



**Tender Document
for
Caribbean Biodiversity Fund
Human Resources Policy and Procedures Consultancy**



TERMS OF REFERENCE

HUMAN RESOURCES POLICY AND PROCEDURES CONSULTANCY

The Caribbean Biodiversity Fund (CBF) invites qualified individuals (consultants) to submit its technical and financial proposals for the “CBF Human resources Policy and Procedures” consultancy bidding process. This consultancy will focus on establishing the necessary human resources policies, procedures and systems for the CBF to manage its most important resource, its staff, in an equal and fair manner.

1. BACKGROUND

The Caribbean Biodiversity Fund (CBF) is a regional environmental fund whose mission is “*to ensure continuous funding for conservation and sustainable development in the Caribbean.*” Established in 2012, and with a flexible structure, the CBF is designed to accommodate the receipt, investment, distribution and monitoring of conservation funding throughout the region. Currently, the CBF has two programs: (i) a Conservation Finance Program, anchored by a US\$75 million endowment fund and (ii) a Climate Change Program, focused on Ecosystem-based Adaptation (EbA), with a US\$50 million sinking fund.

Under the *Conservation Finance Program*, and through its Endowment, the CBF provides financial resources through eligible National Conservation Trust Funds (NCTFs) that have signed Partnership Agreements with the CBF. The Partner NCTFs then lead the grant-making at the national level with resources from the CBF and other donors. To date, CBF has established 9 Partnership Agreements. Six of these NCTFs have already received CBF funds and are at different stages of supporting on the ground and in the water activities with CBF resources. It is expected that by 2023 the CBF will have signed a total of 12 Partnership Agreements with NCTFs throughout the Caribbean. Activities financed under this program may include, but are not limited to, support for protected areas management and establishment (including management plans), infrastructure within and outside protected areas for the support of protected areas and natural resources management, environmental education, community engagement on natural resources management, environmental policy, research and studies. Under the Conservation Finance Program, main beneficiaries are National Conservation Trust Funds (NCTFs) who then sub-grant CBF Funds to NCTF grantees which can include government, NGOs, small private association (of fisherfolk and farmers for example), and research and academic institutions¹.

In addition, the Conservation Finance Program includes an organizational development component aimed at strengthening the network of conservation trust funds that are part of the Caribbean Regional Finance Architecture. Areas of focus for institutional strengthening are governance, operations, administration, reporting, monitoring, evaluation & learning, environmental, social and governance safeguards, asset management, support for finance mechanisms development, and resource mobilization. Targeted countries under the overall program currently include Antigua &

¹ NCTF payments currently range from US\$ 200,000 to US\$420,000. Sub-grants currently range from US\$12,000 to 50,000.

Barbuda, Bahamas, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent & the Grenadines.

Under the *Climate Change Program*, and through the Ecosystem-based Adaptation (EbA) Facility, the CBF is distributing grants directly to local, national and regional projects through competitive calls for proposals with the aim of supporting effective climate change adaptation measures in the marine and coastal zone of the insular Caribbean. These actions include restoration and rehabilitation of ecosystems, reduction of land-based stressors, other measures to reduce pressures on ecosystems, measures to reduce physical damage to ecosystems, installation of artificial reefs, and grey-green infrastructure (hybrid solutions) relevant to the EbA approach. Projects can be implemented by local, national, regional or international non-government organizations (NGOs), national conservation trust funds (NCTFs), community-based organizations (CBOs), government agencies, regional organizations, private sector companies, universities and other academic institutions, and consortia of organizations. The grants are focused on helping people adapt to adverse effects of climate change, reduce disaster risk, and build resilient ecosystems and economies.

