

Terms of Reference

Terms of Reference for Firm/NGO for Designing and Implementing Diversified Resilient Livelihoods and Green/Blue Business Models in Temotu Province, Solomon Islands under SAFE Project

Project/Programme Title: (SAFE Project)

Consultancy Title: Consultancy firm/NGO to Support Diversified Resilient Livelihoods

Duty Station: Temotu Province, Solomon Islands

Duration: 06 Months

Expected start date: 01 November 2025

Expected end date: 30 April 2026

1. Background

The biological diversity of the Solomon Islands is central to the wellbeing of its people, who rely heavily on its natural resources for their subsistence lifestyle. Biodiversity provides essential ecosystem services, such as climate regulation, nutrient cycling, water quality maintenance, and habitat for wildlife, which are crucial for both the economy and cultural practices. Without biodiversity, the Solomon Islands would not only face economic decline but also lose its aesthetic, spiritual, and educational values, which are integral to the traditional way of life. However, the country's biodiversity is increasingly threatened by habitat loss, land degradation, overexploitation, invasive species, and climate change.

In response to these growing challenges, the United Nations Development Programme (UNDP) and the Solomon Islands Government (SIG) have launched SAFE project with assistance from the Global Environment Facility (GEF). This project focuses on mainstreaming biodiversity across sectors and landscapes, protecting habitats and species, and fostering an enabling environment for the implementation of Land Degradation Neutrality (LDN) targets.

The project's main objective is to reduce the risks facing the Solomon Islands' indigenous species and ecosystems by addressing invasive species, land degradation, and unsustainable resource use. This will be achieved through effective government support, community participation, and the promotion of resilient blue/green livelihoods. The project recognizes that the country's land and seascapes are vital to local communities, and that a comprehensive strategy is necessary to improve prevention and management efforts. This strategy will include stronger measures to combat threats and promote sustainable resource use. The project has following distinctive and interconnected four components:

1. Creating an enabling framework for biodiversity conservation, combating land degradation, and supporting a nature-based economy.
2. Implementing a comprehensive risk management approach to address invasive species and land degradation.
3. Promoting community-based integrated ecosystem management at the land and seascape scale.
4. Enhancing knowledge management, awareness, monitoring, and gender mainstreaming.

These components aim to build the necessary capacity and coordination to protect biodiversity, ensure sustainable resource management, and improve community resilience across the Solomon Islands.

2. Objective of the Assignment

The objective of this assignment is to engage a qualified firm or NGO to design and implement diversified, resilient blue/green livelihood initiatives in Temotu Province contributing to the results of Outcome 3 of SAFE project implemented by the Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM) supported by UNDP and GEF. The activities will result in enhanced resilience and livelihoods of local communities in selected landscapes/seascapes while serving ecosystem restoration, biodiversity conservation, and income diversification. The assignment will facilitate the development and scaling of biodiversity-friendly, climate-resilient livelihoods and value chains, with strong emphasis on community ownership, gender equity, and youth engagement, aligned with the objectives of Output 3.4 under the SAFE Project described as:

“Output 3.4: Diversified resilient livelihoods options co-developed with communities to support ecosystem services provision, species and habitat recovery and the emergence of new blue/green business opportunities (e.g. food, ecotourism, handicrafts, circular economy), particularly for women and youth”.

3. Scope of Work, Responsibilities and Description of the Proposed Work

The consultancy firm/NGO will undertake a comprehensive and participatory approach to strengthen community livelihoods in the identified landscapes of Temotu Province while promoting biodiversity conservation and sustainable resource management. For further details, please refer to the attached Annex-A: *Menu of Preliminary Assessment of Potential of Blue/Green Economy Activities in Target Landscapes/seascapes*. The scope includes, but not limited to, the following key activities:

Review and Assessment of Ongoing Livelihood and Conservation Activities

The firm/NGO will conduct a thorough review of existing livelihood initiatives and conservation-linked programs within the target landscapes/seascapes (details provided in annex-A). This assessment will identify gaps, challenges, and opportunities for enhancing sustainability and economic viability. The review will involve thorough consultations with local communities, national and provincial government agencies, NGOs, and private sector actors to ensure alignment with ongoing efforts and avoid duplication.

