

## PROPOSED TERMS OF REFERENCE

### Technical Assistance for the Tayna & Kisimba-Ikobo Nature Reserves: Business Plan and Financial Management Plan Development (Eastern DRC)

Prepared for: Dian Fossey Gorilla Fund International (DFGFI), February 6, 2008

#### BACKGROUND

This grant provides funding for technical assistance in designing business and financial management plans for two Nature Reserves within the Maiko Tayna Kahuzi-Biega Landscape, a project being implemented by Dian Fossey Gorilla Fund International and Conservation International's Central Africa Program, and supported in part by Conservation International's Global Conservation Fund.

The \$25,000 request is for a three month period, beginning in March, 2008, and will support the development of 5-year business and financial management plans for the Tayna and the Kisimba-Ikobo Nature Reserves (for locations within Landscape #10, See Appendix 1). Both Nature Reserves have been formally recognized as Protected Areas by the Ministry of Environment, the Democratic Republic of Congo (DRC).

The request for GCF Technical Assistance, to develop financial and business management plans for two Nature Reserves, is part of a larger CI-GCF-DFGFI project in the creation of a four million hectare *Biodiversity Corridor* that is composed of two DRC National Parks and eight community-managed Nature Reserves. The objectives of the Corridor are to: 1) preserve intact ecological systems (forest blocks and faunal assemblages); and 2) to avoid future (extinction) threats to species. The Corridor Project is embedded in a seven million hectare "Landscape Project" in eastern Democratic Republic of Congo (DRC), which is supporting the development of sustainable land/resource use management to reduce the rate of forest degradation and biodiversity loss.

In April, 2006, the "Tayna Nature Reserve," a community-managed reserve with a 900 km<sup>2</sup> integral zone, was created by an Arrêté signed by the Minister of Environment, thereby officially entering into the DRC network of protected areas. Importantly, however, the management of the Reserve remained with the Tayna Gorilla Reserve NGO (RGT) via a long-term management contract with the ICCN (Institut Congolais pour la Conservation de la Nature).

A second NGO, ReCoPriBa (Réserve Communautaire des Primates de Bakambule) had also sufficiently advanced with its project that it also applied for and received a Ministerial Arrêté declaring the creation of the Kisimba-Ikobo Nature Reserve (1,300 km<sup>2</sup> integral zone) which also has an agreement for community management through the ICCN. Thus, in the zone between Maiko and Kahuzi-Biega National Parks, GCF support has resulted in the creation of two new protected areas with a total integral zone area of 2,300 km<sup>2</sup> (completely protected with no extraction).

These two new PAs are approximately 20% of the area targeted for integral zone development in the corridor between the two national parks, and represent excellent progress toward the objective of creating new protected areas with full legal protection. Now that the two Nature Reserves are formally recognized, the communities and NGO partners must design financial and business plans to establish core costs of maintaining the reserves as well as identify feasible alternative sources of funding and marketing strategies which will make them internally self-sustaining. The program is

seeking a Technical Assistance Consultant to provide a strategic plan for the financial management and sustainability of Tayna and Kisimba-Ikobo Community Based Nature Reserves which also will be used as a basis for planning for financial sustainability of six other Community Based Nature Reserves being created.

## **CONSULTANCY OBJECTIVES**

The current proposal request for GCF funding will permit the corridor project to hire a consultant who will:

1. Develop a 5-year business plan for Tayna and Kisimba-Ikobo Community Based Nature Reserves;
2. Develop a 5-year financial management plan for Tayna and Kisimba-Ikobo Community Based Nature Reserves;
3. Develop strategic recommendations for long-term sustainability of the Nature Reserve network;
4. Using the data acquired from the two Nature Reserves, develop a model for financial sustainability of the six community-based reserves being developed.

## **EXPECTED OUTCOMES**

The Technical Assistance Consultant will be required to produce a document in both English and French providing a business plan for the two Nature Reserves and outlining strategic recommendations for financial sustainability. Practical recommendations should be made for implementing the plan including cost reductions, income generation and optimization of existing resources.

The plan's primary focus will be designed to consider feasibility, sustainability, and self-reliance to help these two Nature Reserves fulfill their missions of conservation, community management of their natural resources, and community development. The final document will be given to the Community Based Reserve Committees, UGADEC (a federation of eight community-based local NGOs in charge of the Community Based Reserves), GCF, CI, and DFGFI.

The analyses of Tayna and Kisimba-Ikobo will also be used as a model for the six other community based reserves. The business plan document and any other products may also be used and distributed by GCF, CI, DFGFI and other partners as an example of business planning practices.