Currently the EbA Facility has committed about US\$12 million through 11 grants under its first Call for Proposals in 2019. This will increase with subsequent calls for proposals to potentially up to 45 projects. A 2nd Call for Proposals (CfPs) is currently under way with a total of 4 CfPs planned. Targeted countries under this program currently include Antigua & Barbuda, Cuba, Dominica, Dominican Republic, Grenada, Haiti, Jamaica, Saint Lucia, and Saint Vincent & the Grenadines. Montserrat will be added for future CfPs. The Bahamas, Barbados, Saint Kitts and Nevis, and Trinidad and Tobago may also benefit through regional projects.

In addition to the current operations described above, the CBF continues to pursue new opportunities. In 2021, the CBF expects to initiate the operational phase of its new program and instrument on the *Circular Economy* to be funded and designed in partnership with the German Government through KfW. The CBF is also exploring and developing new partnerships with regional organizations for the CBF to serve as the financial platform to provide sustainability to other initiatives by creating additional endowments and other financial instruments.

CBF partner donors to date include the Government of Germany (Federal Ministry of Economic Cooperation and Development – BMZ, and the Federal Ministry of the Environment, Nature Conservation and Nuclear Safety -BMU) through the German Development Bank (KfW), The Nature Conservancy (TNC), and the Global Environment Facility (GEF) — through the World Bank and the United Nations Development Program (UNDP).

More information about the CBF can be found at <http://www.caribbeanbiodiversityfund.org>

2. OBJECTIVE OF THE CONSULTANCY

A sound Human Resources Policy is essential for the success of any institution as it guides the relationships between the institution and its staff/employees, its most valuable asset. This Policy needs to ensure institutional consistency, in action and equity in its relationship with employees.

The key objective of this consultancy, therefore, is to develop the CBF's Human Resources Policy and Procedures Manual (HR Policy) and systems, which will guide the approach adopted by the organization, and therefore its staff, concerning various aspects of employment. In developing the HR Policy, the consultant shall aim to use clear and consistent language with the objective of treating all employees in a fair and just manner. In conducting his/her work, the selected consultant shall also take into account that the CBF Secretariat, which leads day-to-day activities of the institution, is currently composed of 6 staff, including the Chief Executive Officer, two Program

Managers for each of the current Programs, a Technical Officer under the Climate Change Program, a Finance Officer, and an Administrative Assistant. As the CBF is expected to grow in the coming years, it is expected that at least 3-4 additional staff may be hired in the coming year, with potential further growth thereafter. In addition, the CBF has a decentralized (virtual) office approach with different staff located in multiple countries.

The consultancy will encompass the following overarching tasks, which are further detailed in Section 4 below:

1. Assessment of the CBF Secretariat's structure and human resources capacity.
2. Establishment of the Human Resources policy and Procedures Manual (HR Policy).
3. Leadership Succession Guidelines and Plan.
4. HR Training.

3. AVAILABLE DOCUMENTS

CBF will share available documentation with the selected consultant, comprising, but not limited to:

- CBF general governance documents including its Articles of Association and Principal Operational Manual.
- Operational Manual of the CBF Endowment Fund and relevant policies and procedures;
- Operational Manual of the CBF EbA Facility and relevant policies and procedures;
- Conservation Trust Funds Practice Standards (2020 edition)
- Any other relevant documentation as needed.

A CBF confidentiality agreement will be signed as part of the contract.

4. SCOPE OF WORK

As mentioned in Section 2 above, the consultancy will encompass the following overarching tasks:

1. Assessment of the CBF Secretariat's structure and human resources capacity.
2. Establishment of the Human Resources Policy and Procedures Manual (HR Policy).
3. Leadership Succession guidelines and Plan.
4. HR Training.

Work on these tasks is not necessarily sequential.

Task 1: Assessment of CBF Secretariat Structure and Human Capacity

Taking into account the current its tasks and responsibilities of the Secretariat, the consultant will conduct an assessment of the CBF Secretariat human resources and positions structure, as well as tools. In light of the current size of the institution and projected growth. This assessment should

include recommendations on improving the Secretariat human resources and tools capacities. The assessment shall also include the role of the CBF Board on HR matters.