Identification of biodiversity-friendly Blue/Green Enterprise Opportunities

Working closely with communities, the firm/NGO will facilitate participatory workshops to co-design a portfolio of nature-based enterprises. These may include sustainable agriculture (agroforestry, organic farming), low-impact fisheries (seaweed farming, crab fattening), community-based ecotourism, traditional handicrafts, and circular economy initiatives (e.g., upcycling waste materials). Priority will be given to enterprises that enhance ecosystem resilience while providing equitable benefits for women and youth.

Value Chain Assessments and Market Linkages

A detailed value chain analysis will be conducted for selected products/services in consultation with local communities to assess market demand, economic feasibility, and environmental sustainability. The assessment will identify key bottlenecks (e.g., processing, storage, transportation) and opportunities for additional value. Based on findings, the firm/NGO will develop strategies to strengthen market access, including linkages with buyers, cooperatives, and digital marketing platforms. The selection would be flexible allowing additional value chains/livelihood activities to be added during project implementation, as new opportunities can arise and market dynamics change rapidly. The following two sets of criteria would be considered when undertaking a preliminary value chain selection:

- (i) Value chain growth potential (current/potential unmet market demand, competitive advantages etc.) and
- (ii) Livelihood development potential (e.g. percentage of the village that can be engaged in the value chain, and additional income that can be generated from value chain).

Based on the list of preselected value chains, mapping and analysis of value chains would be undertaken including in-depth market and feasibility analysis. The value chain analysis will be market led, meaning it would start by mapping (i) the market potential of the product/service, (ii) the customer requirements and (iii) the challenges faced by marketers/customers. Based on the market data the existing value chain (stakeholders, role of the stakeholders, infrastructure availability, practices and processes, value extracted at each step, etc.) gaps in the value chain will be assessed. The objective of this is to identify value chains where rural producers and service providers have a competitive advantage and can establish sustainable livelihoods. Based on the gaps identified above, interventions will be designed and implemented.

Capacity Building and Skills Training

The NGO/firm will provide hands-on trainings in sustainable production techniques, business development, financial literacy, and quality assurance to local producers, particularly women, youth and indigenous people. Training and skill development will be provided to producers and service providers to (a) help them understand customer requirements, (b) increase productivity, (c) learn necessary business skills and (d) other specific needs as per the value chain, including developing new products and services. The NGO/firm will develop systems and processes to capture adequate data and monitor the functioning of the value chain. The training modules will be tailored to community needs and delivered in accessible formats (e.g., local languages, peer-to-peer learning). Specialized workshops will also be conducted on invasive species management and biosecurity compliance.

Strengthening Community-Based Organizations (CBOs)

The firm/NGO will support the formation and institutional strengthening of CBOs (e.g., farmer cooperatives, women's savings groups) to ensure long-term enterprise management. This includes governance training, leadership development, and organizational capacity building to enhance sustainability beyond the project lifecycle.

Sustainable Financing

To ensure financial viability, the firm/NGO will facilitate access to microfinance, revolving community funds, and public-private partnerships (PPPs). Women and youth will be prioritized in savings and loan schemes, with linkages to financial institutions and grant opportunities for green

enterprises. The interventions will be designed and implemented in a manner to ensure self-sustainability of the value chain by the end of the project period. This will allow the activity to continue beyond the life of the project reducing the risk of dependence on other forms of funding. Primary and secondary level informal or formal organizations/collectives will be encouraged to participate in these livelihood activities. To the extent feasible, the project will attempt to link new investments to national, private and private sector programs.

