

# Terms of Reference (ToR)

## -Merging Protected Areas Commission (PAC) & National Parks Commission (NPC)

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### Consulting Firm to Develop Clear Guidelines and Procedures for Merging the National Park and Protected Areas Commissions.

#### **1. Background**

Guyana is globally recognized for its wealth of natural resources, high levels of biodiversity and for having one of the lowest rates of deforestation in the developing world. The Cooperative Republic of Guyana has had a long history of instituting mechanisms for the effective management and conservation of these resources primarily through the National Constitution in 1980 and the ratification of the United Nations Convention on Biological Diversity (UNCBD) in 1994. More recently, the Government has committed to “*A Fresh Approach to a Good Life and a Green Economy*”<sup>1</sup>.

The creation of an effective national protected areas system (NPAS) in Guyana is central to achieving Guyana’s obligations under the UNCBD and the ecologically sustainable development required for a green economy. It is envisaged that Guyana’s protected areas system will allow for the protection and maintenance of unique natural and cultural heritage, whilst at the same time facilitating sustainable social, environmental and economic development.

The Protected Areas (PA) Act 2011 provides the framework for the establishment and management of Guyana’s NPAS. The Act calls for the establishment of the Protected Areas Commission (PAC) which is a new entity governed by a Board of Directors. The PAC is a body corporate responsible for establishing, managing, maintaining, promoting and expanding the NPAS in Guyana. The components of the NPAS include:

- (a) The Kaieteur National Park;
- (b) The Programme-Site of the Iwokrama International Centre for Rain Forest Conservation and Development;
- (c) National protected areas;
- (d) Amerindian protected areas approved under the Act;
- (e) Protected areas previously declared and urban parks including the Botanical Gardens and the Zoological Park;
- (f) Privately managed protected areas recommended under the Act, and approved by the Minister.

The National Parks Commission (NPC), which was created following the enactment of the National Parks Commission Act 1977, was responsible for the maintenance of public parks, including the Kaieteur National Park. However, under Part IX of the Protected

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<sup>1</sup> Budget 2015

Areas Act 2011 – Special Provisions of the National Parks Commission – much of the provisions of the National Parks Commission Act were repealed. The PA Act also facilitates the transfer of assets from the NPC to the PAC. There is a need therefore, for the existing NPC responsibilities and assets to be merged with the PAC.

## **2. General Task**

In view of the above, the overall objective of this Consultancy is to provide recommendations and clear action plans on how NPC staff, and assets of the National Parks can be incorporated into the Protected Areas Commission, as well as identify and provide guidelines for any other integration considerations.

## **3. Requirements**

The task will require an experienced Consultant Firm with expertise in institutional restructuring and knowledge of government policies. Experience in organizational integration would be an asset.

## **4. Scope of the work**

### *4.1 Propose mechanism for the transfer of staff from the NPC to the PAC*

- Conduct job evaluations and provide options and guidelines for integrating or restructuring the NPC structure into the PAC's organizational structure, taking into account current and future needs.
- Identify gaps and potential areas of concern for integrating staff to the new structure or areas in NPC structure which are no longer relevant for PAC structure.
- Provide guidelines on alleviating staff concerns about the integration from both commissions and identify mechanisms on how to manage these concerns.
- Investigate and compare salary scales, compensation packages, and contractual arrangements for staff positions under the new structure, taking into consideration similar employment arrangements currently in place for existing Commissions.
- Review and recommend a clear set of scales and guidelines for salary administration
- Develop job descriptions and job specification manual.
- Identify additional requirements and estimated financial implications of proposed elements of the transition.

### *4.2 Propose and cost a mechanism for the transfer of assets and supplies*

- Take inventory of all assets and supplies of the NPC, including the identification of obsolete items to be written off and discarded.
- Provide guidelines on how to hand over and transfer assets and supplies in the inventory to the PAC.
- Identify additional requirements and estimated financial implications of proposed elements of the transition.

### 4.3 Interviews

For the purpose of this Consultancy, the Consultant Firm will conduct interviews with key personnel within the Department of Natural Resources and the Environment such as the Permanent Secretary. The Consultant Firm will also interview the Commissioner and Deputy Commissioner of the PAC, and any other staff within the PAC and NPC identified by the Commissioner of the PAC. Interviews should also be conducted with the Guyana Agricultural Workers Union, the Public Service Department and the Ministry of Social Protection.

### 4.5 Document Review

The Consultant Firm will review several documents provided by the Ministry of Natural Resources and the Environment and the PAC. These include but are not limited to:

- Protected Areas Act 2011
- National Parks Commission Act 1977
- PAC and NPC institutional and policy-related documents for example, the PAC strategic plan

## 5. Deliverables

The Consultant Firm will submit to the Department of Natural Resources and the Environment and the PAC, the following:

- 5.1 *A comparison of salary packages across similar commissions eg EPA, GL&SC, GFC, etc..*
- 5.2 *General options and recommendations for the effective integration of staff and assets from NPC to PAC, including financial implications of the various options*
- 5.3 *A detailed and costed action plan for the selected approach to the integration of staff and assets from NPC to PAC.*

## 6. Schedule of Deliverables

The consultant will submit the following deliverables as specified in Sections 4 and 5 above, as follows:

<b>Activity</b>	<b>Timeline (after start date of Contract)</b>
Investigations/background research	6 weeks
Writing up of deliverables for draft review	4 weeks
Finalisation of deliverables	2 weeks

## 7. Timeframe and administrative arrangements

The Consultant Firm will report to the Permanent Secretary of the Department of Natural Resources and the Environment or his designate during the period of this assignment. The period of the assignment is three (3) months.

## 8. Education, Experience and Skills

1. At least one team member with a Graduate Degree in Human Resources Management or a related field from a recognized University.

2. A minimum of five (5) years experience in institutional and human resources management.
3. Experience in Public Administration, organizational mergers and change management.
4. Working knowledge of protected areas and national parks legislation in Guyana.
5. Good interpersonal and communication skills.

The Firm should be registered and in existence for at least three years.