Deliverables Task 1:

- Structure and Human Capacity Assessment

Task 2: Development of the Human Resources Policy and Procedures Manual

The Consultant will work with the CBF to develop a complete Human Resources Policy and Procedures Manual (HR Policy) which is aligned with international best practices and tailored for the specific needs of the CBF and which will be submitted to the CBF Board for approval. It is expected that the HR Policy will include and cover the following areas:

- Workplace policies
- Employees recruitment, resignation, redundancy and layoffs
- Salary scale system based on employees' position duties and responsibilities, experience, and education level, as well as other external factors such as inflation, etc.
- Benefits
 - Vacations
 - Sick leave
 - Compensation days
 - Maternity/paternity leave
 - Medical insurance coverage
 - Retirement / pension / social security
 - No pay leave
- Staff performance appraisal system
- Staff/personnel files
- Discrimination and harassment prevention
- Professional development and training
- Work-life balance
- HR filing system and procedures
- Revised positions descriptions
- Revised staff contracts (taking into account proposed HR Policy)
- HR Template forms as relevant
- Any other aspects identified between the CBF and consultant

As part of this task, it is expected that the consultant will conduct an assessment (including interviews) of how similar kinds of institutions have handled the establishment of its HR Policies, including the above-mentioned specific items. Consultations with CBF staff and Board are also expected. It is also important to highlight that the HR Manual and the relevant areas identified above shall also include gender approach considerations. In addition, the consultant will also provide advice and recommend options on HR management online systems that the CBF could acquire to facilitate the implementation of its HR Policy.

Deliverables Task 2:

- Report on interviews conducted and main findings
- Initial Draft HR Manual for Secretariat and Board Review
- Final Draft HR Manual for Board submission

Task 3: Leadership Succession Guidelines and Plan

Planning for leadership succession is increasingly important for all types of institutions. As part of this work, the consultant will develop a succession guidelines and plan for the key management positions within the Secretariat, including the CEO and Program Managers positions. This succession guidelines and plan shall be incorporated to the HR Manual. In addition, to the Secretariat succession guidelines and plan, the consultant will also develop a similar document for the CBF Board of Directors, and in particular for the key positions of Board Chair, Vice-chair and Treasurer.

Deliverables Task 3:

- Secretariat Leadership Succession Guidelines and Plan
- Board Leadership Succession Guidelines and Plan

Task 4: HR Training

On completion of task 2, the consultant will train CBF staff and board directors on the new HR Policy. Such training shall be conducted in a virtual setting and may be divided into two or more sessions.

Deliverables Task 4:

- Training session 1
- Training session 2

5. SCHEDULE AND DURATION OF ASSIGNMENT

The Assignment is expected to commence on May 15th, 2021 and last through July 31st, 2021.

The estimated effort by task escribed below shows an indication of the number of days required for each task, which shall be distributed during the consultancy period.

Estimated effort

Task	Time Input (days)²
Task 1: <u>CBF Secretariat Assessment</u>	15
Task 2: HR Manual	20
Task 3: Succession Plan	10
Task 4: HR Training	5
Total input	50

6. REQUIRED EXPERTISE FOR THE ASSIGNMENT

The consultant shall have the following expertise:

- Bachelor’s Degree in Human Resource (HR) Management, Human Resource Development or its equivalent. A Master’s Degree in any of the above fields will be an asset.
- At least 7 years of progressive experience in HR Management.

² Estimated days required.

- Demonstrates experience in HR procedures development and implementation.
- Demonstrated knowledge of international standards or practices relating to Human Resource Management.
- Demonstrated experience in overall institutional development
- Working experience with Non-Governmental Organization (NGOs) will be an asset.
- Working experience in the Caribbean will be an asset.
- Working experience with conservation organizations will be an asset.
- English fluency required. Fluency or knowledge in Spanish and/or French an asset.

7. TENDER EVALUATION

General

The selection of the consultant for the execution of the required services will be made in accordance with the CBF procurement guidelines.