## **SCOPE OF WORK AND PRODUCTS**

The Technical Assistance Consultant (TAC) will travel with DFGFI staff to both Tayna Nature Reserve and Kisimba-Ikobo Nature Reserve to conduct interviews with Community Based Reserve Committees and community members. These site visits will provide information on specific natural resources, potential income-generating resources, potential problems for sustainability (insecurity and/or security of the region), and core costs for sustainable management. The TAC will also meet with DFGFI and UGADEC staff members for additional data support.

The Consultant shall collect information through a visit to the project sites, review of relevant

documents and personal interviews to prepare a Business Plan and a Strategy Brief in both hard copy and electronic versions.

**The Business Plan** shall contain the following, as a minimum:

- An Executive Summary
- Analysis
  - Operations Analysis: Document the current operations of the reserves, including physical installations, organizational and management structures, human resources, and product/service lines.
  - Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis: Identify the internal and external factors that are favorable and unfavorable to achieving the Reserves' objectives, including a description of any competitive and/or collaborative environment, including similar protected areas in the Eastern DRC.
  - Cost Analysis: Determine and document the costs associated with the management activities within the reserves and organizational management required to maintain the reserves. This is likely to be based on the management plan for each reserve, but should analyze a status quo scenario, as well as a minimally functional and an optimal plan scenario.
- Strategy Recommendations
  - Operations Strategy: Provide recommendations for staffing structures, revised basic job descriptions, and productivity and cost-reduction strategies.
  - Financing Strategy: Recommend basic strategies to position the reserves within their competitive environment, building on strengths and exploiting opportunities. The strategy shall
    - recommend appropriate levels of financing from sources such as government multilaterals, tourism, the private sector, innovative revenue sources (e.g. payments for environmental services, carbon, biodiversity offsets, etc.);
    - recommend pricing policies, advertising, promotion and fundraising avenues to attract funds from these sources; and
    - recommend the appropriate level of financing which should be drawn from a capitalized endowment fund, and the target for capitalization of this fund.
- The Financial Plan shall project recommended capital investment schedule for a potential endowment fund, pro-forma profit and loss statements and cash flow budgets. This section should be in a form which can be replicated in other proposed Community Based Reserves (CBR) that are members of UGADEC and adaptively managed and adjusted on an annual basis.
- Appendices (as appropriate)

## PLANNED ACTIVITIES

The following activities are expected to take place between March and May. Adjustments may be made as needed.

|           |         |   |
|-----------|---------|---|
| Day 1     | 1 day   | Arrival in Goma   |
| Day 2-5   | 4 days  | TA meets with UGADEC and DFGFI for informational meetings |
| Day 6-7   | 2 days  | Travel to Tayna NR  |
| Day 8-16  | 8 days  | TA at Tayna NR for assessments and meetings               |
| Day 16-17 | 2 days  | Travel back to Goma                                       |
| Day 18-19 | 2 days  | Travel to Kisimba-Ikobo NR                                |
| Day 20-27 | 8 days  | TA at Kisimba-Ikobo NR for assessments and meetings       |
| Day 28-29 | 2 days  | TA returns to Goma  |
| Day 30-31 | 2 days  | Follow-up meetings with UGADEC and DFGFI                  |
| Day 32-33 | 2 days  | TA travels back to the US                                 |
| Day 34-60 | 26 days | TA provides business and financial management plan        |

## BUDGET

The budget includes both fees for services and travel as well as reimbursable communication and travel expenses.

| <b>Pipeline Categories</b>                 | <b>Total Expenses</b> |
|--|-----------------------|
| Technical Advisor                          | <b>\$15,000</b>       |
| Travel: Round trip US to Goma              | <b>\$3,000</b>        |
| Visa DRC                                   | <b>\$350</b>          |
| Travel & Lodging: Tayna & Kisimba-Ikobo NR | <b>\$1,500</b>        |
| Transport with car (fuel, car hire)        | <b>\$700</b>          |
| Food & Lodging in Goma                     | <b>\$900</b>          |

|                                  |                 |
|----------------------------------|-----------------|
| Meetings at both Nature Reserves | <b>\$900</b>    |
| Direct supplies and materials    | <b>\$500</b>    |
| <b>Total Direct Costs US \$</b>  | <b>\$22,850</b> |

The terms of payment from DFGFI shall be 50% upon signature of the contract and acceptance by Client of ToR presented by Consultant, 30% upon presentation of draft Business Plan and 20% upon presentation of final Business Plan incorporating Client's feedback.

### **COORDINATION**

The Client shall provide Consultant with a single point of coordination to ensure an efficient use of time and travel resources, including facilitating logistics for the field trip and interviews with key DFGFI and UGADEC staff.