Infrastructure Development Support

In case of lack of infrastructure, the NGO/firm will work with relevant stakeholders and collaborate with national, provincial and private sector institutions to provide producers and service providers with both technical support and infrastructure (small processing, storage and marketing facilities). The firm/NGO, if needed, will approach technical institutes to develop appropriate technology to address the gaps identified. In collaboration with government agencies and private sector partners, the firm/NGO will identify and support small-scale infrastructure needs (e.g., solar dryers, fish storage facilities, eco-lodge improvements) to enhance productivity and market readiness.

Marketing Strategies

The NGO/firm will develop and implement a marketing strategy allowing producers and service providers to gain maximum value for their goods and services. This would entail building communication material, communication strategy, identifying distribution channels, partnering with relevant stakeholders, etc. The NGO/firm will support the piloted enterprises in branding, packaging, and market outreach, including partnerships with tourism operators, retailers, and e-commerce platforms.

Interventions to Support Diversification of Production The NGO/firm will explore avenues to support diversification of nature-based enterprises ensuring that native flora and fauna are prioritized. As appropriate exotic species may be considered, but only if it is established that they have not shown invasive tendencies in the region or country. All proposed organism introductions to the country should undergo an appropriate risk assessment as per requirements of the BSI. Movement of organisms within the country, especially with the intent of establishing new populations should also be carefully considered and rely on careful developed assessments based on input from relevant sectorial expertise such as MAL, BSI, Forestry, MFMR, etc.

Establishment of a Blue/Green Livelihoods Network

The NGO/firm will establish a Blue/Green Livelihood Program at the local and provincial level (which will be extended to national level at later stage). This network will involve all relevant stakeholders working at the rural areas and at provincial level. This network will serve as a platform to share information, learn from each other and be that frontier for business endeavors for all levels of governance.

4. Expected Outputs and Deliverables

Deliverables	Deliverable Date	Percentage of Payment
Review and Assessment Deliverable 1: Detailed Report: Ongoing Livelihood and Conservation Activities in the identified landscapes/seascapes		

Deliverable 2: Detailed Report: Identification of biodiversity-friendly Blue/Green Enterprise Opportunities in the identified landscapes/seascapes		
Deliverable 3: Detailed Report: Mapping and Analysis of the Value Chains in the identified landscapes/seascapes		
Deliverable 4: Development and Implementation of Capacity Building Plan for the identified landscapes/seascapes (including detailed reports on training conducted as a result of the assessment)		
Implementation Deliverable 5: Detailed Report: Sustainable Finance and Infrastructure Development Support Extended to Communities in the identified landscapes/seascapes		
Deliverable 6: Report on Marketing Strategies Developed for Community-based Blue/Green Enterprises in the identified landscapes/seascapes		
Deliverable 7: Report on Interventions to Support Diversification of Livelihoods in the identified landscapes/seascapes		
Deliverable 8: Detailed Report: Establishment of a Blue/Green Livelihoods Network		

5. Institutional Arrangements/Reporting Lines

The firm/NGO will work under the direct supervision of the designated officials of the MECDM and SAFE project PMU established at the MECDM. Regular coordination will be maintained with MECDM, UNDP and relevant provincial authorities. A Technical Working Group comprising representatives from MECDM, MAL, MFMR, and key community stakeholders will provide oversight and validation of deliverables. The firm/NGO will attend regular review meetings and submit progress reports to the Project Board chaired co-chaired by UNDP and MECDM.

6. Experience and Qualifications

I. Necessary requirements

The applying firm/NGO must:

- Be legally registered and have at least 7 years of proven experience in implementing community-based livelihood, natural resource management, or conservation enterprise programs.
- Demonstrate experience in value chain development, rural enterprise development, biodiversity conservation, and gender/youth empowerment.
- Have prior experience in the Pacific Islands context or Small Island Developing States (SIDS), preferably in Solomon Islands or Melanesia.

- Show ability to engage meaningfully with rural communities and local governance structures.
- Have strong capacity in participatory methods, market analysis, and results-based programming.