Technical Proposal

Applicants shall only submit the Technical Proposal according to the instructions detailed in Section 8 below. Financial Proposals will be requested once the technical evaluation is completed. The quality of each technical proposal will be evaluated on a scale of 0 to 100 points, according to the criteria given in Annex A, which will be examined in accordance with the requirements as indicated in the Terms of Reference. If there are omissions in relation to the TOR points will be deducted. Omissions that restrict comparison with other bids, and disrespect of the proposed structure and content of the proposal may lead to the exclusion of the applicant.

Financial Proposal

After evaluation of the Technical Proposal, the Financial Proposals of those Tenderers whose technical Proposal achieved a minimum of 75% will be requested.

Final Evaluation

For the purpose of a combined evaluation the Technical Proposal of a Tenderer will be weighted 80% as follows:

$P_T = 80 * T/T_o$, with

- P_T = attributed score for Technical Proposal,
- T = Tenderer's score in the technical evaluation,
- T_o = highest 'technical' score of all Tenderers.

The Financial Proposal of a Tenderer will be weighted % as follows:

$P_F = 20 * C_o/C$, with

- P_F = attributed score for the Financial Proposal (points),
- C = Tenderer's corrected price of the Financial Proposal,
- C_o = lowest corrected Financial Proposal.

The total score of the Tender is

$P = P_F + P_T$.

The Tenderer who submitted the proposal with the highest total score will be invited for contract negotiations. The negotiations will clarify the work and methods to be used and any necessary staffing schedule adjustments.

Consulting Contract

The Technical and Financial Proposals of the successful Tenderer will become part of the Contract to be concluded. The CBF, however, reserves the right to negotiate and adapt those parts of the Tenderer's proposal which are considered inadequate with the requirements of the work.

8. HOW TO APPLY?

Interested consultants shall submit a Technical Proposal addressing the overall concepts and methodologies to attain the works' objectives (see Section 2), the specific tasks (see Section 4), and addressing the evaluation areas contained in the evaluation criteria (see Annex A).

Only Technical Proposals shall be submitted by **April 16th, 2021** via e-mail to the following address: secretariat@caribbeanbiodiversityfund.org with Subject Line: "Technical Proposal CBF Human Resources Policy:

Financial Proposals will be requested once the evaluation of Technical Proposals is completed. Failure to follow these instructions will result in automatic disqualification from the process.

The language of the Technical and Financial Proposals and of all communication with CBF shall be English. The currency of the Financial Proposal shall be USD.

Questions may be submitted by **April 2nd, 2021** via e-mail to the following address: secretariat@caribbeanbiodiversityfund.org with Subject Line: "Questions CBF Human Resource Policy".

If necessary, the CBF will be involved and answer at the latest **10 days (April 6th, 2021) before submission date deadline.**

Annex A
Evaluation Criteria

Evaluation criteria and sub-criteria of the tender		Maximum points
1	Concept and methodology	55
1.1	Clarity and completeness of the tender	5
1.1.1	Clarity	2
1.1.2	Form	1
1.1.3	Integrity (checklist) (compliance with requirements)	2
1.2	Critical analysis of the TOR	15
1.3	Proposed concepts and methods	35
1.3.1	Overall concept and approach for establishing the CBF HR policy	20
1.3.2	Proposed initial work plan outline for the consultancy (activity plan including staff schedule)	15
2	Qualifications and Experience of the Consultant	45
2.1		
2.1.2	Experience and expertise of a minimum of 7 years of progressive experience in HR Management	12
2.1.3	Demonstrated experience in HR procedures development and implementation.	12
2.1.5	Demonstrated experience in overall institutional development	10
2.1.6	Working experience with Non-Governmental Organization (NGOs), conservation organizations	5
2.1.8	English, Spanish and French Knowledge	3
2.1.9	Regional Experience in the Caribbean	3
	Total	100