSPN is currently managing and executing the Readiness Grant Packages of GCF and AF. As part of AF Readiness Program support, RSPN is seeking consultancy services from the potential national consultant to review, collate and revise its Program Operation Guideline, 2020.

2. Scope of Work

The key objective of the assignment is to review, analyze and strengthen RSPN's existing Program Operation Guideline by incorporating best project management practices, requirements of Adaptation Fund and RSPN. The revised Program Operation Manual (POM) should be prepared in a manner that it aligns with the existing governance policies, rules and regulations of RSPN and other relevant agencies, including RGOB.

The scope of the work, among others, include the following:

- Review and identify the gaps of existing RSPN's Program Operation Guideline and recommend improving it throughout project cycle management stages starting from project

ideation, preparation, implementation and management, monitoring and evaluation and project closure;

- Develop a clear and unambiguous SOP under each of these project cycle stages: **project ideation, project preparation, project implementation and management, monitoring and reporting, project auditing, mid-term and terminal evaluation and project closures**. The SOP for the project preparation stage, among others, for example would include the processes of project preparation, how and who will review the project, what parameters/criteria are to be covered in reviewing a project and finally ensure that there is a robust project quality check at a project entry level
- While preparing SOP under each of the above discussed project stage, it is essential to undertake the following:
 - Review and collate AF accreditation policies, standards and requirements and incorporate relevant provisions and ultimately ensure that the SOP meets the AF standards and requirements.
 - Conduct a series of bilateral meetings and consultations with RSPN staff, Department of Program Coordination and Climate Change, Administration and Finance Division and Management Team so that the SOPs are in keeping with the principles of good governance characterized by accountability, efficiency, transparency, equity and inclusiveness, fairness and rule of law, among others.
 - Coordinate meetings and consultations with relevant agencies (National agencies, Local Government, NGOs, CSOs, etc.) to draw challenges, lessons and recommend incorporating the best and workable practices
 - It is essential to review the program and project operations of multilateral agencies of Green Climate Fund, Adaptation Fund and in-country conservation agencies such as BTFEC, BFL and WWF Program Office and recommend incorporating the best and relevant provision into revised RSPN's POM
- Additionally, the consultancy service is also expected to prepare a robust monitoring and evaluation framework together with M&E SOPs.
- All the above SOPS, including the M&E SOP should be put together coherently with a logical flow to form a RSPN POM
- It is essential to prepare a mechanism on how to identify and manage project risk, gender assessment and considering environment and social safeguards into the above discussed SOPs so that the projects supported by RSPN consider rigorous scrutiny at the project entry level.
- Prepare training materials and train and sensitize RSPN staff on the revised POM

2. Expected Deliverables

The expected deliverables include:

- Prepare the approach, roadmap and outline of the report and present it to RSPN for endorsement.
- Prepare the zero draft report and present to RSPN for comments and direction.
- Prepare the first draft report and present them to RSPN after incorporating comments received on the zero draft.
- Prepare the second draft report and present them to RSPN after incorporating the comments received on the first draft.

- Prepare the final draft report and present it to RSPN and seek endorsement of the report. In case the final draft is substandard, RSPN may desire further inputs and improvement from the consultant(s). The report is considered final only upon the endorsement from the RSPN Management. Where desirable, RSPN may require Power Point Presentation of the above report for better comprehension and process information effectively.
- Train and sensitize RSPN staff on the revised POM

4. Institutional Arrangements

The national consultant shall work under the direct supervision and support of the Department of Program Coordination and Climate Change (DPCCC). All administrative and financial works, especially in conducting meetings outside and within Thimphu shall be governed by the prevailing Service Rules and Regulation, 2022 of RSPN. For any inquiry, reporting or logistics relating to this consultancy services, the consultant shall directly contact the designated focal officer at DPCCC. With a view to keep the work on track and resolve problems, if any, in a timely manner, the DPCCC shall monitor the consultancy work on a regular basis and facilitate the work through provision of necessary logistic support.

5. Educational Qualifications

- Postgraduate Degree, Master's Degree or higher-level education in Public Policy, Administration, Project Management, Economics, Social Science or other relevant fields from a recognized university (Attach relevant credentials and certificates).

Professional Experience:

- A minimum of 5 years of working experience in project management and other relevant fields
- Previous professional experience of drafting Project Operation Manual and M&E Framework or other related documents.
- Familiarity and knowledge on the development of Program Operation Guideline and M&E Framework are essential. Likewise, knowledge on the policies, frameworks, funding modalities and accreditation standards AF is essential.
- Strong command over the English language especially with excellent report writing skills (*able to communicate effectively using simple language*) is essential to undertaking this assignment.
- Excellent skills in organizing and coordinating meetings, analytical thinking, ability to work in a team with initiative and resourcefulness.
- Critical thinking and experience in working with government agencies and stakeholders.
- Applications from women with relevant qualifications and experiences are encouraged.

6. Scope of financial proposal

- A financial proposal with detailed budget breakdown must be prepared based on deliverables. It shall take into account all expenses to be incurred by the consultant during the contract period (*Example: fee, office rent, travel cost, logistics and any other relevant expenses related to the contract*).

7. Expression of Interest/Application Procedure

Qualified national consultant(s) interested in commissioning this assignment must submit a formal application to the RSPN, addressed to the Executive Director. The sealed envelope containing the application should be titled: *Project Operation Manual*. Submit the application in hard copy

including any other documents to Administration and Finance Division (AFD) of RSPN. For any further clarification, kindly contact at [sdorji@rspnbhutan.org/17746914](mailto:sdorji@rspnbhutan.org) or [svarphe1@rspnbhutan.org/17891115](mailto:svarphe1@rspnbhutan.org).

The submission deadline for this consultancy service is latest by 4:00 PM, November 15, 2024. Applications submitted after the dateline will not be considered. The application should encapsulate the following:

- Cover letter - Addressed to the Executive Director, RSPN, Thimphu, Bhutan.
- Technical Proposal describing the approaches, key tasks to be undertaken under each deliverable.
- Financial Proposal, describing each activity under each deliverable with detailed budget breakdown.
- Supporting Documents: CV of the consultant(s), (*particularly mentioning if a similar assignment on the same topic has been carried out in the recent past*), valid Trade License and Tax Clearance Certificate.

8. Evaluation of Proposals

For the bid evaluation, qualifications and relevant work experience shall be assigned a weight of 70% and financial quoted price a weight of 30%.

9. Confidentiality and proprietary rights

The consultant shall not either during the term or after the completion of the assignment, disclose confidential or proprietary information relating to this consultancy without prior written consent from the RSPN. Proprietary interests on all materials and documents prepared by the consultant under this assignment shall become and remain properties of RSPN.