III. Language: Competency in written English language is required for reporting

IV. Competencies:

- Strong consultation, facilitation, and advocacy skills;
- Research and critical thinking skills;
- Proven ability to engage and inspire people;
- Excellent writing and reporting skills;
- Understanding of conservation, resilient development and the political and development context of the Solomon Islands;
- Knowledge and background in issues concerning gender, persons with disabilities and other marginalized groups;
- Working experience in community development and understanding of cultural and socio-economic development challenges in the country;
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web-based management systems.

7. Financial bid and payment modality

The financial bid submitted by the selected firm/NGO shall be all-inclusive, covering all costs associated with the assignment. This includes, but is not limited to, professional fees, logistics, venue hire, catering, daily subsistence allowance (DSA), accommodation, transportation, and any other expenses incurred during field activities. No additional costs related to the execution of this assignment shall be borne by the SAFE project or MECDM outside the agreed contract amount.

Upon signing of the contract, an advance payment—the percentage of which will be mutually agreed prior to contract finalization—will be released to enable the firm/NGO to mobilize resources and undertake necessary preparatory activities. The balance payment will be made upon successful completion and submission of all agreed deliverables, subject to formal review and written certification of satisfactory completion by the Technical Working Group and Chief Technical Advisor or National Project Manager (CTA/NPM). Payments will only be processed after official acceptance of the deliverables.

Taxation Implication: There will be taxation implication on the fees payable to consultancy firm excluding expenses. It is the responsibility of the SAFE Project PMU and the Ministry to withhold the tax from the individual at the source of raising payment through a payment certificate. The selected candidate must submit his or her TIN and other IRD registration details to SAFE Project PMU and MECDM for onward submission to MoFT.

8. Required documentations and contacts

The following documents must be submitted:

1. Expression of interest (EOI) letter highlighting the firm/NGO's suitability for the consultancy assignment.
2. Updated profile and proof of similar previous assignments.
3. Financial proposal for the assignment.
4. Methodology on how the assignment will be approached.

For more information about the tender, please contact or see:

Mr. Silas Arukwai

Project Associate (PA)

SAFE Project PMU Office, Advance Technology Limited Building, Level 1, MECDM Headquarter, Point Cruz, Honiara, Solomon Islands

Telephone: (677) 23031/23032 [Ext 209]

Email: silas.arukwai@undp.org or jennifer.betina.kilua@undp.org

In the subject of your email write: "Diversified Resilient Livelihood Consultancy services"

For submission of your tender documents:

A complete set of Tender documents in English must be delivered in sealed envelope or sent by email to: silas.arukwai@undp.org or jennifer.betina.kilua@undp.org

The envelope should be marked with the subject line heading **"SAFE Project Diversified Livelihoods Consultancy Services RFP No: "**.

Address the tender to:

National Project Manager, SAFE Project PMU Office, Advance Technology Limited Building, Level 1, MECDM Headquarter, Point Cruz, Honiara, Solomon Islands

Annex-A

Menu of Preliminary Assessment of Potential of Blue/Green Economy Activities in Target Landscapes/seascapes

Province	Grouping (seascape/landscape biosphere cluster)	Community sites	Existing Activities		Proposed activities for SAFE project		Relevant stakeholders
			Blue Economy	Green Economy	Blue Economy	Green Economy	
Temotu	Seascape	Reef islands (Tuo, Ngawa, Nenumbo & Ngadeli)	Harvested marine resources (fish, shells etc.) are sold at the community/the nearby local markets.	Garden produce (cassava, taro, sweet potato) are sold at the local market.	A Storage Facility is needed for fish, and explore market links within Temotu and beyond.	Low-lying Islands with mostly coral limestone/white sand with very thin layer of soil so gardening techniques/soil improvement techniques should be explored for these communities.	Ministry of Agriculture and Livestock (MAL), Ministry of Fisheries and Marine Resource (MFMR), Temotu Provincial Government & NGO Partners (Kastom Garden, World Vision).
		Utupua Island	Activities in this space is very limiting	Activities in this space is very limiting	Explore possible market links for local produce from Utupua	Explore possible market links for local produce from Utupua	MAL, MFMR, Temotu Provincial Government & NGO Partners (Kastom Garden, World Vision).